

WHERE VALUE LIVES

Chapter 2 Companion Resource

CONTEXTUAL VALUE WORKBOOK

Translate universal value principles into this customer's context, at this moment.

"The truth is universal. The expression of the truth is contextual."

Fred Mills, Where Value Lives

Chapter 2 argues that customers may be pursuing the same underlying goal - best value - while defining and recognising that value very differently. Use this workbook with one real account to identify how value is being expressed in that customer's world.

Fred Mills, FCIM, MBA

1. The Best Value Lens

Start with one proposition, product, service or initiative. Do not ask whether it is valuable in general. Ask what 'best value' could mean to this customer, in this situation.

Customer context	What they may be trying to gain	What they may be trying to avoid	Evidence we have

Best value prompts

- What are the customer's current priorities, pressures and constraints?
- What would make this decision feel safer, easier, faster or more defensible?
- What might procurement call value? What might users call value? What might senior leaders call value?
- What does the customer have to give up - money, time, risk, effort, political capital or flexibility?

What does 'best value' appear to mean to this customer right now?

2. The Blue Tablet Test

The Chapter 2 story contrasts the supplier's trained value story with the doctor's recognised value. Use the same discipline on your own offer.

Our supplier story	What the customer may actually care about	How we could test this

Recognition check

Complete these sentences:

We think the quality is in...

The customer may recognise quality in...

We think the value is...

The customer may experience value as...

The thing we may be overlooking because it seems too simple is...

3. Universal Truth, Contextual Expression

A useful principle can remain true while its expression changes by customer, stakeholder and moment. Use this page to translate broad supplier claims into customer-specific meaning.

Universal principle / broad claim	What it means in THIS customer's context	Evidence or customer language
Reliability		
Quality		
Speed		
Risk reduction		
Flexibility		

The language test

Rewrite one of your standard value statements without using supplier-centred phrases such as 'leading', 'innovative', 'best-in-class', 'customer-centric' or 'trusted partner'.

Original supplier statement:

Customer-context version:

4. The Quality Recognition Test

Technical excellence matters, but it becomes commercial value only when the customer recognises why it matters. Test one important capability below.

Capability / feature	What have we built, delivered or become good at?
Technical quality	Why do we believe it is objectively strong?
Customer consequence	What changes for the customer because of it?
Recognised quality	How would the customer describe the value in their own words?
Proof	What evidence shows that they actually recognise it?

Gap diagnosis

Where is the biggest gap between our quality story and the customer's recognition of it?

5. This Customer, This Context, This Moment

Finish by turning the chapter into an account-team action. Keep the answer specific and evidence-based.

The customer is currently trying to achieve:

The customer is currently trying to avoid:

Their definition of best value appears to include:

The stakeholder whose definition of value we understand least is:

One supplier assumption we should stop treating as fact is:

One piece of customer evidence we need is:

The next conversation we need to have is:

Final question: What does best value mean to this customer, in this context, at this moment?

Companion resource for Chapter 2 of Where Value Lives

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