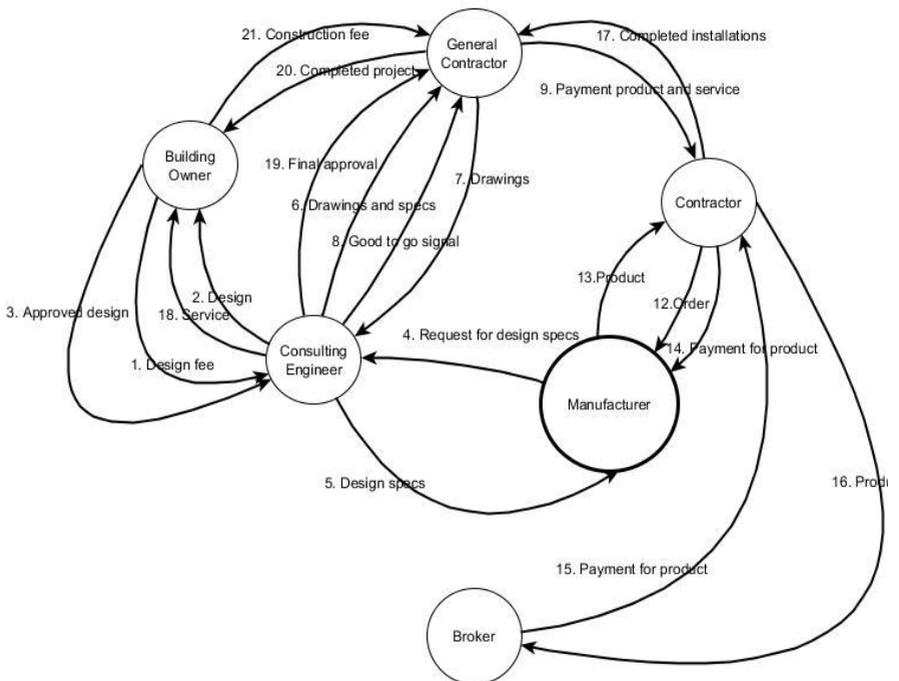


Example 6.1 A large enterprise

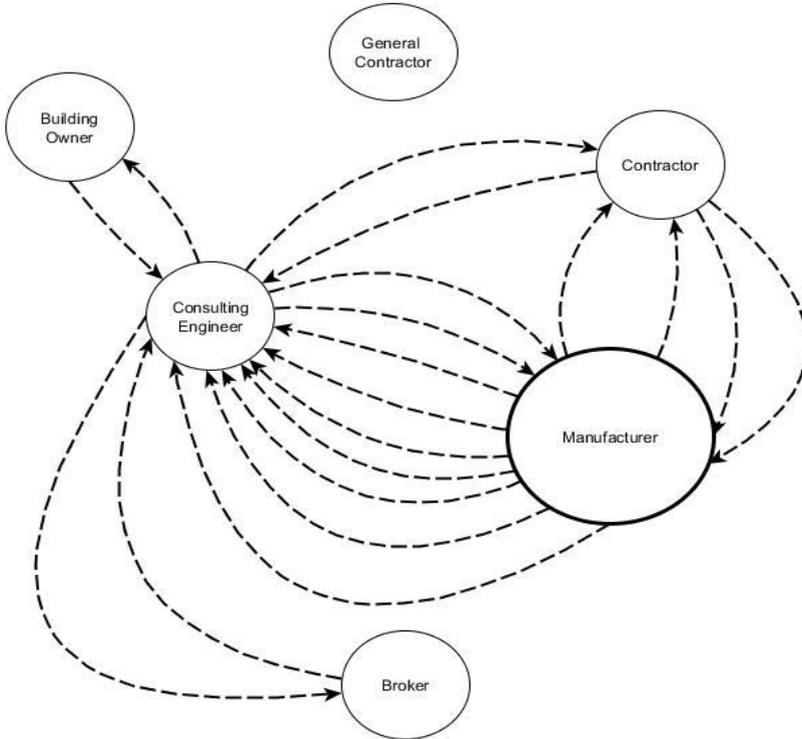
When CA was CEO of one of the leading North American engineering and manufacturing companies, he created a business model of how the company worked and taped it on the conference room wall for curious employees to look at. It provided a picture of all the key roles being played in the existing business ecosystem and the formal and informal contributions being made. Over time, employees pointed out something missing or challenged aspects with which they disagreed.

The formal value transactions are shown here:-



Example 6.1 continued

The Informal value transactions also identified by staff emerged as shown here without the labels:-

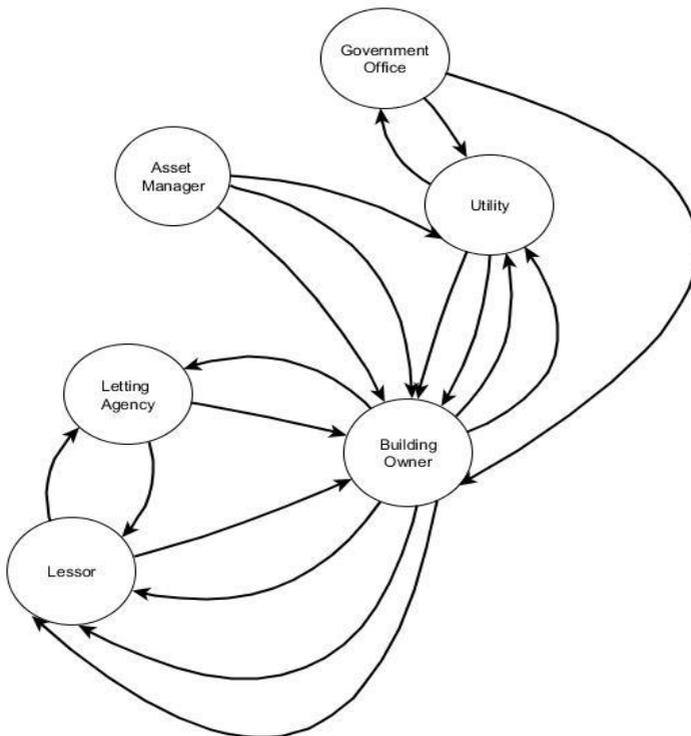


Example 6.1 continued

Subsequently, CA as President of the expanded group, with the original business model as a basis, sketched out a modified version in order to present to staff the outline of an enlarged range of contributing organisational roles.

One purpose was to identify and formulate how a new sustainability concept could be realised in practice by co-evolving new products and services that meet updated industry standards and help retain the company's industry leadership. The new roles and formal value transactions involved an enlarged business ecosystem shown below. The deliverables are not shown for confidentiality reasons.

Once the new configuration becomes established, the informal value transactions will emerge to support the operations.



According to the President, exposure to the VES approach would help any practitioner to systematically expose, expand, and act upon the domain of value creation for themselves, their organisations, and for their customers, and in his case map an integrated approach to sustainability in the contracting value network space.