

Reserve today! Session limited to 35 participants.



MANAGEMENT ROUNDTABLE

INCREASING NEW PRODUCT HIT RATE: A Disciplined System for Front-End Innovation

A practical two-day workshop on how to get the most out of your innovation dollars and resources. Receive proven methods, frameworks, metrics & tools.

September 23-24, 2008 • Waltham, Massachusetts

LEARN TO:

- **Implement a deliberate, repeatable system for product breakthroughs and market leadership — big hits are not just luck or chance!**
- **Effectively generate, capture and manage innovative ideas from multiple sources**
- **Identify white space and competitive opportunities; avoid the traps of commoditization, incrementalism, and product proliferation**
- **Focus on game-changing, high-return activities — build a culture and infrastructure for continuous innovation and sustainable growth**



WORKSHOP LEADER:

Respected innovation expert

Geoff Waite
Vice President,
Sagentia



SPECIAL CASE PRESENTATION:

Leslie Kulis

General Manager, Global New Product Development, ABP,
Armstrong World Industries,

who implemented a successful front-end process now in place for eight years across geographies and divisions

“The aggressive revenue growth goals of most firms point to the need for a deliberate, systemic, and managed approach to generating game-changing new product ideas.”

*Dr. Robert Cooper and Dr. Scott Edgett,
PDMA Visions, March 2008*

7 Key Deliverables

BY PARTICIPATING IN THIS WORKSHOP YOU WILL RECEIVE:

- 1 A step-by-step process and holistic model, SPROC (strategy, process, resource, organization, culture)
- 2 Benchmarks and industry examples
- 3 Application advice from experts
- 4 Coursebook including all presentation materials
- 5 Summary maps and templates of key tools, techniques and approaches
- 6 Memory jogger cards
- 7 New network of colleagues to continue dialogue even after the workshop has concluded

Who Should Attend

This workshop is highly recommended for VPs, Managers and Directors of Innovation, New Product Development, R&D, Product Management, Marketing, Technology, Business Development, Strategic Planning and related functions as well as cross-functional teams.

(Note: Team discounts available; see back cover.)

"Dan's guidance helped us create a practical tool to manage our total innovation portfolio, quickly and cost-effectively. The new perspectives have changed how and where we direct our innovation resources."

Fiona McAnena, VP, Innovation, PepsiCo

"Our relationship with Sagentia has been instrumental in the realization of innovative and exciting new products."

Frank Martin, CEO, Hornby

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"Success...requires going beyond winning once to developing deep capabilities that allow a company to repeatedly disarm disruptive threats and seize new growth opportunities."

Building an Innovation Dynasty, Anthony, Johnson, and Sinfield

INDEED, STAYING AHEAD REQUIRES CONTINUOUS INNOVATION—THE ABILITY TO consistently anticipate and go after market gaps. Too often new product development is reactive or random; teams are unclear what factors and processes really count and which don't—even when successful. Valuable time and resources are wasted trying to guess which idea will be the 'next big thing,' who should work on the project, what gates must be met, and how much should be invested.

Fortunately there is a growing body of knowledge to guide front-end decisions. There are proven techniques to help you discover and choose the right opportunities, allocate the right resources, screen the best ideas, and rapidly move into development.

These techniques will be taught at Management Roundtable's exclusive 2-day workshop, **Increasing New Product Hit Rate: A Repeatable Disciplined System for Front-End Innovation** on **September 23-24, 2008**, in **Waltham, Massachusetts**.

Led by innovation expert **Geoff Waite**, Vice President of **Sagentia**, with a special case presentation by **Leslie Kulis**, General Manager of Global Product Development at **Armstrong World Industries**, this unique session brings together a set of realistic, repeatable practices that remove "fuzzy" from the front-end.

In a combination of lecture, interactive discussions and group exercises, you will receive:

- Steps to get your own implementation started: learn where to look for opportunities, how to evaluate and incorporate new ideas, make sure you have the right people, manage the product portfolio, and build an effective, profitable innovation system.
- Real-world implementation example—how Armstrong Industries "made it happen": its NPD front-end process from idea generation and capture, concept testing/shaping, idea pipeline management, and team roles to metrics, resources, and results.

Overall you will come away with the capability to achieve the level of innovation—from market differentiator to game-changer—that will catapult your organization's growth and profits.

Reserve Today! Call 800-338-2223 or 781-891-8080

About the Faculty

FEATURED SPEAKER:



Leslie Kulis

Leslie is a General Manager of Global New Product Development for the Building Products division of Armstrong World Industries, a global leader in the design and manufacture of floors, ceilings and cabinets. Leslie has worked on implementing a structured approach to the fuzzy front end and it has been successfully used of the last eight years in geographies around the globe.

WORKSHOP LEADER:



Geoff Waite

Geoff has been active in R&D for over 20 years, currently as Vice President of Sagentia Inc, focusing on the “art and science” of innovation and opportunity discovery. Prior to Sagentia, Geoff worked in various R&D and technology consulting roles for Warwick university, Rover Group and PA Technology.

INSTRUCTORS:



Simon Karger

Director of Innovation & Technology Management for Sagentia Inc., Simon has been consulting at the intersection of business and technology for over 7 years, formerly with Arthur D. Little. Simon's expertise is in identifying product and business opportunities to increase innovation capability.



Doug Wilson

Doug Wilson is VP—Chemicals, Materials, Energy for Sagentia Inc. Doug's specialty is in team and individual creativity development. He has spent over 20 years in new business development in the field of advanced materials across a wide variety of industries and is also a certified practitioner of the Herrmann Brain Dominance psychometric profiling tool.



Dan Edwards

Dan began his career in Engineering (Rolls-Royce) and more recently developed a passion for innovation and consumer marketing. He supports both consumer-industry and medical-industry clients in the discovery and commercialization of new products, services and businesses and coaches several executives in the management of innovation within Fortune 500 companies.

AGENDA

Day 1

Tuesday, September 23

MAKE THE MOST OF YOUR INNOVATION DOLLARS

- 8.30 Introductions, objectives and agenda
- 9.30 **Find and choose the right innovation opportunities**
- Incorporate strategic, business and economic drivers
 - Incremental versus breakthrough innovation
 - Market leader versus fast follower strategies
 - Opportunities from Pull and Push
 - Explore the 5 hunting grounds of Opportunity Discovery
 - Finding unmet needs, tapping the future, redefining marketplaces, exploiting value chains, the role of brand
 - Frameworks, tools and techniques in each hunting ground, including VoC techniques such as ethnography and lead user, trends and scenario planning, value chain analysis, value innovation curves, disruptive technology
 - Selecting the right hunting grounds and planning a project
 - Make early stage decisions
 - Using qualitative and quantitative research
 - Reasons to believe
 - Business modeling
- 12.30 LUNCH
- 1.30 **Get the best out of your resources**
- Put the right person on the right job
 - Build and use internal and external networks, real and virtual
 - Knowledge management
- 2.30 **Structure creativity, apply analysis**
- Structured ideation models
 - Toolkit of techniques
- 4.00 **Use what's already available**
- Open Innovation—Why? What? How?
 - Technology Scouting, a key component of open innovation
 - Re-using old ideas—retaining and tapping corporate memory, Triz and other experience based tools
- 5.00 **Maintain value up to launch**
- The transition from the front end into PD and stage-gate
 - Avoid innovation erosion
- 6.00 NETWORKING RECEPTION AND OPTIONAL EVENING ACTIVITY

Day 2

Wednesday, September 24

BUILD A REPEATABLE INNOVATION SYSTEM

- 8.30 **Take a holistic approach**
- The SPROC model for innovative organizations—Strategy, Process, Resource, Organization, Culture
 - Innovation Maturity model
- 9.00 **Implementation Case Study—Leslie Kulis, Armstrong Industries**
- Front-end process—from idea scoping to the start of development
 - Idea generation, capture and evaluation tools
 - Market need, strategic fit, technical fit, ROI assessment
 - Roles and responsibilities
 - Metrics and targets
- 10.00 **Create the right structure**
- ‘Fuzzy’ front end models of innovation
 - Opportunity into ideas into concepts
 - Continuous and discrete innovation models
 - The role of structure and serendipity in innovation
 - Organizational models
 - Skunkworks, spin-in/out, relations with marketing and PD
 - Internal versus external innovation
 - Innovation project management models
- 11.30 **Provide the right culture**
- What is innovation culture?
 - Motivations, rewards, recognition
 - Environment—spaces, communities, lifestyles
 - The role of leadership
- 12.30 LUNCH
- 1.15 **Overcome obstacles**
- 1.30 **Consistently make the right decisions**
- Testing and maintaining strategic alignment
 - Innovation project/investment portfolio tools
- 2.45 **Measure and demonstrate success**
- Metrics and calculating ROI
 - Communicating results
 - Dealing with uncertainty in the front end
- 3.15 **Propagate the system**
- Creating change programs using SPROC
 - Using tiger teams to catalyze change
- 4.00 **Group discussion / Wrap-up**
- 4.30 PROGRAM CONCLUDES

12 Key Benefits

THIS COMPREHENSIVE AND TIMELY WORKSHOP WILL PROVIDE YOU WITH METHODS TO:

- 1 Find and stake out fertile hunting grounds for opportunity discovery
- 2 Implement a structured approach to idea generation, capture and management
- 3 Correctly evaluate promising new product ideas before committing resources; keep pipeline full, kill weak projects early
- 4 Make better investment and portfolio decisions — maximize resources
- 5 Establish clear metrics, targets and reliable indicators
- 6 Build a supportive organizational structure; define roles and process owners
- 7 Determine when to partner or go outside for new ideas and innovation
- 8 Anticipate and pre-empt potential disruptors
- 9 Redefine and expand your market
- 10 Move the best ideas into development quickly
- 11 Increase number of successful product launches; reduce the number of marginal projects
- 12 Strengthen competitive position and top-line growth — build core competency

"The world's most innovative companies... develop a diverse portfolio of projects ... [and] smart bets that will position them well when the economy rights itself again."

Business Week, April 17, 2008

About Management Roundtable



The Management Roundtable (MRT) is the foremost knowledge and networking resource for industry practitioners involved in product, service, technology, and business development. Practitioner-

oriented and unbiased, MRT's focus is on strategies and processes that enable speed, innovation, profitability, and overall competitive advantage. Through its highly regarded conferences and publications, MRT has helped companies achieve their objectives since 1980.

Its membership offering, the Management Roundtable FastTrack, (<http://fasttrack.roundtable.com>) offers direct, year-round access to leading-practice insights via teleconference and online reports.

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WAYS TO REGISTER:

- CALL:** 1-800-338-2223 or 781-891-8080
(weekdays, 9:00am–5:30pm EST)
- FAX TO:** 781-398-1889
- INTERNET:** info@roundtable.com or
www.ManagementRoundtable.com
- MAIL TO:** Management Roundtable
92 Crescent Street, Waltham, MA 02453

Please accept the following registration(s) for the "Innovation" workshop:

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

NAME Mr. / Ms. _____

TITLE _____

COMPANY _____

ADDRESS _____

CITY/STATE/ZIP _____

PHONE _____ FAX _____

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Payment Information

- Check enclosed, payable in US funds to *Management Roundtable, Inc.*
- Please bill my VISA Mastercard AMEX Diner's Club

CARD NO. _____ EXP. DATE: _____

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Code: Web Download

Dates: The workshop will be held September 23-24, 2008. Registration/continental breakfast begins at 7:30 am on Day One; session begins at 8:30 am and concludes at 4:30 pm on Day Two.

Location & Hotel Accommodations: The session will be held at the Doubletree Guest Suites Boston/Waltham (<http://www.hiltonfamilyboston.com/doubletree-guest-suites-boston-waltham.php>). For reservations please call **1-800-222-8733** and mention Management Roundtable's "Innovation" Workshop for the discounted group rate of \$169/night. The block of rooms is limited, so please reserve early.

Workshop Fee: \$1995/person. Fee includes program materials, luncheons, continental breakfasts, and refreshment breaks.

Team Discounts: Groups of 3 or more may deduct \$100 per person.

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 entire registration fee.

Workshop Attire: Business casual.

Reserve today! Attendance limited — call 800.338.2223