

9th Annual

The **Original** Conference on **Voice of the Customer** Best Practices, Tools & Techniques as dictated by the PDMA Body of Knowledge Framework

Voice of the Customer

Turning Insights Into Strategies for "The Fuzzy Front End" to Enable Growth

Keynote Appearances by:



Rick R. Ruffolo
*Senior Vice President of Brand,
Marketing, & Innovation*
– **Yankee Candle Company**



Olivier Toubia
Assistant Professor of Marketing
– **Columbia University School of Business**



David McQuillen
*Vice President, Customer
Experience & Voice of the Customer*
– **Credit Suisse**

Featured Appearances by:








Dr. Barbara Perry
Cultural Anthropologist
– **Barbara Perry Associates**



Ralph E. Grabowski
Marketing Consultant
– **marketingVP**



David Schenone
Director of Product Innovation
– **Nike**

-  **Get in the Know on the Latest & Greatest in Voice of the Customer Research** - Benchmark your company against our best in class organizations...Are you on the right path?
-  **Turn Insights into Action** – Hear visionary perspectives from our keynotes and featured presenters
-  **Get Inspired** – More than 40 high-level speakers sharing real-world, results-driven case studies designed to help you evolve your VoC strategic process
-  **It's Up to You** - Choose sessions that are right for you by customizing workshops and track presentations according to your business needs and goals
-  **New Venue** – selected based on criteria you asked us for

Hands-on Interaction is the Key to Understanding & Getting it Right...



ROUNDTABLE ACTIVITY:
Customer Value
Driving Innovation Best Practices



PANEL DISCUSSION:
Voice of the Customer Across Countries & Cultures

Best in Class Presentations by:

Alltel Communications • Andersen Windows Inc. • Applied Marketing Science, Inc. • Axiomatic Design Solutions • Brunswick Corporation • Cincom Systems • Florida Power & Light Energy Services • Herman Miller • Hyundai Motor America • Intuit • Kimberly-Clark Corporation, Healthcare • Kraft Foods • LifeWay Church Resources • Milwaukee Electric Tool Corporation • Motorola • Ottum Research & Consulting • Product Development Consulting, Inc. • Raytheon • Tyco Healthcare • Whirlpool Corporation, Kitchen-Aid Brand • York University, Canada

December 4-6, 2006

The Hilton San Diego Resort on Mission Bay • San Diego, CA

 Institute for International Research

Sponsors & Exhibitors To Date:



Be among the **first 100** to register and your name will automatically be **entered** into a drawing to win the **Miira chair**, courtesy of Herman Miller!

See details inside on page 10.



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Voice of the Customer

Turning Insights Into Strategies for "The Fuzzy Front End" to Enable Growth

Dear Product & Service Development Professional,










It's that time again...

For years, we've embraced the idea of customer insight as the most important springboard for product and service design activities. Yet with all of the innovative tools and methods that gather the "Voice", companies still grapple with just how best to do it for their products, and how best to use this vital information in their on-going ideation, conceptual, and actual physical product development.

This conference, which is always one of the most important and informative programs in the PDMA's extensive catalogue, takes on even more meaning today.

Over this three day period, we will clearly define the meaning of the term "Voice of the Customer", as dictated by the **PDMA Body of Knowledge Framework**. The 2006 conference focuses on the true meaning of what Voice of the Customer actually is, how the organization should embrace it, and what it can do to enhance discovery and innovation in **YOUR** company.

We will go in-depth and touch upon...

-  **The Cultural Role of VoC** – The importance and payoff of a culture that involves your customers every step of the way. More importantly, how to create that culture
-  **Driving Innovation Through VoC** – Focus your innovation talent on the right problems. Replace risk with ROI
-  **Gaining Organizational Buy-in for VoC** – Getting the weight of the company behind the Voice of the Customer is necessary for maximum impact
-  **VoC Across Countries & Cultures** – Learn how to maximize VoC efforts globally and how to overcome differences in culture, language, and standards
-  **Linking Six Sigma & VoC** – Apply discipline for Voice of the Customer through Six Sigma to enable significant growth within the organization
-  **VoC Success Stories** – Hear more about what has worked, what hasn't, and why. Learn the best VoC practices of world-class companies
-  **VoC for Service Delivery** – All companies deliver services such as call centers, tech support, information systems, ordering, billing, etc. Use VoC to turn them into profit centers. For a services company this is your bread and butter and primary offering
-  **The Impact of VoC** – Understand the positive impact and significance that Voice of the Customer has on product and service development, innovation, customer loyalty, and the business overall
-  **Tools & Techniques** – The latest and hottest tools and techniques that are being used and deployed in Voice of the Customer programs today

Wherever you fall on these issues, there is something specific in it for you.

We've stretched the definition of VoC to include some of the most interesting work currently being done on those activities that closely precede and follow traditional needs gathering. These include talks on *Developing an Organizational Culture That Supports VoC*, *Gaining Managerial Buy-In*, *Carrying VoC to Different Countries and Cultures*, *Translating Needs Into Concepts, Features, and Design Specifications*, and even good old *Brainstorming!*

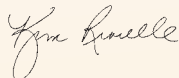
Regardless of your expertise – whether a "newbie" to new product development or an "old hand" – we've organized a plethora of sessions to deliver on your needs. This means, the event offers a combination of both fundamentals and cutting edge topics and everything in between so there truly is something for everyone. It's no wonder this event grows year over year, with last year teeming with **nearly 200 people!**

Again, we are honored to invite your participation in the PDMA and IIR co-sponsored 9th Annual Voice of the Customer conference. Please join us **December 4-6, 2006 in San Diego at the Hilton Resort on Mission Bay**. Our dedication to a robust, content-driven program promises to be one of the most educational and entertaining conferences in years!

Sincerely,



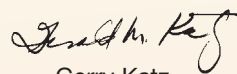
Sabina Gargiulo
Sr. Conference Producer
Marketing & Strategy Division
IIR/PDMA



Kim Rivelle
Managing Director
Marketing & Strategy Division
IIR



Dale McIntyre
VP of Conferences
PDMA



Gerry Katz
Conference Chairman
Applied Marketing Science, Inc.

A Very Special Thanks to our Conference Chairman,



Gerry Katz, Executive Vice President -
Applied Marketing Science, Inc.

And To Our Trusted Advisors: Alan Chachich, President – Breakthrough NPD, Sheila Mello, Principal – Product Development Consulting, Inc. & Elizabeth Mountjoy Higgins, Director of Product Development – Brunswick Corporation...who helped make this conference a huge success!

AM Workshops: 9:00 – 12:00 (*workshops will include one (1) 15 minute break*)

A Inspiring Innovation by Discovering Customer Needs First Hand

Changes in the marketplace demand a deeper and different kind of customer understanding that only comes from immersing yourself in your customer's world. No longer the role of one function, innovation demands that everyone in an organization see his/her role in the light of the real needs it serves. Deep insight into the meaning of customer's behavior and unarticulated needs take center stage aligning the organization and its strategy. The most useful tools we have for getting this perspective come from anthropology. **Called ethnography or observational research**, these approaches provide direct experience of what it's like to walk a mile in someone else's shoes and yield highly predictive data – an early warning system of evolving lifestyles, behavior and trends.

When a diverse team (product development, marketing, consumer insights) goes out together into the customer's real world, what they see and hear acts as a springboard for their own dialogue. Innovation – both the insights and the commitment necessary to implement them – come from this team based approach. Customer understanding is everyone's business. In this highly interactive workshop we will explore:

WHY it has become critical for teams to gather and interpret their own ethnographic data
WHAT... Go to the source: ethnographic/observational research

- Tools
- Benefits
- When?

HOW... A multifunctional team approach

- Consumer Needs: the glue that connects us
- Research with a difference
- Consumer understanding is everyone's business
- Value for the individual, team, and organization
- Hopeful leadership

Facilitator: [Dr. Barbara Perry, Cultural Anthropologist – Barbara Perry Associates](#)

B Getting Started Gathering the Voice of the Customer: The TOP 10 Tools

The #1 factor in determining the success or failure of a new offering is the prior understanding of customers and the market. But how do you do this? What tools do you use and when?

This half day workshop allows you to learn the latest techniques for capturing the Voice of the Customer. You will come away with the best 10 techniques to capture the needs of your market and help ensure a successful new product launch. The workshop is highly interactive, with attendees participating in live demonstrations. You'll know which of the tools are best suited to each part of the "Fuzzy Front End" of innovation. These tools are applicable to either products or services, in both consumer and business markets.

Some of the attendee takeaways will be HOW TO:

- Uncover important customer needs
- Test brand new ideas and pick the most promising ones
- Find the optimal mix of features and price

Facilitator: [Brian D. Ottum, Ph.D., President – Ottum Research & Consulting](#)

12:00-1:00 Luncheon

PM Workshops: 1:00 – 4:00 (*workshops will include one (1) 15 minute break*)

C Putting the House of Quality Back on the Market: A QFD Open House

Most of the emphasis in Voice of the Customer goes into the actual mechanics of gathering customer wants and needs. This is completely understandable, as this is the fun part! But what to do with all of that data after the Voice has been collected is where most of the make or break decisions occur, and most companies have no particular process to do this, and thus, grope around in the dark.

The answer for many companies has been to use Quality Function Deployment (QFD) or, as it is often called, "The House of Quality". But after more than 20 years, some have felt that the house was falling into disrepair and was declining in "market value". Then, along came the Design for Six Sigma (DFSS) movement, and the old house seems to have undergone a major re-modeling – resulting in renewed "curb appeal"! Now its time to put the House of Quality back on the market!

Join VoC and QFD experts Gerry Katz and John Mitchell for this lively half-day seminar to learn how it's done, how it fits into DFSS, and to actually participate in a real world example.

Learn How To:

- Get Sales and Marketing people and Technical and Engineering people to speak the same common language
- Translate soft customer words into definitive technical engineering specifications
- Prioritize these specifications and how to decide analytically which ones are most deserving of investment of your limited R&D resources
- Use these specifications as a springboard for creative ideation

Facilitators: [Gerry Katz, Executive Vice President & John Mitchell, Principal – Applied Marketing Science, Inc.](#)

D Integrating Voice of the Customer with the Design for Six Sigma Process

The practice of VoC techniques can yield powerful insights into your customers hidden needs. How do you assure yourself in a systematic way that these needs will be addressed in a design in a way that is optimal and does not conflict with other properties of the system? This session will focus on how to seamlessly integrate VoC with QFD, TRIZ, Axiomatic Design, FMEA, Risk Analysis, and DSM. Particular attention will be focused on how to engage in "Feed Forward" practices to review with customers design features that only reveal themselves as the design is developed. Finally, fidelity to the VoC will be evaluated using an explicit traceability methodology.

Attendees should learn:

1. How VoC integrates into other early stage design development processes
2. How to validate that the need expressed by the customer has been implemented in the design
3. How to extract hidden functionality in the design that may "Surprise and Delight" the customer

Facilitator: [Matt Pallaver, CEO – Axiomatic Design Solutions, Inc.](#)

7:15 Registration & Morning Coffee

7:45 **PDMA Introduction & Word of Welcome:**
 Dale McIntyre, *Vice President of Conferences – Product Development & Management Association (PDMA)*

Chairman's Opening Remarks:

Voice of the Customer – Early Stage Market Research for the “Fuzzy” Front End

There continues to be widespread confusion and disagreement as to what exactly the term “Voice of the Customer” means. To those who are not familiar with its origins, the term carries an intuitive definition of almost any kind of customer input that helps companies develop and manage their products and services. But VoC, in fact, has a far narrower meaning, as described in Abbie Griffin's groundbreaking 1993 paper on the subject. From that paper, VoC can be defined as a deep understanding of the customer's wants and needs in support of the development of new or improved products, services, or business processes.

Most of the original research and writing about VoC is more than a decade old now, and most of the methodologies that came out of that work have attained widespread use and maturity. And yet, the controversy continues! Conference chairman Gerry Katz will present some of the major developments in VoC research and practice since last year's conference in order to set the stage for this year's outstanding presenters.

*Gerry Katz, Executive Vice President
 – Applied Marketing Science, Inc.*



The Cultural Role of Voice of the Customer in the Organization

8:15 **KEYNOTE PRESENTATION:**
Structuring Your Organization For Consumer-Centric Innovation & Growth

Mr. Ruffolo will share some thought-provoking insights from his experiences successfully leading corporate innovation efforts at Yankee Candle Company, Bath & Body Works, SC Johnson, and Procter & Gamble. The topics include:

- Is your organizational structure slowing down your responsiveness to consumer trends?
- Does your innovation process streamline new product decision-making?
- What are your Competitors Teaching You? The importance of being externally-focused and gaining consumer insights from the competition
- How great innovation begins with understanding your brand story

Rick R. Ruffolo, Senior Vice President of Brand, Marketing, & Innovation – Yankee Candle Company



9:15 **FEATURED PRESENTATION:**
Innovative Voice of the Customer Cultures Are Hopeful Cultures

Success at the front end of innovation is built on a foundation of openness – a willingness to listen and learn, not only from the customer, but from each other. What can the five principles of Hope, including openness, tell us about how to catalyze, nurture and sustain this powerful, universal force? Too often, in our rush to apply just the right procedure, practice or method, we forget that underneath it all, innovation is driven by the human spirit at work.

Dr. Barbara Perry, Cultural Anthropologist – Barbara Perry Associates & Author of “Putting Hope to Work”



10:15 Networking Break ~ Located in the Expo Hall

10:45 **FEATURED PRESENTATION:**
The Board of Directors: Vital Partner for a VoC Culture
 The counter-intuitive, surprising evidence is in. Super successful enterprises invest at least one dollar and average more than two dollars in the front-end understanding of customer needs, for every dollar invested in engineering. Business disasters invest less than two cents in market research for each engineering dollar. The implication for the Board of Directors is that prudent oversight of a company's affairs must include a commitment to invest significant resources in decisive, upstream marketing and to create a culture of the Voice of the Customer (VoC).

The Marketing/Engineering Investment Ratio (M/E Ratio) was created at the request of the MIT Enterprise Forum as a new metric to guide the marketing budget and staffing. Twenty questions are posed as a method for the Board and the CEO to establish a VoC culture for steering the enterprise, to inquire about the relevance of the market research, to confirm the caliber of the marketing staff, and to value the quality of their activities.

- Tools to enlist the Board of Directors as your partner
- Twenty questions for the Board to establish a VoC Culture
- Learn the unique formula to budget and staff Front End Marketing
- Counterintuitive data reveals VoC investment for success

Ralph E. Grabowski, Marketing Consultant – marketingVP



11:45

ROUNDTABLE ACTIVITY:
Customer Value Driving Innovation Best Practices

Learn how you can help your company drive innovation to generate products that provide the maximum value to your prospects and customers. All functional organizations need to get involved in the realization of innovative product development. You will have the opportunity to participate in an interactive session to explore the best practices and real-world impediments to driving innovation through customer value and hear a case study from a leading innovative company. Some of the topics we will explore include:

- Understanding what gets in your customer's way of achieving their objectives
- Creating a story of what it is like to be a person with problems that your product would solve
- Driving innovation with market needs
- Translating what the customer / consumer told you into what they really need and then setting metrics around customer requirements
- Positioning your organization to understand the different types of innovation opportunities

How would these improve your business performance and what other ones would you add?

This Roundtable Activity will encourage all attendees to be seated by INDUSTRY in order to promote more enhanced learning and networking at the conference. Get more engaged and become enlightened by learning in a shared and innovative environment by sitting with your industry peers.


Moderators: Sheila Mello, Managing Partner and Principal & Wayne Mackey, Principal – Product Development Consulting, Inc.

Corporate Roundtable Leaders:

Christi Cassell, Manager of Customer Knowledge & Sarah Conder, Marketing Research Analyst – Andersen Windows, Inc.

1:00 Luncheon

	TRACK A:	TRACK B:	TRACK C:
	Gaining Organizational Buy-in for VoC	VoC Success Stories	VoC for Service Delivery
	<p>Track Chair: Want to chair this track? Contact dhatcher@iirusa.com</p>	<p>Track Chair: Alan Chachich, <i>President – Breakthrough NPD</i></p>	<p>Track Chair: Want to chair this track? Contact dhatcher@iirusa.com</p>
2:15	<p>“Touching the Market”: Conveying VoC to the Organization</p> <p>One of the best ways to inspire your organization to keep the customer top of mind as products are developed, is to get them outside the office and into the consumer’s world. “Touch the Market” activities are 4-5 day communication events designed to bring together a cross-functional (and cross cultural) team to clarify the meaning of a product concept, expose the team to the target customer, and facilitate a healthy team discussion. During the event attendees are exposed to the image target customer as well as the product design imagery and functionality desired by the consumer. This type of event allows us to approach consumers as whole individuals in order to create products that connect them to the brand. Learn How To:</p> <ul style="list-style-type: none"> • Bring inspiration and integration to a cross functional group during product development and launch • Show the value of VoC in product development • Share the VoC process with R&D and Marketing and how to promote innovation and ideation within your organization • Have fun while doing it <p>Heather Kluter, <i>Manager, Market Research & Consumer Insights – Hyundai Motor America</i></p>	<p>Delivering Comfort & Civility to Office Furniture: Worker Needs Preceding Product Development</p> <p>This presentation will walk through the process of developing an innovative new office system for Herman Miller. Problem definition and understanding were key components in the development of this new office system. By studying the worker and their needs, looking for ways to improve existing solutions, and working with an inspired, experience designer provided a blueprint for success.</p> <ul style="list-style-type: none"> • Steps taken to understand the problem and the research utilized to develop this new product • How problem identification led to the development of several key product criteria • VoC research techniques used in the development of this new office system <p>Brian Green, <i>NPDP, Research Program Manager – Herman Miller Inc.</i></p>	<p>VoC Unplugged: Using the VoC for Service Improvement in the Cellular Industry</p> <p>Many people are a little squeamish about adapting VoC to service businesses. But the same techniques work just as well for service applications as they do for product applications. Alltel, one of the largest regional telecommunications providers in the US, has used VoC as the basis for re-designing its entire marketing strategy – its cellular services, its business processes, and even its customer satisfaction system, which showed real measurable improvements over the course of two years. And when the company later decided to spin off its smaller wireline operations under a new name, it even used VoC as the basis for re-branding. This talk will focus on:</p> <ul style="list-style-type: none"> • How VoC differs for service applications • How to integrate VoC into customer satisfaction measurement • Defining the scope of your VoC – drilling broadly vs. drilling deeply <p>David Bell, <i>Market Research Director & Will Ferrence, Director of Wireline Customer Lifecycle Strategies – Alltel Communications</i></p>
3:00	<p>Walking in Your Customer's Shoes: Using Voice of the Customer in Developing WOW End-to-End Experiences</p> <p>Understand how one of the number one consumer brands in America, TurboTax, has used the voice of their customers to revolutionize the tax software business. See how building the organization around the customer and key “moments of truth” in the product drive their ability to deliver an ever improving tax preparation experience.</p> <p>Rick Jensen, <i>Vice President of Product Management & Heather Crothers, Director of Product Management – Intuit</i></p>	<p>How Brunswick Used VoC to Develop a Customer-Centric View of the Marketplace to Enhance Brand Alignment, Portfolio Planning & Precision Marketing</p> <p>This case will outline how Brunswick’s Boat division moved from a product-centric (length and price) view of the market to a customer-centric view of the market. Using VoC, Brunswick identified customer segments based on the psycho analytical profiles and boat purchase priorities of consumers. This presented the opportunity to strategically manage our portfolio of over 20 distinct brands in a manner that truly resonates with these customers.</p> <p>Elizabeth Mountjoy Higgins, <i>Director of Product Development – Brunswick Corporation</i></p>	<p>VoC: A Strategic Approach</p> <p>In August 2006, LifeWay Christian Resources, one of the world's largest Christian publishers, identified a new area for growth: the 18 to 34 year-olds. Seeking an unusual course of action — LifeWay went out to its non-customers to find out what problems they could solve for them. Using VoC to learn about their experiences and challenges, LifeWay got a rare look at its traditional market space and a potential new one. The result was finding a cornerstone of information to build a new brand.</p> <ul style="list-style-type: none"> • Applying VoC to a strategic & new market space • Changing the culture to accept a new & different approach • How to learn a process while getting a result • Challenges the team faced & how they were overcome <p>Jim Johnston, <i>Director, Young Adult Ministry – LifeWay Church Resources</i></p>
3:45	Networking Break ~ Located in the Expo Hall		
4:15	<p>Who's Defining Best Practices in Voice of the Customer Research?</p> <p>A company's future and its customers' expectations are the same. Capturing, analyzing and taking action on these insights takes a commitment to listen to customers through a wide variety of research strategies and techniques. This presentation will show through case studies how companies with foresight are developing VoC programs into lasting competitive advantages.</p> <ul style="list-style-type: none"> • Case studies of companies successfully using VoC programs to re-define their product, sales, and channel strategies • Frameworks used by companies achieving best practices in VoC Programs • Challenges of implementing VoC Research in these top companies & strategies used to get results • Results & ROI of VoC Programs analyzed and best practices defined <p>Louis Columbus, <i>Former Senior Analyst – AMR Research, CRM Buyer Columnist, & Senior Manager Business Development – Cincom Systems</i></p>	<p>Using Voice of the Customer to Drive a Global Healthcare Strategy</p> <p>Kimberly-Clark Health Care is a global leader in the infection control marketplace. In 2006, the organization undertook an extensive VoC program with global health care professionals to identify needs and contextual factors. This effort resulted in the development of a market-driven strategy used to guide an entire platform of products oriented around reducing the incidence of nosocomial infections.</p> <ul style="list-style-type: none"> • Aligning a cross-functional, global team • Challenges experienced during the course of the program • Leveraging VoC to inform business (versus product) strategy • Key benefits of VoC program • Ensuring rigor in VoC method <p>Bryan Vaughn, <i>Marketing Research – Kimberly-Clark Corporation, Healthcare</i></p>	<p>Using VoC Beyond Product Development to Other Drivers of Customer Loyalty & Managing Insights Across a Global Portfolio of Brands</p> <p>This presentation will discuss both using VoC tools & processes to create value beyond product to other drivers of value and managing VoC insights into strategic planning across a global portfolio of consumer brands.</p> <ul style="list-style-type: none"> • Whirlpool has developed a holistic approach to viewing each consumer experience as an opportunity to understand customer value & the potential to create loyal customers for life • How can VoC help understand opportunities for innovation • How can you manage multiply brands globally & prioritize VoC insights in to strategic actions <p>Michael Huie, <i>Global Refrigeration Director & Julie Bizzis, Director of Insight & Innovation, Kitchen-Aid Brand – Whirlpool Corporation</i></p>

5:00	<p>Accelerating Innovation</p> <p>This presentation describes best practices for managing innovation at large companies with complex product portfolios. You will also be shown how new product and service ideas are evaluated for development through Motorola's Early Stage Accelerator (ESA) process, covering the journey through business case analysis, funding, and key product development milestones. This presentation will be of interest if you want:</p> <ul style="list-style-type: none">• To learn about best practices for managing and overcoming challenges in Innovation• Insights on practical approaches to managing advanced development projects, including ideation, project selection, governance, and project management• To see how large established companies can better address new markets opportunities, cross-business unit opportunities, or disruptive technologies• To learn how to accelerate realization of new product ideas by leveraging proven processes <p>Jim O'Connor, <i>Vice President, Early Stage Accelerator</i> & Brian Kemper, <i>Director, Business Development</i> - Motorola</p>	<p>Incorporating "Voice of the Customer" in the Software Development Process: Doing it Right</p> <p>Typically when organizations talk about incorporating the "Voice of the Customer" in their product development processes, the focus is on how to listen to the customer needs upfront before any product development is started. While this is important, is this enough? No. You have to look at "customers" as an extended part of your development team and engage them throughout the development cycle so that they can critique the product as it is being developed and ensure that the right product is built. The presentation will cover many aspects of customer engagement during software product development including:</p> <ul style="list-style-type: none">• How to identify which customers to talk to• When to use quantitative vs. qualitative market research tools• When do you engage customers?• How do you keep them engaged?• What tools can you use to engage customers?• What is in it for the customer? <p>Gopal Shenoy, <i>Strategic Marketing Manager</i> – SolidWorks Corporation</p>	<p>Voice of the Customer for Service Delivery</p> <div></div> <p>If you are interested in speaking during this session, contact Deborah Hatcher at 212.661.3500, ext. 3188 or dhatcher@iirusa.com</p>
5:45	<p>Close of Day One</p> <p>Networking Cocktail Reception directly to follow ~ Sponsor TBA</p>		

Main Conference Day Two:

Wednesday, December 6, 2006

7:30 Morning Coffee

8:00 **Chairman's Opening Remarks:**
Gerry Katz, Executive Vice President - Applied Marketing Science, Inc.


Voice of the Customer & Beyond

8:15 **KEYNOTE PRESENTATION:**
Involving Consumers in Idea Screening

Following a successful idea generation exercise, a company might easily be left with hundreds of ideas, generated by experts, employees, or consumers. The next step is to screen these ideas, and identify those with the highest potential.

While the traditional approach is to have a small set of experts evaluate all the ideas, in this paper we explore the possibility of having a large set of consumers (e.g., 100 or more) each evaluate a small (e.g., 10) set of ideas. This raises the following two questions:

- How will the consumers' evaluations differ from the experts' evaluations?
- How should we select the subset of ideas to be evaluated by each consumer?



We address these two questions using simulations as well as field experiments.
Olivier Toubia, Assistant Professor of Marketing - Columbia University School of Business

9:15 **KEYNOTE PRESENTATION:**
Voice of the Customer & the Other Two Pillars of a Customer-Focused Business

Even companies with the best intentions often fail in their VoC efforts. The reason? Not enough attention paid to the Three Pillars of a Customer Focused Business: Voice of the Customer, Positive

Customer Experiences and Customer Culture. Each of these Three Pillars is critical to creating an engaged, profitable and evangelistic customer base.

- How to build a VoC Capability that generates great customer insight
- How to deliver winning customer experiences
- How to create a corporate culture that focuses directly on the needs of the customer
- The components of a VoC Capability and discuss how far along most companies are in implementing those components
- The organizational placement, people and services of a VoC Team that can make it all happen

David McQuillen, Vice President, Customer Experience & Voice of the Customer - Credit Suisse



10:15 Networking Break ~ Located in the Expo Hall

10:45 **FEATURED PRESENTATION:**
Best Practices at Nike: How To's

Understanding the consumer is a critical link in the Nike process of new product development. There are many ways to accomplish this, some work better than others. This presentation will share a few stories on what we have learned. How To:

- Find the consumer
- Get them talking
- Interpret the information
- Design against the information

David Schenone, Director of Product Innovation - Nike



11:45 **PANEL DISCUSSION:**
Voice of the Customer Across Countries & Cultures

As the 21st century gains steam, globalization is making the world an ever flatter place. Companies large and small are increasingly

exploring the potential that international expansion offers. With this increase in activity will come an increase in the problem that products or services that have been successful in one region, nation, or culture may not be in another.

Many Voice of the Global Customer companies experience significant challenges with their global engagements. These require more than superficial responses to cultural and social differences and language barriers. This Voice of the Global Customer session will provide an important means of understanding these differences and discovering new opportunities. In this panel discussion, some of the most experienced VoC practitioners and thought leaders will share their experiences with you. Then, through the interactive session you will have an opportunity to share ideas and learn more.....creating a

guaranteed not-to-be-missed session!

Moderator: Alan Middleton, *Professor - Schulich School of Business at York University in Canada*

Panelists:

Michael Huie, *Global Refrigeration Director – Whirlpool Corporation*
Joanne Kalp, *Director, International Upstream Marketing – Tyco Healthcare*

David McQuillen, *Vice President, Customer Experience & Voice of the Customer – Credit Suisse*

1:00 Luncheon

	TRACK A:	TRACK B:
	The Impact of VoC	Tools & Techniques
	Track Chair: Alan Chachich, <i>President – Breakthrough NPD</i>	Track Chair: Want to chair this track? Contact dhatcher@iirusa.com
2:15	Why Use Voice of the Customer in a Big Consumer-Oriented Corporation? Big corporations, like Kraft Foods Inc., are operating in a rapidly changing environment. The external environment is driven by consumer demographics and trends that will shape the U.S. food industry over the next 10 years. To compete successfully, big companies must understand their customers better than their competitors and have the ability to quickly translate those understandings into innovative new products/services. This session will discuss why they chose to utilize VoC as a key approach when they could have used many different consumer insight techniques. This presentation will include: <ul style="list-style-type: none"> • Why Kraft used VoC as a tool in the front end? • Pros/cons of using VoC versus other methods • What's next for VoC at Kraft Arthur J. Reingold, <i>Vice President New Product Development – Kraft Foods, Inc.</i>	Voice of the Customer: What's in Your Toolbox? Gathering the Voice of the Customer at Milwaukee Electric Tool Corporation – a manufacturer of professional power tools – often takes a multi-pronged approach. Product managers use a combination of traditional face-to-face customer interactions, such as one-on-one interviews and focus groups, as well as observational field visits to construction sites around the world. By combining these methods, cross-functional product development teams gain a visual understanding of the problems its customers face on the jobsite, complemented by detailed explanations of the many different techniques used in the trades. The result has been a steady stream of market-leading professional tools. This session will provide insights into the following areas: <ul style="list-style-type: none"> • Who to include on your VoC team, and what skills they should have • How to interview customers in their work environment • When to use various data-collection techniques (e.g., site visits, central-location interviews, etc.) • How to take the next step from VoC to product specifications Eric Fernandes, <i>Senior Product Manager - Milwaukee Electric Tool Corporation</i>
3:00	Channels Strategy – Turning the Chorus of the Customer into Profitable Growth The Voice, or Chorus of the Customer is available to us all the time; every time we meet with, telephone, bump into, or even dream about our customers, is an opportunity to find out what is really bothering them, what keeps them awake at night and what their desires are. The problem is often, “how do we convert that data into new business?” Using Six Sigma methods to develop and deploy a Channels Strategy can enable significant growth. <ul style="list-style-type: none"> • Business Development is an activity not just a department • Everybody should contribute to profitable growth • Turning customer desires into business • Developing customer success as a means to profitable growth • Applying discipline through Six Sigma Bob Carter, <i>Growth Through Customer Success - Raytheon</i>	New Tools Being Used Today at FPL Present examples of the use of VoC tools and techniques to develop new products at FPL Energy Services. These products are developed using a stage gate product launch process with tools such as QFD, relations diagrams, and matrix analysis. The information presented focuses on the front end identification of customer needs and their translation into successful products. <ul style="list-style-type: none"> • Learn how FPL Energy Services identifies & deploys customer needs to achieve a tangible customer focus in new products and services • Understand how VoC tools are used in the context of FPL Energy Services' Product Launch Process • Demonstrate VoC tools and techniques via Product examples Bob Graessel, <i>Senior Product Development Manager & Oscar Gans, Manager of Product Development – Florida Power and Light</i>
3:45	Change Management and Voice of the Customer <div style="border: 2px solid red; padding: 5px; text-align: center; color: red; font-weight: bold; margin: 10px 0;">Open Session</div> If you are interested in speaking during this session, contact Deborah Hatcher at 212.661.3500, ext. 3188 or dhatcher@iirusa.com	Setting Up Knowledge Management Systems for VoC: Tools for Sharing Customer Data Across the Organization <div style="border: 2px solid red; padding: 5px; text-align: center; color: red; font-weight: bold; margin: 10px 0;">Open Session</div> If you are interested in speaking during this session, contact Deborah Hatcher at 212.661.3500, ext. 3188 or dhatcher@iirusa.com
4:30	Conference Adjourns	

LEAVE WITH A TEAM PERSPECTIVE...

No One Business Unit Owns the Process and Gathering the Voice of the Customer Should be a Shared Responsibility.

Our Voice of the Customer committee is dedicated to ensuring you leave us with a better understanding of Voice of the Customer and how it feeds the Front End of Innovation process. Overcome the hurdles that get in your way! We encourage you to bring your entire team to the event so that a good cross-fertilization of learning can be shared. Remember...this is a very comprehensive conference with lots to do and see. You can't be in more than one place at a time.

KEY DELIVERABLES

At **9th Annual Voice of the Customer**, conference attendees will have the opportunity to:

- Involve your customers in the **IDEA SCREENING** process and identify those with the highest potential
- Hear **NEW APPROACHES** for gathering, analyzing and using actionable data
- Learn specific tools & techniques that apply even when you are not “in touch” with **END USERS**
- Perform VoC on a shoestring budget & with other **LIMITED RESOURCES**
- Incorporate **ORGANIZATIONAL LEARNING**, change and culture into VoC at the Front End
- **BALANCE** both qualitative and quantitative efforts for a well rounded and accurate VoC campaign
- Understand the **REAL** organization & the “people” issues in making VoC work effectively
- Gather the Voice of the **GLOBAL** Customer Across Cultures and Countries
- Share and communicate VoC responsibilities for **JOINT OWNERSHIP** over the process
- Use Ethnography in product innovation & **BRIDGE THE GAP** between research and creativity
- Build the right **TEAM** that facilitates smooth implementations of VoC findings into new product development
- Evolve the company to ensure the VoC process is **SELF SUSTAINING** in the future



PDMA MEMBER DISCOUNT

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The **Product Development and Management Association (PDMA)** is the premier worldwide resource for professional development, information, collaboration and promotion of product development and product lifecycle management. Founded in 1976, the PDMA membership is over 2,200 product development professionals and academics from all sectors of the economy in over 39 countries worldwide.

The mission is to improve the effectiveness of individuals and organizations in product development and management. This mission includes facilitating the generation of new information, helping convert this information into knowledge that is in a usable format, and making this new knowledge broadly available to those who might benefit from it. PDMA uniquely accomplishes its mission in many ways; among them:

- ✓ National conferences
- ✓ A network of 20 chapters across the USA, and a strong UK/Ireland affiliate
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- ✓ Award-winning publications
- ✓ Awards for achievements in new product development
- ✓ Sponsored research
- ✓ Body of Knowledge
- ✓ Certification as a New Product Development Professional (NPDP)
- ✓ Certification education and training

While most professional associations are vertical organizations specializing in one industry or one function, PDMA's membership and sphere of influence is horizontal and multifunctional, as is the current state of the new product field. This unique characteristic allows PDMA to address innovation management issues in the same way as multifunctional new product development teams do in practice.

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PDMA New Product Development Professional (NPDP) Certification

NPDP Certification confirms mastery of new product development principles and best practices, enabling better job performance and helping corporations identify those with knowledge and experience to move into a leadership position. To qualify for NPDP Certification, candidates must meet the necessary criteria in education, experience and knowledge. Once you have obtained your NPDP Certification, you can maintain and expand your professional knowledge by acquiring sixty (60) Professional Development Hours (PDH) to qualify for recertification every three years. **Your attendance at each full day of this conference contributes to eight (8) PDHs towards your NPDP recertification.**

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Executive Series:



5th Annual
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WHO SHOULD ATTEND?

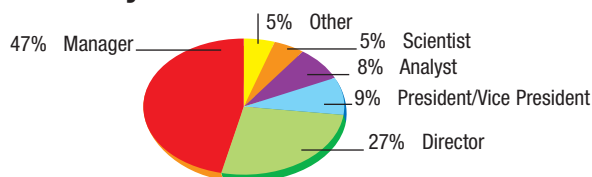
Attendees will be both new and experienced Vice Presidents, Sr. Directors, Directors, Sr. Managers, Managers, and consultants of: New Product Development, Front End/Innovation & Discovery, R&D, Central Planning, Strategic Planning & Development, Six Sigma, Platform Management, CRM, Marketing and Sales, Brand Management, Category Management, Market Research, New Business Development, Global Consumer Insights, Market Intelligence, Global Research/Intelligence, Engineering and Technology

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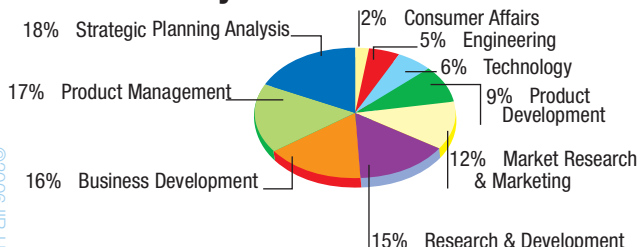
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- Chemicals
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IIR ATTENDEE BREAKDOWN

Seniority



Function Analysis



DON'T JUST TAKE OUR WORD FOR IT...

"I was able to absorb a lot of new material and concepts"

- Dave Campbell - Black & Decker

"Well worth the three days invested. Great collection of best practices"

- Kiran Mundkur - Hewlett-Packard

"Excellent facilities, speakers were well prepared and the information was very good"

- Doug Flora - Lexis Nexis

"The networking was great. I get tremendous value from talking with others on how they implement Voice of the Customer in their companies"

- Diane Koeple - Brady Corporation

"Learned a lot; good content; lots of diversity"

- Cindie Lukman - Land O'Lakes Purina Feed

PRODUCT SHOWCASE: SPOTLIGHT ON HERMAN MILLER

~ Located in the Expo Hall

This year, you will have the opportunity to test drive actual products that were created through Voice of the Customer research. Herman Miller will be showcasing their newest workstation, My Studio environments, along with their award-winning Mirra chair. Be among the FIRST 100 to register and you will automatically be entered into a raffle to win a Mirra chair (a retail value of \$1,055.00), courtesy of Herman Miller!

My Studio offers a new level of privacy, comfort, and user control for the open plan office, while enabling creative collaboration quickly and easily. Merging elements of private and open offices, My Studio creates a new reference point in workplace design. Mirra is a blend of passive and active adjustments that delivers performance, aesthetics, and comfort. The chair's next-generation innovations work together in a fresh-looking chair that's easy to use.

Creating a Memorable Experience for All...

Other companies that will also be participating in our Product Showcase are Yankee Candle Company and Kraft Foods.



DON'T FORGET TO VISIT OUR SPONSORS & EXHIBITORS IN THE EXPO HALL

SPONSORS & EXHIBITORS TO DATE:



Applied Marketing Science: Applied Marketing Science (AMS) is an innovative Voice of the Customer research and consulting firm with roots in the MIT Sloan School of Management. Our new on-line idea generation tool, IDEALYSTää, has helped companies achieve richer and more meaningful results without the costs, travel and political drawbacks of conventional brainstorming methods. Visit www.ams-inc.com

Intuit Inc. (NASDAQ: INTU) is the leading provider of financial software and Web-based services for consumers, small businesses and accounting professionals. Our flagship products include Quicken, QuickBooks, and TurboTax. Founded in 1983, Intuit has annual revenues of over \$1.9 Billion and reaches over 25 million customers with 7,000 employees in 13 states and four countries. Intuit's revenues have more than doubled in the last 5 years. More information can be found at www.intuit.com.

Product Development Consulting, Inc. is an internationally recognized product development consulting firm focusing on optimizing processes throughout the life cycle, from Value Innovation Portfolio and Market-Driven Product Definition to product retirement. Fortune 500 and other high-growth companies look to us for an "inch-wide, mile-deep" approach that yields measurable and lasting improvement. Author of the best selling book Customer-Centric Product Definition - The Key to Great Product Development and soon to be published Value Innovation Portfolio Management -- Achieving Double-Digit Growth through Customer Value, due out in the fall from J. Ross Publishing. Visit www.pdcinc.com



MEDIA PARTNERS



The Product Development Forum is a comprehensive source of information on product development and time-to-market concepts; product strategy; product teams; the NPD process; VOC and QFD, DFM and target costing methodologies; and NPD software tools. The Forum includes papers, NPD body of knowledge, glossaries, extensive links, and other resources. Visit www.pdforum.com

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DISCOUNT OPPORTUNITIES ARE AVAILABLE!

As this is THE must-attend Voice of the Customer event of the year, we would like to offer you the opportunity to receive a discount. You are eligible if:

- ✓ You are a Member of the PDMA
- ✓ You are sending a group of people from your company*
- ✓ You are either an academic or government employee
- ✓ You are referred by a speaker or advisor on the program

All discounts applied to standard registration fee (see conference pricing for details) and no two discounts may be combined.

* Groups must register at the same time in order to get the applied discount.

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Interested in becoming a speaker? Do you have a compelling success story or case study that you want to share?

To submit a proposal for speaking opportunities, contact **Sabina Gargiulo** at sgargiulo@iirusa.com for more information.

"Good information, interesting, and informative. The conference confirmed we are on the right track and provided ideas for refinement on our approach"

- Maureen Schaefer - Air Products and Chemicals

REGISTRATION DETAILS

Five EASY ways to register:

FAX (941) 365-2507

EMAIL register@iirusa.com

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PAYMENTS

Payment is due within 30 days of registering. If registering within 30 days of the event, payment is due immediately. Payments may be made by check, Visa, MasterCard, Discover, Diners Club or American Express. Please make all checks payable to the "Institute for International Research, Inc." and write the name of the delegate(s) on the face of the check, as well as our reference code: M1839. If payment has not been received prior to registration the morning of the conference, a credit card hold will be required.

GROUP DISCOUNTS ARE AVAILABLE!

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DATE & VENUE

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CANCELLATIONS

Should you be unable to attend for any reason, please inform IIR IN WRITING 10 business days prior to the event and a credit voucher for the full amount will be issued. If you prefer, a full refund less a \$395 non-refundable deposit will be issued. No refunds or credits will be given for cancellations received after 10 business days prior to the event.

Substitutions of enrolled delegates may be made at any time. Please indicate upon registration whether you are eligible for a discount. No two discounts can be combined. **If, for any reason, IIR decides to cancel this conference, IIR does not accept responsibility for covering airfare, hotel or other costs incurred by the registrants.** Program content subject to change without notice.



Any disabled individual desiring an auxiliary aid for this workshop should notify IIR at least two weeks prior to the workshop.

CONFERENCE DRESS CODE

Casual and comfortable attire is suggested. We recommend bringing a sweater, as the conference room may be cool.

9th Annual Voice of the Customer conference REGISTRATION FORM:

Please complete and return this entire form to:

Fax (941) 365-2507
Call (888) 670-8200 or (941) 951-7885
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Please register the following delegate(s) for the **9th Annual Voice of the Customer conference** (please photocopy this form for additional delegates)

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☐ **AM Workshop B: TOP 10 Tools** (M1839B2)

☐ **PM Workshop C: QFD Open House** (M1839B3)

☐ **PM Workshop D: Integrating Voice of the Customer with DFSS**
(M1839B4)

If you are receiving multiple mailings, have updated information or would like to be removed from our database, please contact Carrie Orr at (212) 661-3500 ext. 3193. Or fax this brochure to her attention at (212) 599-2192. Please keep in mind that amendments can take up to 6 weeks to take effect.

PLEASE DO NOT REMOVE MAILING LABEL

Indicate which events you will attend:	Register by August 18th	Register by September 29th	Register by October 27th	Standard & On-Site
Conference & 2 half day workshops	\$2,595	\$2,695	\$2,795	\$2,895
Conference & 1 half day workshop	\$2,295	\$2,395	\$2,495	\$2,595
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M1839


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9th Annual


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