

Value mapping tool

Form a vision with external stakeholders by discussing concrete solutions

How to use it?

1. Unit of analysis

What is the unit of analysis that is to be explored – product and/or service offering, business unit, firm, industry sector?

2. Stakeholder Groups

Which organisations or individuals have influence on or involvement in your business operations, or are influenced/ affected in any way by your business operations?

3. Purpose

What is the primary reason(s) for the existence of your business and its network of stakeholders including the value chain? The purpose is more than just making money, although that may certainly be viewed as a primary reason.

4. Value Captured

What positive tangible and intangible value is currently created for each of your stakeholders? For example, why does your customer buy the products and services offered? Does the business network mitigate or offset some negative outcomes e.g. carbon emissions?

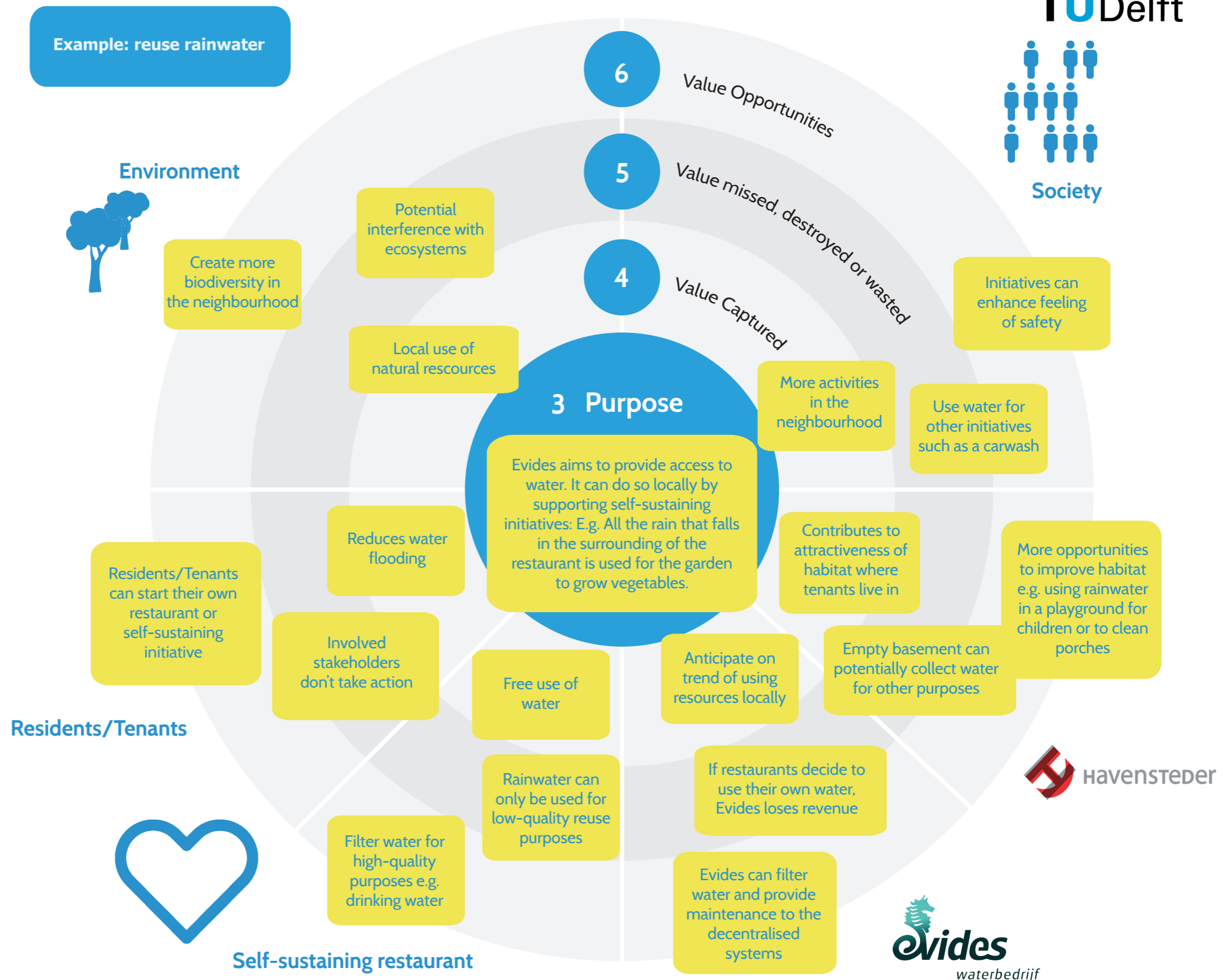
5. Value is missed, destroyed or wasted

What are the negative outcomes of the business for any of your stakeholders? How might the business be missing an opportunity to capture value, or wasting or squandering value in its existing operations? E.g. pollution, or loss of local employment caused by offshoring or global outsourcing, risk of reputational damage, loss of customers, profitability and market share, risk of litigation and regulatory change. Are resources, assets, capacity and capabilities under-utilised?

6. New Value Opportunities

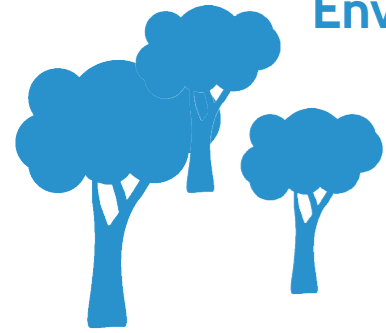
What new positive value might the network create for its stakeholders through introduction of new capabilities, activities and relationships?

Review the output of the previous steps (value created, destroyed and missed) and consider: how could more value be created?

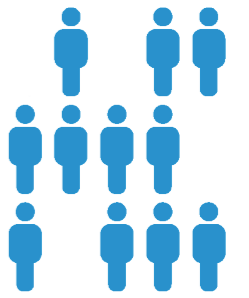


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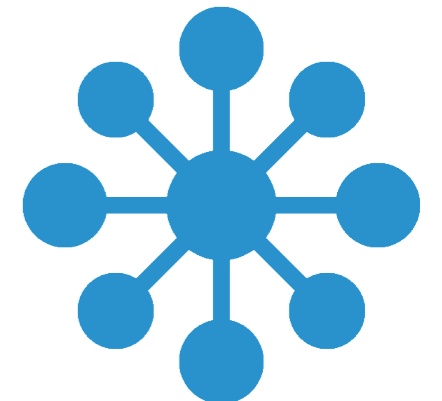
Environment



Society



Customer



Network

Fill in other important stakeholders when necessary

