

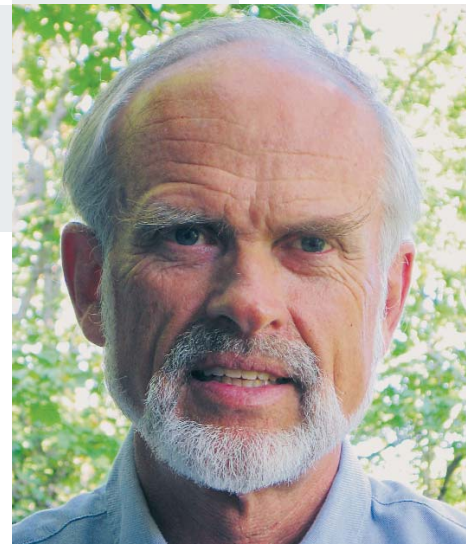
CHAMPS Executive Seminar on

Developing New Products in a Chaotic World

Discontinuous innovation, global competitors, disruptive business models, emerging technologies, and increasingly empowered customers (in part due to the Internet) are causing more midstream change in product development projects. Time to market is still important, but the time that counts most today is the interval from when you make the last change due to what you learn about customers, your markets, and your chosen technology until you can deliver the resulting product.

Traditional product development and project management techniques presume stability. In contrast, this seminar assumes that change will happen when it is most unwelcome, and it thus presents practical tools and approaches for dealing with change effectively.

- When were you last able to complete development project without making significant changes?
- Were these changes disruptive?
- What did you do to anticipate or prepare for these changes?
- Would you like to be prepared for change better next time?
- Would you actually like to lead the change (that is, the innovation) in your industry?



Dr Preston Smith,
New Product Dynamics

Thursday, September 17, 2009
Elite Park Avenue Hotel, Göteborg

CHALMERS

ADVANCED MANAGEMENT PROGRAMS

Discontinuous innovation

Thursday, September 17, 2009. 9.00-16.30. Elite Park Avenue Hotel, Göteborg

Management Challenge

*Traditional management techniques for product development follow a plan-your-work, work-your-plan approach. For instance, so-called best practice for producing a product that customers want is to do market research – called voice of the customer – refine the findings into a written set of product requirements, and design the product to the documented requirements. However, the research of Don Reinertsen, author of **Managing the Design Factory and the forthcoming The Principles of Product Development Flow**, shows that this never happens: there is **always** a change in the product requirements before the design can be completed. Worse, he found that only 5 percent of designers even have complete requirements when they start designing!*

We conduct most development projects using techniques of the project management profession. These techniques were developed originally for relatively stable construction projects, not for likely-to-change projects featuring product innovation. Then we reward the project manager for executing the project plan to the letter, not for leading change.

Innovation is all about change, but the tools we try to apply to it were intended for stable environments.

About this seminar

In this seminar, we turn things around. Rather than planning on no changes and being caught off guard when they happen, we assume a chaotic world and thus expect change. Our inspiration comes from the field of agile development that has arisen in the software development world during the past decade to deal effectively with constantly changing requirements as developers better understand the customer and the technology being used as development proceeds. Unfortunately, agile software development techniques depend on some unique characteristics of software, such as object technologies and automated testing. Consequently, we use agile development only for inspiration and proceed to build a set of tools from the ground up specifically for developing non-software products.

Practical Focus

Every project is different, so Preston Smith will present a kit of tools that can be adapted to the needs of each project. The tools include customers and product requirements in a changing environment, iteration and experimentation to explore and test change, modular product architectures to isolate change, and a technique from Toyota, called set-based design, to keep design options open. Strong teams are at the core of effective development, so we show how to adapt the proven technique of co-location to the global workplace. Decisions – thousands of them – are at the core of development, so we consider how to make them so as to keep options open, often by making them at the last responsible moment. Finally, we wrap up with more flexible ways of handling project management, product development processes, and organizational change.

Who Should Attend

Management at all levels will benefit from this fresh outlook. This includes R&D management and managers from supporting functions, such as finance, quality, regulatory, procurement, marketing, and operations. It might appear that fast-moving high-tech industries would benefit most, but today any industry can be stymied by change imposed on it by the marketplace or by changing technological norms. So this seminar is for management of any company that desires to be a market leader in a chaotic world.



Agenda

8.30 Registration, coffee, tea

9.00 Introduction

- The agile roots of flexible development
- Customers and product requirements
- Specifying products at an invariable level

10.15 Coffee Break

10.30 Modular product architectures

- Fencing change in or out
- Experimentation
- Exploring the design space to understand options
- Set-based design
- Keeping the design space open to accommodate change

11.40 Round table discussions about the morning session

12.00 Lunch and networking

13.00 Experience and practice sharing (Round table discussions)

13.30 Flexible design teams

- Improving communication to cope with the greatly expanded data needs of chaos
- Decision making
- Making decisions at the last responsible moment
- Decision trees

14.30 Coffee Break

14.45 Project management in a chaotic world

- Flexible project planning
- Flexible project risk management
- Flexible development processes
- Building a barely sufficient process from the bottom up
- Balancing flexibility with structure
- Organizational change
- The new behaviors and values of a flexible culture

16.15 Final discussion and action planning

16.30 Seminar ends

Reading suggestions by Dr Preston Smth

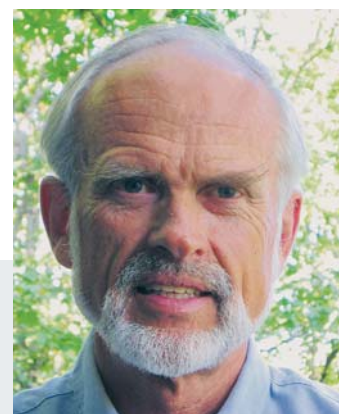
For more in-depth treatment of all topics covered in this seminar, see *Flexible Product Development*:

www.flexibledevelopment.com/flexible-product-development.htm

For an introduction, especially to see how flexible development stems from agile software development, download (for free) chapter 1 of *Flexible Product Development* from the same URL. For an overview of the subject, download (for free) *Change: Embrace It, Don't Deny It* from:

www.flexibledevelopment.com/resources.htm

And if you want to dig into the details of a particular topic, see Flexible developer's bookshelf at the same page.

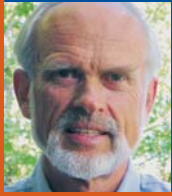


**Dr Preston Smith,
New Product Dynamics
Oregon, USA**

Preston Smith has been working with manufacturing companies to improve their product development for 25 years as a consultant and trainer. He has given over 100 workshops on leading product development techniques in 26 countries. Preston's early work centered on time to market, and he coauthored the classic in the field, *Developing Products in Half the Time*. More recently, he has rebuilt agile software development techniques as tool kit of flexibility techniques for non-software projects, resulting in the book, *Flexible Product Development*. Prior to his consulting career, Preston spent 20 years in engineering and engineering management. He is a Certified Management Consultant and holds a PhD in engineering from Stanford University.

CHAMPS Executive Seminar Series – R&D Management

Dr.
Preston Smith,
New Product Dynamics



September 17, 2009

**Developing New
Products in a Chaotic
World**

Professor Koenraad
Debackere, Katholieke
Universiteit Leuven



October 1, 2009

**Innovation Ambitions:
Mastering Business
Performance**

Professor
Frank T Piller,
RWTH Aachen & MIT



November 26, 2009

**Open Innovation:
Integrating your cus-
tomers into innovation**

Professor John Bessant,
Tanaka Business School,
Imperial College



March 25, 2010

**Discontinuous
Innovation**

This seminar is part of the CHES R&D Series. You can register just for this seminar or register for the whole series and get one seminar for free. More information about the series is found at www.champs.se

Terms and Conditions

Registration

Register to the seminar by making an on-line registration at www.champs.se.

Fee

The fee for an individual seminar is 5950 SEK + VAT and includes tuition, documentation, coffee and lunch. Groups of five or more people from the same company registering together, enjoy a 20% discount on the seminar fee. Please note that only one invoice per such group will be issued and that registration must be made as a group. Group discount will only apply under those circumstances. The invoice will be issued before the seminar.

Should you register for the whole R&D series you will also enjoy another 25% discount and get four seminars for the price of three.

Location

All seminars take place at Elite Park Avenue Hotel, Kungssportsavenyn 36-38, Göteborg. Subject to changes.

More information

Two weeks prior to the seminar, detailed information will be e-mailed to all registered participants. In the meantime, please contact the CHAMPS office for more information. Phone +46 31 772 42 22. E-mail: info@champs.se.

Cancellations and refunds

Full refund of seminar fees will be made for reservations cancelled no later than two weeks prior to the seminar. No refund can be made for later cancellations, but we are happy to consider a colleague as a substitute for the original applicant. Cancellation must be made in writing.

Early Registration Bonus

If you register no later than 4 calendar weeks before the seminar, August 20, you will receive a digital gift certificate, that you can use to purchase relevant literature of your choice. The value for an individual seminar is 300 SEK incl. VAT and for a full series the value is 1000 SEK incl. VAT.

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