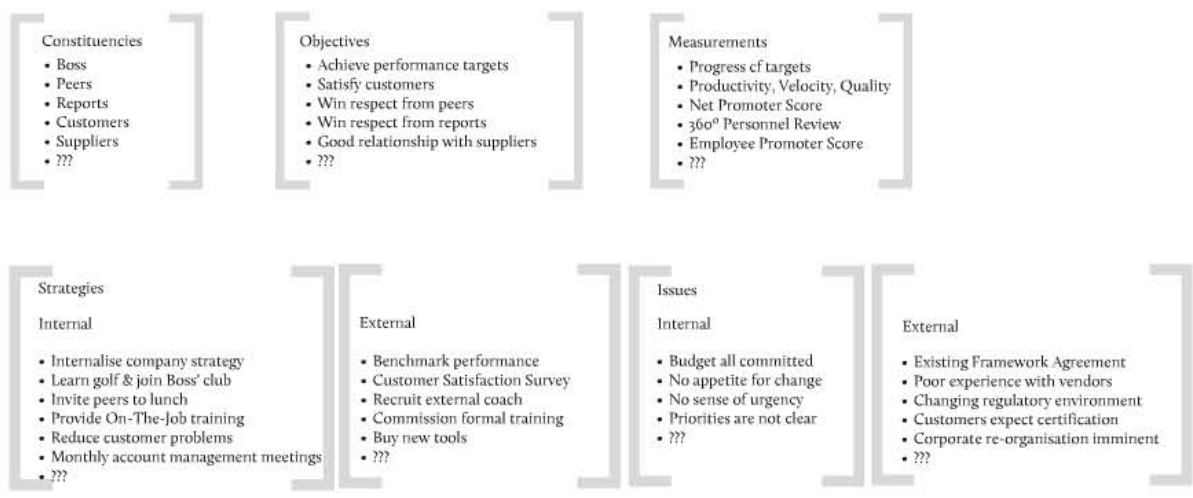


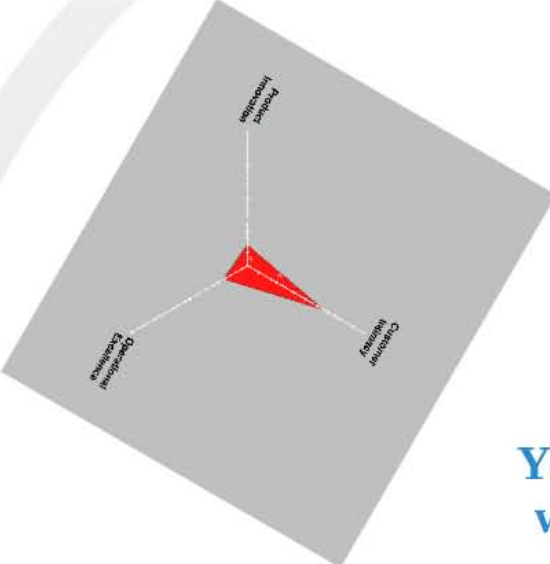
Mapping Stakeholder Value

Map the Value considerations of each Stakeholder





Mapping Stakeholder Value



Your relationship with the market

Identify your stakeholders

Ultimately it is the end-consumer that provides all the funding, but...

...the business case must address the needs & agendas of the decision-makers

Decide:
What kind of supplier are you?



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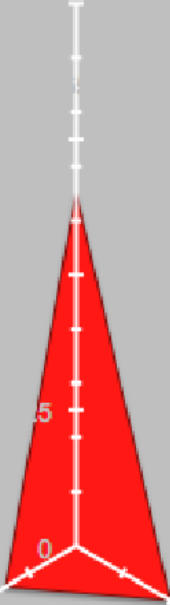
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**Customer
Intimacy**

**Product
Innovation**

**Operational
Excellence**



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The Decision-Making Group

Step 1: Who will decide?

- R - Who recommends?
- A - Who must agree?
- P - Who must perform the resulting actions?
- I - Who inputs information to the decision?
- D - Who decides and is accountable?

What criteria will they use?

Why hasn't the problem been resolved already?

Step 2: What processes or policies prevent a solution?

Are there specific process or policy barriers to a solution?

Are there other current needs that are more urgent or more important?

Step 3: Is there competition?

What other initiatives compete for resources and attention?

Are current work-arounds adequate?

Step 4: Will the decision-making group consider a new solution?

Step 5: Do any other stakeholders need to be involved in the decision?

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Map the Value considerations of each Stakeholder

Constituencies

- Boss
- Peers
- Reports
- Customers
- Suppliers
- ???

Objectives

- Achieve performance targets
- Satisfy customers
- Win respect from peers
- Win respect from reports
- Good relationship with suppliers
- ???

Measurements

- Progress of targets
- Productivity, Velocity, Quality
- Net Promoter Score
- 360° Personnel Review
- Employee Promoter Score
- ???

Strategies

Internal

- Internalise company strategy
- Learn golf & join Boss' club
- Invite peers to lunch
- Provide On-The-Job training
- Reduce customer problems
- Monthly account management meetings
- ???

External

- Benchmark performance
- Customer Satisfaction Survey
- Recruit external coach
- Commission formal training
- Buy new tools
- ???

Issues

Internal

- Budget all committed
- No appetite for change
- No sense of urgency
- Priorities are not clear
- ???

External

- Existing Framework Agreement
- Poor experience with vendors
- Changing regulatory environment
- Customers expect certification
- Corporate re-organisation imminent
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