



Project Management Innovations

A Quarterly Publication of the Project Management Institute's®
New Product Development Specific Interest Group

October 2001, Volume 6, Issue 3

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Musings On New Product Portfolio And Pipeline Management

By Curt Raschke, PMP, Vice-chair of the Assembly of SIG Chairs

In September, Greg Githens and I presented an invited paper at a conference organized by The Management Roundtable on "Pipeline & Portfolio Management: Balancing Multiple Projects with Limited Resources." While there, we enjoyed the opportunity to talk to several members of the New Product Development SIG who had taken advantage of the 15% discount offered to NPDSIG members. In addition, I was able to put aside (for a few days at least) worries about day-to-day project execution issues and reflect on ways to better analyze and manage the business aspects of new product development projects. I will not even try to summarize all the good practical information that was presented. However, I would like to share what I feel were a few common issues and concerns underlying all the presentations.

Ultimately, the success or failure of a new product development project is judged not in terms of traditional project execution success metrics (e.g. performance, schedule, and cost), but rather how well the product succeeds in the market. Indeed, sound project management methods are necessary, but definitely not sufficient, for market success. Examples are the many "dot.coms" and e-business offerings that frequently had flawless project execution, but failed to deliver products for which real customers were willing to pay real money. Successful new product development organizations on the other hand, regularly and quite consciously, decide to sacrifice project performance, schedule, and cost when needed to bring more profitable products to market. Traditional project execution success metrics are still important, just secondary to the more important business success metrics.

Deciding when and how to subordinate traditional project execution success to business execution success is, of course, the purpose of structured portfolio and pipeline management. Both portfolio and pipeline management methodologies address the same issues, but with a different emphasis on the business and project execution aspects. Portfolio management seeks to optimize the business return of the entire product portfolio from new product and new market identification through life cycle profit optimization of products already on the market. Pipeline management, on the other hand, seeks to optimize the deployment of resources on projects to meet the overall portfolio goals.

Continued on page 2

Letter From The NPDSIG Chair

By Kurian Jacob, PMP,
NPDSIG Chair



The NPDSIG officers offer our sympathy and prayers to all those whose lives were touched by the September 11, 2001 tragedy at the World Trade Center, a new day of infamy. We mourn alongside those who lost relatives, friends, and acquaintances. We honor the heroes who risked or gave their lives during the attacks, as well as those who have volunteered, provided assistance and comfort in the aftermath. Undermining good deeds is never possible and good always wins. We will overcome.

Since the last newsletter, while investigating possibilities of member engagement with Yahoo!Groups, and as we communicated (electronically) with them, an inadvertent set of circumstances ensued which resulted in all members in our directory being

automatically signed up as members. This inadvertent event, which did not provide fair warning to our constituents, and was not precisely setup the way we had planned, resulted in numerous objections and obvious discomfort to some of you. On behalf of the officers of the NPDSIG, please accept my apology.

The good news is that about ninety percent of our members are engaging with the NPDSIG presence on Yahoo! Groups and many of you are participating in the discussions. We have had seven distinct topics thus far, and encourage you to use Yahoo!Groups as a forum for your own personal needs, and hopefully for the benefit of all. Sharing experiences, communicating, collaborating, and networking with other members is an advantage, we can achieve together.

There is no need to have a Yahoo! ID, since you are registered to receive posted e-mails to your e-mail address. However, the Yahoo!Groups site has numerous NPDSIG documents,

including PMI® weekly and quarterly updates, NPDSIG board meeting minutes and other documents. In order to access these materials, members would need to generate a Yahoo! ID. This is easily accomplished. Go to http://groups.yahoo.com/group/PMI_NPD_Sig and click on **sign up**.

PMI's annual Seminars & Symposium scheduled for November 1-10, includes leadership meetings, pre- and post-Symposium Seminars, and the Symposium from November 5-7. The NPDSIG sponsored New Product Development track has always proven to be popular, a credit to the SIGs technical track committee. We hope to see and meet the many NPDSIG registered participants. The SIG reception scheduled for Monday, November 5, and the annual NPDSIG meeting that follows, are occasions for participants to get together.

A common hatred of something unites people, but let us remember to give thanks for what we have, freedom, friendship, love, and hope.

Musings *continued*

Decisions about which markets and products to develop, when to introduce new products, when to “kill” projects and when to obsolete existing products, all generally fall into the category of portfolio management. Decisions about “real time” tradeoffs between the scope, schedule, and resource utilization of individual development projects to meet overall portfolio goals generally fall into the category of pipeline management.

Doing all this successfully, of course, depends on efficient flow of information between the business and project execution sides of the organization. However, as discussed by many people at the conference, there are plenty of opportunities to improve the effi-

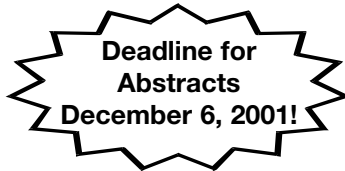
ciency of collection and distribution of this information. For example, the reluctance to “kill” projects once they have started, the inability to prioritize the use of resources on one project over another, and “scope creep” are often really just reflections of the lack of clear portfolio information flowing to the project managers. Likewise, market “surprises” once a product is introduced, are often the result of seemingly sound project management decisions contributing to misalignment of the product attributes with the evolving market needs.

Almost everyone I talked to at the conference felt that their marketing and manufacturing organizations had reasonably good processes and tools for collecting portfolio information and that their product development

organizations had reasonably good processes and tools for collecting project pipeline information. However, the various organizations often did not use each other's information in a consistently structured way to help their own decision-making. It was almost like portfolio and pipeline management was being done in parallel and independently of each other. One of my main “take aways” from the conference was that competitive advantage should flow to organizations that adapt their existing portfolio and product development business processes to more efficiently support each other.

PMI 2002 Call For Papers For The New Product Development Track

By Curt Raschke, PMP,
Vice-chair of the Assembly
of SIG Chairs



The NPDSIG is once again proud to be sponsoring a track at the Project Management Institute's 33rd Annual Seminars & Symposium Technical Program, scheduled to be held on 7-9 October, 2002 in San Antonio, Texas, USA. The NPDSIG New Product Development track has consistently been ranked among the top five tracks every year. More information is available at <http://www.pmi.org/symposium/presenters2002>.

In addition to PMI® requirements (below), each year the NPDSIG has formed a technical track committee which goes through the arduous process of reviewing the abstracts and selecting the authors for the 8-12 slots available.

The following is a reprint of the PMI Abstract/Paper Information:

- Abstracts should be at least 500 words and should present the essential features of the forthcoming paper.
- The length of the final paper should be about 4,200 words (five to seven pages) including all attachments and graphics.
- Final papers should be submitted in accordance with the presenter's guidelines and schedule. This will be provided to accepted authors.
- Accepted authors are required to register for the PMI 2002 Symposium (one-day rates are available).
- Accepted papers must meet all copyright and licensing requirements as outlined in the Standard Conditions Agreement.
- You may submit more than one abstract. However, only one presentation per author will be accepted this year regardless of track choice.
- The deadline for abstracts is 5 p.m. EST December 6, 2001.
- Notification to all submitters mailed by February 18, 2002 via regular US mail.
- Accepted and alternate papers (in final form) must be received no later than April 11, 2002.

Special Note: Abstracts received after the deadline, or abstracts that are incomplete, will not be accepted for consideration. No extensions will be granted.

The preferred paper will:

- Be original in concept or approach (must not have been previously presented or published).
- Contribute to the PMI® *Project Management Body of Knowledge (PMBOK® Guide)*.
- Apply to "real life" situations.
- Be free of commercial sales content.

The conference organizers are encouraging authors (both PMI members and non-members) to submit papers related to project management. All presentations must be supported with a professional paper for the conference proceedings, and all papers must be submitted in accordance with PMI's guidelines.

Competition for technical program slots has grown tremendously over the past few years. There are a limited number of presentation slots available and timely submission of abstracts is crucial. All abstracts must be received by Thursday, December 6, 2001. Notification to all submitters will be mailed by February 18, 2002.

We look forward to your participation!

Mail abstracts to:

Technical Program Coordinator, Education Division
PMI Headquarters
4 Campus Boulevard
Newtown Square, PA 19073-3299

Please contact Nysia Petrakis with any questions at 610-356-4600, ext. 1126 or at presenters@pmi.org.

Work Breakdown Structure For Developing And Deploying A Portfolio And Pipeline Management Strategy

By Greg Githens, PMP, NPDP

The NPDSIG was well represented at the September 24-27 Conference on Pipeline and Portfolio Management: Balancing Multiple Projects With Limited Resources. In a pre-conference workshop on creating buy-in, the class developed a work breakdown structure (WBS) for developing and deploying a portfolio and pipeline management capability for your company.

Here is the WBS they developed. It can help you get started in developing a customized plan for use in your own organization. Remember that a WBS is defined as a “hierarchical listing of tasks.” It is not a sequenced schedule; thus, these tasks are not listed in order. The class did not edit this list, so there are redundant elements in the list. One of your next steps would be to define the results, deliverables, effort, duration, and responsibilities.

Phase 1: Initiate Program and Define Needs

- Identify stakeholders
- Conduct gap analysis
- Conduct management survey
- Assign ownership (high level)
- Define end product or expected result
- Create proposal (for aligning senior management sponsor)

Phase 2: Assemble Team

- Confirm stakeholder representation
- Develop planning workshop agenda
- Appoint project leaders
- Appoint project sponsors
- Define level of authority for the team
- Identify team member skills needed
- Define stakeholder requirements (high level)
- Schedule kickoff

Phase 3: Planning Workshop

- Gather information needed for planning
- Get executive buy in to support meeting
- Design workshop (mission/purpose, objectives, agenda, charter, roles & responsibilities for sponsor, facilitator, recorder)
- Determine meeting location and date
- Conduct trial run of workshop
- Arrange meeting support (food, administrative, and equipment)
- Send invitations
- Hold meeting
- Define stakeholder needs (more detailed level)
- Define vocabulary, model
- Gather ideas and materials
- Bring ideas together to arrive at process
- Develop consensus (polarity mapping)
- Develop description of process and brainstorm to define process elements
- Bring together ideas to arrive at process
- Gather meeting evaluations
- Document and distribute meeting results (decisions made, open issues to be resolved, assignments)
- Follow-up (to close out open issues and assignments)

Phase 4: Assess Practices and Performance Gaps

- Perform assessment
- List “as is” practices
- Identify process gaps
- Document assessment
- Establish criteria for practices
- Prioritize gaps
- Present to team and to management

Phase 5: Design Preliminary Process

- Identify pilot application
- ID portfolio analysis team
- ID IT requirements
- Define roles and responsibilities

Continued on page 6

Realtime Advice From Our Peers...

The PMI_NPD_Sig group on Yahoo! is the place to go!

By Marsha Kessler, Co-Vice-Chair Membership

The PMI_NPD_Sig group on Yahoo! has been busy this summer with lively discussions on topics ranging from PMP® certification to software tool and metrics. There was great advice given on improving the new product development process as Autumn Kirkpatrick, whose company is in the process of revising their process, asked for suggestions.

Frank Parth recommends getting your company to “commit a team part time for one to two weeks (so) you can do enough analysis to determine whether the product is worth developing or not.”

Larry Southard and Kurian Jacob both recommend books by Micheal E. McGrath including, *Setting the PACE in Product Development, a Guide to Product and Cycle-time Excellence.*

In a separate discussion, Frank Patrick asks, “What do we mean by NPD projects?” He questions why the idea of an NPD project is so often limited to R&D/engineering and manufacturing. “If the purpose of an NPD project is to raise new revenues for the organization, why is it organizations don’t more often manage the whole process, including the interactions between R&D and marketing, manufacturing, and sales, to get a regularly ringing cash register?” Great questions! Much discussion ensued with responses citing the importance of good project integration or concurrent engineering.

But how to achieve this nirvana? Yvonne Grayson recommends a holistic approach. She suggests that functions cannot “operate in a vacuum and in most instances where a holistic

approach is not endorsed, delays result (revenue lost?) and firms are routinely embarrassed by publicly missing key product launches (you know a few).” She believes the reason projects “are not managed holistically, is lack of executive level understanding and organizational buy-in.” Ken Delcol suggests, “Leadership at all levels is critical for success.”

Thank you to everyone who has been participating in these wonderful exchanges. Whether you have questions or advice, please log on and join the discussion.

Use All The Capabilities Of Yahoo!Groups

http://groups.yahoo.com/group/PMI_NPD_Sig

Get registered to access all the documents hosted on the NPDSIG Yahoo! Groups site. Registration is easy. Go to http://groups.yahoo.com/group/PMI_NPD_Sig and sign-in if you have a registered Yahoo! ID, or click on **sign up now** and create a Yahoo! ID. Once a Yahoo! ID has been created, members can sign in and edit membership information to change mail delivery options, and change e-mail address for the Yahoo! ID.

Here’s a sampling of some of the documents available to you:

Friday Facts: Every Friday, PMI publishes a *Friday Facts* update to component leaders. We make this available at the site for all our members and it’s updated weekly.

PM Innovations: The quarterly *PM Innovations* newsletter is available online.

Board Meeting Minutes: Board meeting minutes are published and available.

Other Documents: Official slide presentation of the NPDSIG. Members can use this presentation at local events to promote the NPDSIG.

Symposium papers: In development - New Product Development track papers for all NPD members to access.

Leadership Ruminations

Don't Make Me Think: A Common Sense Approach To Web Usability

By Steve Krug, Indianapolis,
IN New Riders Publishing
2000, 195 plus ix pages,
\$35.00



Reviewed by Greg Githens, PMP, NPDP

Good web design is important to product innovators. If done well, design can improve both product launch announcements as well as fostering product development team interaction and coordination.

Don't Make Me Think is an easy-to-read book that I strongly recommend to product innovators. Its author, Steve Krug, is a highly respected usability consultant with experience in observing users interacting with the web. Product innovators know that people frequently do not behave the way that designers think they do. Krug helps the reader "get in the web users head." Krug points out that:

We don't read pages, we scan them.

Readers will ignore cluttered web sites. Krug likens web browsing to driving down a busy highway, where people scan billboards for information. Krug recommends use of headlines and to "get rid of half of the words on each page, then get rid of half of what is left."

We don't make optimal choices.

Krug advises this rule: make each click a mindless, unambiguous choice. Krug's research shows that users pick the first acceptable answer on the web page, not an optimal one. It is better to provide a simple choice, rather than provide an ambiguous full menu of choices. The book title declares his primary rule: *Don't Make Me Think*. Things that "make me think" are distracting and confusing and the user will leave the site.

We don't figure out how things work.

We muddle through. If the user makes a mistake they can quickly back out or try something else. By keeping things simple and intuitive, a good web design helps the user muddle towards the information that the designer wants them to review.

The 11 chapters of the book develop Krug's case for a simple, intuitive approach to web design. Krug directs, "Give us something to hold on to. Tell the user what's here." He says that each web page should be self-explanatory with common design elements in parent and child pages. For example, every page needs a name, the name needs to be in the place, the name needs to be prominent, and the name needs to match what the user clicks. Navigation should be same place on the page with consistent use.

Krug provides his most extensive treatment for the chapter on designing the home page. He gives the reader two real home pages to evaluate, and then he applies his before-and-after treatment. Krug convinced me that his principles improve the design of web sites.

People will not use your web site if they can't find their way around it. If you have any influence on web page design, read this concise, attractive, humorous book.

WBS *continued from page 4*

Phase 6: Extend Design of Portfolio and Pipeline

- Do a Trial of the Process with Stakeholder Evaluation
- Identify Metrics and Targets
- Identify Changes

Phase 7: Implement and Lock In

- Identify and Use Communication Channels
- Train Stakeholders
- Assign Owners
- Implement Changes
- Identify Metrics (for performance tracking)
- Document Process (change control)
- Update Changes

A Review Of Tipping Point

By Malcolm Gladwell, published by Little, Brown, and Co., Boston, 2000, ISBN 0-316-31696-2

Rating: 9 (*The Official Ayers Rating Scale goes from 1-10. Anything lower than 6 is thrown out. This produces a net five-point scale from 6-10.*)

Reviewed by Michael Ayers

Sometimes the right question is, 'Are we asking the right question?' Ideas contained in this note represent the author's opinions and do not intentionally represent the positions of anyone else in this galaxy.

All right, so you've got a great idea and you need to move it throughout the organization. What should you do? Well, perhaps you should think about **Mavens, Connectors, and Salesmen**. Perhaps you should also consider the factors of **stickiness** and **contagiousness**.

Gladwell makes the case that epidemics follow a kind of predictable course of events. If you want to create your own epidemic of ideas or actions, you can learn from studying those cases. All you may need to do is apply a careful 'push' at the right spot, at the right time, and on the right person.

Gladwell shows that small changes at just the right points can 'tip' a phenomenon from almost-but-not-quite successful, to a major trend. He points out that, "These three characteristics: 1) contagiousness, 2) the fact that little causes can have big effects, 3) and change happens not gradually, but at one dramatic moment, are the same three principles that define how measles move through a grade school classroom or the flu attacks every winter. The name given to that one dramatic moment in an epidemic when everything can change all at once is the **Tipping Point**."

He identifies contagiousness as largely a characteristic of the messenger. Stickiness, on the other hand, is largely a characteristic of the message itself. "The specific quality that a message needs to be successful is the quality of 'stickiness.' Is the message, or the food, or the movie, or the product memorable? Is it so memorable, in fact, that it can create change, that it can spur someone to action?" An effective message must be sticky. Beyond the message, however, we need to attend to the messengers and look more carefully at contagiousness.

The author talks about the key people involved in spreading an idea through a population. He calls these roles Mavens, Connectors, and Salesmen. Each plays a different role and makes a different contribution in promoting changing. The two roles which are off the usual track are the Connectors and the Mavens. What role does the Connector play? "Connectors are important for more than simply the number of people they know. Their importance is also a function of the kinds of people they know. The point about Connectors is that by having a foot in so many different worlds, they have the effect of bringing them all together."

The Connectors form bridges between communities through weak ties to lots of communities rather than strong ties to a single community. Mavens serve as "information brokers, sharing and trading what they know. In a social epidemic, Mavens are data banks. They provide the message. Connectors are social glue; they spread it. But there is also a select group of people, Salesmen, with the skills to persuade us when we are unconvinced of what we are hearing, and they are as critical to the tipping of word-of-mouth epidemics as the other two groups." Mavens gather and store data and information, and Salesmen, well, salesmen sell.

Gladwell introduces the Rule of 150, quoting research that 150 seems to be the maximum number of people we can view as peers and have social relationships with. He suggests then that for a change to endure, it must become part of the way things are done for that group of 150. If your goal is "to bring about a fundamental change in people's beliefs and behavior, a change that would persist and serve as an example to others, you need to create a community around them where those new beliefs could be practiced and expressed and nurtured."

Look to your message and make sure it has stickiness. Look to your messengers and make sure you have the right mix of people to ensure that your message will be appropriately contagious.

Gladwell also offers an alternative view of the much-despised Band-Aid solution. "The Band-Aid is an inexpensive, convenient, and remarkably versatile solution to an astonishing array of problems. In their history, Band-Aids have probably allowed millions of people to keep working, or playing tennis, or cooking, or walking, when they would otherwise have had to stop. The Band-Aid solution is actually the best kind of solution because it involves solving a problem with the minimum amount of effort and time and cost."

Sometimes you may not be able to create the revolution. If you can introduce a Band-Aid solution when that will serve the purpose, then holding out for an all-inclusive solution may not in fact be the best course of action. Apply a Band-Aid, help the Mavens notice it, feed it to the Connectors, support the Salesmen, and who knows, maybe your idea will stick.

NPDSIG Contest Results And, Of Course, Another Contest!

By Kim Johnson, Vice-Chair Communications, PM Innovations Editor

Well, our search for a winner for the June contest asking the specifics of the photo below was in vain. Not one NPDSIG member stepped forth with the correct identification of the handsome gentlemen in the photo. Now, I must admit I did have an NPDSIG Board member (who will remain nameless of course!) who did identify the woman. Again, I must reiterate that the NPDSIG Board members are not eligible, even if they are half right! However, to fill up space in this column, I will quote the nameless NPDSIG Board member:

“Even though I am apparently not eligible to enter the latest NPDSIG contest, I would like to point out a problem with the clarity of the published photograph that may make it hard for people to answer. While the female gender person is clearly Debra Miersma, the photo of the male gender person is so blurry that you can’t tell whether it is actually Tom Cruise or Tom Hanks. Oh well, at least the wine glasses are clear which is important for the reputation of the NPDSIG.”

Signed Nameless NPDSIG Board Member

I reiterate, again this person is half right and that the woman in the photo is Debra Miersma of PMI National. However, the accompanying gentlemen is our own Curt Rashcke, PMP, Vice-Chair of the Assembly of SIG Chairs.

Following the above comment from one of the NPDSIG Board members, I received a comment from another Board member attempting to correctly identify the gentlemen in the photo. He is quoted as follows:

“I concur with (Nameless NPDSIG Board member); I thought the man in the picture was Brad Pitt.”

Signed Another Nameless NPDSIG Board Member

Let’s hope we have better luck with this month’s contest. Again, included below is a photo of a lively PMI gathering that took place this past summer. I’ll give you a hint... it was at the home of a PMI President in the state of Minnesota. All you need to identify in this picture is the woman in the front row whom is clearly having a good time.

Another hint... she is also an NPDSIG Board member. If you identify her correctly by name, as well as what her current position is within the NPDSIG, and **ALSO** say something nice about her, you win this month’s contest along with an accompanying new product development gift!

For those of you attending the National Symposium, have a great time, learn a lot and renew your NPDSIG membership! We need your support.



Curt Rashcke, PMP, Co-Chair of NPDSIG National and Debra Miersma of PMI National



PMI Global News

Good News! The PMI® 2002 Regular Individual Membership Dues will remain at

\$119.00 (US). After reviewing the prior year's actual performance in maintaining the balance of dues against member services expenses, no increase in regular dues is indicated for 2002. Also, as recommended by the Dues Project Action Team (PAT), the PMI Board of Directors approved alignment of student and retiree dues to the existing Dues Policy. Therefore, beginning 1 January 2002, student dues will be 25 percent of regular dues, or equivalent to \$30.00 (US) and the retiree rate will be 50 percent, or equivalent to \$60.00 (US). Additionally, as recommended by the PAT and approved by the Board, a Hardship Provision will become part of PMI's Dues Policy effective 1 January 2002. This provision recognizes the possibility that the circumstances of our members could change at any time and PMI should provide an opportunity for them to continue to participate in the Institute. Please look in the October issue of *PMI Today* for more detailed information about this new membership provision as well as the alignment of student and retiree dues.

As previously announced, PMI® will continue to make the *PMBOK® Guide - 1996 Edition* available for viewing and downloading on the PMI Web site until 31 December 2001. Starting 1 January 2002, the examination for the PMP® Certification Program will use the new *PMBOK® Guide - 2000 Edition* as one of its references. Excerpts of the new edition will remain available for viewing and downloading on the PMI Web site.

In an effort to help you promote the PMI Professional Awards Program the PMI Marketing and Worldwide Component Affairs Departments are pleased to offer a new audio conference program entitled "2002 PMI Professional Awards Program." It will be offered on Tuesday, 4 December 2001, at noon and at 10 p.m. (U.S. Eastern Time). There is no fee to join this audio conference. However, long distance charges may be incurred and pre-registration is required by Thursday, 29 November. Find out everything you need to know about the professional awards given each year by PMI, including the highly anticipated PMI Project of the Year, and how you can submit your nominations.



PMI Headquarters has launched the initial phase of its Web redesign project and we would like to hear from you. Please visit the PMI Home Page at www.pmi.org under the "Breaking News" section if you would like to respond to our Web user survey. Feedback gained from the survey will help chart the future direction for this important endeavor.

PMI is pleased to announce that *The PMI Project Management Fact Book - Second Edition* is now available from the PMI Bookstore. Its five principal sections are structured to serve as a comprehensive compilation of information and data about the profession, the project, individuals working in project management, the environment of project management and the Project Management Institute. It's a handy reference tool for anyone working in project management. Visit www.pmibookstore.org to get your copy today.

Candidates for the PMP® Certification Examination were previously notified that an additional performance domain, Professional Responsibility, was scheduled for inclusion on the Certification Exam beginning 15 September 2001. Unfortunately, a software-related bug was discovered by Prometric during the final testing which has required the implementation of this new examination version to be postponed. As a result, the existing exam and domains (initiating, planning, executing, controlling and closing) will continue in use, both inside and outside North America, at least until 31 December 2001, and until such time as we are able to provide sixty (60) days notice. PMI would like to apologize for this inconvenience.

In an effort to provide the highest quality of service possible, Member Benefits is undertaking a review of PMI's Fax on Demand Service. Please encourage your members to visit www.pmi.org/fax between 24 September and 2 November 2001 to complete the online survey. The results of this survey, along with other comments and information about the use and satisfaction with this service, will be used to conduct a cost-benefit analysis to determine the value of continuing to provide this service or moving to another means of global communication.

On 20 October 2001, the Exposure Draft of the Government Extension to the *PMBOK® Guide - 2000 Edition* will be posted on the PMI Web site for viewing and downloading to facilitate review as well as solicit comments and recommendations. Please let your views be known by completing the online form. The Exposure Draft will be available until 20 December 2001 at www.pmi.org/standards/GOVTEXT/exposedraft.

NPD SIG 2001 Board of Directors

Here are your NPD SIG officers for 2001 and their e-mail addresses. As your representatives, they need and welcome your insight. They are a great way to start networking in the NPDSIG.

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- 📧 Co-Chair:
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- 📧 Officer: Greg Githens, PMP
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Send a note to the editor. Does this publication provide value to you? What do you like or dislike? How can we better serve your needs? Send e-mail to kajohnson1@mmm.com.

Advertising Space Available

We plan to offer advertising in the next year to help cover the growing expenses of publishing *Project Management Innovations*, and to serve membership by letting them know of products and services available. If you are interested, please contact the editor.

2001 Rate List (per issue):

Business Card: \$50
Quarter Page: \$85
Half Page: \$170
Full Page: \$340

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PMI New Product Development
Specific Interest Group

Project Management Innovations is published as a membership benefit, by and for the members of PMI's NPDSIG. The purpose of this publication is facilitate networking and information exchange.



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New Product Development Special Interest Group

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