

Value Mediation Method: a short introduction

Henk van Latesteijn & Sander Mager



I'm never sure what's coming next, but I'm an open minded person and I welcome any challenge.

/ Sarah Polley

Welcome

- Henk van Latesteijn
- Sander Mager

Value Mediation Partners (NL)



Why are you here?

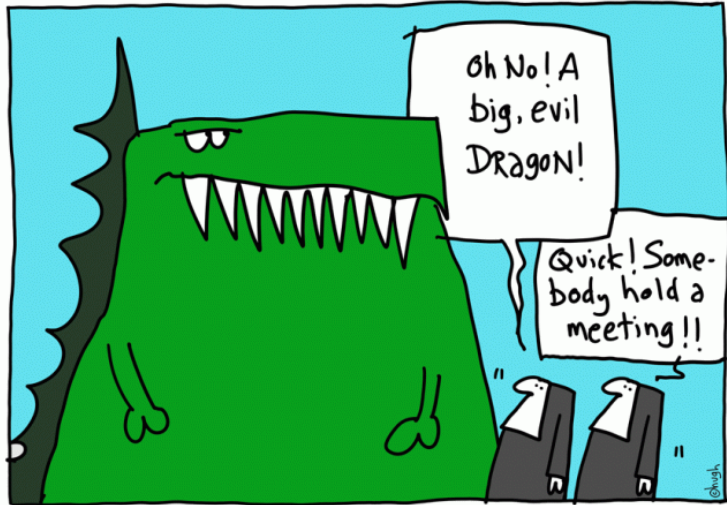


WICKED PROBLEMS

AgroFood: Values in conflict!?



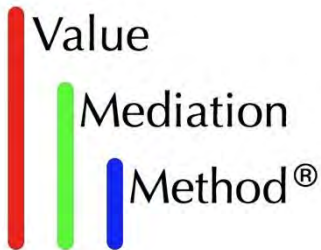
What to do?



What to do?

or....

something new, something different: the Value Mediation Method



Value Mediation Method

Because:

- you realize that there is no 'best practice' for your challenge, so you have to learn your way to a new solution
- you realize that you cannot do this alone need to work with new partners, not only in your value chain, but also in your broader network, to co-create this solution
- you realize that co-creation also means to respect the values of others, so you have to look for complements in stead of trade-offs.

An Example: Rondeel eggs



Context: laying hen sector

- Sector under societal, governmental and economic pressure: ban on cage systems, consumers demand animal comfort and animal welfare
- Very low prices, very low margins
- As economy of scale continues, most innovation is focused towards agribusiness
- More frequent bio-security scares focuses popular opinion away from agribusiness



Innovation: Rondeel



Doing this better → Doing better things



A new technological design

Doing this better → Doing better things



Unique packaging



Doing this better → Doing better things



Unique transparency

What makes Rondeel unique?

- The participatory research
- The technological design
- The attractive packaging
- The environmental performance
- The transparency to consumers
- The innovative business case

But more-over

- The cooperation between very unlikely allies
- The co-creation approach



Rondeel's innovative approach

- Turn away from cost-price strategy and focus on 3P value creation
- Map out which stakeholders can make/brake a new value proposition
- Invite your friends and your 'enemies' to turn their criticism into design criteria
- Use all these design criteria to-create a design
- Create a 'coalition' that is able to turn a design into a viable business case
- Learn from each other about what is needed to make the business case a success
- Invest in your own 'currency ' to jointly build the success

What challenges are you faced with?

Value Mediation Method: Five Steps to Co-create



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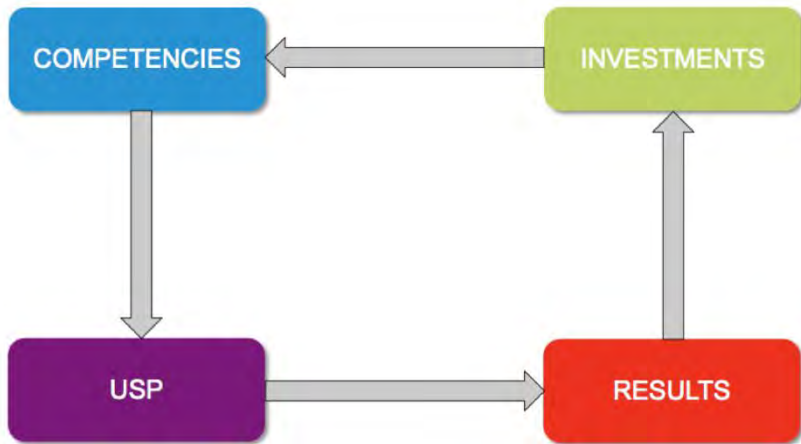
/ Sarah Polley

Why do we need a 'method'?



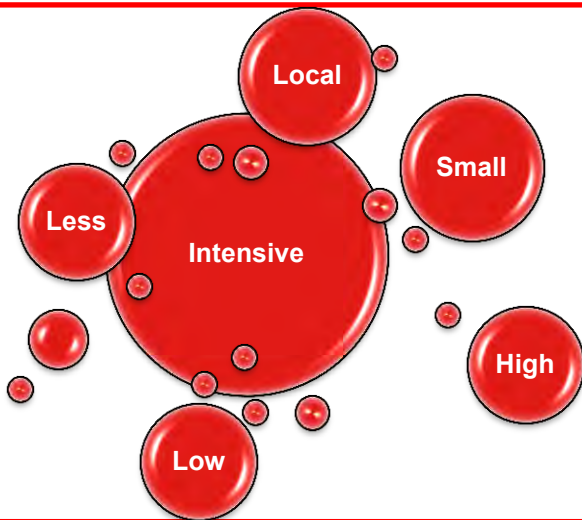
Using a
method
increases the
probability of
success

Using the Value Mediation Method?



Invest in the
right assets
to produce
what makes
you unique

CONTEXT: 'Wicked' problems



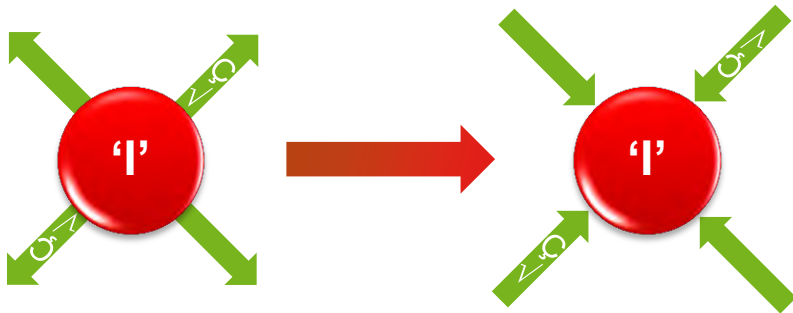
KEY QUESTIONS:

- Conceptual complexity?
- Social complexity?
- No applicable best-practices?

STEP 1: From “I” toward “We”

*‘There is nothing insignificant in the world. It all depends on the point of view.’
/ Johann Wolfgang Von Goethe*

STEP 1: Identify common 3P challenges



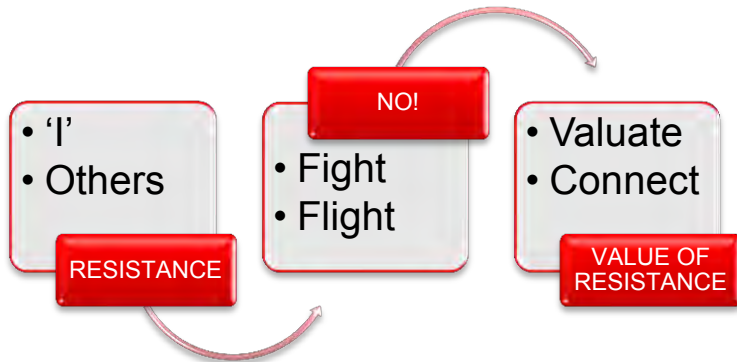
KEY QUESTIONS

- Do you recognize different perspectives?
- Is there a need to collaborate with others to identify all perspectives?

STEP 2: Transform resistance into design criteria

'The path of least resistance is the path of the loser.'
/ H.G. Wells

STEP 2: Identify promising coalitions



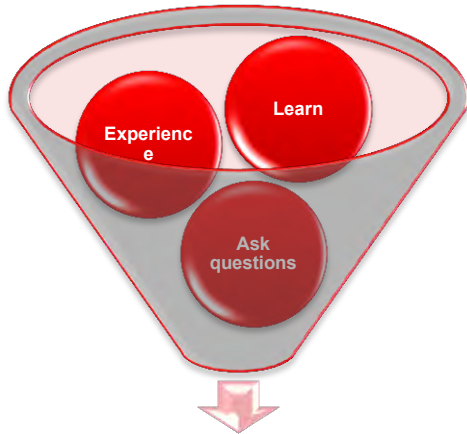
KEY QUESTIONS

- Do you recognize the value of resistance?
- Are you willing to translate judgments into constructive contributions to a collaborative process?

STEP 3: Seeing through the eyes of others

'The desk is a dangerous place from which to view the world.'
/ John le Carré

STEP 3: Forging coalitions



Shared ambition

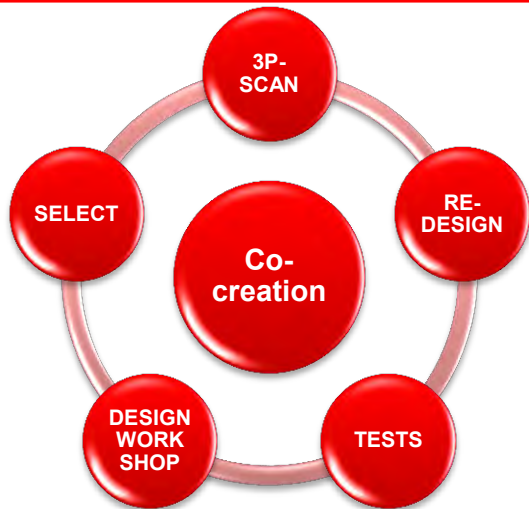
KEY QUESTIONS

- Do new connections lead to identifying new opportunities?
- Do we have shared business ideas that can turn opportunities into reality?

STEP 4: Collaborative 're-design'

'Nobody's perfect, but a team can be.'
/ Meredith Belbin

STEP 4: From business ideas to business case



KEY QUESTIONS

- Are 3P values connected to stakeholders' incentives?
- Does the business case inspire investments?

STEP 5: Ongoing improvement

'Excellent firms don't believe in excellence – only in constant improvement and change.'
/ Tom Peters

STEP 5: Ongoing development and Innovation



KEY QUESTIONS

- Do **K**nowledge institutions improve their reputation?
- Do **E**ntrepreneurs realize continuity?
- Are **N**GO's respected on the societal agenda?
- Do **G**overnments attain the political goals?

Hand-out

Value Mediation Method: Five Steps to Co-create

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MORE INFORMATION

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