

"In my workshop you will learn how to introduce flexibility into product development so that you can make change your friend – that is make changes relatively late in the development cycle without too much disruption.

Master flexible Product Development and you will be able to introduce the latest ideas into your products to delight your customers and bedevil your competition!"

PRESTON SMITH

Flexible Product Development

Building agility for changing markets

22-23 APRIL 2008
Sheraton Heathrow
Hotel, London, UK

**EARLY BIRD
OFFER**

Register before
21 Dec 2007
and save **£200!**

Co-author of the classic NPD bible: "Developing Products in Half the Time", this workshop is based on Preston Smith's brand new research and book, launched in September 2007, *Flexible Product Development: Building Agility for Changing Markets*.

pureinsight www.pure-insight.com/seminars/flexible-npd

DAY ONE

22 April 2008

further information
can be found at
[www.pure-insight.com/
seminars/flexible-npd](http://www.pure-insight.com/seminars/flexible-npd)

09.30 SESSION I UNDERSTANDING FLEXIBILITY

DEALING WITH CHANGE: HOW MUCH FLEXIBILITY?

- The Cost of Change
- Managing the Convergence of Flexibility
- The Downsides of Flexibility

THE ROOTS: AGILE SOFTWARE DEVELOPMENT

- Extreme Programming
- The XP Values
- Does XP Work?

MOVING FROM SOFTWARE TO OTHER PRODUCTS

THE PROJECT ANALYZER

10.55 Networking break

11.10 SESSION II CUSTOMERS AND PRODUCT REQUIREMENTS

THE FALLACY OF "FROZEN" REQUIREMENTS

- Requirements Evolution versus Scope Creep

THE VALUE OF CUSTOMER FEEDBACK

- The MacCormack and Boehm Studies
- The Over-specification Trap
- The Principles of Iteration and Customer Feedback
- Lowering the Cost of Iteration

SPECIFY AT A HIGHER LEVEL

- Product Vision
- Personas
- Use Cases
- User Stories

ANTICIPATE CUSTOMER NEEDS

- Get into the Customer Experience
- Lead Users

CUSTOMER FEEDBACK CAN LEAD YOU ASTRAY

- Expert Customers
- Dig below Customer Desires
- Internal Customers

12.30 Lunch

13.15 SESSION III MODULAR PRODUCT ARCHITECTURES

MODULAR VERSUS INTEGRAL ARCHITECTURES

- Advantages and Disadvantages of Modularity
- Modularity Objectives

EXAMPLES OF ARCHITECTURAL CHOICES

- CD-ROM Drive

ARCHITECTURAL APPROACHES

- Reduce Coupling
- Isolate Volatility
- Provide for Growth
- Align with Organizational Boundaries

FOUR STEPS IN DESIGNING AN ARCHITECTURE

ARCHITECTURAL DECISIONS

- Interfaces
- Providing for Growth

ARCHITECTURE AT THE DESIGN LEVEL

15.05 Networking break

15.20 SESSION IV EXPERIMENTATION

KINDS OF EXPERIMENTS

THE VALUE OF FAILURE

EXPLORATION AS EXPERIMENTATION

- Planning Step
- Construction Step
- The Run Step
- Assessment Step

FRONT-LOADED PROTOTYPING

- Traditional versus Front-Loaded Strategies
- Enabling Technologies
- The Front-Loaded Style
- Front-Loading Considerations

TESTING

16.45 SESSION V

SET-BASED DESIGN

WHAT IS SET-BASED DESIGN?

- A Focus on Constraints
- Supporting Technical Reports

BENEFITS FOR FLEXIBILITY

MANAGING SET-BASED DESIGN

DELAYING DECISIONS

- Progressive Decisions

THE DIFFICULTIES

18.00 Close of day one

BOOK YOUR PLACE



ONLINE www.pure-insight.com/seminars/flexible-npd



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POST Pure Insight, Evans Business Centre, Durham Way South, Aycliffe Industrial Park, Newton Aycliffe, County Durham DL22 5BA



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DAY TWO

23 April 2008

08.30 SESSION VI

DEVELOPMENT TEAMS AND PEOPLE FACTORS

- Teams and Flexibility

HAVING THE “RIGHT” PEOPLE

- Useful Experience
- Mastery Levels
- Great Teams from Average Individuals

DESIRABLE PEOPLE QUALITIES

- Skills
- Dedication
- Commitment
- Generalists

TEAM QUALITIES

- Self-Organizing
- Cross-Functional
- Adequate Authority
- Co-Located
- Partially Co-Located
- Electronic Communication

09.55 SESSION VII

DECISION MAKING

IMPROVING DECISION-MAKING FLEXIBILITY

- The Last Responsible Moment
- Applying the Last Responsible Moment Responsibly

PEOPLE AND DECISIONS

- Reaching Consensus

UNCERTAINTY AND DECISIONS

- Reducing Uncertainty

DECISION TREES

- The Value of Perfect Information
- Decision Trees in Practice

11.20 Networking break

11.35 SESSION VIII

PROJECT MANAGEMENT

FLEXIBLE VERSUS MAINSTREAM PROJECT MANAGEMENT

- The Project Plan Is Not the Guide
- Redefining Project Completion
- Reorienting Quality
- Individuals over Processes
- The Role of Tacit Knowledge

THE ROLE OF A FLEXIBLE PROJECT MANAGER

- Out in the Team Space
- Supporting and Protecting the Troops
- Clarifying and Enforcing the Product Vision

PROJECT PLANNING

- Planning versus Anticipation
- Rolling-wave Planning
- Loose-tight Planning

TIMEBOXING

- Expectations Management

PROJECT RISK MANAGEMENT

- Integrated versus Intrinsic Risk Management
- Risk Management and Iterative Development
- Managing Unknown Risks

PROJECT METRICS

- Strategic versus Tactical Metrics
- A Flexibility Index
- Burndown Chart
- Team Mood
- Sharing and Acting on Metrics

PROJECT RETROSPECTIVES

12.50 Lunch

13.35 SESSION IX

PRODUCT DEVELOPMENT PROCESSES

EMERGENT PROCESSES

- Standardize at Low Levels
- Build, Do Not Scale Down, Processes

THE ESSENTIALS OF FLEXIBLE PROCESSES

- Iterative and Incremental Innovation
- Balancing Anticipation and Adaptation
- Tacit Knowledge

BALANCING STRUCTURE WITH FLEXIBILITY

- Balancing Opposing Risks
- Shifting the Balance

BOTTLENECKS AND QUEUES

- The Myth of Capacity

USEFUL CONCEPTS FROM AGILE SOFTWARE DEVELOPMENT

- Refactoring and Technical Debt
- You Aren't Going To Need It

15.00 Networking break

15.15 SESSION X

IMPLEMENTING FLEXIBILITY

FIVE PARADOXES

- Top-down or Bottom-up?
- Start Small or Start Big?
- Start with a Piece or with the Whole Package
- Gradual or Ambitious?
- Exposed or Sheltered Project?

TRANSITIONS ARE THE CRUX OF IT

TOP-DOWN CHANGE

BOTTOM-UP CHANGE

16.30 Close of day two

Pure Insight members receive substantial discounts, and enjoy an exclusive networking dinner with Preston Smith, see www.pure-insight.com/membership for more information

REGISTRATION FORM ALL PRICES QUOTED EXCLUDE VAT

EARLY BIRD OFFER

Register before
21 Dec 2007
and save **£200**

FEES

TWO day WORKSHOP

Workshop
Fee
£1,150

Early
Bird
£950

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Discount up to 30%

Registration fees do not include accommodation at the venue, which must be booked directly +44 20 8283 1688

I am a Pure Insight member discount code if applicable

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TERMS & CONDITIONS

CANCELLATION POLICY Cancellations can be made up to and including 1st April 2008 during which period the seminar 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 Limited will be limited to the full return of the registration fee. No other claims against Pure Insight Limited will be considered.

BOOK YOUR PLACE

-  **ONLINE** www.pure-insight.com/seminars/flexible-npd
-  **FAX** +44 (0) 845 280 4905
-  **POST** Evans Business Centre, Durham Way South, Aycliffe Industrial Park, Newton Aycliffe, County Durham DL5 6XP
-  **PHONE** UK 0800 731 2383 INT +44 (0)1325 329 870

WHO SHOULD ATTEND?

A two day seminar/workshop for Managers of Product Management, Product Development, R&D, Marketing, Sales, and Process Improvement. The session will also be beneficial for Managers of Supply Chain, Engineering, Manufacturing and all others that are affected by product change decisions.

PRAISE FOR THE WORKSHOP:

"I was very excited about some of the concepts introduced during the workshop. Within one week I was presenting key ideas to our Executive Staff and leading a very productive discussion about how we can begin putting them to work in our organization."

Henry T. Ferguson Vice President, Internet Strategies Coaxis, Inc.

PRAISE FOR PRESTON'S GROUNDBREAKING WORK ON FLEXIBLE NEW PRODUCT DEVELOPMENT:

"Speed has always been a critical element in the product design process. But as Preston Smith points out, one must be extraordinarily flexible as well in one's development and innovation processes. In the light-speed world we live in today, as Smith so poignantly points out, one's ability to use intelligent, knowledge-based flexibility is an imperative to winning each day, every day."

Michael D. Thieneman, Executive Vice President and Chief Technology Officer, Whirlpool Corporation

"Preston provides exceptionally detailed treatment of techniques to help any program manager lead difficult, constantly changing projects. His many examples show how these tools work in the real world."

Jim Callahan, PMP, senior program manager, C-Cor

WHAT'S INCLUDED:

The registration fee is inclusive of:

- All course materials
- The book *Flexible Product Development - Building Agility for Changing Markets* by Preston G. Smith
- Ongoing email and telephone support from the facilitator for participants in this workshop ("the workshop isn't over when it's over")
- Lunch and refreshments



Visit our program of 60 minute webinars at
www.pure-insight.com/webinars

THE WORLD OF PRODUCT DEVELOPMENT

The world of New Product Development is becoming more turbulent: **customers are pickier, markets shift and new product technologies appear at a dizzying rate.**

Meanwhile, astoundingly, new **products are becoming more boring** as management apparently sticks close to what has worked in the past.

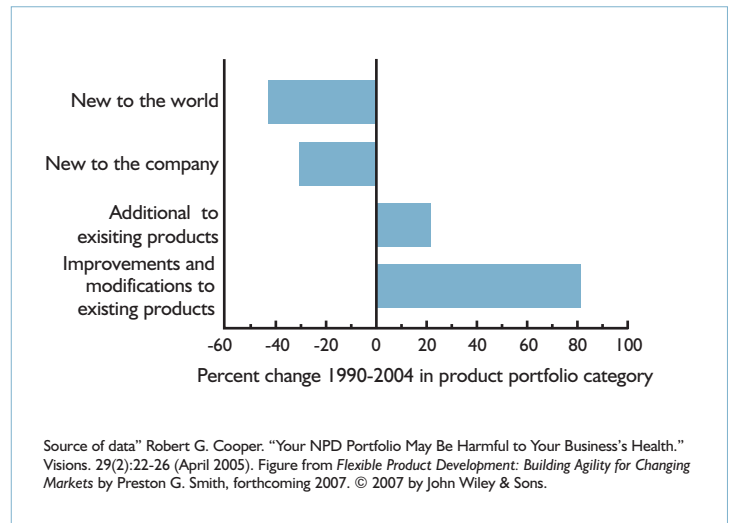
Look at the graphic (right), which illustrates how new product portfolios across a broad array of industries have shifted from truly innovative products to me-too iterations over a fourteen-year period.

What is wrong with what this picture shows? **We have lost the ability to change as quickly as our environments are shifting.**

Contemporary methodologies: Six Sigma, lean, and phased development (including Stage-Gate®) encourage a plan-your-work, work-your-plan mentality.

While these approaches have merit, they can also have the unfortunate side effect of **creating rigor mortis** during development.

The “Flexible Product Development: Building Agility for Changing Markets” workshop will restore your company’s ability to introduce flexibility into New Product Development, so that you can embrace change, and make changes relatively late in the cycle without undue disruption.



HOW YOU WILL LEARN

This workshop is a unique and hands-on experience, which helps you and your team to learn fast, by:

- Testing the strengths and weaknesses of each tool – appreciate when, where and how to apply and adapt them for maximum advantage
- Using a running case study of a project in flux – gain hands-on practice in applying the techniques discussed and observe how other delegates apply them
- Hearing examples of how other companies have applied and adapted the tools and approaches
- Understanding the underlying values of 'the flexible environment' – cultivate and create it in your own company
- Taking away a comprehensive set of approaches for bringing change into your company and teams – including top-down and bottom-up methods

THE SEMINAR LEADER



Co-author of the classic NPD bible: *Developing Products in Half the Time*, this workshop is based on Preston Smith's brand new research and book, launched in September 2007, *Flexible Product Development: Building Agility for Changing Markets*. Preston is also book review editor for the *Journal of Product Innovation Management*, he holds a Ph.D in engineering from Stamford University and is a member of the Product Development and Management Association (PDMA), the Agile Project Leadership Network (APLN) and the Agile Alliance.

Preston began by specializing in rapid product development in 1984 as an internal consultant and became an independent management consultant concentrating on time-to-market issues in 1986.

He has led more than 100 workshops in 25 countries on advanced product development topics and has taught product development courses in several universities. Companies that have attended his workshops include: Motorola, Sony, Nestle, Samsung, DaimlerChrysler and Medtronic.

5 REASONS TO ATTEND THIS COURSE:

- 1 Because customers will change their minds whether you want them to or not
- 2 Because as soon as you freeze your specification your competitor has a chance to steal your business
- 3 Because product technologies change before you can bring them to market
- 4 Because new market opportunities are emerging all the time
- 5 Because your business plan challenges you to introduce more new-to-world and new-to-us products – but your processes don't really support this

SHERATON HEATHROW HOTEL HEATHROW AIRPORT

Sheraton Heathrow Hotel is conveniently located only minutes from London's Heathrow Airport. It has recently undergone extensive renovations, and features: hotel-wide high-speed Internet access, comfortable guest rooms featuring the Sheraton Sweet Sleepers™ bed, complimentary Sheraton Fitness facility, and Sheraton Club rooms and Club lounge.

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Pure Insight has reserved a block of rooms at a special rate of just £114 B&B including VAT for delegates staying at the seminar hotel. Please reserve your accommodation early and directly with Kathryn Lawrence at the Sheraton Heathrow Hotel to avoid disappointment. Accommodation is not included in the seminar fee.

ABOUT PURE INSIGHT

Founded in 2004, Pure Insight specialises in providing strategic and practical business information for managers of design, product development, innovation and technology.

With over 200 corporate customers and 300 contributors, Pure Insight provides customers with practical tools and information in many forms including articles, web seminars ("webinars"), publications and member and networking services.

Updated weekly, our content enables professionals to stay current and effective.

A GLOBAL REACH

Pure Insight is uniquely positioned at the centre of a powerful network of global innovators, experts, authors, and thought-leaders, making it the superior, trustable resource for innovation intelligence.

SAVING TIME, MONEY AND TRAVEL

By providing practical, tried and tested information in a range of easily accessible formats, Pure Insight removes the need for multiple memberships, magazine subscriptions, expensive document downloads, general training etc and therefore saves our customers money.

COMPANIES THAT HAVE ATTENDED PURE INSIGHT SEMINARS INCLUDE:

Ahlstrom, BSKyB, Corus, DePuy, Diageo,
Honeywell, Infineum, KCI Medical, Martin
Baker, Proctor & Gamble, Scott Bader,
Smith & Nephew, Tannoy, Tyco Electronics,
Vodafone, Xyratex

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Hype Softwaretechnik creates idea management software for new product development. Our flagship solution, HypelMT, supports global leaders such as BASF, DaimlerChrysler, and Siemens in managing the innovation process. HypelMT's flexibility enables quick and cost-effective implementation, controlled change management, and customizable functionality that allows information sharing. Hype's unique pricing makes HypelMT an attractive choice for clients of all sizes. www.make-ideas-work.com



Bubble is a management consultancy specialising in New Product Development. The company helps its clients achieve enduring growth through improved new product strategies and product development processes. A comprehensive approach leads to world class performance in identifying the right products, developing them right first time, and establishing the right supply chains to maximize product profitability.

www.bubblegroup.com

SPECIAL DISCOUNTS

Companies that send two or more people to Pure Insight seminars receive special discounts, and report that:

- 1 Team benefits of networking and learning are greatly increased
- 2 Changes are more likely to be executed
- 3 Learning curves are improved
- 4 Internal communications are more effective
- 5 Team motivation and productivity increases
- 6 Barriers to effective implementation are removed

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