

INNOLEAD WEBINAR

How U+ Helped GMO Deliver a Breakthrough Innovation Called: Nebo



- 1. Presenter Bios**
- 2. Background on GMO & U+**
- 3. NEBO Challenge**
- 4. What we did together**
- 5. Key Results**

**Sean Sheppard**

MANAGING PARTNER, U+ AMERICAS

Speaker, Product-Market Fit expert with 3 Silicon Valley exits, invested in 140+ startups across 3 VC funds.

Managing Partner of the Americas at U+. Founder of GrowthX & GrowthX Academy. Entrepreneur and Venture Capitalist. HuffPost Contributor and Global Keynote Speaker.

**Martin Tarlie**

NEBO PRODUCT LEAD, GMO

Dr. Tarlie is a member of GMO's Asset Allocation team and serves as the Nebo product lead. Prior to re-joining GMO in 2018, he was a managing director at QMA. He previously worked on GMO's Global Equity team from 2007 to 2014.

Prior to that he worked at Breakwater Trading and at Marlin Capital Corp as a fundamental equity analyst and the director of research. Dr. Tarlie earned his bachelor's degree in physics from the University of Michigan, his PhD in theoretical condensed matter physics from the University of Illinois at Urbana-Champaign, and his MBA from the University of Chicago. He was also a postdoctoral research fellow at the James Franck Institute at the University of Chicago and is a CFA charterholder.

GMO & U+ Intro

About GMO

- For more than 40 years, GMO has partnered with a broad range of sophisticated institutions, financial intermediaries, and families to provide the investment expertise they need to meet their goals and fulfill their missions.
- **Approach:** GMO is comprised of a collection of investment teams with focused specialties. All are grounded in a long-term, valuation-based investment philosophy – an approach we believe provides the best risk-adjusted returns.
- **Clients:** GMO partners with an impressive roster of sophisticated clients worldwide, delivering innovative investment solutions and tailored client service.
- **ESG:** We believe ESG factors can have a meaningful impact on the long-term success of companies and countries, and our investment teams incorporate them where we believe doing so will improve investment results.

[Read more](#)

About U+

- U+ is a Corporate Venture Builder that provides stage-relevant InnovationOps teams with Startup DNA to deliver new business ideas to scalable revenue. We focus on commercialization, product, design, tech, and adoption across the innovation lifecycle.
- Our all-in-house team has brought 100+ successful businesses to market, creating over \$1 billion in new value for Fortune 1000s in the past 13 years.
- Our customers include Mozilla, Silicon Valley Bank, Bridgestone, Cisco, HSBC, T-Mobile, RBC, Aldar, and Swiss Re.

[Read more](#)

Nebo is born of nearly a decade of GMO research focused on solving for optimal portfolio construction that seeks to minimize shortfall risk, further enhanced by a three-year process of user-led development with a cohort of early adopters. These RIAs have provided valuable feedback and input, ensuring that Nebo meets the needs of fiduciary advisors.

Read more about its history [here](#).



History of Nebo

- **2013:** Thinking about the portfolio construction problem for individual investors.
- **2014:** White Paper: “Investing for Retirement: The Defined Contribution Challenge.”
- **2015:** White Paper: “Who Ate Joe’s Retirement? Sequence Risk and its Insidious Drag on Retirement Wealth.”
- **2016:** Technical paper about shortfall: “Investment Horizon and Portfolio Selection.”
- **2017:** Technical paper about shortfall: “Optimal Holdings of Active, Passive and Smart Beta Strategies.”
- **2018:** Presented at GMO’s Fall Conference: “What Do You Need and When Do You Need It? A New Approach to Retirement Income.”
- **2019:** Early-stage Nebo prototype & embarking on a listening campaign with RIAs across North America.
- **2020:** Technical paper on multi-period optimization: “A Case Study in Multiperiod Portfolio Optimization: A Classic Problem Revisited.”
- **2021:** Presented Nebo’s milestones at GMO’s Fall Conference: “Needs-Based Allocation: A New Platform for Portfolio Construction – One Year Later.”
- **September 2022:** GMO officially launched Nebo – A New Technology-driven Asset Allocation and Management Platform for RIAs. Nebo wins the WealthManagement.com 2022 Industry Disruptor award.

Recognizing & Overcoming
a Fixed Mindset

It is critical to have a high functioning internal team.

We came in with the attitude that the more we put into the relationship with U+, the more we would get out...

... and that is definitely the case.

However, there are no silver bullets:

***you* have to put in the effort, your success still depends on your effort.**



Mark Nitzberg

Acting Nebo CEO

Dr. Nitzberg is a member of GMO's Board of Directors and the acting Nebo CEO. An AI scientist, entrepreneur, and consultant to industry and government and a seasoned organizational leader. Dr. Nitzberg has built companies and products in the areas of computer vision, machine learning, financial portfolio optimization, workflow efficiencies, online commerce, development aid data capture and analytics, and film and theatre. Dr. Nitzberg is also the co-founder of Smartleaf Inc., and has been its Senior Advisor since June, 2017. He began studying AI as a stowaway student at MIT in the AI wave of the early 1980's, and wrote his PhD in Computer Vision and Human Perception at Harvard University.



Martin Tarlie

Nebo Product Lead

Dr. Tarlie is a member of GMO's Asset Allocation team and serves as the Nebo product lead. Prior to re-joining GMO in 2018, he was a managing director at QMA. He previously worked on GMO's Global Equity team from 2007 to 2014. Prior to that he worked at Breakwater Trading and at Merit Capital Corp as a fundamental equity analyst and the director of research. Dr. Tarlie earned his bachelor's degree in physics from the University of Michigan, his PhD in theoretical condensed matter physics from the University of Illinois at Urbana-Champaign, and his MBA from the University of Chicago. He was also a postdoctoral research fellow at the James Franck Institute at the University of Chicago and is a CFA charterholder.

[Read articles from Martin Tarlie →](#)



Matt Kadnar

Nebo Sales Lead

Mr. Kadnar is a Member of GMO's Asset Allocation Team, a partner of the firm and serves as the Nebo sales lead. Prior to joining GMO in 2004, he was an investment specialist and consultant relations manager at Putnam Investments. Previously, he served as in-house counsel for LPL Financial Services and as a senior associate at Melick & Porter, LLP. Mr. Kadnar earned his bachelor's degree from Boston College majoring in Finance and Philosophy and a JD from St. Louis University School of Law. He is a CFA charterholder.

[Read articles from Matt Kadnar →](#)



Andy Finnegan

Nebo Marketing Lead

Mr. Finnegan is engaged in client relations and business development for GMO's Global Client Relations team and serves as Nebo marketing lead. Previously at GMO, he was a member of the Shareholder Services team. Prior to joining GMO in 2015, he worked for a hedge fund administrator as a senior investor services associate. Previously, he worked as a client service specialist at Pioneer Investments. Mr. Finnegan earned his bachelor's degree in Economics from Lafayette College. He is a CAIA and a CFA charterholder.



Ben Inker

Co-Head of GMO Asset Allocation

Mr. Inker is co-head of GMO's Asset Allocation team, a member of the GMO Board of Directors, and a partner of the firm. He joined GMO in 1992 following the completion of his bachelor's degree in Economics from Yale University. In his years at GMO, Mr. Inker has served as an analyst for the Quantitative Equity and Asset Allocation teams, as a portfolio manager of several equity and asset allocation portfolios, as co-head of International Quantitative Equities, and as CIO of Quantitative Developed Equities. He is a CFA charterholder.



James Montier

Sr. Investment Strategist Asset Allocation

Mr. Montier is a member of GMO's Asset Allocation team and a partner of the firm. Prior to joining GMO in 2009, he was co-head of Global Strategy at Société Générale. Mr. Montier is the author of several books including "Behavioural Investing: A Practitioner's Guide to Applying Behavioural Finance", "Value Investing: Tools and Techniques for Intelligent Investment", and "The Little Book of Behavioural Investing". Mr. Montier is a visiting fellow at the University of Durham and is a fellow of the Royal Society of Arts. He holds a BA in Economics from Portsmouth University and an MSc in Economics from Warwick University.

GMO and U+ have been working on Nebo for 9+ months!

Three key things we have gained from the collaboration:

1. **Validation**
2. **Framing**
3. **Acceleration**

- **Phase 1 Objective: Test and Validate a series of hypotheses through customer & team interviews**
 - Initial Customer Profile
 - Problem Statement
 - Value Proposition
 - Initial Messaging
- **Phase 2 Objective: Develop a repeatable, scalable sales process based on deep understanding of customer journey, customer success and value metrics**
 - Customer Acquisition & Adoption Strategy
 - Framework to establish a Pricing Model
 - Establishing an Initial Market Milestone
 - Sales & Marketing Assets
 - Creating & executing outbound campaign strategy

Accelerated Learning

Defined new customer onboarding & implementation framework

Iterated & Validated

- Acquired first customers
- Filled funnel with **14 qualified opportunities**
- **55 qualified interactions**
- Segmented **15,000 pre-qualified prospects**
- Repeatable, predictable and scalable
 - Sales process
 - Marketing channels
 - Shorten sales cycles
 - Establish clear roles and responsibilities for founding team members

Established key customer value metrics

Created a governance & communication structure

Gain Philosophical Alignment

Focus on Commercialization

Framing & Positioning inside and outside

Systematic approach to market validation & testing

Mutually agreed upon Customer Value metrics

Establish how to measure progress of a new innovation

Go on offense with stakeholders

Understand Growth Mindset v. Fixed Mindset

Sales solves most problems

Recruit early adopters outside and inside the organization

$$F = E - R$$

Thank you



Sean Sheppard
MANAGING PARTNER, U+ AMERICAS

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Martin Tarlie
NEBO PRODUCT LEAD, GMO

Reach out: Martin.Tarlie@gmo.com