



创新和新产品开发管理

MANAGEMENT OF INNOVATION AND NEW PRODUCT DEVELOPMENT

<http://exed.ceibs.edu>

2012

中欧国际工商学院

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

创新和新产品开发管理

日期/语言/地点:

2012年5月27日-30日/英语授课配汉语交替翻译/上海

课程费用: 人民币31,800元

更多信息请访问: <http://exed.ceibs.edu>



组织的生存和成功有赖于创新。在竞争日益激烈、变化异常迅速的中国市场环境下, 创新显得尤为重要。只有不断开发并提供面向客户的新产品和服务, 才能使企业不断走向成功。然而, 对于创新及新产品开发流程的管理并非轻而易举之事——真正的挑战在于理解成功创新的主要概念, 并了解最佳实践及如何将其应用到组织中去。惟有如此, 才能确保面向客户的创新获得成功。

目标

如何酝酿、开发并推出优秀的新产品? 本课程将探索有关方法, 帮助公司成功进行新产品开发管理。本课程旨在帮助学员理解新产品开发的主要概念、做法及其在公司实践中的应用。其中有许多概念将在针对中国企业的研究基础上予以阐释。

对象

本课程面向高级经理人及在营销、制造、采购、新产品开发、工程、研发等部门负责新产品开发和营销的其他人员。

受益

参加本课程的学员将:

- 更好理解从模糊前端直到投放市场的整个创新流程
- 学习创意性思维, 以及评估、筛选产品新创意的最佳实践
- 学习产品团队协同工作的最佳原则与实践
- 体验绝妙的“客户之声”工具
- 学习成功企业扩大新产品成果的经验
- 学习管理负责新产品营销的销售队伍的方法

课程内容

- 新产品开发的重要性 – 创新的需求, 成功企业的经验
- 新产品成功或失败的原因 – 中国新产品案例
- 产品创新流程图 – 新产品开发的使命、愿景、战略和目标, 制成并实施新产品开发流程图
- 新产品开发 – 模糊前端, 例如: 创造力、新创意的产生、评估和筛选; 开发流程 – 阶段 – 关卡流程; 加速投放市场, 以及泥泞后端 (MBE) – 投放市场流程
- 市场导向, 理解客户心声 – 中国案例
- 跨职能关系 – 研发与市场营销的关系
- 新产品开发的组织
- 竞争情报和标杆管理 – 新产品开发的最佳实践及对业绩的影响
- 新产品营销 – 销售队伍的作用及管理; 销售队伍对新产品的接受; 中美两国新产品销售之比较; 对中国市场新产品销售队伍进行有效管理的工具

课程安排

第一天

- 上午 创新和新产品战略
- 理解公司的创新和新产品开发战略
 - 新产品开发的重要性—成功企业的经验
 - 新产品成功或失败的原因—中国新产品案例
- 下午
- 新产品开发流程图—新产品开发的使命、愿景、战略和目标，编制并实施新产品开发流程图
 - 市场导向和理解客户心声

第二天

- 上午 新产品开发流程
- 模糊前端 (FFE) 一如：创造力、产生新创意、新创意的评估和筛选
 - 开发流程—阶段—关卡流程、加速投放市场、以及泥泞后端 (MBE) —市场启动流程
- 下午
- 标杆管理—新产品开发的最佳实践及对业绩的影响

第三天

- 上午 新产品开发的组织和人员管理
- 新产品开发的组织
 - 奖赏与表彰
- 下午
- 新产品团队流程管理
 - 跨职能团队
 - 研发/工程和营销之间的关系

第四天

- 上午 新产品营销
- 市场开发—品牌和包装决策、测试前的市场分析及营销测试
 - 商业化与市场启动—启动前的规划、启动、启动后的跟踪及控制
- 下午
- 新产品销售队伍的管理—销售队伍对新产品的接受、中美两国新产品销售之比较、有效管理新产品销售队伍的工具

创新和新产品开发管理课程全面地改变了我对创新的理解。创新是针对价值而不仅仅局限于产品。必须从客户端开始，全面深刻地了解客户的难点、痛点，并延伸到整个客户链上的相关各方，同时关注客户在使用前、使用中和使用后的各种顾虑。这样的创新思维能在功能上和情感上为客户带来全新的价值。这些概念以及课程中讲到的创新管理的方法无疑能实际地指导我们今后的创新工作。

李力
总经理

特维德（上海）信息科技有限公司

Programme Schedule

Day 1

- morning Innovation and New Product Strategy
- Understanding innovation and new product development strategies of the firm
 - Importance of new product development - what successful companies do
 - Why new products succeed and fail - the case of new products in China
- afternoon
- The new product development charter - mission, vision, strategy, and goals of new product development, creating and implementing a new product development charter
 - Market orientation and understanding the voice of the customer

Day 2

- morning New Product Development Process
- The Fuzzy Front End (FFE) - e.g., creativity, concept generation, concept evaluation and selection
 - The development process - stage-gate processes, reducing time to market, and the Muddy Back End (MBE) - the market launch process
- afternoon
- Benchmarking - new product development best practices and performance implications

Day 3

- morning Organising and People Issues in New Product Development
- Organising for new product development
 - Rewards and recognition
- afternoon
- Managing the new product team process
 - Cross-functional teams
 - R&D/engineering and marketing relationships

Day 4

- morning Marketing New Products
- Market development - branding and packaging decisions, pre-test market analysis, and test marketing
 - Commercialisation and launch - pre-launch planning implementation, launch and post-launch tracking and control
- afternoon
- Managing the sales force for new products - adoption of new products by the sales force, comparison of new product selling in China and the U.S., tools for effective sales force management in new product launch

Professor has presented us a brand new perspective towards innovation. Besides product innovation, we can also think about value innovation! The primary focus shall always be given to customers so as to form an in-depth understanding of their puzzles, requirements as well as concerns arising before, in the middle of and after using the product. Meanwhile, attention shall also be extended to other stakeholders across the whole customer chain. With these innovative conceptions, we will be able to create unprecedented values for our customers and offer them totally new experience. With the practical skills of innovation management learnt from the course, we are sure to innovate in a more effective way in the future.

LI LI

General Manager

Tweddle Group China

课程主任



鸿嘉吉马

中欧国际工商学院市场营销学和创新管理学教授
营销与创新中心主任

教育背景:

澳大利亚伍伦贡大学, 创新管理与营销学博士学位
澳大利亚新南威尔士大学, 市场营销学硕士学位
加纳大学, 工商管理理学学士学位 (荣誉)

教学/研究领域:

鸿嘉吉马教授是中欧国际工商学院的市场营销学和创新管理学教授, 同时也担任该校市场和创新中心主任。在此之前, 他曾任香港城市大学担任市场营销学和创新管理学教授, 并曾担任该校管理学系主任, 他还是该校创新管理和组织变革中心的创办人和主任。他还曾是许多大学的访问教授, 包括博科尼大学, 新南威尔士大学, 代尔夫特工业大学, 新加坡管理大学。他在Aston商学院市场兼职市场营销学系主任, 也在曼汉姆商学院任创新管理学客座教授。他也曾执教于昆士兰科技大学和伍伦贡大学以及担任中国人民大学的荣誉教授。他的教学和研究主要集中在帮助企业以下领域得到改进和提升: R&D顾客中心管理, 企业的创新竞争力, 市场导向和创新管理, 新产品开发, 和市场营销战略的发展和运用。

学术成就:

鸿嘉吉马教授在创新管理领域的研究成果发表在众多著名的国际期刊上, 如《市场营销期刊》、《产品创新管理期刊》、《管理学会期

刊》、《管理学》、《组织科学》、《战略管理学期刊》、《国际营销学期刊》、《商业研究期刊》、《研究技术管理》、《技术管理国际期刊》等。他的研究成果曾两次在美国市场营销协会教育者研讨会上获得享有很高声望的“最佳论文”奖, 并因其优秀的质量以及对知识领域的杰出贡献而被授予卓越文献奖。他是《市场营销期刊》、《产品创新管理期刊》、《泛澳大利亚市场营销期刊》和《国际商业关键视角》的编委。他还曾为多个在欧洲和美国召开的专业研讨会担任以新产品开发为主题的分会场主席。他近期以其在顶级学术刊物《产品创新管理杂志》上发表的大量研究报告, 被评为世界创新管理领域最多产学者的第四名。

企业经验:

鸿嘉吉马教授曾为许多公司提供营销及创新管理咨询服务和/或开设培训课程, 如瑞银集团金融服务部、飞利浦、通用汽车、惠氏、香港残疾人协会、香港生产力促进局、权智、新兴光学、宏利国际控股等。他曾是香港工业创新奖评委会评委, 并一直是香港服务业联邦年会以及中国国际创新论坛年会的主题演讲者。在开始学术生涯之前, 鸿嘉吉马教授曾在惠康(澳大利亚)有限公司任职多年, 担任制药行业产品开发、市场营销和材料管理等部门的高层管理人员。

Programme Director

Kwaku Atuahene-Gima

Professor of Marketing and Innovation Management,
Director of Centre of Marketing and Innovation, CEIBS

Educational Background:

Ph.D. in Innovation Management and Marketing, University of Wollongong, Australia
Master of Commerce in Marketing, University of New South Wales, Australia
B.S. (Honours) in Business Administration, University of Ghana

Teaching/Research Interests:

Professor Atuahene-Gima is Professor of Marketing and Innovation Management at CEIBS, where he is also the Director of the Center for Marketing & Innovation. He was formerly Professor of Innovation Management and Marketing, head of the Department of Management, founder and Director of the Centre for Innovation Management and Organisational Change at the City University of Hong Kong. He has been visiting professor at several universities including the University of Bocconi, University of New South Wales, and Delft University of Technology, Singapore Management University, held a part-time Chair of Marketing at Aston Business School and is currently Adjunct Professor of Innovation Management, Mannheim Business School. His teaching and research focus on assisting firms to improve in the following key areas: excel in customer-centric R&D management, build innovation as an organisational competency, develop and sustain market-oriented capability, manage new product development processes, and develop and implement innovative marketing strategies.

Academic Achievements:

Professor Atuahene-Gima's work has been published in leading international journals such as *Journal of Marketing*, *Journal of Product Innovation Management*, *Academy of Management Journal*, *Management Science*, *Organisation Science*, *Strategic Management Journal*, *Journal of International Marketing*, *Journal of Business Research*, *Research*

Technology Management, *International Journal of Technology Management*, *Journal of International Marketing*, *Journal of Technology Management*, *Journal of Business Research*, *Research Technology Management*, *International Journal of Technology Management*, and others. His research work has won prestigious Best Paper Awards at the American Marketing Association Educators' Conferences, appeared in the Best Paper proceedings of the Academy of Management, and received a Citation of Excellence for Highest Quality and for outstanding contribution to knowledge by Annbar. He is on the Editorial Board of the *Journal of Marketing*, *Journal of Product Innovation Management*, *Australasian Marketing Journal*, *Critical Perspectives on International Business*. He has been track chair for new product development at several professional conferences in Europe and the U.S. He was recognised recently by research published in the *Journal of Product Innovation Management* as the world's 4th most prolific researcher in the field.

Corporate Experience:

Professor Atuahene-Gima has consulted and/or conducted marketing and innovation management training programmes and workshops for companies such as UBS Financial Services, Philips, General Motors, Wyeth, Hong Kong Society for the Handicapped, Hong Kong Productivity Council, Group Sense, Sunhing Millennium, Manulife and others. He was a member of the Judging Panel for the Hong Kong Awards for Industry - Innovation. He has been a keynote speaker at the annual gathering of the Hong Kong Coalition of Services Industries and the Chinese International Invention and Innovation Symposium. Prior to academia he held executive positions in product development, distribution, marketing and materials management in the pharmaceutical industry with Welcome (Australia) Ltd. for several years.



创新和新产品开发管理课程非常实用，一些工具和概念可以直接应用到工作中去，同时拓展了思路，改变了一部分传统的思维方式。

岳琳
市场部副总监
上海家化联合股份有限公司

日期/语言/地点

2012年5月27日-30日 / 英语授课配汉语交替翻译 / 上海（上海市浦东红枫路699号中欧国际工商学院）。

申请程序

申请者可以通过以下方式申请课程：

- 在线申请。请登录中欧高层经理培训课程网站<http://exed.ceibs.edu>，选定您想要申请的课程，点击在线申请即可进行课程申请。
- 您也可以致电中欧客户服务小组索取课程申请表，填写完整之后传真、电子邮件或邮寄至中欧客户服务小组即可完成课程申请。

课程申请必须在开课前20日前完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前20日内收到的申请视具体情况而定。如需咨询详情，请联系我院设于上海、北京和深圳的客户服务小组。

收费

整个课程费用人民币31,800元，包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费，以及口译和笔译费用（如有需要）。课程费用应在开课前15日前全部缴清。开课前15日内提出申请时需立即付费。

撤销席位

开课15日（含第15日）之前取消课程，将退还全部学费，因为退款所发生的费用由学员/学员企业承担。在开课15日之内取消课程，将收取应付学费总额的20%。课后，学员因任何原因自行退出学习，学费概不退还。

* 我院保留对课程信息（包括价格、日期、地点、师资、课程安排和其他细节等）进行调整的权利。

联系我们

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中欧EDP在腾讯微博 (<http://t.qq.com/ceibsedp>)



Management of Innovation and New Product Development is a highly applicable programme. Some tools and concepts could be directly applied in real cases. Another benefit of the programme, in addition to broadening our horizon, is that it has brought some changes to our traditional mindset.

*Yue Lin
Deputy Director of Marketing Department
Shanghai Jahwa United Co., Ltd.*

Date / Language / Venue

May 27-30, 2012 / English with sequential Chinese Interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

Admissions Procedures

Applicants can apply for the programme as follows:

- Online application: Please visit the CEIBS Executive Education website <http://exed.ceibs.edu>, select the programme you want to take, and click "Apply Now" to apply for the programme; or
- Please call the CEIBS Customer Service Team for a printed Application Form, then fill in the form and send it to the CEIBS Customer Service Team by fax, email or mail.

Applications are requested 20 days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB31,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 days before the start of the programme. Applications made within 15 days of the start of a programme require immediate payment.

Cancellations

Any cancellation made 15 days or more prior to the programme start date is eligible for a full refund of programme fees paid. However, the expenses arising therefrom shall be for the account of the applicant or his/her employer. Any cancellation made less than 15 days prior to the programme start date shall be subject to a fee of 20 percent of total programme fees. After the programme starts, no fees shall be refunded for participants who withdraw from the programme for any reason.

** CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.*

Contact Information

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如需具体了解中欧国际工商学院高层经理培训课程，请在所需要了解的课程名前打勾。

跨国经营

- 中欧-英士 (INSEAD) 国际商学院合作中国企业欧洲经营之道^新
- 在华经营之道

高级管理

- 打造创新型企业：激发、管理和成就创新 (模块制)^新
- 中欧-哈佛商学院-IIESE商学院合作全球CEO课程 (模块制)
- 中国CEO领导力课程：领导力巅峰之旅 (模块制)
- 中欧-哈佛商学院-清华经管学院合作高级经理人课程 (模块制)
- 总经理课程 (模块制)
- 首席营销官课程 (模块制)
- 中欧-伦敦商学院合作首席财务官课程 (模块制)
- 医院院长领导力发展课程 (模块制)

公司治理

- 中欧-沃顿商学院合作公司治理和董事会课程

综合管理

- 管理文凭课程 (模块制)
- 管理发展课程 (模块制)

战略

- 数字经济时代的战略反思^新
- 未来大趋势：前瞻性思考
- 企业并购与整合
- 博弈论实践：如何更有效地竞争与合作?
- 发展组织能力，推动战略实施
- 战略实施

领导艺术

- 积极领导力^新
- 高绩效与可持续领导力
- 领导艺术与变革管理

- 领导艺术与管理教练课程
- 女性领导力课程

谈判和决策

- 战略谈判课程
- 谈判和决策管理

组织与管理

- 驾驭变革：提升组织效能与活力^新
- 管理心理学实践：用心管理^新
- 人才管理课程^新
- EVA与绩效管理
- 人力资源管理：心理、人性、文化
- 人力资源管理

市场营销

- 数字营销：营销的未来趋势^新
- 创建客户导向型组织
- 市场创建课程

- 关键客户管理
- 战略销售队伍管理
- 企业品牌的创建与管理
- 市场营销战略与规划
- 创新和新产品开发管理

财务

- 私募股权基金课程
- 战略投资决策管理
- 非财务经理的财务课程
- 决策者的财务报表解析课程
- 决策者的管理会计

运营管理

- 卓越服务管理
- 供应链管理

公益项目^新

- 新生代创业领袖成长营 (模块制)^新

姓名 (先生 / 女士)

职务

公司

地址

省/国家

办公电话/手机

传真

电子邮件

填完此表后，将其邮寄或传真至我院

For more information about any CEIBS Executive Education programme, please tick it.

Multinational Management

- CEIBS-INSEAD Expanding Opportunities - Doing Business in Europe ^{New}
- Doing Business in China
- Global CEO Programme: A Transformational Journey

Advanced Management

- Shaping Innovative Companies: Inspiring, Managing and Implementing Innovation (Modular) ^{New}
- CEIBS-Harvard Business School-IESE Business School Global CEO Programme for China (Modular)
- Leadership for CEOs in China: A Journey to Leadership at Peak (Modular)
- CEIBS-Harvard Business School-Tsinghua SEM Senior Executive Programme (Modular)
- Advanced Management Programme (Modular)
- Chief Marketing Officer (CMO) Programme (Modular)
- CEIBS-LBS CFO Programme (Modular)

- Leadership Development Programme for Hospital Executives (Modular)

Corporate Governance

- CEIBS-Wharton Programme: Corporate Governance and Board of Directors

General Management

- Diploma in Management Programme (Modular)
- Management Development Programme (Modular)

Strategy

- Rethinking Strategy of the Digital World ^{New}
- Mega-Trends for the Future
- Integrating and Managing Acquisitions
- Game Theory in Practice: How to Compete and Cooperate More Effectively?
- Building Organisational Capability for Strategic Implementation
- Strategy Execution

Leadership

- Proactive Leadership Programme ^{New}
- High Performance and Sustainable Leadership
- Leadership and Change Management
- Leadership and Coaching
- Women in Leadership Programme

Negotiation & Decision-making

- Strategic Negotiation Programme
- Management of Negotiation and Decision-making

Organisation & Management

- Leading Change: Enhancing Organisation's Effectiveness and Viability ^{New}
- Managerial Psychology in Practice ^{New}
- Talent Management Programme ^{New}
- EVA and Performance Management
- Human Resources Management: Psychology, Human Nature and Culture
- Human Resources Management

Marketing & Sales

- Digital Marketing: The Future of Your Marketing ^{New}

- Creating a Customer-centric Organisation
- Market Creation Programme
- Key Account Management
- Strategic Sales Forces Management
- Building and Managing Brands
- Marketing Strategy and Planning
- Management of Innovation and New Product Development

Finance

- Private Equity Management Programme
- Managing Strategic Investment Decisions
- Finance for Non-financial Executives
- Financial Statements Interpretation for Decision-makers
- Managerial Accounting for Decision-makers

Operations Management

- Delivering Service Excellence
- Supply Chain Management

Special Offering ^{New}

- China Entrepreneurial Leadership Programme (Modular) ^{New}

Name (Mr/Ms)

Company

Province/State

Fax

Please fill in the form and send it to CEIBS by fax, email or mail

Job Title

Address

Business Telephone/Mobile

Email