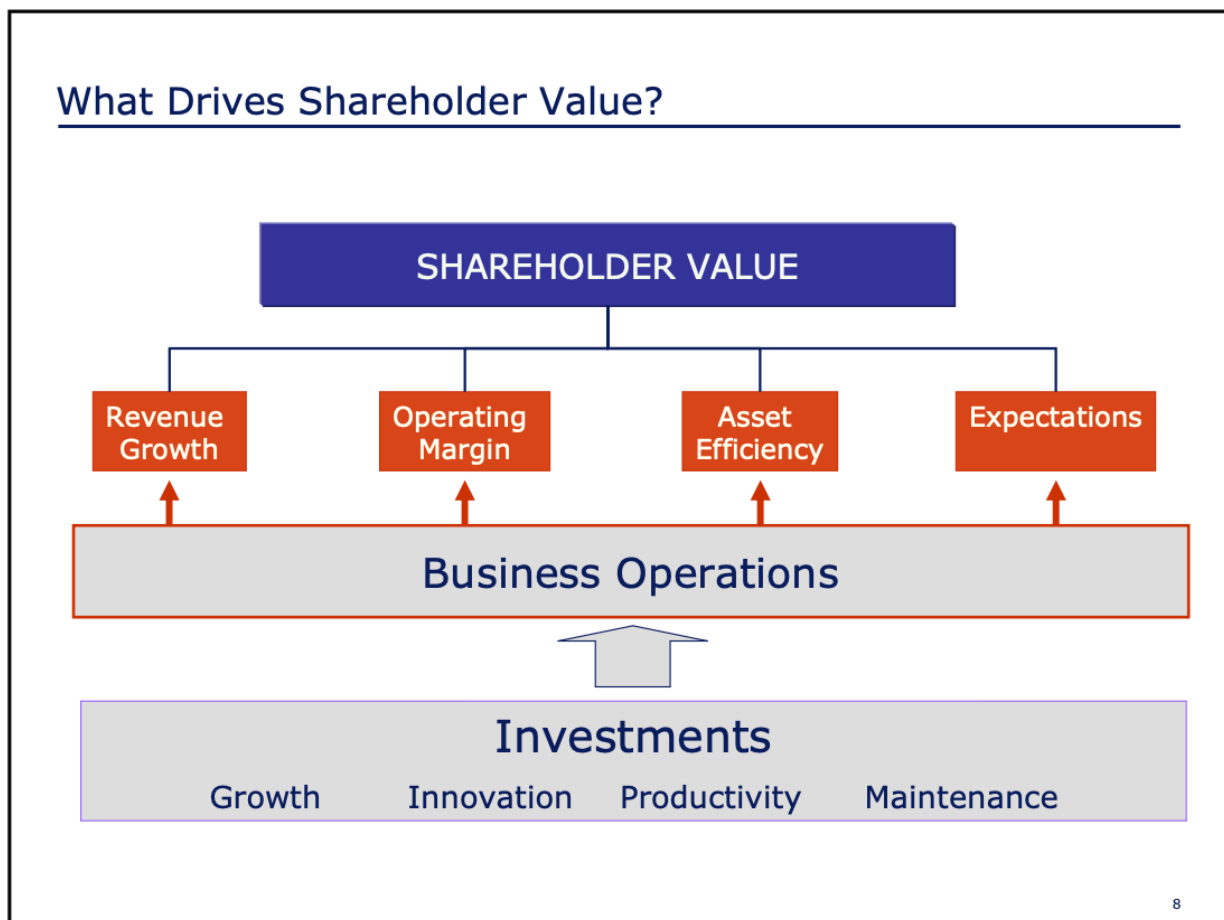


Wat is de Enterprise Value Map?

De **Enterprise Value Map** koppelt operationele verbeterinitiatieven direct aan de vier hoofdcomponenten van aandeelhouderswaarde:

1. **Revenue Growth** (Omzetgroei)
2. **Operating Margin** (Operationele marge)
3. **Asset Efficiency** (Efficiënt gebruik van activa)
4. **Expectations Management** (Beheer van investeerdersverwachtingen)

Deze vier waardehefboom punten zijn op hun beurt gekoppeld aan meer gedetailleerde bedrijfsactiviteiten en strategische initiatieven.



Structuur van de Enterprise Value Map

De kaart bestaat uit verschillende niveaus:

1. **Hoogste niveau: Waarde creatiecomponenten**

Zoals hierboven: omzetgroei, marge, activa-efficiëntie en verwachtingenbeheer.

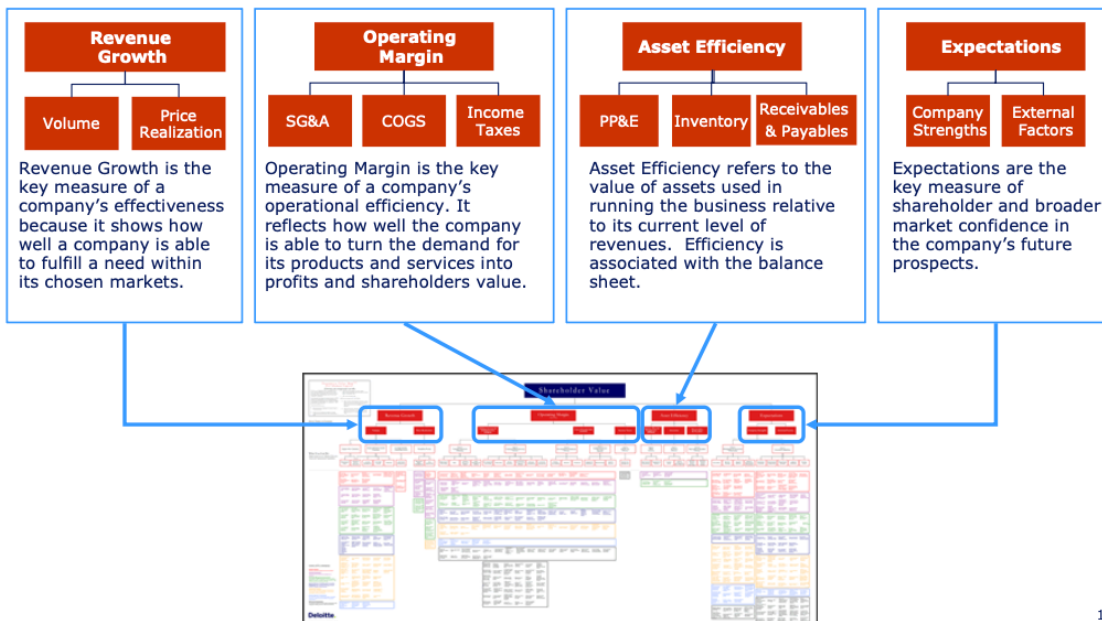
2. **Middelste niveau: Strategische hefboomen**

Voorbeeld: onder 'Omzetgroei' vind je zaken als:

- Prijs optimalisatie
 - Nieuwe markten betreden
 - Innovatie van producten/diensten
3. **Laagste niveau: Concrete initiatieven**

1 Identify Value Drivers

The "Value Map" approach helps organizations understand how human capital initiatives can enable business performance improvement



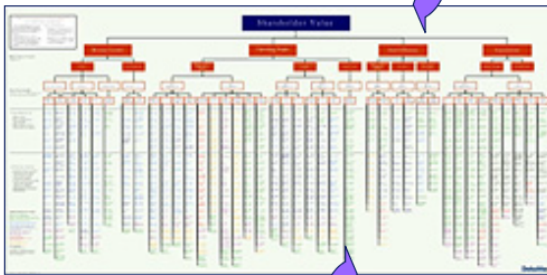
Doel van de EVM

- Prioriteiten stellen voor transformatieprogramma's
- Stakeholders (zoals C-level managers) een gemeenschappelijk kader bieden
- Business cases bouwen voor initiatieven
- Strategie en operatie met elkaar verbinden

The Value Map as an Organizing Framework

It's all on one page!

How Value is Created (Value Drivers)



What You Can Do (Improvement Levers)

Change What You Do (Strategy)

- What you provide
- Whom you target
- How you compete
- Where you deploy your resources
- Which operations you outsource

Do What You Do Better (Tactics)

- Business processes
- Intra- and inter-company collaboration
- Stakeholder satisfaction
- Resources/Assets: Develop & deploy
- Strategic capability development

9

Voorbeeld

Stel: een bedrijf wil de **operationele marge** verbeteren. De EVM kan laten zien dat dit o.a. bereikt kan worden via:

- **Kostenreductie in productie**
- **Outsourcing van niet-kernactiviteiten**
- **Automatisering van backoffice-processen**

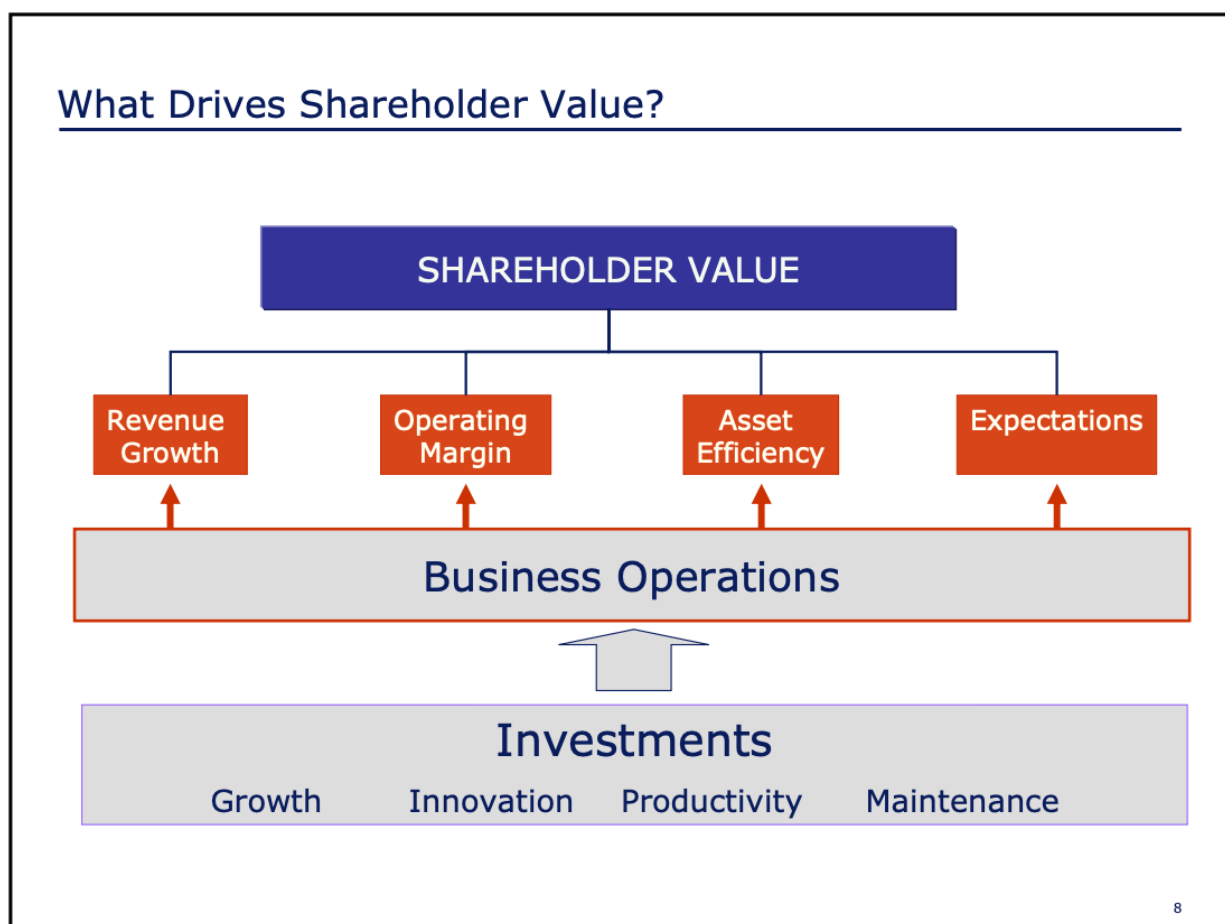
Deze initiatieven kunnen dan gekwantificeerd en gepland worden.

What is the Enterprise Value Map?

The Enterprise Value Map directly links operational improvement initiatives to the four main components of shareholder value

1. Revenue Growth
2. Operating Margin
3. Asset Efficiency
4. Expectations Management

These four value levers are in turn linked to more detailed business activities and strategic initiatives.



Structure of the Enterprise Value Map

The map consists of several levels,

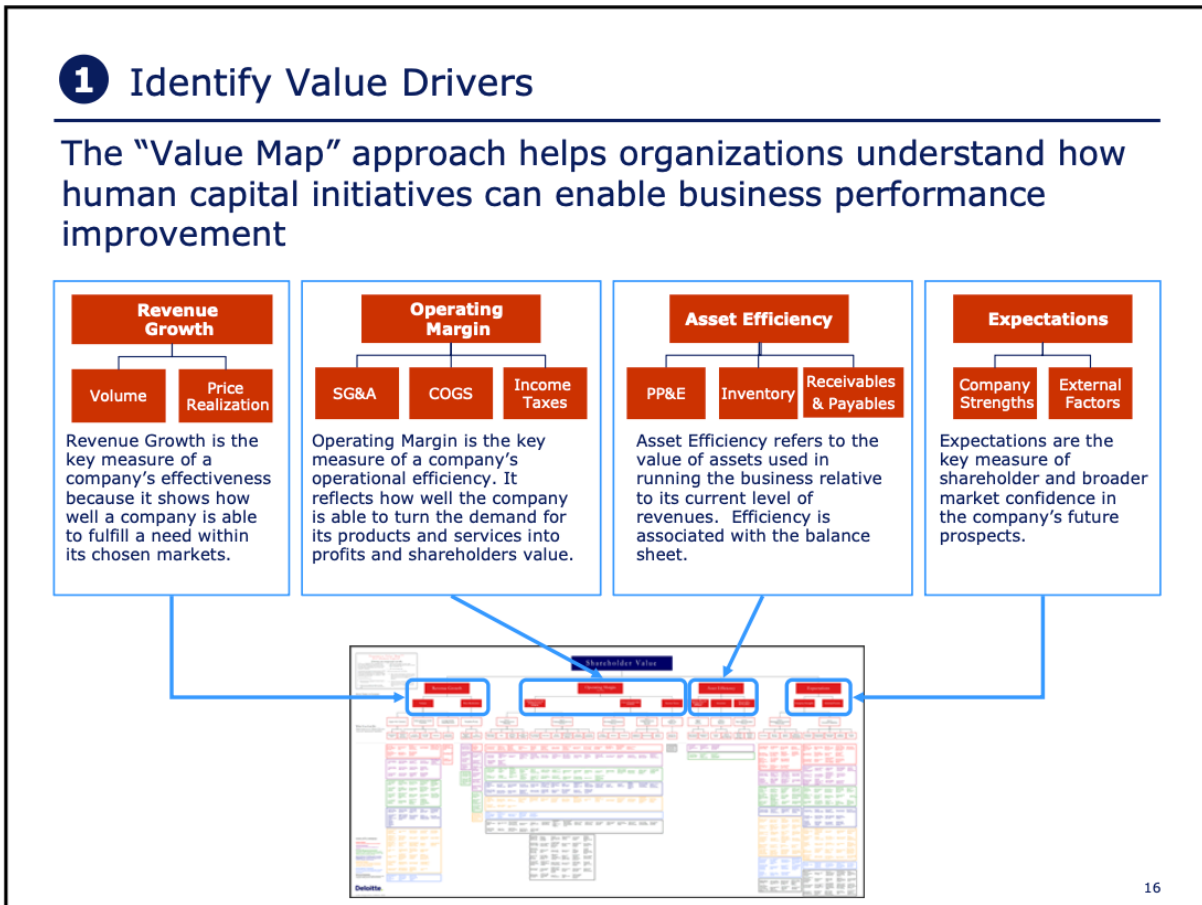
1. **Top level, Value creation components**

As described above, revenue growth, operating margin, asset efficiency and expectations management.

2. Middle level, Strategic levers

For example, under Revenue Growth you typically find initiatives such as, price optimization, entering new markets, product and service innovation.

3. Lowest level, Concrete initiatives



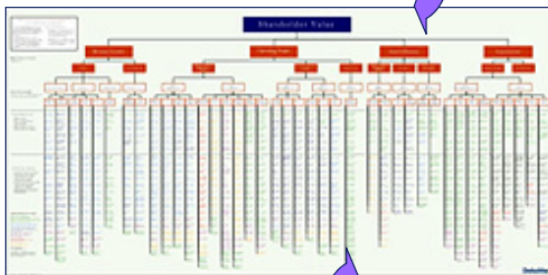
Purpose of the EVM

- Setting priorities for transformation programmes,
- providing a common framework for stakeholders such as C level executives,
- building business cases for initiatives,
- linking strategy and operations.

The Value Map as an Organizing Framework

It's all on one page!

How Value is Created (Value Drivers)



What You Can Do (Improvement Levers)

Change What You Do (Strategy)

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Do What You Do Better (Tactics)

- Business processes
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- Stakeholder satisfaction
- Resources/Assets: Develop & deploy
- Strategic capability development

Example

Suppose a company wants to improve its operating margin. The EVM can show that this can, among other things, be achieved through:

- cost reduction in production,
- outsourcing of non core activities,
- automation of back office processes.

These initiatives can then be quantified and planned.