



Electronic Value Management (eVM)

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Presentation Outline

- ◆ **Background to the methodology.**
- ◆ **Outline of the eVM concept.**
- ◆ **Case study example.**
- ◆ **Advantages & disadvantages of eVM.**
- ◆ **Further research & development.**

Background

- ◆ **Conceptualised in 1999 as part of a University of Leeds PhD.**
- ◆ **Subsequently developed as theoretical framework.**
- ◆ **Utilises key concepts of VM:**
 - Structured problem solving.
 - Team working.
 - Analysis of purpose e.g. Function Analysis.
 - VM facilitator.
- ◆ **But also:**
 - Heavy use of IT.
 - Virtual teams.
 - Delphi methodology.

Outline of the eVM Process

- ◆ **Team working over the internet.**
- ◆ **Structured problem solving.**
 - Information gathering & exchange.
 - Diagnosing & analysing purpose.
 - Innovation i.e. generating ideas to meet purpose.
 - Evaluation of options.
 - Development of solutions.
- ◆ **Conducting structured problem solving stages ASYNCHRONOUSLY i.e. Delphi method.**

Outline of the eVM Process

◆ Virtual teams.

- Groups of geographically dispersed individuals.
- Working collaboratively to solve problems & innovate.
- Minimal face-to-face interaction.

Outline of the eVM Process

◆ Delphi method.

- **Systematic interactive method based on independent input.**
- **Analysis carried out in structured ‘batches’ of tasks.**
 - **Structuring information flow.**
 - **Regular feedback.**
 - **Anonymity of participants.**

Outline of the eVM Process

- ◆ **VM coordinator managing process.**
 - Different skill set.
- ◆ **Team input & time commitment.**
 - No need to commit for 1 to 3 days in a workshop.
 - Occasional half hour to an hour.
- ◆ **IT tools.**
 - E-mail
 - Internet access i.e. a web browser.
 - Microsoft Office

Case Study

- ◆ **IVM Training & Certification Subcommittee.**
- ◆ **Innovating in terms of training & certification to increase uptake.**
- ◆ **Participants 13 in number.**
- ◆ **No specialist software used.**
 - E-mail
 - Discussion Board on the internet.
 - Microsoft Word & Adobe Acrobat Reader.

Case Study

- ◆ **Structured problem solving framework used.**
 - Information Phase – Issues Analysis.
 - Diagnosing Purpose – Objectives Hierarchy.
 - Innovation Phase - Brainstorming of options.
 - Evaluation Phase – Scored evaluation of options.
 - Development Phase – Physical meeting.
 - Reporting at each stage of the process.
- ◆ **Full output from the study can be downloaded at:**
 - www.ivm.org.uk/aboutivm_sig_training.htm

Issues Analysis

- ◆ **Participants brainstormed issues relating to training & certification which were returned to the VM coordinator (VMCo) & put on the Discussion Board (DB).**
- ◆ **Debate and/or clarifications were handled on the DB.**
- ◆ **Issues were evaluated using a scoring system by participants which the VMCo consolidated & fed back.**
- ◆ **Further debate and/or clarifications were handled on the DB.**

Objectives Hierarchies

- ◆ Objectives for training & certification brainstormed by participants which were returned to the VM coordinator (VMCo) & put on the Discussion Board (DB).
- ◆ Debate and/or clarifications were handled on the DB.
- ◆ Objectives were evaluated using a scoring system by participants which the VMCo consolidated & fed back.
- ◆ Further debate and/or clarifications were handled on the DB.

Innovation & Evaluation

- ◆ Ideas & options brainstormed (100 in number) by participants which were returned to the VM coordinator (VMCo) & put on the Discussion Board (DB).
- ◆ Debate and/or clarifications were handled on the DB.
- ◆ Options were evaluated using a scoring system by participants which the VMCo consolidated & fed back.
- ◆ Further debate and/or clarifications were handled on the DB.

Advantages

- ◆ **Short time to set up study.**
- ◆ **No accommodation required.**
- ◆ **No time off day job for participants.**
- ◆ **Anonymity promotes greater creativity & less restriction.**
- ◆ **More data produced due to more thinking time.**
- ◆ **Quality of data better due to time available to find & check data.**
- ◆ **No geographical constraints.**

Advantages

- ♦ **Can overlap with other commitments.**
- ♦ **IT software may reduce need to employ professional VM facilitators.**
- ♦ **Reports available immediately.**
- ♦ **Flexible in terms of time i.e. time limits can readily be extended.**
- ♦ **Complicated Objectives Hierarchies or Function Logic Diagrams can be constructed by the VMCo requiring only modification & agreement by the team.**
- ♦ **Due to lower costs (resources, time & financial) VM can be promoted & applied in SMEs and/or in developing countries.**

Disadvantages

- ◆ **Written words can be misunderstood & time take to clarify meaning can cause delays.**
- ◆ **People tend to be more honest & open when not face-to-face & so potentially the possibility of conflict is increased.**
- ◆ **Discussion Boards not generally anonymous. However, this can be overcome.**
- ◆ **Depending on executive support the VMCo may need to regularly prompt members for input.**

Disadvantages

- ◆ **A degree of IT competence is required of the VMCo & participants.**
- ◆ **Currently a lack of specifically design software for the process which makes it more cumbersome.**
- ◆ **Do teams working together in a physical environment produce better output than virtual teams?**

Further Research & Development

- ◆ **Develop dedicated software & websites to make process more user friendly.**
 - Security & encryption.
- ◆ **Increase automation in terms of:**
 - Tools & techniques.
 - Verifying & validating user input.
 - Report generation.
 - Turnaround of data i.e. reduce admin.
- ◆ **Investigating continuous application of VM throughout the life cycle of a project.**



The End...

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