



## Driving Growth and Profitability

Selecting and managing projects and portfolios

is risky business—especially in the face of intense competition, scarce resources, and project uncertainty. SmartOrg

Value-Based Management Systems help you navigate through it all. Proven business process tools enable you to manage risk and uncertainty and focus on optimizing the value produced by R&D, new product development, and other business opportunities.

# Value-Based Management Systems

“With all the money we’re spending, why aren’t we introducing more innovative products?”

“What should we invest in to keep us ahead of the game?”

“We’re working on things we should drop – how do I convince people?”

Sound familiar? You’re not alone. Business decisions like these are tough to make. They involve lots of uncertainty. And they involve people from functions with different agendas and strong viewpoints about the business. Management’s challenge is to bring these stakeholders together to:

- Identify high value projects and kill losing projects early
- Focus human and capital resources on maximizing business value
- Manage risk to avoid disasters and drive towards upside value
- Maximize portfolio value

## Value-Based Management Systems Addresses Key Issues:

**Maximize Value** Identify the value drivers of each project; focus on key drivers; track progress of projects and the portfolio against value targets.

**Manage Risk** Explicitly identify and manage project and portfolio risk; drive towards the upside; minimize downside; avoid management surprises.

**Employ a Proven Process** Follow an easy-to-use framework that brings people, process and technology together to focus on the key factors that deliver value.

Value-Based Management Systems from SmartOrg drive growth and profitability by addressing three key questions: 1) What is it worth? 2) Where should we place our bets? 3) How much should we invest? Value-Based Management Systems help you answer these questions with confidence, even while facing budget and milestone pressures and streams of new ideas and information.

Our systems give you a clear picture of the value of your projects and portfolios. Unlike conventional project and portfolio management systems, our software and processes help you deal explicitly with the uncertainties critical to success. You get the information you need to successfully manage the technical and commercial risks and opportunities that have the highest impact on project and portfolio value.

Our patent-pending technology delivers world-class risk analysis coupled with a proven process that brings key stakeholders—senior management, project leaders, content experts, and others—together. The process encourages everyone to engage in meaningful conversations about where and how to apply their efforts to mitigate downside risk and capture upside value.

“*SmartOrg systems enable us to create quality conversations among business, manufacturing, and technical stakeholders by translating everything into value terms.*”

Phil Russell,  
Weyerhaeuser

“ We have applied SmartOrg solutions to hundreds of projects, reducing costs and driving growth. The cumulative impact on Boeing: hundreds of millions of dollars. ”

David Leonhardi,  
Boeing Commercial Airplanes

## SmartOrg Systems

**Portfolio Navigator™** Web-based software combines economic evaluation, risk analysis, and decision process to help R&D and New Product Development teams perform Value-Based Management of projects and portfolios.

**Decision Advisor®** Desktop application supports real-time, in-depth project evaluation and creates templates for use by Portfolio Navigator™.

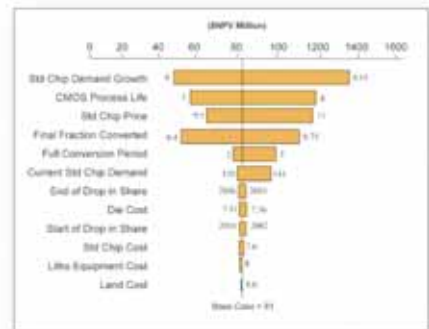
**Services** SmartOrg develops a total solution to address your specific needs by combining software systems with consulting, training and technical support.

### Explicitly Identifies and Helps Manage Risk

SmartOrg systems create a quantitative picture of the factors and uncertainties that have the most influence on economic value. Project teams focus their efforts on the critical factors that can make or break the project, by understanding how risk affects project value. This improves upside potential, reduces downside risk and makes better use of costly resources. For example, the Tornado Chart shows the impact of each uncertainty on the NPV of the business case.

*“SmartOrg systems give us the ability to evaluate uncertainty and give project teams the freedom to drive toward the upside”*

Chris Westlake, HP Imaging and Printing Systems

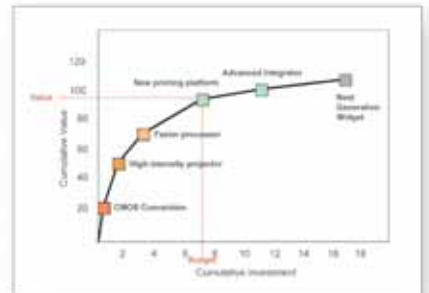


### Focuses Managers and Teams on Maximizing Value

SmartOrg systems assemble individual projects into portfolios, which can be "sliced and diced" to provide the information you need to successfully manage portfolio value over time. For example, the Investment Productivity Chart ranks all projects from highest return on investment to the lowest, showing in objective terms what your portfolio can deliver. As projects evolve, the system automatically updates project values, letting you track changes to ensure that the portfolio remains optimized.

*“Portfolio Navigator accelerated the deployment of technology to business opportunity by prioritizing projects on the basis of value.”*

Executive, Major Oil Company

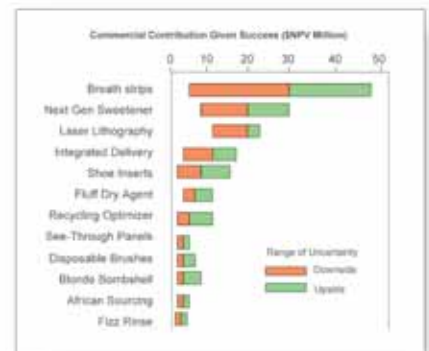


### Empowers Management to Make Value-Based Decisions

SmartOrg systems provide managers with the credible and comparable information they need. The system minimizes politics, avoids garbage-in/garbage-out and encourages cross-functional teamwork by providing visibility to key metrics and underlying sources. For example, the Comparison Chart allows knowledgeable participants to compare the range of reasonable business cases across all projects.

*“It was a real eye opener to critically compare projects because for the first time we had a credible and objective basis for discussion. Other approaches simply had not been able to take us far enough.”*

Project Manager, High Tech Company





## About SmartOrg

SmartOrg Inc. is a leading provider of Value-Based Management Systems that help companies drive profitability and growth by making better decisions about investments in R&D, new product development, and other business opportunities. The company was founded in 2000 by acknowledged world leaders in risk analysis and strategic decision-making.

Headquarters are in Menlo Park, California regional offices are in the United States, the United Kingdom, and Asia.

## Some SmartOrg Customers



SmartOrg was founded in 2000 to implement, in software systems, proven processes and methods described in founders David and Jim Matheson's book "The Smart Organization: Creating Value through Strategic R&D."

Harvard Business School Press

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