

Value Mapping: Linking AFIs to Strategy and Stakeholder Value

Terry Pilcher

BCS Management Services



What is Value Mapping?

- A way to help people, at all levels, assess and develop strategy, objectives, targets and plans.
- It shows how what they do impacts upon the desired results and outcomes of the organisation.

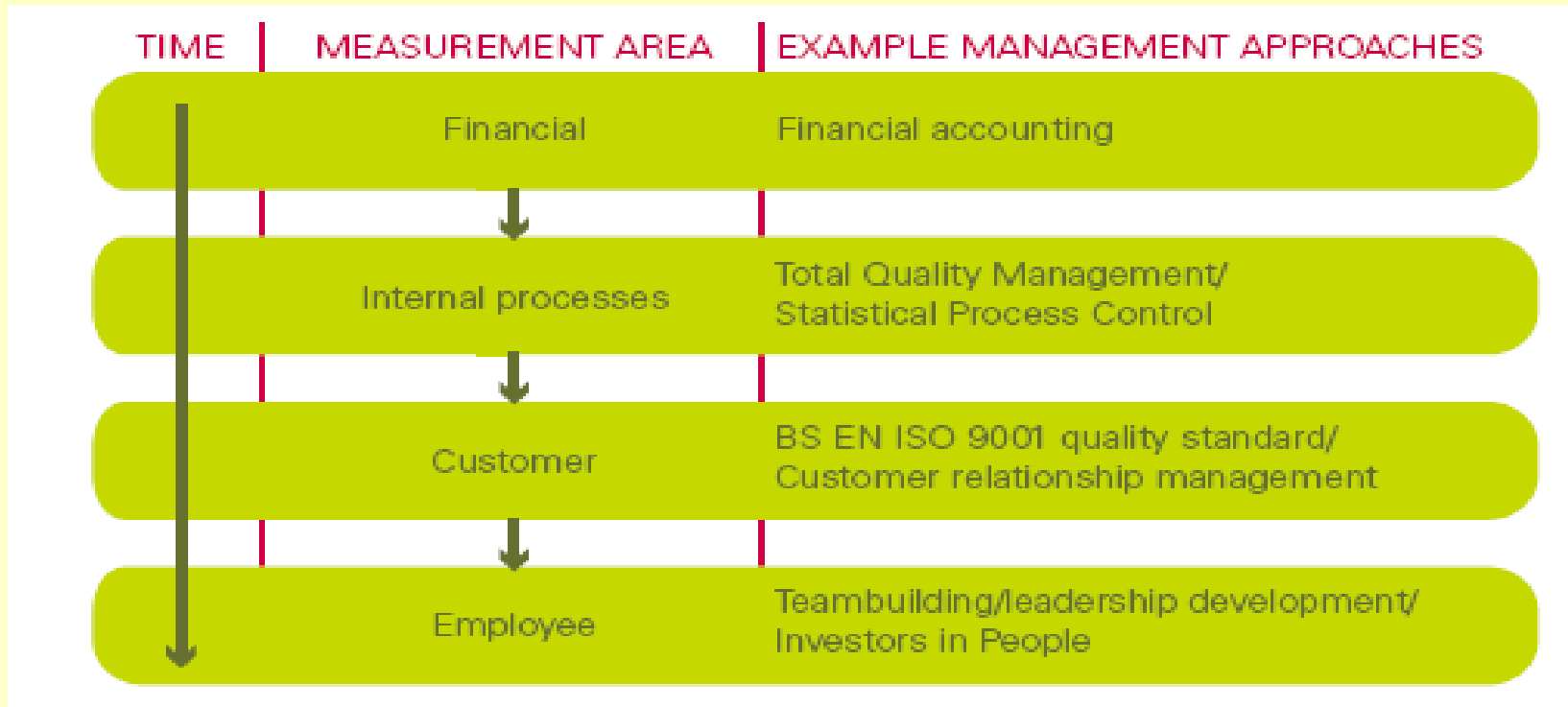


Value Mapping Approach

- Developed in the UK
- Helps manage the drivers that create outcomes
- Structure Business Plans into ValueMaps
- Each map is simple and very visual
- Can be networked with other ValueMaps



What influenced development of Value Mapping?



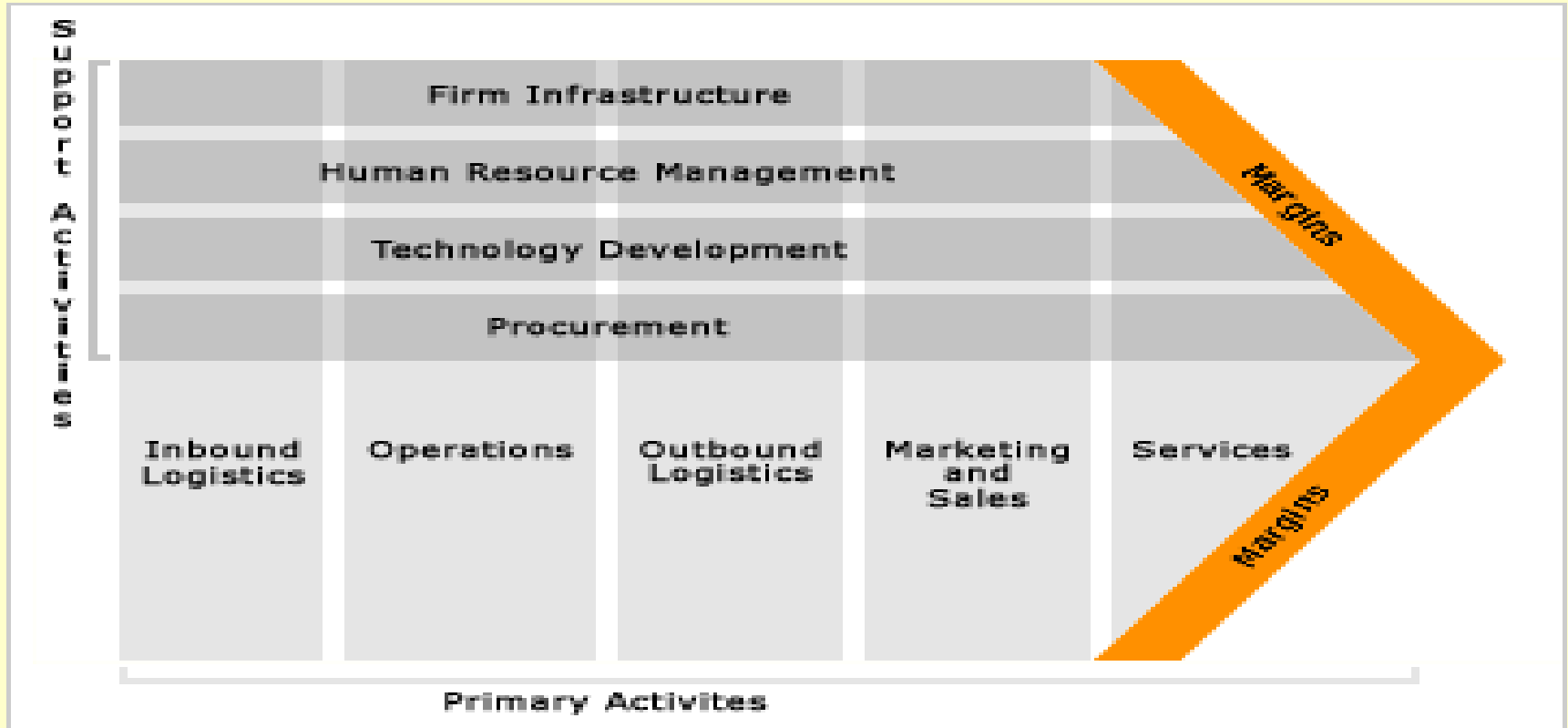
Question: “How is value created?”
Usual Answer: “Through the value chain.”

- This value chain model is a linear mechanistic model of business that is based on the industrial age production line.
- Most approaches that try to analyse business relationships have not taken into account the role of:

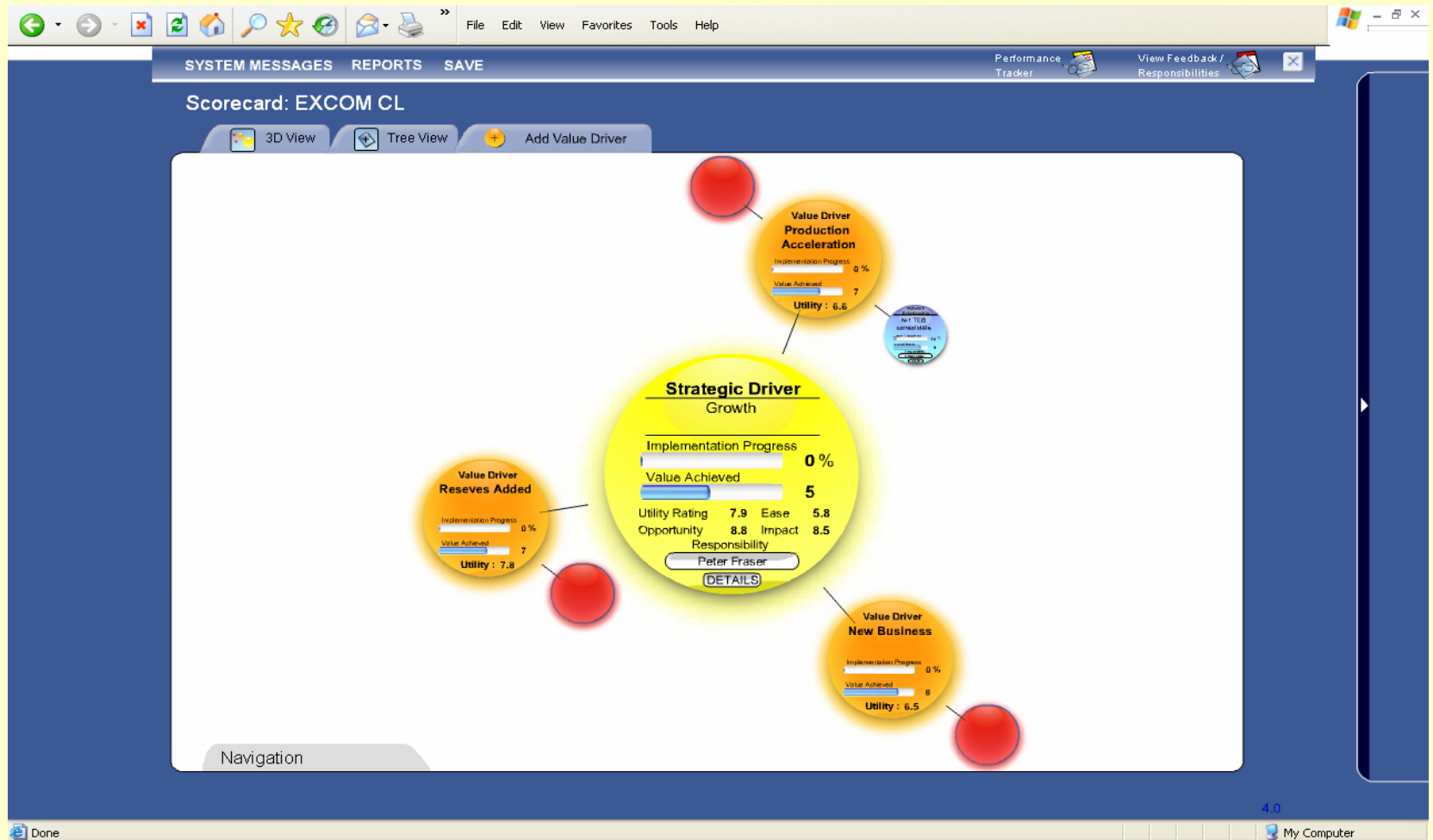
Knowledge and Intangible Value



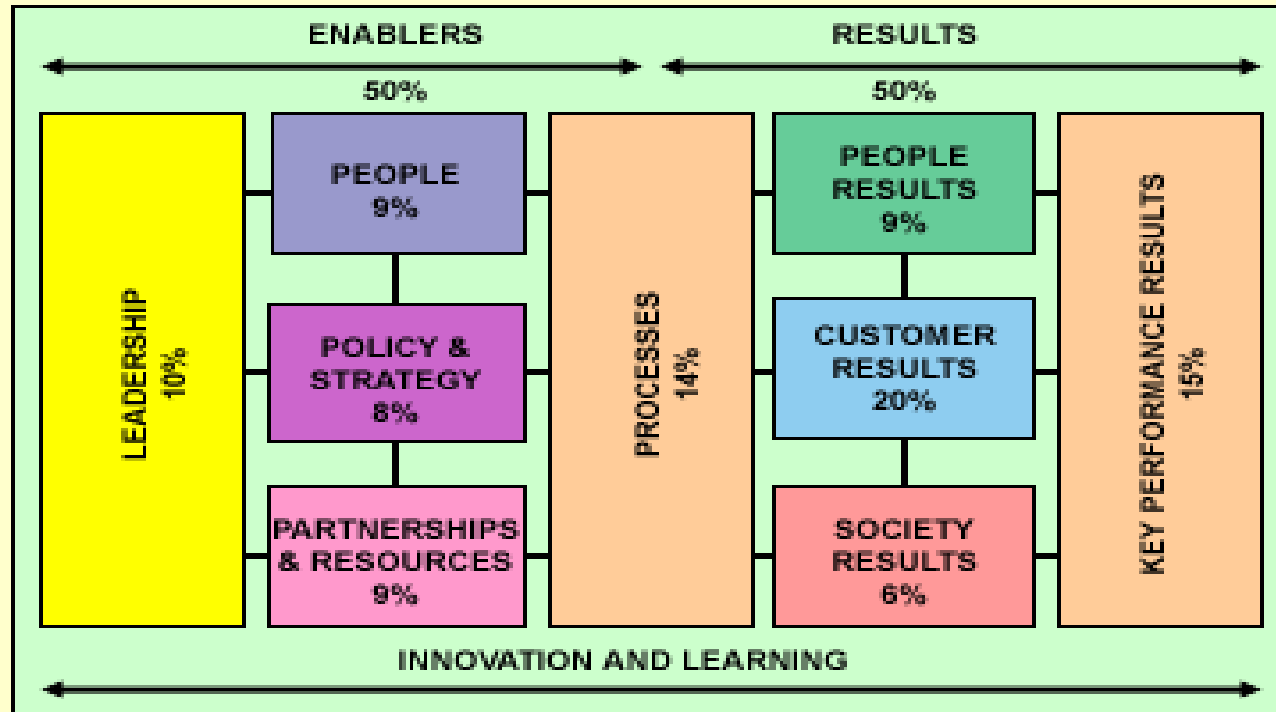
A typical value chain diagram



A typical value mapping diagram



Business Excellence Model



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Example of AFIs

Leadership No clearly defined plan in place. Leaders modelled a long hours culture.	Partnerships & Resources Need to develop a partnership strategy.	Results Lack of measurable results.
People Lack of clarity about purpose of some meetings and appropriate staff attendance.	Processes No systematic evaluation of methodology.	
Policy and Strategy Insufficient clarity about relationship between unit and HQ. No standard format for strategy	Customers Customer relationship not benchmarked.	

Integrating AFIs into a ValueMap

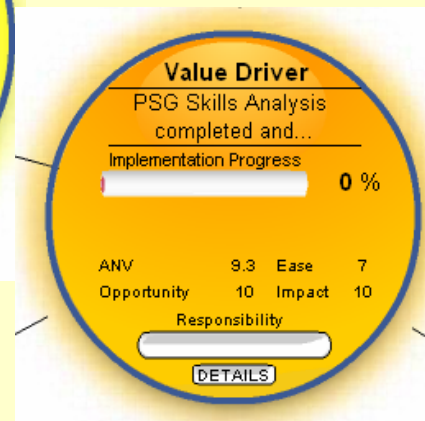
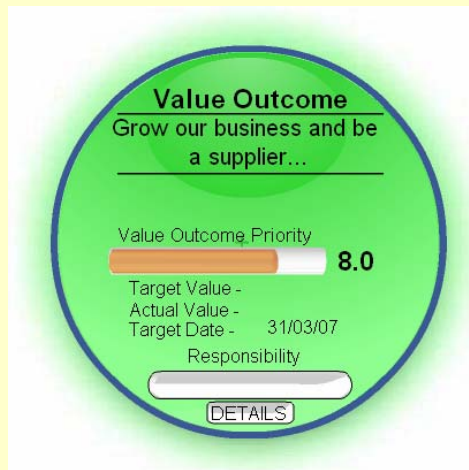
- Each continuous improvement activity generates Areas for Improvement (AFIs)
- AFIs need to be integrated into planning and performance management
- Organisations strive to increase performance
- How can they identify and manage value?



The maps are constructed using current initiatives and plans (e.g. AFI's).



The four building blocks of value



Integrating AFIs into a ValueMap

- **Value Outcome/Results:** Working Partnerships
- **Strategic Driver/Objectives:** Partnership Strategy
- **Value Driver/Goals:** Establish Networks, Involve Stakeholders in Decision Making etc.
- **Action/Action:** Organise events with stakeholders, exchange newsletters, include in projects etc.



ValueMapping Method

- Assesses anticipated value (AV)
- Assesses actual value achieved (VA)
- Both are represented in a value index
- Allows organisations to align budgets to resources

The ValueMapping methodology has a proprietary rating approach that allows you to assess the usefulness (utility) of the strategic and value driver building blocks in the map. This is a rating made on the dimensions of:

- **Opportunity** How much opportunity is there to improve this area
- **Ease** How easy is it to achieve this i.e resources, time etc
- **Impact** What would the real effect of targeting this area be

If a driver scores over eight on a ten point usefulness scale it has a blue ring round it indicating very high utility. As the utility score drops the object will begin to fade in intensity.





Strategic Driver

Quality Accreditation

Implementation Progress



9 %

Value Achieved



5

ANV	8.2	Ease	6.8
Opportunity	9.8	Impact	8

Responsibility

Joanna Robinson

DETAILS

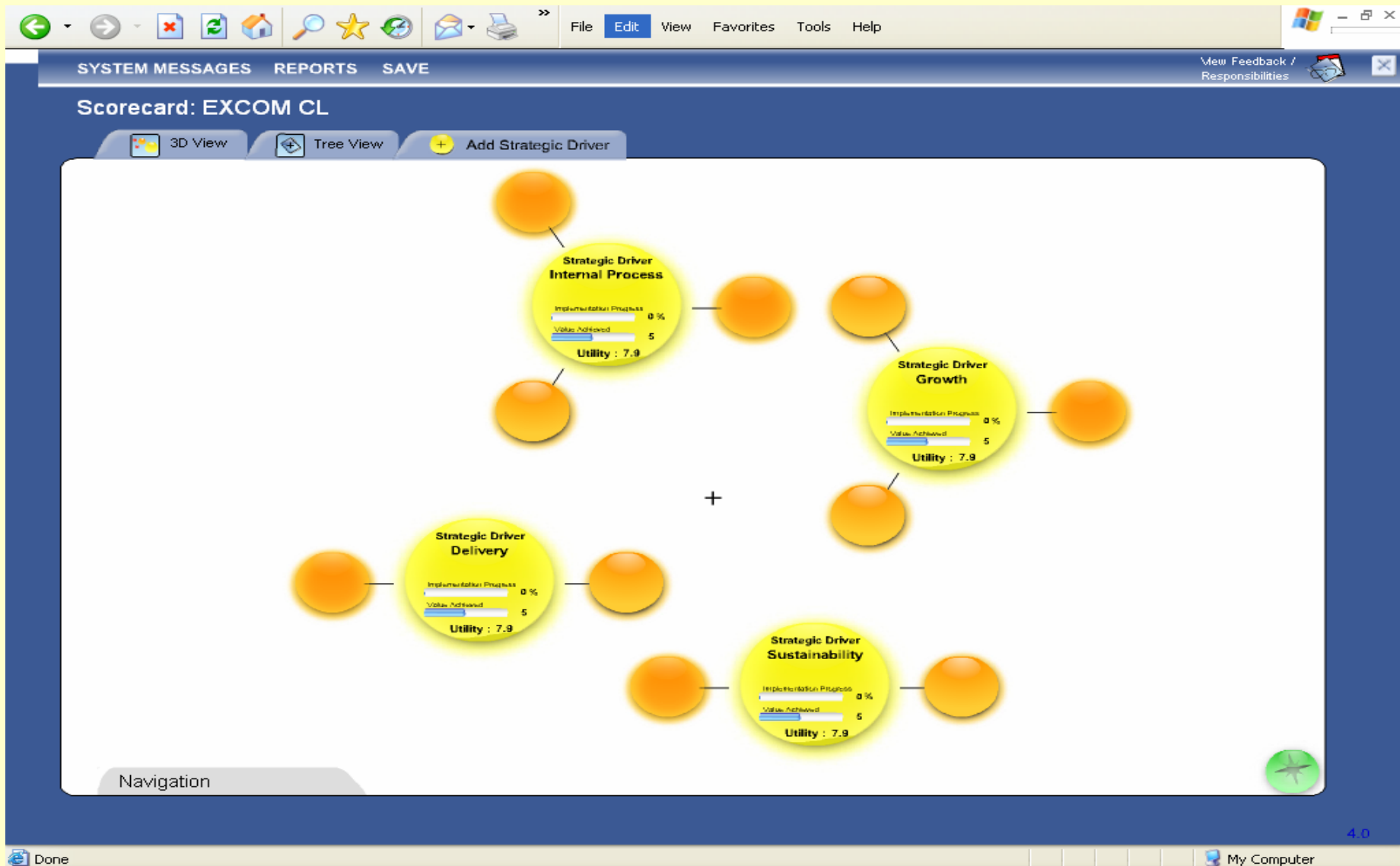


- Communication is one of the biggest areas for improvement in our organisations.
- To communicate well we need to have a clear picture of where our organisation is, how it is made up and where it is going.



- Whilst ValueMapping® is the methodology and way of thinking about your organisation *ValueMapper*™ is the web tool.
- It simply and visually represents the building blocks of value for your organisation in a visual ValueNetwork™.



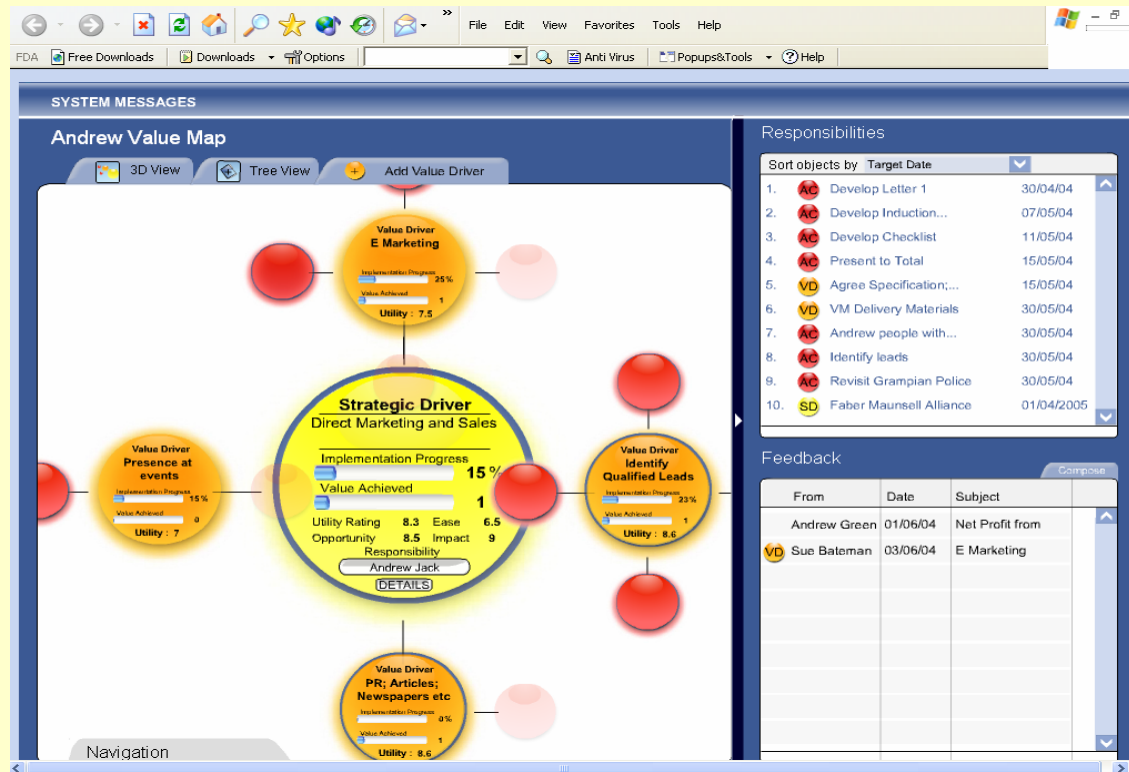


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- These maps can link across to other maps and form an entire network of value relationships for your organisation.
- Maps home in on simplicity for any one person showing how what they do impacts on the bigger picture.

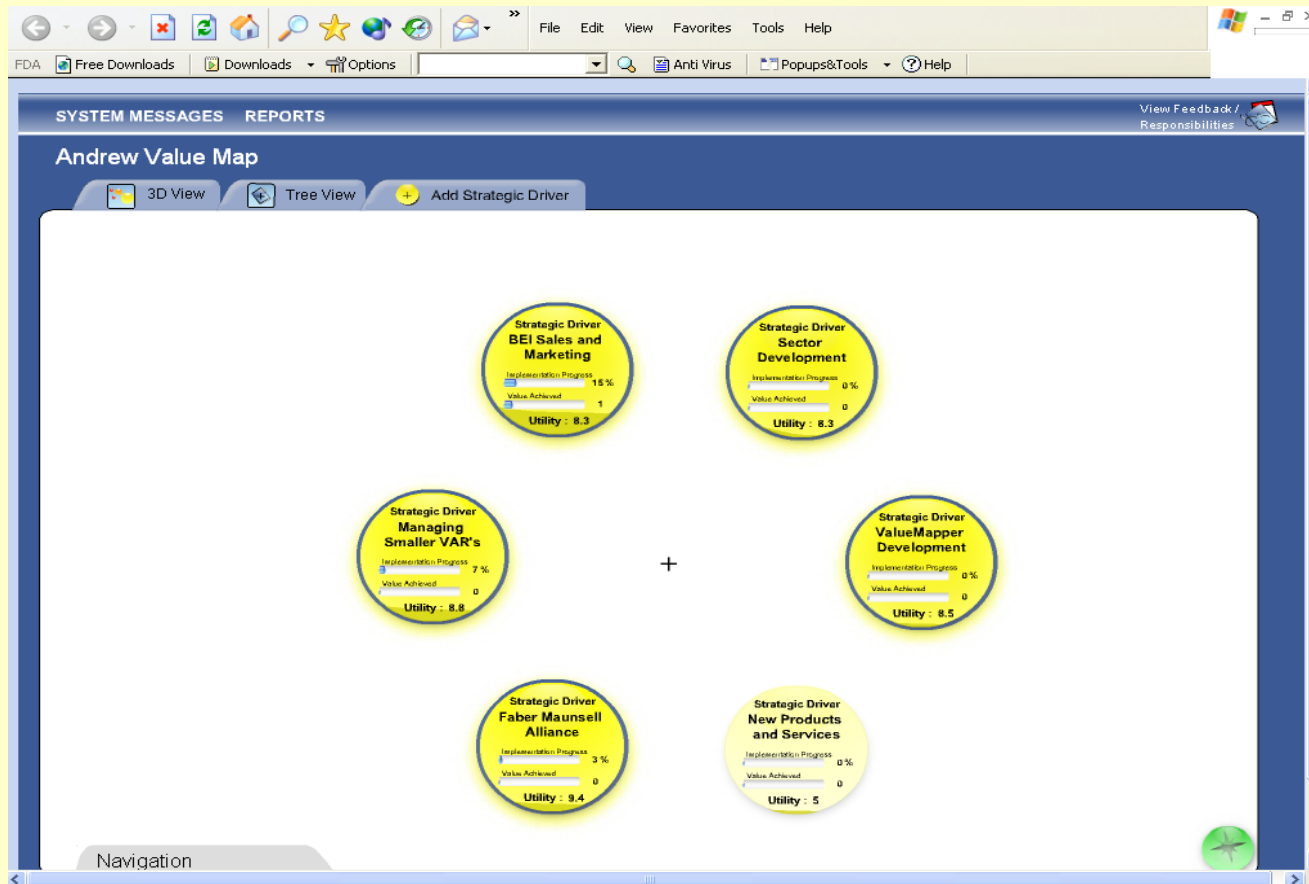




- *ValueMapper*TM is a tool that more than one or two people can use.
- It is designed to engage people and get as many of them as possible owning actions within the visual maps.



Map Fading as less important



Examples of where VM is being used

- Sport England HCC
- Welsh Meat Promotion
- Strathclyde Police
- KGSt: German City Councils

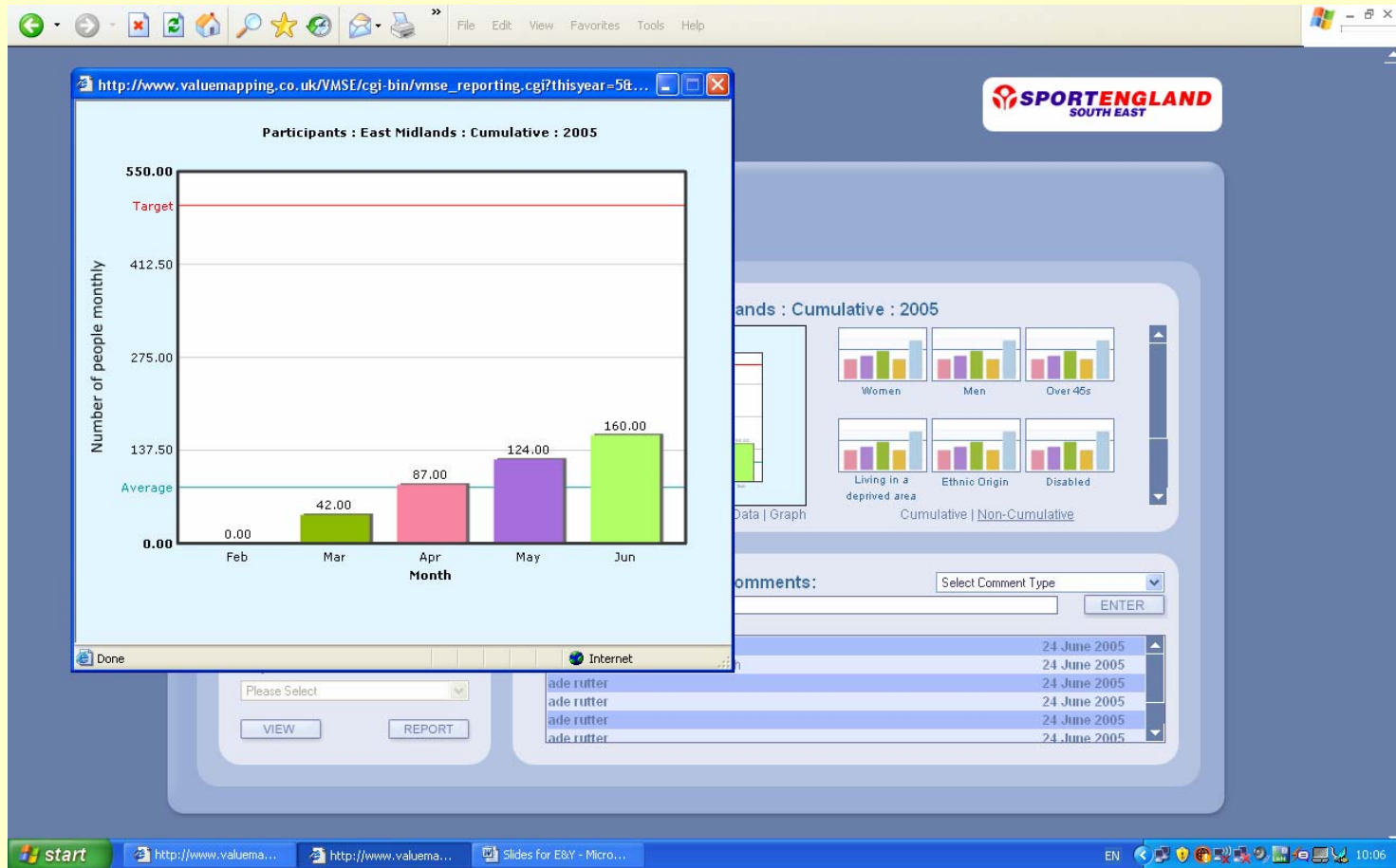


Sport England

- Over 240 Project ValueMaps across the UK many in Councils.
- Over 80% uptake in use of and updating of maps.
- Tracking value added (by way of KPI's) from spend on each project



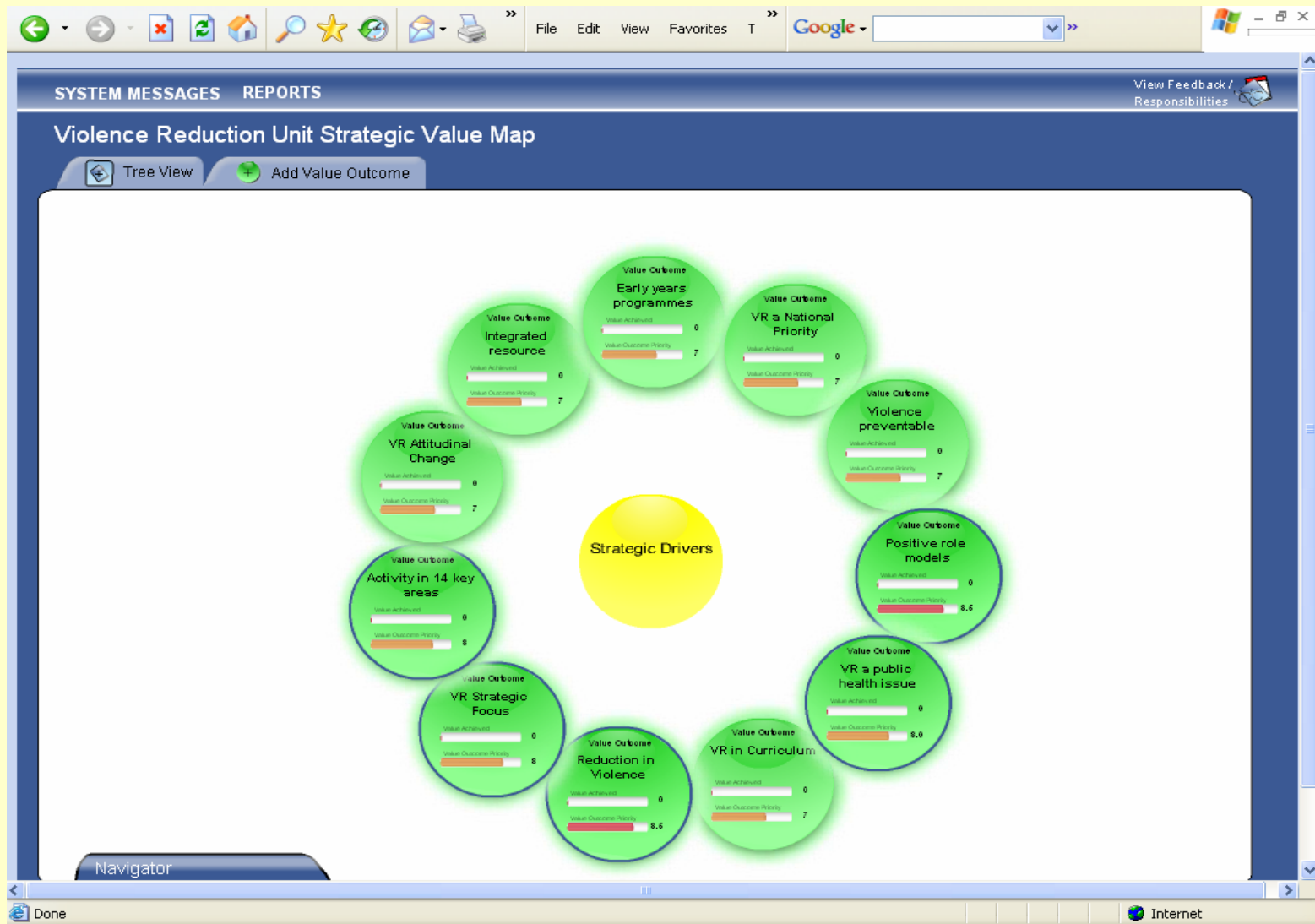
Example of Graphs Generated



Strathclyde Police

- Violence Reduction specific target for Safer Communities
- Special Violence Reduction Unit
- Initially Strategic Aims not outcome focused
- Need to link partners together



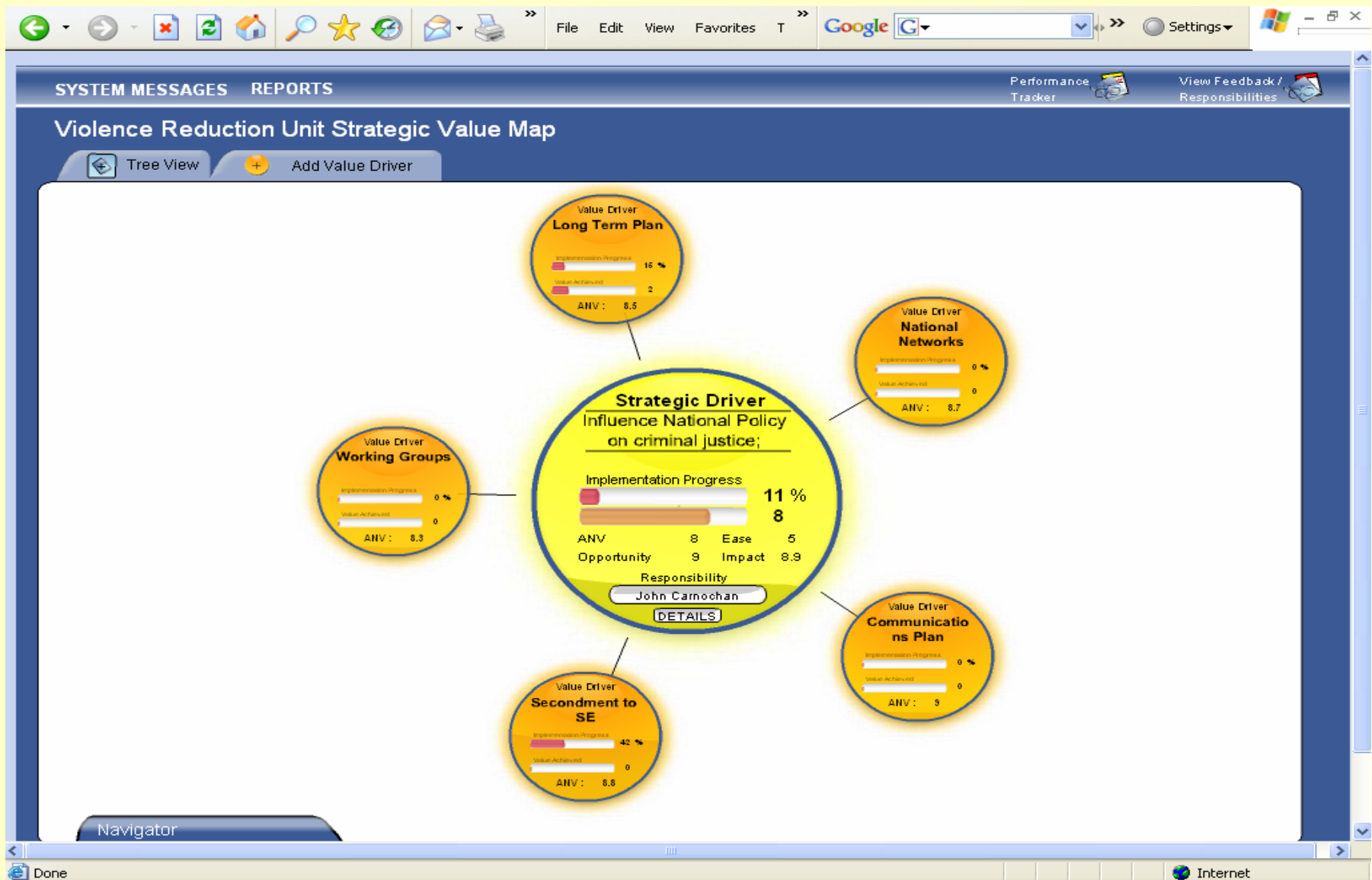


Case Study: Value Mapping and the Police

- **Case study benefit 1:** Method to identify, define and assess outcomes (whereas focus is often on outputs)
- **Case study benefit 2:** Flexibility to structure outcomes around the needs of the organisation and its stakeholders (no requirement to fit into pre labelled perspectives/quadrants etc)

Case Study: Value Mapping and the Police (Continued)

- Identified strategic drivers
- These focused resource onto multiple outcomes maximising the resource available
- Tangible and intangible value drivers clustered around the resource focal points



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Case Study: Value Mapping and the Police (Continued)

- **Case study benefit 3:** A method to assess the value of tangible and intangible drivers and compare this with value achieved.

HCC Welsh Meat (NDPB)

- Oversees meat industry valued at over 3 billion £'s
- Significant funding from Welsh Assembly Government that needed outcome tracking to demonstrate value added
- Need for Strategic Plan showing outcome measures



Case Study: Value Mapping and Agriculture

- Welsh Meat Promotion Agency applied VM to their Strategic Plan
- Nine top level outcomes
- Focus on drivers that impact outcomes
- Demonstrates value to funders (members and government)
- Also captures government KPIs



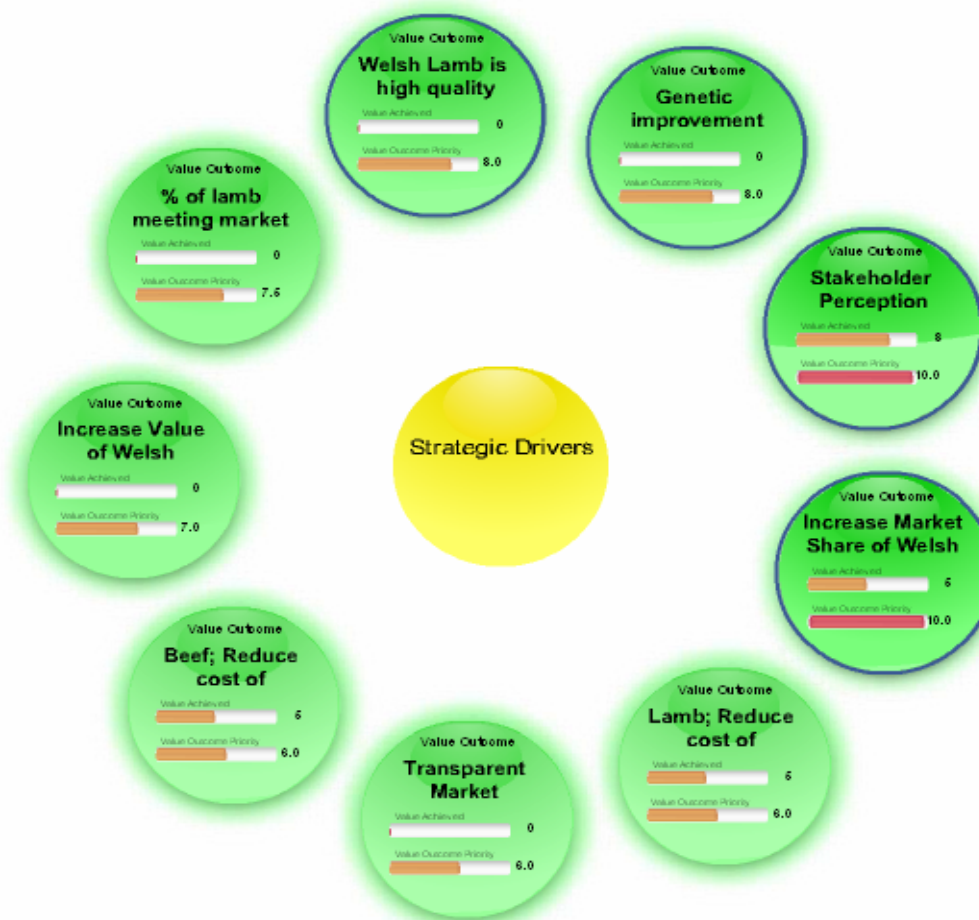
HYBU CIG CYMRU Strategic Value Map



Tree View



Add Value Outcome



Navigator



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Case Study: Value Mapping and Agriculture (Cont.)

- **Case study benefit 4:** The ability to capture existing KPIs but within the context of local and regional needs.



KGSt: German City Councils

Presentation to German City Councils on how their policy decisions on the Impact of Immigration on services could use Value Mapping as an approach



SYSTEM MESSAGES REPORTS View Feedback / Responsibilities

Integration of People Value Map

Tree View + Add Strategic Driver

Strategic Driver Best Practice Org. and Culture

Implementation Progress	Value Achieved
32 %	0

Strategic Driver Other Strategies

Implementation Progress	Value Achieved
0 %	0

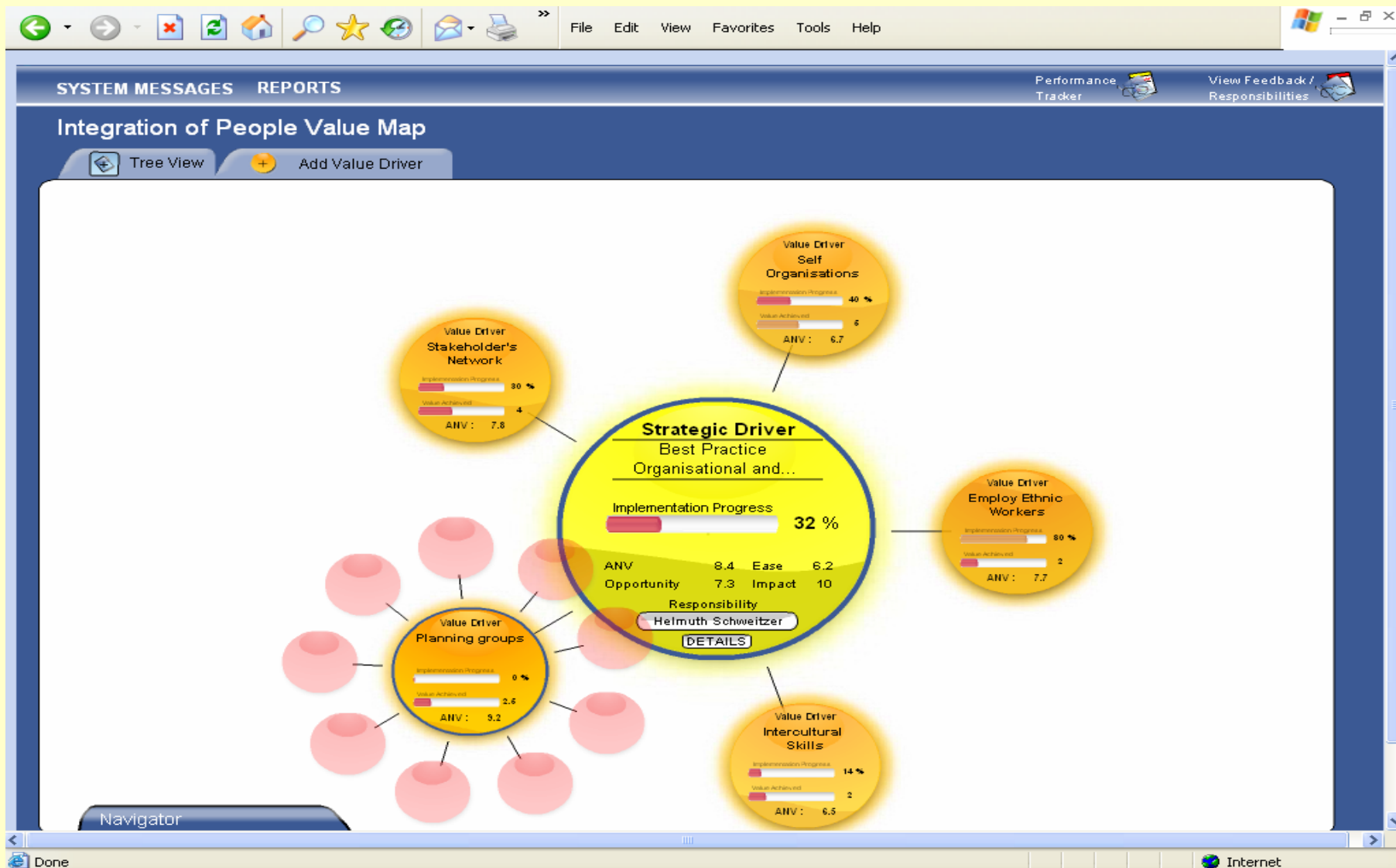
Navigator

start 25 Microsoft Office ... 4 Internet Explorer Microsoft Excel - Cop... 5 Microsoft Office P... EN 21:47



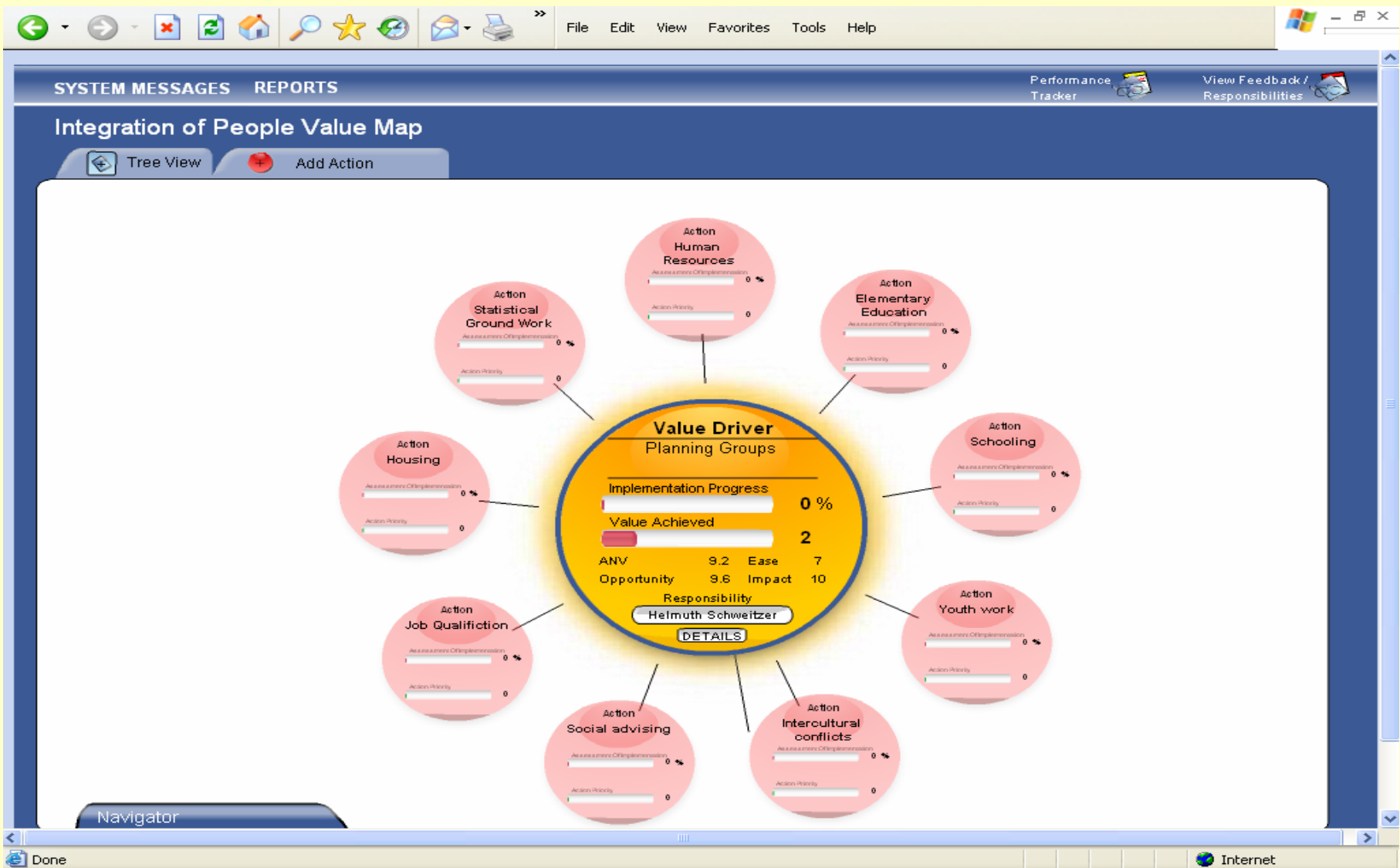
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Actual Fields of Activity In the Residential Section of Herten-Süd

Social Management	Interdisciplinary Projects	Economical and urban Management
Tasks: <ul style="list-style-type: none"> - Achievement of the professional and financial target - Development of new social fields of activity - Establishment and coordination of working groups (if necessary) - Coordination of the fields of activity - Generation of reports for controlling and decision 	Tasks: <ul style="list-style-type: none"> - Achievement of the professional and financial target - Supervision of interdisciplinary field activities - Coordination of the fields of activity - Generation of reports for controlling and decision 	Tasks: <ul style="list-style-type: none"> - Achievement of the professional and financial target - Development of new economical and reconstructural fields of activity - Establishment and coordination of working groups (if necessary) - Coordination of the fields of activity - Generation of reports for controlling and decision
Professional Supervision: Conducted by the social department of the municipality in coloboration with external partners	Professional Supervision: Conducted by the department of city development of the municipality	Professional Supervision: Conducted by the department of city development and the economical promotion agency of the municipality in coloboration with external partners
Fields of Activity: <ul style="list-style-type: none"> - Social work in the quarter Elisabethstraße / Sophienstraße - Integration of Immigrants - Establishment of an International Women's Association in Herten-Süd - Street work für children and youth - Establishment of a noncommercial club for kids - Demografic requirements: <ul style="list-style-type: none"> - adaptation of the living space of elder people - Day care for people with dementia - Service-Center for housekeeping for elder people 	Fields of Activity: <ul style="list-style-type: none"> - Improvement of living conditions by <ul style="list-style-type: none"> - Reshaping of the playground Spichernstraße - Reshaping of the playground Elisabethstraße - Reshaping of a small recreation area - Traffic reduction at the Adalbertstraße (noise reduction an accident prevention) Enhancement of Employment: HyBike Herten - Public relations 	Fields of Activity: <ul style="list-style-type: none"> - New economy along the main streets (Ewaldstraße / Herner Straße) - Restoration of historical buildings - Improvement of living space according to the requirements if society (multiple generation houses, lofts, etc.) - Development of real estate - Improvement of the public infrastructure

