



How to De-Risk High-Stakes Projects

Now you can bring innovation to unfamiliar markets *with confidence*

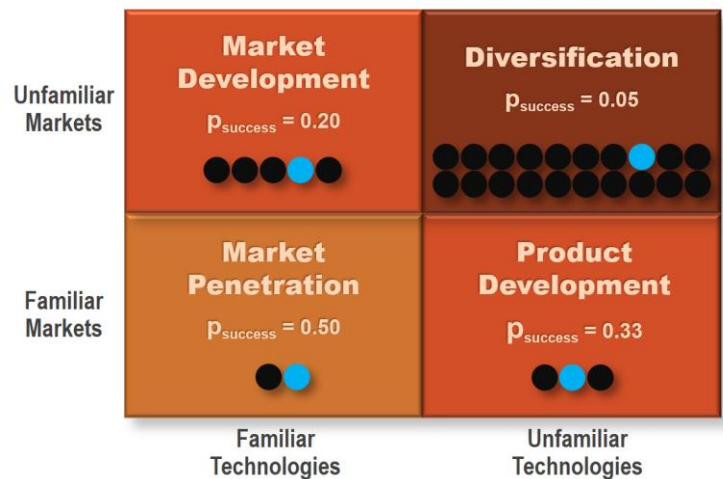
Isn't it time to get over "Ansoff anxiety"? Sure, success rates of 1 in 3, 5, or 20 are intimidating. But you can have complete confidence in any quadrant you choose. It just requires different thinking.

Think about the times you tried to bring innovation to unfamiliar markets. Did unforeseen landmines blow up budgets, schedules, and reputations? Could these landmines have been uncovered earlier... perhaps *much* earlier?

This is important, because no one steps on a landmine they can see. What if your high-stakes project teams could see these landmines... early, cheaply, *always*? What could your company begin doing that competitors are afraid to attempt?



Risk and the Ansoff Matrix



Studies show that incrementalism is the hallmark of 21st century product development... while victory lies in bold, transformational projects. Check out The AIM Institute's white paper, *Innovating in Unfamiliar Markets*, at www.aimwhitepapers.com.

You may be surprised by what you read: Risk and uncertainty are very different beasts. The greater your project's initial uncertainty... the better! And



you can easily manage uncertainty in a way that keeps costs down, success rates up, timelines short, and “explosions” a relic of the past. Here’s how.

The Method

For unfamiliar markets, you must boost your certainty in 1) what customers *now* get from incumbent suppliers, and 2) what they would *like* to get. This is done using *Discovery-Driven Planning* and *New Product Blueprinting*, respectively.

The FAQs Map



The project team begins by generating FAQs... Facts, Assumptions, Questions and Surprises. Each is rated for Impact and Certainty. The team’s goal is to drive all high-impact risk factors to certainty (Facts).

The team uses qualitative customer interviews to *understand* (resolving Assumptions & Questions)... and to *discover* (uncovering Surprises, e.g. overlooked customer outcomes.)

Quantitative interviews follow, so customers can rate desired outcomes. The team will only pursue high *Market Satisfaction Gap* outcomes... those rated important *and* unsatisfied.

Reducing Uncertainty with B2B Interviews

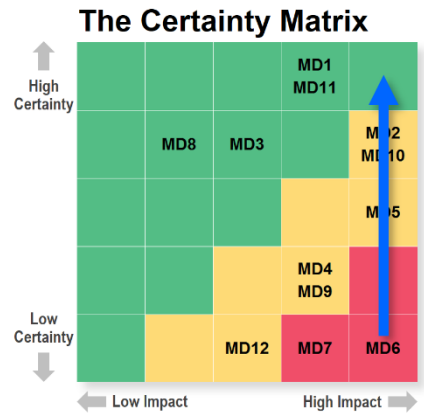


The Workshop

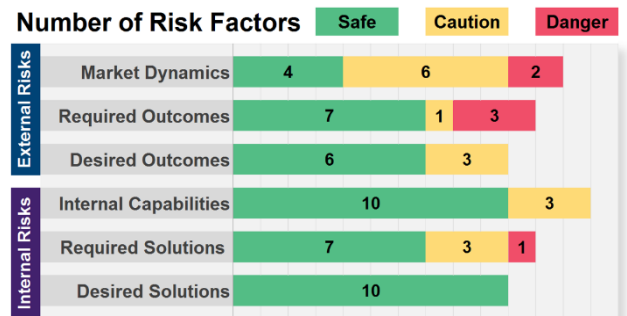
The AIM Institute (*New Product Blueprinting*) and Cameron Associates (*Discovery-Driven Planning*) offer a 2-day workshop to help teams de-risk their projects. On Day 1, the team learns the de-risking process using a simulation. On Day 2, the team applies this process to its real project:

1. A facilitator helps the team generate FAQs for 6 risk areas, e.g. “Market Dynamics.” Each is scored for Impact & Certainty so our software can generate a Certainty Matrix.

2. Imagine ‘MD6’ is a regulatory assumption in Market Dynamics. Since it is a High Impact risk factor, the team must reach High Certainty to enter the safe zone (green) in the upper-right.



3. The team reviews other charts, e.g. the one below. It finishes Day 2 by creating a CheckPoint plan... so it can focus on eliminating all Danger & Caution risk factors.



Deliverables

Of course, the team cannot completely de-risk its project in two days. But it *will* uncover the critical risk factors to investigate... to safeguard resources and reputations.

The team leaves the workshop with... a FAQs inventory... 6 Certainty Matrices... a CheckPoint Plan ... and new de-risking skills. The team learns how to spot landmines... and your company learns how to *move boldly anywhere in the Ansoff Matrix*. See video at www.deriskprojects.com.