



CONSULTANTS
NETWORK

BOSTON SECTION

Consulting News

July Edition

July 9, 2007

CNet Consulting News brings you monthly updates on our chapter events, presentations and highlights of our members' noteworthy accomplishments. In this edition:

- ☛ *A review of our speaker for the June 2007 presentation*
- ☛ *An overview of recent CNet consultant achievements, including patents, awards, speaking engagements and publications*
- ☛ *Check out what we have planned for the 2007-2008 season, including our first presentation on September 26th*

Minimizing Time to Volume for Innovative Products

Our June presentation with Jim Goell, Development Management Consultant

Increasingly competitive markets, shorter product lives and longer supply lines are making it more challenging to bring innovative products to market. Without proper planning, initial volume of a new product is often very limited, leaving a gap in production and providing an opening for competitors.



Jim Goell

Our June presentation featured Jim Goell's insight into the best practices for taking products from concept to full production while minimizing risk. Drawing on his

extensive experience managing product development groups in companies of varying sizes, including serving as president of a start-up venture, Jim Goell addressed planning and execution of approaches to reduce time to volume, not just time to market, including risk mitigation and pitfalls to guard against.

Because new or innovative products represent a significant change from existing technology, bringing them to market poses greater risks. Mitigating these risks requires addressing the potential time to volume issues, including market status and timing,

Consulting Highlights

The summer heat hasn't slowed down our consultants.

Rick Goldberg published a by-lined article, "Devices Aid Remote Medicine" in the June 18th edition of the EE Times. Check out the on-line edition at <http://www.eetimes.com> (article 199903476). On June 26th **Michael Stiefel** presented a talk on "Speaking a Common Language: The OASIS SOA

Reference Model" at the SOA World conference in New York City. **Larry Smith** was recently awarded his fourteenth patent, "Triggered Communication Network for CANOPEN Networks", jointly with Schneider Automation. **Nathan Sokal** co-authored and recently published *Switchmode RF Power Amplifiers*. In September

Marc Thompson will be teaching a ten week class on power distribution at Northeast Utilities in Berlin, CT and a fourteen week course, "Power Electronics" at Worcester Polytechnic Institute.

To learn more about these and other CNet consultants, visit <http://www.boston-consult.com>.

Minimizing Time to Volume (cont'd)

stakeholder buy-in, complete specifications, technology maturity, design, inventory risk, parts availability, manufacturing documentation, and testing. Any project development phasing approach involves creating the most ideal scenario for getting the innovative product to market quickly by focusing on these key components that impact time to volume:

- Company culture: create a team oriented environment with strong project management and resources matched to project requirements.
- Project front end: improve product definition processes and allocate adequate resources.
- Product: guard against too many features and finalize requirements as early as possible.
- Design: design for manufacturability and to reduce risk, and minimize use of custom and hard to get parts.
- Testing: prepare detailed test plans, test parts and run integration tests as soon as possible, and schedule testing to allow failure recovery.
- Team: select a small core team with a great leader and cross-functional members. Involving representatives of key functions, including manufacturing and quality, early on increases motivation and ensures buy-in.
- Top management: have clear agreements with and clarify strategic intent to all members and join the initiation meetings.

The traditional phase-gated approach to planning reduces time to market and risk. However, this poses a trade-off between risk, time to market and especially time to volume. Jim discussed the pros and cons of parallel process implementation, with phases of the project running in parallel. In contrast to the phase-gated approach, parallelism can greatly reduce an innovative product's time to volume, but requires flexible corporate processes, buy-in of top management and the entire

project team, as well as strong project management with customized planning for each development phase.

Whether following a traditional or parallel process development plan, there are various potential pitfalls to anticipate and guard against:

When planning the best approach for reducing time to volume, flexibility is key because one size does not fit all

Jim Goell

- Market: not fully understanding the potential market for an innovative product or customers' ability to use the product will slow market entry.
- Resources: unavailable or over-allocated resources will likely cause slips in the development schedule.
- Design: failing to consider architectural alternatives or parts availability can result in a product delay or redesign.
- Manufacturing: failing to involve manufacturing in the development process or creating a design that can't be manufactured may be disastrous to product delivery.
- Vendors: failing to allow adequate time for contracting, development or vendor production startup will result in major delays.
- Rose colored glasses: failing to recognize technical issues or fix basic problems will only exacerbate time to volume delays.

Jim emphasized that when planning product development to reduce time to volume, flexibility is key because one approach doesn't fit all scenarios. However, fostering a conducive corporate culture, optimizing front-end planning and design, creating strong program plans and removing the 'rose colored glasses' are excellent rules of thumb for reducing time to volume and getting an innovative product to market quickly.

Learn more about Jim Goell by checking out his CNet profile at http://www.boston-consult.com/member/pages/member_125.php.

The Next Season of CNet

We're planning a 2007-2008 season filled with informative and illuminating presentations, so check out our calendar at <http://www.boston-consult.com/calendar.php> to see what's up-and-coming this fall.