

**10 – 11 February 2009**

Kuala Lumpur, Malaysia

**Facilitated by:** New Product Development Guru, Consultant, Trainer and Author**Preston Smith****Principal, New Product Dynamics**

## Why should you attend?

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. New-product portfolios in a broad array of industries have shifted from truly innovative products to me too ones over years. This suggests that we have lost the ability to change as quickly as the new-product environment is changing. This workshop aims at restoring our ability to make changes during development without being too disruptive.

## Benefits of Attending

- It provides a balanced package for implementing flexibility in your organization
- It assist in considering the strengths and weaknesses of each tool so that you appreciate when, where and how to apply and adapt it for maximum advantage while avoiding costly misapplication
- It creates a path for understanding and fully appreciating the importance of certain underlying values of flexible environment, so that you can cultivate and enhance them
- It displays examples of various approaches while observing how others have adapted the tools and applied them
- It reveals 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
- It facilitate learning how agile software developers have greatly enhanced the flexibility of their development systems
- It helps you experience a running case study of a project in flux so that you gain hands-on practice in applying the techniques learned and discussed while discovering how others approached it

## Don't Miss!

An exclusive running **CASE STUDY** of a robotic product that is easy to understand, very practical, applied and fun in nature throughout the training and they provide a broad assortment of factors that might change **Flexible Product Development (FPD)**

## Who should attend?

### Directors, GMs, Division Heads, Senior Managers and Managers of:

New Product Development  
Product Engineering  
Research & Development  
Industrial Design  
Innovation  
Engineering  
Business & Process Improvement  
Re-engineering  
Technical Development  
Market Research  
Market Intelligence  
Competitive Intelligence  
Category Development & Management  
Manufacturing  
Production  
Operations  
Marketing

### Primarily from the following industry sectors:

Software Development  
Manufacturing  
Industrial Equipments  
Home Appliances  
Healthcare Products  
High Technology Semiconductor  
Electric & Electronics  
Computer Hardware  
Automobile  
Food & Beverage

### Other industry sectors include:

Telecommunication, Banking, Insurance and others from the service industry may participate

## Course Outline

**DAY ONE** | Monday | 16 February 2009

### 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

### 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
  - 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

### 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 ARCHITECTURE
- ARCHITECTURAL DECISIONS
  - Interfaces
  - Providing for Growth
- ARCHITECTURE AT THE DESIGN LEVEL



## 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

### 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

**DAY TWO** | Tuesday | 17 February 2009

### Development Teams and People Factor

- 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

### 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
- REAL OPTIONS THINKING

## 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

## 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 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

## 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

## About your course facilitator:

### 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.

### 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, this 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.

### Clientele

ABB, Dell, Dow Corning, GE Medical Systems, National Starch & Chemical, Philips, Oracle, SAP, P&G, York, Rohm and Haas, A.O.Smith, Bayer, Emerson, GE China Technology, Invensys, Molex, Unilever, Schneider, Siemens, Ericsson, Osram, Motorola, Agilent, HP, Beyond Soft, Nestle, 3M, Invista, Jabil, John & Johnson, Mettler – Toledo, Otis and many others.

## Testimonials:

"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'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**

"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**

"This book addresses what's concerned me lately: how to make product development more effective and quicker. It emphasizes that project leaders should manage decisions and risk rather than tasks and processes because decisions are what really drive the project."

**James Joseph Snyder, Product Development Manager, Medtronic, Inc.**



### About JFPS Group:

JFPS Group is a leading business performance enhancement company with affiliated partners in U.S., China, UK, Japan, Singapore and Malaysia. As a world-class performance enhancement solution provider, JFPS Group provides business executives with knowledge and skills through conferences, professional trainings, in-house training and consulting services. Every year JFPS Group organises more than 150 events and works with 15,000 plus senior executives from leading companies to improve their strategic decision-making process.

## Course schedule

08:30	Registration and coffee
09:00	Course commences
10:30	Morning refreshments and networking break
11:00	Course resumes
12:45	Luncheon
13:45	Course resumes
15:15	Afternoon refreshments and networking break
15:45	Course resumes
17:30	Course Ends

For More Information:

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