VALUEVIEW®

MAKING WORK MORE VALUABLE

Making work meaningful

Individual Report

MEASUREMENT OF EFFICIENCY OPPORTUNITY

Customer/Client Company

Marketing Specialist

John Smith

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About ValueView®

ValueView® is a method of measuring the profitability of tasks, positions (jobs) and departments. Profitability is defined as the relation between the value created in a particular position to the costs related by that position. What is evaluated is not the people involved, but the value, costs and time taken to complete the tasks they perform.

The ValueView® is divided into three phases:

1. Description of the tasks
2. Evaluation of the tasks by the beneficiaries
3. An economic analysis of the created value

The following profitability report contains a summary of the results of the evaluation process. The data and information we relied on when preparing this report are given in individual reports.

This report is divided into the following parts:

1. A table with a summary of the profitability information for the evaluated position. This table helps you compare the different tasks, their profitability and the value they contribute to the organisation.

2. A list of the profitability indicators and comments from the beneficiaries to each of the tasks. This information can be used to analyse, prioritise and optimise the tasks.

The ValueView® evaluation uses input from the evaluated organisation. Consequently, the reliability and accuracy of the results of the evaluation depends on the accuracy of the input received from the organisation. The ValueView® methodology uses a number of embedded data control mechanisms. However, it is impossible to eliminate all errors or inaccuracies. For this reason, we recommend that the evaluation should be carried out on a regular basis (at least annually) or that the initial evaluation should be repeated at least once. The results of the second evaluation will be more reliable, as the people participating in the evaluation will normally make fewer mistakes in the process.

The results that follow are given only for the parameters described in the report and should not be relied on when making any personnel and/or business decisions. Any conclusions from the evaluation should be placed within a wider business context, taking into account other factors affecting the value of the evaluated positions and the strategic usefulness of the positions.

Indicators for the participant

Sufficiency Index™	99 %
Importance Index™	80 %
Fit Index™	-34 %
General recommendation	Invest with caution

Consolidated results

Marketing Specialist

Task (Time)	Efficiency opportunity	Recommendation
Ad hoc financial reports (20%)	20%	Invest decisively
Data for MSE analysis (10%)	13%	Invest with caution
Demand weekly analysis for all products (25%)	8%	Tailored to the needs
Visiting Clients 5/week (15%)	-13%	Optimize with caution
DRE database - updated monthly (10%)	-20%	Optimize decisively
Monthly marketing reports (15%)	-77%	Optimize decisively

Detailed list of the results for tasks

Task: Ad hoc financial reports

Beneficiary	Importance	Sufficiency	Comment
Controller	extremely low	extremely low	I suggest to review content with all beneficiaries. Some parts should be reduced
Analyst	as expected	as expected	The content and the timing is perfect. Suggest improve graphic layout and the cover

Task: Data for MSE analysis

Beneficiary	Importance	Sufficiency	Comment
Controller	as expected	extremely low	-
Ziutek Cylorz	as expected	extremely high	Second part of the MSE report to be reduced. No need for daily reporting of MMG dynamics

Task: Demand weekly analysis for all products

Beneficiary	Importance	Sufficiency	Comment
Coordinator	extremely low	extremely low	We need all market data in one spreadsheet.
FGB Company	very low	very low	We need more data for European market. The content to be agreed.
Analyst	very low	very high	-

Task: Visiting Clients 5/week

Beneficiary	Importance	Sufficiency	Comment
Logistic supervisor	as expected	very low	I suggest to review content with all beneficiaries. Some parts should be reduced
Sales Manager	as expected	extremely high	-

Task: DRE database - updated monthly

Beneficiary	Importance	Sufficiency	Comment
Analyst	as expected	very high	Good job!

Task: Monthly marketing reports

Beneficiary	Importance	Sufficiency	Comment
Management Board	extremely low	very high	I suggest to review content with all beneficiaries. Some parts should be reduced
Logistic supervisor	not helpful	not helpful	-

Key

Efficiency Opportunity - an algorithm connecting a given task value and the cost of its performance. Neutral efficiency opportunity = 0%. The efficiency opportunity of the evaluated tasks does not take the efficiency opportunity of the whole company into account.

Recommendation
This is generated automatically, using the ValueView® algorithm. An 'invest' recommendation means that the organisation will benefit from allocating more resources and giving more attention to certain tasks. An 'optimise' recommendation means the reducing the number of tasks or positions is justified by the beneficiaries' reduced requirements and will be profitable for the organisation. Due to the risk of errors in job descriptions or the inaccuracy of beneficiaries' evaluations, we recommend that the evaluation be repeated. Each subsequent evaluation will provide more reliable results and help the organisation to calibrate its processes internally.

Importance measures the importance (is combination of usefulness and priority) of a given task or tasks from the point of view of the beneficiaries and their aims.

Sufficiency measures the engagement level (is time consumption) of the given task or tasks performed in the job against the expectations and needs of their beneficiaries, as perceived by the beneficiaries. Low sufficiency means that not enough time is spent on the task(s). Low sufficiency indicates a high efficiency opportunity of the given task.

Fit Index™ is a measurement of the suitability of the job to the company's needs. Fit Index™ is always expressed in negative values. Values from 0% to 15% mean a high level match of the job to the company's needs. The lower the level of the index, the higher the level of mismatch. Low values of Fit Index™ (below 25%) indicate the necessity of restructuring.

Time – participant's [%] time dedicated to the particular task

Notes

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