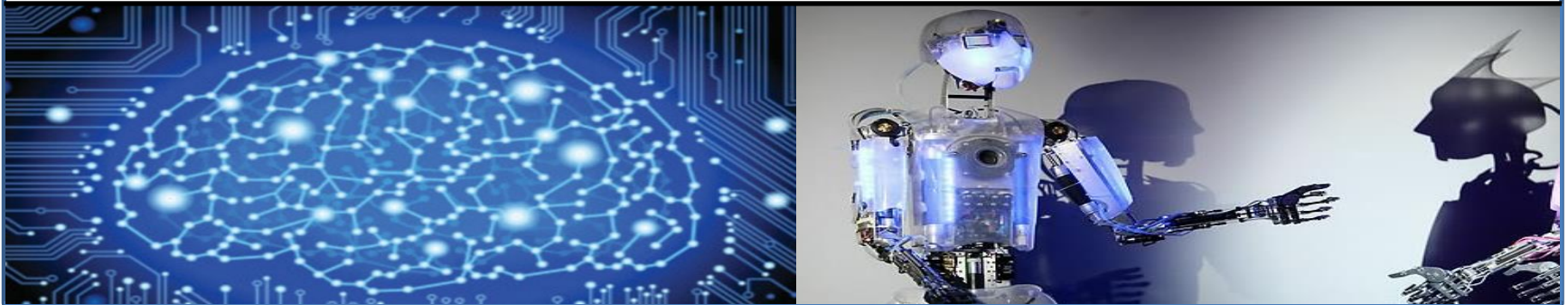


The Future Direction of PM in the Age of Convergence



Hyukchun KWON, CPA/PMP

(權赫天)

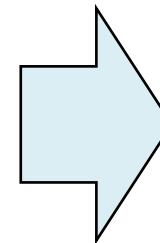
hyukchun.kwon@pmikorea.kr

1. Introduction
2. Convergence
3. Future Direction of PM
4. Conclusions

1. Introduction



Next ?



New Product, Service,
New Business Model

How to ?

Rapid Change !

Customer Expectations, Requirements, and Needs !

Market Change !



■ R&D Generation

	1 st Generation	2 nd Generation	3 rd Generation	4 th Generation	5 th Generation	
Core Technology	Ivory Tower	Link with Business	Business + Technology	Integration with Customer	Collaboration	
Communication	-	Internal Organization	Customer	Customer Involving (Marketing)	Customer, Partners, Competitor	
Asset	Technology	Project	Business	Customers	Knowledge, People	
Business Objectives	Customer Retention		→	Customer Satisfaction	→	Customer Success

Vittorio Chiesa 2009/ R&D Strategy and Org.

1. Introduction

■ Paradigm Change of Business

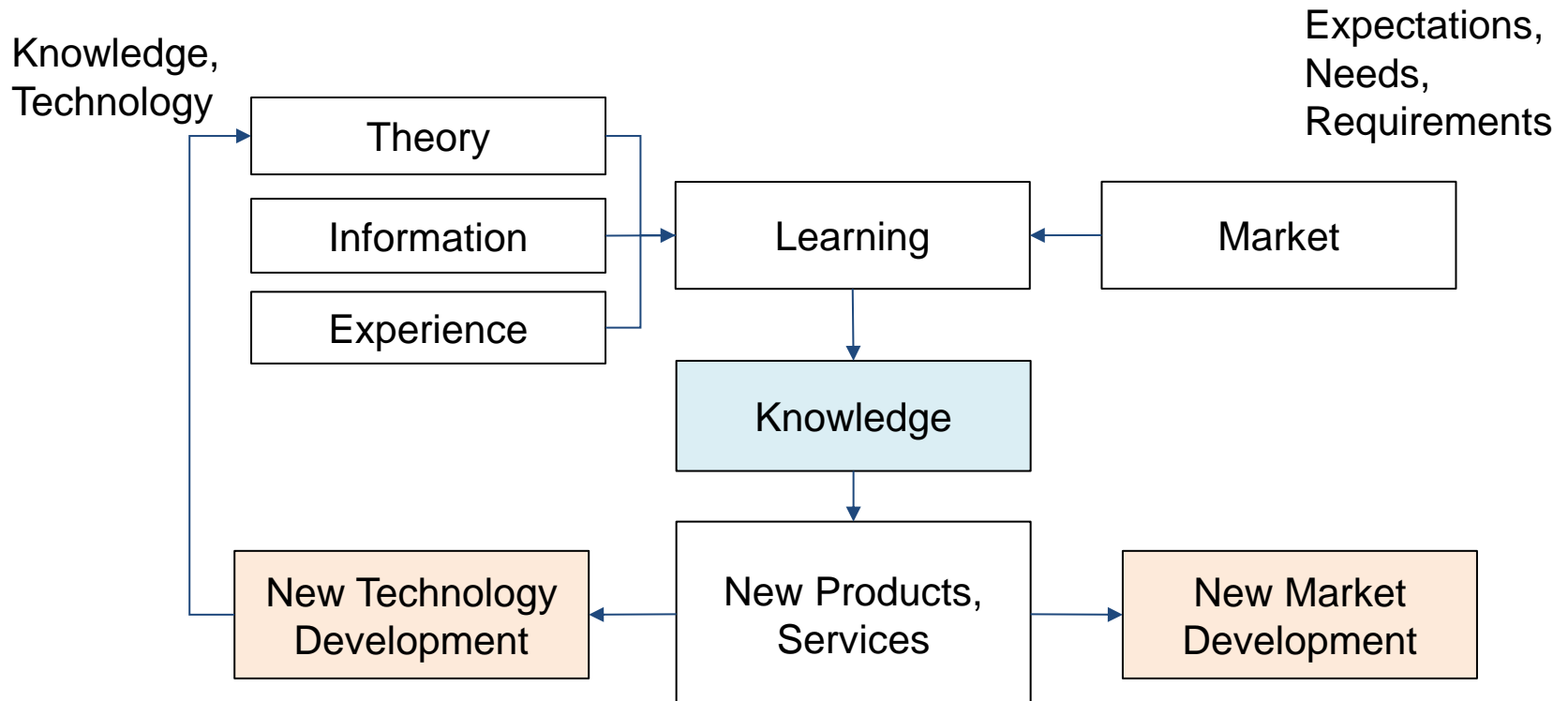
- The Manufacturing-based Industrial Society
→ an Informational Society, and a Knowledge Economy.
- Production of Goods
→ Production of Information.
(Creating Technology, Knowledge)
- Productive Improvement

	Industrial Economy	Knowledge Economy
Knowledge Applied to	Natural Resources, Machines, and Labor	Knowledge

Ravi et al. 2010 /Managing research, development, and innovation

■ Paradigm Change of Business

- Product Driven Economy to Market Driven Economy
- Value Chain of Product to Value Chain of the Knowledge

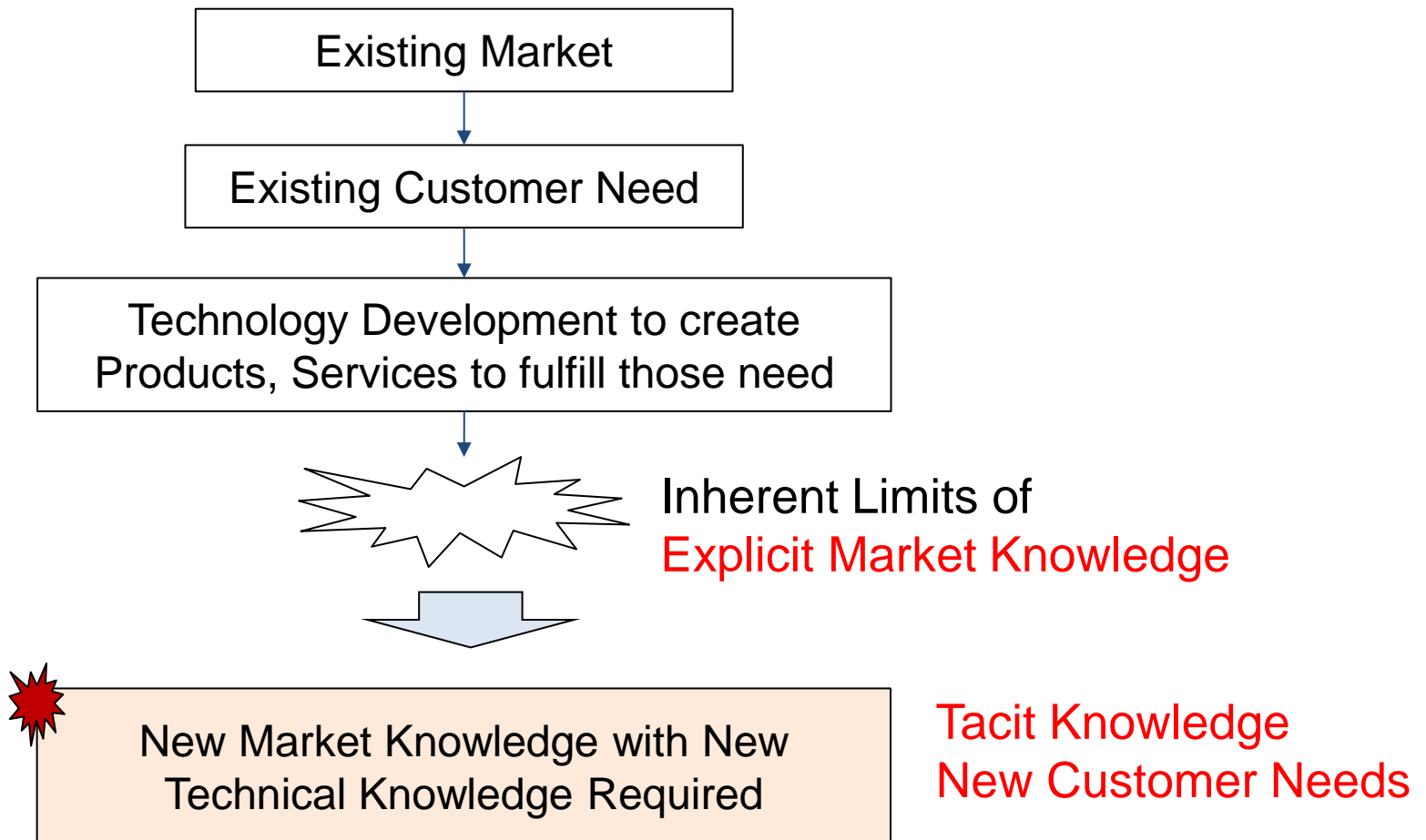


1. Introduction

- Paradigm Change of Constraints
 - From Old Constraints to New Processes

Old Constraints	New Process	Result
Outcome	Crafting for Market Performance	Market Performance
Duration (Fixed Deadline, Schedule)	Timing	Maximum Cash Flow
Cost (Budget)	Return on Investment	Competitive Advantage

- Technology alone is not enough !



- Explicit Knowledge and Tacit Knowledge

	Explicit Knowledge	Tacit Knowledge
	Knowledge in Books	Awareness
	Study, Education	Experience
	Knowledge, Information	Feel
Ex)	Design	Workmanship
	Then transforming it into an Explicit form so that an Innovation team can discuss it, refine it, and apply it in their work	Success at creating new dominant designs depends to a significant degree on discovering new Tacit Knowledge

Technology alone is not and now that Technology married
with Liberal Arts, married with Humanities



Apple's DNA by Steve Jobs at Special Event, March 2011

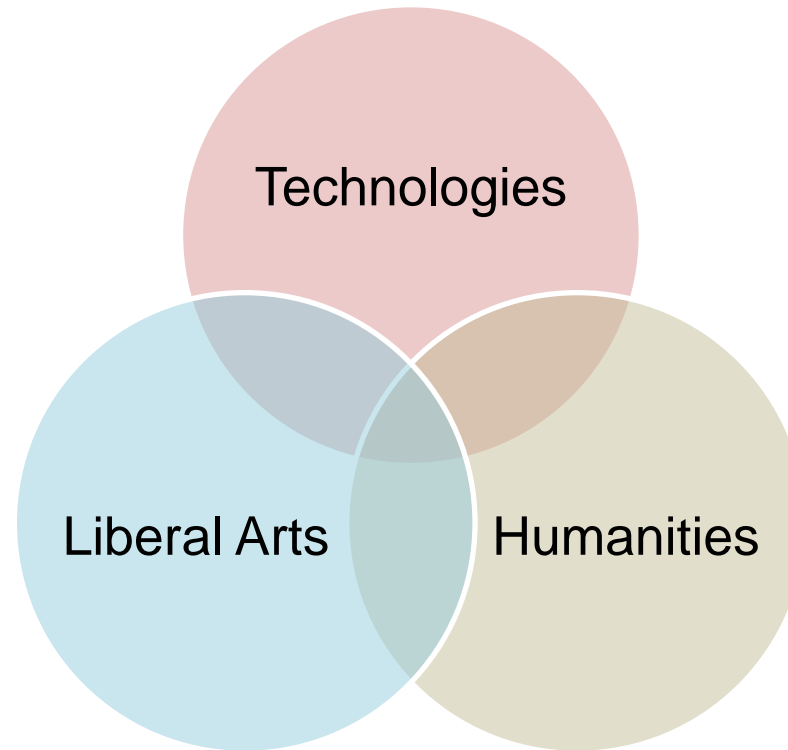
2. Convergence



喜怒哀乐



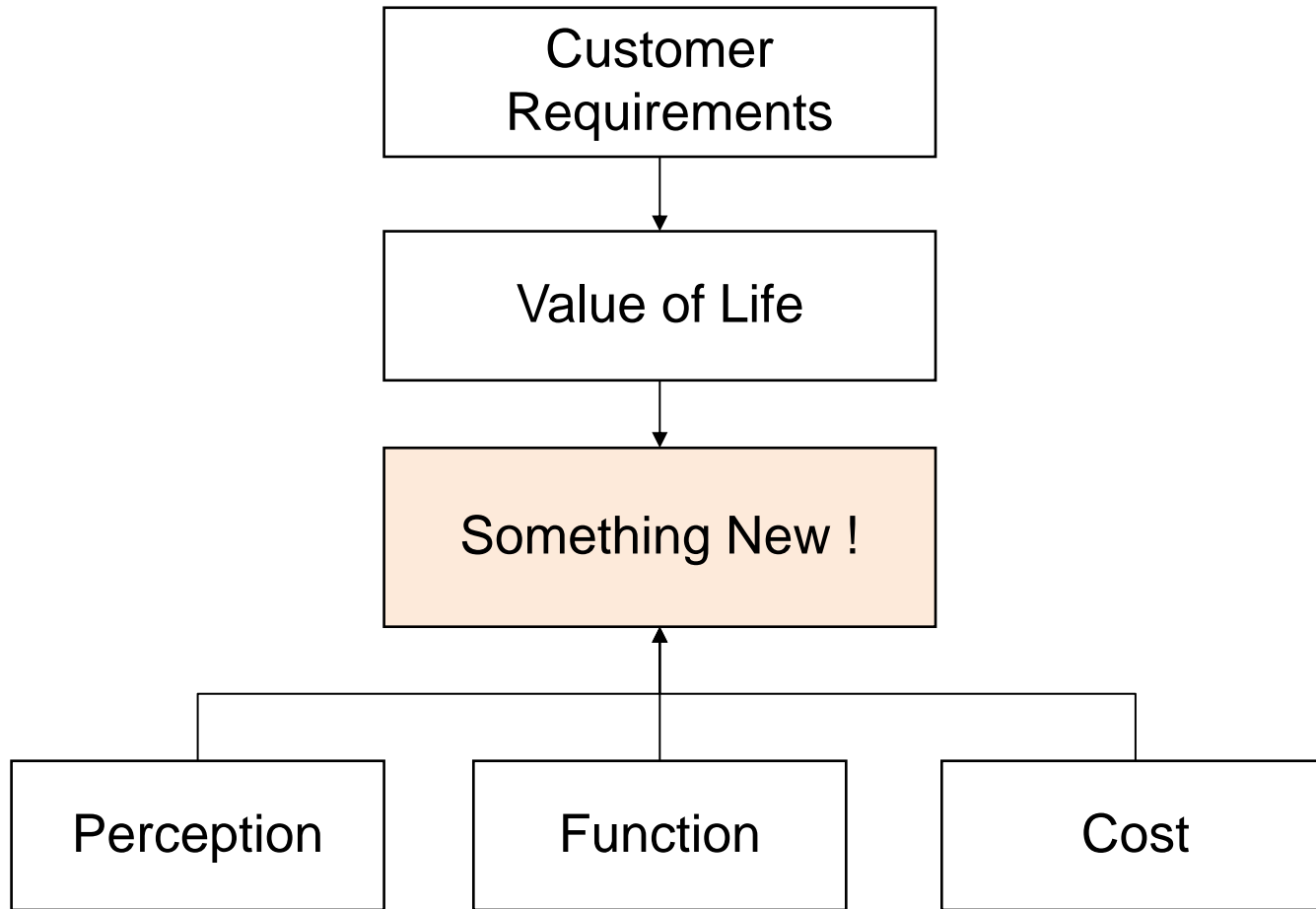
Art, Skill, Cunning of hand,
The Collection of Techniques, Methods, Processes



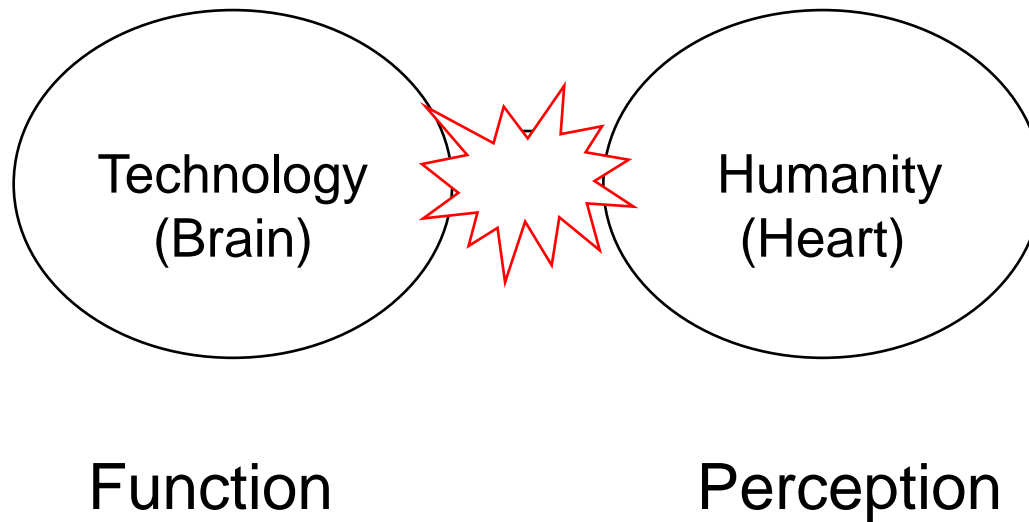
Science, Math, Music, Literature,
Language, Philosophy, History

Human Nature (Think, Feeling, Acting)

Source ; Wikipedia

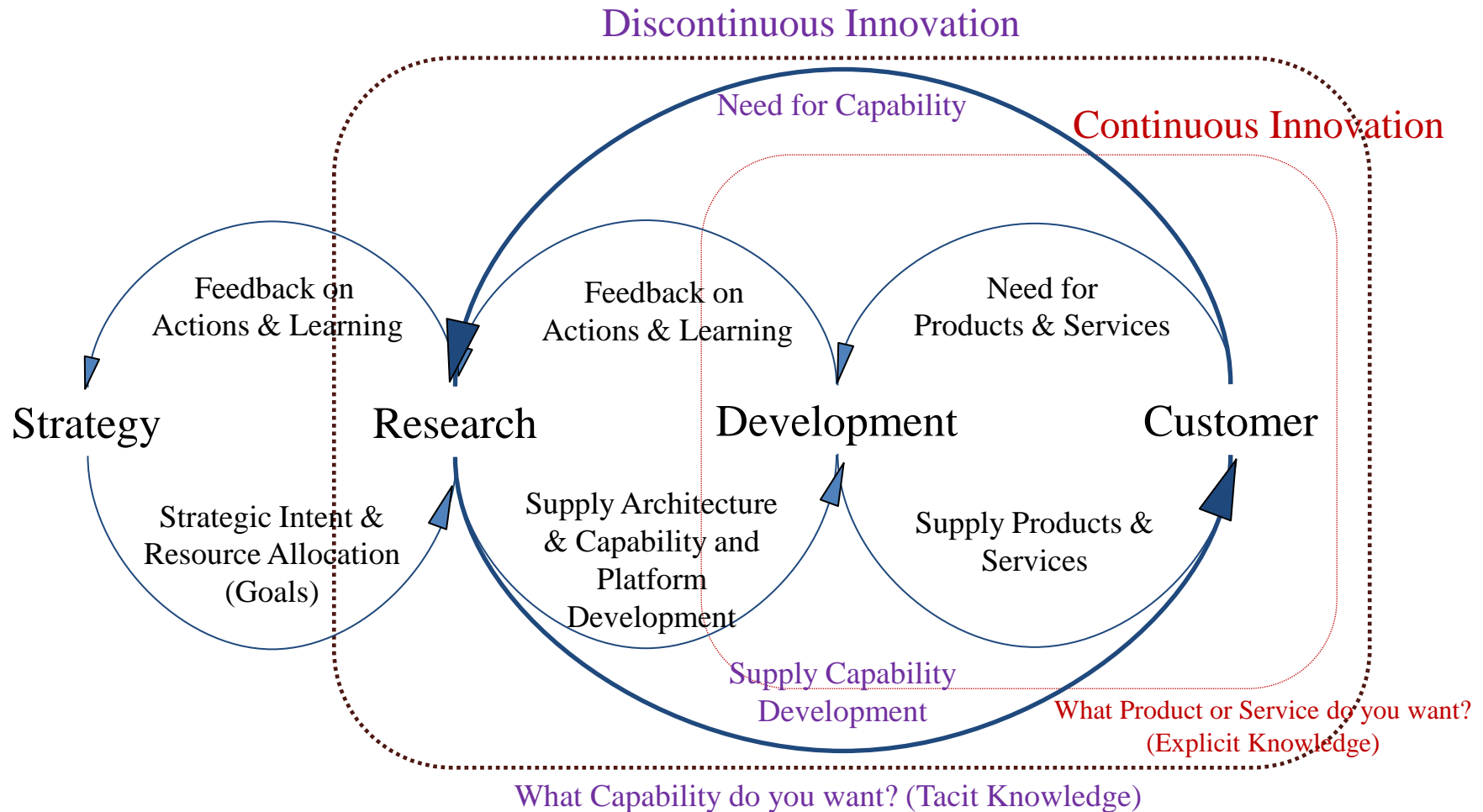


- How to integrate Technology with Humanity ?

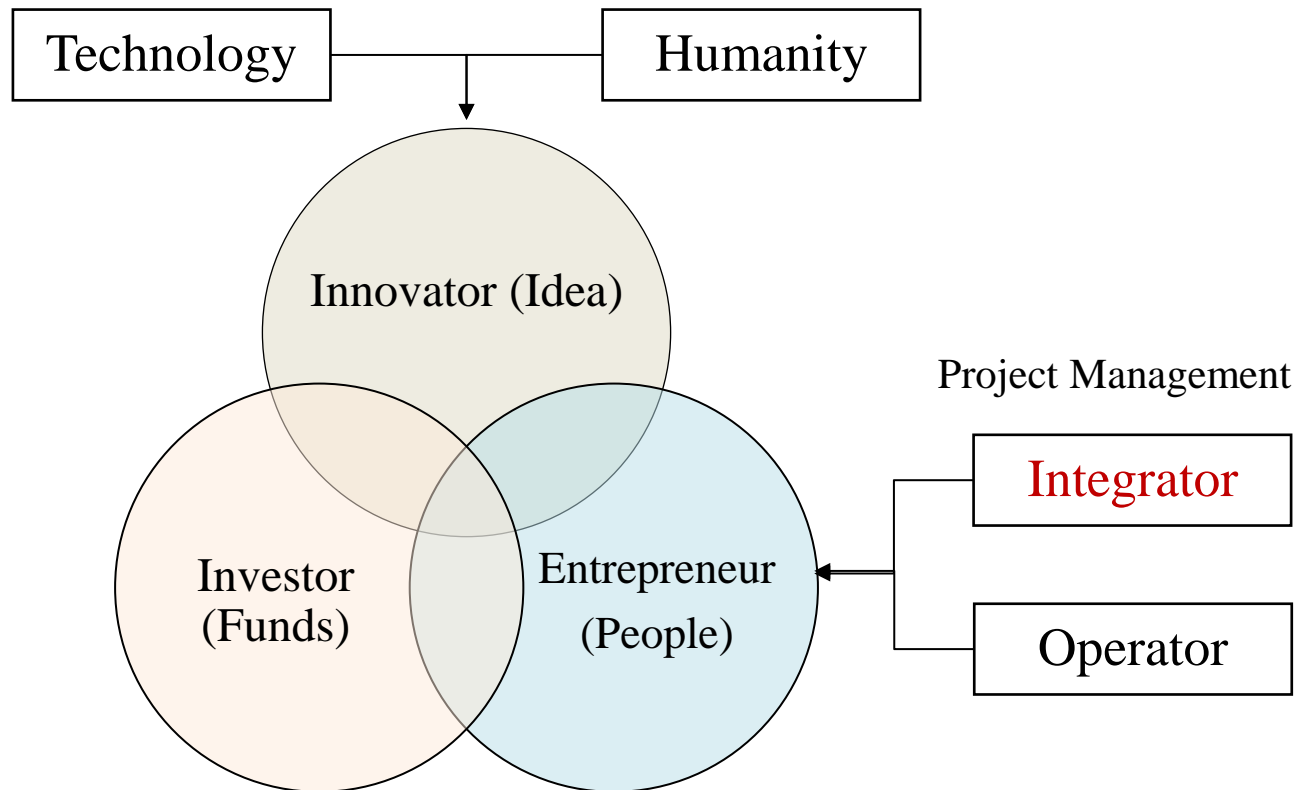


Integrator or Facilitator or Methodology ???

- Analysis (1) : Market Research & Innovation

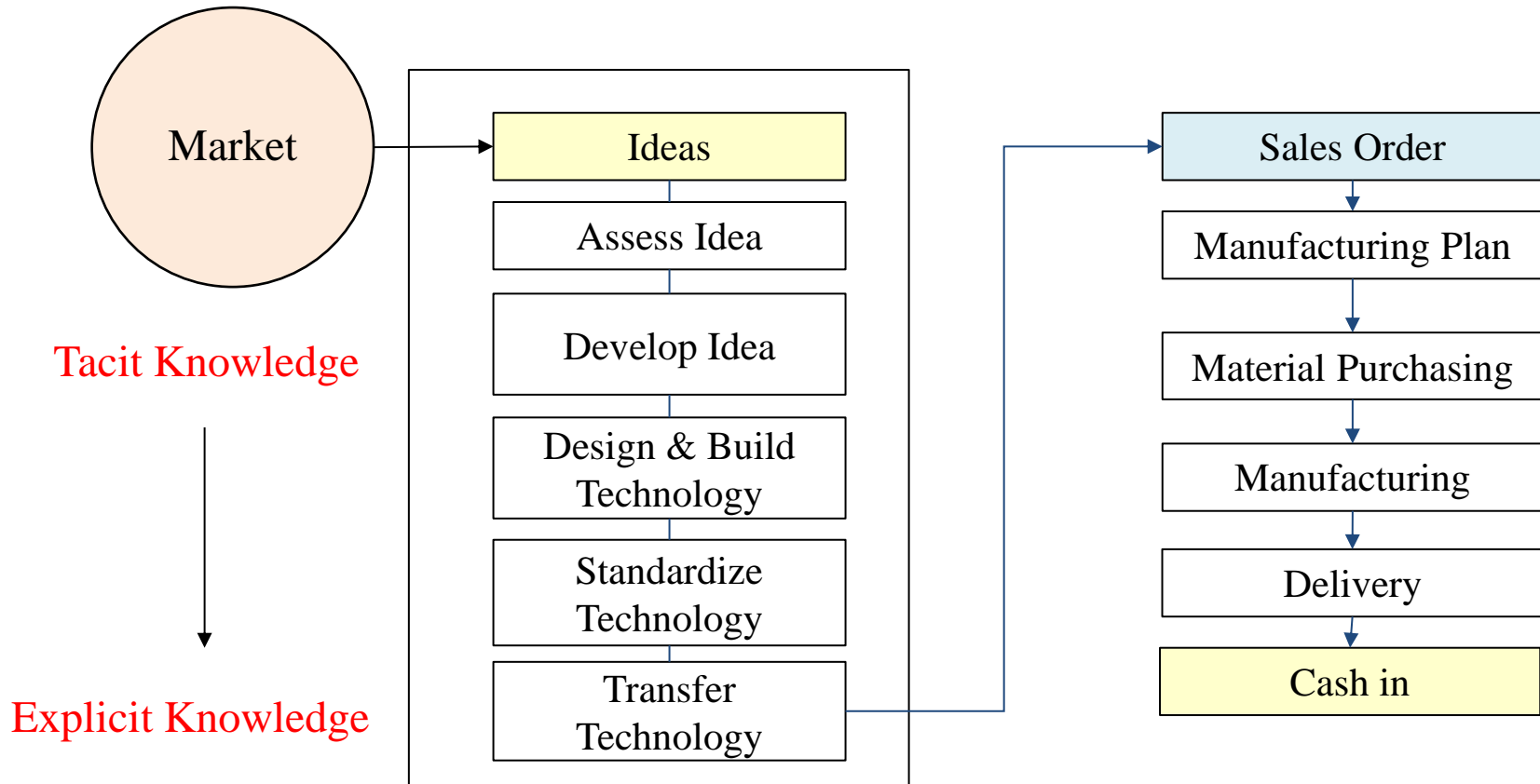


- Analysis (2) : People (Function)

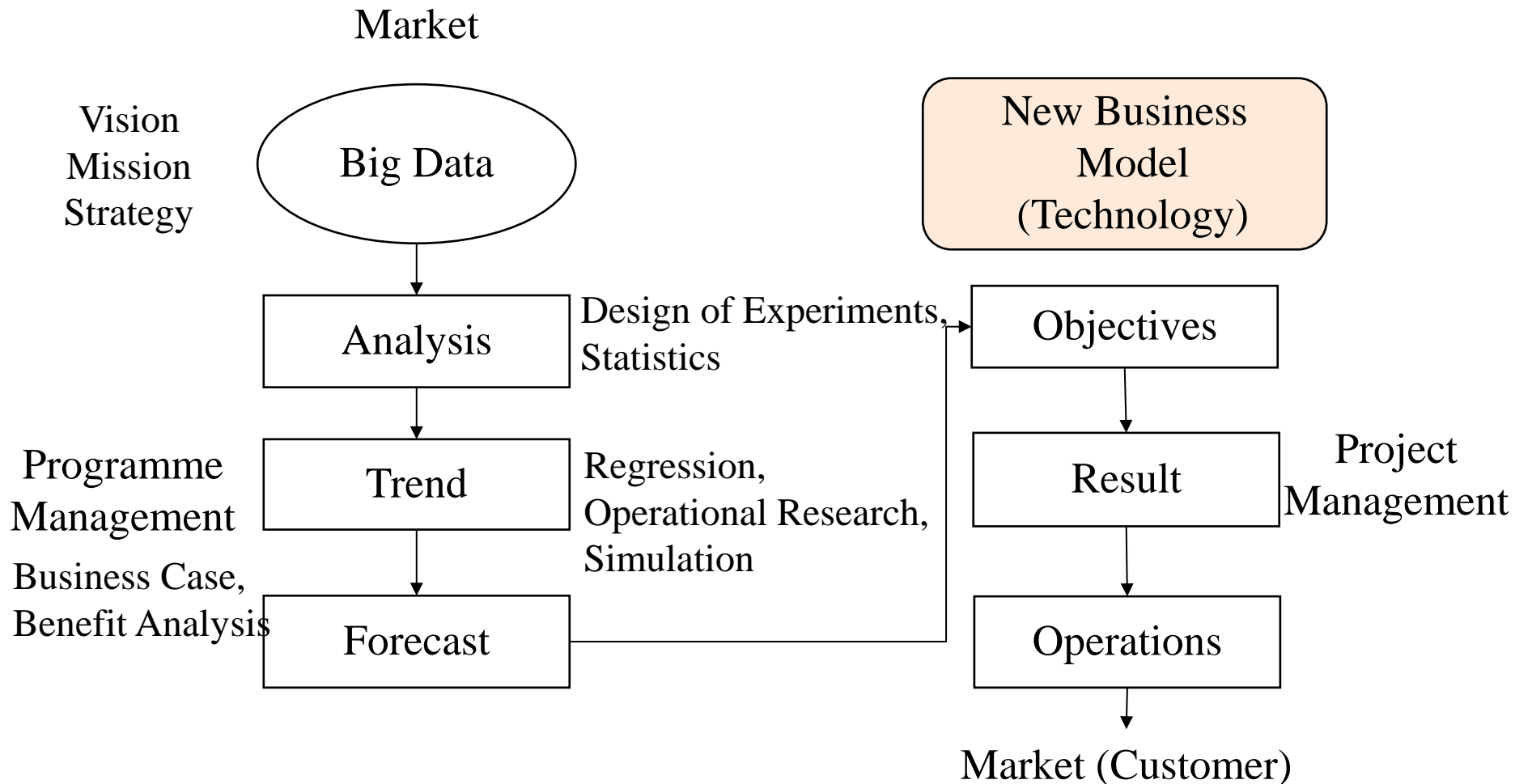


- Analysis (3)
 - Business Process Cycle

Order to Cash → Idea to Cash



- Relationship with Project / Program Management



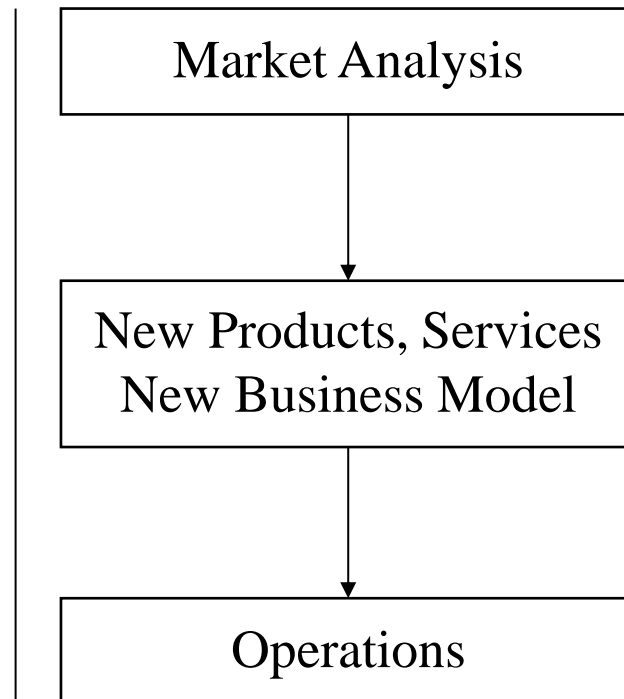
■ Relationship with Project / Program Management

Portfolio Management

- Balance
- Value Maximization
- Strategic Alignment

Programme Management

- Cost Ownership
- Financial Management
- Business Case
- Benefit Management
- Design Business Model
- Design Projects



Project Management

- Production Innovation
- Process Innovation

3. Future Direction of PM

- Product and Process Innovation

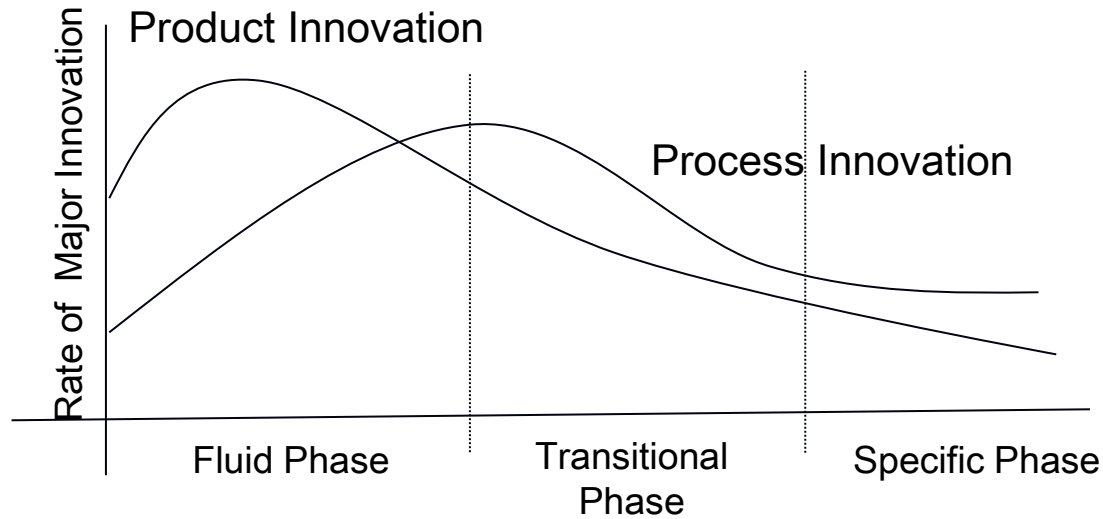
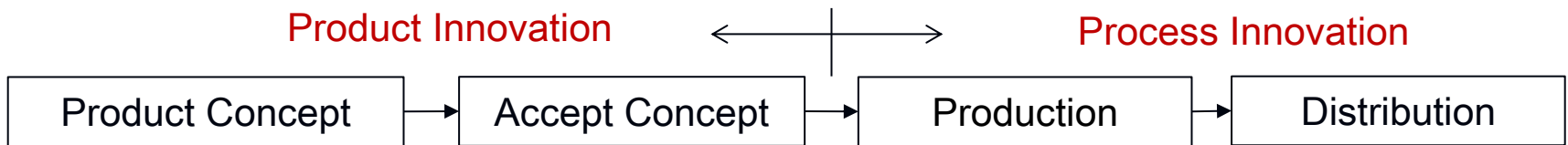
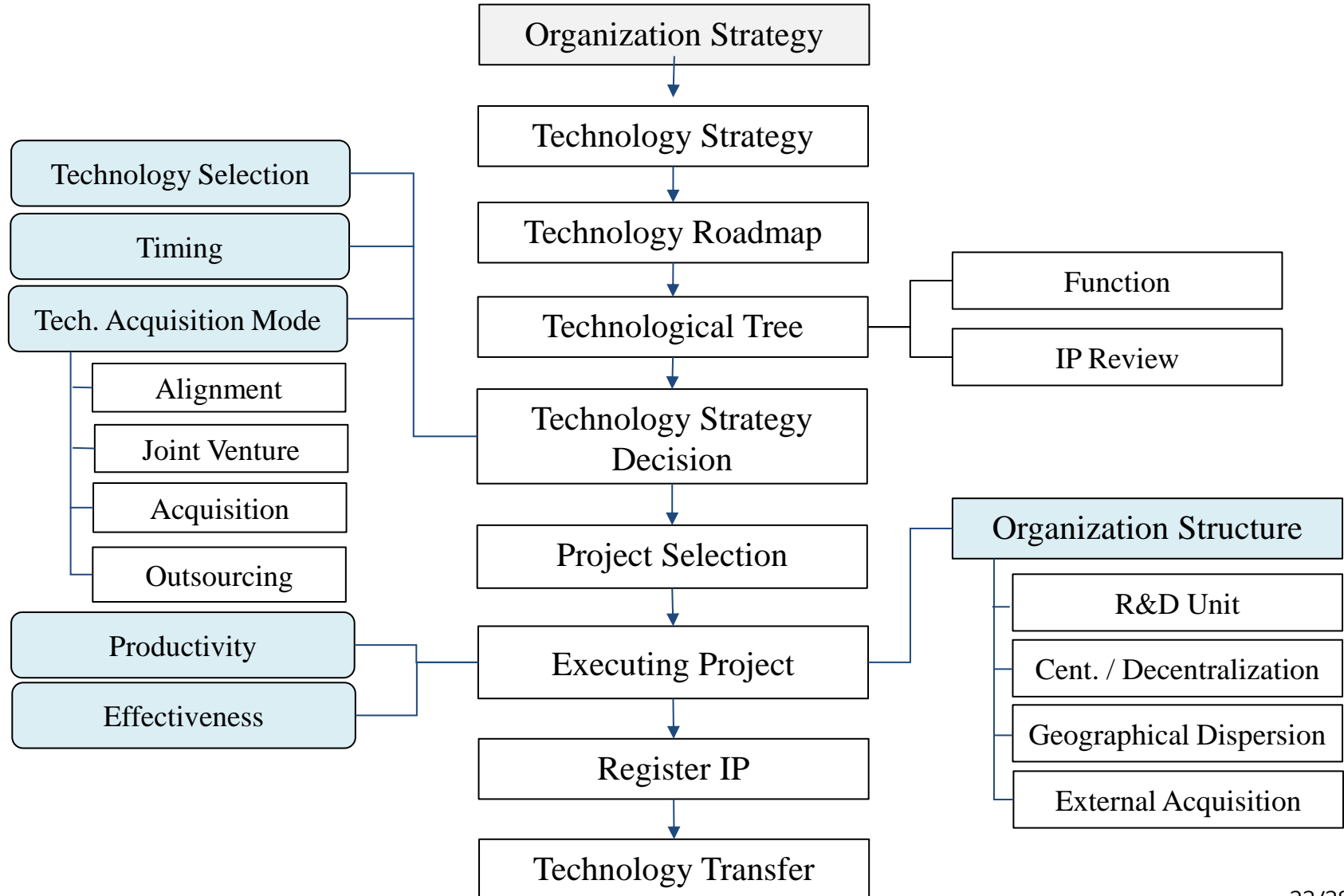


Fig. Dominant Design Progression

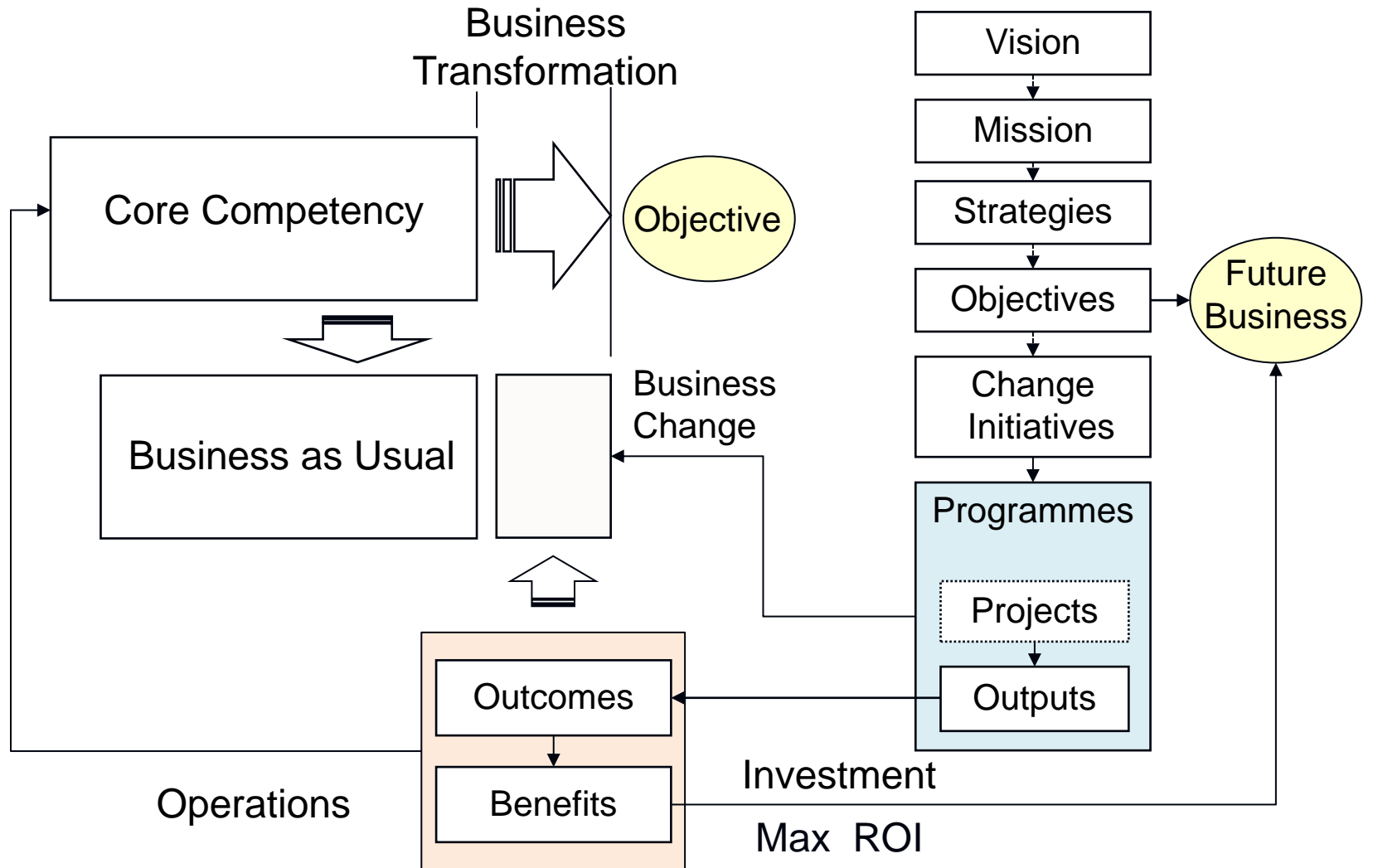


- To lower the critical cost factors
- To improve performance attributes

■ Product Innovation

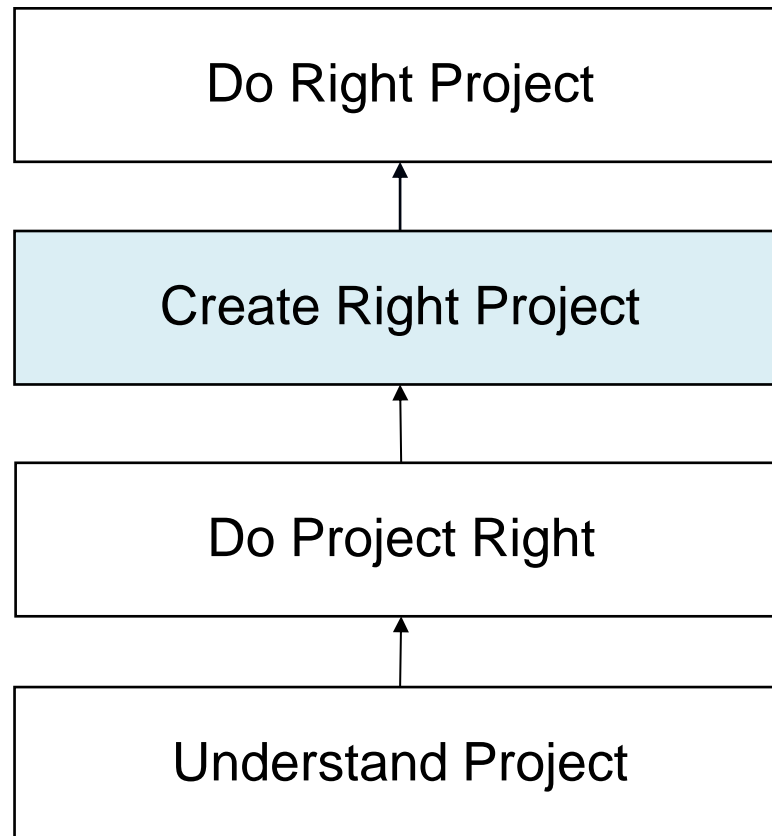


4. Conclusions



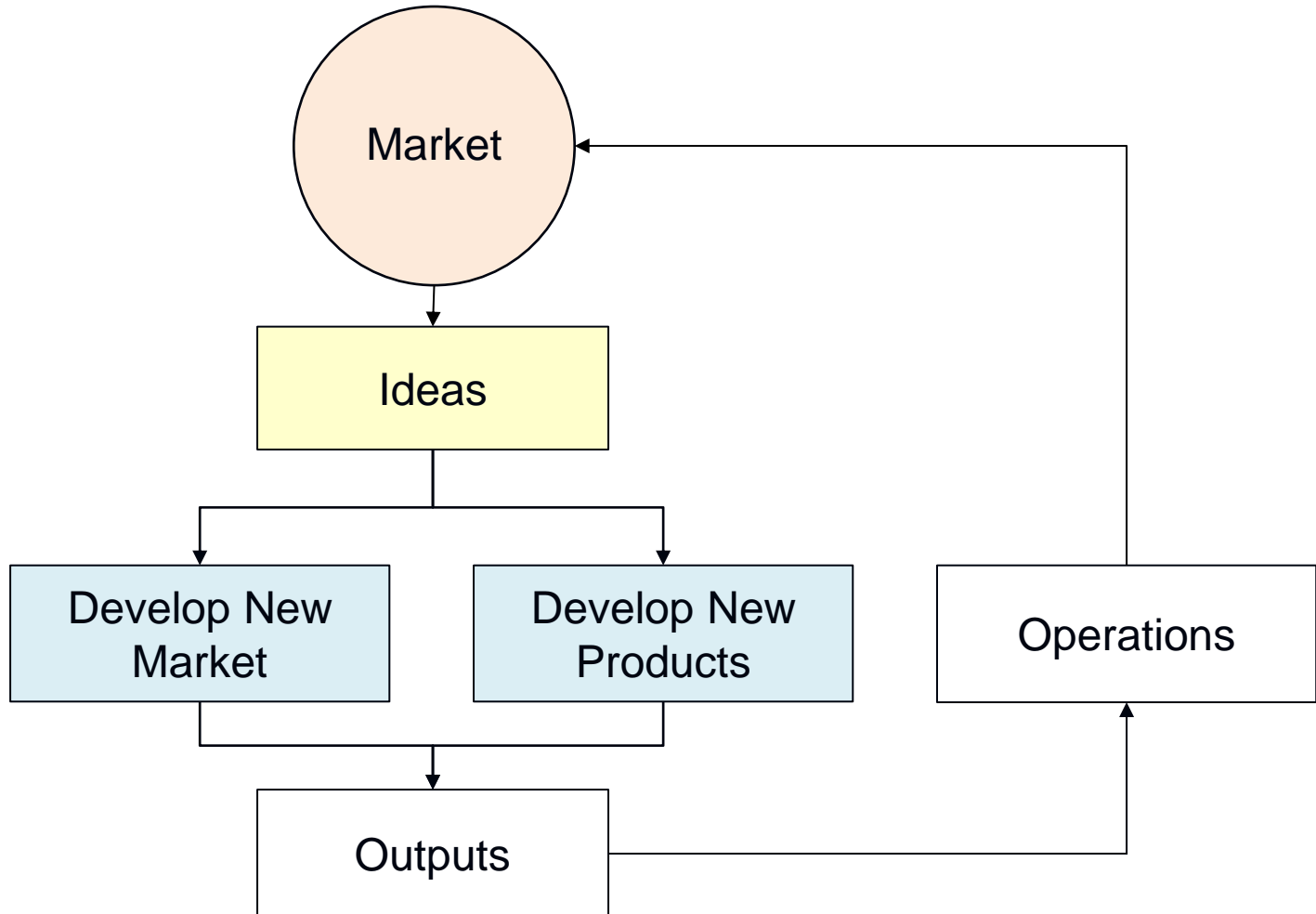
4. Conclusions

Managing Project ➔ Creating Projects



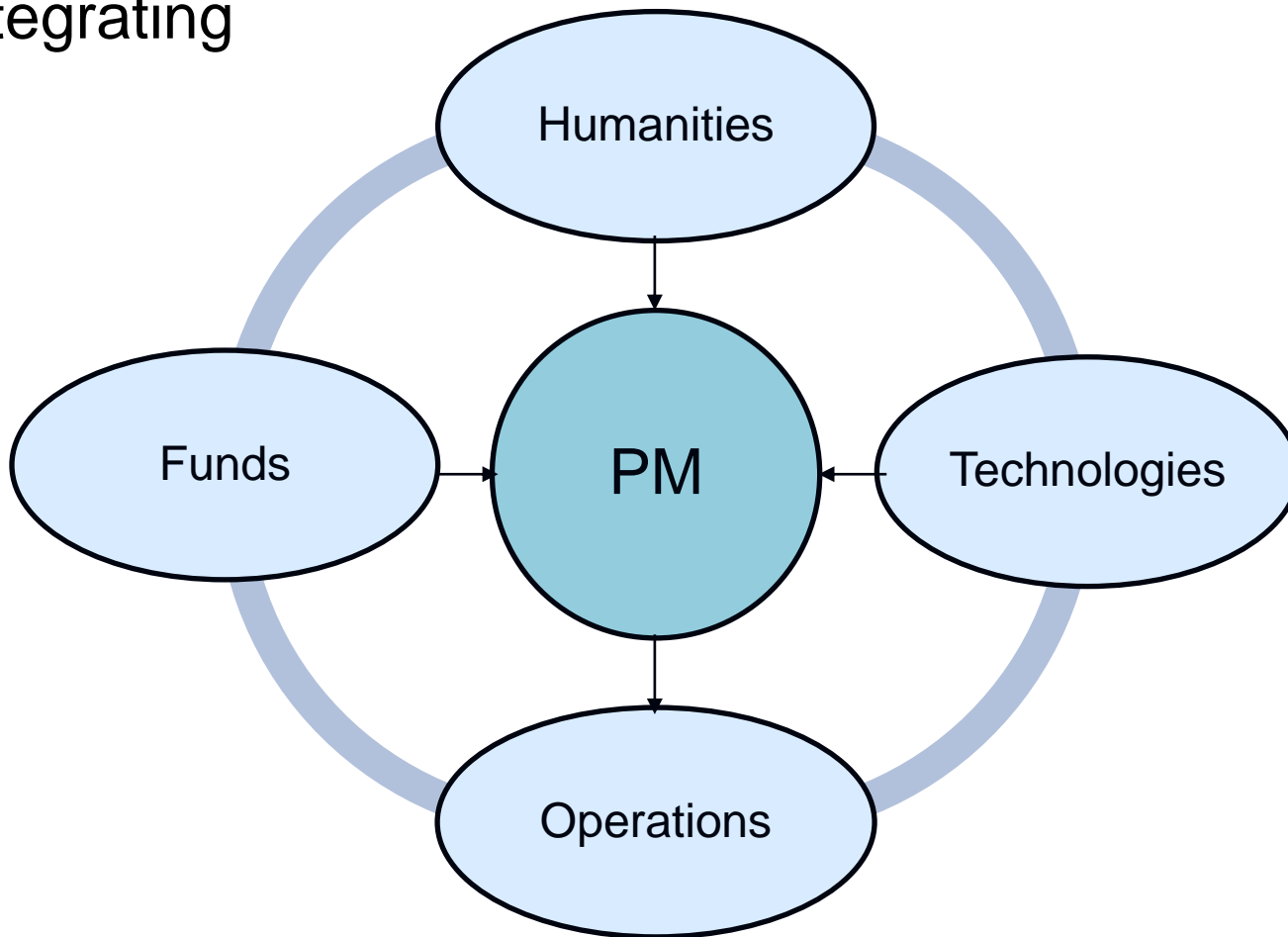
4. Conclusions

Sustainability



4. Conclusions

Integrating



4. Conclusions

Information Product Cash Human Life



Unbalance ➡ Balance ➡ Equilibrium

4. Conclusions

Creating Something out of Nothing
for Improving Value of Human Life !

End of presentation!
Thank you for listening.

