Second International Conference

Product Development and the Supply Chain

Collaborating and Competing in the Age of e-Business

April 18-19, 2000
Santa Clara, CA

How to design products, processes

and supply chains — concurrently

and up-front — that capitalize on

the opportunities of a turbulent,

web-enabled world

Featuring top experts and industry leaders:

Professor Hau Lee
Stanford University,
Director of Stanford's
Global Supply Chain Forum

Dr. Charles Fine
MIT Sloan School,
acclaimed author
of *Clockspeed*

Ray Lane
President and COO,
Oracle Corporation

Alice Miles
President,
Ford Motor B2B

...and executives from

- **Hewlett-Packard**
- **Lucent Technologies**
- **Cisco Systems**
- **Sun Microsystems**
- **Harley-Davidson**
- **DaimlerChrysler**
- **Honeywell International**
- **National Initiative for Supply Chain Integration (NISCI)**

Pre-Conference Workshops

eDevelopment:
Web-Enabled Product Development

Lean Design
for the Supply Chain

April 17, 2000

The MANAGEMENT ROUNDTABLE

www.ManagementRoundtable.com

The *WSJ* quote at left refers to the landmark joint ventures just announced by **Ford Motor** (with **Oracle**) and General Motors (with Commerce One) to web-enable their entire supply chains — from product design to delivery and service. The vision is breathtaking, with unprecedented speed, customer responsiveness, and billions of dollars of profit potential. What exactly this vision means for automotive suppliers and Silicon Valley remains to be seen. What it means for all industry is that there's no turning back.

As *The Economist* put it, this is "e-business for grown-ups." Because of the web, everything has accelerated and no company is an island. And as product development relies more on technology, suppliers, and partners (who may also be competitors), the stakes just get higher.

> **"...The race is in who executes and makes this operational across the whole supply chain. It's a dirty difficult process."**
>
> *Wall Street Journal*
> *December 3, 1999*

Management Roundtable's Second International Conference on **Product Development and the Supply Chain – Collaborating and Competing in the Age of E-Business** brings together an exceptional group of thought-leaders, top executives, and advanced practitioners to talk about the stakes, the opportunities, and the "dirty difficult" issues that must be considered *at the front-end of product and supply chain design*. Complicated in its own right, such design is even more challenging — yet promising — as e-business dominates.

Ray Lane, president and COO of **Oracle,** and **Alice Miles**, president of **Ford B2B**, who are spearheading the aforementioned multi-million dollar deal, will share their respective views of the Internet-and-supply-chain-driven product development future. Two of the foremost experts in this field, **Charlie Fine** of **MIT/Sloan** (author of *Clockspeed: Winning Industry Control in the Age of Temporary Advantage)* and **Hau Lee** (of **Stanford University** and the prestigious **Stanford Global Supply Chain Forum**) will tell you where the competitive opportunities - and threats - are greatest.

Leading practitioners (including collaborating team members) from companies such as **Sun Microsystems, DaimlerChrysler, Lucent, Hewlett-Packard, Honeywell,** and the **National Initiative for Supply Chain Integration (NISCI)** will discuss, first-hand, how they are tackling the nuts-and-bolts; the unglamorous and difficult challenges that make the vision real.

Finally, break-out groups, networking activities, and specially created pre-conference workshops provide the chance to find out more about your own specific concerns — ranging from modularity, design to order, and calculating true life cycle costs to custom parts sourcing, internet tools and software, and supply chain metrics.

Important note: This conference is primarily about design and strategy decisions that occur at product conception. While the role of e-business is critical, the emphasis is not on distribution and/or downstream logistics. It is on defining the "what, when, how, how-much, and with-whom" of a product at the start of its life cycle – fully cognizant of the lightning-fast world it is entering, the customer/supplier information links that can drive it, and the electronic journey it is about to take.

This conference will bring together 'fruitflies' with 'dinosaurs;' the best of Detroit with the best of Silicon Valley; the leaders in supply chain, the innovators in product development, and the internet pioneers. It is an outstanding venue to gain knowledge of:

- **Billion dollar profit and cost-savings opportunities afforded by the web**
  - How the Internet will restructure the entire supply chain from product concept to delivery
  - Threats and opportunities of clockspeed acceleration caused by the Internet
  - How Ford/Oracle's e-business revolution will ripple through industry; how, as Ford's extended supply chain (worth $300 billion a year) is encouraged to do business through the web, the exchange of dollars will grow rapidly and exponentially. How other e-business ecosystems will emerge.
  - How to implement an Internet-based, globally integrated Supply Chain

- **Design approaches that enable the responsiveness and flexibility required for e-business**
  - How to use postponement supply chain principles and work within existing product design constraints to deliver and install highly customized systems
  - How to respond more quickly to customers through "intellimix" product design and late point differentiation strategies
  - How to design for variety and "to order"
  - 3-dimensional concurrent engineering principles
  - Lean design concepts to reduce complexity, speed development, and eliminate excess life-cycle cost

- **Collaboration strategies for accelerated product development, rapid innovation and competitive positioning**
  - How to determine your core competencies, the assets that should never be outsourced
  - What to do when you collaborate with competitors; how much do you protect vs. share?
  - How to form dynamic "information partnerships" with suppliers and customers through the Internet
  - How to share knowledge internally; establish cross-functional objectives and metrics
  - Breakthrough models of collaboration between engineering, operations and contract manufacturers to meet aggressive TTM and performance goals

By participating, you will:

1.
Discover new approaches and technology that can boost your speed and flexibility

2.
Receive benchmarking insights and metrics to help you make strategic decisions

3.
Gain consensus within your organization about how to design for the supply chain, who to partner with, and how to proactively leverage the internet

4.
Meet others with whom you may wish to collaborate or do business with after the conference is over

Workshop A — 8:30 am- 12:00 pm

eDevelopment: Web-Enabled Product Development
Edward K. Yu, Principal,
Pittiglio Rabin Todd & McGrath

This workshop will focus on requirements definition and approaches to using real-time, integrated, cross-project information systems to dramatically improve a business' ability to manage product development as a whole rather than focusing on individual projects.

The product development management process has improved dramatically over the last decade. In fact, most electronics companies have progressed along a process improvement curve to the point where they are twice as effective developing products today as they were 10 years ago. For the most part, these improvements stem from advances in management practices such as more clearly focused decision making; more effective cross-functional project teams and more structured and defined process flows to reduce wasted time.

Now another dramatic improvement is on the horizon. Newly emerging information systems technology will create a new process improvement curve. This will turn today's effective, but passive, management processes into active innovation systems, helping organizations achieve improvements even more dramatic than those of the last decade.

About the Instructor
Ed Yu has over 17 years of experience in product development and manufacturing operations in the electronics, aerospace, process, and life sciences industries. Ed is currently a Principal with the high technology management consulting firm, Pittiglio Rabin Todd & McGrath (PRTM), and has spent over ten years in industry as Director of Manufacturing at Southwall Technologies, Inc. and as Program Manager at Acurex Corporation, where he earned a patent for an aerospace invention. Ed also held various engineering positions at General Dynamics and Bechtel Petroleum. Ed's product development experience is based on tailoring PRTM's Product And Cycle-time Excellence® (PACE®) framework to different client environments. His facilitation work with cross-functional teams has earned "Best of the Best" and president's awards for superior team performance.

Ed is a graduate of the University of California, Berkeley, with a BS Degree in Mechanical Engineering. He received an MS Degree in Mechanical Engineering with a concentration in Design, Concurrent Engineering, and Engineering Management from Santa Clara University.

Workshop B — 1:00 pm- 4:30 pm

Lean Design for the Supply Chain
Sandy Munro, President, Munro & Associates, Inc.

Participants will gain a good understanding of Lean Design™ principles and tools, and will receive practical, useful information that they can apply to help their own companies create breakthrough products.

To maximize profitability, increase quality and speed time-to-market, manufacturers must move beyond lean manufacturing to Lean Design. Lean Design™ takes a multi-disciplinary approach that considers total accounted cost through the product's entire life cycle and involves the entire supply chain at the earliest design stages. This holistic approach to product design can have a tremendous impact on a product's success, since the design ultimately dictates 70% of the product's total cost.

> Success in the world of e-commerce depends on first becoming lean — otherwise the costs and delays will kill you.

In this dynamic workshop, leading product development expert Sandy Munro discusses the many rules and tools used in his Lean Design™ approach. He also will share his supply-chain insights gained across several industries regarding the potential for success and the pitfalls of modular design, and will review real-world supply chain case studies on "things gone right" vs. "things gone wrong."

About the Instructor
One of Management Roundtable's most highly rated speakers ever, Sandy Munro is uniquely knowledgeable, passionate, and down-to-earth all at once. Having advised some of the world's top manufacturing executives on implementing cultural change and integrated product development strategies, he offers a wealth of perspective and a penchant for technology transfer. He has worked globally with every conceivable type of product and his experience cuts across virtually every segment of the design and manufacturing industry. A pioneer in the use of Design for Assembly (DFA)/Design for Manufacturability (DFM), he founded Munro & Associates, Inc., in 1988 to help North American manufacturers harness the power of concurrent engineering/DFM to reach new levels of global competitiveness. Since that time, Munro has helped manufacturers of all types of products — from airplanes to toys, appliances to medical devices, and automobiles to electronics — to save an estimated $40 billion and retain or return to North America some 200,000 jobs.

● **Tuesday, April 18**

Strategic Design of Product, Process and Supply Chain

Keynote
eClockspeed: Supply Chain Design in the Age of eBusiness
Charles H. Fine, Professor, MIT Sloan School and author of *Clockspeed: Winning Industry Control in the Age of Temporary Advantage*

Supply chain design needs to be treated as a critical activity and capability embedded into an organization's strategic thinking and concurrent development processes. Because internet technologies cause clockspeed acceleration, the age of eBusiness will provide may new threats and opportunities from supply chain dynamics. This presentation will apply the principles of *Clockspeed* to assess how both fruitflies and dinosaurs might fare in the Age of eBusiness.

Implementation Example
Collaboration for Faster Clockspeed
Robert Parker, *Executive Director, National Initiative for Supply Chain Integration (NISCI)*

In this presentation, the NISCI "Fruit-Fly Team," composed of Deere, Gateway, KPMG, and Supply America (with input from Dr. Fine), will report its early progress in bringing solutions from faster clockspeed firms to a 2-year Boeing product development program. The team's goal is to learn how to transfer such experience in a three-dimensional, concurrent engineering (3-DCE) environment as outlined in Dr. Fine's seminal book *Clockspeed*. As this announcement goes to press, the effort is in early stages – conference participants will be first to hear the outcome.

Product and Supply Chain Strategy: A Tale of Two Cultures
Jeff Trimmer, *Director of Operations & Strategy, DaimlerChrysler*

DaimlerChrysler is widely respected for its leadership and innovation in both supply chain management and product design. As a merged entity, the company has had to consider many strategic and cultural (including German/US) complexities in addition to the usual supply chain and product design ones. Jeff will share how DaimlerChrysler is resolving these while leveraging its many combined strengths for the Global Procurement & Supply organization. In particular, he will describe how DaimlerChrysler is using specific measurements, including the well-known SCORE program, to track its progress with suppliers.

Leveraging the Internet

Featured Presentation
The Internet's Impact on the World's Supply Chains
Ray Lane, *President and COO, Oracle*

As Oracle embarks on its history-making venture with Ford, its leader, Ray Lane, will share his view of how the Internet will restructure the entire supply chain from Product Development to Product Delivery and Service. He believes the opportunity is unparalleled in world commerce history to rationalize over a trillion dollars of redundant inventories and design a customer responsive supply chain that provisions the buyer in real time.

The Ford/Oracle Joint Venture
Alice Miles, *President, Ford Motor B2B*

> "Apart from creating straightforward savings on procurement and inventory...[the joint venture] should also encourage shorter product cycles...it will help parts of the supply chain to work together especially when developing new products."
>
> *The Economist, Nov 6, 1999*

The Ford/Oracle joint venture is the world's first global, automotive online supply chain network and the world's largest business-to-business electronic network. It will enable an integrated supply chain, linked via the Internet, and will transform how business is conducted with original equipment manufacturers and all suppliers. The result will be increased and faster information sharing and greater efficiencies throughout the entire supply chain, dramatically reducing transaction costs for participants, and ultimately reducing time-to-market.

Technology Implementation
Using Web Solutions to Integrate SCM and Development
Ken Vlach, *Vice President of Integrated Supply Chain for AES (Avionics and Electronics Systems), Honeywell International;* and
Jeff Small, *Manager of Supply Chain Infrastructure, Honeywell Aerospace*

Learn how Honeywell is using an Internet-based, globally Integrated Supply Chain which considers supply chain complexity, product technology complexity, and customer/market characteristics. Discussions around JIT, MRP, Supply Chain Complexity, Forecast Accuracy, Demand Management, manufacturing line configurations and SIOP (sales, inventory, and operating planning) will highlight the need for a fast, web-based solution set which is capable of integrating an "outside-in" approach to supply chain management. They will cover the approach, the specific e-commerce enablers selected, implementation strategies, and early results in demand management and supply base execution.

Extending the Enterprise for Competitive Advantage
Barbara Siverts, *Program Manager, Cisco Systems*

The supply chain is no longer just a back-end, cost driven process. Today's supply chain must serve the customer by connecting across all supply partners to create an extended enterprise. Cisco's own experience has yielded over $175 million annually in cost savings, and contributed to revenue of $269 million annually due to new product introduction processes. Learn what Cisco did, how they did it, and how you can apply their experience to your own business.

> **"...We can go from quote to cash without ever touching a physical asset or piece of paper. You've heard of just-in-time manufacturing. Well, this is not-at-all manufacturing."**
>
> *Donald Listwin, Executive Vice President, Cisco Systems, Business Week - October 4, 1999*

● **Wednesday, April 19**

Breakthrough Collaboration and Design Approaches

Team Case Study
Customer Responsiveness, IntelliMix Product Design, and Late Point Differentiation Strategies
Sandy Campanario, *R&D Manager*, and
Swagata Saha, *Engineering Manager, Hewlett-Packard*

High inventory levels and lower than expected service levels hurt Vancouver's supply chain performance in 1996-97. Historical data showed significant inventory and demand mismatches for particular SKUs within the same product platform. IntelliMix product design and late point differentiation strategies enabled meeting customer demands in a more responsive and effective manner. This presentation describes how IntelliMix design strategy can be enabled through joint collaborations among R&D, Marketing, and Supply Chain, focusing particularly on the successful efforts of the Electrical Engineering group. Importance of early discussions, cross-functional diffusion of knowledge, setting the right objectives and metrics, and corresponding business benefits, are topics that will be covered during the discussion.

Team Case Study
Sun's Ultra 5 and Ultra 10: Breaking the Collaboration Mold
Dimitry Struve, *Senior Engineering Manager;* and
Forrest Hayes, *Operations Manager, Sun Microsystems*

When Sun Microsystems set out to develop a low-cost workstation, managers knew that the traditional supply chain approach would not meet aggressive price/performance and time-to-market goals. The result was a unique collaboration among design engineering, operations, and a third-party manufacturer that resulted in a new model for supply chain management at Sun. Learn how early involvement of all parties was key to the successful introduction of Sun's highest volume workstation family, the Ultra 5 and Ultra 10.

Provisioning and Designing for Postponement
George Foo, *VP; and*
Carlos Nieva, *VP, Lucent Technologies*

The 5ESS digital central office switch is the flagship product of Lucent Technologies. It is a highly configured product which is custom engineered and manufactured to meet customer requirements. Accordingly, the delivery intervals can be relatively long. Recently faced with a challenge of delivering and installing a large order of highly customized 5ESS systems in a short period of time, they had to change their traditional provisioning processes and product structures by using postponement supply chain principles.

This presentation will review the changes that were made to implement postponement. Furthermore, despite their best efforts to implement "ideal" postponement, there were still constraints that remained because of the existing product design. Those constraints and the lessons learned for future product designs will be reviewed.

Bringing Suppliers into the Product Development Process
Gregory Smith, *Director, Development Purchasing, Harley-Davidson Motor Company*

At the first conference on PD&SC, Harley-Davidson was one of the companies held up as an example of excellence in the development of both its suppliers and its products. Greg Smith believes some key reasons for Harley-Davidson's success are:

1. leadership and the strategic context in which activities are set
2. early involvement of suppliers in engineering and methodology
3. its relationships with suppliers and its Supplier Advisory Council

This presentation will cover the specific elements that go into creating superior collaboration and performance, and Greg will likely be joined by a member of the Supplier Advisory Council to provide a two-way perspective.

Keynote
Design Integration in the Internet Age
Hau Lee, *Professor, Stanford University and Director, Stanford Global Supply Chain Forum*

As a final look ahead, Professor Lee will share his insights from working closely with the most prominent and successful companies in the world. Some of his observations:

· An internet-based design for supply chain management software company has seen its market value increased by about 10 times in less than half a year.
· A Stanford study found that companies engaged in collaborative designs were far more successful than their competitors.
· A leading-edge high-tech company has adopted design for supply chain management as one of its design principles.
· A world class contract manufacturer shortened its new product introduction cycle leaps and bounds by linking with its suppliers using specialized internet-softwares.

Companies are increasingly recognizing that effective supply chain management should start with the optimal design of the products and processes. Design for supply chain management is a great opportunity in the information age. Companies that collaborate with supply chain partners for new product design and introduction can realize significant competitive edge and create great values. With the advances of the internet, we are witnessing rapid innovations of such collaborative efforts. In this talk, Professor Lee will share examples, trends, and the exciting developments in design for supply chain management in the internet age.

Expert-Led Topic Discussions: Sponsored Breakouts

You may choose from one of the following sessions, concurrent with buffet lunch on Wednesday. Each smaller group will be led by a subject expert and will provide you with the opportunity to discuss topics such as use of the web, supply chain metrics, enabling software, and integration.

A. Benchmarking the Supply Chain

Steve Geary, Senior Product Manager, Supply-Chain Management Benchmarking Series, Performance Measurement Group (PMG)

Companies are becoming more aware of the need to synchronize all aspects of their supply chain to be competitive. This session will provide executives with recently released data and analyses from PMG's Supply Chain Management Benchmarking Series. Discuss the findings and implications to senior managers as well as how to incorporate a benchmarking program into your company to continually monitor and improve your supply chain.

B. Leveraging B2B Marketplaces for Product Lifecycle Management

Rajeev Kak, Marketing Manager or John Fors, Solutions Director, I2

Discuss solutions to leverage the power of the internet — from acquiring customer requirements and feedback through web-based survey technologies to collaborative portfolio and product planning, design optimization and resource scheduling. Find out how to empower the transition process to allow an optimal product launch and phase out of products, capitalizing on the margins associated with early lifecycle stages and avoiding the obsolescence costs and discounting during phase out. Learn about Digital Marketplaces, a unique platform to address such issues.

C. Collaborating Within the Custom Development and Sourcing Market

John Walling, Program Manager, Supplybase, Inc.

Custom parts are unique. They are designed specifically for a product and cannot be ordered from a catalog. Find out how you can improve the process of developing and sourcing custom parts and assemblies and achieve significant cost savings. This session will introduce an integrated web-based process management platform being used at several major OEMs (including Iomega and Flextronics International) that enables tracking, documenting, and monitoring of custom parts through all stages of development and sourcing.

D. Product Development: A New Paradigm for Managing Uncertainty and Complexity

Sanjeev Gupta, Speed to Market Engines

While Supply Chain Planning tools have been around for years, the market for New Product Development (NPD) tools is just emerging. Today, NPD organizations are finding that they have a unique set of requirements, requiring a fundamentally different approach. Knowledge Workers, not factory workers, must function in a matrix organization, not a supply chain. These Knowledge Workers will not accept "black-box" decisions - they need tools that will give them information, and a means of dealing with the high levels of complexity and uncertainty in their jobs. At the same time, they must deal with the conflicting agendas of different groups, both within the organization and across their Extranet. In this session, learn how a breakthrough in NPD addresses these issues, resulting in much faster Time-to-Market and synchronization across the entire NPD Matrix.
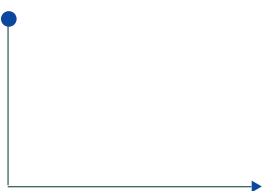
Monday, April 17

7:30-8:30 *Continental Breakfast/Registration*

Pre-Conference Workshops:
8:30-12:00 **Workshop A:** eDevelopment: Web-Enabled Product Development, *E. Yu*
12:00-1:00 *Lunch/Registration*
1:00-4:30 **Workshop B:** Lean Design for the Supply Chain, *S. Munro*
4:30-5:30 *Reception/exhibits open*

Tuesday, April 18

7:00-8:15 *Continental Breakfast/Registration*

Strategic Design of Product, Process, and Supply Chain
8:15-8:30 Welcome, Alex Cooper, MRT
8:30-8:45 Overview: Pieces of the Supply Chain Puzzle, *Wayne Mackey, PDC, Inc.*
8:45-10:30 Keynote: eClockspeed: Supply Chain Design in the Age of E-Business, *Charlie Fine,*
MIT Sloan School of Management
10:30-11:00 *Break*
11:00-12:00 Product and Supply Chain Strategy: A Tale of Two Cultures, *DaimlerChrysler*
12:00-1:00 *Lunch*

Leveraging the Internet
1:00-2:00 Featured Presentation: The Internet's Impact on the World's Supply Chains –
Ray Lane, President and COO, Oracle
2:00-3:00 The Ford/Oracle Joint Venture –*Alice Miles, President, Ford B2B*
3:00-3:30 *Break*
3:30-4:30 Using the Web to Integrate SCM and Development, *Honeywell International*
4:30-5:30 Keynote: Design Integration in the Internet Age, *Hau Lee, Stanford*
5:30-7:00 *Reception*

Wednesday, April 19

7:00-8:30 *Continental Breakfast*

Breakthrough Collaboration and Design Approaches
8:30-9:30 Responsiveness, IntelliMix and Late Point Differentiation, *Hewlett-Packard*
9:30-10:30 Provisioning and Design for Postponement, *Lucent Technologies*
10:30-11:00 *Break*
11:00-12:00 Bringing Suppliers into the PD Process, *Harley-Davidson*
12:00-12:15 *Q&A/WrapUp/Breakout Preparation*
12:30-2:00 *Lunch and Breakout discussions*
2:00-3:00 Extending the Enterprise for Competitive Advantage, *Cisco Systems*
3:00-3:30 Conference Wrap up: Putting the Puzzle Pieces Together, *Wayne Mackey, PDC, Inc.*

* Subject to change

About Management Roundtable

The Management Roundtable is the leading user-oriented authority on product development. Independent and unbiased, we bring together thought leaders and business practitioners whose common purpose is to define, develop, and deliver customer value — with minimum waste and maximum flexibility. Founded in 1980, our focus is on sharing product development techniques, processes, discoveries and tools that generate innovation, customer value and faster response.

The First International Conference on "Product Development and the Supply Chain: Better Flow from Design to Customer," held in Austin, Texas last September, began the dialogue between collaborating groups and deepened Management Roundtable's commitment to exploring this critical topic.

The September conference also generated continuing discussion among participants, many of whom came with others from their organization, and some of whom formed groups such as the "Austin gang" to leverage their learnings.

Sponsors

Management Roundtable would like to thank the following organizations for their support of this conference:

Platinum sponsor:

To register call: 1-800-338-2223 or www.ManagementRoundtable.com

Second International Conference

Product Development and the Supply Chain

Collaborating and Competing in the Age of e-Business

April 18-19, 2000 ● Santa Clara, CA

Program Information

Dates: The conference will be held on Tuesday - Wednesday, April 18-19, 2000. Optional pre-conference workshops are offered on Monday, April 17, 2000.

Location & Hotel Accommodations: The conference will be held at The Santa Clara Marriott. Call either 800 228 9290 or 408 988 1500 for room reservations. Please mention Management Roundtable to receive a special rate (there is a limited block of rooms available).

Program Fee: The registration fee is $1495 /person.

Team Discount: Groups of 3 or more may deduct $100 per person. Fee includes two-day program, program materials, luncheons, cocktail receptions, continental breakfasts, and refreshment breaks.

Pre-conference half-day workshops: Fee is $395 each (or $695 for both) with full conference registration, or $595/$895 without. Workshop fees include materials, luncheon and reception.

No-Risk Guarantee: Your satisfaction is 100% guaranteed – money-back or credit.

Four Easy Ways to Register!

Phone: 1-800-338-2223 or 781-891-8080 (9-5:30pm EST)

Fax: 781-398-1889

Mail: Management Roundtable
92 Crescent Street, Waltham, MA 02453 USA

Internet: registrar@roundtable.com or
www.ManagementRoundtable.com

Please accept the following registration(s) for:

❏ 2-day conference
❏ Pre-conference Morning Workshop A: "eDevelopment: Web-Enabled Product Dev."
❏ Pre-conference Afternoon Workshop B: "Lean Design for the Supply Chain"

Photocopy this form for additional registrants - please type or print clearly

Name (Mr/Ms) _____

Title _____

Company _____

Address _____

City _____

State _____ **Zip** _____

Country _____

Phone _____

Fax _____

E-mail Address _____

Preliminary Choice of luncheon breakout (see p. 8) for space planning purposes:
❏ A ❏ B ❏ C ❏ D

❏ I can not attend, please send me ___ conference handbooks with case studies, data, all handouts and more at $398/each (to be shipped within 3 weeks after the event)

❏ Please let me know about __ videoconferencing or __ webcasting this program to my site

❏ Please send me information about sponsorship opportunities

Payment Method (Amount $ _____)

❏ Check enclosed, payable in US funds to *Management Roundtable*

❏ Please bill my ❏ VISA ❏ MasterCard ❏ AMERICAN EXPRESS ❏ ⊙

Account # _____ Exp. _____

Signature _____

❏ Please bill my company, PO# _____

Code: WEB DOWNLOAD

Second International Conference

Product Development and the Supply Chain

Collaborating and Competing in the Age of e-Business

April 18-19, 2000
Santa Clara, CA

Visit us on the web:

www.ManagementRoundtable.com

This conference is about design and strategy decisions that occur at product conception. While the role of e-business is critical, the emphasis is not on distribution and/or down-stream logistics. It is on defining the "what, when, how, how-much, and with-whom" of a product at the start of its life cycle – fully cognizant of the lightning-fast world it is entering, the customer/supplier information links that can drive it, and the electronic journey it is about to take.

CEOs, COOs, CTOs and vice presidents, directors and managers of Engineering, Product Development, Supply Chain, Supplier Development, Procurement, IT and E-Business will benefit most from participation. This timely program also provides an ideal setting for collaborating team members and partners to come together for joint planning, guidance, direction-setting informa-tion, and valuable new contacts.