

Co-Sponsored Best Practices Event

7th Annual

Voice of the Customer

Exploring the Human Side

Conference Highlights:

- Understand How the Science of Emotions & Expectations can Guide the Design of Products and Services
- Apply Voice of the Customer Tools & Techniques to Gather Actionable Data
- Facilitate and Maintain Alignment of VoC Processes with the Strategy of the Overall Organization
- Discuss VoC Challenges Faced When Your Customer is Not the End User
- Utilize Ethnographic Approaches for Richer Insights into Your Key Demographics and Global Markets
- Gain a Deeper Understanding of Why VoC is Critical to Discovery & Innovation

December 7-9, 2004 • Crowne Plaza Union Square Hotel • San Francisco, CA

Presenting Companies:

- WD-40 Company
- Sunbeam Products, Inc.
- Alcoa
- Hewlett-Packard
- CNH Global
- Deloitte & Touche
- Hallmark Cards, Inc.
- Dalhousie University
- DuPont
- Neill & Gunter Ltd.
- Fed Ex
- E. & J. Gallo Winery
- Digex
- Edmunds.com
- DuPont Dow Elastomers
- Sensio
- Tamarack Habilitation Technologies, Inc.
- Seagate Technologies
- Vodafone UK
- The Dow Chemical Company
- Yahoo! Inc.
- Stanford University
- White House Black Market



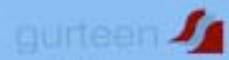
Keynote Presenters:

- * **Dr. Donald A. Norman**, *Co-Founder and Principal - Nielsen Norman Group*, *Professor of Computer Science, Psychology, and Cognitive Science - Northwestern University* and *Author of "Emotional Design" & "The Design of Everyday Things"*
- * **Edward F. McQuarrie**, *Professor of Marketing - Santa Clara University* and *Author of "Customer Visits"*
- * **Elissa Moses**, *President - The Brain Group* and *Former Senior Vice President Global Consumer Intelligence & Strategy - Philips*

Featured Presenters:

- * **Scott Williams**, *Chief Creative Officer - Starwood Hotels & Resorts Worldwide, Inc.*
- * **Vincent Barabba**, *Former General Manager Corporate Strategy - General Motors*

Media Partners:



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7th Annual Voice of the Customer Exploring the Human Side

December 7-9, 2004 • Crowne Plaza Union Square • San Francisco, CA

Dear Product Development Professional,

For nearly 20 years now, companies have embraced the idea of gaining a clear and detailed understanding of customer wants and needs as the most important springboard for their 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.

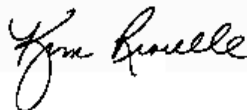
In addition to some exciting presentations about the Latest Tools & Techniques and Best Practices & Key Learnings, our theme this year – **Exploring the Human Side of VoC** – will delve into some **NEW TOPICS** which have never been offered before such as: **How to deal with Functional vs. Emotional Needs, the Organizational Aspects of VoC, and the challenges of VoC for Global Projects.**

It is our great pleasure to invite your participation in the IIR and PDMA co – sponsored 7th Annual Voice of the Customer conference. Please join us December 7-10 in San Francisco at the Crowne Plaza Union Square Hotel. Our dedication to a robust, content-driven program promises to be one of the most educational and entertaining conferences in years!

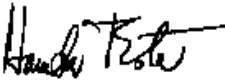
Sincerely,



Sabina Gargiulo
Conference Producer IIR/PDMA



Kim Rivielle
Managing Director
Marketing & Strategy Division
IIR



Hamsa Thota
VP of Conferences
PDMA



Gerry Katz
Conference Chairman
Applied Marketing Science, Inc.

*P.S. Register before October 29th and
receive \$100 off the conference price!*

Conference Chairman:

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

A Special Thanks to our Advisory Board:

- Alan Chachich, Director of Product Management – Gentec Electro-Optics, Inc.
- Christina Hepner Brodie, Principal - PRTM
- Christopher W. Miller, Founder - Innovation Focus and President – PDMA
- Dr. Joseph Plummer, Executive Vice President, Director of Research & Insight Development – Mccann-Erickson Worldgroup
- Dr Srinivas Reddy, Director Coca-Cola Center for Marketing Studies and Professor of Marketing, Terry College of Business, University of Georgia
- Toni Tiedemann, President – Insights & Innovations

This conference was produced by Sabina Gargiulo.
To submit a proposal for speaking opportunities,
email sgargiulo@iirusa.com

Program Specifics:

- Explore a PROVOKING offering of 4 pre-conference workshops that address your company's core needs
- Take advantage of more advanced, in-depth learning at the FIRST EVER interactive Symposium addressing The Voice of the GLOBAL Customer
- 2 Full Main Conference Days with Afternoon Tracks Addressing:
 - Functional Needs & Wants vs. Emotional Needs & Wants
 - Organizational Issues in VoC
 - Tools & Techniques for Gathering & Analyzing the Data
 - Tools & Techniques for Using the Data
 - Best Practices & Key Learnings
- Book Store and Signing
- Share in an versatile atmosphere - CROSS-INDUSTRY
- Spend ONE-ON-ONE time with speakers, industry thought leaders and academics

Agenda-at-a-Glance

| Pre-Conference Workshops: | |
|------------------------------------|--|
| Tuesday December 7, 2004 | |
| AM Workshops: (9am - 12pm) | |
| A | Mastering Ethnography: Learning to Hear the Voice of the Customer Facilitator: Toni Tiedemann, Insights & Innovations |
| B | Create Delighters and Wows by Tapping Into the Inner Voice of the Customer Facilitator: Cathy Laba, Primary Insights, Inc. |
| 12:00 | Luncheon |
| PM Workshops: (1pm - 4pm) | |
| C | Brand Archeology: "Digging Below the Surface to Unearth Brand Insights" Facilitator: Joseph Plummer, McCann-Erickson Worldgroup |
| D | Translating Wants & Needs into Technical Specifications & Solutions Facilitator: Gerry Katz, Applied Marketing Science, Inc. |

| Pre-Conference Global Symposium: to run concurrent with pre-conference workshops | |
|--|--|
| Tuesday December 7, 2004 | |
| The Voice of the Global Customer Symposium Chair: Christina Hepner Brodie, PRMT | |
| 9:00 | Chairman's Opening Remarks & Introduction: Christina Hepner Brodie, PRMT |
| 9:15 | PART ONE: GROUP ACTIVITY 1 Identifying Key Issues with Collecting the Voice of the Customer Globally |
| 9:45 | KEYNOTE PRESENTATION: (includes 15 minutes for Q&A) Translating Global Consumer Voices, Hearts and Souls Elissa Moses, The Brain Group & Former Philips |
| 10:45 | Networking Break |
| 11:00 | From Midwest Cornfields to Asian Factories – Launching Sorona™ Into the Global Apparel Markets Ray W. Miller, E.I. DuPont de Nemours and Co., Inc. – DuPont Bio Based Materials |
| 11:45 | Part One Key Learnings & Morning Wrap-up |
| 12:00 | Luncheon |
| 1:00 | PART TWO: GROUP ACTIVITY 2 What has been done to address key issues identified from Group Activity 1 |
| 1:30 | Hewlett-Packard's Global Youth and Technology Report Marie Helene-Ambard, Hewlett-Packard co-presenting with Carol Kauder, Radar Communications |
| 2:15 | Networking Break |
| 2:30 | Making Voice of the Customer Work in a Multi-Divisional International Firm Robert G. Bledsoe, CNH Global co-presenting with Ron Lasser, Ph.D., Product Development Consulting, Inc. |
| 3:15 | Fundamentals of Conducting Global Voice of the Customer Projects Christina Hepner Brodie, PRMT |
| 3:30 | PANEL DISCUSSION: Fundamentals of Conducting Global Voice of the Customer Projects Q&A |
| 4:00 | Part Two Key Learnings & Afternoon Wrap-up-Symposium Adjourns |

| Main Conference Day One: | |
|--|---|
| Wednesday December 8, 2004 | |
| 7:15 | Registration & Morning Coffee |
| 7:45 | PDMA Introduction & Word of Welcome: Hamsa Thota, NPDP, Ph.D., Product Development & Management Association (PDMA) |
| | Chairman's Opening Remarks: Gerry Katz, Applied Marketing Science, Inc. |
| MORNING CONCENTRATION: GENERAL SESSION GATHERING VOC: FUNCTIONAL NEEDS VS. EMOTIONAL NEEDS | |
| 8:00 | KEYNOTE PRESENTATION: Emotional Design Dr. Donald A. Norman, Nielsen Norman Group, Professor – Northwestern University and Author of "Emotional Design" & "The Design of Everyday Things" |
| 9:30 | Put a Little Elbow Grease Into It! AWD-40 Big Blast Case Study Graham Milner, and Stephanie Barry, – WD-40 Company co-presenting with Cara Woodland, Innovation Focus, Inc. |
| 10:15 | Networking Break |
| 10:45 | Uncovering Emotional & Functional Needs: Entrepreneurial Techniques Across Disparate Industries Michael Oliver, – Neill & Gunter Ltd. co-presenting with David Roach, Dalhousie University Faculty of Management |
| 11:30 | FEATURED PRESENTATION: Transforming the Customer Experience Through Empathic Design: Working From The Outside In Scott Williams, Starwood Hotels & Resorts Worldwide, Inc. |
| 12:30 | Luncheon |

| AFTERNOON CONCURRENT TRACKS | |
|--|--|
| TRACK A: TOOLS & TECHNIQUES FOR GATHERING & ANALYZING THE DATA | TRACK B: BEST PRACTICES & KEY LEARNINGS |
| Track Chairman: Toni Tiedemann, Insights & Innovations | Track Chairman: Alan Chachich, Gentec Electro-Optics, Inc. |
| 1:45 Ideation Based on Voice of the Customer: Growing the Consumption of Cans for Alcoa & Coca-Cola Craig Covert, Alcoa Packaging Division co-presenting with Gary Waymire, Point Forward | 1:45 The Hallmark Idea Exchange: Hearing the Voice of the Customer Thomas W. Brailsford, Hallmark Cards, Inc. |
| 2:30 Cyber Voice of the Customer Facilitator: Renee Frengut, President – eQualitative Research | 2:30 Apples to Apples or Apples to Oranges? Voice of the Customer and Ethnography: Comparison & Contrast Karl Schweinfest, and Justin Hadley, Fed Ex |
| 3:15 Networking Break | 3:15 Networking Break |
| 3:45 The Power of Personal Contact – Getting Out From Behind the Glass & Understanding Your Consumer Pam Hartwig, E. & J. Gallo Winery co-presenting with Jacqueline H. Beckley, The Understanding & Insight Group | 3:45 Leveraging the Voice of the Customer to Maximize Business Results Jim McLaughlin, Digex co-presenting with Craig Bailey, Customer Centricity, Inc. |
| 4:30 Generating Ideas to Meet Customer Needs Danene Jaffe, Sunbeam Products, Inc. co-presenting with Susan Robertson, Ideas to Go, Inc. | 4:30 A Roadmap for Discovery Dave Penzone, Deloitte & Touche, LLP |
| 5:15 End of Conference Day One | 5:15 End of Conference Day One |

| Main Conference Day Two: | |
|---|--|
| Thursday December 9, 2004 | |
| 7:15 | Morning Coffee |
| 7:45 | Chairman's Opening Remarks: Gerry Katz, Applied Marketing Science, Inc. |
| 8:00 | KEYNOTE PRESENTATION: Customer Visits Twenty Years On: What Have We Learned? Edward F. McQuarrie, Santa Clara University and Author of "Customer Visits" |
| 9:00 | Empathy as a Strategic Advantage Dev Patnaik, Stanford University, co-presenting with Patricia Smith, White House Black Market |
| MORNING CONCENTRATION: GENERAL SESSION ORGANIZATIONAL ISSUES IN VOICE OF THE CUSTOMER | |
| 9:45 | FEATURED PRESENTATION: A Business Design Framework for Co-Creating Customer Value Through the Effective Use of the Voice of the Customer Vincent Barabba, Former General Motors |
| 10:45 | Networking Break |
| 11:15 | Foundational Knowledge for Fast-Moving Industries: Encouraging Time-Starved Professionals to Look Beyond Themselves to Shape the Future of the Internet Experience David Feick, Ph.D., Yahoo! co-presenting with Ben Jacobson, MA, Conifer Research, LLC |
| 12:00 | Turning Reality into Dreams: Customers First, Technology Second. How Sensio Created an Industry Through its VoC Development Program Pierre-Hugues Routhier, Sensio |
| 12:45 | Luncheon |
| 1:45 | The Creation of a Consumer Research Practice at Edmunds.com Seth L. Gordon, Edmunds.com |
| 2:30 | Book Signing |

| AFTERNOON CONCURRENT TRACKS | |
|---|--|
| TRACK A: TOOLS & TECHNIQUES FOR USING THE DATA | TRACK B: BEST PRACTICES & KEY LEARNINGS |
| Track Chairman: Toni Tiedemann, Insights & Innovations | Track Chairman: Alan Chachich, Gentec Electro-Optics, Inc. |
| 3:00 The Role of Focused Interviews in Assessing Opportunities in the Latex Glove Market Steven Niss, DuPont Dow Elastomers co-presenting with Robert Julier, The Dow Chemical Company | 3:00 Before & After: What a Difference Voice of the Customer Makes – Case Study Tammy Hanna, Tamarack Habilitation Technologies, Inc. |
| 3:45 Customer-Driven Technology and Product Development Lynn VanArsdale, Seagate Technologies | 3:45 Applying Voice of the Customer Techniques Across the Value Chain in the Development of Wireless Data Services – Case Study Abi Carrillo, Vodafone UK co-presenting with Martin W. Carroll, Atos KPMG Consulting |
| 4:30 How Can You Derive Design Requirements From the Voice of the Customer? Arthur R. Miodozencic, Ph.D., Former Hoffmann La Roche & Merck co-presenting with Ellen Domb, PQR Group | 4:30 Research Driven Product Strategy & Design: The RECoRD Method – Case Study Michael Kronthal, Yahoo! Inc. |
| 5:15 Conference Adjourns | 5:15 Conference Adjourns |

Tuesday **December 7, 2004**

A luncheon from 12:00 - 1:00 will be provided for attendees participating in both AM & PM workshops

AM Workshops

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

A Mastering Ethnography: Learning to Hear the Voice of the Customer

Focus groups have fallen from favor and ethnology is all the rage. Why? For good reason. No single methodology allows you to delve as deeply into the minds and lives of your consumers or customers. Discover the meaning and context for choice and use of products and services. Develop a deep and comprehensive understanding of the needs that drive customer behavior. Only then, can you develop new products that genuinely resonate with their target audience.

In this hands on workshop you will master the nuts and bolts of effective ethnographic research.

- Learn how to plan and structure an ethnographic research project
- Learn the fundamentals of a great ethnographic interview
- Practice these skills and walk away ready to conduct your own research project
- Gain an overview of analytic tools that help you turn a mountain of ethnographic data into rich insights and customer requirements

Facilitator: Toni Tiedemann
President
Insights & Innovations

B Create Delighters and Wows by Tapping Into the Inner Voice of the Customer

When designing products, it is tempting to only focus on satisfying practical needs. What enhancements might make my product easier to use? How can I make it less expensive? While important, consumers today expect these kinds of improvements. More often than not, they quickly become a cost of doing business.

Real leaps in innovation occur when product developers carefully examine the emotional highs and lows of daily life and craft products that tap into the aspiration consumers have for themselves. Understanding this emotional context—how consumers want to feel when they use your product—can lead to product enhancements that truly delight and wow the customer.

In the first half of this highly participatory workshop, will share case studies that bring to life:

- Why listening to the inner voice of the customer is so important
- Five higher order emotional states consumers yearn for most
- Best practices in gathering emotional intelligence
- How to translate raw emotions into product features and attributes
- Effectively championing the emotional side within organizations

Facilitator: Cathy Laba
Vice President
Primary Insights, Inc.

PM Workshops

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

C Brand Archeology: "Digging Below the Surface to Unearth Brand Insights"

The exact place to dig to best understand the archaeology of the brand is in the mind of the consumers. Brand Archaeology with consumers involves "uncovering" associations, memories, perceptions, and symbols "buried" in their minds about a brand or company. Brand Archaeology explores:

- Top of Mind Associations
- Personification
- Party
- Headlines / Yearbook / Obituary
- Collages / Picture Sorts

Once you identify what is below the surface, your challenge is to persuade consumers to re-evaluate the brand to meet your organization's brand strategy and objective to ensure the consumer will accept the introduction of more and more innovative products under your brand.

Case studies of Pepsi, Coca-Cola and Rubbermaid will illustrate Brand Archaeology "in action". You will learn how to bridge the gap between consumer perceptions and your organization's brand reality or brand objective.

Facilitator: Joseph Plummer
Executive Vice President, Director of Research & Insight Development
McCann-Erickson Worldgroup

D Translating Wants & Needs into Technical Specifications & Solutions

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. Most companies have no particular process to do this, and thus, grope around in the dark.

There are, in fact, proven formal methods to do this – methods that bridge the gap between soft customer language and hard technical engineering specifications that force product development teams into thinking about these specifications in creative new ways that often result in new and exciting solutions.

Expect to Learn:

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

Facilitator: Gerry Katz
Executive Vice President
Applied Marketing Science, Inc.

Pre-Conference Global Symposium

Explore Global Lifestyles and Understand Needs & Wants Across Borders

Tuesday **December 7, 2004**

The Voice of the Global Customer

Symposium Chair: Christina Hepner Brodie, *Principal PRTM*

9:00 **Chair's Opening Remarks & Introduction:**

Christina Hepner Brodie, Principal – PRTM

As the 21st century gains steam, globalization is making the world a smaller place. Companies large and small are exploring the potential that global expansion offers. Yet many are surprised to discover that products or services that have been successful in one region, nation, or culture may not be in another. The Voice of the Global Customer provides one important means of understanding these differences and discovering new opportunities.

When the conference design team listened to attendees of our previous conferences, we learned that many VoC companies experience various challenges with their global engagements. We added a pre-conference consortium so that some of the most experienced VoC practitioners and thought leaders will share their experiences with you interactively. That way we can all learn from each other.

9:15 **PART ONE: GROUP ACTIVITY 1**

Identifying Key Issues with Collecting the Voice of the Customer Globally

9:45 **KEYNOTE PRESENTATION:** (includes 15 minutes for Q&A)

Translating Global Consumer Voices, Hearts and Souls

Elissa Moses will present an overview of how to explore global consumer lifestyles, needs and wants through market research with an eye towards product development. She will share some of her unique experiences researching teen lifestyles in over 40 countries as well as adult attitudes towards new technology and new product development at Philips. She will also provide some perspective on current research efforts on behalf of the Business for Diplomatic Action Committee to explore attitudes regarding America and American businesses abroad. This presentation will discuss:

- How to be sensitive to cultural differences
- How to build meaningful international samples
- When to consider, qualitative versus quantitative methods
- How to utilize ethnographic approaches for richer insights
- How to ensure that the research gets used

Elissa Moses, President

The Brain Group

and *Former Senior Vice President Global Consumer Intelligence and Strategy Philips*

10:45 *Networking Break*

11:00 **From Midwest Cornfields to Asian Factories – Launching Sorona™ Into the Global Apparel Markets**

DuPont is committed to developing sustainable products for the global marketplace. Sorona™ is DuPont's newest polymer platform, and it is based on renewable feedstocks. It also offers new values to the fiber, resins and other global markets. Key to success with this new platform is understanding and meeting the real needs of the customers of this "green" product portfolio.

A "Voice of the Customer" analysis in the Asian region determined the key attributes of Sorona™ that were most attractive to the apparel markets, enabling DuPont to develop the marketing communications options that properly positioned the platform for growth.

Ray W. Miller, Director, Biorefinery and Business Development

E.I. DuPont de Nemours and Co., Inc. DuPont Bio Based Materials

11:45 **Part One Key Learnings & Morning Wrap-up**

12:00 *Luncheon*

to run concurrent with pre-conference workshops

1:00 **PART TWO: GROUP ACTIVITY 2**

What has been done to address key issues identified from Group Activity 1

1:30 **Hewlett-Packard's Global Youth and Technology Report**

As HP evolves from a technology firm focused mainly on business executives and engineers to one with greater mass-market appeal, a key element of the process is in understanding what resonates with young people.

This co-presentation with HP and Radar will review the research philosophy and methodology used to gain insights into the global youth market, sharing quotes and creative work from young people from nine countries.

- Learn HP's approach to gathering insights for a global brand
- See sample video clips from the field
- Learn about HP's methods for dispersing the research internally
- How-to's for a global qualitative study

Marie-Helene Ambard, HP Global Brand & Communications

Hewlett-Packard co-presenting with

Carol Kauder, Content Director

Radar Communications

2:15 *Networking Break*

2:30 **Making Voice of the Customer Work in a Multi-Divisional International Firm**

Providing the total solution (product and augmented services) to global customers is a challenge when product development teams are distributed over multiple divisions of an international firm. Multiple projects and products must come together to solve differing customer requirements in several global markets.

Key Points of the Presentation:

- A composite "Best Practices Model" for Voice of the Customer
- An approach for forming international cross-functional project teams and multi-divisional teams
- Tangible results achieved from collaborative multiple Voice of the Customer projects
- Challenges with understanding, brainstorming, and decision-making in collaborative environments
- Guidelines to introduce and institutionalize the process

Robert G. Bledsoe, Marketing Research Manager

CNH Global co-presenting with

Ron Lasser, Ph.D., Principal

Product Development Consulting, Inc.

3:15 **Fundamentals of Conducting Global Voice of the Customer Projects**

Christina Hepner Brodie, Principal PRTM

3:30 **PANEL DISCUSSION**

Fundamentals of Conducting Global Voice of the Customer Projects Q&A

Panel Members:

Ray W. Miller – DuPont

Marie-Helene Ambard – Hewlett-Packard

Robert G. Bledsoe – CNH Global

Panel Moderator:

Christina Hepner Brodie – PRTM

4:00 **Part Two Key Learnings & Afternoon Wrap-up Symposium Adjourns**

Main Conference Day One

Understand How the Science of Emotions & Expectations Can Guide the Design of Products and Services

Wednesday **December 8, 2004**

7:15 Registration & Morning Coffee

7:45 PDMA Introduction & Word of Welcome:

Hamsa Thota, NPDP, Ph.D., Vice President of Conferences
Product Development & Management Association (PDMA)

Chairman's Opening Remarks:

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

Morning Concentration: General Session Gathering VoC: Functional Needs & Emotional Needs

8:00 **KEYNOTE PRESENTATION:**

Emotional Design

How the science of emotions and expectations can guide the design of products and services. The focus is on the experience of the users and satisfying their expectations: "Expectation Design."

- Three levels of design compete with and complement one another:
 - Visceral – subconscious and the same for everyone
 - Behavioral – subconscious and the home of skilled behavior
 - Reflective – the home of conscious desires, goals, and the Self
- In experiencing a product or service, these three levels play out in different ways through the stages of:
 - Initial Impressions
 - Experience
 - Memory

Expectation Design is the science of understanding and applying this knowledge to the design of products and services.

Dr. Donald A. Norman, Co-Founder and Principal
Nielsen Norman Group
Prof. of Computer Science, Psychology, & Cognitive Science
Northwestern University and
Author of "Emotional Design" & "The Design of Everyday Things"

9:30 Put a Little Elbow Grease Into It! A WD-40
Big Blast Case Study

WD-40 is one of the most well recognized brand names in the country. This case study takes a look at this amazing brand and how a new product was introduced through keeping the customer's voice involved in the entire process. Follow the development path that the WD-40 Team Tomorrow and the brand team took to develop the new WD-40 Big Blast. This case study will look at the following:

- Initial insight and hypotheses from brand managers
- The functional and emotional need of the customer
- Continual customer involvement throughout the development process
- Unique consumer concept testing
- Successful product introduction

Graham Milner, Executive Vice President and
Stephanie Barry, Director of Marketing
Team Tomorrow - WD-40 Company co-presenting with
Cara Woodland, Vice President Customer Insights
Innovation Focus, Inc.

10:15 Networking Break

10:45 Uncovering Emotional & Functional Needs:
Entrepreneurial Techniques Across Disparate
Industries

This presentation will outline the fundamental differences between entrepreneurial firms and larger mainstream companies when it comes to VoC. Mini-case examples from a wide variety of industries will be used to describe systems and techniques that have helped small firms successfully compete in the marketplace. The presentation will conclude with a review of a successful niche product in the GPS industry and how the former COO of the company is using these same tools and techniques in the technical services industry.

- Develop products that "intuitively" lead customers to buy emotionally and justify rationally
- Establish forced interaction with customers to confirm or refute the VoC hypothesis throughout the process
- Interactively establish best-of-class feature sets leading to the creation of "order of magnitude products"
- Adapt entrepreneurial VoC techniques into mainstream product development processes

Michael Oliver, Business Unit Manager Operational Services
Neill & Gunter, Ltd. co-presenting with
David Roach, Professor of Entrepreneurship
Dalhousie University Faculty of Management

FEATURED PRESENTATION:

11:30 Transforming the Customer Experience Through
Empathic Design: Working From the Outside In

From the success of W Hotels and the innovation of Westin's "Heavenly" product line to the transformation of Sheraton and the rule-breaking Starwood Preferred Guest Program, Scott Williams will examine how exploring unarticulated user needs lead to better products, better services and better creative marketing and processes.

- What do we learn from observation in the user environment?
- And how do we import that knowledge for innovation?
- How do you evoke images that resonate emotionally with your customer?
- Designing the best possible customer experience for your most loyal customers
- Examples of how empathic design has transformed the customer experience

Scott Williams, Chief Creative Officer
Starwood Hotels & Resorts Worldwide, Inc.

12:30 Luncheon

*"Was one of the most valuable conferences I
have attended!"*

-Elizabeth Minton-Myers, Sr. Products Manager
Check Free Corp.

| TRACK A: | TRACK B: |
|--|---|
| <p>TOOLS & TECHNIQUES FOR GATHERING & ANALYZING THE DATA</p> | <p>BEST PRACTICES & KEY LEARNINGS</p> |
| <p>Track Chairman: Toni Tiedemann, <i>President - Insights & Innovations</i></p> | <p>Track Chairman: Alan Chachich, <i>Director of Product Management - Gentec Electro-Optics, Inc.</i></p> |
| <p>1:45 Ideation Based on Voice of the Customer: Growing the Consumption of Cans for Alcoa & Coca-Cola</p> <p>Alcoa was facing long-term declines in the volume of one of its core products-aluminum sheet stock for beverage cans. A small team of marketing and R&D managers, corporate partners, and external vendors created an innovation strategy using findings from a rigorous voice of the customer study. The result has been the most significant beverage packaging innovation since Cokes' famous Contour Bottle. Sales of Coca-Cola brands in cans have risen up to 10% wherever the Fridge Pack has been introduced.</p> <ul style="list-style-type: none"> • Which VoC method is ideal for ideation • How customer data from ethnographic research lead to design requirements for new products • How customer data from ethnographic research get a program more resources by "selling" programs internally and to partners <p>Craig Covert, Market Development Manager Alcoa Rigid Packaging co-presenting with Gary Waymire, President and Co-Founder Point Forward</p> | <p>1:45 The Hallmark Idea Exchange: Hearing the Voice of the Customer</p> <p>It is getting increasingly hard to "hear" the Voice of the Consumer. Consumers have options to "screen" out and prevent companies from communicating with them. Are there ways to 'invite consumers in' and develop sufficient trust that they are willing to have an ongoing dialog with your company? Hear what Hallmark is doing to hardwire the voice of the consumer into the company, to address a range of issues from innovation to strategy, products to merchandising. Using examples from the Hallmark Idea Exchange, a set of proprietary online communities, Tom will discuss what lessons Hallmark has learned in the process and share successes and failures along the way.</p> <ul style="list-style-type: none"> • How are communities different from panels? • How do online communities work and what are the benefits and pitfalls? • How do the insights from communities compare to other forms of research? • What are some myths that are clouding our ability to hear the voice of the consumer? <p>Thomas W. Brailsford, Manager of Advancing Capabilities Hallmark Cards, Inc.</p> |
| <p>2:30 Cyber Voice of the Customer</p> <p>Cyber VoC is not just a new word, but a whole new world. Until now, there really was no true "cybervoice" of the customer. There was cyber type and telephone voice, but these allow for only a piece of the whole customer to be heard. "CyberVoice" is an advanced technique that can aid in the early stages of new product development, while exploring the customer in a completely new and productive way.</p> <p>This presentation will include a live interactive session to demonstrate the potential for using the "cybervoice of the customer" for successful and innovative new product introductions.</p> <ul style="list-style-type: none"> • The logistics of having the customer in his/her own home environment or workplace has a major effect on the nature and quality of the data obtained • The interaction provides for a warm and engaging connection between the parties involved • The up-close and personal nature of this technique provides a truly clear picture of the nuances and subtleties of verbal and non-verbal behaviors that the customers themselves are rarely aware of as they respond to stimuli or questions • Ethnographic information can now be brought to the interviewers, without the intrusion of the ethnographer into the process of obtaining deeper insights and understandings • Participants are now easily geographically dispersed, both in the U.S. and globally; rural regions are no longer under-represented • People of all ages can be included from young children to the elderly and even infirmed <p>Facilitator: Renee Frengut, President eQualitative Research</p> | <p>2:30 Apples to Apples or Apples to Oranges? Voice of the Customer and Ethnography: Comparison and Contrast</p> <p>Voice of the customer and ethnographic research are two methods used often in the world of innovation. Both techniques provide significant insights and applications, but how does a team determine which method is most appropriate for the problem at hand? In this case study, FedEx will discuss their experience with both techniques in order to help others learn the unique differences between the methods. Topics covered will be:</p> <ul style="list-style-type: none"> • How FedEx has applied both tools • The differences and overlap between the methods • Appropriate applications for each tool • Advice for team embarking in projects using each method <p>Karl Schweinfest, Innovation Marketing and Justin Hadley, Marketing Process Management Fed Ex</p> |
| <p>3:15 Networking Break</p> | <p>3:15 Networking Break</p> |

Main Conference Day One

Track A Continued...

3:45 The Power of Personal Contact - Getting Out From Behind the Glass & Understanding Your Consumer

This presentation shares the journey one research team has taken in trying to understand consumers better and to incorporate consumers individual voices into the innovation process for their company. Through the use of vignettes, the path to a complete listening process will be given. The stories will allow an understanding of how this process takes "art" and moves it into science with good reliability and consistency for the understanding of what features and product might be real innovations from consumers' perspectives.

- How Gallo is listening to consumers and hearing what they are saying
- How to move this listening into even deeper consumer understanding for innovation
- How to practice mindful integration of all knowledge streams
- How to make observational and qualitative tools work extremely effectively for innovation
- How to move qualitative into quantifiable understanding quickly

Pam Hartwig, *Project Leader, Innovation*
E. & J. Gallo Winery co-presenting with
Jacqueline H. Beckley, *President*
The Understanding & Insight Group

4:30 Generating Ideas to Meet Customer Needs

Sunbeam Products, Inc. is developing a new line of kitchen appliances under the brand name of a successful lifestyle property. The Sunbeam Product Development Team wanted to ensure that the products would resonate with the target consumers, so they worked with actual consumers to co-create ideas for this new line.

- How to listen differently to your customers in an idea generation session
- How to work with your customers to develop solutions that meet their needs
- How to select the customers to work with
- How to prepare the customers and your team so the session is most productive
- Tips for running a successful session

Danene Jaffe, *Vice President Consumer Development*
Sunbeam Products, Inc. co-presenting with
Susan Robertson, *Innovation Process Consultant*
Ideas to Go, Inc.

5:15 End of Conference Day One

Track B Continued...

3:45 Leveraging the Voice of the Customer to Maximize Business Results

This session will share practical approaches for assimilating feedback from all customer touch-points and leveraging in such a way as to maximize business results. This informative workshop will be co-presented by leaders in the fast-paced high-tech industry where effectively listening, and responding to, customer feedback is "most crucial" to remaining competitive in this dynamic marketplace.

You will walk-away from this session with a template and model that you can put to immediate use, and leverage the voice of YOUR customer to maximize business results.

- Results of On-going VoC that Demonstrate Value
- The importance of being customer-centric: listening and responding to VoC
- What is the scope of VoC?
- The process and methods for collecting and assimilating VoC and applying VoC
- The benefits realized by effectively leveraging VoC

Jim McLaughlin, *Senior Vice President Service Delivery*
Digex co-presenting with
Craig Bailey, *President*
Customer Centricity, Inc.

4:30 A Roadmap for Discovery

Driven harder than ever by market and technology demands, managers are being forced to change how they evaluate business and market opportunities. Our objective is to share the knowledge we have gained with this successful method of discovery, development and deployment at Deloitte.

This discussion will:

- Show how the Deloitte Enterprise Value Map™ supports the discovery of products and services of greatest value to client shareholders in a wide range of industries
- Demonstrate how to stimulate clients/customers to verbalize their needs and help practitioners translate those needs into action
- Add to the arsenal of discovery strategies for new product development
- Build better cross-functional teams
- Teach you to deliver more compelling and meaningful business advice and services
- Enable you to adapt the concepts of the Enterprise Value Map™ for your own uses

David C. Penzone, *Partner National Tax Strategies Group*
Deloitte & Touche, LLP

5:15 End of Conference Day One

A SAMPLING OF PAST ATTENDING COMPANIES OF VOICE OF THE CUSTOMER

- | | | | |
|----------------------------|-------------------------|--------------------------------|--------------------------|
| • Allstate Insurance | • Appleton Papers, Inc. | • Ethicon Endo-Surgery | • Zebra Technologies |
| • Toyota | • The Clorox Company | • International Truck & Engine | • Eastman Chemical |
| • DuPont | • Pitney Bowes | • Siemens Medical | • We Energies |
| • Rich Products | • Luxfer Gas Cylinders | • Rubbermaid | • Johnson & Johnson |
| • General Motors | • Deluxe Corp. | • McCormick | • State Farm Insurance |
| • Keebler Co. | • Nestle USA | • Hershey Foods | • Dow Chemical |
| • Polk Audio | • Masterfoods USA | • Target Corp. | • Masco Corp. |
| • Brady Corp. | • Hewlett-Packard | • Dade Behring Inc. | • Sara Lee Foods |
| • Intel | • Procter & Gamble | • Yahoo! | • Johnson Controls |
| • Flavors of North America | • Kimberly Clark Corp. | | • Schick-Wilkinson Sword |

Main Conference Day Two

Integrate Sophisticated Customer Visits Into Your VoC Process to Better Understand Customer Needs

Thursday **December 9, 2004**

7:15 Morning Coffee

7:45 **Chairman's Opening Remarks:**

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

8:00 **KEYNOTE PRESENTATION:**

Customer Visits Twenty Years On: What Have We Learned?

Programmatic visits to customers for product development entered business practice over twenty years ago. By 2004, virtually all technology firms, and many Business-to-Business marketers, had accumulated some experience with the use of this VoC technique. This keynote address will chronicle successes and failures in the attempt to use customer visits to obtain VoC data, with an eye to identifying best practices.

- Naïve versus sophisticated applications of the basic customer visit approach will be distinguished and basic, intermediate and advanced levels of customer visit practice, at the company-wide level, will be discussed
- The address will also consider how customer visits can be integrated with other VoC techniques
 - How do customer visits relate to ethnography?
 - If you could equally well do a focus group, why would you choose to do customer visits?
- The focus throughout will be on the use of customer visits to:
 - Identify unmet needs
 - Assess the economic value, to customers, of proposed product solutions

Edward F. McQuarrie, *Professor of Marketing*
Santa Clara University
and *Author of "Customer Visits"*

9:00 **Strategic Value of Empathy that Improves Value Empathy as a Strategic Advantage**

What makes Nike different from other shoe manufacturers? How does Harley-Davidson maintain an intuitive connection with its customer base? Why does JetBlue's David Neeleman spend time handing out snacks to passengers? How does a boutique clothier like White House Black Market develop a rabid following among women?

Value creation depends on a company knowing as much as it can about the people it serves. To maintain their competitive edge, companies like Nike and Harley-Davidson rely on a widely held sense of empathy for the people who buy their products. That empathy goes beyond traditional VoC work. And while it doesn't always get captured in market research reports or product development documents, it pervades these companies' cultures, allowing individuals to make better business decisions at all levels in the organization.

Widespread Empathy is the result of deliberate actions to build and propagate a system of human information. It's about every member of the organization having a first-hand sense of what people really need, how their company solves those needs, and how what they do as individuals affects the value of that offering. In this session we will:

- Understand the difference between table-stakes understanding, widespread empathy, and focused customer insights

- Explore how VoC champions can improve the quality of decision-making at every level of an organization
- Examine multiple case studies of how widespread organizational empathy can lead to top-line growth
- Identify specific techniques to help disseminate customer empathy across an organization

Patricia Smith, *Founder*

White House Black Market co-presenting with

Dev Patnaik, *Adjunct Professor*

Stanford University

Morning Concentration: General Session Organizational Issues In Voice of The Customer

9:45 **FEATURED PRESENTATION:**

A Business Design Framework for Co-Creating Customer Value Through the Effective Use of the Voice of the Customer

An important first step in co-creating customer value is to ensure there is coherence and consensus in how an enterprise's decision makers view the business context surrounding what customers have to say. This discussion will reveal the importance of understanding the full range of business designs available and the impact these designs can have on the effective use of the voice of the customer.

- A graphic description of the three business: Make-and-Sell, Sense-and-Respond and Anticipate-and-Lead that span the full range of possible ways of doing business combined with the steps in the co-creation process described by CK Prahalad in "The Future of Competition: Co-Creating Unique Value with Customers"
- Examples of applications that take full advantage of the alternative business designs are presented to help the participant determine their possible effects within their own enterprise
- Descriptions of the dominate personality type of people who thrive in each of the business designs and the effect this has on their view of using the voice of the customer information

Vincent Barabba, *Former General Manager Corporate Strategy & Knowledge Development*
General Motors Corporation

10:45 *Networking Break*

11:15 **Foundational Knowledge for Fast-Moving Industries: Encouraging Time-Starved Professionals to Look Beyond Themselves to Shape the Future of Internet Experience**

Yahoo! and Conifer Research partnered to conduct a large-sample VoC research project (in this case ethnography) of broadband Internet use and experience. When product development cycles seem like they must keep up with the acceleration of computer clock speeds it can be difficult to make the case for an in depth holistic study of consumer behavior. At a moment when time was in short supply how did Yahoo! management come to the conclusion that an investment in foundational knowledge was the right choice? What organizational challenges had to be met to garner the will and buy-in to conduct the work? Most importantly what tools and new organizational behavior had to be tried within the organization to maximize the utility and momentum (ROI)

Main Conference Day Two

that VoC research can provide? Through a series of unique experiences and tools Yahoo! leveraged an extensive VoC project to more deeply understand the consumer experience, more broadly across the organization in a more effective and efficient manner than ever before. David and Ben will:

- Provide an overview of business challenges that led to this research
- Discuss the challenges of gaining support for VoC methodologies in fast-moving industries
- Review the lessons learned when working with time-starved stakeholders
- Suggest strategies and tactics that maximize an organization's overall return on investment from VoC research

David Feick, Ph.D., *Director, Global Market Research*

Yahoo! Inc. co-presenting with

Ben Jacobson, MA, *Managing Partner*

Conifer Research, LLC

12:00 Turning Reality into Dreams: Customers First, Technology Second

From the thousands of new ideas that blossom each year, only a few ever make it into the mainstream. In Sensio's view, the reason for the success or the failure of many new ventures has nothing to do with technology or company size; the secret resides in understanding and managing VoC effectively.

During this presentation, the audience will experience:

- A clear, simple and effective process for customer-driven technology development, with a proven track record
- How to perform effective VoC with very limited resources
- Real-life examples for two complete value chain assessments
- Demonstrations of the world's first real 3D Home Theater System

Pierre-Hugues Routhier, *Vice President of Engineering*
Sensio

12:45 Luncheon

1:45 The Creation of a Consumer Research Practice at Edmunds.com

This presentation covers the challenges and achievements experienced during the first three months of establishing an in-house consumer research group at Edmunds. The primary responsibility of this group is to understand user attitudes and behavior, and use those insights to inform site and service evolution. Through this presentation, attendees will hear:

- Advice on how to quickly gain visibility, credibility, and traction within the organization
- Tips on how to formally integrate the research process into the existing development methodology and how to work with cross-functional teams
- Setting realistic short – intermediate term goals for a new research department, including sample resource plans and allocations (money/time/people)
- A discussion (including Q&A) on the difficulties of introducing a new “department” into an already successful process

Seth L. Gordon, *Director of Consumer Research & Evaluation*
Edmunds.com

2:30 Book Signing – Meet our Keynoters and Featured Presenters!

We would like to provide you with the opportunity to personally interact with our industry thought leaders, while having your book autographed. Authors may also be approached during networking breaks and luncheons.

AFTERNOON CONCURRENT TRACKS

| TRACK A: | | TRACK B: | |
|--|--|---|--|
| TOOLS & TECHNIQUES FOR USING THE DATA | | BEST PRACTICES & KEY LEARNINGS | |
| Track Chairman: Toni Tiedemann, <i>President - Insights & Innovations</i> | | Track Chairman: Alan Chachich, <i>Director of Product Management - Gentec Electro-Optics, Inc.</i> | |
| 3:00 The Role of Focused Interviews in Assessing Opportunities in the Latex Glove Market A small but significant percent of medical personnel and patients who have allergies to natural rubber latex are gaining an important say in the materials used in the latex glove market. This increasingly vocal customer channel has been investigated with a targeted needs-requirements model to determine if and how a proposed solution should be developed and commercialized. This case illustrates an efficient means of developing understanding in a complex channel to make sound commercial decisions. | 3:00 Before & After: What a Difference Voice of the Customer Makes - Case Study Three years after the introduction of a new technology, sales continued to be low and stagnant. For Tamarack Habilitation Technologies Inc., it was time to evaluate what went wrong and why. Eighteen months later, the same technology was refined, renamed, repackaged, and launched into a completely different market. The re-vamping of this technology was lead directly by the voice of the customer. And, as a result of listening, a better understanding of where Tamarack Habilitation Technologies Inc. went wrong was unveiled. | | |
| <ul style="list-style-type: none"> • The role of focused interviews in VoC for assessing business new product-market opportunities • The role of formal hypotheses in focusing on the most critical information needed • How interviews were structured to go beyond the customers current understanding of the need • How interviews were conducted to understand all relevant levels in the channel | <ul style="list-style-type: none"> • Share success, failures and balance of introducing new products with the customers voice in mind • Walk away with a renewed appreciation & consideration of customer voice in your processes, planning, & communication • Discuss the success and failures of launching a new technology into two separate markets • Share the heartaches and pain of change | | |

- How the value of a new product can be estimated through information obtained from these interviews
- How the interviewer can assess the basis of a competitive opening and competitive advantage

Steven Niss, *Global Business Manager*

DuPont Dow Elastomers co-presenting with

Robert Julier, *Former Global Director of Business Research*
The Dow Chemical Company

3:45 Customer-Driven Technology and Product Development

The creation of technical products presents unique challenges. Technical product specifications are usually hidden from or misunderstood by the customer. Product managers must bridge a large gap between requirements at a customer level and product specifications at an engineering level. Further, product managers fight to introduce the customers' voices into a legacy of engineering-defined requirements. Experience in the software and hardware markets reveals some techniques for addressing these challenges.

- Challenges in defining customer-driven technical requirements
- Motivating a requirements team for a technical product
- Recruiting customers for technical requirements gathering
- Translating voices into technical requirements
- Communicating customer-driven requirements
- Techniques for turning requirements into specifications into product

Lynne VanArsdale, *Senior Director*
Seagate Technologies

4:30 How Can You Derive Design Requirements From the Voice of the Customer?

Sometimes it is easy to interpret the Voice of the Customer, whether from interviews, or from ethnographic observation, and to derive design requirements from the successful past methods of satisfying those requirements. But frequently the Voice of the Customer appears to create contradictions—they want a home to be big and small, they want a cookie to be soft and crunchy, they want software to be complex and simple. TRIZ is a structured innovation system that helps you satisfy the apparently contradictory requirements that your customers want.

- Evolutionary designs are based on satisfying straight-forward customer needs
- Breakthrough designs come from satisfying conflicting or contradictory needs
- Listening to the customer and observing customer behavior can lead to formulating contradictions that TRIZ can resolve
- Case studies from products and services will be used to illustrate the concepts
 - Pharmaceuticals
 - Housing construction
 - Food Packaging
 - Theme park management

Arthur R. Mlodozieniec, Ph.D., *Former Director of Research Products, Quality Control Division*

Hoffmann La Roche

& *Former Executive Director InterX Drug Delivery Research*

Merck co-presenting with

Ellen Domb, *Consultant*

PQR Group

5:15 Conference Adjourns

- Capture the essence of balancing technology developments and the voice of the customer. How does one ever tell another that their baby is ugly?
- People should walk away with an appreciation of the courage and strength it takes to develop successful products

Tammy Hanna, *Director of Business Development*
Tamarack Habilitation Technologies, Inc.

3:45 Applying Voice of the Customer Techniques Across the Value Chain in the Development of Wireless Data Services - Case Study

This presentation will illustrate a framework that has been used successfully to structure voice of the customer data to improve product development activities within the organization, with suppliers and partners. The case study will show how it has been applied to the launch of a major consumer mobile data service in the UK.

The framework is used to produce a tool that provides a common view of the ultimate goals for the service from the customers perspective. The structure of the tool ensures that it can be used effectively across many functions within the organization, and with key external parties.

The approach can be applied equally well to early stage service concept development right through to the final stages of launch. It was also employed in making trade-offs between what should be delivered versus what can be delivered when deadlines approach.

Abi Carrillo, *3G Customer Experience Manager*

Vodafone UK co-presenting with

Martin W. Carroll, *Principal Consultant*

Atos KPMG Consulting

4:30 Research Driven Product Strategy & Design: The RECoRD Method - Case Study

In January 2003, Yahoo! Personals launched an initiative to cater to a specific segment of the online dating audience.

This case study will demonstrate how:

- Ethnographic research is a valuable tool for understanding the latent needs, goals, and frustrations of customers
- Ethnographic research reveals unexpected discoveries embedded within the customer experience that have a significant impact on product and brand strategy
- Collaborative data analysis creates shared knowledge & ownership of the research results & leverages multiple perspectives to translate customer insights into actionable recommendations
- Collaboration between user and market research supports triangulation of results and leverages the strengths and compensates for the weaknesses of different qualitative and quantitative methods
- Creating customer models, concept proposals, and personas allows VoC to persist from ideation to design to implementation

Michael Kronthal, *User Experience Researcher*

Yahoo! Inc.

5:15 Conference Adjourns

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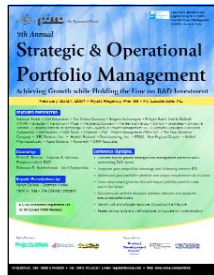


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Serving people with a professional interest in new products, The PDMA is a non-profit organization dedicated to improving the theory and practice of new product development and management. It focuses on the needs of senior practitioners and academics whose common interest is the creation of new goods and services. The membership is drawn from a broad spectrum of management functions with roughly equal representation from both technical and marketing areas. The interdisciplinary blend of PDMA's membership is further differentiated by a balance of industry participation ranging from packaged goods to high technology to industrial markets. Approximately 70% of the members are corporate practitioners with the remainder coming from academia and service providers.

KEY PDMA BENEFITS INCLUDE:

- Subscription to the Journal of Product Innovation Management and its quarterly magazine, Visions
- Meet new product development professionals throughout the world
- Specific practical guidance in a variety of new product development theory and new practices for the manufacturing and service industries
- PDMA chapters in many major cities. To learn more about PDMA Chapters in your area, or to become a member of the Northern CA Chapter, Please visit www.norcalpdma.org, or the Southern CA Chapter, Please visit www.pdmasocal.org.

For Additional Membership Information Call: 800-232-5241 or visit us at www.pdma.org



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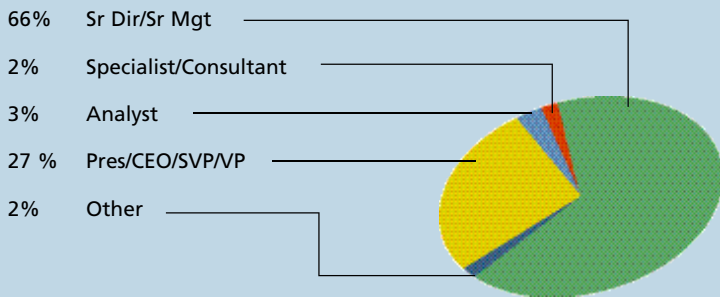
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KEY DELIVERABLES

At **7th Annual Voice of the Customer**, conference attendees will have the opportunity to:

- Gather, analyze & apply **ACTIONABLE** VoC Data that will spur innovation and generate new and improved products and services
- Discover how a strong VoC process can improve the quality of **DECISION-MAKING** at every level of the organization
- Learn specific tools & techniques that assess **B2B** new product opportunities
- Perform effective VoC with **LIMITED RESOURCES**
- Interact with the cyber voice of the customer during early stages of product development to **OBSERVE** the customer in a **NEW** and **INNOVATIVE** way
- Understand when to use **SPECIFIC VOC TOOLS, TECHNIQUES AND METHODOLOGIES** and how they can be applied to your projects

IIR ATTENDEE BREAKDOWN



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
- Commercialization
- Manufacturing
- Strategic Planning & Development
- Six Sigma
- Platform Management
- CRM
- Marketing and Sales
- Resource/Capacity Management
- Product & Brand Management
- Category Management
- Market Research
- New Business Development
- Global Consumer Insights
- Consumer Insights/Research/Market Intelligence
- Global Research/Intelligence
- Global Operations
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From Best Practice industries such as:

- Services (Financial, Business and Insurance)
- B2B
- Technology and Hi-Tech
- Consumer Goods and Consumer Packaged Goods
- Automotive/Aerospace/Transportation
- Electronics
- Telecommunications
- Industrial/Manufacturing
- Chemicals
- Pharmaceuticals
- Utilities

Hear What **Past Conference Attendees** Had to **Say!**

“A very good range of industries & experiences – a lot of insight to be gained”

– **Samantha Stead**, *Consumer Insights Integration Director, IMP*

“A very good ‘meeting of the minds’ and review of what others are doing”

– **Joni Sahhar-McCagg**, *International NPD Leader – Rich Products Co.*

“Excellent conference with lots of learning!”

– **Vickie Thomack**, *Scientist, Research & Product Development, Kimberly Clark Corporation*

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:

- Registering before October 29th
- A PDMA Member
- A PMI Member

- Sending 3 or more people from your company
- Either an academic or government employee
- Referred by a speaker on the program
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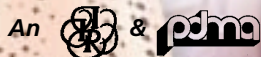
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