

Beyond Stage-Gate®

Combine the benefits of Agile development with your Stage-Gate idea-to-launch system

October 17 – 18, 2016
DARMSTADT (D)



Top Management Seminar with Professor Robert G. Cooper

Dr. Robert G. Cooper is one of the world's leading authorities in the field of innovation, technology and new product development.

Do you face these challenges?

- Your traditional stage-and-gate new-product system seems slow, cumbersome, out-of-date and unable to deal with today's fast-paced and competitive world.
- You want your idea-to-launch system to be faster, more agile and flexible, more adaptive and more responsive to changing customer requirements.
- You've heard about Agile development for software products, but wonder how you can make it work for physical or manufactured new products.
- You want to see what leading firms are doing to deal with today's realities – how they are driving products to market faster and better – what's the latest thinking here?
- You lack focus, and this slows you down – too many development projects in your pipeline. You want to do fewer projects, but better higher-value projects... but how?
- Your business lacks the right climate and culture to foster innovative product development.

If so, this seminar is right for you!



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management

THE ISSUES

- **Understand why and how leading firms are moving beyond their traditional Stage-Gate systems** - making their processes more adaptive and flexible, more agile and responsive to customers, and also accelerated, faster to market. And they are getting superb performance results.
- **Build Agile project management into your idea-to-launch gating system.** Classic project management is fine for stable, predictable environments. But innovation projects often face quite uncertain and unstable environments. Learn how Agile project management methods meet the requirements of ever moving project targets and needed strategic pivots.
- **Get the project right by building in experimentation and iterations (scrums and time-boxed sprints).** Sometimes no amount of pre-development work, such as technical assessment or voice-of customer efforts, can get all the answers before development begins. Agile-Stage-Gate helps the product and project evolve and gain definition as development proceeds. And constant customer feedback via iterations ensures the product is right.
- **Integrate Agile project management with Stage-Gate for physical or manufactured new products.** Some principles of Agile and Stage-Gate may seem to conflict (for example, pre-planning versus planning-on-the-fly), thus an integrated Agile-Stage-Gate hybrid system is needed. Learn how to modify both models to yield an effective system, and also about changes needed to handle physical products.
- **Boost your project teams' motivation and performance by fostering self-managed teams** - allows people to be creative, innovative, recognized for their expertise, and in control of their project. Higher team morale is the result. And create the right climate for bolder more agile innovation.

THE SEMINAR LEADER

Dr. Robert G. Cooper is one of the most influential innovation thought leaders in the business world today. He pioneered the original research that led to many groundbreaking discoveries including the Stage-Gate® Idea-to-Launch process. He has published more than 120 academic articles and seven books, including the best selling 'Winning at New Products'.

Cooper is President of the Product Development Institute Inc., ISBM Distinguished Research Fellow at Pennsylvania State University's Smeal College of Business Administration, USA, and Professor Emeritus, DeGroote School of Business, McMaster University, Hamilton, Ontario, Canada.

Many companies in North America, Europe, and Asia have introduced his methods, e.g. 3M, BASF, BSH, Carlsberg, Caterpillar, D. Swarovski, DuPont, Exxon Chemicals, Henkel, Hewlett Packard, Kraft Foods, Manner, Microsoft, Lego, Voith Paper, Pfizer, Procter & Gamble, Siemens, VISA and many others.

Cooper's seminars regularly receive top ratings:
"Inspiring, profound, captivating, practical and effective!"



Dr. Robert G. Cooper

THE PARTICIPANTS

The seminar is designed for executives and senior managers and innovation managers of manufacturing businesses who are responsible for maximizing the returns on their innovation efforts in the fields of Innovation, Business Development, R&D, New Products, Marketing and Operations Management.

THE SEMINAR

A compelling two-day seminar 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

UPDATE YOUR IDEA-TO-LAUNCH SYSTEM: MAKE IT AGILE, ACCELERATED AND ADAPTIVE

Monday, October 17, 2016

- 08:30 Registration and Coffee
- 09:00 Why Stage-Gate and Why Look Beyond – Are Current Idea-to-Launch Methods Obsolete?
- Too linear, too rigid, and too planned to handle more dynamic projects, does not encourage experimentation
 - OK for small projects, not for “breakthrough new products” – does not promote innovation
 - Gates are too structured, too financially based – they kill the good projects
- 11:00 Making Your Gating System Adaptive and Flexible
- Context based – one size does not fit all projects
 - Idea-to-launch systems for technology and platform projects
 - Spiral development, iterations, protocepts, strategic pivots and the MVP (minimum viable product)
 - Your customized project canvas – the risk-based contingency model
- 12:30 Networking Lunch
- 13:30 Using Agile Development for Manufactured Products
- Borrowing Agile from Software Development – the Agile Manifesto and Agile Principles
 - What Agile Project Management is and what it is not: time-boxed Sprints, Scrums, Backlog, Burndown Charts, Definition of Done, Dedicated cross functional teams
 - How Agile can be adapted to handle manufactured products
 - Results from industry, examples and illustrations
- 16:00 Parallel Experience Workshops [Attendees’ Choice of Stream]
- Innovation Project Canvas: how to improve and speed up the idea-to-project process
 - Design Thinking: how to work user centered and iterative
- 17:30 Wrap Up and End of Day 1
- This evening, Five Is invites all participants to a networking reception and dinner.

INTEGRATE AGILE PROJECT MANAGEMENT INTO YOUR IDEA-TO-LAUNCH GATING SYSTEM

Tuesday, October 18, 2016

- 08:15 Coffee
- 08:30 How to Integrate Agile Project Management into an Idea-to-Launch Gating System – the Agile-Stage-Gate Hybrid Model
- What are the major differences between these two systems? How do they fit together?
 - Different fields of application – projects within a stable environment versus projects with uncertainty and highly dynamic environments
 - Modifications needed to make Agile work with Stage-Gate for manufactured products – getting the best of both worlds
 - Why Agile-Stage-Gate works – results you should expect, with examples and illustrations
 - Challenges in making it work and solutions
- 11:15 Picking the Right Projects, Integrating Agile into Effective Portfolio Management
- Lean Gates with Teeth – getting focus, killing the weak projects
 - Picking the right projects – the best tools to use
 - Profiling methods [scorecards] and risk-based methods for project selection
 - Committing the resources at gates
- 12:15 Networking Lunch
- 13:15 Picking the Right Projects, Integrating Agile into Effective Portfolio Management – continued
- Integrating Agile into Gates: The new role of Gatekeepers
 - How to integrate time-boxed, self-managed project management with gates with teeth
 - The role of line managers with strong Agile teams
- 14:30 Merge Agile and Stage-Gate – The Cultural Impact
- Fostering an innovative climate that supports both Agile Project Management and a Gating System
 - Change management and bringing about the right climate and culture – experience the Culture Café
- 16:15 Next Steps for You – Making It Work in Your Own Company
- 16:45 End of Seminar – Beginning of Implementation

ORGANIZER

five is innovation consulting
As leading European experts for innovation and growth,
we support our customers in

- finding the right search fields for innovation,
- generating great ideas for new products, services and businesses,
- improving their innovation system through state-of-the art Stage-Gate® principles and portfolio management,
- leveraging their innovation projects with Voice-of-Customer research, market intelligence, business case development and project management.
- developing and strengthening their innovation culture

don't wait - innovate.

www.five-is.com



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CONNECTED SEMINAR

Following this seminar there is a 1-day seminar covering
the topic of Innovation Strategy, on October 19, 2016.



**Innovation and
Technology
Strategy**

Create the Future
of Your Business

October 19, 2016
DARMSTADT [D]

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Dr. Robert G. Cooper is one of the world's leading authorities in the
field of innovation, technology and new product development.

Do you face these challenges?

- You cannot reach your growth goals just with product improvements, extensions and modifications
- Your development pipeline lacks exciting new product concepts – it's filled mostly with small, low-value projects which consume all your development resources
- You react to any new idea that comes along, but you need to act more strategic
- You are focused on the wrong areas – there seem to be limited opportunities for breakthrough and high impact new products
- You have some difficulties to really bring your Innovation Strategy to life

If so, this seminar is right for you!



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You will find more information about this seminar on
www.five-is.com/trainings

VENUE & ACCOMMODATION

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Rooms can be reserved at special rates. These rates are guaranteed until
August 22, 2016. Please mention the code "COOPER SEMINAR".



PRICE

€ 2.050,- (excl. MwSt).

The price includes the seminar documentation binder,
lunch and refreshments.

If more than one person registers from the same
company we offer a discount of 10% for the second and
every additional attendee.

Early-Bird Discount: for registrations until July 15, 2016
we offer a discount of € 100,-.

All participants are invited to join the networking
reception and dinner on Monday evening.

REGISTRATION

Please use the online registration form at

www.five-is.com/training/themen

e-mail: info@five-is.com

After your registration you will receive a formal confirmation and the invoice. As
the number of participants is limited, we consider applications on a first come first
served basis. In case of a sold out seminar we will inform you immediately.

For cancellations until August 17, 2016 we shall charge an administration fee of
10%. No refunds will be made for cancellations after August 17, 2016. You are
always welcome to send a colleague to the seminar in case you are unable to come.