



Blueprint of a World-Class Revenue Operating System

I. Nascent

II. Emerging

III. Established

IV. Progressive

V. World-Class

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Value Strategy	Value Definition/ Articulation	Value lacks common definition or execution	Value is well-defined, but at a level of operational complexity that makes it hard for non-specialists to execute	Value is simplified to (a set of) framework(s) which guide reps and customers through a value-based conversation	Simplified, common framework for value exploration is embedded in all customer-facing human and digital interactions	Every commercial activity has "value designed in," so getting better at that activity equals getting better at value
	Targeting Criteria for Value Interactions	Select accounts based on individual sales/customer success rep's short-term priorities, needs, and skills	Most strategic or important customer accounts/opportunities based on capacity of centralized value team	All customers who engage through a human channel (e.g., sales/success/service rep)	All customers irrespective of whether they interact with company through human or digital channels	Entire organizational ecosystem, including prospective and current customers, channel partners, and other providers
	Scope of Organizational Capability	Ability to articulate value is a skill isolated among a small number of individual reps or specialists	Value is an "expert-level" skill housed in a specialist team	Value as a common front-line capability	Value as an organizational discipline	Value is automated and becomes "invisible"
	Objective of Value Engagement Strategy	Individual buy-in from customer/prospect "senior decision maker" or "economic buyer"	"Collection of yes's" from key customer/prospect stakeholders in buying group	"Collective yes" from prospect/customer stakeholder buying group	"Collective yes" from prospect/customer buying group, implementation team, and user community	"Collective yes" from prospect/customer buying group, implementation team, and user community, plus buy-in from partner ecosystem
Value Execution	Executive Sponsorship of Value	Notional support for "articulating customer value"	C-suite officer or senior exec oversees value center of excellence	Chief Revenue/Commercial/Customer Success Officer champions clear discipline of value management	Entire commercial executive team champions clearly articulated discipline of value management, spanning marketing, sales, customer success, account management, customer experience, revenue enablement, and customer service	Chief Executive Officer prioritizes clearly articulated discipline of value management as central pillar of organizational strategy
	Timing of Value Engagement	Supplier engages customers reactively to prevent opportunity/account loss	Supplier engages customers proactively with value in one part of the customer lifecycle (usually renewal)	Supplier engages customers proactively with value at multiple points across customer lifecycle	Supplier engages customers across entire lifecycle as part of one ongoing value conversation	Value is always on, providing a truly self-service experience
	"Value Discussion Lead"	Individual expert (e.g., rep, SME, sales engineer)	Center of excellence/value engineering team	Frontline sales/customer success reps lead customer collaboration	Suppliers, Customers, and Partners co-create value articulation	Digital experience guides customers through value experience with rep support
	Incremental organizational Support for Value-Based Conversations	No organizational support	Centralized "value team"	Sales enablement and manager coaching	Marketing content and digital experiences	Self-guided digital value exploration (e.g., frameworks, KPIs, benchmarks)
	Value "Engagement Form Factor"	VALUE AS PRODUCT Value articulation is "delivered" to prospect/customer as a "product" (e.g., ROI, LTV, TCO document)	VALUE AS PROPOSAL Value articulation is "proposed" to prospect/customer as an output of an internal analysis, designed to elicit feedback	VALUE AS EXPERIENCE Value articulation is determined collaboratively by supplier and prospect/customer based on experience	VALUE AS EXPERIENCE Value articulation is determined collaboratively by supplier, prospect/customer, and partners based on shared experience and third-party research	VALUE AS EXPERIENCE Value articulation is guided by AI/algorithm and collaboratively adjusted by supplier, prospect/customer, and partners both synchronously and asynchronously in common digital "room"
	Value Technology	No purpose-designed value tool	Purpose-built value tool used to generate customer-facing value modeling	Purpose-built value platform built to facilitate supplier-customer agreement and tracking of value	Purpose-built value platform built to facilitate supplier-customer exploration of value dimensions	Purpose-built value platform that prescribes value dimensions
	Value Management Archive	Isolated presentation decks, spreadsheets, and tribal knowledge	Central supplier repository for value calculations, value drivers, KPIs, benchmarks, and examples	Customer-facing repository of value calculations, benchmarks, examples, and case studies	Customer-facing repository of value calculations, benchmarks, examples, case studies segmented by stakeholder, industry, company size, geography, etc.	Ecosystem-facing repository of value calculations, benchmarks, examples, case studies cuttable by stakeholder, industry, company size, geography, etc.
Value Tools & Resources	Incremental Source of Value "Discovery"	Sales/customer success rep experience	Benchmarks and research	Supplier-Customer collaboration	Commercial insight	Artificial intelligence



Your Value Made Clear