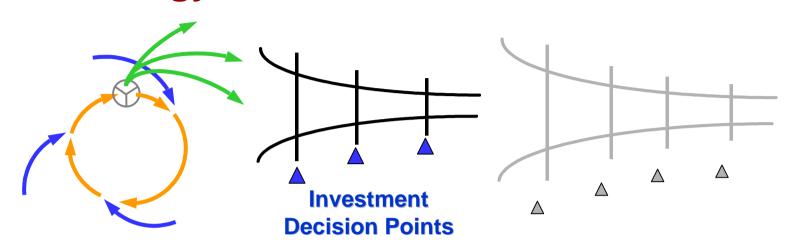




Technology Investment Decision Process



- Encourage innovation
- Capture new ideas & IP
- Explore alternatives & disruptives
- Minimal procedural impedence
- No predetermined product alignment

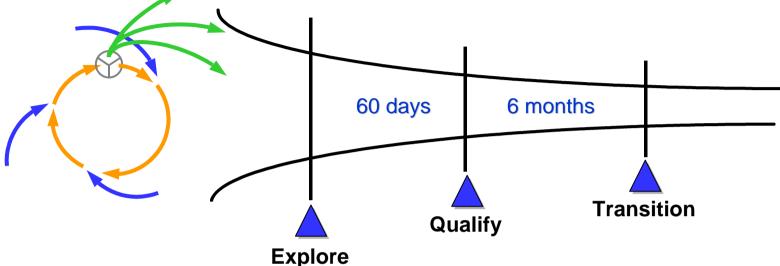
Business Decision
Points
(Business Units, Working
Ventures etc.)



- Capitalize on proven concepts
- Productize de-risked technologies
- Aligned with existing or new business
- Requisite rigour at decision points



Investment Decision Points



What is the Decision?

Who Decides?

Invest a small amount of \$ to explore the idea & articulate a business proposition.

VP & Cabinet

Invest additional \$ to fully identify the business opportunity for Nortel.

Technology PMT

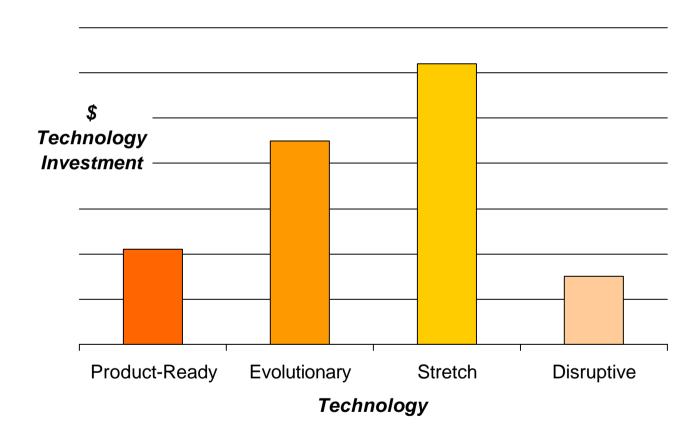
Invest additional \$ to transition business opportunity into appropriate GM PMT.

Joint PMT & GM PMT

Applicable to all ideas regardless of ultimate development avenue

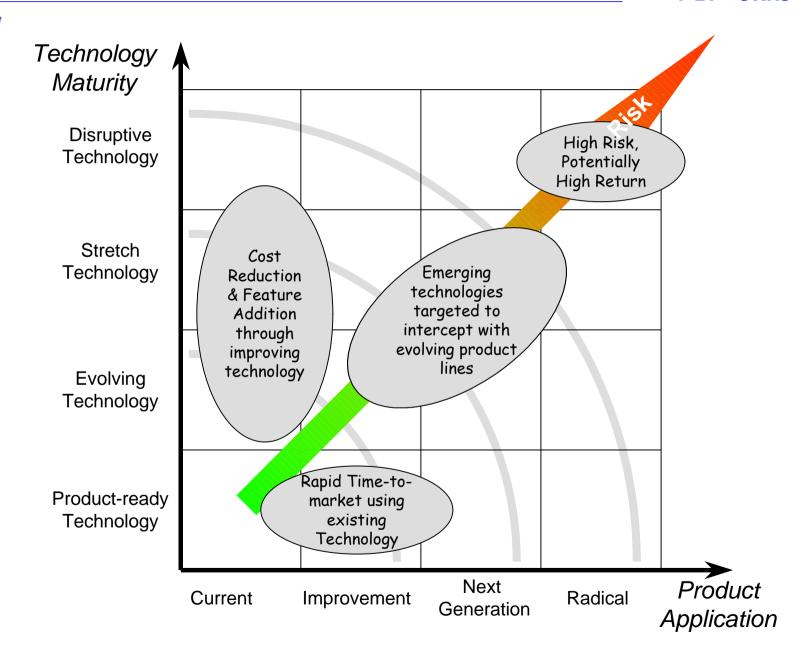


Simple Investment Analysis





Technology vs Product Matrix





Technology vs Product Matrix

- evolution over time



What used to be radical evolves to become current

Years may be much shorter in a rapidly changing environment

Portfolio content and positioning has to be reviewed frequently

Technology Maturity

