GLOBAL INTELLIGENCE

Integrating Global Vision

Presents

FLEXIBLE PRODUCT DEVELOPMENT

Compete in today's dynamic markets with adaptive, innovative new products

"You can't solve a problem by using the same thinking that created it."

**22nd / 23rd April, 2013 - Mumbai | 25th / 26th April, 2013 - Delhi**

Decades-old thinking about new product development "best practices" may actually be limiting your ability to compete.

In today's fast-changing business environment, competitive success is driven by flexibility and innovation, rather than by operational efficiency.

- Do your customers change requirements after your design "freeze"?
- Do technical discoveries disrupt your most advanced product development projects?
- Do competitors launch disruptive products before you can launch your own?

Yesterday's "best practices" were built for operational efficiency and don't support today's need for nimble, innovative product development.

This seminar will give you the ideas and tools you need to become more competitive in today's fast-changing markets.

FLEXIBLE PRODUCT DEVELOPMENT

Building Agility for Changing Markets
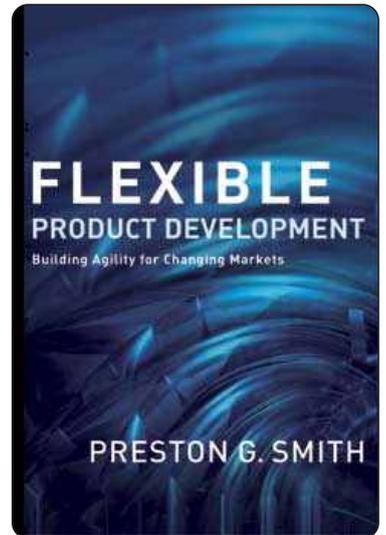
PRESTON G. SMITH

"Attendees will have a chance to win an autographed copy of Flexible Product Development by Preston G. Smith"

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Faculty Profile
John Farnbach
BSEE. MSEE. Ph.D. (EE)

John Farnbach has extensive expertise and experience in product development, business management, and business finance. Attendees to his workshops appreciate his ability to make complex subjects understandable and meaningful, as well as his practical approach to providing tools and advice for using the ideas.

He is currently Principal of Silver Streak Partners LLC, a management consultancy that helps companies get better results from their new product investments. He works with leadership teams to create a new product engine that produces higher returns with less crisis management and fire fighting.

Dr. Farnbach has worked closely with Preston G. Smith, who pioneered the concept of flexible product development, and contributed to Smith's book, Flexible Product Development, which shows innovators how to deal productively with the changes that inevitably arise when creating a truly new product.

This workshop is presented from course material developed by Dr. Smith, and is based on Dr. Farnbach's 35-year experience consulting in and managing product development, marketing, and business units at global semiconductor companies and other enterprises such as Analog Devices Inc., Brooktree Corporation, Hewlett-Packard Co., Rockwell Semiconductor, and Sandia Laboratories

Dr. Farnbach earned a Ph.D. (EE) from Princeton University after completing an MSEE degree at the University of New Mexico and a BSEE degree at Princeton.

IN-HOUSE TRAINING

For an In-House presentation of this or any other GI seminar / workshop, Please contact us on :

Tel: +91 22 4039 9215

E-mail: florence@gloint.org / ravi@gloint.org

Dear Delegates
Why This Seminar Is Important to You

Change is an inescapable part of new-product innovation. When you are innovating, change will happen in the middle of a development project.

This seminar shows how to deal with and even profit from such change by building product development systems that embrace change. Sometimes called "agile hardware development," **the ideas presented are inspired by emerging techniques of Agile Software Development. Consequently, in this seminar we build flexibility for non-software products by adapting what the agilists have done.**

This topic is most timely. Although changes—from customers, in the marketplace, and in the technologies going into new products—are spiraling, pressure from the financial markets is pushing managers to eliminate uncertainty: do it right the first time, follow the plan, eliminate waste, and avoid surprises. Unfortunately, the pressure to conform to an original plan has an adverse impact on competitive success.

Studies show that new product innovation has decreased dramatically over the past decade. This seminar aims squarely at restoring innovation by reintroducing flexibility so that you can excite customers and bewilder competitors.

These tools can be used defensively to cope with imposed change, and they can also be applied offensively to create an environment of change that overwhelms the competition.

The tools for flexibility fall into several categories. Attendees will look at each tool and consider its strengths and limitations. The learning experience includes a product development case study that runs for the length of the seminar, in which you'll gain hands-on practice in applying each tool.

You'll see not only how you apply the tool, but also how others, working independently, apply it too.

John Farnbach

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Who should attend

This seminar is aimed at non-software products. New product leaders from all company functions will benefit from the ideas, including engineering managers, development team members, new product marketers, quality engineers, and manufacturing engineers. Executives who wish to rethink the way they currently manage product innovation in the face of a changing business climate will also benefit from the ideas.

The more you face change and uncertainty in product innovation, the more valuable this seminar will be.

Through an intensive 2-day program of lectures, case studies, and peer discussion, you will learn:

- How keeping project plans flexible paradoxically reduces cost and schedule uncertainty in fast-changing markets.
- How to embrace change and even profit from it by reducing the cost of change, rather than trying to eliminate it.
- How to make better decisions and keep options open without blowing budgets, slipping schedules, or sacrificing quality.
- How new flexible project management techniques can overcome the rigidity of traditional project management.
- How to define requirements and plans in a way that keeps projects on track without limiting the agility to respond quickly when things change.
- How the right product architecture can support flexibility.
- How to build the teams you'll need to cope with ongoing change.

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DAY - ONE

1. Understanding Flexibility

Dealing with Change
The Need for Flexibility
- Flexibility as Insurance
- Flexibility to Reduce Uncertainty
- The Cost of Change
- Managing the Convergence of Flexibility
- The Downsides of Flexibility
The Roots: Agile Software Development
- Extreme Programming (XP)
- How Did XP Arise?
- Does XP Work?
Beyond Software: Moving to Other Products
A Note of Caution
Can You Benefit from Flexibility?
Summary

2. Customers and Product Requirements

The Fallacy of Frozen Requirements
- Requirements Flexibility or 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
The Pitfalls of Customer Feedback
- Expert Customers
- Customer Desires and Customer Needs
- Internal Customers
Summary

3. Modular Product Architectures

Modular and 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 Architecture Design
Architectural Decisions
- Placement of Functions
- Interfaces
- Providing for Growth
Architecture at the Design Level
Shifting the Hardware-Software Boundary
Summary

4. Experimentation

Kinds of Experiments
The Value of "Failure"
Exploration as Experimentation
- Planning Step
- Construction Step
- The Run Step
- Assessment Step
Front-Loaded Prototyping
- Traditional vs. Front-Loaded Strategies
- Enabling Technologies
- The Front-Loaded Style
- Front-Loading Considerations
Testing
Summary

5. Set-Based Design

What Is Set-Based Design?
- A Focus on Constraints
- Exploring Options vs. Proving a Solution
Benefits of Set-Based Design
Managing Set-Based Design
Delaying Decisions
- Progressive Decisions
The Difficulties
Summary

PROGRAM SCHEDULE

8:30 am	Registration & Introduction
9:00 am	Course Commence
10:30 am - 10:45am	Tea Break
1:00 pm - 2:00 pm	Lunch
3:30 pm - 3:45 pm	Tea Break
5:00 pm	Course Ends

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DAY - TWO

6. 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 Tools
Summary

7. 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
Summary

8. Project Management
Flexible vs. Mainstream Project Management
- Comparing project management styles
- Redefining Project Completion
- Reorienting Quality
- Individuals Over Processes

The Role of a Flexible Project Manager
- Out in the Team Space
- Supporting and Protecting the Troops
- Clarifying and Defending the Product Vision

Project Planning
- Rolling-Wave Planning
- Mixed mode planning
- Mapping uncertainties

Timeboxing
- Expectations Management

Project Risk Management
- Managing Unknown uncertainties
- "Risk" is your ally
- Staying alert for changes

Project Metrics
- Strategic versus Tactical Metrics
- Examples
- Sharing and Acting on Metrics

Project Retrospectives
Summary

9. 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

Balancing Structure with Flexibility
- Balancing Opposing Risks
- Shifting the Balance

Bottlenecks and Queues
- The need for cross-functional support

Useful Concepts from Agile Software Development
- Refactoring and Technical Debt
- You Aren't Going to Need It
Summary

10. Implementing Flexibility
Five Decisions
- 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

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REGISTRATION FORM

REGISTRATION FEE

Standard Fee :
- 1 delegate INR - 24,500/-
- 2 delegates INR 45,000/-

Special Team Discount (Super Savings)
- Team of 3 delegates for INR 70,000/-
- Team of 4 delegates for INR 90,000/-
- Team of 5 delegates for INR 1,05,000/-

Service Tax @12.36% on the above prices

WORKSHOP VENUE

All of our courses are held in 4 – 5 star hotels, chosen for their location, facilities and level of service. You can be assured of a comfortable, convenient learning environment throughout the duration of the course. Due to the variation in delegate numbers, we will send confirmation of the venue to you approximately 2 weeks before the start of the course.

TERMS & CONDITIONS OF THE CONTRACT

You may substitute delegates at any time. **GI** does not provide refunds for cancellations.

For cancellations received in writing more than seven (7) days prior to the Workshop you will receive a credit note to be used at another **GI** Workshop for up to one year from the date of issue.

For cancellations received seven (7) days or less prior to an event (including day 7), no credit note will be issued. In the event that **GI** cancels an event, delegate payments at the date of cancellation will be credited to a future **GI** event. This credit note can be use up to 1 year from the date of issue.

GI is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. **GI** 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, **GI** reserves the right to alter or modify the advertised speakers and/or topics if necessary.

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E-mail: _____

Company Seal: _____

This booking is invalid without a signature and company seal.

DOCUMENTATION

If you are unable to attend this event, you can purchase the documentation @ INR 7,500/- per set.

METHOD OF PAYMENT

Crossed cheque / bank draft to be made payable at Mumbai favouring **"GLOBAL INTELLIGENCE"** immediately on receipt of invoice to confirm Registration & Courier to:

Laram Centre, B-1, Flat No. 403, 3rd floor, above Mehta Classes, Andheri-(W), Mumbai - 400 058
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