WHERE VALUE LIVES

EXECUTIVE IMPLEMENTATION TOOL

Joint Innovation Value Loop Canvas

A practical discipline for defining, testing, evidencing, governing and learning from innovation with the customer.

SUPPORTING CHAPTER 20

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How to Use This Canvas

Use this canvas jointly with customer and supplier stakeholders. Begin with the customer's world, not the supplier's product roadmap. Move through the stages in sequence, but loop back whenever evidence changes the picture. The aim is recognised value and useful learning — not innovation theatre.

CORE PRINCIPLE
Innovation is not defined by how exciting it sounds to the supplier. It is defined by what changes for the customer.

Working discipline

ROOT — Connect the opportunity to customer context.

INVOLVE — Include enough of the stakeholder system to create relevance and adoption.

TEST — Use the smallest experiment that can teach something meaningful.

EVIDENCE — Collect what the customer would recognise, not merely what is easy to present.

DECIDE — Scale, adapt, pause or stop according to evidence.

LEARN — Turn every experiment into relationship memory and account-plan improvement.

Evidence discipline

DIRECT EVIDENCE	Observed data, behaviour, feedback or decision.
REASONABLE INFERENCE	Several signals support the view, but it remains unconfirmed.
ASSUMPTION	A belief that the experiment must test.
UNKNOWN	Information neither side currently possesses.

The Joint Innovation Value Loop

The loop keeps innovation connected to the customer’s world, tests ideas through evidence and prevents enthusiasm from outrunning recognised value. Use this page as the live executive summary.

1. Customer context	**6. Small experiment**
2. Value opportunity	**7. Evidence of change**
3. Stakeholder relevance	**8. Customer recognition**
4. Idea generation	**9. Scale or stop**
5. Feasibility and risk	**10. Mutual learning**

Current innovation judgement

Customer change being pursued
Value currently recognised
Most important assumption
Next evidence point
Current decision: explore / test / scale / adapt / pause / stop
USE A loop is iterative. Return to context, stakeholders or feasibility whenever new evidence changes the case.

1. Customer Context

Strategic innovation starts with the customer's priorities, pressures and changing conditions — not with what the supplier wants to promote.

STAGE 1 QUESTION
What is changing in the customer's world?

Context signal	Why it matters now	Evidence / source

Why this customer, issue and timing?
Strategic priority this connects to
What is becoming harder or more important?
Where value is being lost, delayed or trapped
What happens if nothing changes?
Customer language we should preserve

DECISION TEST
Can we explain why this matters to this customer now without mentioning our product?

2. Value Opportunity

State the desired change in customer terms. Avoid disguising a supplier capability as a customer outcome.

STAGE 2 QUESTION
Where might new or improved value be created?

Possible value	Beneficiary	Recognition evidence

Customer outcome or change sought
Who benefits and how?
Current baseline or starting condition
Value currently lost, delayed or trapped
Connection to customer strategy
Plain-language opportunity statement

DECISION TEST
Does the statement describe a meaningful change in the customer’s world?

3. Stakeholder Relevance

Innovation needs a stakeholder home. Involve enough of the system to create relevance, sponsorship, practical adoption and credible recognition.

STAGE 3 QUESTION
Who would care, benefit, resist, approve, adopt or measure this?

Stakeholder / role	Interest or protected outcome	Contribution	Concern / risk

Executive sponsor and strategic owner

Users or people whose behaviour must change

Value beneficiaries

Approvers and investment defenders

Likely sceptics or resistors

Who will recognise and measure success?

DECISION TEST
Have the people who will make the idea real had enough influence on its design?

4. Idea Generation

Generate possibilities only after establishing relevance. Three grounded ideas are more useful than thirty ideas floating elegantly in space.

STAGE 4 QUESTION
What plausible routes could create the value?

Possible route	Value logic	Dependencies	Novelty H/M/L

Customer ideas and experience

Supplier capabilities or insight

User and operational input

Relevant patterns or examples

AI-supported possibilities requiring human review

Ideas deliberately excluded and why

DECISION TEST
Are we exploring genuine routes to value, or presenting the product roadmap in a party hat?

5. Feasibility and Risk Test

Respect reality early. Feasibility does not kill ambition; it identifies what ambition requires and makes risk visible, proportionate and governable.

STAGE 5 QUESTION
What would make this possible, difficult or unwise?

Assumption / constraint	Evidence	Risk H/M/L	Mitigation / test	Owner

Customer readiness and capacity
Supplier delivery capability
Data, technology and integration
Culture, behaviour and adoption
Governance, regulation and security
Budget, timing and commercial constraints
Non-negotiable stop conditions

DECISION TEST
Are the material assumptions and risks explicit enough to design a safe experiment?

6. Small Experiment

Small means learnable, not trivial. Design an experiment that tests a real assumption and is meaningful enough to create evidence.

STAGE 6 QUESTION
What is the smallest useful way to test the idea?

Experiment element	Design decision	Owner	By when

Primary assumption being tested
Scope: region, team, process, workflow or journey
Participants and users
Baseline and comparison point
Duration and review date
Customer-side and supplier-side commitments
Conditions that would stop the experiment

DECISION TEST
Is the experiment small enough to manage and meaningful enough to teach?

7. Evidence of Change

Collect evidence, not decoration. Evidence may confirm, refine, challenge or kill the idea; all four outcomes can create useful learning.

STAGE 7 QUESTION
What changed, and how do we know?

Measure / observation	Baseline	Result	Source	Confidence

Before-and-after picture

User or customer experience

Observed behaviour or adoption

Operational, financial or risk change

Unexpected value or unintended consequence

Assumptions confirmed, challenged or still unknown

DECISION TEST
Would the customer regard this evidence as credible and relevant?

8. Customer Recognition

Recognition is the test. Different stakeholders may recognise different forms of value, so capture their judgement honestly and in their language.

STAGE 8 QUESTION
Does the customer recognise the value?

Stakeholder	Value recognised	Evidence / words used	Confidence

User recognition

Operational recognition

Financial or commercial recognition

Executive and strategic recognition

Procurement or risk recognition

Sceptic concerns addressed or remaining

Value created but not yet recognised

DECISION TEST
Can relevant customer stakeholders say what changed and why it matters?

9. Scale, Adapt, Pause or Stop

Govern the decision through evidence rather than enthusiasm. Stopping a weak idea early protects attention and prevents a larger mistake.

STAGE 9 QUESTION
Should we expand, adapt, pause or end the innovation?

SCALE	ADAPT	PAUSE	STOP

Decision and rationale
Evidence supporting the decision
Risks and conditions for the next stage
Customer readiness to continue
Supplier investment and commercial case
Decision owner and date
Communication required

DECISION TEST
Does recognised value, manageable risk, readiness and mutual return justify further attention?

10. Mutual Learning

Turn experience into relationship memory. Even an idea that does not scale can improve trust, judgement and future innovation if learning is captured and used.

STAGE 10 QUESTION
What have both organisations learned?

Learning	Implication	Owner	Where captured

What the customer learned
What the supplier learned
What the joint team learned about working together
Assumptions that changed
What should be repeated or avoided
Account-plan, stakeholder-map or governance updates
Knowledge that must be shared and with whom

DECISION TEST
Has the relationship become smarter, not merely busier?

Innovation Governance Record

Good governance gives innovation a spine: cadence, ownership, evidence review and a real decision path. Exciting is not a status.

Innovation owner
Customer-side action owner
Supplier-side action owner
Executive sponsor
Review cadence and next review date
Decision authority
Connection to the living account plan

Decision and evidence log

Date	Evidence reviewed	Decision	Rationale	Owner	Next review

GOVERNANCE STANDARD
Every review should improve a decision, remove a barrier, authorise a test, allocate attention or stop unproductive work.

Mutual Value and Commercial Logic

Strategic innovation must connect to mutual value. The customer should benefit clearly, while supplier investment earns a legitimate and sustainable return.

Customer value

Recognised customer benefit
Beneficiaries
Evidence and timing
Value protected during change

Supplier value

Legitimate supplier return
Investment required
Learning or capability gained
Commercial conditions for scaling

Mutuality check

Contribution	Customer provides	Supplier provides	Owner	By when

COMMERCIAL TEST
If the customer receives measurable value and the supplier earns appropriate return for creating it, the relationship becomes stronger and investment becomes sustainable.

Leadership Summary and 90-Day Actions

Innovation opportunity in one sentence
Why it matters now
Value hypothesis being tested
Most important stakeholder and adoption issue
Strongest evidence currently available
Greatest risk or unresolved assumption
Current decision and next review date

90-day mutual action plan

Action	Customer outcome	Mutual contribution	Owner	By when	Evidence of progress

FINAL STANDARD
Innovation should help the customer see their world more clearly, test a meaningful possibility, create credible evidence and make a stronger decision — whether the final answer is scale, adapt, pause or stop.