

The Grosvenor approach to Value Management

At Grosvenor, our aim is to help our clients optimise the value they achieve from their investments in business change.

Enterprises are renowned for wasting vast sums of money on investments that are doomed from the outset to destroy value, whether that be shareholder value for commercial organisations, value for citizens in the case of the public sector, or value for beneficiaries in the case of charities.

A fundamental issue is that value means different things to different people. Many believe it to have been created when a project successfully delivers something e.g. a new IT system. But until that something enables people to work in new ways to reduce costs, increase income to the enterprise or improve services to citizens and beneficiaries, no additional value can be created. What is worse, value will inevitably have been destroyed.

So, how does Grosvenor help our clients to identify which investments they should be making to improve their enterprises and how they should be implemented so as to secure the optimum additional value?

The view from the inside

First, Grosvenor has spent the past 25 years working with over 200 organisations in the private, public and charity sectors on more than a thousand different projects and programmes, from the initial vision of an idea, through deciding how it is to be implemented, securing the required capabilities, changing the way business works, realising the benefits and, ultimately delivering additional value.

Where Grosvenor's approach to value management has not been applied (e.g. on outsourcing projects), a number of projects failed to focus on the eventual goal of creating value and others should have been curtailed because value was no longer going to be achieved.

Supporting your team

Value management can only succeed where it is actively applied by those who work for the enterprise, led by a senior executive. It

requires new ways of thinking and working whilst taking advantage of the best the enterprise already has by way of expertise, assets, working practices, processes and procedures. It is not about teams of consultants re-engineering the enterprise from the outside.

For value management to be successful, it needs to become ingrained in the enterprise's DNA, which can only happen where its people understand and can apply value management practices as part of their normal ways of working. Grosvenor consultants work with our clients' own people to give them guidance on how to implement and apply these practices to business change programmes and provide mentoring and training services to ensure those clients' personnel have the skills to ensure continual value creation. It does not believe in bringing in hordes of junior consultants to revamp existing processes who then leave the enterprise to struggle to make them work.

Linking vision to value – joined up thinking

There are many consultancies, from the big names to niche players, who offer support in a number of the areas covered by value management, e.g. business cases, programme management, portfolio management, change management, benefits realisation etc.

However, addressing each of these on its own will not deliver additional value to the enterprise. Since major business change initiatives involve many interdependencies, all elements of value management (deciding upon the vision, selecting investments, creating the capabilities, changing the business, realising benefits and, finally, delivering value) need to be coherent, considered together and consistently applied across the enterprise if the journey from vision to value is to be completed successfully.

Grosvenor consultants have guided their clients' business, technical, procurement, finance, HR, legal and other specialists, and executive teams many times on this journey.

Executive involvement

To be successful, value management needs to be applied across the enterprise. Individual business functions will need to participate with others in deciding which investments are selected and implemented and which are changed along the way or even cancelled.

This therefore calls for the active involvement of the Executive, including and, in particular, the overall head of the enterprise. It is he or she, after all, who is ultimately accountable for the future growth and wellbeing of the enterprise. Hence, Executive commitment, is vital to the successful implementation of value management and its sustainment and improvement.

Modus operandi

Grosvenor only provides consultancy services and is wholly owned by its partners. It does not sell or receive any commissions from any other services or products, such as software packages.

Most work is undertaken on the basis of an hourly rate, and clients make no minimum commitment. Clients can discontinue Grosvenor's involvement at any time, with no notice. Weekly timesheets are provided that state, down to the half hour, who did what on which days, making it much easier for clients to assess spend rate and value.

As a Grosvenor client, you are charged only for the help you seek. Unlike many larger consultancies, Grosvenor does not have hordes of consultants or a raft of juniors that are kept busy at clients' expense. If we choose to bring more than one consultant to a meeting, clients only pay for one. However, we also operate shadowing, at no extra cost, so that there is always informed help at hand during peak periods in a project.

Co-operation and innovation

Grosvenor has worked with a number of professional bodies including: IMIS on gaining business value from IT; ISACA/ITGI on executive guidance on investments in business

change; ICAEW on business cases for IT related investments and IT budgeting; and the BCS on business change and value management issues.

Grosvenor has developed ITEconomics™ to help clients better understand, and put into context, the underlying economics of IT expenditures, outsourcing and shared services. For more information, see www.grosvenorconsultancy.com.

Find out more

If you would like to know more about us, and some of the companies with whom we've worked, please see our website at www.grosvenorconsultancy.com.

From there papers can be downloaded on a range of subjects relating to value management, including:

- Vision
- Investments
- Capabilities
- Business Change
- Benefits
- Value

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