



## FLEXIBLE PRODUCT DEVELOPMENT

### Why you should attend

*Dear friends,*

- . Do customers change their minds in the middle of the project?
- . Do competitors launch threatening products after your design freezes?
- . Does the product technology change before you can bring it to market?
- . Does the market shift and new market appear?
- . Does your system facilitate making these changes smoothly?

Most organizations are not set up to deal with change effectively. If you stumble on change, you will benefit from our new workshop: Flexible Product Development. This is important because other contemporary methodologies—Six Sigma, lean, and phased development (including Stage-Gate) encourage a plan-your-work, work-your-plan mentality. While such an approach has merit, it also has the unfortunate side effect of creating rigor mortis during development. In this workshop, you will learn how to introduce flexibility into product development so that you can embrace change with little disruption -- even when the change comes relatively late in the development cycle. In this way change becomes your friend rather than a feared evil. A bonus is that flexibility allows you to introduce the latest ideas into your products midstream to delight your customers and bedevil your competitors.

*Preston Smith*

Preston is one of the world's leading minds on New Product Development. He has concentrated on effective product development methods for twenty years. He founded New Product Dynamics in 1986 to bring rapid development expertise to industry as an independent consultant.

### Proven Records

#### Professional Background

Before his concentration on management consulting, Preston spent twenty years as an engineer and manager with IBM, AT&T, GM, Pratt & Whitney Aircraft, and various smaller companies. He holds an engineering Ph.D. from Stanford University. He is a member of the **Product Development and Management Association** and serves on the Book Review Editor of the Journal of **Product Innovation Management**. Preston is listed in Who's Who in the West and Who's Who in Finance and Industry, and he is a **Certified Management Consultant (CMC)**.

#### Consulting & Training

Preston's consulting and training services include discovering cost-effective opportunities for improvement in a company's development cycle, guiding implementation of industry-leading development methods, and associated training. He has led over 120 product development seminars in more than 23 countries; has spoken at dozens of professional conferences and corporate meetings; and has taught product development at several universities.

#### Books & Publications

In addition to publishing numerous articles and columns on advanced product development techniques, last year he published his third book "**Flexible Product Development**" to address the latest concerns faced by NPD professionals. He is also co-author (with Donald Reinertsen) of "**Developing Products in Half the Time**", published by John Wiley & Sons. This book, now in its third edition with 100,000 copies in use, plus four translated editions, is a leading practical guide to fast-cycle development in high-tech and more mature industries alike. Preston is also the co-author (with Guy Merritt) of "**Proactive Risk Management**" (Productivity Press, 2002). This book won the 2003 PMI (Project Management Institute) David Cleland Project Management Literature Award.

"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, Senior Program Manager, C-Cor**

"Preston's previous book, Developing Products in Half the Time, was chock-full of time-to-market gems. This one goes further, showing time-to-market in a new light and providing even more wisdom that's right on for today."

**Chuck Blevins, Director, Office of Program Management, Johnson & Johnson**



# FLEXIBLE PRODUCT DEVELOPMENT

## Creating an agile process for changing markets ▶▶▶

### Who should attend

This workshop is intended specifically for product development managers and executives overseeing product development who find that their current processes and approaches do not adapt to change effectively. It applies to large and small projects and to ones that involve combinations of hardware and software or solely hardware.

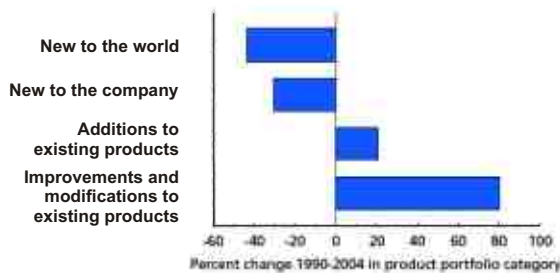
### Workshop Objectives

**This workshop provides a balanced package for implementing flexibility in your organization:**

- Examples of how others have applied and adapted the tools and approaches
- A running case study of a project in flux so that you gain hands-on practice in applying the techniques discussed and observe how others apply them
- Understanding--and fully appreciating the importance of--certain underlying values of the flexible environment, so that you can cultivate and enhance them
- Consideration of the strengths and weaknesses of each tool so that you appreciate when, where and how to apply and adapt it for maximum advantage (this is critical, as some of the tools can be costly if misapplied)
- As an inspiring analogy, seeing how agile software developers have greatly enhanced the flexibility of their development systems (although there is much we can learn from the agilists, certain special characteristics of the software medium restrict agile practices to software)
- A comprehensive set of approaches for initiating the organizational changes needed, including resolving the apparent paradoxes involved, such as working top-down versus bottom-up

The world of new product development is becoming more turbulent:

Customers are pickier, markets shift as competitors adopt new business models, 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. This is what the data show. Consider the figure below, which illustrates how new-product portfolios in a broad array of industries have shifted from truly innovative products to me-too ones over a fourteen-year period.



Source of data: Robert G. Cooper, "Your NPD Portfolio May Be Harmful to Your Business's Health," *Visions*, 29(2):22-26 (April 2005). Figure from *Flexible Product Development: Building Agility for Changing Markets* by Preston G. Smith, 2007. © 2007 by John Wiley & Sons.

What is wrong with this picture? It suggests that we have lost the ability to change as quickly as the new-product environment is changing.

In this workshop, you will learn how to introduce flexibility into product development so that you can embrace change with little disruption - even when the change comes relatively late in the development cycle.

# FLEXIBLE PRODUCT DEVELOPMENT

## Day One

08/09 Sept 08, Mumbai, Le Royal Meridien Hotel  
10/11 Sept 08, Delhi, Radisson Hotel

### Understanding Flexibility

- DEALING WITH CHANGE
- HOW MUCH FLEXIBILITY?
  - . Benefits of Flexibility
  - . Managing the Convergence of Flexibility
  - . The Downsides of Flexibility
- THE ROOTS: AGILE SOFTWARE DEVELOPMENT
  - . Extreme Programming
  - . How Did XP Arise?
  - . XP Values
  - . Does XP Work?
- MOVING FROM SOFTWARE TO OTHER PRODUCTS
- A NOTE OF CAUTION
- SUMMARY

### 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 Overspecification Trap
  - . The Principles of Iteration and Customer Feedback
  - . Lowering the Cost of Iteration
- SPECIFY AT A HIGHER LEVEL
  - . Product Vision
  - . Personas
  - . Use Cases
- ANTICIPATE CUSTOMER NEEDS
  - . Get into the Customer Experience
  - . Lead Users
- SUMMARY

### Modular Product Architectures

- MODULAR VERSUS INTEGRAL ARCHITECTURES
  - . Advantages and Disadvantages of Modularity
  - . Modularity Objectives
- EXAMPLES OF ARCHITECTURAL CHOICES
  - . Automobile Design
  - . Cordless Screwdriver
  - . CD-ROM Drive
- ARCHITECTURAL APPROACHES
  - . Reduce Coupling
  - . Isolate Volatility
  - . Provide for Growth
  - . Align with Organizational Boundaries
- FOUR STEPS IN DESIGNING AN ARCHITECTURE

- ARCHITECTURAL DECISIONS
  - . Placement of Functions
  - . Interfaces
  - . Providing for Growth
- ARCHITECTURE AT THE DESIGN LEVEL
- SHIFTING THE HARDWARE-SOFTWARE BOUNDARY
- SUMMARY

### 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
- SUMMARY

### Set-Based Design

- WHAT IS SET-BASED DESIGN?
  - . A Focus on Constraints
- BENEFITS OF SET-BASED DESIGN
- MANAGING SET-BASED DESIGN
- DELAYING DECISIONS
  - . Progressive Decisions
  - . THE DIFFICULTIES
- SUMMARY

**Networking & Reception (4:30pm to 5:30pm)**

### Schedule for Day 1

8:30 am	Registration and Coffee
9:00 am	Workshop Starts
10:30 am to 10:45 am	Tea Break
1:00 pm to 2:00 pm	Lunch
4:30 pm to 5:30 pm	NETWORKING & Hi-Tea

# FLEXIBLE PRODUCT DEVELOPMENT

## Day Two

08/09 Sept 08, Mumbai, Le Royal Meridien Hotel  
10/11 Sept 08, Delhi, Radisson Hotel

### 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
- SUMMARY

### 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
  - . Decision Trees in Practice
- REAL OPTIONS THINKING
- SUMMARY

### 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
- PROJECT METRICS
  - . Strategic versus Tactical Metrics
  - . A Flexibility Index
  - . Burn down Chart
  - . Team Mood
  - . Sharing and Acting on Metrics
- PROJECT RETROSPECTIVES
- SUMMARY

### Product Development Processes

- EMERGENT PROCESSES
  - . Standardize in the Lower Layers
  - . Build, Do Not Scale Down, Processes
- THE ESSENTIALS OF FLEXIBLE PROCESSES
  - . Iterative and Incremental Innovation
  - . Balancing Anticipation and Adaptation
  - . Tacit Knowledge
- BALANCING STRUCTURE WITH FLEXIBILITY6
  - . 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
- SUMMARY

### 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
- TOP-DOWN CHANGE
- BOTTOM-UP CHANGE
- SUMMARY
- CLOSING

#### Schedule for Day 2

8:30 am	Registration and Coffee
9:00 am	Workshop Starts
10:30 am to 10:45 am	Tea Break
1:00 pm to 2:00 pm	Lunch
3:30 pm to 3:45 pm	Tea Break
5:00 pm	Course Finishes

# FLEXIBLE PRODUCT DEVELOPMENT

## WHEN?

## WHERE ?

## REGISTRATION FORM

08 / 09 September, 08

**Le Royal Meridien Hotel, Mumbai**  
Sahar Airport Road, Andheri (E),  
Mumbai - 400 099 . Tel: 022 - 28380000

10 / 11 September, 08

**Radisson hotel, Delhi**  
National Highway 8,  
New Delhi - 110057. Tel: 011 - 26779191

## HOW MUCH ?

### INVESTMENT FEE:

**1 delegate - INR 24,500/- (base price)**

**2 delegates - INR 49,000/-**

**3 delegates - INR 69,825/-**

**4 delegates - INR 91,140/-**

**5 delegates - INR 1,10,250/-**

**Service Tax Extra (12.36%) As Applicable**

PS : If you are unable to attend, we offer you the documentation course material at a discounted price on the said subject.

### Payment Terms:

A confirmation letter and invoice will be sent up on receipt of your registration. Payment is required within 5 working days on receipt of invoice. Please note that full payment must be received prior to the event. All payment should be in favour of "International Business Conferences" and couriered to 301 Rajesh Centre, Level 3, Opp. Reliance Energy, S.V. Road, Andheri (W), Mumbai - 400 0 58.

### Payment Policy:

Payment is done in full advance or at the time of registration and includes lunches, refreshments and detailed conference/workshop materials.

### IBC Cancellation, Postponement and Substitution Policy:

- ☞ You may substitute delegates at any time. IBC does not provide refunds for cancellations.
- ☞ For cancellations received in writing more than seven (7) days prior to the Workshop you will receive a 100% credit to be used at another IBC conference for up to one year from the date of issuance.
- ☞ For cancellations received seven (7) days or less prior to an event (including day 7), no credit will be issued. In the event that IBC cancels an event, delegate payments at the date of cancellation will be credited to a future IBC event. This credit will be available for up to one year from the date of issuance.
- ☞ In the event that IBC postpones an event, delegate payments at the postponement date will be credited towards the rescheduled date. If the delegate is unable to attend the rescheduled event, the delegate will receive a 100% credit representing payments made towards a future IBC event. This credit will be available for up to one year from the date of issuance. No refunds will be available for cancellations or postponements.
- ☞ IBC is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. IBC shall assume no liability whatsoever in the event this Workshop is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of this Workshop impracticable or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labor strike, extreme weather or other emergency.
- ☞ Please note that speakers and topics were confirmed at the time of publishing, however, circumstances beyond the control of the organizers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, IBC reserves the right to alter or modify the advertised speakers and/or topics if necessary.

**Yes! Please register the following delegate/s for**

## **FLEXIBLE PRODUCT DEVELOPMENT**

*(For Additional delegates please photocopy this form)*

### PERSONAL DETAILS

	Name	Job Title	Department
1 Delegate	.....	.....	.....
2 Delegates	.....	.....	.....
3 Delegates	.....	.....	.....

Company Name .....

Address .....

Pin:..... Tel:..... Fax: .....

To assist us with future correspondence, please supply the following details:

Head of Department				
Training Manager				
Booking Contact				

### Number of employee at your site:

0 - 49  50 - 249  250 - 499  500 - 999  1000 +

### Please indicate the nature of your business

Public Sector  Financial  Retailing  Distribution  Services  Technology

Construction  Oil & Gas/Chemical  Utilities  Manufacturing

Other (Please specify)

### OFFICIAL HOSPITALITY

Pls. Contact Our Travel Partner

Tulsidas Khimji Holidays

Ms. Lisa Lobo

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### FOUR EASY WAYS TO REGISTER



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