

Invitation to seminar on ...

# Stage-Gate® Innovation: The Next Step

Utilise the latest research results and our real-life experience to:

- Accelerate your new-product development process and dramatically increase profits and time to market based on the performance of top firms
- Improve your portfolio management and decision-making processes to put higher-value projects into your product pipeline

Seminar leader  
Dr Robert G. Cooper

Named the world's  
top  
innovation  
management  
scholar.



## International seminar

Seminars led by Dr Cooper  
are held in English.

Participants come from  
5 to 10 different European  
countries.

“...it has been a long time since I've walked away from a course with so much useful information and a list of must dos,”

*Chuck Williams, Technical Director, Avery Dennison, Performance Polymers Division, USA*

## 30 September - 1 October 2008

Radisson SAS Falconer Hotel Copenhagen, Denmark



STAGE-GATE® EUROPE

Innovation Management 

## SEMINAR LEADER

Dr Robert G. Cooper was recently named the “World’s Top Innovation Management Scholar” by the prestigious Journal of Product Innovation Management. He has combined practical consulting with groundbreaking research for many years. Besides his best-selling books “Winning at New Products” and “Portfolio Management for New Products”, he has published more than 95 articles on new products, R&D and innovation management.

Dr Cooper is Professor of Industrial Marketing and Technology Management at McMaster University (Ontario, Canada). He is also the founder and President of the Product Development Institute ([www.prod-dev.com](http://www.prod-dev.com)), offering innovation know-how and support around the world. Many companies in North America, Europe and Asia have introduced his methods, including 3M, ABB, AT&T, Carlsberg, Caterpillar, Dow Chemical, DuPont, Exxon Chemicals, HP, ITT, Kraft Foods, Kennametal-Hertel, LEGO, Lenzing, Pfizer, VISA and many others.

### Top-rated Seminar

Bob Cooper’s seminars always receive top ratings (over 4.5 on a scale of 1 to 5) as inspiring, profound, captivating, practical, and effective.

“Dr Cooper has already been # 1 in NPD for years and makes excellent presentations. He always comes up with practical solutions.”  
*Dr Mario G.R.T. de Cooker, Senior Technology Advisor, DSM, The Netherlands*

“The professional content of the seminar is highly relevant and was elegantly presented by Robert Cooper - the content was interesting and he managed to hold the participants’ attention. Especially all the good examples and case stories from ‘the real world’ were great!”  
*Bo Jürgensen, Head of Automotive Product Development, Bang & Olufsen, Denmark*

“Robert Cooper has a thorough understanding of his subject, excellent understanding of the business environment and can articulate clearly the concepts and details of the topics covered.”  
*Mark Swinburn, IPM Leader, Cadbury Schweppes, Australia*

### Outstanding Reputation for Practical Advice

Dr Cooper has worked with hundreds of leading edge companies in Europe, North America, China, Japan and Australia on addressing the fundamental issue: making Product Development profitable. He has an outstanding reputation as a hands-on, hard-hitting seminar leader, impacting technique and skills which attendees can employ in their work environment immediately.

## TAKE A MAJOR STEP IN YOUR STAGE-GATE® AND PORTFOLIO MANAGEMENT PROCESSES

This seminar is based on our newest research and real-life experience of how to overhaul and improve your Stage-Gate® and portfolio management processes to increase your productivity, success rates and profits. You will learn the latest methods for keeping your development processes a step ahead of your competitors.

### Still Struggling to Get Results?

Many companies have introduced a new-product process such as Stage-Gate®, yet still struggle to achieve the financial results they expected. Projects take too long, the development pipeline is clogged with too many projects and, more often than not, key projects are not properly resourced. Answer these questions:

- Are you satisfied with your business’s development time – or does it seem to take forever to get vital new products to market?
- Is your new-product process too bureaucratic and inflexible for dealing with today’s fast-paced world?
- Is your development process too rigid or is there an XPress version for smaller projects and customer requests?
- Are your Go/Kill decision-making points (your gates) working right?
- Are you getting the right facts for correctly defining the product and making the right Go/Kill decisions?
- Are your projects under-resourced so they take forever to get to market?

### You Learn to:

Accelerate your NPD development process:

- dramatically increase profits, success rates and time-to-market based on the performance of top firms
- tailor your idea-to-launch system to allow for flexibility and scalability - to suit different sizes and types of projects with varying levels of risk
- implement NexGen Stage-Gate® and Stage-Gate® XPress to accelerate your gating and portfolio management process – make Go/Kill decisions more swiftly
- improve your projects’ front-end effectiveness and efficiency by making the right front-end homework and strategies to establish voice of customer.

Improve your portfolio management and decision-making process:

- significantly improve your gating and portfolio management process to identify higher-value projects while making decisions faster and more efficiently
- determine the right mix of development projects: large vs small; long-term vs short-term; significant new products vs minor tweaks.
- apply lean gates with “teeth” .

**Seminar-Workshop Format: This comprehensive seminar uses a workshop or hands-on approach. It includes lecture, discussion and Q&A sessions and illustrations learned from experiences and examples in other companies. It provides you with the knowledge and examples needed to return to your own business and begin implementation.**

## DAY 1

### 09:00 Arrival, Light Breakfast

### 09:30 Introduction by Jens Arleth and Robert Cooper

### 09:45 Why New Product Fail and are Late to Market and What to Do About it

How is your new product performance? This introduction sets the stage for the many solutions that will follow in the next two days including:

- Industry data on new-product performance for benchmarking
- The major reasons for NPD failure
- What top performers do differently

### 10:30 Team Exercise: Defining the Problem

Participants discuss why new products underperform in their companies and what to do about it.

### 11:15 Networking Break

### 11:30 Streamline your Product Process to Handle Different Project Types

Most business' new-product development processes are too large and slow, especially for the many smaller projects. Learn how to streamline your process to suit different types of projects. And learn about different versions of Stage-Gate® such as Stage-Gate® Lite, Stage-Gate® Xpress and processes for technology development.

### 12:30 Networking Lunch

### 13:30 Tools for Picking Projects to Yield the Optimal Development Portfolio

Top performers have a balanced portfolio and avoid the trap of too many small or low value projects. Learn their methods.

- Strategic buckets and roadmaps
- How to use scorecards and the productivity index for valuing projects and picking the best one to invest in

### 15:00 Networking Break

### 15:15 Good NPD Governance - Getting the Gates and Portfolio Reviews Working Right

Most companies confess to serious problems with their gates – an inability to kill bad projects, too much bureaucracy and a failure to commit the needed

resources. This practical “how to” session includes

- Lean gates with teeth
- Cutting bureaucracy and preparation
- Running gate meetings and portfolio reviews properly
- The role of the process manager

### 16:15 Networking Break

### 16:30 Good NPD Governance continued

### 17:00 Integration of the day

Main topics are summarised and a question and answer period follows.

### 17:30 End of Day One

## DAY 2

### 08:00 Morning Coffee and Light Breakfast

### 08:30 Dramatically Cutting Time-to-Market and Decreasing the “Slip Rate”

The top performers complete most of their projects on time. Poorer firms have a slip rate of 45% of the schedule. Learn to:

- Identify non-value adding activities and remove waste
- Use value stream analysis
- Run good post-launch reviews.

### 09:45 Networking Break

### 10:30 Team Exercise: Cutting Time-to-Market

Participants try one of the methods to remove waste, using real-life cases.

### 10:45 Ensuring Resources for Completing Projects on Time

Only 10% of companies provide adequate resources to the project team. Poor planning and under-estimating resource needs are one problem. Another is the failure of senior management to commit the resources and to keep the commitment. Learn how to make:

- Better resource estimates including resource capacity analysis
- Effective resource commitments at gates.

### 12:00 Networking Lunch

### 13:00 Homework and Product Definition

Good up-front homework – market studies, technical assessments and business analysis greatly improve the odds of success. But how much homework is enough? And what is the right homework to do? Learn about:

- Getting the product definition right by building in voice of the customer
- The subtle differences between the voice-of-customer, voice-of-salesperson, and real market needs
- Making better sales estimates and avoid unpleasant surprises later in the project
- Managing changing information and flexible definitions effectively.

### 15:00 Networking Break

### 15:15 Back to Your Business: an Implementation Action Plan

This final session is an opportunity for participants to reflect on and discuss what they will take back and implement at their businesses. Each participant will take away a step-by-step action plan to adapt and implement the many learnings and insights from the seminar.

### 16:00 Final Q&A Session

### 16:30 End: Implementation Begins!

**PLEASE NOTE** Times are approximate – the schedule is flexible to accommodate the needs of the participants. The programme is subject to change.

### Who will be attending?

- Executives responsible for maximising innovation returns
- Vice presidents of marketing, R&D engineering, manufacturing, new-business development, and innovation
- Project managers and team members working with NPD projects
- Process owners and process managers who play a role in making the new-product development process work
- Product-development directors and managers

## INNOVATION MANAGEMENT U3

This seminar is organised by Innovation Management U3. For over twenty years, we have been helping our customers to improve their new product performance and to reduce their time-to-market. We are the leading Stage-Gate® consulting group in Europe and have helped many leading European companies with this process since it was introduced in 1988. Our services also include portfolio management, lean product development, best practices benchmarking, market orientation and in-house seminars for seniormanagers and project leaders. We hold seminars on innovation at regular intervals. We publish books and write articles.

To access and/or download information or articles, please go to [www.stage-gate.eu](http://www.stage-gate.eu).

### Time and place

30 September - 1 October 2008  
Radisson SAS Falconer Hotel Copenhagen  
Falconer Allé 9  
DK-2000 Frederiksberg S, Denmark  
Tel. (+45) 3815 8001

### Only 25 minutes from Copenhagen airport by taxi or metro

The location is also easy to get to if you are arriving by rail or in your own car. We will send directions when you register. You can also find directions at [www.stage-gate.eu/sgi](http://www.stage-gate.eu/sgi).

### Price DKK 11,900 (EUR 1,598) + VAT

The price includes lunch, refreshments and documentation.  
Payment on receipt of invoice.

### Cancellations

Cancellations may be made up to and including September 16, during which period the seminar fee, less 20%, will be credited. No refunds will be given for cancellations received after September 16. You are always welcome to send a colleague to the seminar, if you are unable to participate.

### Five ways to register

Website: [www.stage-gate.eu/sgi](http://www.stage-gate.eu/sgi)  
E-mail: [info@stage-gate.eu](mailto:info@stage-gate.eu)  
Fax: (+45) 3675 4219  
Phone: (+45) 3675 0219

Letter: **Innovation Management U3**  
**Hyldebakken 7**  
**DK-2605 Brøndby, Denmark**

## Registration form

**Please register the following delegate(s) for the seminar "Stage-Gate® Innovation" on 30 September - 1 October 2008 in Copenhagen.**

### Overnight accommodation:

Please go to the registration form at [www.stage-gate.eu/sgi](http://www.stage-gate.eu/sgi) and click the link under "Overnight accommodation".

Name:

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Position:

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Company:

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Address:

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Postal Code / City:

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Country:

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Phone:

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E-mail:

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Do you want to join our e-mail list? Yes  No