

PRODEX INNOVATION MASTERCLASSES

MASTERCLASS 1 // SINGAPORE 23 & 24 AUGUST 2019

# Winning At New Products

*Agile, Accelerated and Profitable Development*

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MASTERCLASS 2 // BANGKOK 19 & 20 AUGUST 2019

# Innovation And Technology Strategy Portfolio Management

*Deciding your Development Portfolio: Making Strategic Choices and Picking the Winners*



MELBOURNE

|

SYDNEY

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SINGAPORE



*Innovation Inspired  
Innovation Empowered  
Innovation Realised*

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*"Bob really knows his stuff and I have come away with many **ideas for my business processes** and **how to do things better.**"*

Stephen Marshall – Mineral Technologies

## Innovation Inspired...

For 15 years Prodex Systems has been working with Dr Robert Cooper and implementing Best Practice Innovation Governance and Portfolio Management Systems throughout Australia, New Zealand and South East Asia.

Dr Robert Cooper is recognized globally as the creator of the Stage-Gate methodology for New Product and Innovation Governance. Adopted by over 70% of Fortune 500 companies globally, the use of critical go/kill decision gates is fundamental to the optimization of Innovation investments. In the 21st century, agility is critical and the integration of Agile methods with a gated Innovation Governance Structure is the new Best Practice.

Prodex has partnered with Dr Cooper to create these innovation masterclasses which are the culmination of his life's work and bring his newest research on best practice innovation governance to you.

We hope that you and your team can join us in August and draw inspiration from this global thought leader on innovation.

Gerard Ryan – Managing Director  
Prodex Systems

## About Dr Robert Cooper

Dr Cooper is one of the most influential innovation thought leaders in the business world today. He pioneered the original research that led to many ground-breaking discoveries including the Stage-Gate Idea to Launch process. It is considered one of the most important discoveries in the field of innovation. Cooper has spent more than 40 years studying the practices and pitfalls of 3000+ new-product projects in thousands of companies and has assembled the world's most comprehensive research on the topic.

His presentations and practical consulting advice have been widely applauded by corporate and business event audiences throughout the world making him one of the most sought-after speakers. A prolific author, he has published more than 130 academic articles and ten books, including the bestselling **"Winning at New Products"**.

***"Extremely satisfied – effective way to align innovation strategy and portfolio management with business management."*** Joshua James - **Liquip International**

Dr Cooper's Masterclasses are based on his bestselling books. To purchase these and other resources, please visit [www.amazon.com](http://www.amazon.com)

# Innovation realised...

Inspiration for business growth through effective innovation management is a key deliverable from this Masterclass series. Facilitated by the World's No.1 innovation scholar, Dr Robert Cooper.

**WINNING AT  
NEW PRODUCTS**

**SINGAPORE  
23 & 24 AUGUST**

## Masterclass 1: Singapore 23 & 24 AUG

### Winning At New Products

*Agile, Accelerated and Profitable Development*

**Also available in Melbourne 12 – 13 August 2019**

**INNOVATION AND  
TECHNOLOGY  
STRATEGY PORTFOLIO  
MANAGEMENT**

**BANGKOK  
19 & 20 AUGUST**

## Masterclass 2: Bangkok 19 & 20 AUG

### Innovation and Technology Strategy Portfolio Management

*Deciding Your Development Portfolio: Making Strategic Choices and Picking the Winners*

**Also available in Sydney, 15 - 16 August 2019**

## What To Expect

A compelling two-day masterclass which draws on the wealth of experience Cooper possesses from working with the world's leading firms in product development:

- Interactive lecture & discussion sessions, including lots of question-and-answer opportunities
- Numerous case studies, illustrations, and practical examples from other companies
- Templates, guidelines and checklists

## The Participants

This Masterclass is designed for executives and senior managers who are responsible for maximizing the profits from their innovation efforts in the fields of R&D, New Technology, New Products, Marketing, Engineering & Design, Innovation, and Business Development.

## Masterclasses also available in:

**WINNING AT  
NEW PRODUCTS**

**MELBOURNE  
12 & 13 AUGUST**

**INNOVATION AND  
TECHNOLOGY  
STRATEGY  
PORTFOLIO  
MANAGEMENT**

**SYDNEY  
15 & 16 AUGUST**

## Further Information

For more information on the masterclasses please contact Prodex Systems via:



**Phone** Call our operators on:  
**+61 7 3844 3600**



**Email** Contact Marketing:  
**marketing@prodex.com.au**

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Collaborative Partner



# Winning At New Products

*Agile, Accelerated and Profitable Development*

**SINGAPORE**  
Novotel on Stevens

**AUGUST**  
**23 & 24**

## Do you face these challenges?

- Do you want to dramatically improve your new-product performance – better profits and higher impact new products?
- Do too many of your new-product projects seem to take forever to get to market?
- Do too many of your new-product projects underperform – fail to reach their sales and profit targets?
- Are you missing some of the key success drivers in the way you do new-product development? Do you know what they are?
- Does your new-product idea-to-launch or gating system seem broken – too much bureaucracy, too cumbersome, too slow?
- You've heard about Agile methods in the software world, but do they work for manufactured or physical projects? If so, how?
- Do you lack a solid product innovation strategy for your business – no clear objectives and an uncertain direction? Or maybe focused on the wrong strategic arenas?
- Do you have lots of ideas – but most are small, and none are really the engines of growth?
- Do small development projects dominate your pipeline and consume most of your resources leaving your important projects starved?
- Does your business's climate, culture and leadership really foster innovation? Or is it lacking... and what can you do to improve your innovation climate?

**If so, then this Masterclass is right for you!**

## Day 1

### SUCCESS DRIVERS AND FIFTH-GENERATION STAGE-GATE

#### 8:30 Introductions, Purpose & Outline

#### 9:00 The Product Innovation Challenge & Why New Products Succeed

- Benchmarking NPD results – the “best” firms versus the rest
- The seven most important drivers of NPD success!
- What do the best firms do differently?
- What distinguishes successful new-product projects from the rest?

#### 10:45 A World Class Idea-to-Launch System: Fifth-Generation Stage-Gate®

- What the best new-product systems look like, and how they work
- Really making your system work efficiently & effectively
- Leaning down the system – making it more productive
- Making it more adaptive – spiral & iterative development
- Modernizing your idea-to-launch process
- The Innovation Project Canvas

#### 12:15 Networking Lunch

#### 13:15 Merging Agile with Stage-Gate: The Best of Both Worlds

- Borrowing Agile methods from software development
- Applying Agile methods – sprints, scrums, retrospects, backlogs, Kanban, & burndowns – within your Stage-Gate system for physical new products
- Results achieved for manufacturing firms

#### 15:30 Making Agile-Stage-Gate Work in Your Business

- Dealing with some common implementation challenges
- Getting management buy-in
- Evolving product definitions versus design freezes
- Scaling up and global development teams
- Finding the needed resources for dedicated teams
- How to implement the new process – next steps

#### 17:00 Wrap Up of Day 1

*“Bob is an amazing presenter – he has covered a lot of ground in a short amount of time but kept it interesting and relevant. Very engaging. I feel really inspired to go back and if I can implement 20% of what I've learned, I'm sure my company will benefit from improved NPD.”*

Sonia Whiteman - **Ballance**

## Day 2

### AGILE INNOVATION, STRATEGY, IDEATION AND PORTFOLIO STRATEGY

#### 8:30 Your Business's Innovation Strategy

- What a good innovation strategy looks like
- Setting goals & objectives for product innovation
- Deciding where to focus – your strategic arenas
- Attack plans

#### 10:45 Creating Breakthrough New-Product Ideas

- A quick look at top ten methods for generating new-product ideas
- Drill down into the very best approaches:
  - VoC, ethnography, lead user analysis
  - Strategic ideation, scenario generation, peripheral-visioning
  - Internal idea generation – your own employees

#### 12:15 Networking Lunch

#### 13:15 Portfolio Management: Picking the Winners, Getting the Right Mix of Projects, Making the Right R&D Investment Decisions

- Effective project selection – drill down into best-practice methods:
  - Profiling & scorecards
  - Productivity Index, Expected Commercial Value (ECV)
- Getting the gates working right
- Using strategic buckets to get the right mix & balance of projects

#### 15:15 Creating the Right Climate & Culture for Innovation in Your Business

- New values, old values
- Fostering an innovative climate
- Making the time & resources available to people to be creative
- Rewards & recognition
- The right leadership

#### 16:30 Next Steps for You – Making It Work in Your Own Company

#### 17:00 Wrap-Up & End of Seminar – Beginning of Implementation

## The Issues

- **Most businesses have ambitious new-product objectives.** But often businesses fall short. And too many projects fail to achieve their sales and profit targets or have little impact on the business. There are consistent and proven ways to dramatically improve performance – do you know what the seven most important success drivers are in product innovation?
- **See how a world class idea-to-launch system can and should work...** the fifth-generation process. Yes, most businesses have a gating system in place, but it's either obsolete or too heavy with bureaucracy, and really doesn't help get new products to market. How can your Stage-Gate process be agile, accelerated, and adaptive?
- **Agile methods work well in the software world.** Now leading physical-product firms are implementing Agile as part of their gating systems. See how and with what results. What about the many challenges in moving to an Agile-Stage-Gate system – what are the solutions here?
- **Many companies have lots of new-product ideas.** But most are small. Find out how to develop an innovation strategy that focuses the hunt for breakthrough ideas, and then how to be more effective at idea generation – creating some breakthrough ideas.
- **Effective portfolio management is one of the vital keys to success in product innovation** – in short, making the right investment decisions. Often having too many projects underway, or the wrong projects, is the root cause of poor performance. But there are proven ways to achieve the right focus, pick the right projects for development, and optimize your development portfolio. Do you employ these methods?
- **Having the right climate and culture for innovation in your business is the strongest common denominator among successful innovation companies.** But what does having the right climate and culture mean? And how can it be changed in your business? And what is the role of the business leadership team here?

*“The professional content of the course is highly relevant and was elegantly presented by Robert Cooper. Especially all good examples and case stories from ‘the real world’ were great!”*

Bo Jorgensen, Head of Automotive Product Development,  
**Bang & Olufsen**

# Innovation & Technology Strategy Portfolio Management

*Deciding your Development Portfolio: Making Strategic Choices and Picking the Winners*

**BANGKOK**  
Sofitel Bangkok  
Sukhumvit

**AUGUST**  
**19 & 20**

## Overview

Maximising the return on product investments relies entirely upon an organisation's ability to consistently choose the right development projects, technologies and the right new product development & technology platform projects. This is not an easy task. New Product Portfolio Management, in conjunction with a clearly defined Product and Technology Innovation Strategy, is proven to be the most effective way to succeed in what can be a very complex process.

Your company can drive more value and productivity into your product innovation portfolio. Attend this Masterclass and learn how to double the value of your portfolio simply by incorporating productivity metrics for project selection and project resource allocation. Discover how to link your new-product portfolio to your company's strengths to generate meaningful competitive advantages.

## Do you face these challenges?

### Too many development projects underway:

- We have difficulty killing and prioritizing projects.
- We have too many projects in the pipeline with too few resources, and nothing is getting to market.
- We never kill bad projects – we just wound them.

### Lots of small products, no big new projects:

- Creating value – fewer, bigger and better development projects.
- We have too many small projects – they dominate our pipeline and consume most of our development resources.
- We have the wrong mix and balance of projects in our pipeline.
- We have lots of projects in the development pipeline, but no really "big new projects" that will be high impact – we are risk averse.

### Wrong or no project selection methods:

- We have no systematic method for selecting or prioritizing development projects.
- We rely too heavily on financial methods to select our development projects – and we know these numbers are not very accurate.
- It's tough to make the right Go/No Go decisions on technology and platform projects – often we don't know exactly where this technology might lead to.

## Day 1

### GOALS & OBJECTIVES, STRATEGIC ARENAS, STRATEGIC PORTFOLIO DECISIONS

#### 8:30 Welcome and Introduction

#### 8.45 Impact of a Product Innovation & Technology Strategy on your Business Performance

Most businesses lack an effective and clearly articulated product innovation strategy. Yet this is fundamental to business success. Topics are:

- The impact of an innovation & technology strategy on performance
- The components of such a strategy – goals, strategic arenas, attack plans
- How to go about developing this strategy

#### 10:00 Crafting a Product Innovation & Technology Strategy: Defining Goals & Selecting the Arenas to Focus On

We begin the task of developing an innovation and technology strategy with these crucial topics:

- The right ways to set realistic goals and objectives for product innovation
- Establishing meaningful metrics to measure results
- Identifying & deciding strategic arenas – areas where you should focus your R&D efforts for maximum leverage and profitability – using the Strategic Map.

#### 12:00 Networking Lunch

#### 13:00 Deployment, Strategic Buckets and Strategic Roadmaps

Strategy becomes real when you start spending money, and thus deployment and making strategic portfolio decisions is a vital issue. Topics here include:

- Making key deployment decisions - strategic buckets to ensure the right mix and types of development projects
- Creating your strategic product roadmap - the placemarks for major development initiatives.

#### 15:30 Exercise: Buckets & Roadmaps. Teams discuss the key "take-aways" from the previous session, and how to implement strategic buckets and roadmaps.

#### 16:15 A World Class Idea-to-Launch Process - A Pre-Requisite for Portfolio Management.

This short session introduces the key elements of a Stage-Gate innovation system.

#### 17:00 End of Day One

*“Dr Robert Cooper is the definitive authority on Stage-Gate and Portfolio Management. When I introduce employees to these critical processes, I send them to Bob because I only want my people to be trained by the best.”*

James Godsey – **SVP R&D Digene Corporation**

## Day 2

### TACTICAL PORTFOLIO MANAGEMENT – PICKING THE WINNERS, MAKING THE RIGHT R&D DECISIONS

#### 8:30 **A World-Class Idea-to-Launch Process – A Pre-Requirement for Portfolio Management**

- Key elements of a Stage-Gate® process
- Agile, adaptive and accelerated
- Gates with teeth!

#### 9:15 **Best Practices in Portfolio Management: Economic Methods to Maximize Your R&D Productivity**

- The three main goals of portfolio management
- Using the correct methods for maximizing the value of your development portfolio:
- Economic techniques: NPV and Payback
- The Productivity Index to maximize R&D productivity
- ECV (Expected Commercial Value) where major risks & uncertainties exist

#### 11:15 **Data Integrity – Getting the Facts & Fact-Based Decisions**

- Doing the necessary front-end homework,
- Holding project teams accountable for results promised, and building in a Post-Launch Review

#### 12:00 **Networking Lunch**

#### 13:00 **Best Practices in Portfolio Management: Qualitative & Profiling Methods to Pick the Best Projects**

Very effective methods to pick the best projects and achieve the optimum portfolio in this section include non-financial approaches: Qualitative project-selection, profiling, markers & scorecards to pick winners – both new-product projects & technology developments.

#### 14.45 **Visual Methods to Optimize Your Development Portfolio**

Leading firms use a number of visual tools, charts and dashboards to assess their development.

- Checking for the right balance and mix of projects
- Assessing the risk profile of the portfolio
- Gauging project progress and portfolio health

#### 16.00 **Highlights and Key Take-Aways from the Seminar**

A quick look back over the two days, highlighting the key points of the seminar.

#### 16.30 **My Action Plan – Next Steps in Your Business**

#### 17.00 **End of Seminar – Beginning of Implementation!**

- We have great difficulty assessing the economic value of a risky project that may yield huge profits – so sadly we often just let it die.

#### **No strong innovation strategy & direction:**

- We lack a solid product innovation strategy for our business – no clear objectives and an uncertain direction. And maybe we're focused on the wrong strategic arenas!
- We have an innovation strategy for our business, but it's not clear and certainly not communicated.
- We react to any new idea that comes along. We need to be more strategic about the types of projects we focus on.

**If these issues sound familiar, then this Masterclass is right for you!**

### **Developing a Product Innovation & Technology Strategy, Deciding Your Development Portfolio**

Picking the right product development projects and technology platforms to invest in is at the heart of successful product innovation. But effective project selection or portfolio management hinges on having a clearly defined and communicated product innovation and technology strategy for your business: which markets, technologies or products should you focus your R&D efforts on? Join this insightful seminar and learn how to develop effective and profitable product innovation and technology strategies for your business, and then how to pick the right projects to maximize your R&D productivity.

#### **In this Two-Day Program, You Will Learn How to:**

- Develop a product innovation and technology strategy to focus your business development efforts
- Define clear and meaningful goals and objectives for product innovation & technology development
- Define areas of strategic focus for your R&D – deciding where to invest and which areas to avoid – for better direct focused project selection decisions
- Develop and use Product and Technology Roadmaps to translate your strategy into reality
- Discover Strategic Buckets to help optimize R&D resource-allocation decisions
- Pick the right development projects to invest in
- Use best-practice methods to make the right R&D investment decisions
- Maximize the productivity of your development portfolio through an effective portfolio management system.

# Prodex Systems' mission is to optimize the return on your innovation investment



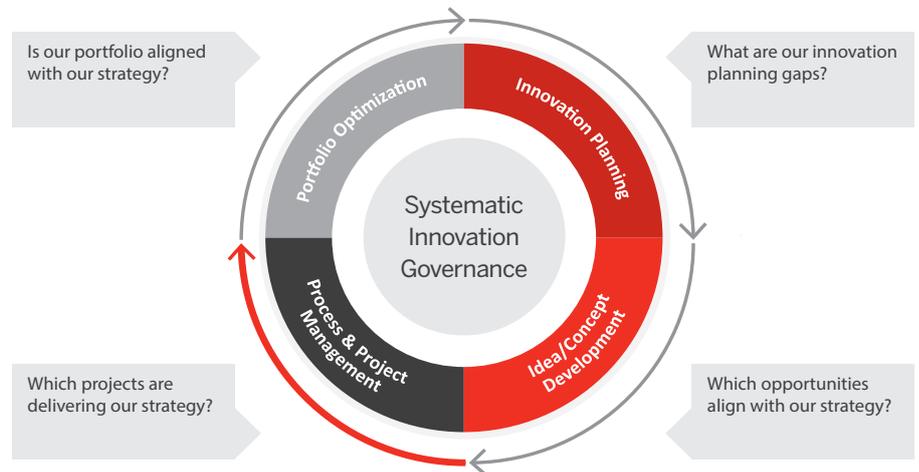
## CONSULTING



## About Prodex Systems

Prodex Systems has provided Systematic Innovation Governance solutions to companies throughout Australasia for over 15 years.

Systematic Innovation Governance is the methodological system of rules, practices and processes by which a company directs and controls its innovation activities to fulfil shareholder expectations and sustain corporate growth.



Prodex Systems is a specialist provider of Consulting, Training and Software Implementation services which facilitate best practice management of new-product development. Our consulting approach is closely aligned to Dr Robert Cooper's methodologies and our consulting assignments include the implementation of Stage Gate® and Product Portfolio Management systems.

### Prodex Consulting Services include Innovation Maturity Assessment and the implementation of:

#### 1. Innovation Planning

- As is Portfolio imaging
- Portfolio prioritization
- White space analysis

#### 2. Idea Management

- Idea Strategy
- Idea Campaigns
- Targeted Ideation

#### 3. Stage-Gate processes for:

- New Product, Express, Lite and Change
- Technology Development
- Cost Reduction and Capital Expenditure
- Intellectual Property Management

#### 4. Portfolio Management for:

- Portfolio Alignment with strategic initiatives
- Portfolio Balance and prioritization
- Portfolio Value: Strategic, Business and Customer Value

# Innovation Governance Training

The "Systematic Innovation Governance" (SIG) Masterclass was developed by Prodex Systems and provides training in the four quadrants of:

## 1. Innovation Planning

Workshop participants work with a practical exercise and a set of project cards which define a set of commercial attributes of each innovation project in a given portfolio.

By mapping the "As-Is" portfolio of projects, participants are able to assess projects by reviewing:

- The overall Portfolio Canvas:
  - Growth projects
  - Sustaining projects
- The pipeline of Innovation Projects over time
- Projects ranked by Risk Vs Reward

By considering not just the Commercial Value of each project but also their Strategic Value and Customer Value as well as other factors such as Project Risk and Development Cost a series of alternate lenses are used to review the portfolio of existing projects.

## 2. Idea and Concept Development

Innovation Planning Gaps are identified and defined as the focus for Idea Campaigns, targeted at strategically defined Innovation Gaps. Idea scorecards and tools for Idea evaluation are introduced to ensure alignment between the un-met needs of the business and the areas of Innovation focus and priority.

## 3. Process and Project Management

While most businesses have a phased development process with a series of decision and approval gates there is often a need to define alternate "Stage Gate processes" for projects of different types. Different information is required to assess and approve Growth initiatives Vs Business Sustaining initiatives. Due to the different risk profile of these project classes, different executive teams are also involved in their assessment.

## 4. Portfolio Prioritisation and Optimisation

Reviewing projects in a series of discrete Strategic Buckets ensures that the Innovation Governance strategy of having a defined percentage of the overall Innovation investment in each portfolio class is achieved. Projects are ranked based on a primary Value dimension and then cross compared by using additional evaluative measures such as the Probability of Technical vs the Probability of Commercial success or alternately by looking at factors such as Market Attractiveness vs Ease of Execution.

Effective portfolio prioritisation allows weak projects to be cancelled and the resources to be re-deployed to higher value projects. A review of the active project portfolio relative to the Innovation Plan allows the Systematic Innovation Governance to continue.



## TRAINING

Prodex offers in-house training on Systematic Innovation Governance. This hands-on workshop is tailored to your business and reviews your ACTIVE project portfolio with your executive team.



*"Gerard Ryan presented a very professional seminar which contained all the systems, structures, methods, principles and instructions for driving our product development process. It is all up to us now to put into practice"*

Alistair Murray,  
**Ronstan International**



# Sopheon & Accolade® Software



Sopheon is a global supplier of end-to-end solutions Enterprise Innovation Performance, providing best in class software, domain expertise and best practices.

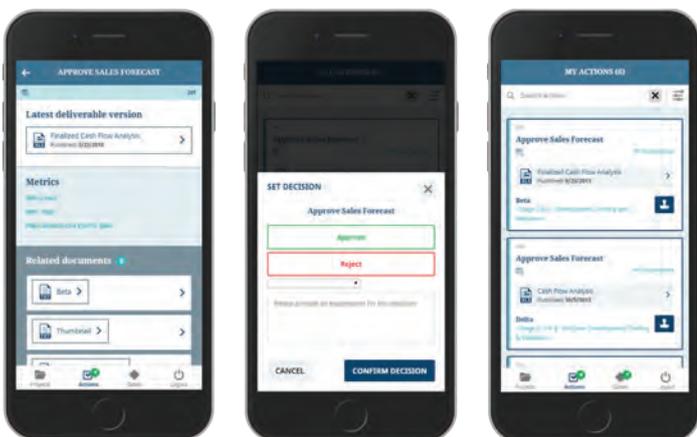
Sopheon enables our customers to improve innovation and new product development performance for sustainable, profitable revenue growth.

- Strategic Innovation Planning & Road mapping
- Portfolio and In-Market Management
- Idea and Concept Development
- Process and Project Management
- Resource Planning

The Accolade® software solution provides unique, fully-integrated processes for the entire innovation management and new product development lifecycle.

Prodex Systems is the Australasian reseller of the Accolade® product suite by Sopheon. Accolade® is the first in the industry to provide end-to-end support for strategic road mapping, idea development, product portfolio management, and innovation process execution.

Sopheon's innovation management software solutions are used by Global 1000 manufacturers and service providers including; BASF, Corning, Electrolux, Honeywell, Merck, PepsiCo, Phillips, Solvay, Parker Hannifin, Siemens, Proctor & Gamble, Hewlett Packard, Australian Paper, Blackmores, Global Chemicals, Sanofi-Aventis Consumer Healthcare, Saputo Dairy Australia and Visy.





# About Prodex

Prodex Systems is a specialist provider of Consulting, Training and Software Implementation services which facilitate Systematic Innovation Governance. Our consulting assignments include the implementation of Stage Gate® and Product Portfolio Management systems and are supported by our capabilities for in-house training. Prodex Systems is the Australasian reseller and consulting support partner for Sopheon's Accolade solution for Enterprise Innovation Governance.



## CONSULTING

Prodex supports the definition of strategy and process, the training and empowerment of people and the implementation of technologies which drive innovation success. We offer an integrated range of services which support our mission to enable excellence in New Product Innovation (NPI) including:

- Innovations Process Audits
- Portfolio Management Systems
- Innovation Process Development
- Strategy & Ideation Workshops
- Innovation Process Implementation
- Voice of Customer Methods



## TRAINING

Prodex provides a range of customised and in-house training workshops to ensure your business is aligned with best practices in successful product development. We are also in partnership with some of the world's leading innovation academics & practitioners. Contact us for training courses on:

- Systematic Innovation Governance
- Strategic Road Mapping
- Innovation Governance Coaching
- Stage Gate Best Practices
- Innovation Planning
- Portfolio Management
- Technology Road Mapping
- Voice of Customer



## ACCOLADE®

Prodex is the Australasian reseller of the Accolade® product suite by Sopheon. Accolade® is the first in the industry to provide end-to-end support for strategic road mapping, idea development, product portfolio management, and innovation process execution. Sopheon's innovation management software solutions are used by Global 1000 manufacturers and service providers including; BASF, Corning, Electrolux, Honeywell, Merck, PepsiCo, Phillips, Solvay, Parker Hannifin, Siemens and Proctor & Gamble.



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