

Deloitte Enterprise Value Map™

(Practical paths to increase shareholder value)

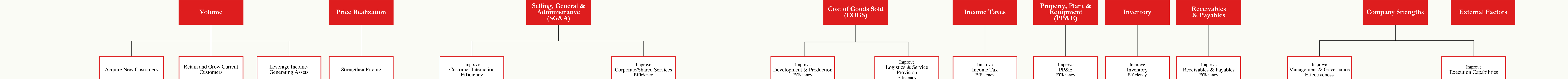
It's easy to say shareholder value is important. Not so easy to make it influence the decisions that are made every day: where to spend time and resources, how best to get things done, and, ultimately, how to win in the competitive marketplace.

The Map is designed to accelerate the connection between actions you can take and shareholder value. It is not rocket science and it is not complex, but it can jumpstart the process of focusing on the things that matter most and then choosing practical ways to get them done.

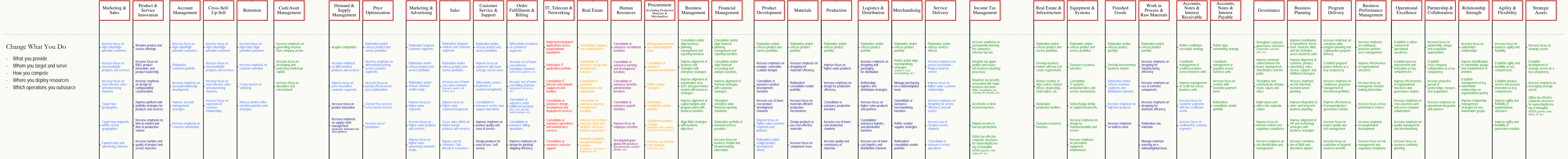
Here are two simple ways to use it:

- Start at the top. Working your way down, at each step ask yourself, *How and when* *improve this*. This will help ensure that your tactics support your objectives.
- Start at the bottom. Working your way up, at each step ask yourself, *Why are we doing this*. This will help ensure that every tactic leads to shareholder value.

How Value is Created (Value Drivers)



What You Can Do (Improvement Levers: Business Processes, Assets and Organizational Capabilities)



Change What You Do

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

Do What You Do Better

- Strengthen governance approaches
- Align resources with strategies
- Improve business processes
- Hone strategic capabilities
- Manage tax impacts and opportunities
- Improve control / reduce risk
- Collaborate more effectively
- Satisfy customers, employees and other stakeholders

BUSINESS PROCESS GROUPINGS

Business Strategy and Groupings (Business and Financial Strategy, Mergers and Acquisitions, Tax Management, Risk Management, Compliance Management, Program Management and Performance Management)

Customer Strategy, Relationships and Interactions (Marketing, Sales, Client Services, Sales and Services)

Product Strategy, Development and Production (Innovation and Design, Supply Chain Management, Production Operations and Logistics)

Human Capital Strategy and Management (Recruitment, Development, Administration and Performance Management)

IT Strategy and Management (Data, Development, Operations and Performance Management)

All Other Shared / Corporate Services (Real Estate, Procurement and Cost Services)

Other Process Groupings (Action may apply to all processes)

Note: Any activity could logically be associated with other business process groupings. For example, many customer and product actions are likely to have heavy IT and HR components.

Shareholder Value

