

Metrics that Matter to R&D: ***Rapidly Deploying a*** ***Comprehensive and Simple*** ***R&D Metrics System***

June 24-25, 2008
Chicago, Illinois

**A TWO-DAY EXECUTIVE WORKSHOP ON HOW TO MEASURE
WHAT REALLY MATTERS TO IMPROVE R&D EFFECTIVENESS
AND SIGNIFICANTLY INCREASE BOTTOM LINE RESULTS**



COURSE INSTRUCTOR:

Wayne Mackey, Principal, Product Development Consulting, Inc., internationally recognized expert in metrics and co-author of best-selling book, *Value Innovation Portfolio Management: Achieving Double-Digit Growth Through Customer Value*, and co-author of the *PDMA Toolbook for Product Development III*.

“Wayne’s common sense approach to metrics has focused our organization’s leadership on performance excellence.”

Mike Gustafson
General Manager, Sedation Systems
Ethicon Endo-Surgery, Inc.
a Johnson & Johnson Company

LEARN TO:

- ❖ **Align company strategies with your R&D organizational goals**
- ❖ **Incorporate the voice of the customer and organizational competencies into predictive measures of success**
- ❖ **Systematically reduce the “massively many” R&D metrics down to the “critical few”**
- ❖ **Differentiate R&D metrics for executive, management and implementation levels**
- ❖ **Define everyday R&D operating targets and establish a simple, effective review system**

PRESENTED BY:



Session limited to 45 participants

www.ManagementRoundtable.com

REGISTER TODAY

800.338.2223

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Rapidly Deploying a Comprehensive and Simple R&D Metrics System

WHY THIS WORKSHOP IS IMPORTANT TO YOU

Almost every company attempts to measure its R&D efforts in some way, yet industry research shows that very few are convinced that they are measuring the right things. Furthermore, R&D professionals often find metrics burdensome, disconnected from their “real” work or an infringement on what they view as an inherently creative craft. So what’s wrong with all those R&D metrics that companies are dissatisfied with? First, there are too many of them. Second, they are disconnected from the strategies of the company. Finally, they lack teeth.

This highly practical and interactive two-day session will enable you to not only overcome typical R&D metric weaknesses, but also to establish new R&D metrics as a competitive weapon. This workshop will review detailed case studies of leading companies that have aligned their organizations from top to bottom with a straightforward set of metrics projecting both customer and business needs directly into R&D performance. Designed specifically for professionals serious about implementing practical R&D metrics, this session involves hands-on experience in aligning, setting and monitoring R&D metrics that really matter.

WHO SHOULD ATTEND

This seminar is specifically designed for executives, managers and key stakeholders leading R&D activities who need early and accurate information on the effectiveness and efficiency of their organization’s efforts. It will be especially valuable to VPs, Directors and Managers of: Product Development, R&D, Technology Development, Process Improvement, Advanced Concept Development, Innovation, New Business Development, and Strategy. To jumpstart implementation and facilitate organizational alignment, it is suggested that at least two members of your organization attend together; ideally at the senior and project management level.

“Wayne’s basis for metrics have changed how our leadership team attacks and advances on the most important elements of our business. It’s not about the process but the leadership thought process.”

Brian Majeska, VP Technical, SemMaterials

ABOUT THE INSTRUCTOR



Wayne Mackey has been a Principal with Product Development Consulting, Inc. since 1997. Prior to joining PDC, he worked in industry for 20 years in high tech, aerospace and automotive fields. He is

a natural change agent and leader, having counseled Fortune 500 companies, major universities (Stanford, MIT, Carnegie-Mellon) and government agencies in product development, supply chain management, and rapidly implementing enterprise-wide change. Mr. Mackey also has worked as a senior scientist, program manager, engineering manager and systems engineering manager.

Mr. Mackey’s expertise is grounded in over twenty years of hands-on leadership of large engineering, manufacturing, and procurement organizations. His management consulting is focused on product/service development, and he is especially effective in collaborative design, metrics, portfolio management and business strategy implementation. He is co-author of the best selling book *Value Innovation Portfolio Management: Achieving Double-Digit Growth Through Customer Value*, and co-author of the *PDMA Toolbook for Product Development III*.

Mr. Mackey is an internationally acknowledged expert in metrics and has been a keynote speaker on achieving rapid organizational change, partnering and applying the voice of the customer to product development. He earned a Bachelor of Science in electrical engineering and economics from Carnegie-Mellon University in Pittsburgh, Pennsylvania and a Master of Science in engineering, from Loyola Marymount University in Los Angeles, California.

Tuesday, June 24, 2008

7:00 – 8:00am

Registration & Continental Breakfast

8:00 – 8:30am

Introductions and Overview of Workshop Agenda

8:30 – 9:30am

Session I. Metrics Basics

- Clarification of definitions for metrics, measurements, targets and goals and what their proper place is in R&D
- Contrast results versus predictive metrics — how they work together to deliver success

9:30 – 10:00am

Session II. Case Examples of Common R&D Metrics Mistakes

- To understand the proper use of metrics, this session will review case studies of how real companies have “blown it”
- Dissecting what went wrong and how to avoid those mistakes creeping into your R&D metrics

10:00 – 10:30 am

Session III. Best Practices

Successful metrics systems at leading companies go beyond just counting. They get right to the heart of what needs to be focused on to improve effectiveness and efficiency. We review case studies of how an aligned, predictive, well governed metrics system propels R&D to new levels of performance.

10:30 – 10:45am

Refreshment Break

10:45 – Noon

Session IV. The “Three-Step” Methodology

Metrics don't have to be difficult to be successful. The powerful, but simple “three step” methodology lies at the core of doing metrics right. This session will review each step and its associated tools and how they contribute to metrics success.

Noon – 1:00pm

Lunch

1:00 – 2:30pm

Session V. Alignment – Evergreen Goals

- Hands-on application of R&D metrics — setting long-term “evergreen” goals to define the direction of the organization

- Applying the voice of the customer, business imperatives and organization capabilities to arrive at top-level goals

2:30 – 2:45pm

Refreshment Break

2:45 – 5:00pm

Session VI. Alignment – R&D Goals

- Defining R&D's contribution in both the near and mid-term
- Examining R&D strengths and weaknesses to distinguish the “critical few” goals that need greater attention through metrics

5:30 – 6:30pm

Networking Reception

Wednesday, June 25, 2008

7:45 – 8:30am

Continental Breakfast

8:30 – 10:30 am

Session VII. Ownership – Putting “Predictive” in Predictive Metrics

Introduction to the “metrics tree” – a tool to determine cause-effect relationships. Specifically, by leveraging the experience of the organization's professionals to understand what really causes each goal to occur, the resulting “causal actions” can define R&D's contribution to goals and build the foundation for R&D metrics.

10:30 – 10:45am

Refreshment Break

10:45 – Noon

Session VIII. Simplicity – Targets

Taking into account learning curves, partnering opportunities and existing skill sets, interim targets must be set for each metric defining performance expectations throughout the near and mid-term.

Noon – 1:00pm

Lunch

1:00 – 2:30pm

Session IX. Simplicity – Governance

- Key steps for establishing governance — both predictive and results metrics must be reviewed and acted upon regularly. A governance system is the lynchpin of successful metrics implementation.
- Applying a straight forward, but effective approach to monitor your new R&D metrics.

2:30 – 2:45pm

Refreshment Break

2:45 – 3:45pm

Session X. Deployment – Action Planning

With a solid knowledge base in place to set up R&D metrics, the next course of action is to develop a realistic implementation plan. The final exercise of this workshop outlines the steps necessary to deploy your new R&D metrics.

3:45 – 4:00pm

Q&A

4:00pm

Workshop Concludes

ABOUT MANAGEMENT ROUNDTABLE



The Management Roundtable (MRT) is the foremost knowledge and networking resource for industry practitioners involved in product, service, technology, and business development. Practitioner-oriented and unbiased, MRT's focus is on strategies and processes that enable speed, innovation, profitability,

and overall competitive advantage. Through its highly regarded conferences and publications, MRT has helped companies achieve their objectives since 1980. Its newest membership offering, the Management Roundtable FastTrack, (<http://fasttrack.roundtable.com>) offers direct, year-round access to leading-practice insights via teleconference and online reports.

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TEN KEY BENEFITS:

In this workshop, you will learn to:

- 1 Identify the right top level long-term goals for your product development organization
- 2 Define everyday operating goals and the associated measures of success for each based on long-term goals
- 3 Implement the simple, yet powerful **“three-step” metrics methodology** and its associated tools and find out their contribution to metrics success
- 4 Contrast results metrics versus predictive metrics – learn how they work together to deliver success
- 5 Deploy the **“metrics tree”** – a proven tool to help determine cause-effect relationships in R&D – yielding predictive results
- 6 Rapidly reduce the “massively many” metrics down to the “critical few”
- 7 Objectively evaluate responsibility and authority to distinguish the right organization level for each metric
- 8 Develop near term targets for each metric based on market needs and organizational capabilities
- 9 Propel R&D performance levels with an aligned, predictive and well governed metrics system
- 10 Align, define and monitor metrics that really matter to overall company performance

4

WAYS TO REGISTER:

CALL: 1.800.338.2223 or 781.891.8080
(weekdays, 9:00am-5:30pm EST)

FAX: 781.398.1889

WEB: www.ManagementRoundtable.com

MAIL: Metrics that Matter to R&D
c/o Management Roundtable
92 Crescent Street
Waltham, MA 02453

Please accept the following registration(s): (please photocopy for additional people)

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Title _____

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Check for \$ _____ enclosed, payable in US funds to Management Roundtable

Please bill my VISA Mastercard AMEX Diner's Club

Card No. _____ Exp. Date _____

Name as it appears on card _____

Signature _____

Please bill my company. PO# _____ Registration Code: Web Download

Dates: The workshop will be held June 24 – 25, 2008. Registration and continental breakfast begins at 7:00am on Tuesday, June 24; the workshop commences at 8:00am and concludes at 4:00pm on Wednesday, June 25.

Workshop Fee: \$1995 includes program materials, luncheons, continental breakfast, refreshment breaks, and networking reception.

Location and Accommodations:

The workshop will be held at the **THE HILTON SUITES**, 198 East Delaware Place, Chicago, IL 60611. Rate: \$239 (limited block of rooms available — reserve rooms early). For reservations, please call 312.664.1100 and mention Management Roundtable.

Team Discounts: Teams of 3 or more may deduct \$100 per person from the conference fee. For teams of 6+, call Tracey Kimball at 781.891.8080, ext. 214 or 800.338.2223.

No-Risk Guarantee: Your satisfaction is 100% guaranteed — money back or credit. If you are not satisfied with the quality of this program, let us know in writing and we will refund your entire registration fee.

Cancellations/Substitutions: You may send a substitute attendee in your place at any time with no penalty (please inform us in advance, if possible). Cancellations made within 5 business days of the event are subject to a \$200 administration fee. No-shows are liable for the full fee.