

Management Roundtable Presents an Intensive Two-Day Seminar on

8 STEPS TO PREDICTABLE INNOVATION:

Using Outcome-Driven Thinking to Create Breakthrough Products and Services

November 5-6, 2007 • Chicago

LEARN TO:

- *Capture unique customer inputs that make predictable innovation possible*
- *Unlock hidden opportunities in your core markets*
- *Discover latent, uncontested market space*
- *Segment to reveal opportunities in mature markets*
- *Use outcome-driven data to drive company strategy and product decisions*
- *Devise and test breakthrough product and service concepts*
- *Overcome organizational barriers that stand in the way of pursuing new, innovative concepts*

COURSE INSTRUCTOR:



Anthony W. Ulwick

Author of *What Customers Want*
and CEO of Strategyn

“[This] process is a definite improvement over many product development processes I have been exposed to and am currently using in our company. The concept of outcomes – talking with customers with a focus on jobs to be done – is an extremely valuable tool leading to breakthrough concepts and company success.”

Robert Bledsoe, Market Research Director,
Case New Holland



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Why This Seminar Is Important to You

For years, companies have accepted the underlying principles that define the customer-driven paradigm — that is, using customer “requirements” to guide growth and innovation. But twenty years into this movement, breakthrough innovations are still rare, and most companies find that 50 to 90 percent of their innovation initiatives fail. Companies have come to the realization that being customer driven is just not good enough.

In a seminar that challenges everything you have learned about being customer-driven, internationally acclaimed innovation leader Anthony Ulwick reveals the secret weapon behind some of the most successful companies of recent years. Known as “outcome-driven” innovation, this revolutionary approach to new product and service creation transforms innovation from a nebulous art into a rigorous science from which randomness and uncertainty are eliminated.

Based on more than 400 studies spanning more than seventy companies and twenty-five industries, Ulwick contends that, when it comes to innovation, the traditional methods companies use to communicate with customers are the root cause of chronic waste and missed opportunity. In this seminar Ulwick demonstrates that all popular qualitative research methods yield well-intentioned but unfitting and often misleading information that serves to derail the innovation process. This paradigm-changing seminar details an eight-step approach that uses outcome-driven thinking to dramatically improve every aspect of the innovation process — from segmenting markets and identifying opportunities to creating, evaluating, and positioning breakthrough concepts.

Innovation is fundamental to success and business growth. Offering a proven alternative to failed customer-driven thinking and its laborious tools, this landmark seminar arms you with the new tools to unleash innovation, lower costs, and reduce failure rates — and create the products and services customers really want.

Who Should Attend

This workshop is aimed at decision makers in all industries who are responsible for growth and can impact the way their business goes about devising, evaluating and approving new products. This includes **vice presidents, directors and senior managers in marketing, R&D, product engineering, business development, operations and general management.**

About the Instructor



Anthony W. Ulwick,
author of the best-selling
book *What Customers*

Want, has published dozens of articles on innovation management and market research, including the landmark *Harvard Business Review* article, “Turn Customer Input Into Innovation.” He is also the founder and CEO of Strategyn, a consulting firm specializing in the management of innovation.

Recognized as one of the leading authorities in the field of innovation, market research and marketing strategy, Ulwick’s methods have been adopted by many companies including Microsoft, AIG, Bosch, J&J, Kimberly Clark, HP, Motorola, Syngenta, Chiquita and others. He has conducted more than 8,000 customer interviews, 400 market surveys and led over 200 strategy sessions that resulted in the creation of dozens of new product and services over the past 15 years.

AGENDA

Day One — Monday, November 5, 2007

- 7:45–8:30 Registration & Continental Breakfast
- 8:30–9:45 **Session 1 Formulating the Innovation Strategy**
- The fundamentals of outcome-driven innovation
 - 4 paths for growth and innovation
 - Where to create value in the value chain
 - The impact of innovation strategy on gathering customer inputs
- 9:45–10:15 **TEAM EXERCISE: Marketing Strategy – Considering the Options**
- 10:15–10:30 Refreshment Break
- 10:30–12:00 **Session 2 Capturing the Inputs Into Innovation**
- Customer requirements: let's agree on what they are
 - Why the literal “voice of the customer” should be silenced
 - The real inputs into innovation – jobs, desired outcomes and constraints
 - When to use focus groups, observational research, one-to-one interviews, lead-user interviews and other research methods
 - Basic rules for collecting jobs, outcomes and constraints
- 12:00–1:00 Lunch
- 1:00–2:00 **Session 3 Prioritizing Opportunities for Value Creation**
- Why simple data collection methods work in the outcome-driven world
 - Using the opportunity algorithm
 - Identifying opportunities for disruption
 - Identifying opportunities for value creation
 - Where Kano went wrong
 - Why QFD fails to deliver – the wrong tool for the job
- 2:00–2:15 Refreshment Break
- 2:15–3:15 **Session 3 Prioritizing Opportunities for Value Creation** (continued)
- TEAM EXERCISE: Collecting & Prioritizing Jobs and Desired Outcomes**
- 3:15–3:30 Refreshment Break
- 3:30–4:45 **Session 4 Segmenting for the Purpose of Innovation**
- Segmentation history
 - Why traditional methods must fail
 - Using outcome-based segmentation
 - Keys to success
 - Discovering segments of opportunity
 - Examples of new discoveries
- 4:45–5:00 **Q&A**
- 5:15–6:30 **Networking reception**
- EVENING **Review materials and notes from Day One**
Develop issues and discussion points for Day Two

Day Two — Tuesday, November 6, 2007

- 7:15–8:00 Continental Breakfast
- 8:00–8:45 **DISCUSSION: Review of Day One Issues**
- 8:45–10:15 **Session 5 Targeting Opportunities for Value Creation**
- All opportunities are not created equal
 - Understanding the targeting variables, e.g., short-term, long-term, technology platform, etc.
 - Devising themes around which to create value
 - Formulating a strategy to address newly found opportunities
- TEAM EXERCISE: Where to Create Value**
- 10:15–10:30 Refreshment Break
- 10:30–11:30 **Session 6 Positioning, Branding, Messaging and Selling**
- Using outcome-driven data to sell more products
 - Defining the value proposition
 - Creating a “purpose brand”
 - Getting the message right
 - Making the sales force outcome-driven
- 11:30–12:30 Lunch
- 12:30–1:15 **Session 7 Prioritizing the Development Pipeline**
- Why projects are hard to kill
 - Identifying what projects deserve an early death
 - Giving high priority to ideas that address opportunities
 - Balancing resources for optimal value creation
- 1:15–1:45 **TEAM EXERCISE: Prioritizing Projects**
- 1:45–2:00 Refreshment Break
- 2:00–3:15 **Session 8 Creating and Testing Breakthrough Product Ideas**
- Why traditional brainstorming fails to deliver
 - Focused brainstorming – a new ideation method
 - The Customer Scorecard – a new method for concept testing
 - The science of devising breakthrough solutions
- 3:15–4:00 **Session 9 Implementation – Overcoming Obstacles and Q&A**
- Why good ideas fail to make it into the product plan
 - Using outcome-driven data to sell your ideas within the organization
 - Keys to success – common pitfalls

“Tony’s presentation style, knowledge, data and examples to back it up was outstanding.”

Michael Irving, Product Development
Core Team Leader, A-Dec

“I think this approach offers a valuable alternative to traditional Voice of the Customer / QFD processes.”

Eric M. Whipkey, Manager, Market Research,
Society for Human Resource Management

10 Key Benefits

By attending this seminar, you will learn how to:

- 1 Think about innovation from a new perspective – one that will help you drive growth within your company
- 2 Leverage the 4 paths to growth and innovation; i.e., core markets, adjacent markets, new market creation and disruption
- 3 Uncover latent, uncontested market space – ripe for the creation of new products and new markets
- 4 Obtain unique customer inputs that make predictable innovation possible
- 5 Recognize hidden opportunities for disruption, new market creation, and core market growth – well before competitors do
- 6 Segment markets for the purpose of innovation
- 7 Identify which ideas, technologies, and acquisitions have the greatest potential for creating customer value
- 8 Implement a Customer Scorecard to get concept testing right
- 9 Use outcome-driven data to sell more products
- 10 Devise breakthrough product and service concepts

Free Book Offer

All attendees will receive a complimentary copy of Anthony W. Ulwick's book, *What Customers Want*.



ABOUT MANAGEMENT ROUNDTABLE



The Management Roundtable is the leading knowledge and networking resource for product developers. Practitioner-oriented and unbiased, our focus is on providing actionable

information about new strategies and processes that enable speed, innovation, profitability, and overall competitive advantage.

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4 WAYS TO REGISTER:

- CALL:** 1-800-338-2223 or 781-891-8080
(weekdays, 9:00am–5:30pm EST)
- FAX TO:** 781-398-1889
- INTERNET:** www.ManagementRoundtable.com
- MAIL TO:** 8 Steps to Predictable Innovation
c/o Management Roundtable
92 Crescent Street, Waltham, MA 02453

Please accept the following registration for the “8 Steps to Predictable Innovation” workshop at \$1995/person:

(Please use photocopies for additional registrants. Please type or print clearly.)

NAME Mr. / Ms. _____

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- Check enclosed, payable in US funds to *Management Roundtable, Inc.*
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SIGNATURE _____

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Code: Web Download

WORKSHOP FEE: \$1995/person. Fee includes program materials, luncheons, continental breakfasts, networking reception and refreshment breaks.

DATES: The workshop will be held November 5-6, 2007. Registration and continental breakfast begins at 7:45 a.m. on Day 1; session begins at 8:30 a.m. and concludes at 4:00 p.m. on Day 2. See our website for additional information: www.ManagementRoundtable.com.

LOCATION & HOTEL ACCOMMODATIONS: This workshop will be held at the Hilton Suites Chicago, 198 East Delaware Place, Chicago, IL 60611. For room reservations, please call 312-664-1100 and mention that you will be attending Management Roundtable's Predictable Innovation Workshop. A limited block of rooms is available (please reserve early) at our group rate of \$239/night.

NO-RISK GUARANTEE: Your satisfaction is 100% guaranteed—money-back or credit. If you're not satisfied with the quality of this program, let us know in writing and we'll refund your registration fee.

CANCELLATIONS/SUBSTITUTIONS: You may send a substitute attendee in your place at any time with no penalty (please inform us in advance if possible). Cancellations made within 5 business days of the event are subject to a \$200 administration fee OR the full fee can be credited towards a future purchase. No-shows are liable for the full fee.

CONFERENCE ATTIRE: Business casual.