WHERE VALUE LIVES

Chapter 9 Companion Resource

VALUE EVIDENCE WORKBOOK

Move from supplier claims to customer-recognised evidence of value.

"A value proposition is what we say. Value evidence is what the customer can recognise."

Use this workbook with one live account, initiative or proposed solution. The purpose is not to make the value proposition sound better. It is to test whether the claimed value connects to the customer's context, can be observed or evidenced, and is recognised by the people whose judgement matters.

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1. From Claim to Customer Outcome

Start with the claims you currently make. Translate each one into the customer outcome it is supposed to create.

Our claim / proposition	Customer outcome it should create	Who in the customer should care?	Why now?

Challenge

Which claims are mainly descriptions of us rather than descriptions of a customer outcome?

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2. The Recognition Test

Value only matters commercially when the customer can recognise it. For each proposed outcome, define what recognition would actually look like.

Proposed customer value	What would change?	How could the customer notice it?	Who would recognise it?

If nothing observable changes for the customer, what exactly are we asking them to value?

3. Build the Evidence Chain

Separate assertion from evidence. Trace the logic from customer context to outcome and then to proof.

Customer priority / pressure	Our contribution	Expected outcome	Evidence / measure	Evidence owner

Evidence quality

Mark each item as: Direct customer evidence / Jointly observed evidence / Supplier evidence / Inference / Assumption.

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4. Whose Value Is It?

The same initiative can create different value for different stakeholders. Map those differences rather than assuming a single organisational definition of value.

Stakeholder	What matters to them?	Value they may recognise	Evidence they would trust	Possible objection

Where could one stakeholder's value create cost, risk or inconvenience for another?

5. Before, During and After

Value evidence becomes stronger when a baseline exists. Capture what can be observed before the intervention, while it is happening and after the outcome emerges.

Measure / observation	Before: baseline	During: leading evidence	After: outcome evidence	Source

Evidence gap

What should we measure now because it will be impossible to reconstruct credibly later?

6. The Customer Recognition Conversation

Do not wait until renewal or negotiation to discover whether the customer recognised the value. Prepare a conversation that tests recognition without putting words in the customer's mouth.

What has changed from your perspective?

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Which outcomes have mattered most?

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Where have you seen less value than expected?

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What evidence do you use internally to judge success?

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Who else has experienced the impact differently?

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What would make this more valuable next time?

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7. One-Account Value Evidence Plan

Decision	Your answer
Customer / initiative	
Customer priority we are addressing	
Value claim we need to prove	
Customer-recognised outcome	
Baseline evidence	
Outcome evidence	
Stakeholders whose recognition matters	
How and when we will validate recognition	
Evidence owner	
Next review date	

Final question: If the customer challenged us to prove the value we claim to create, what evidence could we put on the table today?

Companion resource for Chapter 9 of Where Value Lives

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