



Suzano is one of the **World's largest Paper & Pulp producers** and manages a diverse set of process from forestry to distribution of products and consumer goods, underpinned by investment in technology and innovation.



In 2019 they merged with Fibria Pulp, and to realize the vision of the combined company they needed to align two huge portfolios, prioritizing more than **130** Innovation and technology projects into one portfolio.

How could they prioritise this big portfolio quickly and effectively?



Problem

Spreadsheets were not good enough

- The criteria were specific to each area
- The definition of the criteria involved few people
- Scoring was impacted by unconscious bias
- The method was empirical and different between areas



A new process was built with help from an AHP expert...

- 6 Portfolios defined – New Business, Pulp, Paper, Biorefinery, Forest Management & Innovation Process
- AHP methodology used to structure criteria and prioritize most viable projects
- Redefining project concepts and classifications to support use of AHP

Solution

... powered by an AHP model

- Reclassification of projects into 3 types of innovation from Cranfield Grid : **Grow the Business**, **Transform the Business** and **Run the Business**, to ensure that to prioritize projects according to their characteristics
- While specific scales & definition were customised, all the models had 3 key themes to provide consistent framework for consideration:
 - **Strategic Alignment** – Fit to high level company goals
 - **Implementation Risk** – Potential issues with Market & Technology
 - **Market Attractiveness** – Market Share & Return on Investment



Professor Roberto Camanho

Decision Science Professor
ESPM São Paulo,

“The process of building an AHP model bought us closer together”

- Pulling many R&D Managers and experts together to decide our Criteria really helped us figure out what mattered
- Involving experts from other areas of the company gave more credibility to the prioritization process
- Bringing people from different backgrounds together to create a shared model was important for the success of prioritization, and helped build understanding of what mattered to different teams across the business

“We appreciated the improvement in speed”

- Having automation from TransparentChoice’s software was **10x faster** than relying on manual solutions... the prioritization can be accelerated in remote work using survey mode
- ...& there is **further benefit over time** from a maturity curve, as our leaders become confident in using the tool and acting upon the data

“There were 4 key benefits from our collaboration...”

- **Confidence** in decisions grew, built on knowing key prioritization drivers were considered
- Standard **language** across the whole process drove communication
- Management could make decisions with confidence, **trusting the data** as reliable and trustworthy
- **Project ranking** for prioritization decisions created clear outcomes



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Innovation Management Coordinator

