

Innovation Portfolio Management

FLIGHTMAP is Bicore's strategic portfolio management solution. FLIGHTMAP enables better decisions about the innovation portfolio, and leads to more value creation. This document summarizes the benefits of FLIGHTMAP, specifically as compared to a spreadsheet-based portfolio management process.

Overview of the FLIGHTMAP benefits

- consistent and up-to-date valuation of the portfolio
- consistency from single source of resource planning, R&D and Capex budget, and sales forecast
- up-to-date risk overview and consistent link between risk profile and financials
- project planning, monitoring, and exception reporting
- scenario analysis of market, technology, and organization
- reliable access control and versioning of all business case parameters
- reuse of common models and reports across all units
- less work on data entry, with higher data quality
- less waste in process tracking and chasing via workflow support
- improved decisions due to ease of exploration (scenarios, sensitivity, reliability)

Flightmap compared to spreadsheet-based portfolio management process

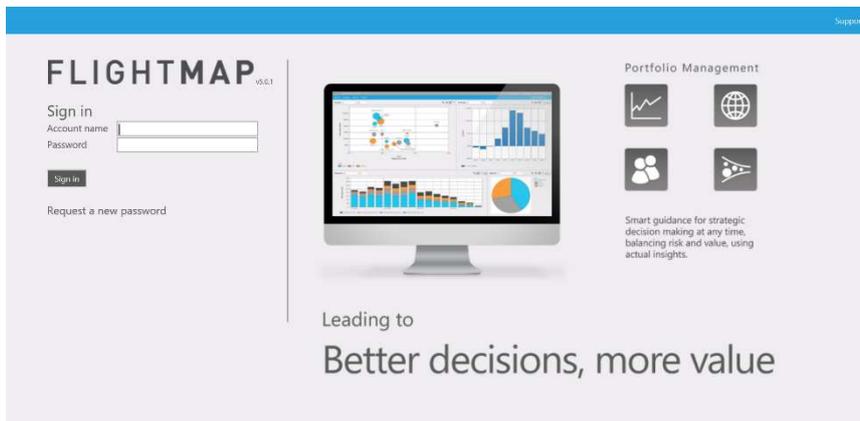
Process aspect:	Spreadsheet-based	FLIGHTMAP
business case logic	from scratch or with intense reverse engineering (20+ man-days initially) mostly limited by lack of Excel support for service fees, financials, partnering, etc.	Included in costs of Bicore. Proven standard models cover resourcing, opex, capex, risk, partnering, recurring revenues and costs, various funding models etc.
common market and technology trends	via linked spreadsheets	built-in with version control and scenario analysis
specific market logic formulas (if needed)	expensive, hard to maintain, typically 20+ man-days	typically, 5-10 man-days, once
manual entry and update of business case	initial business case or update (4-8 hours/project)	initial business case (2-4 hours)
effort of project planning and tracking	actuals for project review and plan update if needed (4-8 hours/project)	actuals for review and plan update if needed (1-2 hours), delta-based
calibration of data across portfolio	1-2 weeks per portfolio round, expert needed	1-2 days, using built-in data quality checks and common market, financial, and technology parameters

Process aspect:	Spreadsheet-based	FLIGHTMAP
generation of standard project and portfolio reports and overviews	1-2 days per individual report, expert needed	series of preconfigured reports and overviews additional reporting standards defined in 1-2 hours ad-hoc reports in minutes
up-to-date consistent portfolio valuation	several days to produce manually	built-in
consistency from single set of assumptions across resource planning, R&D and Capex budgets and cashflows, and long-term sales forecasts	several days to produce manually	built-in
up-to-date consistent risk profile (properly linked to financials forecasts)	several days to produce, simulation plugins needed (2-3K€)	built-in
efficiency of decision meetings and their preparations	manual review packages, what-if questions have longer turn-around time (days-weeks)	on-line review if needed, instant what-if analysis workflow support built-in data status information
version management	storage is simple, freeze of approved versions, comparison of versions is manual separate tooling needed for managing concurrent updates	Built-in version management and history overviews
access rights (who is allowed to view, to change, and to approve what)	manual or bespoke document management	included in FLIGHTMAP, automatically applied to all screens and reports
audit trail of all data, financials, risks, and valuation	missing	built-in
additional IT costs	(licenses, plug-ins, training) learning curve of new analysts migration to new versions	all costs included in total package

Process aspect:	Spreadsheet-based	FLIGHTMAP
secure access via web browser with strict authentication	common document repository with access rights	built-in, per project or subportfolio

In Bicare's experience, the workload of high-level analysis support (for calibration of all project assumptions and preparations of the reports and meetings) and more operational data entry and validation is filled in with 2 different specialists (a senior and a junior, part-time), with high peak loads around each portfolio review. For a portfolio of around 50 projects with 3-4 reviews per year, this additional capacity is between 0.7 and 1.0 FTE.

To reach the best portfolio decisions, the interactive exploration of real business trade-offs is needed. This requires what-if analysis of postponing projects, reducing budgets, changing funding, impact across portfolio of market dynamics etc. The higher threshold of manual exploration of these trade-offs means these cannot easily be addressed and included in the decision-making process. This is why FLIGHTMAP leads to better decisions.



More information about FLIGHTMAP is available via www.flightmap.com, including a life demo environment, client cases, and detailed datasheets and tutorials with FLIGHTMAP's capabilities and connectivity options.

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