

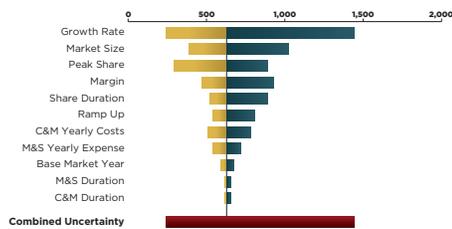
Portfolio Navigator®

Software that Aligns Innovation and Finance to Drive Breakthrough Growth

SmartOrg's Portfolio Navigator evaluation platform builds your capability to overcome conflict and drive breakthrough growth. Portfolio Navigator builds your capability to deliver credible and comparable evaluations so you and your teammates can fully support the portfolio decisions you make.

Portfolio Navigator drives smart conversations between Innovation and Finance to unleash the growth opportunities hidden in your innovation portfolio. Here's what those conversations look like.

How do you double the value of this project?



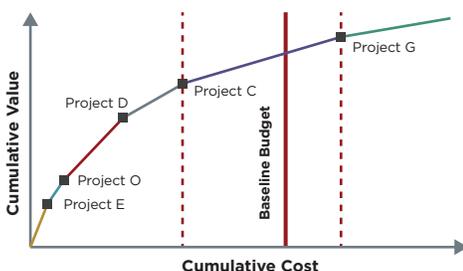
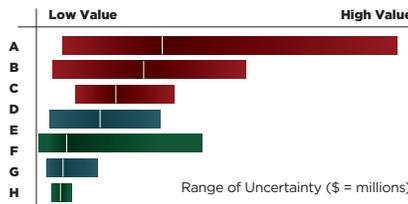
Create and execute an upside exploitation plan. Portfolio Navigator clearly shows the most significant factors in the overall project uncertainty via a tornado chart. The uncertainty ranges show you where to find hidden upside potential.

Portfolio Navigator shows us what our portfolio can deliver in meaningful, bottom-line terms, giving us real insight into which projects to fund.

**Portfolio Manager
Major Oil Company**

When is "good" not good enough?

When good projects distract you from great ones. Many companies find that up to 30% of their projects are distractions that shouldn't be done. Portfolio Navigator helps you cut through the clutter by comparing projects by value and by upside potential. You can weed out projects with limited upsides and focus on making the projects that matter wildly successful.



How much should you invest in growth?

The minimum that it takes to get the growth you need. Portfolio Navigator prioritizes projects by their financial efficiency, or "bang for the buck." By connecting value to cost, you can see how cutting cost or

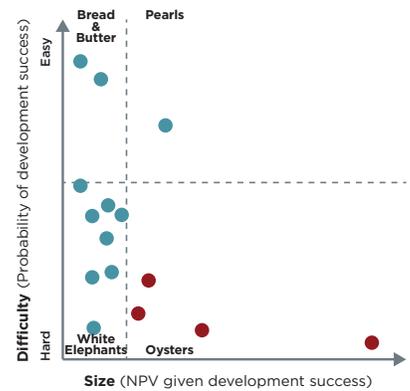
**Portfolio Navigator®
Value Based
Management Software**



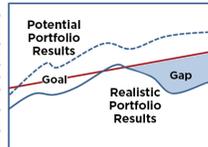
increasing investment affects your portfolio's value. Portfolio Navigator shows you how to get the most return from an existing innovation project portfolio, and in some cases how to get greater returns with less investment.

How do you keep incremental projects from crowding out innovative ones?

Put the innovative projects on a level playing field with incremental ones. Many companies find they've been selling their future short by overinvesting in their historical successes, often creating White Elephant projects. Portfolio Navigator evaluates projects by size and difficulty (i.e., the chance of successful completion) to show whether you have enough projects of each type to sustain and renew your business. The company whose portfolio is shown here canceled some incremental projects and redirected those resources to high-risk, high-reward projects (Oysters): doing that gave them a 160% increase in portfolio value with just a 40% increase in investment.



Consumer Products												
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Market	1,977.00	2,060.00	2,271.00	2,498.00	2,750.00	3,012.00	3,284.00	3,564.00	3,852.00	4,148.00	4,452.00	4,764.00
Size												
Revenue	410.00	450.00	500.00	550.00	600.00	650.00	700.00	750.00	800.00	850.00	900.00	950.00
Costs	47.00	52.00	57.00	62.00	67.00	72.00	77.00	82.00	87.00	92.00	97.00	102.00
Profit	363.00	398.00	443.00	488.00	533.00	578.00	623.00	668.00	713.00	758.00	803.00	848.00
Net Profit	363.00	398.00	443.00	488.00	533.00	578.00	623.00	668.00	713.00	758.00	803.00	848.00
Market Share	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SGMA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Profit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Market	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Profit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Market	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Profit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Market	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Profit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Market	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Profit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Market	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Profit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



How can you be sure you'll reach your financial goals?

By finding and fixing the hidden reasons for gaps between your goals and your portfolio's results. Traditional P&L projections often use assumptions to give a rosy prediction of meeting goals. Portfolio Navigator gives you a rigorous, honest evaluation of your portfolio. It highlights dangers and shows how to improve individual projects and adjust your portfolio mix to close the gap between your portfolio performance and your goals.

The evidence you need to reduce conflict

The tools and methods that Portfolio Navigator provides give you the evidence you need to hold high-quality portfolio conversations, free from guesswork and office politics. Not only will you make better decisions about creating growth: when your teammates see the evidence that backs up those decisions, they will be better able to give them their full support.

That leaves one final question:

How soon do you want to achieve breakthrough growth?

The one truth about innovation is that your competitors are doing it, too. If you wait too long, someone else will introduce the new product that makes yours obsolete. That's why it's critical to manage your innovation portfolio not only to sustain your business with incremental improvements, but to renew it with substantial innovations.

Portfolio Navigator embodies methods that help Innovation and Finance agree on how to drive upside and on where and how much to invest. That's how Portfolio Navigator gives you the tools you need to accelerate innovation and achieve breakthrough growth.



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SmartOrg software and professional services provide executives with decision-making solutions they can depend on when investments are risky and rewards are uncertain. Our decision technology has helped Fortune 500 companies deliver breakthrough value for over 15 years.

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