



"In this **BRAND NEW**, provocative two-day Masterclass we will examine **why today's NPD practices often hurt innovation** and what can be done to adapt or modify them to **remove the barriers to innovation success without undermining the rigor** required to support more traditional developments."

DR. JAY PAAP, USA



**EARLY
BIRD OFFER**
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March 19th 2010
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Register Today to Ensure you get the Best out of Your NPD Tools And Techniques

Learn why optimised NPD frameworks typically undermine innovation, and the proven steps required to adapt them to achieve balance.

10th - 11th May 2010

Dorint Hotel, Amsterdam Airport, Netherlands

Fostering Innovation in Companies Optimised for the Short Term

How to balance the often conflicting demands of 'being innovative' and 'having an efficient process'

- Identify the key NPD management practices that have a negative impact on innovation success
- Use 6 defensible project selection criteria for moving new projects from 'a good story' to 'hard numbers'
- Add effective tools to existing NPD processes, without threatening current initiatives
- Scale your projects portfolio to focus on opportunities with a higher probability of new value generation.
- Add effective tools and mechanisms to motivate your innovation teams

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www.pure-insight.com/seminars/fostering_innovation >>

A message from the Workshop Leader Dr. Jay Paap



Recent Process Improvement...



Over the last several years firms have made important advances in their ability to effectively and efficiently manage new product development (NPD). They have adopted techniques to better tap into customer needs, weed out projects not providing desired returns, and opened themselves to ideas and technologies outside their own organisation. We can honestly say that NPD in 2010 provides significantly better guidance for how we develop products and services than existed a few short decades ago.

The Challenges Remaining...



However, too often there has been an unexpected and undesirable downside to these programmes. Many of the management practices designed to bring visibility, rationality, and relevance to new product development have done so at the cost of creating barriers to the pursuit of innovative longer-term opportunities. Others such as Open Innovation often fail to deliver on the promise of innovation and merely accelerate the development of traditional projects.

Overcoming the Challenge...



Why does this happen? Is it inescapable? Can you pursue innovation while using NPD practices designed to optimise the routine?

YOU CAN!

**AND YOU WILL LEARN HOW TO
IN THIS 2 DAY EXCLUSIVE WORKSHOP.**

A Brand New Masterclass, unique to Pure Insight from the Winner of the IRI's prestigious Maurice Holland award for his article: "Anticipating Disruptive Innovation"

Day 1 | At a Glance

- 1 Learn how the improper use of otherwise excellent NPD management tools often results in unintended consequences and barriers to innovation.
- 2 Gain a clearer understanding of the criteria that can be used to select and assess new projects.
- 3 Understand how to spot the real needs of your existing or potential customers.
- 4 Learn how to integrate information on technologies, and the market environment, to explore possibilities and guide execution.

Day 2 | At a Glance

- 1 How to reduce uncertainty for opportunities that lack hard numbers but include a high probability of generating significant new business value.
- 2 Learn strategies for resourcing difficult projects that have huge potential.
- 3 Why redefining your success parameters, to reward innovation opportunities that are more challenging, can improve returns.
- 4 Methods for motivating your managers to make good decisions.
- 5 How to make alliances work for you.

Day One | 10th May 2010

Broadening Your Focus

Further information can be found at:

www.pure-insight.com/seminars/fostering_innovation

9:30 Registration


10:00 Welcome & Introductions

10:15 Session I

The Nature of the 'Process Problem'

An overview of selected popular NPD tools and how improper focus in use can limit the potential for innovation success

- **Planning Challenges** Looking at: Voice of the Customer which focuses only on understanding current customer desires; Roadmaps which focus only providing visibility, co-ordination, and control; and Selection criteria which focus only maximizing short-term ROI.
- **Execution** Looking at: Project Reviews which focus only on meeting the plan; Reward structures which define success only as completing the project on time, on budget, and on spec; Alliances, Scouting and other OI tools which focus only on leveraging external resources to fill gaps in ideation or implementation capability.
- **The Challenge:** Defining how we can modify or adapt NPD processes to better support innovation goals without hurting their ability to effectively manage short-term developments.
 - Why creating totally separate processes for the front of innovation is often unnecessary and counterproductive
 - A better approach: Adapting your existing NPD processes

 **Workshop Activity:** Exercise to build an inventory of tools and techniques used successfully by delegates.

11:30 Morning Refreshments And Networking Break

11:45 Session II

Building Blocks

Will focus on the nature of innovation and how incorrect views of process 'fundamentals' have proliferated (even amongst senior practitioners) leading to missed opportunities (looking at the DOI model based on MIT innovation research)

- **The Nature of Risk:** Why defining risk only in terms of uncertainty creates almost insurmountable barriers to innovation.

- **The Nature of Rational Decision-making:** Why all decisions should have a rational basis, which may or may not have supporting numbers.

 **Workshop Activity:** Exercise and video clips on risk.

13:00 Networking lunch

14:00 Session III

Voice of the Customer (VOC)

Looks at anticipating current and future wants by understanding needs in the context of your existing or potential customers

- **The Nature of the Problem:** Focus only on customers' most important wants or desires.
- **Implications for Innovation:** Missed opportunities to address latent or emerging needs.
- **Three Keys for Enhancing Innovation:**
 - Focus on needs not on wants or desires
 - Focus on leverage, not importance
 - Go beyond interaction to understand context

 **Workshop Activity:** Exercise on needs versus wants.

15:45 Networking Break

16:00 Session IV

Technology/Product Roadmaps

Focuses on integrating information on the technology and the market environment, to explore possibilities and guide execution

- **The Nature of the Problem:** failure to understand the two meanings of a map - a tool to explore and a route to follow; and when and how to use each.
- **Implications for Innovation:** too much attention on following the plan and too little on exploring new opportunities
- **Three Keys for Enhancing Innovation:**
 - Collecting the right type of information before generating ideas
 - Building landscape maps (e.g. Customer Focused Technology Planning CFTP®) before building route maps
 - Ensuring real cross functional interaction and sharing

 **Workshop Activity:** Idea generation; Examples of roadmaps in different industries.

17:30 Day One Review and Q&A

This Q&A session provides you with an opportunity to raise any outstanding issues that have arisen from the day's programme and discussions

18:30 Networking Drinks for all Delegates

19:30 Members Networking Meal

*Additional benefit for those workshop attendees who are **current members of Pure Insight's Innovation Leader Programme.***

Exclusive networking meal in Amsterdam with the Workshop leader Dr. Jay Paap

6 Key Reasons to Attend

- 1 Learn how to identify which NPD management practices might be having a negative impact on your innovation outputs.
- 2 Improve the success of innovation by discovering challenging new ways for thinking about risk, success, and project execution.
- 3 Gain tools that can be added to existing NPD processes to ensure short-term benefits, without blocking longer-term initiatives.
- 4 Learn a defensible and effective assessment approach for presenting business cases on projects where hard numbers are lacking.
- 5 Understand why separate programme structures for innovative projects can often be counterproductive.
- 6 Engage techniques for broadening the focus of open innovation and competitive intelligence to unleash higher levels of innovation success.

Day Two | 11th May 2010

Achieving Higher Levels of Success



Save Time!

Quick Registration

Contact Xanthe Hay on:

+44 (0)1325 345810

8:00 Continental Breakfast

8:30 Q&A from Prior Day's Session

9:15 Session V

Project selection

Addresses choosing a portfolio of projects that have a high probability of generating value for your organisation through analysis of a business case

- **The Nature of the Problem:** Belief that innovative projects cannot have a defensible business case because they lack hard numbers and have high levels of uncertainty.
- **Implications for Innovation:** Innovative projects are rejected for lack of a solid business case, or worse, allowed to proceed based on 'faith' and not good business rationale.
- **Three Keys for Enhancing Innovation:**
 - How to set out a business case for all projects no matter what level of uncertainty or perceived risk. Use of the N.O.M.M.A.R method for creating defensible answers to six critical questions
 - Select projects using a two-part process that looks at both individual merit and portfolio contribution
 - Why it's important to focus on the negatives



Workshop Activity: Exercise on projection selection criteria.

10:00 Networking Break

10:15 Session VI

Improving Project Reviews

Ensure that only projects worth pursuing our continued, and these are moved to completion in a timely and responsible manner

- **The Nature of the Problem:** Belief that the only purposes of project reviews are to identify problems in execution and promote the timely implementation of the plan.
- **Implications for Innovation:** Difficult projects with huge potential are often killed; and easier projects with little long-term impact consume inordinate resources.

• Three Keys for Enhancing Innovation:

- How to focus on the opportunity not the plan
- Use the same business case questions asked in project selection (NOMMAR)
- For innovative projects move from "a good story" to "hard numbers"



Workshop Activity: Honda Case Study.

11:15 Session VII

Rewarding Your Innovation Teams

Encouragement of managers to help them make good decisions

- **The Nature of the Problem:** Rewards are often based solely on successfully completing projects on time, on budget, and on spec.
- **Implications for Innovation:** Too many of your project managers will work only on projects they know can be completed, leaving more challenging innovation initiatives ignored.
- **Three Keys for Enhancing Innovation:**
 - What reward structures you should employ to define success in terms of good decisions
 - How to redefine the meaning of project execution
 - Analysis of mechanisms for project teams to continue "killed projects"



Workshop Activity: Case discussions.

12:00 Networking lunch

13:00 Session VIII

Open Innovation / Alliances

The full use of external and non traditional relationships to promote innovative programmes

- **The Nature of the Problem:** OI is frequently seen only as a way to tap into external sources of ideas or technologies, and to speed up developments by filling gaps in your own competencies.
- **Implications for Innovation:** The full potential of external relationships as a strategic development tool and mechanism to manage personal and organisational risk are overlooked, lowering the scope of opportunity.

• Three Keys for Enhancing Innovation:

- Why you should focus on problems and not solutions
- How to shift alliance programmes from 'doing alliances' to 'assessing alliance opportunities'
- Risk management strategies for recognising the impact of spin-offs



Workshop Activity: Technology Scouting Exercise, lead user video.

14:45 Networking Break

15:00 Session IX

Summary and Implementation Guidelines

Review of tools, discussion of challenges in creating changes in delegates' organisations, and examples of how other firms have successfully modified their practices. Rounding off the workshop so that you have actionable insights to implement in your organization

16:15 Closing Remarks

About This Workshop

In this provocative two-day workshop we will examine why today's NPD practices often hurt innovation and what can be done to adapt or modify them to remove the barriers to innovation without undermining the rigor required to support more traditional developments.

Several popular NPD frameworks will be examined to determine why they typically undermine innovation, and steps identified to modify or adapt them to achieve the balance most firms seek.

The workshop will bridge theory and practice using case histories drawn from Dr. Paap's 40 years of experience in technology management and innovation, small group exercises and self diagnostics, film clips, and a highly interactive session designed to help delegates apply the concepts to their own organisations.



The Seminar Leader - Dr. Jay Paap

Dr. Jay Paap is one of the world's most experienced and respected experts on innovation and new product development and brings over four decades of experience in **managing technology and 40 years of consulting experience with major firms globally on innovation, new product and business development, technology strategy, competitive intelligence and corporate venturing.**

Jay has helped dozens of firms set up and manage programmes to access external technology to stimulate innovation. A highly regarded and much-in-demand speaker he regularly presents executive-level courses including previous seminars for Pure Insight, MIT, Caltech, and numerous other universities and professional associations across the Americas, Europe, the Middle East and the Asia Pacific regions. **His article, "Anticipating Disruptive Innovation" won the prestigious IRI Maurice Holland award as the best article published in 2004 in Research Technology Management.**

His clients have included **3M, Apple, Astra-Zeneca, BP, British Telecom, Dow Corning, DuPont, Ford, Gillette, Hewlett-Packard, Johnson & Johnson, Kraft, Lockheed-Martin, IBM, Mars, Motorola, Procter & Gamble.**

Participants from Jay Paap's Last Pure Insight Event said:

"A very professional event, well run and using excellent resource to speak knowledgeably about the topic. Some extremely useful insights that will inform our strategy in this area"

Helen Taylor, Alliance Boots

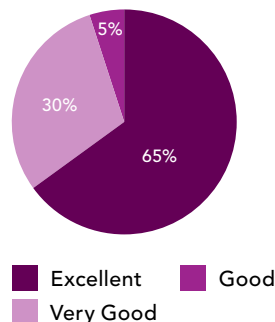
"Tremendous amount of experience carried over with enthusiasm and passion"

Martin Spitzer, Huntsman

"These Workshops offer a collaborative environment for professionals to debate and exchange experiences. What value do you put on intelligence? If it is important to you, then Pure Insight is someone you need to know."

Pauline Taggart, National Starch

Feedback for Dr. Paap's last Pure Insight Workshop



Registration Form & Pricing

	Full Workshop	Standard	Early Bird
Members		£1050 ^{+VAT}	£850 ^{+VAT}
Non Members		£1500 ^{+VAT}	£1300 ^{+VAT}

I am a Pure Insight Member

Please register the following delegate
(for additional delegates please register online or photocopy)

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TERMS & CONDITIONS

CANCELLATION POLICY Cancellations can be made up to and including 11th April 2010 during which period the workshop fees, less 20% will be credited. No refunds can be made for cancellations received after this date. Substitutions are welcome.

CANCELLATION OF THE EVENT In the unlikely scenario of the event being cancelled, either through force majeure or for any other reason, the liability of Pure Insight will be limited to the full return of the registration fee. No other claims against Pure Insight will be considered.

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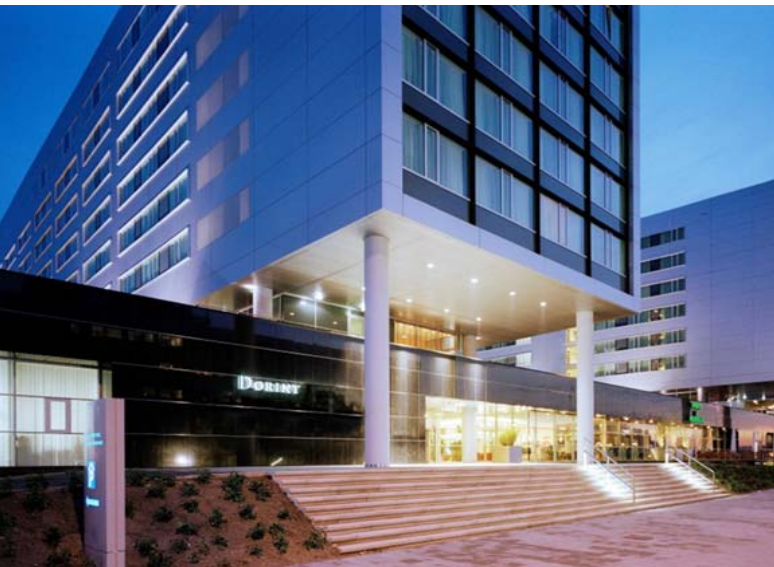
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Dorint Hotel, Amsterdam Airport

The 4-star Dorint Hotel Amsterdam Airport Schiphol is a very special place, renowned not only for its accommodation but also for its excellent conference service. Situated near to the Amsterdam Woods with a free shuttle service from Schiphol International airport.

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Pure Insight has reserved a block of rooms at a special rate of just €125 B&B including VAT for delegates staying at the workshop hotel. Please reserve your accommodation early and directly with Lloyd Wilson at the Dorint Hotel Amsterdam Airport to avoid disappointment. Accommodation is not included in the workshop fee.

About Pure Insight

Pure Insight provides business insights which help product innovation leaders and their teams to perform better in their roles, and to respond to the pressures they face brought about by global competition. We cut through information overload, and deliver actionable insights fast, and cost effectively, via seminars, on-line seminars, and reports.
www.pure-insight.com

INNOVATION LEADER PROGRAMME

The Innovation Leader Programme is a membership service that is a 12-month engagement and provides you free access to a number of forums and special interest groups, as well as access to our entire webinar collection and our full library of content in the knowledge hub. In addition to the membership we also run our two 2-day Masterclasses and six 1-day Masterclasses each year.

To find out more contact
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Companies that have Attended Pure Insight / Jay Paap Seminars Include:

Ahlstrom, Alcan, Baxi, Black & Decker, Beiersdorf AG, Boots, BSKyB, Bugaboo, Cadbury, Colgate, Corus Research, Crown Packaging, Dairy Crest, DePuy, Draeger Safety (AG), Diageo, Hasbro, Heinz, KCI Medical Products, Kelloggs, Mars, Nokia, PepsiCo, Philips, Procter & Gamble, PZ Cussons, Rolls-Royce, Sara Lee, Shell, Smith & Nephew, Stahl, WL Gore, Xerox...

Who Should Attend?

VPs, Directors, General Managers, Managers – anyone whose role is to innovate within an organization or the leadership team that is responsible for building a world class innovation competency. Marketing, Business Development, Product Management, Divisional Management, C-Level executives – all share in this responsibility for innovating – **all of these groups should attend.**

What's Included?




ALL DELEGATES RECEIVE:


- An interactive seminar-workshop format, including lots of question and-answer and discussion opportunities
- Numerous cases studies and illustrations, and examples from other Businesses
- Small group exercises together with self diagnostics and a highly interactive session designed to help delegates apply the concepts to their own organisations.
- Comprehensive workshop materials including:
 - Articles
 - Copy of all presentation materials
 - Lunch and networking break refreshments


To guarantee your place, register online today at:


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