

INNOVATION MASTER CLASS 17-18 MAY, COPENHAGEN, DENMARK

# Innovation Strategy & Portfolio Management®

## Stage-Gate® Master Class

Deciding your new  
product portfolio  
– making strategic  
choices and picking  
the winners



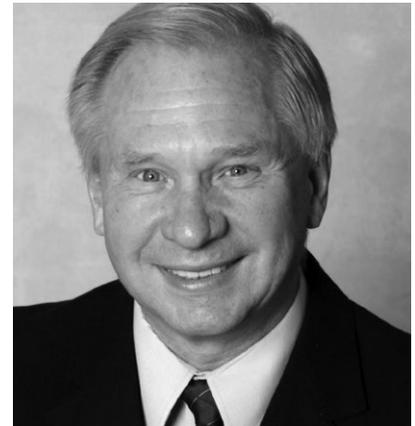
**Dr. Robert G. Cooper is one of the world's leading authorities  
in the field of innovation, technology and new product development**

### In this 2-day course you will learn how to...

- Develop a product innovation strategy to focus your business's product development effort
- Define clear and meaningful goals and objectives for product innovation
- Define areas of strategic focus for innovation – deciding where to invest and which areas to avoid – to better direct focused project selection decisions
- Develop and use product and technology roadmaps and strategic buckets to help make R&D resource allocation decisions
- Translate your strategy into action by picking the right development projects to invest in
- Maximize the productivity of your portfolio through an effective portfolio management system

### Developing a product innovation strategy and deciding your new product portfolio: Making strategic choices and picking the winners

Picking the right development projects and 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 Master Class and learn how to develop effective and profitable product innovation strategies for your business.



*Dr. Cooper has worked with hundreds of leading edge companies in Europe, North America, China, Japan and Australia on addressing the fundamental issue: making Product Development profitable. He has an outstanding reputation as a hands-on, hard-hitting course leader, impacting technique and skills which attendees can employ in their work environment immediately. Dr. Cooper has run several of our executive seminars and courses in Denmark in the past. His latest contributions have received an overall participant evaluation score of 4.8 on a five grade scale and overwhelmingly positive comments*



### **A message from The Leader of the Master Class**

Maximizing the return on your product innovation investments hinges entirely on your business's ability to consistently pick the right development projects, technologies and platforms to invest in. This is no easy task.

New Product Portfolio Management is fast becoming the most effective way to simplify this complex process — especially when coupled with a clearly defined Product Innovation Strategy. Your company can drive more value and productivity into your portfolio of product innovation projects.

Attend this seminar and learn how to double your portfolio's value simply by using productivity metrics when selecting projects and by reallocating resources to fewer projects.

Learn how to link your new product portfolio to your company's strategy so it produces meaningful competitive advantages.

Join me for this course and learn how to ensure scarce resources are consistently allocated to the most meritorious and strategic projects.

**Dr. Robert G. Cooper**

### **Why you and your colleagues should attend:**

- Achieve high IMPACT by prioritizing projects with the greatest strategic alignment
- Achieve greater return on your product innovation investment with improved project selection – PROFITABLE projects that are also strategically important to the company
- Optimize scarce resources – FOCUS ideation and innovation efforts on problems that are important to solve
- Achieve the necessary BUY-IN to your product innovation strategy – do it right the first time – use a world-class approach
- RECHARGE the way your management team thinks about the way product innovation can add value to the company

### **Key topics**

- Developing a product innovation strategy and how it impacts on product innovation performance
- Defining your strategy – which markets, technologies and project types do you focus your product development efforts on?
- Developing your strategic product and technology roadmap
- Understanding the tools to use for effective gates and portfolio reviews
- Ranking and prioritizing of projects – picking the winners
- Using strategic buckets for more effective resource allocation

### **Who should attend**

This Master Class is designed for executives, R&D managers, experienced innovators and anyone else with responsibilities for maximizing the returns on their product innovation efforts.

### **Network and mingle**

Special opportunity to meet with a global authority on product innovation – Dr. Robert Cooper – and other delegates from various leading organizations.

### **Learning approach**

This comprehensive Master Class uses a workshop or hands-on approach. It includes lecture and discussion sessions, question-and-answer periods, and illustrations by way of experiences and examples in other companies. It provides you with the knowledge and examples needed to return to your own business and begin implementation.

## Day 1 – May 17

### A Product Innovation Strategy for Your Business & Strategic Portfolio Management

Effective project selection or portfolio management rely on a clearly defined and articulated product innovation and technology strategy. It begins with goals for product innovation and how innovation ties into your business goals. Next are the arenas of strategic focus – in which markets, technologies or products should you focus your innovation efforts?

Strategy becomes real when you start spending money. Spending splits and the right balance of spending across project types (new products versus improvements and extensions) and across market segments and product lines are the topics here. Selecting major initiatives and developing the strategic product roadmap is also a topic, so in the latter part of Day 1, we shift into our first look at best practices in project selection with a focus on methods to optimize the portfolio.

## Day 2 – May 18

### Deciding Your Development Portfolio

Portfolio Management is about resource allocation of your development budget – which new product and development projects from the many opportunities should your business pursue? Which ones should receive top priority and be accelerated to market?

It is also about business strategy, for today's new product projects decide tomorrow's product-market profile of the company. And It's about finding the optimal investment mix between risk versus return, maintenance versus growth, and short term versus long term product projects.

#### The five goals we tackle in effective portfolio management are:

- To maximize the value of your development portfolio – to pick the right development projects
- To ensure strategic alignment
- To seek the right balance of projects
- To ensure portfolio sufficiency versus your overall product innovation goals
- To balance the number of projects with resources available – not overloading the pipeline.

Best practice methods to decide which projects to invest in and how to allocate scarce resources are highlighted in order to achieve these five goals.

**Cooper's seminars regularly receive top ratings:**

**"Inspiring, profound, captivating, practical and effective!"**



## DAY 1: Tuesday, May 17, 2016

- 9:00 Registration and coffee**
- 09:30 Welcome and Introduction**
- 09:45 Defining Strategy and the Impact of a Product Innovation Strategy on your Business Performance**  
Most businesses lack a clear and effective product innovation strategy that is fundamental to success and an important common denominator of successful businesses.
- 10:05 Exercise: Problem Detection – Current State Assessment**  
A session to detect your Strategy and Portfolio Management challenges and possible solutions
- 10:35 Teams Present – Discussion of Challenges**  
In this session, you will work in teams as you discuss a range of Strategy problems and issues.
- 10:45 Networking Break**
- 11:00 Crafting a Product Innovation Strategy – Part I: Defining Goals & Selecting the Arenas to Focus On**  
We begin developing an innovation strategy for your business with these crucial topics:
- The right ways to set realistic goals for product innovation
  - Establishing meaningful metrics to measure results
  - Defining strategic arenas where you should focus R&D efforts for maximum leverage and profitability
- 12:15 Exercise: Developing an Innovation Strategy in Your Business**  
Working in your teams, this session provides you with an opportunity to discuss how you can go about developing a Product Innovation and Technology Strategy in your own business
- 12:45 Networking Lunch**
- 13:45 Crafting a Product Innovation Strategy – Part II: 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
- 15:00 Networking Break**
- 15:15 Exercise: Buckets & Roadmaps**  
Teams discuss the key 'take-aways' from the previous session, and how to implement Strategic Buckets and strategic roadmaps
- 15:45 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, whose gates and gate decisions are a key input to effective Portfolio Management:
- Key elements of a Stage-Gate® process
  - Making sure the gates are in place
- 16:15 Exercise: Portfolio Management – What's Stopping Us**  
We pause and have a team discussion on the problems we all face in portfolio management – why picking the right projects and getting the optimum portfolio is such a difficult goal
- 16:45 Introduction to Best Practices in Portfolio Management**  
We now look at the five goals of portfolio management, and gain insights into the best methods for selection of the optimum portfolio of development projects. Topics:
- The five goals of portfolio management
  - Maximizing the value of your development portfolio by economic techniques and the Productivity Index
- 17:15 Integration and Questions & Answers**
- 17:30 End of Day One**

## DAY 2: Wednesday, May 18, 2016

- 8:15 Review Issues from Day One and Discussion of Learning Objectives for Day Two**
- 8:30 Best Practices in Portfolio Management – Part I**  
We continue with this theme "maximizing the value of your portfolio". We gain more insight in the best economic methods for selecting the optimum portfolio of development projects.  
**Topics:**
- Dealing with (and valuing) risky and high-uncertainty (venturesome) projects
  - Determining probabilities of success
- 9:00 Best Practices in Portfolio Management – Part II**  
Effective methods to pick the best projects and achieve the optimum portfolio in this section include topics such as:
- Non-financial approaches to select projects: Profiling, markers & scorecards to pick winners
  - Getting the right mix and balance of projects in your portfolio – between long term and short term, high risk and low risk, innovation versus renovation projects, and across markets and technologies
- 10:15 Networking Break**
- 10:30 Exercise: Learnings from Portfolio Best Practices – Key Take-Aways**  
Teams have an opportunity to reflect on the portfolio methods outlined thus far, and to identify those that make sense for them and their businesses
- 11:15 Best Practices in Portfolio Management – Part III**  
We continue with the vital topic of project selection and prioritization and developing the right portfolio of projects, but here focus on the final three but vital goals of portfolio management:
- Achieving strategic alignment – so that your pipeline portfolio mirrors your business's strategic priorities
  - Ensuring a balance between resources required and resources available – capping the number of projects in the pipeline
  - Ensuring that your portfolio of projects meets your overall NPD goals for your business
- 12:15 Exercise: Another Look – Key Learnings & Actions from Portfolio Management**
- 12:30 Networking Lunch**
- 13:30 Developing a Portfolio Management System for Your Business**  
How to forge the link between project selection, development processes and innovation strategy Recommended methods for:
- Deciding on strategic buckets – how to define them
  - Using scorecards, real options and the Productivity Index to prioritize projects effectively
  - Getting the gates working – gates with teeth
  - Managing portfolio reviews to achieve alignment and the right project mix
- 15:00 Networking Break**
- 15:15 Implementing Portfolio Management**  
This session includes key recommendations on how to design and implement a Portfolio Management system
- 15:45 Exercise: Next Steps**  
Working in teams, you will have an opportunity to discuss how you will move forward and implement Portfolio Management within your business
- 16:15 Final Discussion, Wrap-Up and Questions & Answers**
- 16:30 End of Seminar/Workshop – Beginning of Implementation!**

## HEAR WHAT PREVIOUS ATTENDEES SAY

This event was very important for our company as well as for me personally. Cooper's best practice advice helps us tremendously to further improve our innovation management and innovation controlling. The seminar is the best I could possibly recommend!

**Dr. Jens Wieboldt, Director R&D,  
PolymerLatex GmbH, DE**

Bob Cooper is an excellent speaker and teacher. The seminar was exciting and inspiring as well as pragmatic and goal-oriented. The content has exactly met our needs, and we can immediately incorporate it into our company's innovation practices.

**Dr. Ulrich Begemann, Vice President  
New Technologies, Voith GmbH, DE**

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 Jürgensen, Head of Automotive  
Product Development, Bang & Olufsen, DK**

## ORGANIZER



[WWW.GEMBA.DK](http://WWW.GEMBA.DK)

In GEMBA Innovation we help our clients get their innovation jobs done better and faster. We do market research and idea- and concept development. We advise and train our clients in innovation management and online/offline innovation tools. We design and implement innovation process such as Stage-Gate - GEMBA is partner with Professor Robert G. Cooper and represent Stage-Gate in Denmark.

Learn more at [www.gemba.dk](http://www.gemba.dk) and [www.8ideas.dk](http://www.8ideas.dk) or contact Søren Kielgast [sk@gemba.dk](mailto:sk@gemba.dk) | +45 4036 5501 or Tomas Vedsmund [tv@gemba.dk](mailto:tv@gemba.dk) | +45 4036 5502.

### Fee

Price: €1,999.- (excl. VAT).

The price includes documentation binder, lunch and refreshments.

If more than one person registers from the same company we offer a discount of 30% for the second and every additional attendee.

Early-Bird Discount: For registrations until March 18, 2016 we offer a discount of €200.-.

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

### Registration

Web: [www.gemba.dk/works/innovation-strategy](http://www.gemba.dk/works/innovation-strategy)

E-mail: [innovation-strategy@gemba.dk](mailto:innovation-strategy@gemba.dk)

Phone: +45 4036 5502

### Cancellations and refunds

Full refund of course fees will be made for reservations cancelled no later than eight weeks prior to the start of the course. Later cancellations incur a cancellation fee as follows:

- 2 weeks or less prior to course start: 100% of the course fee
- 2-4 weeks prior to course start: 50% of the course fee
- 4-8 weeks prior to course start: 25% of the course fee

We are always willing to consider a colleague as a substitute for the original applicant. Cancellation and postponement must be made in writing. Cancellation of accommodation is subject to the cancellation policies of the hotel.

### Venue

Tivoli Hotel & Congress Center  
Arni Magnussons Gade 2  
1577 Copenhagen V, Denmark

**Please note:** Accommodation is not included in the seminar fee. It's possible to stay overnight at the venue hotel.

### Hotel booking can be made at

[www.tivolihotel.com/business-tivoli-hotel](http://www.tivolihotel.com/business-tivoli-hotel) or mail to [tivolihotel@arp-hansen.dk](mailto:tivolihotel@arp-hansen.dk).

Use the reference code: res. no. 1547468 for the best deal.

