



# How to De-Risk High-Stakes Projects

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

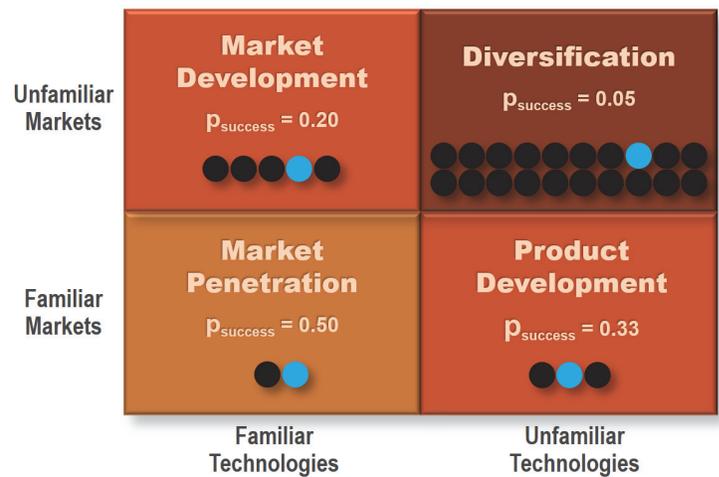
*Isn't it time to get over "Ansoff anxiety"? Sure, success rates of 1 in 3, 5, or 20 are intimidating. But you can have complete confidence in any quadrant you choose. It just requires different thinking.*

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 21<sup>st</sup> 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](http://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

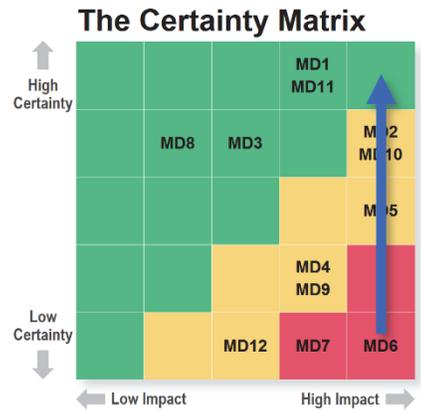


## The Workshop

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](http://www.deriskprojects.com).