

Value, Remeasured...

Without it there can be no Business Agility!





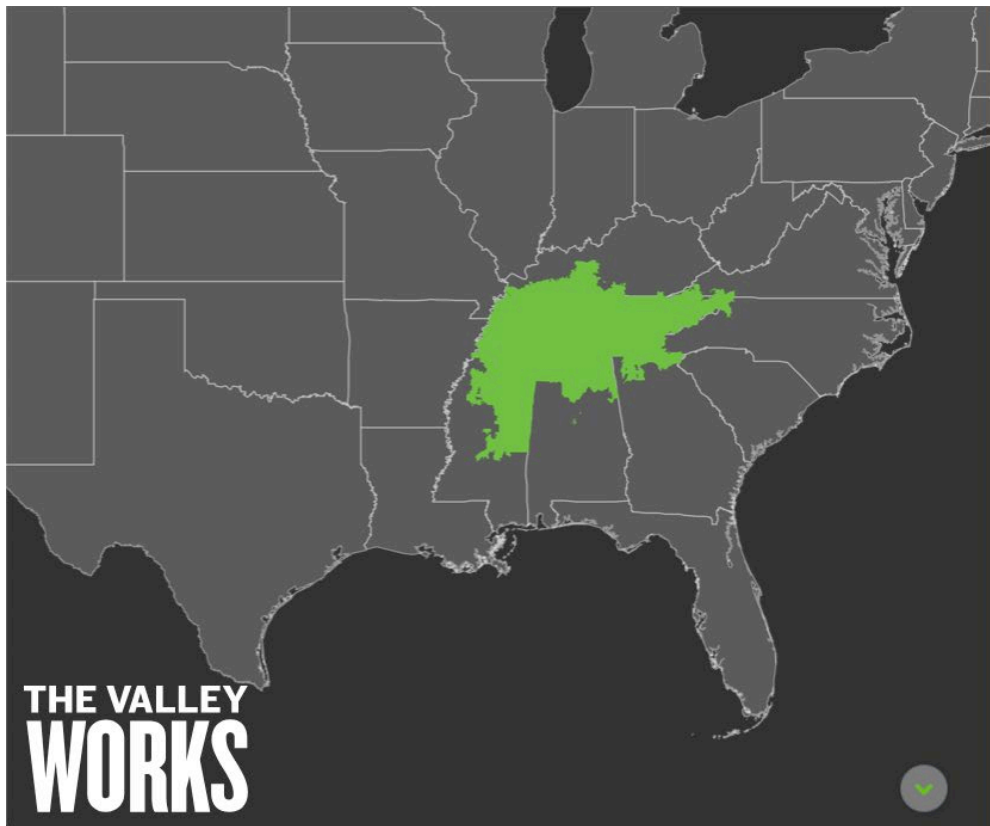
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Open Your Doors in the Tennessee Valley Region

Here in the Valley, we're all about service, and we welcome those new to our region with open arms. Tennessee Valley Authority (TVA) Economic Development specializes in serving our seven-state region by working with local power companies and regional, state, and community partners to recruit new companies and investments, retain and support existing businesses, and prepare communities for economic growth opportunities. Explore our regional benefits, properties, and successes, and please let us know how we can best serve you.

[Featured Properties](#)

[Regional Advantages](#)

[Area Representative](#)

The image features a dark blue background with white wavy lines and a grid pattern. Two orange triangles are positioned at the top right and bottom center. The text "What do we mean when we say 'value'?" is centered in a white, sans-serif font.

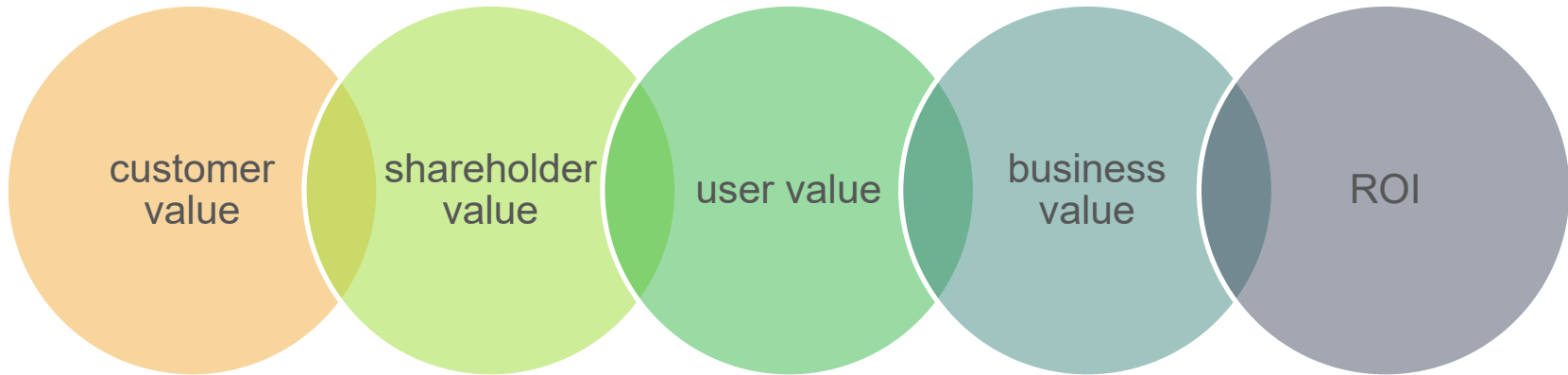
What do we mean when we say “value”?

What is Value?

Economic value:

Benefits a buyer receives from an offering and its features.

...but companies look at value in multiple ways:



The Value “Trap”

Q: If we don't have value clarity, how do we know what to deliver?

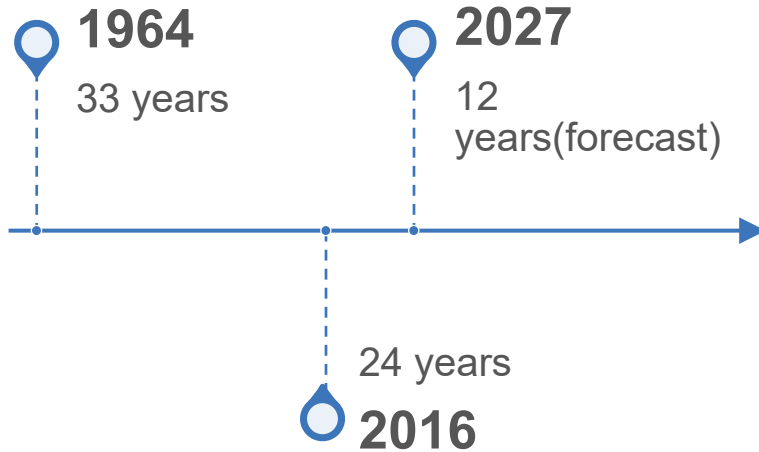
A: Companies will stay busy (spend the budget they have), even if it is not on the most valuable stuff.

- ▶ Some ambitiously try to deliver everything at the same time
- ▶ Some “double down” on same value proposition that previously propelled success
- ▶ Some only “keep the lights on” or react to problems
- ▶ Many are not aligned, allowing silos to choose different strategies

Most organizations fall short of providing the types and level of value to remain competitive long-term

The Value “Trap” Impact

Average tenure of companies on the S&P 500



INNOSIGHT | 2018 Corporate Longevity Forecast

- ▶ Loss of Revenues
- ▶ Reduction of Investment and Spending
- ▶ Elimination of Jobs
- ▶ Reduction of facilities and locations
- ▶ Closed or acquired



**Organizations need a better benchmark
for value to guide their transformation
toward Business Agility!**

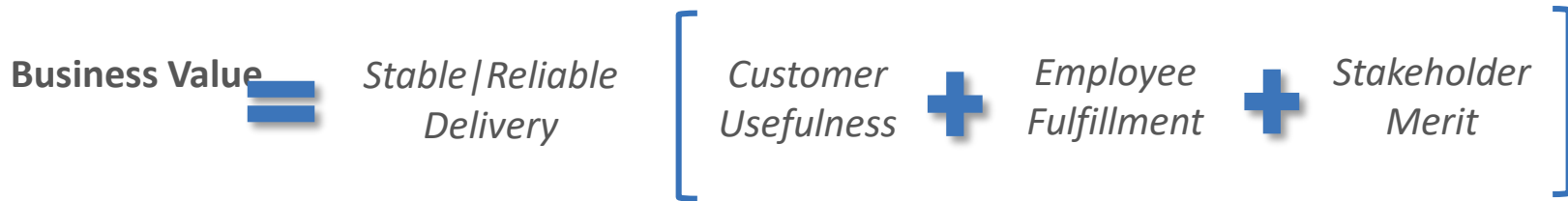
Business Value – A Modern Definition

Then “business value” is the regard,
importance, worth, or usefulness of the
business itself...

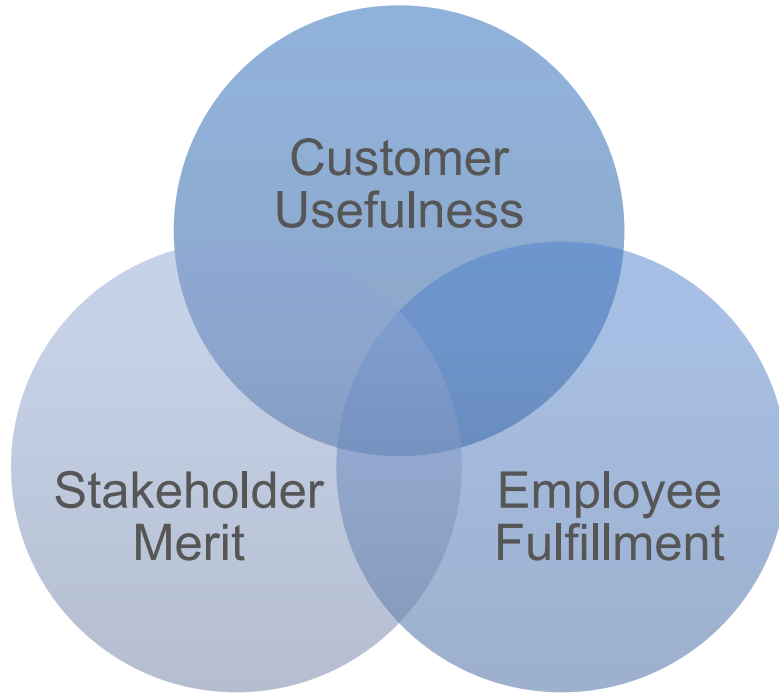
Business Value = *Stable / Reliable
Delivery*

Business Value – A Modern Definition

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Business Value – Where to Look



Business Value is a balance of:

- Delivering what the customer wants or needs
- Creating a sustainable environment for engaged, creative employees and partners
- Providing for the needs of all stakeholders including owners, community & Society.

Business Value – Deeper Dive



Customer Usefulness

Do we -

- provide products and services that satisfy a need or want?
- provide in an efficient and predictable manner?
- receive and respond to customer feedback?
- look for trends or disruption that we can exploit or must protect ourselves from?

Business Value – Deeper Dive



Employee Fulfillment

Do we -

- provide the fundamental needs of our employees?
- provide the necessary resources to do the job well?
- provide a great work culture?
- communicate a purpose to align and inspire?

Business Value – Deeper Dive



Stakeholder Merit

Do we -

- ensure our products and methods are safe?
- conduct business in compliance with all rules and regulations?
- provide a fair profit to owners and shareholders?
- Support the communities where we operate?

Business Value – Advantage of a Modern Definition



Litmus test for vision & strategy



North Star and guardrail for the flow of work through the system



Informs trade-off decisions



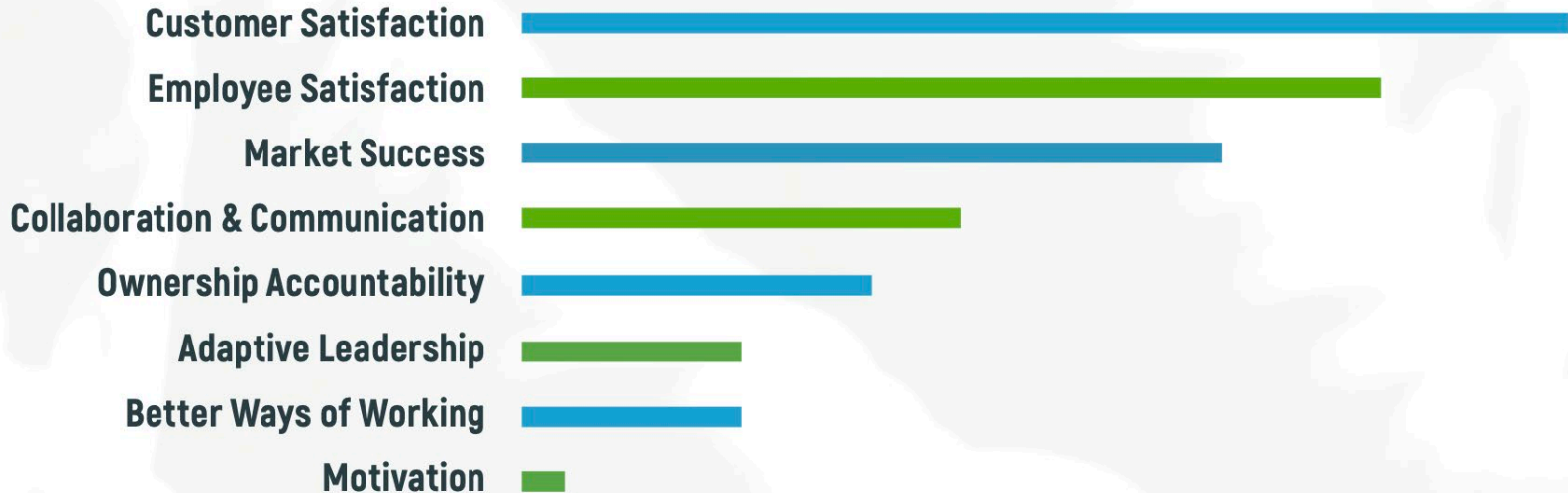
Aligns to and drives new capabilities of Business Agility



Better for identification & quantification of timing and risk

Business Value – Measuring

Most Significant Organizational Benefit of Business Agility



* 2019 Business Agility Report – Business Agility Institute

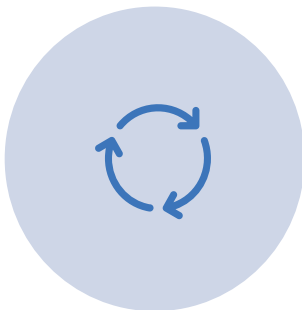
The Role of SAFe

Lean Product Development



Maintain persistent **customer perspective** and remove waste to operate optimally

Systems Thinking



Ability and practice of **examining the whole organization** rather than focusing on isolated parts

Agile



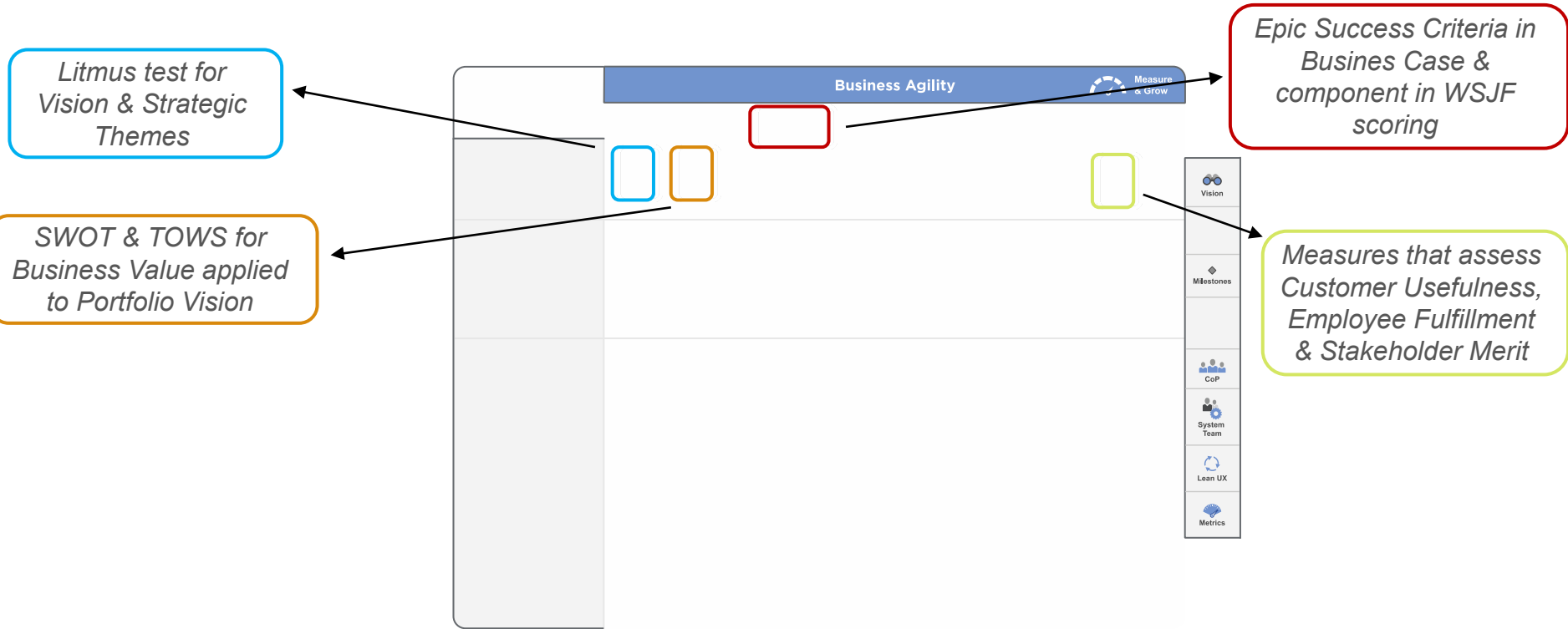
Mindset to **adapt and thrive** in continual change; **iterative and incremental**

DevOps



Collaboration of development and operations to build, grow and run the systems that power our organizations

Business Value – Delivered with SAFe



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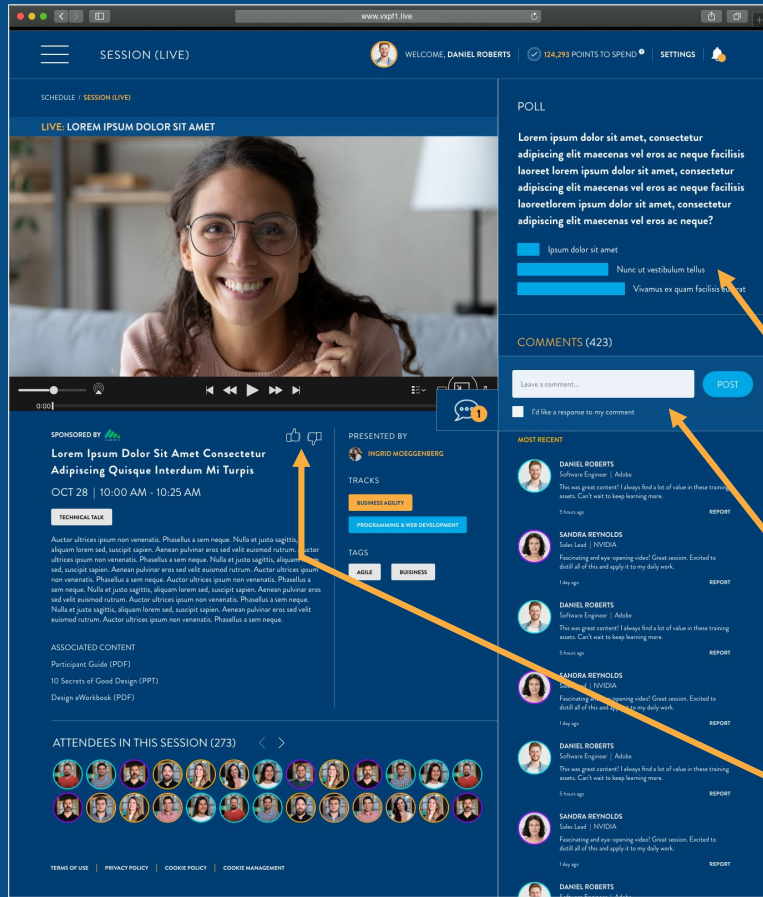
In Summary

- ▶ “Value” is complex balance of components and lack of clarity on that balance can create a Value “Trap” for an organization
- ▶ Business Value is the reliable delivery of customer usefulness, employee fulfillment, and stakeholder merit and represents a modern benchmark for success.
- ▶ Communities and the economy as a whole need and want resilient companies and the business value they provide.
- ▶ Business Agility may only be possible or beneficial with the North Star of Business Value.

Join me at the Meet the Speaker Session!



Please refer to the agenda for scheduled times



Participate in polling, post comments, and rate sessions

1

Polling

2

Comment

3

Thumbs up or down

Thank you!