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Dear Innovator:

The IAPD is a limited membership organization. From time to time, we invite interested companies to attend IAPD workshops, either as guests or as speakers. We welcome your inquiries, and are providing the information below to help you determine whether the IAPD might be an important addition to your innovation capabilities.

Please contact either one of us if you have questions, if you need further information, or if you would like to submit a proposal for membership.

Sincerely,

Kemp V. Dwenger, Director and Founder  
[kemp@iapdonline.com](mailto:kemp@iapdonline.com)

Beebe Nelson, Co-Director  
[beebe@iapdonline.com](mailto:beebe@iapdonline.com)



## **The IAPD Mission**

To facilitate the understanding and implementation of cultural and process change which will enable member companies to sustain growth and enhance global competitiveness through product innovation.

## **The IAPD Value Proposition**

Leadership in Innovation. Change agents keep innovative organizations in the lead, and leadership in innovation is the center of the IAPD's focus. The IAPD's programs support individuals from different organizational functions and levels to identify and to implement the leading edge practices in innovation and new product development -- literally, to innovate in the field of innovation.

Limited Membership. The IAPD provides a limited group of peer companies the opportunity to interact closely at small, networking workshops and to work together on the application and implementation of organizational learning and the management of change.

Cross-industry Collaboration. The IAPD, supported by over 40 of the world's major corporations, has for 15 years led industry's most advanced program of discovery, understanding, and implementation of best practices in new product development. IAPD workshops enrich each member organization's ability to sustain growth through product innovation and to anticipate emergent challenges and opportunities.

Beyond "Best Practices." The IAPD has always looked beyond what to do (i.e., generic practices) and beyond how to implement (often company specific). It is not enough to know what tools to use and how to use them, nor even to share the bruised knuckle experiences of implementation with peer corporations who have "been there, done that". The collective wisdom of different industries enables the IAPD to see over the horizon; its agility allows it to "sense and respond" quickly and provide access to knowledge that is still not available as books, courses, or consultant advice.

Systemic Framework. The IAPD's core framework is founded on a vision of business purpose as the seamless delivery of value from the whole enterprise in the service of the customer. Today the IAPD's group of leading companies is further refining its understanding of product development as a holistic and dynamic system. This system knowledge or "know how" differs from commonly explained "best practices" and cannot be reduced to linear prescriptions.

Capacity for Action. IAPD's members demand to increase their capacity for effective action. Although each member company attends the "same" workshop, what members learn and apply varies widely from company to company. Discovering what works in different industries supports members in extracting practices for their own unique situations. Workshop participants leave with a sense of why and how the practices discussed can apply in their organizations and the likely resistances. They take away an action plan for implementation and a network of peer contacts and sources of help at other IAPD member companies.

## IAPD OBJECTIVES AND METHODOLOGY

The objective of the IAPD is to enable member companies to continually improve their management of product development and innovation. Members bring open issues and problems into a forum where their experiences, successes, and failures of implementation are shared with practitioners from peer corporations in an informal networking environment. Members stay on the cutting edge of product innovation by learning and sharing best practices and supporting each other in implementation. Members reflect together, discuss issues that are both shared and idiosyncratic, and work together to discover facilitators of improvement which may have been hidden from them as cultural, organizational or systems issues.

**A. The Workshops.** The central offering of the IAPD consists of two 2½ day workshops each year in which participants from member companies come together for interactive presentations by hands-on practitioners, and to share their progress, experience and knowledge gained in implementation.

The Steering Committee, working with the Directors, selects the topic on which each workshop will focus. The Directors carry out research on the topic and identify a leading academic expert to help shape both the content and the learning environment of the workshop. Together with a subteam of the Steering Committee, they identify “centers of excellence” on the topic, including companies with best-in-class practices and hands-on experience. These companies, both member and non-member, are invited to present at the workshop.

The speakers work together, along with the Directors and the workshop academic, to create a rich learning environment which focuses equally on the “hard” issues and practices critical to success, on issues of system dynamics, and on the “soft” human relationship and social issues which are often the hidden determinants of success or failure. The workshop agenda includes ample time for participants to reflect together on their own particular concerns.

**B. The Workshop Environment.** The quality of interaction between workshop presenters and members, and among the members themselves, is facilitated by a limited membership of “peer” companies, a maximum of 50 – 60 participants at each workshop, and an informal, networking environment at workshops. Workshops are held “cabaret style” with 10 – 12 large round tables in the room and six persons seated at each table. Workshops have one-half hour coffee breaks morning and afternoon to give participants more opportunity to talk informally with each other. Presenters are all invited and encouraged to stay for the entire workshop as our guests to enrich the environment. There is an open wine and beer bar each evening, and participants eat together at group meals. Our objective is to provide an environment where an issue introduced by a presenter on day one will be discussed, in workshop groups or in informal settings, so that participants leave having gone through several iterations of the idea with other participants and presenters by noon of day three.

The workshops are closely modeled on the precepts for organizational learning developed by Don Schön and set out in his book The Reflective Practitioner, and in Organizational Learning I and II which he co-authored with Chris Argyris. Workshops are structured to provide multiple action/reflection cycles and broadband, multinode communication channels among participants and presenters.

**C. The Faculty.** Central to each workshop is a member of the academic community. The IAPD draws on its relationships with leading schools of management, including Harvard, MIT’s Sloan School, IMD, and RPI. The IAPD has a particularly close and mutually supportive relationship with Jean-Philippe Deschamps of IMD in Lausanne.

In addition to the academic faculty, there are a number of “elder statesmen” who have participated in the IAPD in the past, and who continue to attend workshops and to support the Steering Committee and the Directors in identifying centers of excellence on workshop topics. These include: Ralph Wood, UTC, ret.; Paul Aspinwall, IBM; and Geoffrey Nicholson, 3M, ret.

**D. Helping Companies Prepare for the Workshop.** The Steering Committee and the Directors together develop learning and information objectives for each company. An Issue Statement reflecting these objectives is circulated to each member company at least eight weeks prior to the workshop. Member companies then carry out whatever preparation is appropriate, including internal benchmarking and data collection, and invite the appropriate people to attend the workshop.

The Issue Statement provides each presenter with a common understanding of the workshop objectives and how their presentation fits within the overall workshop structure. Conversations with the Directors, and with other presenters, prior to final preparation of their presentations, allow presenters to frame learning objectives, to present “lessons learned” as well as future challenges, and to participate in the workshop as learners as well as experts.

**E. Measuring success.** The success of the workshops is measured by how well the learning objectives have been attained, and by member companies’ ability to implement learning. The Steering Committee and the Directors review detailed evaluations by workshop participants to further develop and enrich workshops. The degree to which member companies are able to implement change is evaluated through member reports.

## **IAPD DELIVERABLES**

- Two 2½ day workshops are held annually. Each of these focuses on an identified critical success factor or emerging issue important to achieving more effective leadership and management of the product development processes. The Steering Committee and the Directors together select and develop the topics.
- The workshops are held annually on either the first or second Tuesday/ Wednesday /Thursday of January and June. Each workshop is either hosted by a member company or held at a major conference center. Every effort is made to ensure that travel to the workshop site will be convenient for members and guests, and that the conference center will be attractive and comfortable.
- Workshops feature case presentations by best-in-class companies and industry experts. A recognized expert from an academic center-of-excellence keynotes each workshop and participates in designing and delivering the workshop’s learning environment. A network of peers interact both in structured and open discussion at the workshops.

- Attendance at workshops is limited to about 60 people and an interactive, informal networking environment is fostered in which members share their experiences in implementing change.
- Meetings of the Steering Committee and the Directors are held both at the workshops and also between each workshop. Meetings of workshop subteams ensure continuity between Steering Committee deliberations and actual workshop design.
- Workbooks are provided at each workshop to encourage individual and company preparation, reflection and planning during each workshop, and support for ongoing implementation of learning. The workbooks contain case presentations, academic overviews, and suggested background readings.
- A full workshop summary highlights benefits associated with best-practice presentations and recapitulates major tools, techniques, and processes outlined at the workshop. This detailed summary forms, with the workbook, a permanent record of each workshop. The summary is posted to the members' only site on the IAPD website.
- A website, [www.iapdonline.com](http://www.iapdonline.com), includes news of future topics, workshops, and workshop dates, in addition to executive summaries of previous workshops. There is a members-only section which includes full summaries of previous workshops. In this section members can communicate on issues of common interest. Links to articles and other sites which expand on past and current workshop topics are posted by the Directors and by members.

## ORGANIZATION AND ADMINISTRATION

The IAPD is run by a Steering Committee comprised of one representative from each member company, and is managed on their behalf by the Directors. The Steering Committee, meeting at least twice per year, selects the topics and generates initial learning objectives for each workshop. The members provide the Directors with access to their industry communities and create and manage an internal group of people who benefit over time from the corporation's membership in IAPD.

The Directors are responsible for shaping and running the bi-annual workshops, writing the workshop summaries, maintaining the organization's website, managing the organization's finances, and making sure that the membership quota is filled and that the members represent a diverse set of industries. They are also responsible for keeping abreast of the latest developments in innovation and product development and for keeping the membership informed of their learnings. In all these responsibilities, the Directors are supported by the Steering Committee members, working both individually and as a group.

The organization's directors share extensive experience in the new product development field and are recognized as experts in cross-company and cross-industry learning.

**Kemp Dwenger** is **Founder** and **Director** of the International Association for Product Development. He has benchmarked the product development practices of several hundred Japanese, European and North American companies, and he was one of the first to identify and

study a group of practices which enabled early Japanese leadership in rapid product development in the automotive and electronics industries.

His research into how corporate research organizations manage the emergence of new technologies and their convergence with emerging markets – conducted with U.S., European and Japanese companies identified a group of practices by which the world's most competitive companies integrate corporate research and advanced development with product development and customer needs in a value creating chain.

From 1972 to 1982, Mr. Dwenger was Senior Vice President, GTE International. In this capacity, he was senior operating officer with responsibility for the international sale and manufacture of GTE Sylvania lighting and electronic products. His responsibilities included the management of 6,500 employees in 24 manufacturing locations in 15 countries, six joint ventures, and marketing subsidiaries in 40 countries.

He is co-author of *World Class New Product Development: Benchmarking Best Practices of Agile Manufacturers*, AMACOM Books, 1996.

**Beebe Nelson** is **Co-Director** of the International Association for Product Development and Visiting Assistant Professor of Marketing in the College of Management at the University of Massachusetts at Lowell. She specializes in the design and facilitation of inter-company learning networks and served as lead facilitator for the PDMA's Frontier Dialogues and as director of the Connecticut Time-to-Market Network. Her holistic innovation framework has been adopted by leading companies and consulting firms.

Professor Nelson contributes regularly as speaker, workshop leader, and facilitator at professional conferences in product development. She served as Book Review Editor for the Journal of Product Innovation Management from 1999 to 2003. Her publications include "Listening for New Products: The Conversations of Product Development", CQM Journal, 1997, "Seven Steps to Strategic New Product Development," PDMA Handbook of New Product Development, Wiley, 1996, and "Product and Technology Roadmapping," co-authored with Richard E. Albright, in the PDMA Toolbook2, Wiley, 2004.

Nelson holds a masters degree in counseling and a doctorate in philosophy from Harvard University. She is certified as a New Product Development Professional (NPDP) and is a consulting member of the Society for Organizational Learning (SoL).

## IAPD NEW MEMBER PROPOSAL

IAPD members enjoy the following benefits:

- Attendance at all workshops for up to 6 employees. Participants at each workshop pay their own travel and lodging expenses; the workshop fee is covered by the annual membership dues.
- Membership on the Steering Committee.
- Access to password protected members' pages on the IAPD website.



- Contact between member companies and the Directors to support implementation and change efforts. Members create informal “communities of practice” to support ongoing learning, using Directors and workshop faculty as needed.

The annual membership fee is \$20,000, payable in one or two installments.

A member may continue as long as the annual fee is paid. In rare cases, if in the judgment of the Steering Committee and the Directors, if the member is not participating in workshops or on the Steering Committee and there are prospective members on the waiting list, a member may be asked to resign its place.