

World Summit

R&D Innovation Excellence & Product Development

Boston Massachusetts
15 - 17 OCTOBER 2025

WORKSHOP

NO DE-RISK? NO REWARD!



David Matheson
President and CEO

Smart Org, Inc.



Doug Williams
Associate Director,
Innovation
Smart Org, Inc.

ALL INNOVATION PROJECTS HAVE RISK. HOW DO YOU KNOW WHICH ARE WORTH IT?





ambiguity
complexity

Converting **uncertainty to opportunity**
disruption
conflict



David Matheson
President and CEO, SmartOrg



Doug Williams
Associate Director, Innovation

SmartOrg: 20+ years in strategic portfolio and innovation management

Pharmaceuticals

- Teva Pharmaceuticals
- Inspire Pharmaceuticals
- KV Pharmaceuticals
- Jazz Pharmaceuticals
- Catalent



Medical Device

- Stryker Neurovascular
- Philips (Respirronics)
- Varathon
- Zimmer
- Medtronic



Agriculture

- Bayer Crop Science
- Pioneer Seeds
- DuPont Crop Protection
- Corteva Agriscience
- Christensen Farms



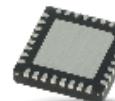
Materials

- Rogers Corporation
- DuPont
- Hexion
- GAF



Semiconductor

- Intel
- SanDisk
- Applied Materials
- Orbotech
- Texas Instruments



Equipment

- Ingersoll-Rand
- Eaton
- Scholle Packaging



Energy

- ExxonMobil
- Chevron



Consumer Products

- SaraLee
- VF
- Kimberly Clark



Communications

- Sprint
- T-Mobile
- Cisco
- Smiths Interconnect



IT

- Apple
- Google
- Microsoft
- HP



Other

- Boeing
- Sony Pictures
- The Nature Conservancy



Find, Fuel and Fund your best opportunities with SmartOrg's Decision Intelligence software

Innovation Navigator®

Accelerate the path from
risk to upside

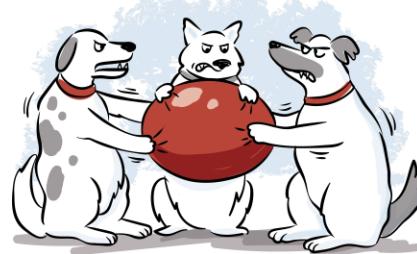
- Work on what matters
- Build the business case
- Win over stakeholders
- Manage inflection points



Portfolio Navigator®

Where and how much
to invest

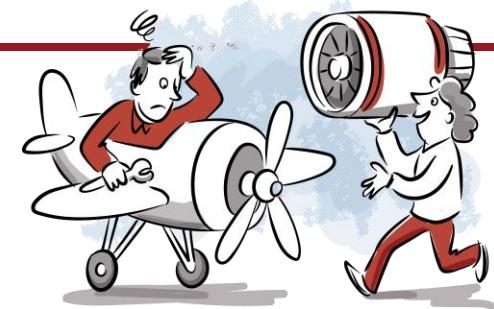
- Evaluate and compare opportunities
- Cut through the clutter
- Find hidden upside
- Make more objective decisions



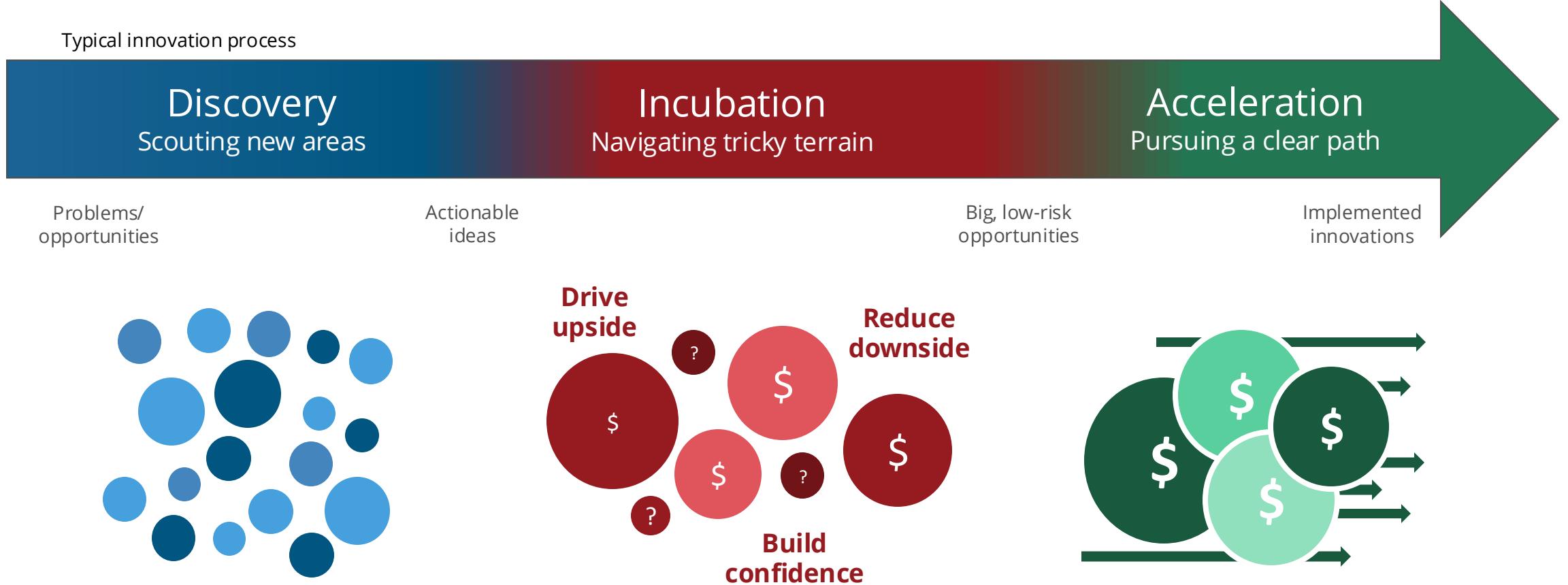
Services

Partners propelling
progress

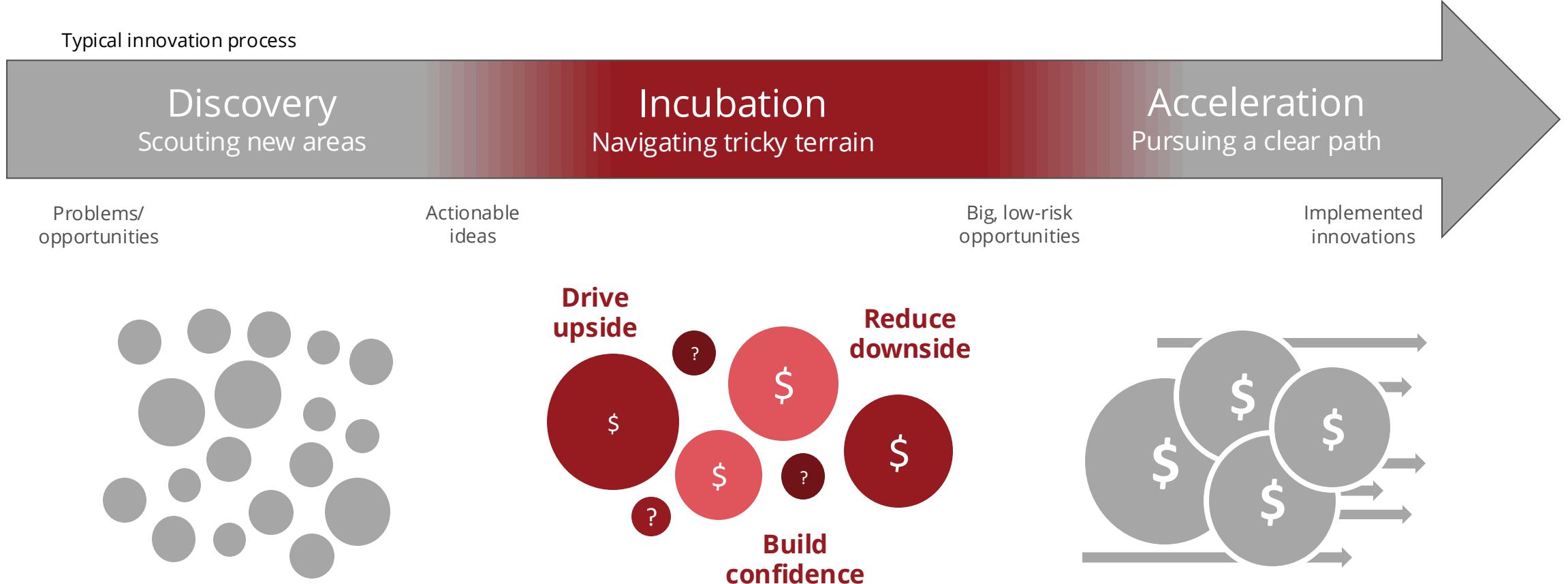
- Consulting
- Training
- Implementation



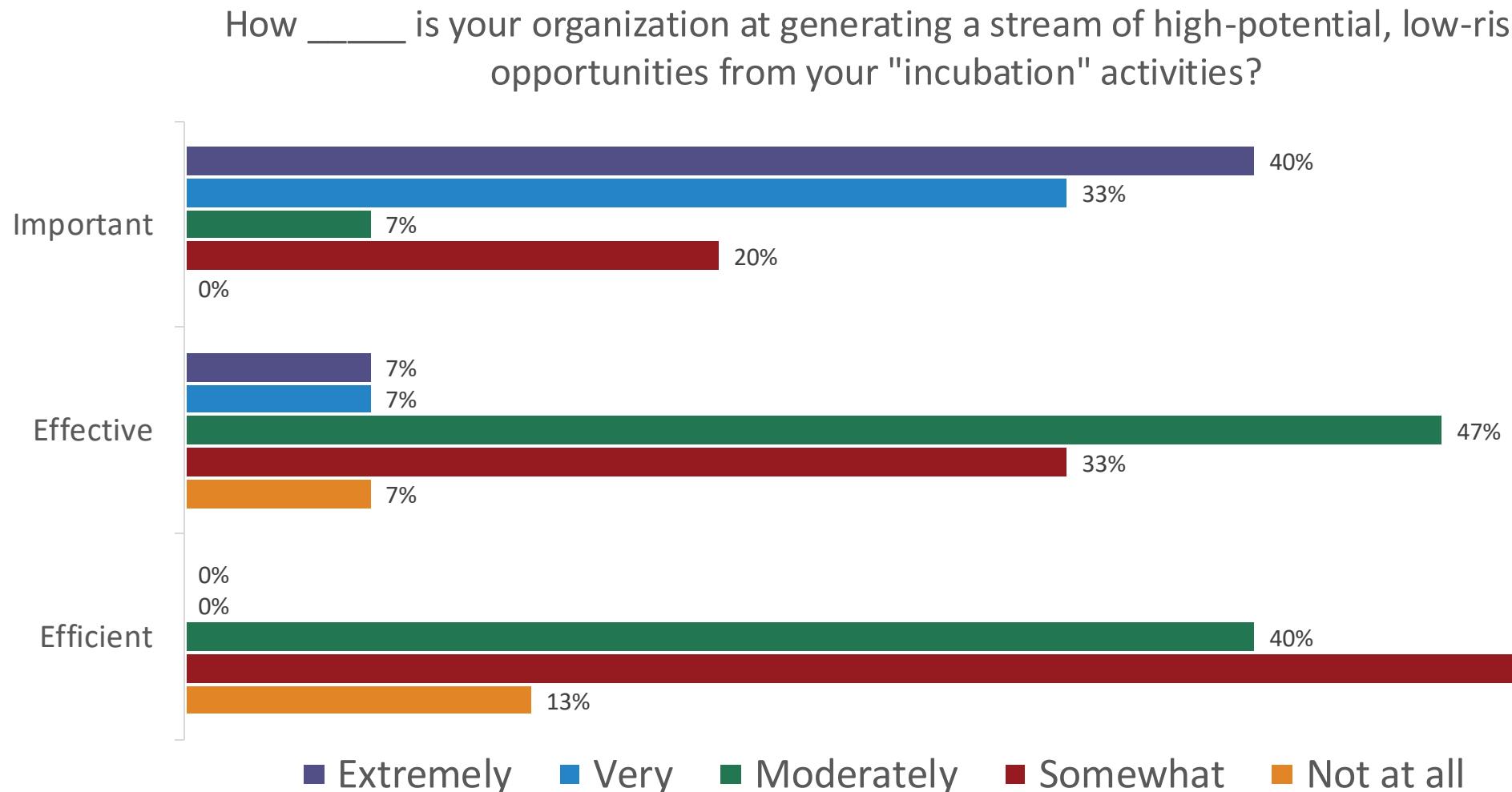
How do you explore the upside and minimize the downside risk in your innovation opportunities?



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Businesses value successful incubation, but admit that their process is neither effective nor efficient





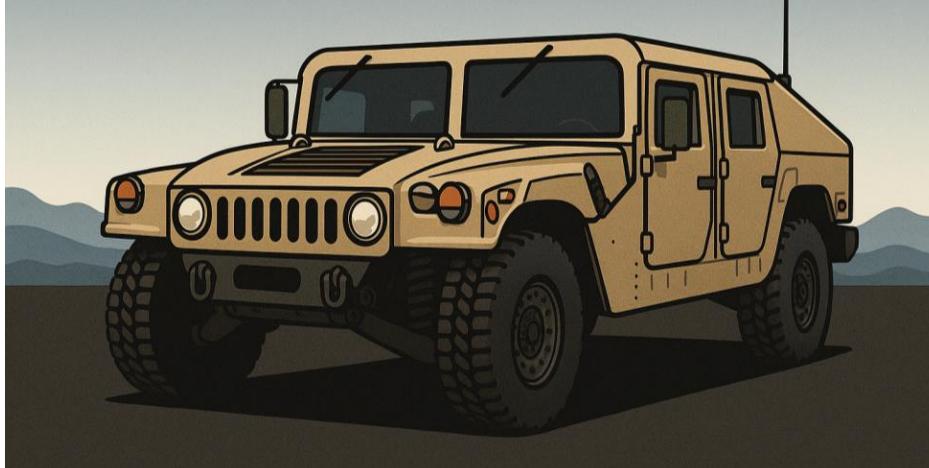
Today's objective:

Have a **“Great Scott!”**
moment about how you can
upgrade your de-risking approach

Table introductions

- Around the table, 30 seconds each
 - Name
 - Company
 - One challenge you face during the Incubation phase of innovation
- Pick 1-2 challenges to share with the room

Our story: Rogers Corporation and frequency-hopping radios



What issues will improve confidence in the business case?

Customer acceptance:
Will they be satisfied?

Incorporating tech into radios & vehicles:
Can we install efficiently?

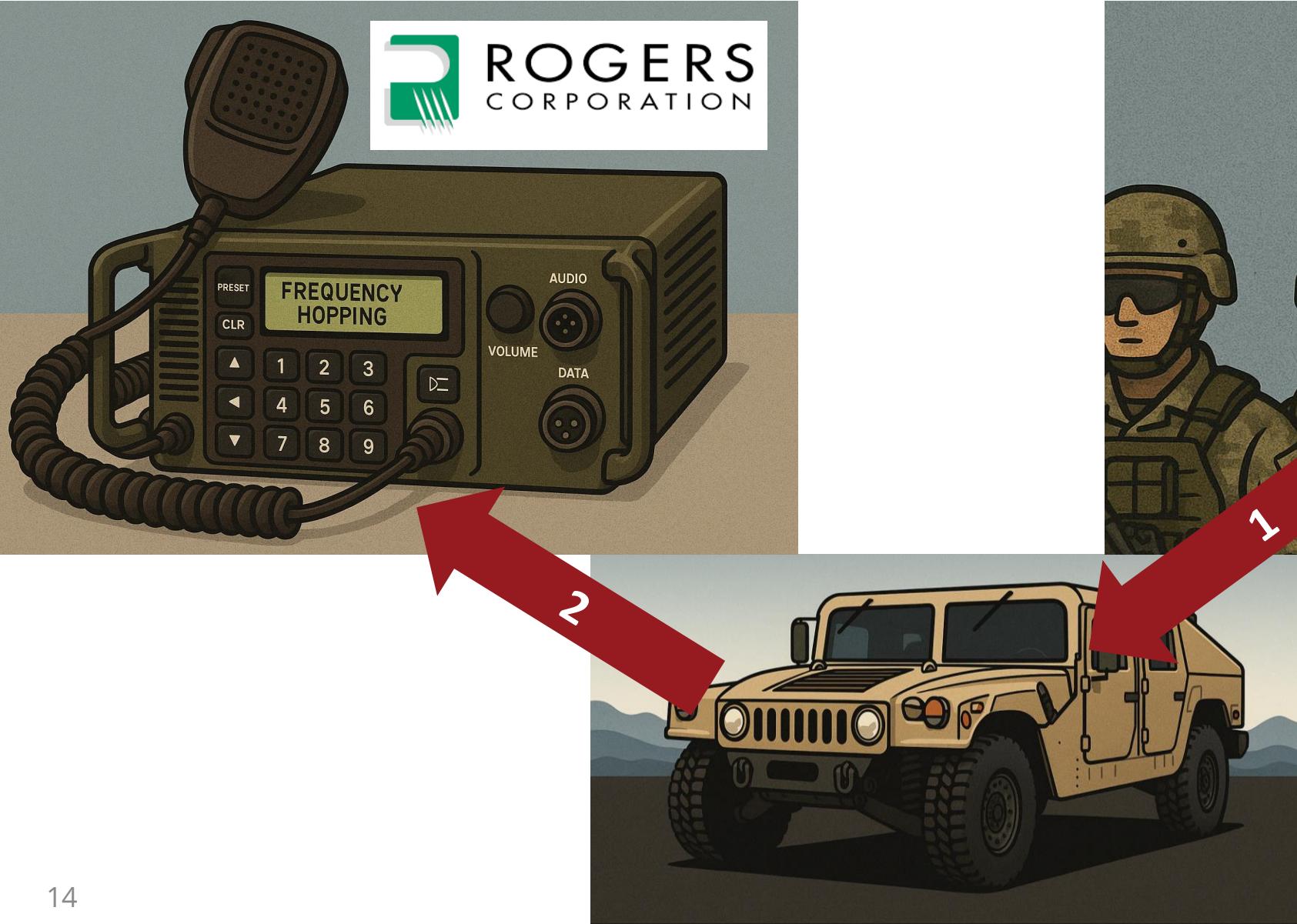
Demonstrating performance:
Is the technology reliable?

Qualification of materials:
Can we produce it with low-cost inputs?

Table activity: Subjective prioritization of Issues

- Work a unique project for either Pear Computer or Athena Athletics
- Get familiar with your project and its assumed baseline value
- Open Envelope 1
 - Remove the four Issue notecards
 - Review each card to create a shared understanding of the Issue
 - Discuss the impact you think each Issue might have on the value of the project
 - Put the four Issue cards in priority order based on what you think you need to learn

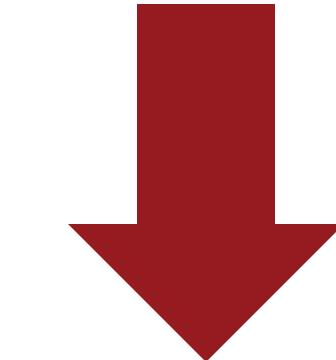
Finance realized that the need to get “spec’d in” to a vehicle created a sales lag that wrecks the business case



Building a business case requires finance to make assumptions systematically

Issue	Assumption
Customer acceptance	Rangers like it
Incorporating tech into radios & vehicles	We can solve this
Demonstrating performance	We will get here eventually
Qualification of materials	Price covers bill of materials
	Significant sales lag
	Other assumptions...

Business case model



NPV: \$100m

Finance revealed a major blind spot

Customer acceptance:
Will they be satisfied?

Incorporating tech into radios & vehicles:
Can we install efficiently?

Demonstrating performance:
Is the technology reliable?

Qualification of materials:
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OEM standardization:
Will OEMs standardize on our tech?

Prioritizing issues requires a range of assumptions, not just one

Project name/ description: Rogers Corp.: Frequency-hopping radios				Baseline value estimate:	\$100m
Issue	Reason for upside	Upside est. (\$)	Reason for downside	Downside est. (\$)	Swing (\$)
Customer acceptance	Pilot customers are very satisfied	\$130m	Pilot customers are somewhat satisfied	\$70m	\$60m
Incorporating tech into radios & vehicles	Efficient installation	\$105m	Costly installation	\$80m	\$25m
Demonstrating performance	Technology 100% reliable	\$110m	Technology not 100% reliable	\$70m	\$40m
Qualification of materials	Feasible materials available at low cost	\$125m	Feasible materials available at high cost	\$80m	\$45m
OEM standardization	OEM standardizes on our tech	\$1.1B	No standardization	\$100m	\$1B

Table activity: Objective prioritization of Issues

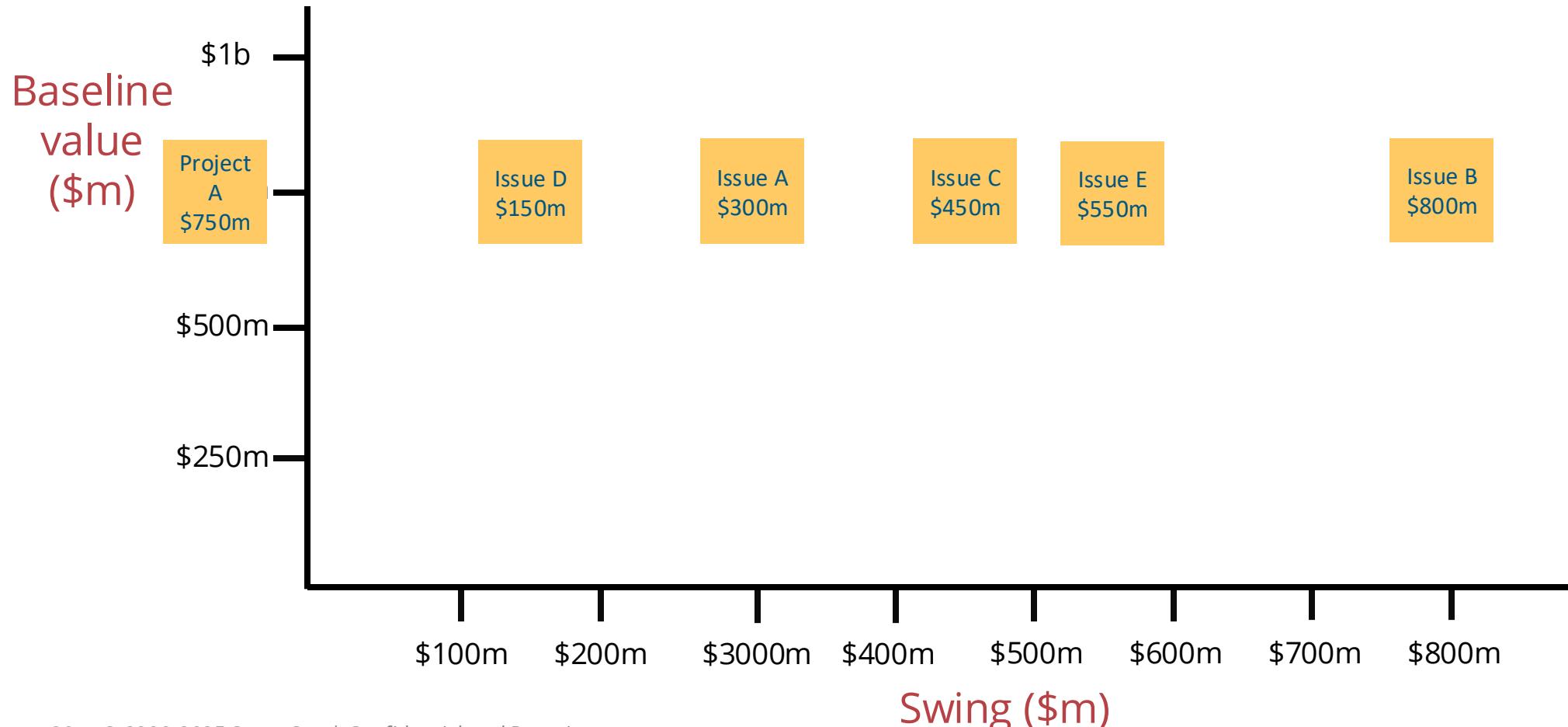
- Now open Envelope 2
 - Same four Issues, but now you know the value of the “swing”
 - Examine your initial prioritization and the new information
 - Put the four new Issue cards in priority order next to the original set

The pivot: Get OEMs to standardize on the technology



Group activity: Create a portfolio view that captures uncertainty

- Take colored Project and Issue Cards to Dashboard # on your big envelope
- Build a “De-Risk Dashboard” on the wall with other Pear/Athena teams

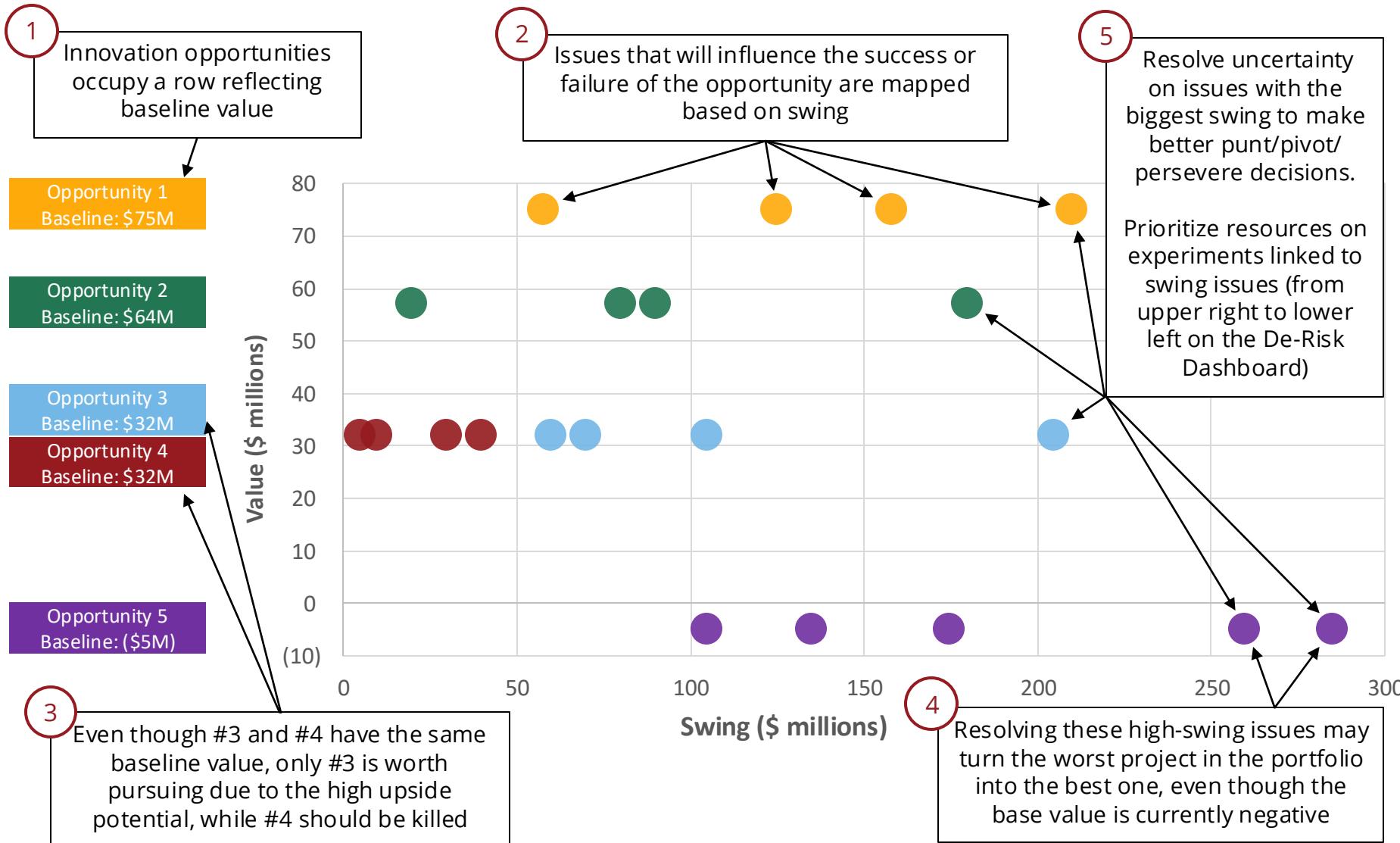


Group activity: What does the De-Risk Dashboard tell you?

- Which project(s) in the portfolio are worthy of investment?
- Which project(s) should be killed?
- How would you prioritize learning across the portfolio?

- Play with various scenarios: different size growth goals, different baseline values, etc.

The De-Risk Dashboard tells you what most needs to be learned to build confidence in the business case and its upside



Questions?

Key takeaways

- Scan for issues broadly to avoid blind spots, don't just go with the obvious.
- Don't make assumptions, understand reasons for upside and downside.
- Analyze the range of uncertainty in a business case to prioritize experiments.
- In a portfolio of innovations, prioritize learning not projects

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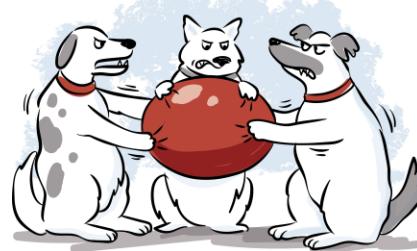
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Thank you!