

Product Management And The Market Place Success Best Practices

Learn how to select the winning product and prioritize features; drive the product to exceed market expectations; communicating with market facts and using tools to maximize profit over the product lifecycle.

Shanghai, China

February 29-March 2, 2012

This three-day training course will grant you 21 PDUs.

Market Simulator

Throughout this course, participants will have an opportunity to use a market simulator to launch a new product, each group will setup its own strategy, pricing, promotion and sales effort to get the best results. The result of team work and effect of using various marketing mechanisms will enforce the learning for this training.

Your International Facilitator:

Francis Hung, Managing Director – Apollo Consulting Group

China Experience

Beijing Olympics

► Support and enhance the Program Management Office to deliver projects in 3 areas: TV Broadcasting, International Sponsorship & Ticketing

Shanghai F1 Championship

► Set up a Program Management Office to manage the deployment of F1 properties in TV broadcasting and magazine publishing

Guangdong Nortel

► Set up a Program Management Office in the JV Guangdong Nortel in China for cost reductions projects

BUPT Nortel R&D Center

► Start up the first Nortel R&D Center in China for Wireless network development programs

Shanghai Expo

► Develop the Event Management training program for the Expo project team

Testimonials

“Francis is an experienced and well organized trainer with good understanding of the subject. His unique Project Management tool that is so useful and covers all important aspects of project management.” - Oonagh Chan, Head of Broadcast Division, Hong Kong Jockey Club.



■ ■ Practical Product Management concepts:

The pressure to deliver the right product at the right price in the right timeframe has never been greater. Companies that thrive are the ones that define, produce and promote their products more efficiently and more effectively; in short, companies with exceptional product management.

We offer real-world solutions to critical issues that shape your business. Developed and delivered by experienced product management professionals, the product management training mixes cases studies with practical examples to teach the skills, tools and processes required to be an outstanding product manager.

If you are new to product management or your product management team needs help focusing on strategic activities, Practical Product Management fully explores the role of technology product management with tools and processes designed to bring products to market more efficiently and effectively. Every concept in the seminar is designed to be actionable as soon as you return to the office.

What the Seminar will Help You Achieve:

- **Reduce product development costs through improved Product Definition**
Getting product definition right first time is a huge business benefit. Not only does it improve product take-up, but it dramatically improves the efficiency of your product development team. By defining a structured approach to market analysis and requirements specification, this training helps you get it right first time.
- **Build customer confidence through on-time delivery**
Late product delivery causes customer dissatisfaction and can also mean missing market opportunities. This product management training uses tried and tested processes and methodologies to ensure an on-time delivery.
- **Increase product sales through effective product delivery**
A product is much more than a piece of hardware or software. There are many non-technical deliverables that go to make a successful product release. This product management training defines the complete product delivery process and works through the issues facing a product manager to ensure an effective product launch.

Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

Wednesday 29th February 2012

Day 1: Selecting a Winning Product

This section begins with defining the functions and activities of a product manager. You will learn capture the product opportunities, identify the winners, prioritizing the short term results versus the long term goals.

0900 – 0915 Program Introduction and Setting Objectives

0915 – 1030 The Role of the Product Manager

Key areas covered:

- The role of product management
- Qualities of a successful product manager
- Technical capabilities
- Commercial capabilities
- Communication skills
- People skills



1030 – 1045 Break

1045 – 1215 Market Segmentation and Sizing

Delegates then find out how to create a credible estimate of the market size. Using top-down research driven data, supported by bottom up unit-price data, delegates are taught how to build a detailed view of the available market, and derive a credible revenue estimate from this.

Key areas covered:

- Identifying market potential
- Defining your market
- Market segmentation
- Estimate your market size
- Revenue estimate



1215 – 1330 Lunch

1330 – 1445 Market Analysis

Key areas covered:

- Primary market research
- Secondary market research
- Tools and techniques for primary and secondary market research
- Assessing product opportunities

Competitor Analysis

Key areas covered:

- Gathering competitive information
- SWOT analysis
- Understanding competitor objectives
- Product analysis
- Applying Porta's market five forces model



1445 – 1500 Break

1500 – 1700 Pricing and Business Case Building

Key areas covered:

- Pricing techniques
- Building a pricing strategy
- Business case building
- Licensing models

Conclusion of Day One

Thursday 1st March 2012

Day 2: Working with Development

The Balancing act between your customers and developers

It is important to be able to deliver your new products or new services on time with features meeting your customer's expectation. It is of great value to your company and to your customers. This part of the training shows you how to writing the right spec meeting both your developer's capabilities and your customer's needs. It also shows you the techniques how to save the project from potential schedule overrun.

0900 – 0915 Review of Day 1 Learning

0915 The Requirements Specification Process

Key areas covered:

- The benefits of a requirements process
- Efficiency gains through requirements
- Key elements of a requirements process
- Requirements process description
- Case studies

1030 – 1045 Break

1045 – 1215 User Profiles and Scenarios

Key areas covered:

- Developing User Profiles and Scenarios
- Building Use Cases
- Using profile, user scenarios and profiles to support development
- Case studies

1215 – 1330 Lunch

1330 – 1445 Writing Accurate Requirements

Key areas covered:

- What makes a good requirement?
- The language of requirements
- Structure a requirements document
- Requirement practices

1445 – 1500 Break

1500 – 1600 Prioritization

Key areas covered:

- Feature prioritization benefits
- Getting stakeholder support
- Managing risk with prioritization
- Maintaining priorities through the development lifecycle
- Case studies

1600 – 1700 Delivering On-Time and On-Target

Key areas covered:

- Why releases go off track
- Dealing with external pressures
- Dealing with internal pressures
- Gaining clarity of progress versus plan
- What to look for signs of a project problem
- How to manage potential project overrun

Conclusion of Day Two



Who Should Attend?

Vice Presidents, Directors, Heads and Managers:

- Marketing Department
- Product Management
- New Product Development
- Innovation Management
- R&D
- Innovation Acceleration
- Product Marketing
- Category Development
- Business Development
- Market Research

Friday 2nd March 2012

Day 3: Product Release and Refinement

After selecting the winning product, with the best development team, you still need to have an outstanding product launch platform to introduce to the market place. This includes the right marketing message, the product support system, after sales services and the right pricing... This section will give you all the basics for you to start right and maximize the profit over the lifecycle of the product.

0900 – 0915 Review of Day 2 Learning

0915 – 1030 The New Product Introduction (NPI) Process – The Product Launch

Key areas covered:

- The product launch process
- Building a product launch checklist
- Gaining cross-functional support
- Meeting end user goals

1030 – 1045 Break

1045 – 1215 Product Positioning

Key areas covered:

- Product positioning theory
- Building product positioning statements
- Defining the key messages for your customers
- Data sheet development
- Case studies

1215 – 1330 Lunch

1330 -1445 Communication

Key areas covered:

- Cross-functional communication
- Communicating with customers
- Dealing with date, feature and pricing question
- Objection handling
- Communication Practice

1445 – 1500 Break

1500 – 1600 Early Availability

Key areas covered:

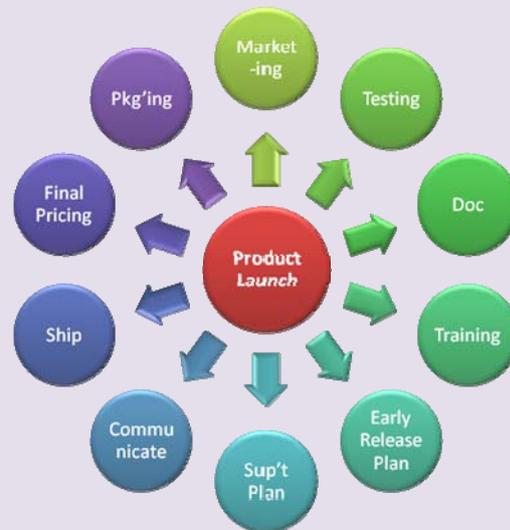
- Early release – definition
- The pros and cons of a beta program
- Gaining marketing advantage through the beta program
- Exploiting the benefit of a beta program
- Case study

1600 – 1700 Ongoing Planning

Key areas covered:

- Product planning – managing between programs and projects
- The annual product plan
- Financials for the product manager
- Product planning and the senior management team
- Incorporating product planning into your day job
- Product withdrawal
- How to take advantage of the continuous improvement process

1700 Program Closing



February 29-March 2,2012

About Martin Linking

Martin Linking Business Consulting plans to produce more than 80 trainings and conferences and works with senior executives from the majority of the world's top 1000 companies to improve their business strategy and match their learning and training needs in one year. And we continue to grow. We also invite the leading business practitioners, industry decision makers and innovators to share insights, best business practice, and new technology at our forums. **We are dedicated to give attendees cutting edge information they can use immediately.** We constantly research and listen to all industry sectors to ensure that the business intelligence we provide is timely and cutting-edge.

In-House Training Solutions:

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact **Whitney Shen** on **+86 28 8532 7678** or email **whitney.shen@martinlinking.net** to discuss further possibilities.

Course Format:

Through a combination of breakout sessions, group and individual work, interactive roundtable discussions and role-plays, delegates will understand the total role of product management. Trainer will use practical examples and case studies to reinforce and expand the scope to cover applicable concepts in this training.

Workshop Schedule

Day One & Two

- 0830 Registration and coffee
- 0900 Workshop commences
- 1045 Morning refreshments
- 1115 Workshop re-commences
- 1200 Luncheon
- 1300 Workshop commences
- 1500 Afternoon refreshments
- 1530 Workshop re-commences
- 1730 Workshop concludes

About your facilitator

Francis Hung, MBA, P. Eng, PMP, PRINCE2, MSP, ITIL, EIPM

Managing Director – Apollo Consulting Group

Francis Hung, MBA, P. Eng, PMP, PRINCE2, MSP, ITIL, EIPM is a bilingual professional specializing in portfolio, project and program management and purchasing management. For the past 30 years he has worked with large companies in project and project office managements from the US, Canada and Asia. In particular, his work in the adaptation of project management processes and his creation of earned value management tool to assist business to manage their projects more effectively. Thanks to his years of experience with Nortel, System and North America aerospace industries, he brings practical information, an insider's view of the corporate world, and many live stories (both from his own experience and from her co-workers, vendors, and friends in the corporate community) to match the theory to reality. Francis was a Nortel program manager and senior VP of System directing multiple projects simultaneously following the Nortel corporate project management process, which he now applies to his own independent project management consulting business.

About Francis Hung	
Specialization	Project Management Consulting & Training Setting up project management office (PMO) Strategic program management and purchasing management Telecom/IT systems development Certified trainer for US PMP, UK PRINCE2, P3O, ITIL and European Purchasing Management
Sector & Industry Experience	Manufacturing, Telecom, Information Technology, Finance, Call Center operation
Major Projects	Shanghai 168 Internet Call Center, SYWG security B-share trading system, Nortel digital cross connect program manager, NASA space shuttle EMI component reliability program, Greatwall CDMA service and billing system

产品管理与市场成功最佳实践

学习如何选择致胜的产品及把产品特征区分优先次序；推动产品超过市场的预期；与市场的实际情况沟通并使用各种工具来追求产品生命周期中的利润最大化。

中国上海

2012年2月29日-3月2日

参加这次3天的培训课程将使你获得21个PDU积分。

市场模拟器

通过这次培训，学员将有机会使用市场模拟器推出一个新产品，每个小组将设置自己的策略、定价、推广及销售努力以获得最好的结果。团队的工作的结果以及运用各种营销机制的效果将加强此次培训的学习效果。

您的国际培训师:

Francis Hung, 董事总经理 – Apollo Consulting Group

中国经验

北京奥运会

►支持和加强北京奥运会项目管理办公室在3个领域成功交付项目：电视播放，国际赞助及门票

上海F1大奖赛

►建立一个项目管理办公室来管理F1的相关内容在电视播放和杂志出版的部署

广东北电

►在中国的广东北电合资公司建立一个项目管理办公室来进行成本削减项目

北京邮电大学北电研发中心

►在中国开始第一个北电无线网络开发研发中心

上海世博会

►为世博会项目团队进行项目管理培训

证言

“Francis是能非常好地理解这个主题的一位经验丰富和条理分明的培训师。他独特的项目管理工具非常有效，并涵盖了所有项目管理的要点。” – Oonagh Chan, Head of Broadcast Division, 香港赛马会。



实用的产品管理观念:

在正确的时间框架内以合适的价格推出正确的产品的压力从来没有如此之大。兴旺的公司是那些能更加高效和更加有效定义、生产、推广其产品的公司；简言之，是那些拥有极佳产品管理的公司。

我们提供对贵公司业务有重要影响的关键问题在真实世界里的解决方法。由经验丰富的产品管理专业人员制作和提供，这次产品管理培训结合了实践例子的案例研究来讲授一个出色的产品经理需要掌握的技巧、工具和流程。

如果你是新接触产品管理或者您的产品管理团队需要帮助把重点放在战略性的活动，这次实用的产品管理培训将充分讲解技术产品管理的角色和能把产品更加高效和有效推向市场的工具和流程。这次培训中的每一个概念都被设计成一旦你返回办公室就可以马上实行。

这次培训将帮助你达到:

- **通过改进的产品定义来缩短产品开发成本**
一开始就正确的产品定义会带来很大的商业利益。它不仅能提高产品开发的启动，而且它能显著地提高产品开发团队的效率。通过定义一个市场分析和需求详细说明书的结构化方法，这次培训将帮助你首次就把产品定义做正确。
- **通过准时交付建立客户的信心**
延迟的产品交付会造成客户的不满，也意味着失去市场机会。本次产品管理培训将使用久经考验的过程和方法以保证准时交付。
- **通过有效的产品交付来增加产品的销售**
一个产品不仅仅是一件硬件或软件。有许多非技术性因素的交付会影响一个产品的成功发布。本次产品管理培训定义了完整的产品交付流程和解决产品经理面临的种种问题以确保有效的新产品发布。

2012 年 2 月 29 日 星期三

第一天： 选择一个致胜的产品

本节从定义产品经理的作用和活动开始。您将学会抓住产品的机遇，识别致胜的产品，短期的效果和长远目标的优先顺序。

0900 – 0915 项目介绍和目标设定

0915 – 1030 产品经理的角色

涉及的要点：

- 产品管理的角色
- 一个成功的产品经理应具有的品质
- 技术能力
- 商业能力
- 沟通技巧
- 人际技巧



1030 – 1045 休息

1045 – 1215 市场细分和规模

参会代表接着将学习如何对市场规模做一个可靠的估计。使用自上而下的研究驱动数据，由自下而上的单件价格数据支持，参会代表将学习如何建立对有效市场一个详细的了解，并由此推算出一个可靠的收入估计。

涉及的要点：

- 识别市场潜力
- 定义您的市场
- 市场细分
- 估算市场规模
- 收入估计



1215 – 1330 午餐

1330 – 1445 市场分析

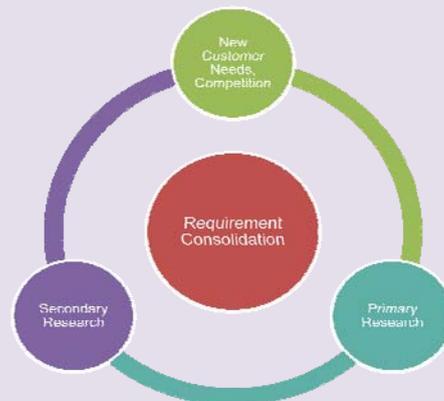
涉及的要点：

- 主要市场研究
- 二级市场研究
- 主要和二级市场研究的工具和技术
- 评估产品的机会

竞争对手分析

涉及的要点：

- 收集竞争情报
- SWOT 分析
- 了解竞争对手的目标
- 产品分析
- 应用 Porta 的市场的五股力量模型



1445 – 1500 休息

1500 – 1700 定价和业务用例的建立

涉及的要点：

- 定价技术
- 建立一个定价策略
- 业务用例的建立
- 授权模式

第一天总结

2012年3月1日 星期四

第二天： 进行产品开发

客户和产品开发者之间的平衡

能及时交付满足客户期望的新产品或新服务是非常重要的。对您的公司和您的用户都是很有价值的事。这部分的培训将向您展示如何书写正确的详细说明书来同时满足公司开发者的能力和客户的需求。它还向您展示如何挽救一个可能要被时间表问题推翻的项目的技巧。

0900 – 0915 第一天培训的回顾

0915 需求详细说明书的流程

涉及的要点：

- 需求定义的好处
- 通过需求定义获得的效率
- 需求定义流程的关键元素
- 要求定义流程的描述
- 案例研究

1030 – 1045 休息

1045 – 1215 用户概况和场景

涉及的要点：

- 制定用户概况和场景
- 建立用例
- 使用概况、用户场景和概况来支持产品开发
- 案例研究

1215 – 1330 午餐

1330 – 1445 写作准确的需求

涉及的要点：

- 一个好的需求包括什么？
- 需求写作的语言
- 需求文件的结构
- 需求写作实践

1445 – 1500 休息

1500 – 1600 优先次序

涉及的要点：

- 区别特征优先次序的好处
- 得到利益相关者支持
- 管理优先次序的风险
- 通过产品开发生命周期来维持优先次序
- 案例研究

1600 – 1700 按时按目标交付

涉及的要点：

- 为什么产品发布会偏离轨道
- 处理外界压力
- 处理内部压力
- 清楚进展与计划之间的状况
- 对于项目出问题的征兆需要看哪些方面
- 如何处理潜在的项目失败

第二天总结



谁应参加？

以下部门的副总裁，总监，领导和经理：

- 市场部
- 产品管理
- 新产品开发
- 创新管理
- 研发
- 创新推进
- 产品市场
- 产品类别开发
- 商务发展
- 市场研究

2012年3月2日 星期五

第三天： 产品发布和完善

在挑选致胜的产品后，有了最佳的产品开发队伍，你还需要有出色的产品发布平台来把产品介绍给市场。这个包括正确的市场信息、产品支持系统、售后服务和正确的定价等。这节将介绍给你所有的基本注意事项，能让你有一个正确的开始并使产品在整个生命周期中利润最大化。

0900 – 0915 第2天培训的回顾

0915 – 1030 新产品介绍（NPI）的流程 - 产品的投放

涉及的要点：

- 产品发布的流程
- 制定产品发布的清单
- 获得跨职能部门的支持
- 满足终端用户的目标

1030 – 1045 休息

1045 – 1215 产品定位

涉及的要点：

- 产品定位原理
- 制定产品定位陈述
- 为您的客户定义关键信息
- 数据表的制定
- 案例研究

1215 – 1330 午餐

1330 – 1445 沟通

涉及的要点：

- 跨部门沟通
- 和客户的沟通
- 处理日期、特征和定价的问题
- 处理反对意见
- 沟通时间

1445 – 1500 休息

1500 – 1600 早期的可用性

涉及的要点：

- 早期发布-定义
- β 节目的优缺点
- 通过 β 节目获得营销优势
- β 节目的好处
- 案例研究

1600 – 1700 持续进行的计划

涉及的要点：

- 产品计划-管理规划和项目
- 年度产品计划
- 产品经理的财务问题
- 产品计划和高层管理团队
- 把产品计划融入到您的每天工作中
- 产品召回
- 如何利用持续改进过程

1700 培训结束



2012年2月29日-3月2日

关于马汀令可

马汀令可商务咨询计划每年组织超过 80 场的培训和会议，与全球 1000 强公司的高层经理一起提高他们的商务战略，满足他们的学习和培训需求。并且我们在不断成长。

我们邀请领先企业的管理者，决策者和创新者在我们的活动中分享他们的思想观念，最佳商业实践和新技术。**我们致力于为我们的客户提供即刻可用的前沿信息。**我们不断地研究和聆听所有行业的声音来保证我们提供商业信息是及时和前沿的。

内训方案

如果贵公司有许多人有类似的培训需要，那么你不妨考虑内部培训的解决方案。培训将在贵公司现场举行。并且培训可以根据您具体的要求来进行。

请联系 **Whitney Shen** 来讨论合作的可能：

电话：+86 28 8532 7678

电邮：whitney.shen@martinlinking.net

培训形式：

通过结合分节讲解，小组和个人练习，互动圆桌讨论和角色扮演，参会代表将完全理解产品管理的作用。

培训师将利用实际案例和案例分析来加强和扩展这次培训中概念的应用范围。

培训时间表

第一天和第二天

- 0830 签到和早茶
- 0900 培训开始
- 1045 上午休息
- 1115 培训继续
- 1200 午餐
- 1300 培训开始
- 1500 下午休息
- 1530 培训继续
- 1730 培训总结

关于您的培训师

Francis Hung, MBA, P. Eng, PMP, PRINCE2, MSP, ITIL, EIPM

董事总经理 – Apollo Consulting Group

Francis Hung (MBA, P. Eng, PMP, PRINCE2, MSP, ITIL, EIPM) 是一位能讲流利中文和英文双语的专家。他专于组合管理、项目管理、计划管理和采购管理。在过去的 30 年里，他参与了来自从美国、加拿大和亚洲的大型企业的项目及项目办公室管理。尤其是他在改编项目管理过程和创造增值管理工具方面的工作帮助企业更有效地进行了项目管理。归于他在北电、Systek 和北美航空业多年的工作经验，他带来了实用的信息，局内人的企业观，许多生动的故事（包括来自他自己的经验和他的同事，供应商，和企业圈的朋友）以匹配理论和实际。Francis 曾是北电的项目经理和 Systek 的高级副总裁，他运用北电公司的项目管理过程同时指导多个项目。他现在把这些用于他自己的独立的项目管理咨询业务中。

关于 Francis Hung

专长	项目管理咨询和培训 建立项目管理办公室 (PMO) 战略项目管理和采购管理 通信/IT 系统开发 美国 PMP, 英国 PRINCE2, P3O, ITIL 和欧洲采购管理的认证培训师
行业经验	制造, 通信, IT, 金融, 呼叫中心运营
主要项目	上海 168 互联网的呼叫中心, 申银万国 B 股证券交易系统的项目负责人, 北电的数据交叉连接系统的项目经理, 美国宇航局航天飞机 EMI 元器件可靠性项目, 长城 CDMA 移动网络计费和漫游控制

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Name: _____

Position: _____

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