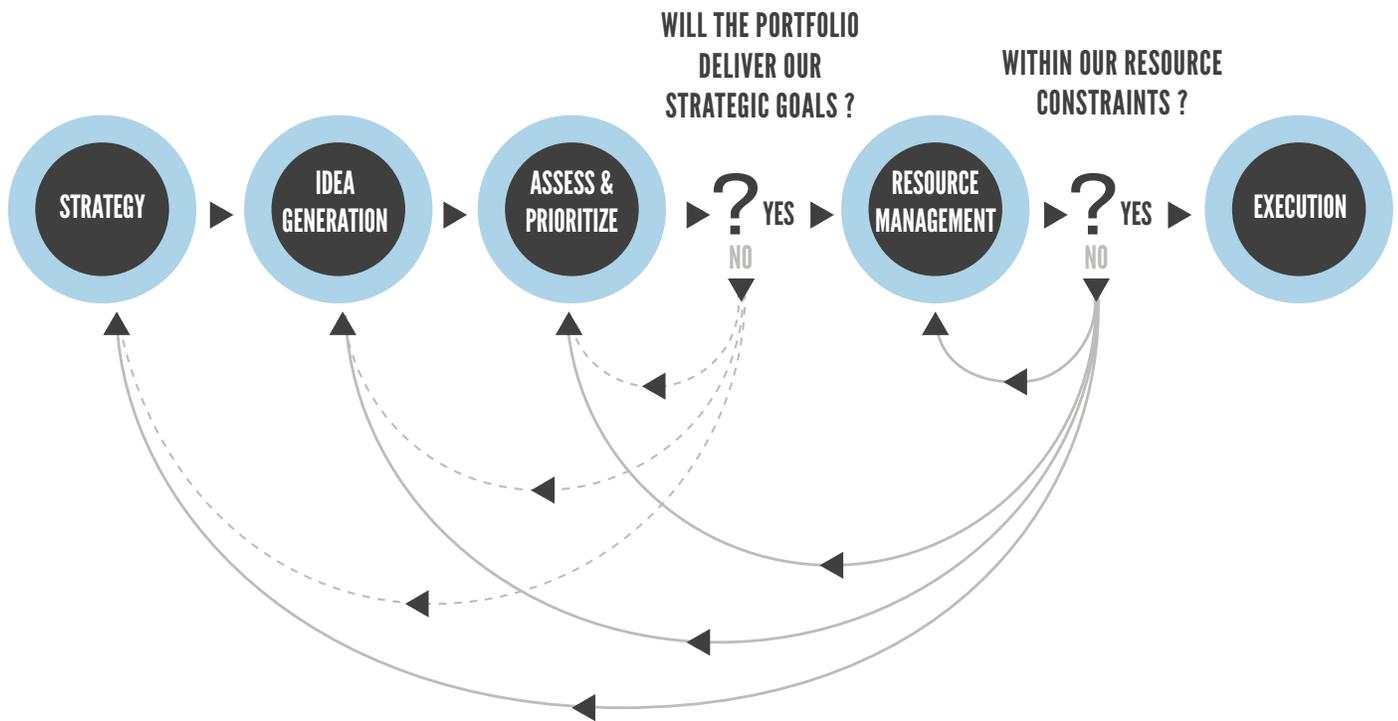


THE NEW DISCIPLINE OF STRATEGIC CHOICE

THE VALUE OF INSIGHT

In 2004 GenSight established a new and systematic approach to strategic choice and resource allocation based on ten years of research and development. Since then GenSight continues to rapidly expand innovative capabilities into leading global companies across almost all industries. GenSight answers two core questions. Will this portfolio of initiatives deliver our strategic goals? Do we have enough resources to execute it? GenSight is revolutionizing how corporate leaders create shareholder value.



GenSight has the most advance functionality for completely aligning your organizations' active portfolio with your strategy—and to make sure you have the resources to execute it on-time and on-budget.

1. Portfolio Management
2. Resource Management
3. Stage-Gate[®] Management

“*The deployment of the GenSight solution has helped Natura become Forbes 2 sustainability company and the 7th most innovative company in the world.*

Luciana Hasiba, Manager of Corporate Innovation
Natura

GenSight offers the most robust capabilities found in the market.

Margo Visitation, VP Research
Forrester Research





The Total Solution

GenSight's total solution combines:

- 1 Professional Consulting Services
- 2 Software
- 3 Implementation Acceleration

1. Professional Consulting Services

Subject matter experts deliver best practices throughout process design, flexible custom configuration, and implementation.

Business Process Design

Process design covers all the processes required to implement a sustainable Project Portfolio Management, Resource Management or Stage-Gate® Management solution. This includes design of the criteria-based framework for decision-making, data collection and management procedures and governance processes to institutionalize the criteria-based decision-making process. Process design is tailored to each client, and includes:

- Portfolio architecture
- Data collection and management
- Criteria design
- Prioritization Scorecard
- Design of reports and dashboards
- Optimization
- Workflow design
- User access rights
- Approval and decision rights

Software System Configuration

Prior to implementation, the GenSight software is configured to meet client-specific requirements, including the development of the portfolio architecture, scorecards and decision criteria drawn from the process design phase.

Changes to configuration are accomplished using the GenSight configuration studio. This is a powerful toolkit with a graphical user interface that enables non-technical client personnel to effect changes to the system to reflect the ever-evolving business requirements.

2. Software

The GenSight Enterprise Portfolio, Resource Management and Stage-Gate® system offers unrivalled breadth, depth and flexibility. Cloud-based or on-premise, GenSight is scalable from hundreds to thousands of global users with diverse portfolio needs.

Whether standalone or integrated as part of your digital eco-system, GenSight software collects, manages and transforms data through advanced visualization and business analytics.

3. Implementation Acceleration

In the absence of a defined strategy for change... culture will prevail.

Preparation is essential for any successful new change. New business processes must overcome organizational resistance and rapidly deliver value. GenSight has developed a successful capability to address both business and human sides of rapid change: Implementation Acceleration.

Create the desired future

- Communicate the case for change
- Identify and contract with sponsors
- Educate and reinforce change agents
- Create adoption readiness
- Define and reinforce new behaviors
- Execute the communication plan

“*Product companies should encourage and nurture senior-level management support, challenge existing behaviors, invoke process change where appropriate, and monitor the adoption of PPM-based practices.*

Daniel B. Stang, Gartner Research
Orchestrating New Product Development: A PPM Case Study

GenSight has by far the leading capability vs. all leading portfolio management software companies.

Wendell Wilson, Global Director of Sustainability
Coca-Cola Company



GenSight Enterprise Software Highlights:



Data Collection and Management

Gain the power of a central data repository. GenSight has all the tools and methodology you need to collect the required data and information.



Project Prioritization and Decision Support

GenSight incorporates extensive decision support modelling capabilities to prioritize the portfolio and support decisions.



Portfolio and Resource Optimization

The optimizer module of GenSight uses genetic search and optimization algorithms to maximize portfolio value against constrained resources and budgets.



Advanced Data Visualization

Sophisticated visualization technology dynamically displays relationships between portfolios, business elements and criteria in multiple dimensions.



Portfolio Animation

View the total portfolio movement across multiple dimensions over time and through scenarios.



Reports and Charts

Extensive business intelligence functionality provides you with real-time reports and charts, all fully configurable.



Stage-Gate Management

Efficient control of your governance and approvals process. GenSight incorporates extensive workflow capabilities, configured to your business process.



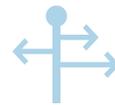
Resource Management

GenSight supports all aspects of resource management - resource planning, supply vs demand, resource allocation, time recording and tracking.



Financial Analysis

GenSight supports all common forms of financial analysis - sales forecasts, cost analysis, profitability, NPV, ROI, and more.



Scenario Planning

Model "what if" scenarios of an individual project or the entire portfolio. Explore the impact of more or less, faster or slower, in vs. out.



Configuration Studio

GenSight is fully configurable. Manage the process in-house to ensure a perfect match of the system to your business process.



System Integration

GenSight has a standard integration layer with multiple options to integrate with and, exchange data to and from other applications.

“*GenSight offers robust strategic planning tools, which include the ability to plot all the elements in a portfolio simultaneously. This enables users to quickly assimilate large amounts of data, and places GenSight first amongst competitors for Intake Decision-Making.*”

Barry Cousins
Info-Tech Research Group



Applications

The GenSight solution has been successfully applied to a large family of portfolio management applications.

- Corporate Innovation
- Business Performance
- New Product Development (NPD)
- Capital Projects
- Sustainability Projects
- IT Projects
- Marketing Initiatives
- Business Process
- Technology
- Product and Services
- Resource Tracking

Clients/Industries

The GenSight solution has been applied to leading global corporations across the majority of industries and regions of the world. Below is a short list of client companies by major industry sector.

- Consumer Goods: Johnson and Johnson
- Technology: Cisco Systems
- Pharmaceutical: GlaxoSmithKline
- Medical Device: Boston Scientific
- Food/Beverage: Coca-Cola
- Oil and Gas: Suncor
- Chemical: Sun Chemical
- Conglomerated: General Electric
- Industrial: Westinghouse
- Health & Beauty: Natura

Payback

Many companies who have implemented the new discipline project and portfolio capability have discovered the return on the GenSight solution can deliver dramatic payback.

The “Payback” or return on the investment from PPM comes from three key areas:

- Accelerated Growth
- Waste Reduction
- Capital Efficiency

Accelerating Growth – bigger is better

The GenSight solution allows you to understand the likely impact of your decisions in advance and have a good idea of the return for effort. It allows us to know the risk we are taking on so we’ll have a better idea if we’re fishing in the right place.

There are two types of projects. Type One projects deliver growth and profitability. Type Two projects are everything else. Type Two projects are called maintenance or keep-the-doors-open projects. One of the first things we need to do in the early stages building a PPM capability is to understand the current balance between project types and measure them.

A recent GenSight analysis of a Fortune 50 corporation’s growth portfolio revealed only 13 percent of that organization’s resources were focused on growth projects. This finding is not unusual.

“GenSight’s capability is a powerful guide to survival and success.

Danny Strickland, Former CIO and CTO
The Coca-Cola Company

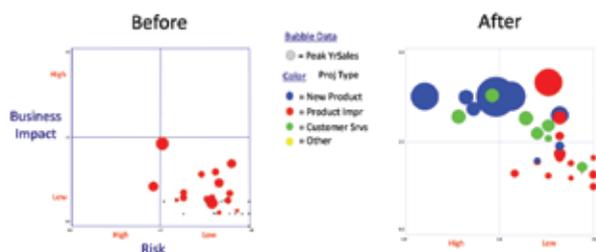
GenSight achieved every mandatory and optional criterion in every category, including Idea-to-Launch Process Management, Portfolio Management, Idea Management and Innovation Strategy, something we are very impressed with.

Michelle Jones, Executive VP
Global Growth Stage-Gate Inc.



Danny Strickland knows the value and payback of investing in a GenSight solution. Throughout his career as the leader of R&D at Proctor and Gamble, General Mills, and Johnson and Johnson and as Chief Innovation Officer for The Coca-Cola Company, Danny made sure these organizations understood the criticality of project selection. Danny has a legacy of creating project portfolios that deliver true, transformational value. As part of his strategic thrust for accelerated growth while at Johnson and Johnson, Danny implemented GenSight's comprehensive PPM capability - he knew he needed a crow's nest. Within his first two years Danny transformed the new product development portfolio:

- Reduced the number of "big bet" projects from 37 to 28 – down a 24 percent reduction
- Increased the average business impact from .7 to 2.6 on a 5-point scale – up 271 percent
- Increased average overall technical risk from .8 to 1.5 on that same 5-point scale – up 88 percent
- Increased average year two sales from \$6.9 to \$62 million per project – up almost 800 percent
- Increased total portfolio year two sales from \$256 million to \$1.7 billion – up a staggering 571 percent.



Waste Reduction

PPM is often thought of as a capability that helps you decide what to do, but the PPM process also helps identify which projects you should STOP doing. The portfolio selection process uncovers waste and redundancy. It identifies bad projects early and allows you to stop them sooner than you otherwise would.

Apart from eliminating the negative, it also accentuates the positive. The process gives you the capability and incremental resources to invest in higher value projects.

- Just six months following their implementation of a PPM process, a division of Johnson and Johnson saved \$7.5 million by eliminating poorly performing projects from their portfolio. Two years is a great payback on any venture. Johnson and Johnson achieved a payback of less than one month on the investment made in implementing their PPM capability.
- Following their first global project portfolio analysis, Natura Cosmetics discovered that the poorest performing 30 percent of their projects were consuming 27 percent of the company's Research and Development resources. They offered virtually no increase in sales and profitability. They cancelled those plans and are now re-allocating resources to their higher performing projects.

“GSK chose GenSight because of its advanced portfolio analytics functionality, ease of configuration and ease of integration with the company's existing business processes and data sources. The GenSight tool supports our aim to improve the efficiency of R&D by helping to make visible where resources can be best deployed across the portfolio.”

Hanif Patel, VP Integrated Resource Management
GlaxoSmithKline



- Another global corporation's initial PPM analysis revealed that 55 percent of their supply chain projects were creating 98 percent of the portfolio value. Said another way, 45 percent of their portfolio of projects were contributing only a shocking 2 percent of value. They eliminated over 40 percent of this portfolio and went on to accelerate annual sales growth by 24 percent.

Capital Efficiency

Wise use of capital is a key component required to create Capital Efficient Profitable Growth (CEPG). When a company generates return on capital at a rate less than the cost of that capital, they are destroying value. Attending to the return on capital of your portfolio can dramatically improve the value equation.

- When Georgia-Pacific took a close look at their portfolio of capital projects, they found the expected return on capital was a disappointing 2.2 percent with the cost of capital 8 percent. It was time for action. After deploying GenSight's Capital Project Portfolio Management solution, the return on capital jumped to 8.5 percent in just two years. Over that same period, they reduced their capital spending by \$600M and the stock price steamed ahead 200 percent. Remarkably, this was in an environment of flat industry growth.

The Strategic Benefits of PPM

Measurable profits flow from well-designed and implemented PPM capability, but less recognized are strategic benefits that contribute to Capital Efficient Profitable Growth.

- Translation of an operational strategy through portfolio selection
- Improved organizational alignment, focus and accountability
- Improved speed and agility of the portfolio selection process
- Improved quality of execution
- Achievement of the desired balance by BU, Region, Strategy, Project Type, Risk
- Dynamic "what if" scenario planning
- Improved organizational accountability
- Improved ability to analyze, decide, and communicate

“*Following an extensive search, GenSight was selected by Westinghouse based on its reputation, advanced technical capabilities, configuration flexibility, and overall business experience. GenSight and its software will play a vital role in guiding Westinghouse's innovation investment decisions.*

Richard Anderson, Director of Portfolio Management
Westinghouse Nuclear

We have found the GenSight Stage-Gate system a great tool for us to track our global project portfolio.

Ray Cull, Innovation Program Manager
AkzoNobel



About GenSight

GenSight is the industry's only complete platform for complex Portfolio, Resource Optimization and Stage-Gate® Management. Our total solution integrates business process consulting, best-of-breed technology, and implementation methodology.

Just some of the organizations deploying the GenSight solution are Johnson and Johnson, Suncor Energy, Pfizer, Cisco, Natura, Westinghouse, Sun Chemical, GlaxoSmithKline and the US Department of Energy.

GenSight is world's leading Enterprise Portfolio Management solution today.

GENSIGHT: THE VALUE OF INSIGHT

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