

Product & Technology Roadmapping for Future Growth

An exclusive two-day masterclass on how to develop, implement and successfully execute strategic roadmaps in your company

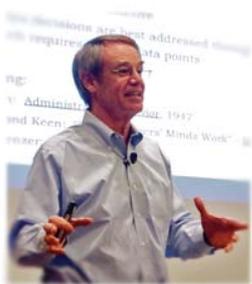
June 17 - 18, 2019 | Shanghai China

FACILITATOR

Jay E. Paap, Ph.D

One of the world's most experienced and respected expert on innovation and product development.

Jay's work on roadmapping has been cited as Best Practice by CEB



WORKSHOP OBJECTIVES

The overall purpose of this workshop is to enable participants to translate market, commercial, and technology priorities into a focus for roadmapping and strategy. It will provide decision support tools to help you make the right choices for growth as well as a more successful and controlled evolution of technology through your business.

Dr. Paap's course is the definitive one on this topic – it will clear up the misperceptions and provide you with a proven approach that has helped past participants achieve their goals in a short time frame. This top-rated session draws on Dr. Paap's extensive experience and provides a step-by-step implementation plan as well as problem-solving and coaching to ensure success.

WHY THE WORKSHOP IS IMPORTANT TO YOU

For several decades roadmaps have provided a useful framework for focusing development efforts and promoting effective project management. However, too often the reality of roadmapping fails to deliver on the promise. Why?

The following are common misperceptions:

- Roadmaps just coordinate activities over time but are not part of the front end planning
- Focusing on customer requests ensures developing products and services that meet their needs
- Proven technology is the fastest and least risky approach to addressing customer needs
- Publishing roadmaps can enhance communication and focus energies across the organization
- Roadmaps always provide a clear path to success
- Open innovation with partners requires its own roadmapping process

The **truth** is that when implemented properly, roadmaps go well beyond providing direction for approved plans, they can stimulate innovative thinking and guide product/technology investment decisions and become the main engine of the front end process. Roadmapping can help you anticipate future drivers of your business – including disruptive technologies and offerings from unseen competitors. Overall, the power of roadmapping is its ability to unify your organization, integrate product line strategies, and enable effective collaboration both inside and outside your four walls.

KEY BENEFITS OF ATTENDING

- Receive a step-by-step process with proven tools, templates, and the Customer Focused Technology Planning™ framework
- Make better informed technology and product investment decisions to balance both short- and long-term ROI objectives
- Align product, market, and technology roadmaps within and across business units
- Demonstrate how technology and product developments support your organization's overall strategy
- Stay ahead of the competition – anticipate key opportunities, threats, and global trends
- Effectively assess projects and develop balanced development portfolios even when lacking hard numbers

AGENDA AT A GLANCE

On the 1st day, we will look at:

1. The variety of roadmaps and how each can help better manage your resources
2. The logic behind roadmaps and how they can help drive innovation
3. How to tie technology and product investments to your business strategy
4. How to anticipate your customer's needs and select those with greatest impact

On the 2nd day, we will focus on:

1. How to incorporate the full range of development options into roadmaps
2. How to build a landscape map
3. Roadmap integration with other planning and NPD processes
4. Applying the Customer Focused Technology Planning™ framework
5. Translating your landscape map into action through route maps



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ABOUT THE FACILITATOR

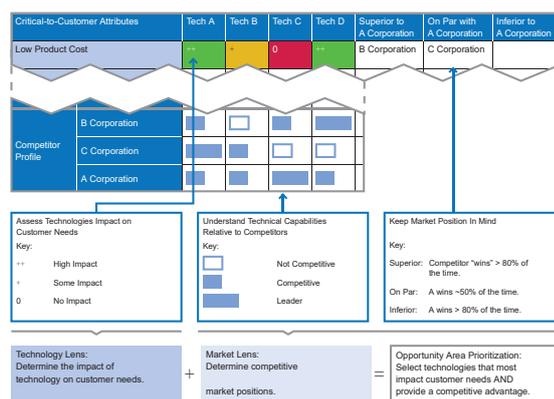
Jay Paap is President of Paap Associates and is one of MEC's most highly rated instructors. He also serves on the faculty of the Executive Program at The Sloan School (MIT), led executive workshops for the Industrial Relations Center at Caltech and Haas School, Cal Berkeley, is a Fellow of The Society of Competitive Intelligence Professionals, and a PDMA Certified New Product Development Professional. He received his Ph.D. from MIT's Sloan School of Management with concentrations in technology management and organization design.

Dr. Paap is a much respected and sought-after speaker at workshops and conferences around the globe; he is the co-author of 'Anticipating Disruptive Innovation' which received the Maurice Holland award as the best practice article in Research Technology Management.

He has been active in the management of technology for almost 50 years, and has consulted with industrial and governmental organizations for over 40 years. Prior to founding Paap Associates, Jay was Partner at Data and Strategies Group, Principal at Ampersand Ventures, Director of Corporate Consulting at Venture Economics, and Associate Director of the Technology Management Group at Pugh-Roberts Associates.

Before entering consulting, Jay was an officer in the US Air Force, responsible for developing and deploying advanced electronics equipment. In 1992 he founded and ran the Commercialization Roundtable in which senior business development managers from major companies met every two or three months through 1995 to share experiences on open innovation and develop best practices concerning how major corporations can effectively commercialize new technology based concepts and businesses. Among the members of the Roundtable were AT&T, Digital, Dow, DuPont, GTE, IBM, MCC, Motorola, and Xerox.

Dr. Jay Paap, the workshop leader, has helped over 150 organizations design and implement effective roadmapping programs. His proven and highly adaptable planning framework, Customer Focused Technology Planning™ (CFTP™) has been used throughout the world, by organizations of all types: commercial and government, consumer and B-to-B, large and small, product and service. This process was the basis for the Timken roadmapping process that was selected by the prestigious CEB as a 'best practice' roadmapping framework, and has been adopted by other leading companies across all industries.



A Goal Validation Roadmap Example on the basis of CFTP®

WHAT YOU WILL LEARN FROM THIS WORKSHOP

Specifically you will learn to:

- **Identify** current and anticipate future customer needs (as well as potentially disruptive technologies)
- **Build** value driven roadmaps that link key customer needs with the right technologies
- **Avoid** being surprised by the emerging challenges and opportunities facing your business by having clear roadmaps for charting your path to the future
- **Effectively balance** routine and innovative projects with a portfolio strategy that protects long term initiatives from the distractions of short term crises
- **Provide** clarity to teams responsible for positioning the company for the future by having a clear roadmap of where you are going and how you plan to get there
- **Use** roadmapping to coordinate internal developments within and between business units, and with internal ventures, alliances, spin-offs and other forms of Open Innovation
- **Integrate** product and technology roadmaps with revenue and growth strategies
- Manage the front-end of innovation more effectively
- **Ensure** that technology investments are sensitive to business needs, even when hard market numbers are not available
- **Make** roadmaps an integral part of the organization's product and technology development practices
- **Use** roadmaps to communicate future plans and strategies to customers, suppliers and development team members
- **Develop** strategies to overcome organizational barriers that often stand in the way of implementing your roadmaps



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WORKSHOP AGENDA | DAY ONE

WHAT IS ROADMAPPING, WHY AND HOW IS IT USED?

- Using landscape maps to stimulate innovative ideas and route maps make it happen
- Varieties of roadmaps used in product and technology planning
- How roadmaps can promote innovation – insights from MIT's research on innovation
- Application to NPD – stage gate®, agile, design thinking, and lean
- **Group discussion:** Challenges faced by attendees' using roadmaps

ORGANIZING PRINCIPALS

- A roadmapping framework: Customer Focused Technology Planning™ (CFTP™)
- Organizing the CFTP™ planning sessions – classic vs. the mini- CFTP™
- Being focused without missing things – principals of divergence and convergence
- **Exercise:** IDEO's 'design thinking' approach to planning

BUILDING ROADMAPS STEP 1: FOCUSING THE PLANNING EFFORT

- Planning guidelines: timing and team selection – the importance of true cross-functional interaction
- Selecting the areas on which to focus: The Product Market Matrix (TPM)
- **Exercise:** Teams will use a TPM to identify areas of interest

BUILDING ROADMAPS STEP 2: DETERMINING DRIVERS

- Needs versus features – why customer requests are just the starting point
- **Exercise:** Decipher needs derived from customer requests
- Importance versus leverage – which needs if addressed will have the biggest impact?
- Using the Customer Need Profile to help prioritize needs
- **Exercise:** Develop a customer need profile using the CFTP™ framework

TECHNIQUES FOR ANTICIPATING CUSTOMER NEEDS

- The power and limitations of traditional market research
- Seven alternative approaches to uncovering and forecasting needs
- How scenarios can push understanding of possible futures and consequent needs
- Using the FISH™ framework to make customer visits more productive

KEY DELIVERABLES

You will return to your organization with:

- Tools to build your own technology roadmapping process using **Customer Focused Technology Planning®** framework
- Templates including: **Product Market Matrix, Customer Needs Profile, Technology Impact Matrix, Alliance Strategy Process**, and more
- Keys to success based on examples and best practices from leading firms
- Insights on how to adapt the roadmapping framework to your organization's needs
- Comprehensive reference materials and suggested resources
- Implementation guidelines
- Certificate of attendance

You will come away with a roadmapping process that not only brings clarity to short-term developments, but more importantly, enables you to drive innovation, foster profitable growth, and avoid surprises. You will be able to resolve concerns and overcome organizational barriers that often stand in the way of successful implementation.

WHO SHOULD ATTEND

This workshop is designed specifically for VPs, Directors and Managers of Product Development, Innovation, R&D, Marketing, Strategy, Program Management, and others involved in product and technology planning.

Cross-functional team attendance is encouraged!



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WORKSHOP AGENDA | DAY TWO

BUILDING ROADMAPS STEP 3: IDENTIFYING TECHNICAL OPTIONS

- Identifying potential options for addressing key customer drivers – scouting and substitution
- Assessing the readiness and suitability of technology options
- Evaluating your capability versus current and possible competitors
- Using the technology Impact matrix to organize your thinking
- **Exercise:** Use the APE™ assessment tool to identify new sources of technology

BUILDING ROADMAPS STEP 4: SUMMARIZING KEY INFORMATION

- Pulling the key information together to facilitate planning
- Varieties of landscape maps – adapt the format to meet the data and decisions
- Using the Landscape map to stimulate ideas
- **Exercise:** Team review of landscape map to generate ideas

BUILDING ROADMAPS STEP 5: SELECTING IDEAS TO PURSUE

- Factors affecting selection – strategy, strengths, competitive environment, etc.
- How misunderstanding rationality can restrict choices – the limits of numbers, and formulas
- Building a convincing business case using the NOMMAR™ framework
- A two-step selection process to narrow your options and select your targets
- Risk, innovation, and keys to ‘de-risking’ proposals
- **Exercise:** Assessing the negatives

BUILDING ROADMAPS STEP 6: BUILD ROUTE MAPS

- Using roadmaps to communicate, coordinate, and control the activities your selected
- Steps in building route maps
- Integrating roadmaps with other planning processes
- Deciding which maps come first: market, product, or technology?

WRAP-UP/SESSION CONCLUDES

- What do we do next? – Applying the frameworks and tools when you get home

SCHEDULE

Day One

08:30 Registration
09:00 Workshop Starts
10:30 Coffee Break (15 MIN)
12:00 Lunch
13:00 Workshop Starts
15:00 Coffee Break (15 MIN)
17:00 Workshop Ends

Day Two

08:30 Registration
09:00 Workshop Starts
10:30 Coffee Break (15 MIN)
12:00 Lunch
13:00 Workshop Starts
15:00 Coffee Break (15 MIN)
16:30 Workshop Ends



DON'T MISS THIS WORKSHOP, IF:

- Your project execution is great, but you don't know whether you're always working on the right things
- You're concerned that shifting customer needs are making products /services or technologies obsolete
- Front end innovation needs to be better managed in your business
- Your technology base is starting to look vulnerable against new 'disruptive technologies'
- You are looking to position yourselves for the future
- Past investments in new technology led to few commercial successes
- You need to ensure technology investments are sound, particularly when hard numbers are unavailable
- Promoting innovative projects within the constraints of approved roadmaps is difficult
- Longer-term innovation investments are being diverted by short-term pressures
- You need the keys to creating successful technical alliances



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