

THE FIRST INTERNATIONAL

# Stage-Gate®



# Leadership Summit

*A powerful, collaborative exchange of best practices  
and innovative new methods to get the most from  
your Idea-to-Launch Innovation Systems*

FEBRUARY 20-21  
2007  
ST. PETERSBURG  
FLORIDA

## LEARN TO:

- ◆ Push performance to new world-class levels; integrate Stage-Gate with strategy, portfolio management, and culture
- ◆ Move beyond superficial gates; make early, correct Go/Kill decisions that enable innovation without draining resources
- ◆ Implement lean, flexible and scalable processes; 'right-size' your Stage-Gate system



## SUMMIT CHAIRMAN

**Dr. Robert G. Cooper**, Professor, McMaster University and Father of Stage-Gate; Author of best-selling "Winning at New Products," 3rd edition and newly released "Lean, Rapid and Profitable New Product Development"

## FEATURING CASE PRESENTATIONS BY LEADING STAGE-GATE CHAMPIONS FROM:

**P&G • EXFO Engineering • Ansell Healthcare •  
Criminal Justice Information Technology •  
ITT • Air Products • Ethicon Endo-Surgery  
(a Johnson & Johnson Company) •  
Hydro-Quebec • Kennametal**

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# Stage-Gate®



# Leadership Summit

Dear Colleague:

Over the twenty years since introducing the Stage-Gate Innovation System, I've witnessed the implementation experiences of thousands of companies, first-hand. I've seen the good, the bad, and the ugly — but most importantly, I've seen the real-world challenges that many of you face.

With over 70% of US companies using some form of Stage-Gate process, the real decision now is not whether to implement Stage-Gate, but rather how to *leverage* it in today's push for accelerated innovation and R&D productivity.

Top-performing companies are finding creative methods to streamline, improve and right-size their idea-to-launch processes. Companies such as P&G, EXFO Engineering, Air Products, ITT, Kennametal, Ansell Healthcare, Johnson and Johnson's Ethicon Endo-Surgery and Hydro-Quebec and are leading the way to faster and more flexible approaches by using modern techniques such as NexGen™, Xpress, lean new product development principles and the Innovation Diamond.

Given the breadth of experiences globally with Stage-Gate systems among the Stage-Gate Inc. and Management Roundtable communities, we are pleased and excited to announce our **First International Stage-Gate Leadership Summit**, February 20 – 21, 2007 in St. Petersburg, Florida.

The purpose of this first-ever event is to offer a powerful exchange and collaboration of cutting-edge ideas, solutions, experiences and free-flowing discussions with industry's best and brightest Stage-Gate leaders. I have worked personally with nearly all of the speakers and can assure you that you'll have a chance to connect with top practitioners who are successfully evolving their Stage-Gate systems to be faster, scalable and more flexible.

We are limiting the first summit to 100 industry practitioners to ensure optimal participation and deep interactive exchange. We have purposely designed this program to involve high levels of attendee participation including facilitated Q&A sessions, idea exchange discussion groups, refreshment breaks and a networking reception.

Mark your calendars for this inaugural event and join our growing network of Stage-Gate champions to stay on top of emerging trends and innovative new methods to get more from your gating and portfolio management processes.

I look forward to meeting you in St. Petersburg this February.

Best regards,



Bob Cooper

Summit Chairman

Professor, McMaster University; President, Product Development Institute

## WHO SHOULD ATTEND

The Summit is a unique opportunity to meet with other product development leaders seeking to maximize innovation and R&D productivity through the use of Stage-Gate methods. It will be of most value to Vice Presidents, Directors and Senior Managers of R&D, Marketing, Product Development, Product Engineering, Business Development, Innovation, Process Improvement, Operations and General Management from all industries, company sizes and experience levels.

Team attendance is encouraged — participants will receive guidance, problem-solving, and advice from Dr. Cooper and other faculty members that will jumpstart implementation.

***Please note that attendance is strictly limited to 100 participants (first come, first served) to ensure a high degree of interaction and individual attention. Early reservations are recommended.***

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## 6 KEY DELIVERABLES

***By participating in this summit, the first and only event of its kind led by Dr. Cooper and dedicated to leveraging Stage-Gate, you will receive:***

- 1** Exclusive insight into Stage-Gate best practices of top performers across multiple industries. The latest benchmarking results and comparative data about product success rates and competitive implementation strategies.
- 2** A new network of industry leaders with whom to exchange ideas, solutions and experiences. Formal and informal networking activities, including an evening social reception, are woven throughout the summit.
- 3** Idea-exchange sessions designed and facilitated by Dr. Cooper to foster breakthrough thinking on feeding the funnel, early-stage evaluation methods, product definition, and focusing resources more effectively.
- 4** In-depth and specific implementation how-to's for the 4 critical drivers (The Innovation Diamond) of innovation performance: 1. Innovation Strategy; 2. Idea-to-Launch Process; 3. Portfolio Management; 4. Organization Culture and Leadership.
- 5** Individual guidance and advice from Dr. Cooper and other faculty members (Stage-Gate champions) on how to fine tune and adjust your Stage-Gate processes for optimum results; opportunity for Q&A follow-up after the event has concluded.
- 6** Full set of reference materials and an executive summary capturing key learnings to share with others upon return to your company.

# SUMMIT AGENDA • FEBRUARY 20-21, 2007

## TUESDAY • FEBRUARY 20 CONFERENCE DAY ONE

- 7:30 – 8:30 Registration and Continental Breakfast
- 8:30 Welcome and Introduction
- 8:45 – 9:45 **KEYNOTE ADDRESS: 10 BEST INNOVATION PRACTICES OF TOP PERFORMING COMPANIES**  
*Dr. Robert G. Cooper, Professor, McMaster University and Founder & President of the Product Development Institute*

### ***Innovation Champions — The Leadership Necessary to Drive World-Class Performance***

- 9:45 – 10:30 **INITIATIVE SUCCESS — THE P&G WAY**  
*Michael S. Mills, Manager, Corporate New Initiative Delivery, P&G*
- 10:30 – 11:00 Refreshment Break and Storyboard Showcase
- 11:00 – 11:45 **INNOVATING FOR SUCCESS — A TELLTALE EXPERIENCE OF IMPLEMENTING A PRODUCT INNOVATION PROCESS**, *Stephen Bull, Vice President, R&D, Telecom Division, EXFO Engineering*
- 11:45 – 12:30 **DEPLOYING STAGE-GATE ON A GLOBAL SCALE — CRITICAL ELEMENTS THAT DRIVE PERFORMANCE**  
*Dr. Michael Zedalis, Senior Vice President, Science & Technology, Ansell Healthcare Inc.*
- 12:30 – 1:45 Luncheon and Storyboard Showcase
- 1:45 – 2:00 **Key Take-Aways** from Morning Session,  
*Dr. Robert G. Cooper*

### ***Great Gates — Leadership Practices that Accelerate Decisions and Results***

- 2:00 – 2:45 **GATES WITH TEETH: IMPLEMENTING A 'CENTER OF EXCELLENCE' FOR INVESTMENT DECISIONS**  
*Stephen Jenner, Director, Criminal Justice Information Technology*
- 2:45 – 3:30 **BEYOND GATES — BUILDING THE RIGHT NPD ORGANIZATION**, *Georgette Belair, R&D Project Leader and Master Black Belt, Ethicon Endo-Surgery, a Johnson & Johnson Company*
- 3:30 – 3:45 Refreshment Break and Storyboard Showcase
- 3:45 – 4:30 **DRIVING VALUE CREATION WITH THE RIGHT PORTFOLIO MIX**, *Charles Gagnon, Director, Technology Business Development, Hydro-Quebec*

- 4:30 – 5:00 **Key Take-Aways** from Afternoon Session and Confirmation of Idea Exchange Topics,  
*Dr. Cooper*
- 5:00 End of Day One
- 5:15 – 6:30 **Evening Networking Session and Presentation to Winning Storyboard**

## WEDNESDAY • FEBRUARY 21 CONFERENCE DAY TWO

- 7:30 – 8:30 Continental Breakfast
- 8:30 – 8:45 Introduction
- 8:45 – 9:45 **KEYNOTE ADDRESS: TAKING STAGE-GATE TO THE NEXT LEVEL - LEAN, RAPID AND PROFITABLE NPD**  
*Dr. Cooper*
- 
- Lean, Flexible and Scalable Stage-Gate — The Next Competitive Advantage***
- 9:45 – 10:30 **PUSHING THE ENVELOPE — DRIVING INNOVATION IN A MATURE MARKET**, *Dr. John Irven, Director of Technology, Packaged Gases, Air Products*
- 10:30 – 10:45 Refreshment Break & Storyboard Showcase
- 10:45 – 11:30 **STAGE-GATE IMPLEMENTATION — A CATALYST FOR ACHIEVING A COMPETITIVE EDGE**, *Fred Patterson, Director, Global Product Engineering, Kennametal*
- 11:30 – 11:45 **Key Take-Aways** from Morning Session,  
*Dr. Cooper*
- 11:45 – 12:45 Luncheon and Storyboard Showcase
- 12:45 – 1:45 Idea Exchange — Facilitated Discussion Groups
- 1:45 – 2:45 Idea Exchange Presentations
- 2:45 – 3:00 Refreshment Break and Storyboard Showcase
- 3:00 – 4:00 **VALUE BASED PRODUCT DEVELOPMENT: REAPING THE BENEFITS OF EFFECTIVELY INTEGRATING VOICE OF THE CUSTOMER WITH STAGE-GATE**, *Dick Arra, VP & Director of Navigation & Military Space, ITT, Space Systems Division*
- 4:00 – 4:30 **KEYNOTE ADDRESS: THE GLOBAL BUSINESS ENVIRONMENT: WHAT THE FUTURE HOLDS FOR R&D ORGANIZATIONS**, *Dr. Cooper*
- 4:30 Closing Remarks


**SUMMIT  
CHAIRMAN:**
**Dr. Robert G. Cooper**

Professor, McMaster University  
and Father of Stage-Gate;  
Author of best-selling “*Winning  
at New Products*,” 3rd edition  
and newly released “*Lean, Rapid  
and Profitable New Product  
Development*”

*“Outstanding!  
Bob’s experience  
and expertise  
is unmatched.  
He has the ability to  
illustrate what  
works — with data  
and with stories.  
This helps me  
decide how to use  
the information  
to make our  
process better.”*

Dave Mirth

Vice President Technology

Owens Corning

**KEYNOTE ADDRESSES:**
**10 BEST INNOVATION PRACTICES OF TOP PERFORMING  
COMPANIES**

**Tuesday, Feb 20 8:45 - 9:45am**

New products are engines to growth and profitability for many organizations. The pace at which the top performers are introducing new innovation management methods to remain competitive is impressive. What separates the winners from the losers? Achieving depth and breadth in each of the four critical drivers of innovation performance is important; however, the winners are already beyond this and focusing on an expert balance and integration of these drivers. Dr. Cooper will examine the key elements of his Innovation Diamond™ including: Innovation Strategy, Idea-to-Launch Process, Portfolio Management and Leadership & Culture. He will also comment on some of the more innovative approaches that top performers are now taking to weave these essential components together for competitive advantage.

**TAKING STAGE-GATE TO THE NEXT LEVEL — LEAN, RAPID  
AND PROFITABLE NPD**

**Wednesday, Feb 21 8:45 - 9:45am**

How do you improve an innovation model that has been driving world-class performance for almost 20 years? True, nearly 70% of US organizations are using Stage-Gate and have already achieved impressive results including dramatic reductions in cycle times, an increase in new product launch success and an improvement in overall sales from new products. However, an incredible phenomenon occurs when you observe and learn how thousands of very creative, highly intelligent users ‘morph’ their Stage-Gate processes to push performance to new levels. As many organizations view their Stage-Gate system as a core competency and critical element of success, it is no surprise that many make significant investments into continuous improvement projects to enhance this new product foundation. Dr. Cooper will share some of the most unique and successful ways to streamline, scale and improve your Stage-Gate process.

**THE GLOBAL BUSINESS ENVIRONMENT: WHAT THE  
FUTURE HOLDS FOR R&D ORGANIZATIONS**

**Wednesday, Feb 21 4:00 - 4:30pm**

Dr. Cooper will delve into the changing global business environment and contemplate the implications for R&D organizations. Successful R&D organizations will need to develop capabilities that can respond to evolving trends such as: lean, rapid and profitable product development, outsourcing and off-shoring, and more collaborative approaches to R&D (multiple-company alliances and open innovation). He’ll also comment on the potential impact of new enabling technologies, such as process and portfolio automation, and the new-breed innovators which are introducing new business models and changing the competitive landscape.



## CASE PRESENTATIONS

### *Innovation Champions — The Leadership Necessary to Drive World-Class Performance*

#### INITIATIVE SUCCESS — THE P&G WAY



**Michael S. Mills, Manager, Corporate New Initiative Delivery, P&G**

Mr. Mills will provide an overview of P&G's corporate Initiative Success program which is modeled after Cooper's Innovation Diamond™: the successful integration of

Innovation Strategy, a Solid Idea-to-Launch Process, Portfolio and Resource Management. He will discuss the leadership effort that was required to drive such a rigorous, disciplined approach across the complex, global P&G community of 100,000+ people in 140+ countries, and discuss some of the challenges and pitfalls experienced along the way. Mills will also share key highlights of SIMPL™ (Successful Initiative Management and Product Launch model), P&G's customized Stage-Gate process. The key learnings include:

- ◆ Why an Initiative's Success program is essential to drive sustainable business results
- ◆ The key components of the P&G Initiative's Success program
- ◆ How P&G achieved a successful global roll-out of the Initiative's Success Program
- ◆ The role of key performance indicators in speeding new products to market

#### INNOVATING FOR SUCCESS: A TELLTALE EXPERIENCE IMPLEMENTING A PRODUCT INNOVATION PROCESS



**Stephen Bull, Vice President, R&D, Telecom Division, EXFO Engineering**

Innovating for success is a never ending task that is at the root of survival in today's globalizing competition. It takes leadership, commitment and perseverance to ring in the benefits. This presentation will cover the successes, failures and lessons learned through EXFO's history in deploying an innovation system. The key learning include:

- ◆ What constitutes an innovation system and its success factors
- ◆ What is the basis for a good PDP?
- ◆ A unique approach to linking your Stage-Gate process to strategy and portfolio management
- ◆ Measuring performance

#### DEPLOYING STAGE-GATE ON A GLOBAL SCALE — CRITICAL ELEMENTS THAT DRIVE PERFORMANCE



**Dr. Michael Zedalis, Senior Vice President, Science & Technology, Ansell Healthcare Inc.**

In early 2004, Ansell Healthcare undertook an aggressive initiative to customize and implement a Stage-Gate process for new product development and commercialization. Initially, a cross-functional team was assembled from Ansell's global

*“Products and services exist to expand choice. Brands exist to simplify choice. In a crowded, over-conferenced world, MRT provides an effective platform for learning the latest product, service and business management innovations from leading experts. MRT makes the decision on what conferences to attend simple.”*

John Waraniak • Director • Magna International

operations including members from marketing, manufacturing, science & technology, regulatory affairs, finance, and supply chain and logistics. This team also needed to reflect business operations for the Americas, Europe and Asia-Pacific regions. The outcome — a global roll-out of an IBM LotusNotes® supported, Stage-Gate Navigator™ process that was customized for ‘local’ customs and still supportive of ‘global’ medical device regulations and protocols.

Although the initiative met with mixed support and required significant training for both the process and software, it resulted in a global framework and a common language for NPD. Since implementing this new idea-to-launch process, more than 120 new product ideas have been entered into the pipeline, on average, 12-15 new products per year were delivered to the market and sales from new products jumped from 4.5% to 13% in a little over 2 years. Specifically, this presentation will examine:

- ◆ The pros and cons of simultaneously deploying a new idea-to-launch process and automated workflow tool
- ◆ The key elements required to implement a global innovation system
- ◆ How Ansell evolved product definition requirements to meet strict regulatory & customer requirements

## Great Gates — Leadership Practices that Accelerate Decisions and Results

### GATES WITH TEETH: IMPLEMENTING A ‘CENTER OF EXCELLENCE’ FOR INVESTMENT DECISIONS



**Stephen Jenner, Director, Criminal Justice Information Technology (CJIT)**

Established in 2003, The Criminal Justice System IT (CJS IT) portfolio was created to facilitate information sharing across the CJS (three government departments and seven criminal justice organizations). However, in late 2004 CJS IT faced rising costs, declining benefits, late projects and consequently the loss of HM Treasury and No 10 confidence. To respond, the CJS IT adopted an integrated Stage-Gate approach to investment appraisal, portfolio prioritization and benefits management of its \$3 billion information technology investment portfolio. Mr. Jenner will discuss the key principles,

repeatable processes and results of this highly successful approach including:

- ◆ Developing an independent portfolio unit to serve as an Intelligent Customer Function and Value Management Office
- ◆ Implementing “gates with teeth” — linking funding allocations to performance
- ◆ The importance of validating data wherever possible and managing the process on an on-going basis
- ◆ Key considerations when evaluating Go/Kill decisions for projects with multiple dependencies

Results: early stage rejection of poorly defined projects; a more robust basis for making informed prioritization decisions; a 200% increase in the scale of the benefits case; and a substantial boost in stakeholder confidence and continued funding.

### BEYOND GATES — BUILDING THE RIGHT NPD ORGANIZATION

**Georgette Belair, R&D Project Leader and Master Black Belt, Ethicon Endo-Surgery, a Johnson & Johnson Company**



Recently recognized for its award winning product design, Ethicon Endo-Surgery, Inc. (EES) has been able to leverage its Stage-Gate process to effectively meet customer requirements, deliver innovation and value to its business stakeholders, and drive product differentiation. This presentation will examine their approach to implementing a Stage-Gate system that goes beyond superficial gates and emphasizes critical steps that transpire between gates. Ms. Belair will address the following key elements of EES’s Stage-Gate process:

- ◆ Key considerations for organizing new product development teams, sponsors and gate-keepers for success
- ◆ Achieving accountability — ensuring that the right questions are asked at each gate; holding teams accountable to deliver the best product
- ◆ How to ‘lean’ out gate presentations — driving the right behaviors throughout the company
- ◆ Integrating DFSS with Stage-Gate — challenges and results

*“As go the gates, so goes the process.”*

Dr. Robert G. Cooper



## CASE PRESENTATIONS

### DRIVING VALUE CREATION WITH THE RIGHT PORTFOLIO MIX



**Charles Gagnon, Director, Technology Business Development, Hydro-Québec**

In 2000-2001, Hydro-Québec reviewed its R&D management approach in order to improve its effectiveness and maximize value creation. Starting from no processes to a full-scale implementation in just 12 months, this presentation will examine how this large, public corporation was able to implement its new approach using Stage-Gate and portfolio management. Mr. Gagnon will outline how the company was able to focus its resources on the most valuable projects by prioritizing and reducing the number of innovation projects from approximately 450 to 65. He will also discuss the key barriers encountered, organizational and cultural changes necessary for implementation, metrics used and the overall plan for implementation. Today, after six years of operational experience with the new innovation processes, the economic rewards are assessed at more than \$1 billion over 2001-2006. Key learnings include:

- ◆ How Hydro-Quebec managed to prioritize and set up the right portfolio — winnowing 450 projects down to 65
- ◆ A detailed review of the implementation plan — key challenges and learnings
- ◆ About the key elements of Hydro-Québec Stage-Gate and portfolio management processes

### *Lean, Flexible and Scalable Stage-Gate — The Next Competitive Advantage*

### PUSHING THE ENVELOPE — DRIVING INNOVATION IN A MATURE MARKET



**Dr. John Irven, Director of Technology, Packaged Gases, Air Products**

Air Products Packaged Gases Group has an impressive track record of successful, award-winning innovations in a mature,

‘traditional’ industrial gases industry, where cylinder products had remained virtually unchanged for over a century. Air Products’ innovation process has focused on developing an integrated approach between technology, marketing, operations and support groups; based on a Stage-Gate process. The development process emphasizes the need to identify and meet real customer and market needs, to ensure that the ‘voice of the customer’ is a driving force. The results: user friendly, ergonomically safer integrated industrial gas packaging to revolutionize current applications in a mature market and to create new market sectors.

Specifically, John will address:

- ◆ Key steps to successfully implement a Stage-Gate system across multiple organizations (and functions) and countries to develop and commercialize new products
- ◆ Strategies for gaining company-wide buy-in for Stage-Gate process implementation
- ◆ How Air Products successfully integrated Stage-Gate with other critical components of its integrated product innovation process such as project management, market analysis, and voice of the customer

### STAGE-GATE IMPLEMENTATION — A CATALYST FOR ACHIEVING A COMPETITIVE EDGE



**Fred Patterson, Director, Global Product Engineering, Kennametal**

Six years ago Kennametal adopted the Stage-Gate philosophy, revolutionizing their approach to new product and process development. Today, NPD is recognized as a strategic tool for growth and product innovation. By making NPD performance a priority and implementing a formal Stage-Gate system, Kennametal was able to achieve new heights in new product development speed, productivity and profitability. Percentage of revenue generated from new product sales soared from 17% in FY00 to 46% in FY06. Cycle time dropped from over two years to a median of eight months as of the last fiscal year. These gains were a direct result of Kennametal’s adoption of new techniques to streamline and scale its 5 customized Stage-Gate processes for Technology Development, New Product Development, Accelerated Product Improvements, New Manufacturing

Processes, and Product Obsolescence. In this presentation, Mr. Patterson will outline:

- ◆ How the implementation of a Stage-Gate process created a clear path to a standardized process for managing projects from idea-to-launch
- ◆ How Kennametal was able to gain total company buy-in and institutionalize the Stage-Gate system as one of its core components within Kennametal's Value Business System
- ◆ About Stage-Gate's use in assimilating newly acquired organizations and global partners

## VALUE BASED PRODUCT DEVELOPMENT: REAPING THE BENEFITS OF EFFECTIVELY INTEGRATING VOICE OF THE CUSTOMER WITH STAGE-GATE



**Dick Arra, Vice President and Director of Navigation and Military Space, ITT, Space Systems Division (SSD)**

Mr. Arra will provide an overview of how ITT Corporation successfully evolved from an organization known for being a 'center of manufacturing excellence' to a global product innovation factory focused on profitable and sustainable growth. Specifically, he will discuss the company's development and implementation of its "Value Based Product Development (VBPD) program. Launched in early 2000, VBPD was developed to ensure that new products create clear value for ITT customers. The program focus involves capturing voice of the customer data throughout the Stage-Gate process to verify that business and customer requirements are consistently met. Mr. Arra will also share the impact of VBPD on ITT's new product pipeline. Key issues to be addressed will include:

- ◆ Important considerations when implementing a complex, global initiative across multiple divisions, value centers and countries — key factors for success
- ◆ Understanding the inherent value and benefits of capturing and integrating voice of the customer data throughout your Stage-Gate process
- ◆ How the VBPD program impacted ITT's new product pipeline — new products, (those introduced in the last three years) now account for approximately 30% of annual sales, nearly doubling their contribution before the introduction of VBPD

## SPONSORSHIP/EXHIBIT OPPORTUNITIES

**Meet Your Market:** The optimal conference experience includes learning about available products and services and how to leverage them to drive new product development performance and productivity. Management Roundtable and Stage-Gate Inc.'s *First International Stage-Gate® Leadership Summit* will attract attendance by leading players across multiple industries and functions. For more information on how to position your firm as a sponsor or exhibitor, contact Mike Metcalf at [mike.metcalf@Stage-Gate.com](mailto:mike.metcalf@Stage-Gate.com) or call 303-775-5606.

### LEARN ABOUT OUR SPONSORS:

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## 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.

## ABOUT STAGE-GATE INC.

Stage-Gate Inc., is a Member Company of the Product



Development Institute. Stage-Gate Inc. offers proven solutions to the most complex problems in all aspects of product innovation through our widely recognized and implemented products, our highly regarded and trusted consulting services, our award-winning research papers, best-selling books and first-rate seminars.



## 20 KEY BENEFITS

### By participating in this summit, you will learn:

- 1 Specific innovation practices and Stage-Gate processes of leading companies — key steps to excel at idea generation, voice of the customer, testing and product launch.
- 2 How to move beyond superficial gates to speed decision-making and improve bottom-line results.
- 3 How *Kennametal* raised the bar and drove innovation throughout its organization resulting in an increase from 17% to 46% in sales from new products.
- 4 The critical leadership role and economic impact of the gatekeeper; how to effectively maintain gates and make tough Go/Kill decisions. How these actions have a direct and immediate impact on profitability.
- 5 How *EXFO Engineering* drives high quality gate decisions at the front-end of the development process and accelerates time-to-market in the back-end of their NPD process.
- 6 About lean, scalable and flexible Stage-Gate processes — ‘right-size’ your development process to accommodate varying project needs and resources and achieve faster time-to-market.
- 7 How to achieve depth and breadth in four of the critical drivers of innovation performance including: innovation strategy, idea-to-launch process, portfolio management and organization culture and leadership — determining the right balance and integration of these key drivers.
- 8 The pros and cons of simultaneously implementing a new idea-to-launch process and an automated workflow tool.
- 9 *Ansell Healthcare’s* successful approach to evolving its product definition requirements to meet strict regulatory & customer requirements.
- 10 How the *Criminal Justice Information Technology* organization (a trilateral organization serving 3 UK government departments) dramatically transformed its investment management practices by successfully applying a Stage-Gate process across multiple systems.
- 11 About *Ethicon Endo-Surgery’s* integration of a DFSS product development process with a Stage-Gate system. How they not only met customer requirements, delivered innovation and value for the business stakeholders, but also successfully drove product differentiation.
- 12 How *Hydro-Quebec* restructured the management of its R&D system to finance projects with higher ROI potential — how they winnowed down their pipeline from 450 to 65 projects.
- 13 How leadership can make or break a successful Stage-Gate system adoption — what works, what doesn’t, and how to remove obstacles.
- 14 What leading companies are doing to evolve their idea-to-launch process for competitive advantage.
- 15 How to successfully implement your Stage-Gate system across multiple organizations (and functions) to develop and commercialize new products.
- 16 About *P&G’s* customized Stage-Gate Process, SIMPL™ (Successful Initiative Management and Product Launch model) and its resultant impact on product development performance.
- 17 The value of using consumer insights to develop innovative new products — the importance of doing high quality homework in the early stages of a project to identify and accelerate the winners.
- 18 *Air Products Packaged Gases Group’s* approach to reviving innovation in a mature market and business sector — how this group successfully integrated Stage-Gate with critical components of its integrated product innovation process including: project management, market analysis, Voice of the Customer, and linkage of front-end to successful back-end commercialization.
- 19 Current trends (and forward predictions) — how changing global business dynamics will affect the future of R&D organizations.
- 20 How *ITT* doubled its % of sales from new products with the introduction of its *Value Based Product Development Program*, a complex, global initiative focused on effectively integrating Voice of the Customer data throughout the Stage-Gate process.

## PROGRAM INFORMATION

**Dates:** The First International Stage-Gate® Leadership Summit will be held on February 20 – 21, 2007. Registration and continental breakfast will be held at 7:30am. Session begins at 8:30am on Tuesday, February 20 and concludes on Wednesday, February 21 at 4:30pm.

### Location and Accommodations:

The conference will be held at the St. Petersburg Hilton, 333 1st Street South, St. Petersburg, Florida. Please call **800.944.5500** for reservations and be sure to mention that you are with the Stage-Gate Leadership Summit.

**Program Fees:** The program fee is \$2495. Fee includes materials, binder, breakfasts, luncheons, refreshment breaks, reception, and follow-up materials.

**Team Discounts:** Groups of 3 or more may deduct \$200 per person.

**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'll refund your 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 are subject to a \$200 administration fee. No-shows are liable for the full fee.

**Conference Attire:** We recommend "business casual" attire. It is highly encouraged that you also dress in layers when possible to remain comfortable, since conference facilities are notorious for temperature fluctuations.



## SPECIAL FEATURES

### Idea Exchange Discussion Groups

Delegates will have the opportunity to attend an interactive discussion group focused on one of a least 4 critical innovation topics, including:

- ◆ **Feeding the Funnel:** How to get game-changing ideas into your Stage-Gate process
- ◆ **Screening Ideas and Picking the Winners:** Early-stage evaluation/rating methods
- ◆ **Superior, Differentiated Products:** How to drive quality product definitions
- ◆ **Resources:** How to stay focused on fewer, higher impact projects

An excellent opportunity to gather cross-industry knowledge and develop contacts for future problem-solving discussions. In addition, each group will provide an executive summary of its key learnings to the conference attendees at large.

### Storyboard Opportunities

In addition to providing a live exchange of case presenters and keynote presentations on the impact that Stage-Gate processes have had on driving product innovation, this event will feature product success stories displayed as storyboards, both on-site at the Summit and via electronic access.

Dr. Cooper will review all storyboards, select one winner, and highlight the top ten finalists. If you are interested in sharing your success story, please submit your storyboard with the information below to Michelle Jones at [michelle.jones@stage-gate.com](mailto:michelle.jones@stage-gate.com). *Please note: Storyboards will be posted for electronic access and should not exceed 3 pages in length. Storyboard templates are available online at [www.stage-gate.com](http://www.stage-gate.com).*

### Storyboard Category Options:

- 1) Successful new product/service or technology launched using your Stage-Gate system
- 2) Stage-Gate Process Improvements/Customization Stories:
  - ◆ How you successfully leverage Stage-Gate in other critical investment areas/processes within your organization (e.g. M&A, IT, Capital, etc.)
  - ◆ How you successfully customized Stage-Gate in order to compete in your unique industry (e.g. regulatory, bid/no bid, services, etc.)
- 3) Stage-Gate Enabling Tools Stories:
  - ◆ How you successfully automated the workflow of your Stage-Gate process (e.g. in-house software application, configured application, etc.)
  - ◆ How you successfully introduced the use of an enabling tool to accelerate the completion of stage and/or gate activities and performance.

### Facilitated Q&A

All case presentations will allow for 10 – 15 minutes of Q&A discussion that will be moderated by Dr. Cooper.

# 4

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