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MANAGEMENT ROUNDTABLE'S 6TH ANNUAL CONFERENCE ON

Product Portfolio & Pipeline Management: LINKING RESOURCE ALLOCATION to STRATEGY and MARKET NEED

April 24–25, 2006
Chicago



*Beyond stages and gates—new methods to
systematize innovation; create high-value
portfolios while controlling downside risk*

*Featuring Important New Insights From
Innovation Gurus*



Rita Gunther McGrath

Associate professor, Columbia
Business School; co-author of
best-selling *MarketBusters:
40 Strategic Moves that Drive
Exceptional Business Growth*



Larry Keeley

Innovation strategist and president
& co-founder, Doblin Inc.;
author of *Taming of the New*

*“An excellent
conference to share
nuts and bolts
experiences with people
in other organizations
doing portfolio
management, to
inspire new ideas
on how to approach
the challenges of
competition.”*

*Ben Almojuela,
Boeing Commercial Airplanes*

Plus Implementation How-To's From:

**Motorola • AT&T • Whirlpool • Eli Lilly •
Air Products & Chemicals • BD • Shure •
Boeing Commercial Airplanes • Aberdeen
Group • Tyco Healthcare • and more**

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Product Portfolio & Pipeline Management:

LINKING RESOURCE ALLOCATION to STRATEGY and MARKET NEED

April 24–25, 2006
Chicago

PORTFOLIO MANAGEMENT OFTEN FEELS LIKE GAMBLING: put too many chips on the wrong product and you lose.

The stakes are even higher with today's emphasis on innovation and disruption. Companies rarely know which products will be blockbusters, and few can afford the downside risk.

With so much uncertainty, how do you balance your portfolio? What is the right ratio of potential homeruns to incrementally new products and sustaining development? How do you match your resource investment with both company strategy and marketplace reality?

To find the answers, Management Roundtable has assembled the foremost experts and practitioners to explore current strategies and practices at its Sixth Annual Conference on **Product Portfolio & Pipeline Management: Linking Resource Allocation to Strategy and Market Need**, on April 24-25, 2006 in Chicago.

Speakers include innovation gurus Rita Gunther McGrath, associate professor at Columbia Business School (co-author of best-selling book, *MarketBusters: 40 Strategic Moves that Drive Exceptional Business Growth*), and Larry Keeley, president and co-founder of Doblin Inc., as well as leading industry practitioners from companies such as Motorola, AT&T, Whirlpool, Eli Lilly, Air Products & Chemicals, Boeing Commercial Airplanes, BD, Shure, Tyco Healthcare, Aberdeen Group, and others.

Traditional portfolio management techniques fall short in the push for innovation and high value. The purpose of **Product Portfolio & Pipeline Management: Linking Resource Allocation to Strategy and Market Need** is to provide clear alternatives—systematic, repeatable, market-driven approaches that allow for breakthroughs while controlling risks.

For any organization seeking more certain return on its product portfolio investment, this groundbreaking event is not to be missed.

Who Should Attend

This conference is ideal for:

**Vice Presidents,
Directors and
Managers of:**

- **R&D**
- **Product Development**
- **Engineering**
- **Strategy**
- **Process Management**
- **Program Management**
- **Innovation**
- **Corporate / Global Development**

Bring others from your organization to jointly gain new ideas and jumpstart implementation. Special rates offered for groups (see page 11).

“an excellent opportunity to meet other peers to review best procedures, lessons learned and benchmark performance against best in class, across a variety of industries.”

*Jim Beierschmitt, Senior Director,
Program Management, Gen-Probe Inc.*

Monday, April 24, 2006 Pre-Conference Workshops / Conference Day 1

- 7:00 – 8:00 Continental Breakfast / Registration
- 8:00 – 12:00 **PRE-CONFERENCE WORKSHOPS** (optional)
- A. *Optimizing the Business Value of Projects & Portfolios*, Dr. David Matheson, **SmartOrg, Inc.**
- B. *Portfolio Syndrome: Customer Value Driven Portfolio Management & Innovation*, Sheila Mello and Ronald Lasser, **Product Development Consulting, Inc.**
- 12:00 – 1:00 Luncheon for Workshop Participants
- 12:30 – 1:15 Registration for conference participants
- 1:15 **CONFERENCE BEGINS**
- 1:15 – 1:30 Opening Remarks, Management Roundtable
- 1:30 – 3:15 **Keynote: Accelerating Your Entrepreneurial Mindset—Portfolio Management for Exceptional Business Growth**, Rita Gunther McGrath, Associate Professor, **Columbia Business School**
- 3:15 – 3:45 Refreshment Break

INNOVATION AND PORTFOLIO MANAGEMENT — MANAGING RISK, BOOSTING PROFITS

- 3:45 – 4:30 **Case Study: Air Product's Formal "Innovate" Process: Portfolio Decisions Across Multiple Products**, Naser Chowdhury and Ronald Pierantozzi, **Air Products & Chemicals**
- 4:30 – 5:15 **Case Study: Integrating Disruptive Innovation into Your Portfolio Management Process**, Ben Almojuela, **Boeing Commercial Airplanes**
- 5:30 – 7:00 Networking Reception

Tuesday, April 25, 2006 / Conference Day 2

- 7:00 – 8:00 Continental Breakfast
- 8:00 – 9:30 **Keynote: Innovation Effectiveness—Going Beyond the Commonplace**, Larry Keeley, President and Co-founder, **Doblin Inc.**
- 9:30 – 10:00 Refreshment Break

TRACK A: Increase Portfolio Value— Incorporate Market Needs, Prioritize Winners, Weed Out Losers Early On

- 10:00 – 10:45 **Case Study: Pfizer** (invited)
- 10:45 – 11:30 **Case Study: Focusing Innovation on Building Customer Loyalty: Systematically Creating Extraordinary Business Outcomes**, Pamela S. Rogers, **Whirlpool**
- 11:30 – 12:15 **Case Study: Managing the Front-End of the Product Pipeline**, Timothy Stevens, **BD**

TRACK B: Applying Portfolio and Resource Management Tools & Techniques

- Case Study: **Tyco Healthcare**
- Case Study: **Maintaining a Solid Portfolio Planning Process in a High-Tech Industry**, Kiva Allgood, **Motorola**
- Case Study: **Controlling Dynamic Priorities and Resources with a Portfolio Management Process**, David Davis, **AT&T**

12:15 – 1:15 Luncheon

ALIGNING STRATEGIES, RESOURCES AND PROJECTS WITH OPERATIONAL EXECUTION

- 1:15 – 2:00 **Case Study: Zero Tolerance: A Paradigm for Predictable, On-Time Product Delivery**, Laura Élan, **Shure Inc.**
- 2:00 – 2:45 **Case Study: Adapting an Existing Portfolio Management Process to a Changing R&D Governance Structure**, Dr. Jay Andersen, **Eli Lilly**
- 2:45 – 3:45 **Featured Presentation: The Product Innovation Agenda for High-Value Portfolios**, Jim Brown, VP Global Innovation & Engineering Research, **Aberdeen Group**
- 3:45 – 4:00 Conference Wrap-Up



SUMMARY OF KEY BENEFITS

By participating you will learn to:

- 1** Find the right mix of sustaining vs. innovative new projects for your product portfolio; make the leap from incremental to accelerated growth in a disciplined, systematic way.
- 2** Use Discovery-Driven Planning to determine the value of success and the level of return the venture needs to bring to the table; identify key activities and hidden costs of carrying through to commercialization.
- 3** Implement Multi-Generational Product Planning, a high-level roadmap/template that provides critical product portfolio and product lifecycle information—starting with the current understanding of market needs, product development and technology development plans.
- 4** Align strategies, resources and capacity; facilitate operational execution. Use the portfolio to forecast resource needs, including development resource, testing resource, PM resource, etc.
- 5** Increase portfolio value by ensuring that higher value projects are properly resourced and low performers are dropped early on. Make sure your portfolio of projects is synergistic and not pulling resources away from key opportunities.
- 6** Link customer loyalty to innovation and portfolio management decisions for long-term brand success and value. (Note: Few companies have yet to realize the power of this approach.)
- 7** Maintain a solid portfolio planning process even as corporate governance, resources and/or funding needs change.
- 8** Deal rationally with the inherently uncertain “payoff” for a disruptive innovation.
- 9** Set up the portfolio to have a common value equation per project; prioritize projects based on their business value.
- 10** Re-evaluate priorities if a downstream application project is delayed, de-scoped, or dropped.
- 11** Identify and focus on the competitive differentiators; take advantage of others’ product shortcomings. Tap new sources of revenue, even in mature industries.
- 12** Implement a “zero-tolerance” approach, a fast, flexible, but still predictive process that delivers products on time.

6 KEY DELIVERABLES

You will come away knowing how to manage your product portfolio and profitably innovate within it. Specifically you will receive:

1. Techniques (beyond stage-gate) to encourage breakthroughs in portfolio decision-making.
2. Methods to ensure high value while minimizing risk, to assess market opportunities and ROI potential with greater certainty.
3. Tools to uncover the competitive differentiators and disrupters in your portfolio—to focus resources wisely while identifying the projects to drop early on.
4. Organizational strategies to gain buy-in and alignment across functions.
5. Dynamic resource allocation approaches to effectively manage and prioritize multiple projects.
6. Comparison of available IT tools that facilitate portfolio and pipeline management.



MONDAY, APRIL 25 / 1:30 – 3:15 PM



Accelerating Your Entrepreneurial Mindset: Portfolio Management for Exceptional Business Growth

RITA GUNTHER McGRATH

Associate Professor, Columbia Business School; Co-author of MarketBusters: 40 Strategic Moves that Drive Exceptional Business Growth

Even seasoned executives struggle with the right practices to drive growth most effectively. Rita will examine five practices associated with creating a spirit of entrepreneurship within an established organization and will offer practical approaches to becoming more proficient in each.

THE ESSENCE OF DYNAMIC STRATEGIES — Learn how dynamic strategies differ from the conventional quest for ‘sustainable competitive advantage.’

INVESTING IN THE BUSINESS OF TOMORROW: REAL OPTIONS PERSPECTIVE — New initiatives, ventures and products fail more often than they succeed. Find out how to treat new initiatives as ‘real options’ that limit downside investments to gain access to a large potential future upside.

CONSTRUCTING AN OPPORTUNITY PORTFOLIO: MATCHING STRATEGY AND INVESTMENT — Receive a framework for both core and future business, as well as a process to align strategy, budgets, projects and people systems.

DISCOVERY-DRIVEN PLANNING — Conventional planning is perfect for businesses that you already know, but not when you need to make assumptions about the future. Discovery-driven planning is a proven technique to foster learning and impose appropriate discipline on new initiatives.

MARKETBUSTING — MarketBusting moves are those that create upheaval in markets, often with surprisingly prosaic products. This segment describes five paths to MarketBusting and how to bring market intelligence into your systems.

Rita Gunther McGrath is well known for her work on innovation, entrepreneurship and corporate growth strategies. She has co-authored two books published by the Harvard Business School Press, The Entrepreneurial Mindset (2000) and, most recently, MarketBusters: 40 Strategic Moves that Drive Exceptional Business Growth (2005). Among the companies she has worked with recently are 3M, Nokia, Swiss Re, Microsoft, The Japan Bank for International Cooperation, the Kone Corporation of Finland, Air Products and DuPont.

TUESDAY, APRIL 26 / 8:00 – 9:30 AM



Innovation Effectiveness: Going Beyond the Commonplace

LARRY KEELEY

Innovation Strategist and President & Co-founder, Doblin Inc.

According to *Business Week* (8/01/05), innovation guru Larry Keeley has “done pioneering work in deconstructing different kinds of innovation, building diagnostic measures of innovation, and analyzing the root causes of innovation failure.”

In this exclusive keynote presentation, Keeley will tell you why a traditional gated portfolio management process may actually impede portfolio optimization and innovation effectiveness. Instead he will offer methods for diagnosing innovation, identifying unmet market needs, and building tools that properly guide and support your own program teams. He will also provide a case example to bring the tools together.

SPECIFICALLY HE WILL COVER:

- How to “find the future first”—before your competitors.
- Why six sigma, streamlined supply chains, acquisitions, and other profit-boosting activities may still not yield real growth; how to innovate for organic growth.
- How to pinpoint the revenue and profit targets needed to fill gaps two, three, or four years out—and then close these gaps reliably.
- How to go beyond commonplace approaches that cause innovation to fail so frequently.

Doblin Inc. has worked for more than twenty-five years to perfect innovation methods that work. For the Management Roundtable, Larry Keeley will offer a fresh, powerful approach that moves innovation from a vague hope to a deep competence.

Larry Keeley is president and co-founder of Doblin Inc, a leading consulting firm that focuses on effective innovation. Since 1979, Keeley has worked with many global companies, including Aetna, American Express, Amoco, Apple, Citigroup, Consignia, Diageo, Hallmark, McDonald’s, Monsanto, Motorola, Novartis, Pfizer, Shell, Steelcase, Target, Texas Instruments, WellPoint, Whirlpool, and Zurich Financial Services. His new book on innovation effectiveness, The Taming of the New, is expected this year from Harvard Business School Press.

Innovation and Portfolio Management — Managing Risk, Boosting Profits

Air Product's Formal "Innovate" Process: Portfolio Decisions Across Multiple Products

RONALD PIERANTOZZI, *Strategy Manager, Corporate Development Office* and NASER CHOWDHURY, *Global Product Manager, Air Products & Chemicals Inc.*

The presentation will introduce various portfolio management processes and tools used by Air Products & Chemicals Inc. to introduce and manage a diverse slate of product offerings. Rigorous portfolio analysis and the use of appropriate metrics are important for relative comparison of portfolio impact. It is equally important to adopt a systematic process that assures alignment across key stakeholders and functions, and enables challenging portfolio and product lifecycle decisions.

Air Products uses a formal enterprise work process called "Innovate" to govern idea generation to product concept to launch and beyond. Portfolio decisions are encountered at several points in the process either at a business level, technology platform level or product level. Two specific areas will be covered:

DISCOVERY DRIVEN PLANNING (DDP)—An effective tool for business strategy analysis and business portfolio management. DDP is particularly applicable in new business development efforts, evaluation of longer-term investment focused on new or emerging market opportunities that have a high degree of uncertainty. With the development of a reverse income statement, DDP can readily determine the value of success and the level of return the venture needs to bring to the table. DDP also identifies key activities and hidden costs necessary to run the venture through commercialization.

MULTI GENERATIONAL PRODUCT PLANNING (MGPP)—MGPP is a high-level roadmap/template that provides critical product portfolio and product lifecycle information. It stretches multi generation of product/service releases starting with the current understanding of market needs, product development and technology development plans. MGPP also facilitates alignment across multiple organizations, functions and stakeholders. This is of particular importance for products that span across multiple businesses, regions and markets served by the company.

Integrating Disruptive Innovation into Your Portfolio Management Process,

BEN ALMOJUELA, *Associate Technical Fellow, Product Development, Boeing Commercial Airplanes*

The key to a company's strategic success and growth is deliberate investment to identify and implement near-continuous innovation in its products and services.

Most portfolio management processes do a fair job at managing innovation to continuously improve a company's existing products and services (sustaining innovation). However, the same processes are inherently inadequate for handling disruptive innovations (innovation that brings completely new value to market).

Without a rational process for identifying, evaluating, and funding disruptive innovation, resource allocation for disruptive innovation rapidly devolves into a trial-and-error process, as the company pours funds into the top and hopes something good emerges from the bottom. This trial-and-error process can easily lead to technology "hobby shops" that consume limited R&D resources and produce very few profitable innovations.

Mr. Almojuela's presentation describes the still-emerging process framework for identifying, evaluating and funding disruptive innovation at Boeing Commercial Airplanes.

KEY TAKE-AWAYS:

- Why your current processes for evaluating sustaining innovation actually impede success with disruptive innovation.
- How to deal rationally with the inherently uncertain "pay-off" for a disruptive innovation.
- Why validation of critical technical and business assumptions is actually more important technology development per se, and why validation speed is so important.

"This conference was exactly what we needed.

It gave me many ideas for programs and improvements we can make to our product pipeline systems. Well worth the time."

Chris Gusmer, Gusmer Enterprises, Inc.



TRACK A: Increase Portfolio Value— Incorporate Market Needs, Prioritize Winners, Weed Out Losers Early On

Focusing Innovation on Building Customer Loyalty: Systematically Creating Extraordinary Business Outcomes

*PAMELA S. ROGERS, Corporate Director,
Global Innovation and Customer
Excellence, Whirlpool Corporation*

For the past six years Whirlpool Corporation has been building a culture that expects innovation from everyone, everywhere, and for everyone to be passionately creating loyal customers for life. In a very demonstrable and systematic way, Whirlpool looks to customer brand loyalty to shape and prioritize its diverse portfolio of innovation efforts, ideas, and investments. To achieve this objective, Whirlpool launched an extensive investigation into which product, communication, service, and other consumer “touchpoint” attributes ultimately cause customers to be loyal to its brands.

This presentation describes Whirlpool’s causal model of customer loyalty and describes how this model serves to produce differentiated business results. This strategy drives collaboration, resource allocation, and business process change that will ultimately redefine the home appliance industry. Customer loyalty and innovation at Whirlpool is not just about making R&D customer-focused or creating buzz in the marketplace, it is about causing fundamental everlasting change in how the company thinks, behaves and is viewed by its customers, shareholders and employees.

Managing the Front End of the Product Pipeline

*TIMOTHY STEVENS, Business
and Technology Manager, R&D,
Preanalytical Systems, BD*

Late-stage product development is easy—everyone knows what to do and why it’s important. However, early-stage product definition and direction can sometimes be contentious because it requires buy-in at many levels in the organization and in some cases may impact existing strategy. A good process for data gathering and decision-making is key to leveling concerns and gaining business wide buy-in on front-end product and business planning initiatives.

This presentation will describe a process for understanding the voice of the customer using Market-Driven Product Definition (and other important market and business data-gathering activities) to establish product direction and definition in the context of an evolving business strategy.

TRACK B: Applying Portfolio and Resource Management Tools & Techniques

Controlling Dynamic Priorities and Resources with a Portfolio Management Process

DAVID DAVIS, PMP, Program Manager, AT&T

One of the challenges of implementing a portfolio management tool is to make the data useful and valuable when prioritizing work. This presentation reviews how to use the portfolio management system to prioritize work across the portfolio.

KEY TAKE-AWAYS INCLUDE HOW TO:

- Set up the portfolio to have a common value equation per project
- Prioritize projects based on their business value and the business ‘hot spot’ du jour
- Use the portfolio to forecast resource needs; including development resource, testing resource, PM resource, business analyst resources
- Re-evaluate scope on at-risk projects to determine if it improves the value equation
- Prioritize work when resources are fixed
- Re-evaluate value and priorities if a downstream application project is delayed, de-scoped, or dropped

Maintaining a Solid Portfolio Planning Process in a High-Tech Industry

*KIVA ALLGOOD, Senior Director, North America
Go-to-Market, Motorola*

Hear an implementation case study by a local leader in product development. Ms. Allgood will share her experiences while covering the following key points:

- Product categories and their role in maintaining balance and focus
- Developing a customer focused planning process and methodology
- Establishing portfolio evaluation criteria to drive resource and investment balance

Aligning Strategies, Resources and Projects with Operational Execution

Zero Tolerance: A Paradigm for Predictable, On-Time Product Delivery

LAURA ÉLAN, Program Director,
Personal Audio, **Shure, Inc.**

Shure has a legacy of delivering high-quality, high-performance, professional audio electronics and microphones. The pace of product development is seldom pushed at the compromise of quality and performance, an appropriate paradigm for customer segments with little competitive advantage from being first-to-market or fast-to-market. With Shure's business expansion into a new customer space, that of consumer products, this paradigm no longer served the business. Product availability for consumer product resellers is simple: late means "no sale."

Ms. Élan will discuss the challenge of shifting a traditional phase-gate product development process into a fast, flexible, but still predictive process that delivers products on time. She will introduce the paradigm of "Zero Tolerance," a cultural shift used to change behaviors and expectations of project planning and execution. She will examine a number of product development examples that leverage ideas such as "rolling the schedule," fast failures, early re-scope, and de-emphasizing the budget.

Adapting an Existing Portfolio Management Process to a Changing R&D Governance Structure

DR. JAY ANDERSEN, Senior Research
Fellow, Decision Sciences, **Eli Lilly**

Reorganizations and changes in R&D governance structures can have a significant impact on a company's portfolio processes. This presentation will examine a case study of a recent change in governance structure and its impact on the entire R&D pipeline. Four new governance committees were created to interact with teams from early discovery through to launch. Existing portfolio processes were modified where necessary to adapt to the new governance structure. Participants will be able to:

- Understand the history and development of multiple portfolio processes
- Understand how the best elements of existing portfolio processes were fused into a new process
- See how the results of the initial portfolio review with the merged process enabled clear trade-off decisions between these stages of development

Featured Presentation:

The Product Innovation Agenda for High-Value Portfolios

JIM BROWN, Vice President, Global
Product Innovation and Engineering
Research, **Aberdeen Group, Inc.**

Jim Brown of Aberdeen will review the results of his Product Innovation Agenda Benchmark report and his views on the portfolio and resource management solutions market. Aberdeen benchmarked over 125 manufacturers to determine how improving product innovation helps companies achieve top-level benefits. Aberdeen reviews manufacturers' strategies for profitable growth and the actions that they are taking to achieve success. The report breaks down high-level objectives like increasing revenue, decreasing product costs, cutting product development costs, and increasing the value of intellectual property into tangible actions, business capabilities, and technical enablers.

In this context, Mr. Brown will give an overview of the market for portfolio and resource management solutions. Mr. Brown will share his insights on how companies can fulfill the top two drivers for increasing product revenue, which according to the benchmark study are "increasing fit of products to customer and market needs" and "increasing value of new product chosen." The discussion will include a review of the types of software applications available today, and the pluses and minuses of the approaches taken by leading solutions.

"Very informative conference with and appropriate balance of topics (portfolio, resource, pipeline management) and level of details. I have a great list of golden nuggets to apply to our processes to make them better."

Brad Helfman, GoJo Industries

Optimizing the Business Value of Projects & Portfolios

A

DR. DAVID MATHESON, President & CEO, SmartOrg, Inc.

Forty-five to fifty percent of the projects that enter development fail in the marketplace or never even make it to market (source: Robert Cooper, *Ivey Business Journal*). Companies should not have funded many of these projects. Management should have killed or seriously redirected others.

This workshop will demonstrate how value-based management can dramatically improve your company's ability to deliver higher business value from projects and portfolios. Specifically, you will learn how to:

- Focus capital and human resources on delivering high value
- Forecast the value of new projects and products
- Reduce downside risk and increase upside potential
- Make convincing cases for funding new products
- Achieve buy-in across multiple functions, e.g., marketing, finance, R&D
- Weed out potential losers *before* they drain valuable resources
- Balance portfolios to optimize business value

The workshop will include case studies from several industries, demonstrations, and an opportunity to measure how well your company makes decisions to drive growth and profitability.



Dr. David Matheson, president and CEO of SmartOrg Inc, has helped companies create value in industries ranging from pharmaceuticals and high tech to consumer goods and motion pictures. He is co-author of the best-selling book, The Smart Organization: Creating Value through Strategic R&D (Harvard Business School Press). He co-founded SmartOrg in 2000 after a decade of consulting to bring value-based management processes to customers through advanced software systems.

Portfolio Syndrome: Customer Value Driven Portfolio Management and Innovation

B

SHEILA MELLO, Managing Partner & Principal, and RONALD LASSER, Principal, Product Development Consulting, Inc.

You may have well-honed ideation, development and market launch processes, but if these product development niches aren't tied to robust portfolio planning, you may very well be working on all the wrong projects. The biggest win is adding VOC to your portfolio decision process.

This workshop will focus on driving portfolio management and innovation decisions with VOC research. It's all about starting with the right drivers—focus on the external, rather than on company-centric metrics. Learn how to look outside your own company to drive performance based on customer value, product definition, and market differentiation—the key drivers to winning portfolio decisions. Specifically, this workshop will examine:

- Fundamentals for gathering the voice of the customer
- Guidelines for determining customer requirements
- Methods to define metrics so that you will know when you have created a portfolio that satisfies the customer's requirements
- Approaches to using customer data to drive innovation solutions
- Alternatives to selecting the appropriate level of investment intensity
- Why you should drive investments by customer value, strategic value and investment intensity, rather than by financial projections or whiz-bang technology



Sheila Mello is the managing partner and a principal consultant at Boston-based Product Development Consulting, Inc. (PDC), and author of the book Customer-Centric Product Definition: The Key to Great Product Development. A well-respected expert in the field of product development, Sheila's clients benefit from her many years of executive and hands-on experience in product development, software and hardware, engineering, marketing, quality, manufacturing, sales and service.



Ronald Lasser is a principal with PDC and specializes in helping clients quickly recover from product development problems. Ron is able to increase his clients' ability to deliver projects on time and on budget by applying his years of experience managing engineering organizations. Ron has a Ph.D. from Carnegie Mellon University and holds master of science and bachelor of science degrees in mechanical engineering from Carnegie Mellon University.



8 SPECIAL FEATURES

Specially Designed, Time-Efficient Format

1 offers flexibility and full learning benefits in two compressed days. Here is how it works: Attend the 1.5-day conference (make sure to stay through 4 pm on Tuesday) or attend the conference plus a half-day workshop for the full 2-day experience.

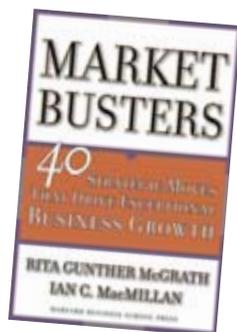
Monday morning, April 24 — Choice of two pre-conference workshops provide techniques to embed customer value in your portfolio planning process: **A. *Optimizing the Business Value of Projects and Portfolios***, to forecast the value of new projects and products, make convincing cases for funding new products, achieve buy-in across multiple functions, and weed out the resource-drainers early; **B. *Portfolio Syndrome: Customer Value Driven Portfolio Management & Innovation***, to define metrics for customer requirements (so you will know when you have created a winning portfolio), use customer data to drive innovation solutions, and select the appropriate level of investment intensity.

Monday, April 24 — Main conference begins after lunch on Monday, so you might choose to travel that morning. The keynote by **Rita Gunther McGrath** is an in-depth, 2-hour session that walks you through 5 key portfolio management approaches to accelerate exceptional business growth. Implementation case studies and networking reception follow.

Tuesday, April 25: Main conference continues with **Larry Keeley's** keynote presentation followed by unique new case examples. The final segment provides real-world operational advice from two of the foremost practitioners in the field—important implementation how-to's you won't want to miss—plus an exclusive comparison of enabling technologies by noted industry analyst, Jim Brown of **Aberdeen Group**. *To reap the full benefit of this conference, we strongly recommend that you stay through 4 pm when it concludes. Plan your travel accordingly!!*

Book Bonus!

2 All conference participants will receive a FREE copy of keynote Rita Gunther McGrath's new book, *MarketBusters*, which she will autograph during the social reception on Monday, April 24.



“Knowledgeable speakers, case studies with practical examples of portfolio management design and implementation and an opportunity for networking; what more could one ask of a Management Roundtable event?”

Steve Schmid, DSM Desotech

3 **Reference Binder** complete with presentation materials and access to web-downloadable slides after the conference — case examples and how-to's to share with others in your organization.

4 **Networking and Social Opportunities** — Ample opportunities to connect and ask your specific questions of conference faculty and other participants at breakfast, refreshment breaks and receptions.

5 **Team Benefits** — Sign up with 2 or more of your colleagues (teams of 3 or more) and save \$100 each. The larger the team, the greater the savings and more consensus to take action when you return to the office.

6 **Early Bird Savings** — Sign up by March 3 and save \$200.

7 **MRT's Unique NO-RISK Policy** — Not only is your satisfaction 100% guaranteed (for credit or refund of fee), we have a penalty free cancellation policy up to 5 business days from the program. There is a \$200 administration fee if you need to cancel after that, but you may send a substitute at any time).

8 **FREE! Leading Practice Guide on Portfolio & Pipeline Management** from Management Roundtable's "Knowledge Roundtable" online content library. To request a copy (whether you attend the conference or not), please email jackie@roundtable.com.



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.

Founded in 1980, Management Roundtable publishes research reports, newsletters, and leading practice guides and hosts a variety of specialized (both public and onsite) conferences, workshops, and audio-sessions. Its Web-based service, Knowledge Roundtable, was launched in 2004 to provide continuous, unlimited access to competitive insights and benchmarking opportunities.

SUPPORTING ORGANIZATIONS



Partial list of past participant companies:

3M ■ Abbott Labs ■ Access Business Group ■ Affymetrix ■ Alcoa ■ Algonquin Automotive ■ Amgen ■ Andrew Corporation ■ Applied Biosystems ■ AstraZeneca ■ Aventis ■ Baxter Healthcare ■ Boeing ■ Caterpillar ■ Centoco ■ CIBA Vision Corporation ■ Cisco Systems ■ Corning ■ Covance ■ Deere & Company ■ Delphi Automotive ■ Diebold ■ Dow Chemical ■ DSM Desotech ■ Dupot ■ Eastman Chemical ■ Eastman Kodak ■ Eaton ■ Eli Lilly ■ EXFO ■ Ethicon Endo-Surgery ■ Fisher Controls ■ FreddieMac ■ GM ■ Gen-Probe ■ GlaxoSmithKline ■ Gojo Industries ■ Hamilton Beach ■ Harley-Davidson ■ Hill-Rom ■ Honeywell ■ Hospira ■ HP ■ Husky Injection Molding ■ J.M. Huber ■ Kimberly Clark ■ Kraft Foods ■ Lockheed Martin ■ LSI Logic ■ MedImmune ■ Medtronic ■ Merck ■ Medrad ■ Motorola ■ Naptheon ■ National Semiconductor ■ Nike ■ Novartis ■ Nuskin Enterprises ■ Pfizer ■ Phillips Electronics ■ Polymer Sealing Solutions ■ PTC ■ Qualcomm ■ Research In Motion ■ Rheem Manufacturing ■ Rolls-Royce ■ SAP ■ Seagate ■ Shure ■ Siemens Medical Systems ■ Sprint ■ State Farm Insurance ■ Stryker Medical ■ Texas Instruments ■ IAMS Company ■ Thermo Electro Water Analysis ■ Toshiba ■ Townsend Engineering ■ TransUnion ■ Wacker ■ Westinghouse ■ York International

Dates

Product Pipeline and Portfolio Management will be held April 24–25, 2006. Registration and continental breakfast begin April 24 at 7:00 am for the workshop; registration for the conference only is also at 12:30 pm. The optional pre-conference workshops are offered on Monday, April 24, from 8:00am to noon. The conference session begins at 1:15 pm on Monday, April 24, and will adjourn at 4:00 pm on April 25. To receive maximum value, please plan on staying through the end.

Location and Accommodations

The conference will be held at the Wyndham O'Hare, 6810 N. Mannheim Rd., Rosemont, IL 60018. Please call 847-297-1234 for room reservations, and mention that you will be attending the Management Roundtable "Product Portfolio & Pipeline Management" conference. A limited block of rooms are available at a special rate of \$139/night.

Program Fees

Fees include materials binder, breakfast, lunch, networking receptions and follow-up materials.

Registration Options

	Before March 3	After March 3
COMPLETE PACKAGE:		
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