



FLEXIBLE PRODUCT DEVELOPMENT:

Creating agile process for ever changing markets

date : 12 & 13 July 2010

venue: JW Marriott, KL

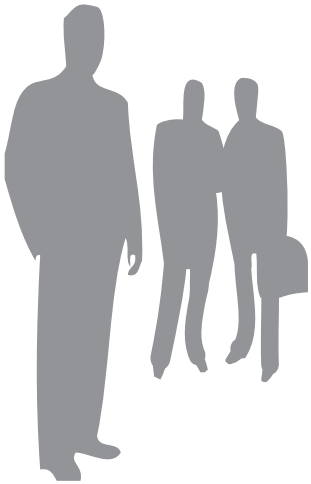
When you develop new products:

- ◆ Do customers change their minds in the middle of the project?
- ◆ Do competitors launch threatening products after your design “freezes”?
- ◆ Does technology change before you can bring your product(s) to the market?
- ◆ Does your system facilitate making changes to products smoothly?

“Change is NORMAL - a natural consequence of innovation. Without the ability to change, you will be left behind.”

What is Flexible Product Development?

Flexible product development is the ability to bring new products to the market with minimum disruption when markets, customers, technologies, or management direction changes frequently. The less disruptive the change is and the later it can occur, the greater is your flexibility.



- How to time decision-making to keep options open, but keep schedules and budgets in line
- How to specify customer requirements at levels that are less likely to change
- How to implement flexible project management techniques that overcome the rigidity of traditional project management
- How to balance the need for structure against the need for flexibility
- How to rope in change through modular architecture

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9.00 am

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

10.45 am

Customers & 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 & Customer Feedback
 - Lowering The Cost Of Iteration

11.30 am

- 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

1.30 pm

Experimentation

- Kinds Of Experiments
- The Value Of Failure
- Exploration As Experimentation Level
 - 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

3.45 pm

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 ONE ▲ 8.30am Registration ▲ 9.00am Workshop Start

9.00 am

Development Teams & 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

10.45 am

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

11.30 am

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

1.30 pm

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

3.45 pm

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

DAY TWO ▲ 8.45am Registration ▲ 9.00am Workshop Resume



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About: Dr. Preston Smith



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

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 also a member of the Product Development and Management Association and serves as the Book Review Editor for the *Journal of Product Innovation Management*. Preston is listed in *Who's Who in the West* and *Who's Who in Finance & Business*, and he is also

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 conducted and led over 120 product development seminars in more than 23 countries. He has also 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, in 2007 he published his third book "Flexible Product Development" to address the latest concerns faced by NPD professionals. He is also the co-author (with Donald Reinertsen) "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.

WHO SHOULD ATTEND

- Product Development Managers
- Product Engineers
- Technical Development Managers
- Product Managers
- Design Engineers
- Design Managers
- Project Managers
- R&D Managers
- R&D Executives
- Product Planning Managers
- Anyone involved in the process of Product Development.



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5 ways to register or enquire

Contact us via:

- 1 Tel : (60) 3 7954 1011
- 2 Fax : (60) 3 7954 1022
- 3 Email : inquiry@kcom.net.my
- 4 Web : www.kcom.net.my
- 5 Post : B-1-19, Block B, Pusat Perniagaan Seksyen 8, 8 Avenue
Jalan Sungai Jernih 8/1, 46050 Petaling Jaya
Selangor Darul Ehsan, Malaysia

Fax to : +603 7954 1022

Please register the following delegate(s) for the event				(Please photocopy for more delegates)
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Approving Manager				
Name	Job Title	Direct Line	Email	
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Cancellations & Replacements

Upon registering, delegate(s) are considered successfully enrolled in the program. Should the delegate(s) decide to cancel their enrolment, a cancellation fee will be levied.

Cancellations 14 days or greater prior to start of the program will be subjected to 50% cancellation fee. Cancellations received less than 14 days to the program is subject to no refund.

Cancellations must be submitted in writing. 'No shows' during program days are not considered cancellations, payment will not be refunded. 'No show' individuals will be sent a copy of the program's proceedings. Please note that substitutes are always welcome.

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Course Fees

Please tick/fill-in any of the corresponding boxes below to select your choice of participation:

Normal Price RM 2,999.00 x delegate (s)

Early Bird Price* RM 2,799.00 x delegate (s)

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- * early bird validity is until 11th June 2010.
- * early bird price is only valid if payment is received before or on the program date(s).

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Payment Methods

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