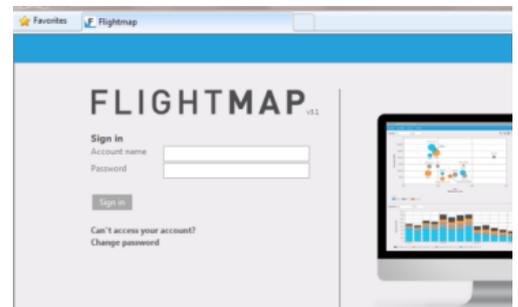


CASE SUMMARY

Priva is a leader in climate control, horticulture and building automation. To implement their growth strategy with the right propositions, they updated their portfolio during 2013, supported with Bicore's FLIGHTMAP solution. Their main improvements are:

- Shifting from priority to value-based mindset, and
- Creating a common language for their business cases.

This case study summarizes their experience with FLIGHTMAP for portfolio analysis.



Background of Priva

Priva develops solutions for climate control, process automation and building automation. These products and services create a healthy, comfortable, productive environment, in a sustainable and efficient manner. As a result of shared knowledge and expertise between their Horticultural and Living and Working Environments divisions (focusing on building automation), Priva can develop the best available and most innovative solutions for every situation.

Priva, a family company with more than 50 years of history, continually invests in new products and concepts. During the first half of 2013, Priva has updated its portfolio of propositions and underlying development activities to implement its strategy. This process was significantly improved when the Strategy and Business Development team started using FLIGHTMAP for their portfolio analysis, with expert consulting from Bicore.

Benefits from uniform market intelligence

By using FLIGHTMAP's market data module, Priva has been able to capture the market intelligence about both the Horticulture and the Building market segments in a structured way. As business development manager Jan van Knijnenburg says: "The use of FLIGHTMAP's unique market model has stimulated us to think about the right way to capture and track market trends. We now focus on trends in building and horticulture volumes over different market segments and regions of the world. This creates a more fact-based discussion about revenue potential." The resulting business cases are now used in aligning the sales organization and the target settings process.



Financial benefits of FLIGHTMAP

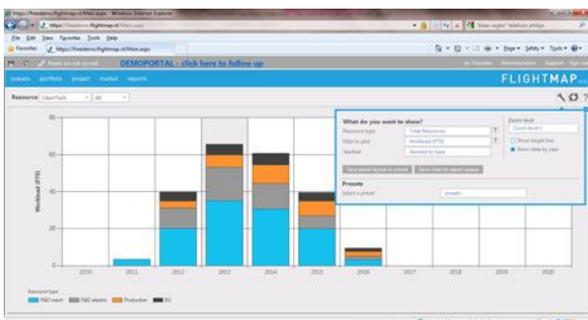
Priva has been using business cases for individual projects for quite some time. A number of bottlenecks were identified in the business case format, which could not be addressed at the level of the individual case. By using FLIGHTMAP's capability to analyze at the portfolio level, a valuable and practical solution was found for these issues. Priva's so-called "Renew" projects, that upgrade an existing solution with a new release, are properly represented with their incremental contribution (compared to keeping the previous version in the market).

Both direct (variable) costs of solution delivery and sales are separately visible from indirect and overhead costs, hereby creating a clear view on the real profit structure of the portfolio. This insight in innovation costs and resources across projects directly links value creation to investment. By making platform development visible explicitly, proper trade-offs are made between platform benefits in terms of cost sharing and drawbacks in terms of dependencies.

Structure and transparency in the portfolio

Besides the financial insights, FLIGHTMAP also supports the strategic view of the portfolio. Priva used this dimension to capture market attractiveness and competitive power for each of their propositions. This offered a cross-check on the financials as well as the proper feedback for the growth strategy itself. The complementary risk analysis also contributed positively to the strategic quality of the portfolio, by showing the relative uncertainties across the business.

"The guidance offered by Bicore helped us focus on the right level in the portfolio. We were able to shift our focus to the level of proposition business cases, and no longer get lost in the operational details.", according to Priva project portfolio manager Hans Dorsman.



Why FLIGHTMAP is recommended by Priva

According to both Dorsman and Knijnenburg, FLIGHTMAP is the portfolio management tool for maximizing portfolio value. The concept of creating a common language for all stakeholders makes it powerful and highly relevant. Its clear and understandable User Interface make it easy to use, deploy, and trust for decision-making.

If you want to see how FLIGHTMAP can improve your portfolio management, ask us for a demo or check www.flightmap.info.

For more information, contact:

FLIGHTMAP sales

sales@flightmap.com

+31 88 396 2777

Bicore

Luchthavenweg 18C

5657 EB Eindhoven, Netherlands