

# Proof of Value (PoV) Network

~ A ValueNet of Expert Practitioners helping to create value from intangibles ~

## Meet the Expert Practitioners



Roland Hameeteman (CEO, e-office, [www.e-office.com](http://www.e-office.com))



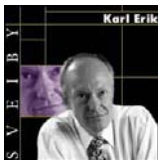
Sergej van Middendorp (Strategist, e-office, [www.e-office.com](http://www.e-office.com))



Dr. Oliver Schwabe (Managing Director, Eurofocus International Consultants Ltd, [www.euro-focus.com](http://www.euro-focus.com))



Verna Allee (Principal, Verna Allee Associates, [www.vernaallee.com](http://www.vernaallee.com))



Prof. Dr. Karl-Erik Sveiby (Principal, Sveiby Knowledge Associates, [www.sveiby.com](http://www.sveiby.com))

**Proof of Value is used in decision making for:**

**Software implementation**  
(i.e. CRM, Groupware, Portals)

**Re-organization**

**Mergers and acquisitions**

**Strategy Development**

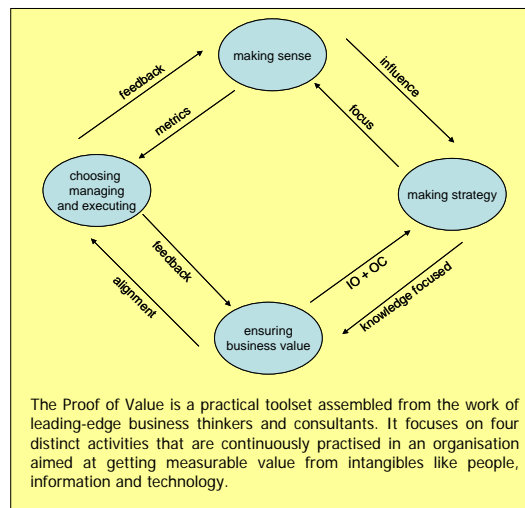
And any other areas where investments in intangibles are made

## Understanding the value of investments in intangibles

~ An action-learning workshop leading to a solid understanding of how investments in intangibles impact the corporate bottom line ~

If you are seeking to understand how to create measurable value from information, people and technology in a demand-focused, co-creative, complex and dynamic, information- and people-oriented, continuously changing, environment. Then this workshop will provide you with a solid base for achieving your goal.

The Proof of Value service offering helps organizations to be successful with their people, information and technology. The Proof of Value is a set of three tools, combined with extensive hands-on experience and cutting edge research that are applied to situations where there is a need for real and sustainable results and value from investments in business projects. Even though the Proof of Value can be applied to justify a business case, this is not where the real value is. The Proof of Value aims to deliver a framework of thought and communication that helps managers, users and IT to collaborate in projects in order to get real value for the organization



### Why apply Proof-of-Value thinking to your context?

The Proof of Value offers all measurable and actionable information needed about the tangible and intangible investments, costs and benefits to be gained by a project in order to facilitate the best project decisions, thereby it:

- Enables diverse stakeholders from within and outside organizations to create real value from projects together.
- Enables the right configuration of tangible and intangible outcomes that drive growth, innovation and sustainable profitability.
- Enables valuable and understandable dialogue between business and IT stakeholders in a project.
- Enables the distribution of responsibility, action and decision making in a project between business and IT stakeholders.
- Enables the right balancing of risks and reward in projects.
- Enables the right choices between different scenarios or options by linking into traditional investment decision making and financial theory.
- Provides monitoring capabilities to manage the value before, during and after a project.

### Who should register ?

**CIO's and senior IT managers** who want to get real and lasting value from their activities.

**Senior managers** who need to cope with complexity and change, implement projects and who want real and working support for their people and information.

**Venture Capitalists** who want real insights in how people, information and technology are aligned in a company.

**Knowledge Managers** who want a measurable knowledge strategy supported by value adding technology.

**Independent Software Vendors** who want to help their clients in getting real and sustainable benefits from their solutions.

**Front runners** in the market, looking for new strategies from the services paradigm.

**Decision makers** in organizations who want to make their customers successful.

### Case Studies

A software vendor in The Netherlands wanted to know the value of supporting their recruitment activities with a solution based on their own software products. Around 600 job interviews were held each year to fill 60 positions while there was no IT system covering the whole process. The company felt they could gain in productivity and increase the quality of this key process facilitating the company's rapid growth. The Proof of Value confirmed their feeling, but in addition to the productivity improvements, a number of measurable quality increases were identified. Furthermore, the Proof of Value provided the company with the opportunity to distribute responsibility for benefits and risks between business and IT before the project was started and offered the opportunity to monitor the actual performance when the project was finished.

A major brewer wanted to know the benefits of migrating the e-mail and collaboration infrastructure to a new version. At the offset the feeling was that the benefits would mainly be found in cost savings within the IT budget. The Proof of Value helped to better understand the business benefits that could be gained in addition to the cost savings. Furthermore, risks were identified that could influence these benefits. The company decided to use the Proof of Value as a guideline for the project and to focus both business and IT on mitigating the risks and realizing the benefits identified in each activity.

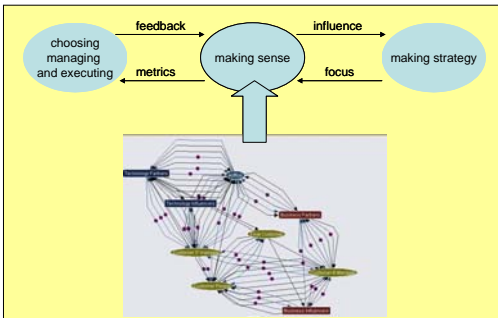
### For further details please contact:

Dr. Oliver Schwabe, Managing Director, Eurofocus International Consultants Ltd

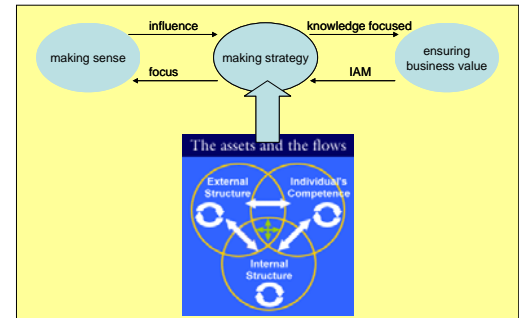
Wassergasse 14, 55234 Wendelsheim, Germany. Tel.: +49 (0)170 905 3671. Fax: +49 (0)6734 916776. Email: [oliver.schwabe@euro-focus.com](mailto:oliver.schwabe@euro-focus.com)

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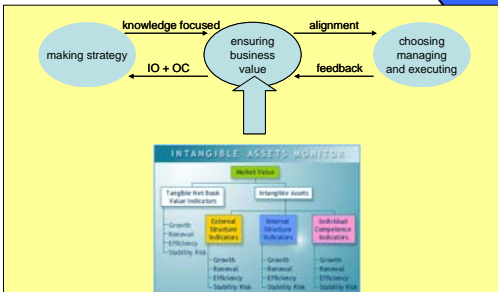
The structure of complexity is the network. When an organization wants clear insight in a complex situation there is a need for instruments to facilitate sense making. Verna Allee's *ValueNet Works™* Analysis bridges the gap between complexity, social network analysis and the value chain. Her simple approach to complexity helps make sense of complex situations. *ValueNet Works™* Analysis can be applied to almost every complex situation and delivers a communication framework for managers, users and IT to make sense of their situation. Your strategy provides the focus for complex problem solving. Sense making itself in turn will influence this strategy. Our approach identifies bespoke opportunities that align focused strategy with a complex and dynamic external environment.



To create real value an organization can apply nine basic knowledge and information transfers and conversions. Strategic activities should be aimed at improving the decisions and capacity-to-act of people in the network of the organization. Several flows of knowledge and information between the three categories of Intangible Assets create tangible outcomes. The competencies of people, the internal structures they create to function as an organization and the relationships and image that form the external structure, together determine the majority of the value of service organizations. We explore how these structures interact in your organization and look at supporting critical exchanges to enable the strategy of the organization. From these exchanges, optional projects can be identified to implement strategy.

## WHAT YOU GET:

1. A scorecard of indicators that will track the financial value of your intangible investments (ensuring business value)
2. An overview of the *ValueNet Works™* that your investment will support (making sense)
3. A roadmap for integrating your investment with business strategy (making strategy)
4. A benchmark of your planned investment (choosing, managing and executing)
5. Specific and individual recommendations for next steps



There are two key breakthroughs in scientific research that motivate the instruments we use to translate strategy to action:

1. Baruch Lev has definitely proven the link between intangible assets and shareholder value.
2. Don Marchand has definitely proven the link between a balanced focus on technology, information and people on one hand and business performance like profitability, market share growth, innovation and enhanced image on the other. These insights help us bridge the gap between the traditional metrics and thinking of organization and the new, knowledge focused paradigm. It also validates the use of scorecard methods in the management of organizations. We choose the Intangible Assets Monitor of Karl-Erik Sveiby, because of the broad set of tools and thinking around that model that provides a 'stock - flow' toolkit for value based management aimed at growth and learning. The metrics we focus on depend on the metrics derived from ValueNetwork Analysis. Furthermore, the creation of strategy provides metrics that focus the organization on implementation. In order to get value from the investment, we will use our experience, your knowledge and skills and cutting edge research and thinking to get the right set of indicators for your specific situation.

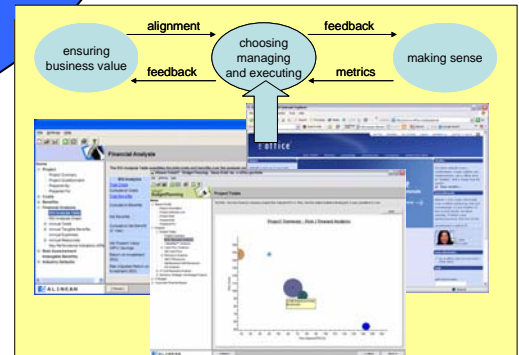
## Offerings

A single day workshop on your premises or location of your choice with two expert practioners of Proof of Value thinking.

Group size ideally is between 3 and 8 participants.

We require approximately 10 days preparation and extensive documentation insights. Several telephone interviews will be conducted.

Final results will be presented at the end of the workshop.



Value is determined by choice. From the making of sense and strategy a number of optional projects will arise to make the organization more knowledge focused. Time and money will be limiting factors and the ensuring of business value activity provides guidance for the mix and balance of projects to choose. The second determinant of value is execution. Flawless execution of projects ensures that value will actually be created. The Alinean framework is used to capture all relevant assumptions and risks associated with projects. Responsibilities between functional departments and resources are gathered and discussed. Time and monetary values are applied where relevant (investments, costs, benefits, risks) intangible benefits are recorded and linked into the Intangible Assets Monitor. Every optional project is captured and an 'objective' portfolio is created. All stakeholders can now focus on choosing the projects that realize strategy and create value.

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