



THE VALUE-LED GROWTH MATURITY MODEL

A Framework for Winning in the Outcome Economy



VALUE AND THE OUTCOME ECONOMY

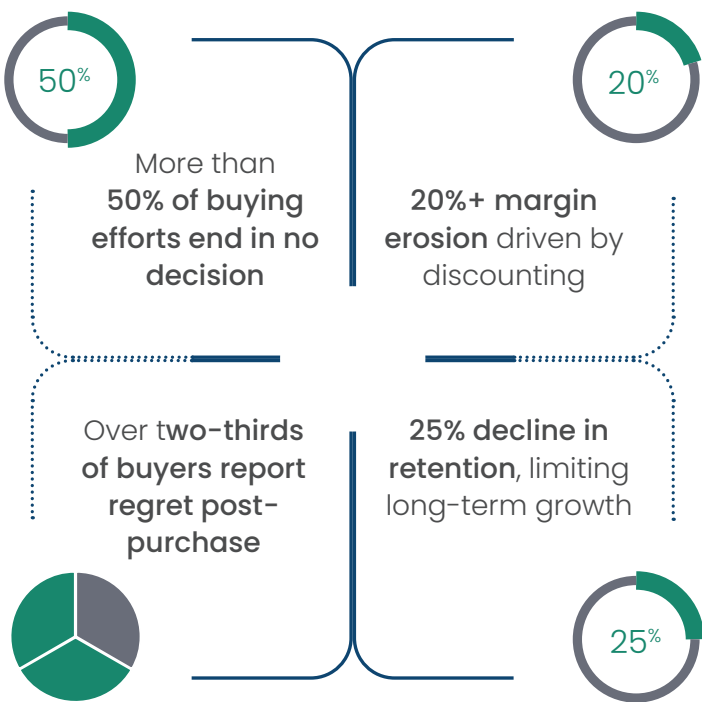
B2B growth has shifted. Most organizations already understand the importance of value, but far fewer have operationalized it as a **consistent, cross-functional discipline across the customer lifecycle**.

Today, value is not just about quantification in sales. It must span:



The challenge is not awareness. It is execution.

Benchmark data and market trends reveal a clear pattern



In practical terms, this creates a compounding effect. Pipeline conversion weakens, deals shrink or stall, and even closed revenue fails to expand. What appears to be a pipeline or performance issue is, in reality, a **breakdown in how value is communicated, activated, and realized across the lifecycle.**

This is the core problem: **Value is being introduced, but not consistently operationalized.**

At the same time, external pressures are increasing:

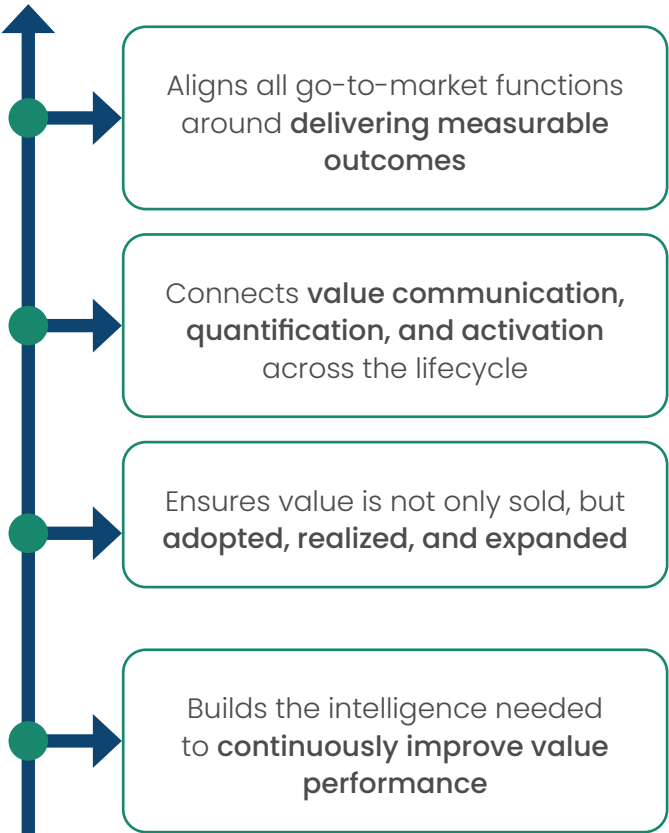
- Buying groups are larger and more risk-averse
- CFO scrutiny requires clear financial justification
- Customer acquisition costs continue to rise
- Growth increasingly depends on retention and expansion



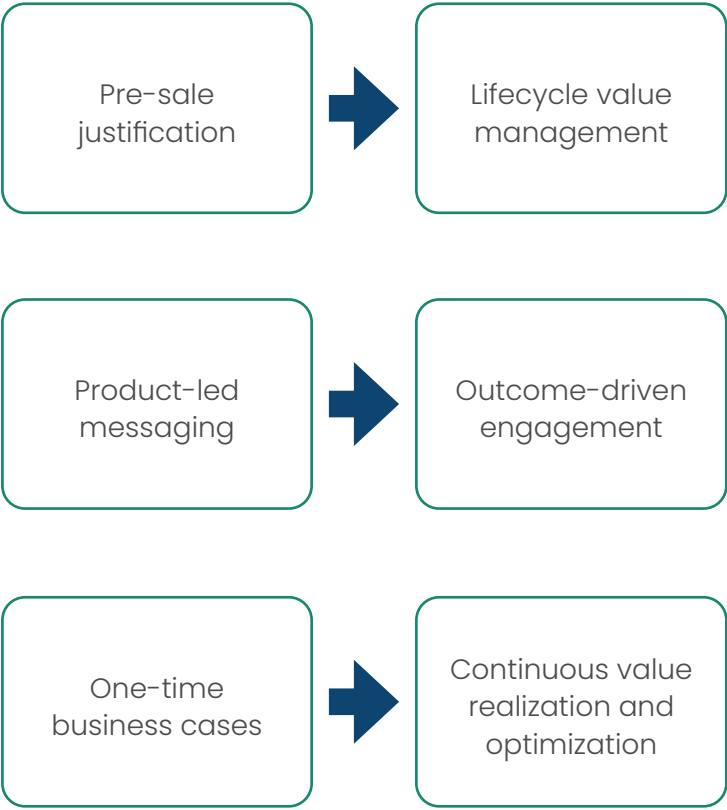
// This is the reality of the **Outcome Economy**, where success is defined not by what is sold, but by the **value that is proven and delivered** over time.

THE VALUE-LED GROWTH IMPERATIVE

To compete in this environment, organizations must move beyond isolated value initiatives and adopt a **Value-Led Growth model**, one that:



This requires a shift from



THE OPPORTUNITY

Organizations that make this shift unlock significant impact:

- Higher win rates and larger deal sizes
- Faster sales cycles
- Stronger retention and expansion
- More predictable, sustainable growth

The Value-Led Growth Maturity Model provides the framework to make this transition, helping organizations assess where they are today and define the path to operationalizing value across the entire revenue lifecycle.

THE VALUE-LED GROWTH MATURITY MODEL

To address the Value Gap, organizations must do more than improve messaging or build occasional ROI models. They must operationalize value as a **repeatable, cross-functional discipline** that shapes how they attract buyers, engage stakeholders, justify decisions, and drive customer outcomes across the lifecycle.

The Value-Led Growth Maturity Model is built around three core pillars that make this possible: **Value Communication, Value Quantification, and Value Activation.**

Together, these pillars of Value-Led Growth define how organizations express value, prove value, and mobilize value in action.



VALUE COMMUNICATION

Establish a clear, shared understanding of customer pain, impact, and desired outcomes through structured messaging and storytelling that aligns stakeholders around why change matters.



VALUE QUANTIFICATION

Translate customer challenges and desired outcomes into credible financial and operational impact, enabling business cases, prioritization, and confident decision-making.



VALUE ACTIVATION

Operationalize value by enabling teams and customers to consistently apply value messaging, models, and use cases in real interactions, driving adoption, execution, and outcomes.

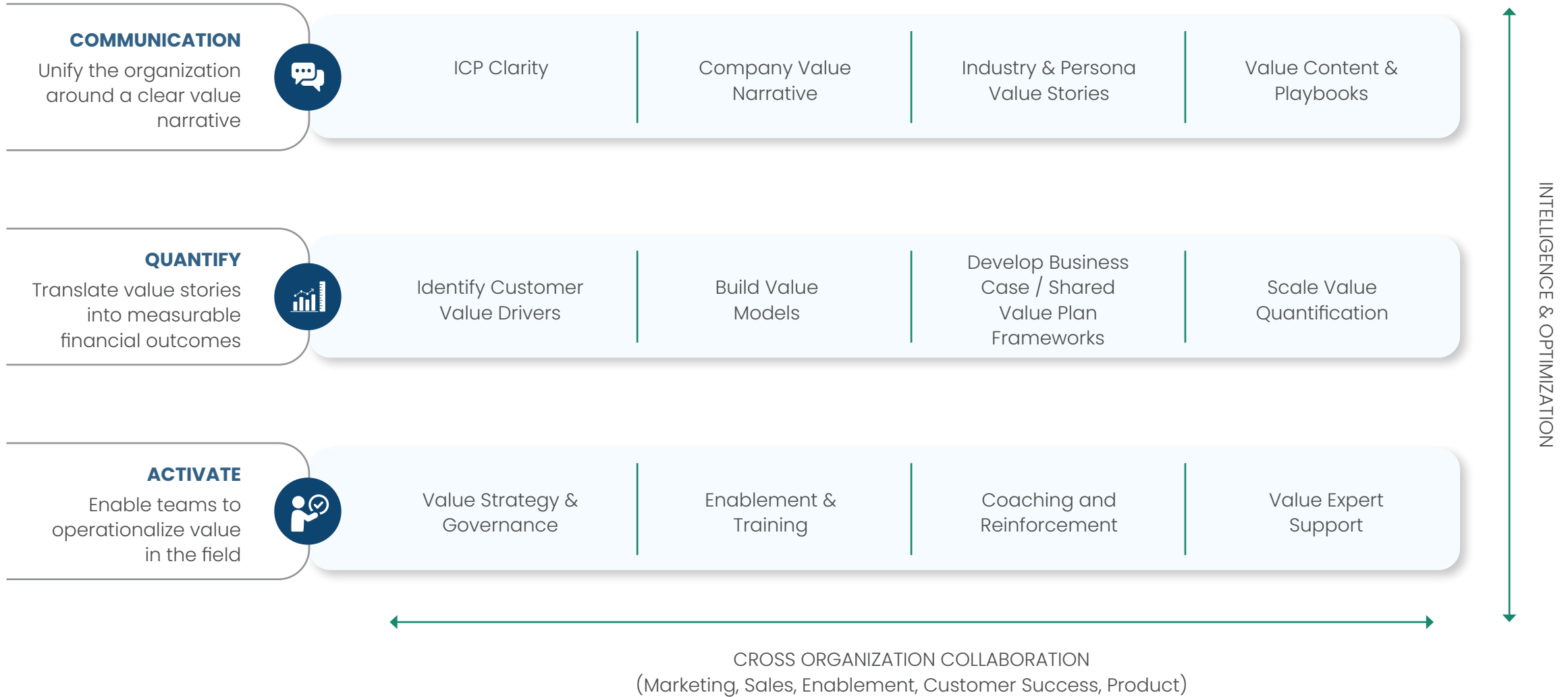
A Connected System Across the GTM Organization and Customer Lifecycle

These three pillars are not isolated activities. They form a continuous system that must work across the GTM organization and Customer Lifecycle:

- **Attract (Marketing)** uses Value Communication to create relevance and Value Quantification to support claims with benchmarks, evidence, and measurable impact.
- **Engage and Sell (Sales)** combines Value Communication and Value Quantification to uncover pain, estimate impact, build business cases, and align stakeholders around a compelling case for change.

- **Retain and Expand (Customer Success)** uses Value Activation to drive adoption and productive use, while Value Quantification tracks expected and realized outcomes to support renewal, growth, and executive engagement.

When these pillars work together, organizations create continuity from first message to business case to adoption and measurable outcomes. That is the foundation of Value-Led Growth.



THE MATURITY MODEL: ADVANCING FROM REACTING TO ORCHESTRATING

The Maturity Model: Advancing From Reacting to Orchestrating

The Value-Led Growth Maturity Model provides a structured path for organizations to evolve from inconsistent, product-centric execution to a fully integrated, value-driven growth engine. At its core, the model answers a fundamental question:

How systematically does your organization communicate, quantify, and deliver value across the entire customer lifecycle?

For most organizations, value is not absent, it is simply unmanaged, appearing in isolated moments rather than embedded capabilities.

The maturity model defines a progression from reactive efforts to a coordinated, strategic discipline spanning marketing, sales, customer success, and leadership.

This shift reflects the move to an outcome-driven economy, where buyers demand measurable impact and growth depends on retention, expansion, and proven results.





VALUE COMMUNICATION

Articulate value
across the customer
lifecycle



VALUE QUANTIFICATION

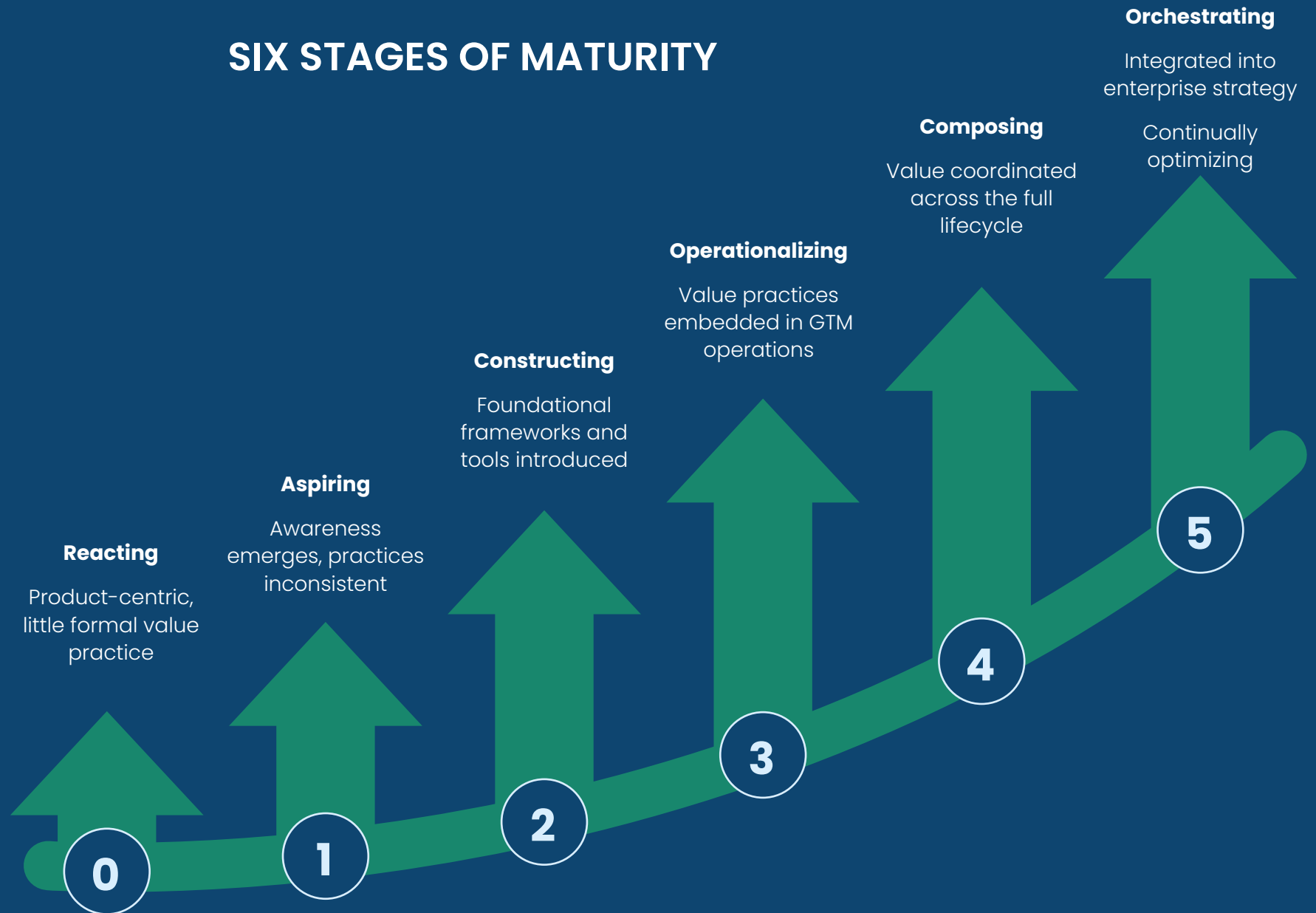
Measure and prove
business impact in
financial terms



VALUE ACTIVATION

Drive adoption, realization,
and expansion at every
stage

SIX STAGES OF MATURITY



THE MODEL DEFINES SIX LEVELS OF MATURITY.

01

REACTING

At the Reacting stage, value is not intentionally defined, owned, or managed. Efforts to communicate or quantify value occur only when triggered by external pressure, such as deal risk, competitive threats, or renewal challenges.

Execution is sporadic and inconsistent, with no shared belief that value is a core growth discipline. Organizations remain largely product-centric, relying on ad hoc efforts rather than structured approaches.

Value exists, but only as a reaction, not a strategy.

02

ASPIRING

At the Aspiring stage, organizations recognize that value-led growth matters and begin to articulate intent, goals, or early frameworks.

However, execution remains inconsistent and fragmented. Progress is driven by individual champions rather than repeatable processes, systems, or governance. Messaging and ROI conversations begin to emerge, but lack standardization and scale.

This stage is defined by awareness without operational clarity.

03

CONSTRUCTING

At the Constructing stage, organizations actively build the foundational components required for value-led growth.

Processes, tools, content, training, and metrics are developed and piloted. Value begins to show up in specific teams or use cases, particularly in marketing and sales.

However, coverage and consistency remain limited. Value is present, but not yet embedded across the organization or delivering measurable, repeatable impact.

This is the transition from intent to capability.

“ We react to value when forced.

“ We want to be value-led.

“ We are building the pieces.

03

OPERATIONALIZING

At the Operationalizing stage, value-led practices are consistently applied across core teams and lifecycle stages.

Expectations are defined, enablement is in place, and value increasingly informs planning, decision-making, and execution. Business cases, outcome messaging, and value tracking become part of standard workflows.

Importantly, value extends beyond pre-sales into post-sale activities, where outcomes begin to be tracked and reinforced. While results still vary, value is now **repeatable and scalable**.



We operate with
value in mind

04

COMPOSING

At the Composing stage, value-led growth is embedded into how the business runs.

Value is integrated into governance, operating rhythms, systems, incentives, and performance management. Ownership is clear, and cross-functional alignment ensures continuity across marketing, sales, and customer success.

Organizations track results and continuously improve based on insights and outcomes. Value is no longer a set of practices, it is part of the operating model.

This represents the shift from execution to integration.



Value is how we
operate

05

ORCHESTRATING

At the Orchestrating stage, organizations synchronize value across functions using data, feedback loops, automation, and strong cross-functional alignment.

Value-led growth becomes predictive, continuously optimized, and deeply embedded into strategy and execution. Advanced analytics and AI are used to refine messaging, improve decision-making, and maximize lifecycle value delivery.

Value is not just delivered consistently, it is **continuously improved and scaled**, creating sustained competitive advantage.



We continually
optimize value at scale

BRINGING IT TOGETHER

Progressing through these levels is not about achieving perfection in a single function. It is about building **connected capabilities across the three core pillars of Value-Led Growth success**.

VALUE-LED GROWTH CATEGORIES

Value-Led Growth is not a single function or initiative. It is a multi-dimensional operating model that aligns strategy, people, processes, technology, and continuous improvement.

The model is built on interconnected capabilities that define how organizations communicate, quantify, and activate value across the lifecycle, with clear progression in maturity within each area.

Individually, these capabilities drive incremental improvement. Together, they form **a scalable system for delivering measurable outcomes and sustained growth.**



PROCESS: STRATEGY & GOVERNANCE

Assesses how intentionally Value-Led Growth is defined, owned, and reinforced at the leadership and operating-model level.

It evaluates whether value is embedded into corporate strategy, go-to-market planning, and performance management, or treated as an informal initiative without clear ownership or accountability.

Guiding question:

Is value-led growth a leadership discipline or just a set of good intentions?



PROCESS: PEOPLE

Evaluates whether the organization has the skills, roles, capacity, and incentives required to consistently deliver and realize value.

It includes training, coaching, enablement, and role clarity across marketing, sales, and customer success, as well as whether teams are equipped to communicate, quantify, and activate value in real-world interactions.

Guiding question:

Do our people actually know how to create, communicate, and prove value?



PROCESS: ATTRACT

Focuses on how effectively value is used to attract the right buyers and shape demand early in the customer journey.

It assesses whether marketing and demand generation efforts are centered on differentiated outcomes, industry relevance, and quantified impact, or primarily focused on product features and brand positioning.

Guiding question:

Are we attracting buyers because of clear, differentiated value or just features and brand?



PROCESS: ENGAGE

Examines how well value is used to drive meaningful discovery, stakeholder alignment, and momentum during the buying process.

It evaluates the organization's ability to uncover business pain, quantify impact, and help buyers understand both the urgency and the magnitude of change.

Guiding question:

Do buyers clearly understand their problem, the impact, and why change matters now?



PROCESS: SELL

Assesses how consistently value is used to justify decisions, pricing, and deal progression.

It focuses on the use of business cases, ROI models, and executive value narratives to build consensus and support confident decision-making, especially in complex buying environments.

Guiding question:

Do deals close because the value is undeniable or because we discount and hope?



PROCESS: RETAIN & EXPAND

Evaluates whether value continues to be delivered, measured, and expanded after the sale.

It examines how well organizations track realized outcomes, communicate value back to customers, and use that foundation to support renewals, growth, and deeper engagement.

Guiding question:

Do customers renew and expand because they can prove value or just because switching is hard?



PROCESS: TOOLS, DATA & TECHNOLOGY

Focuses on how effectively tools, data, and AI are used to enable, scale, and optimize value-led growth across the lifecycle.

It includes the systems and platforms that support value storytelling, ROI modeling, customer value tracking, and cross-functional integration.

Guiding question:

Do our tools, data, and AI make value easier, faster, and more consistent or do they just create more complexity?



PROCESS: INTELLIGENCE & OPTIMIZATION

Assesses how effectively the organization turns data into actionable insight to measure performance, guide decisions, and continuously improve value delivery.

It evaluates whether organizations have the feedback loops needed to understand what is working, predict outcomes, and optimize value communication, quantification, and activation over time.

Guiding question:

Do we use data to proactively drive and improve value performance, or are we just reporting on what already happened?

FROM FRAGMENTATION TO INTEGRATION

Across these capabilities, a consistent pattern emerges.

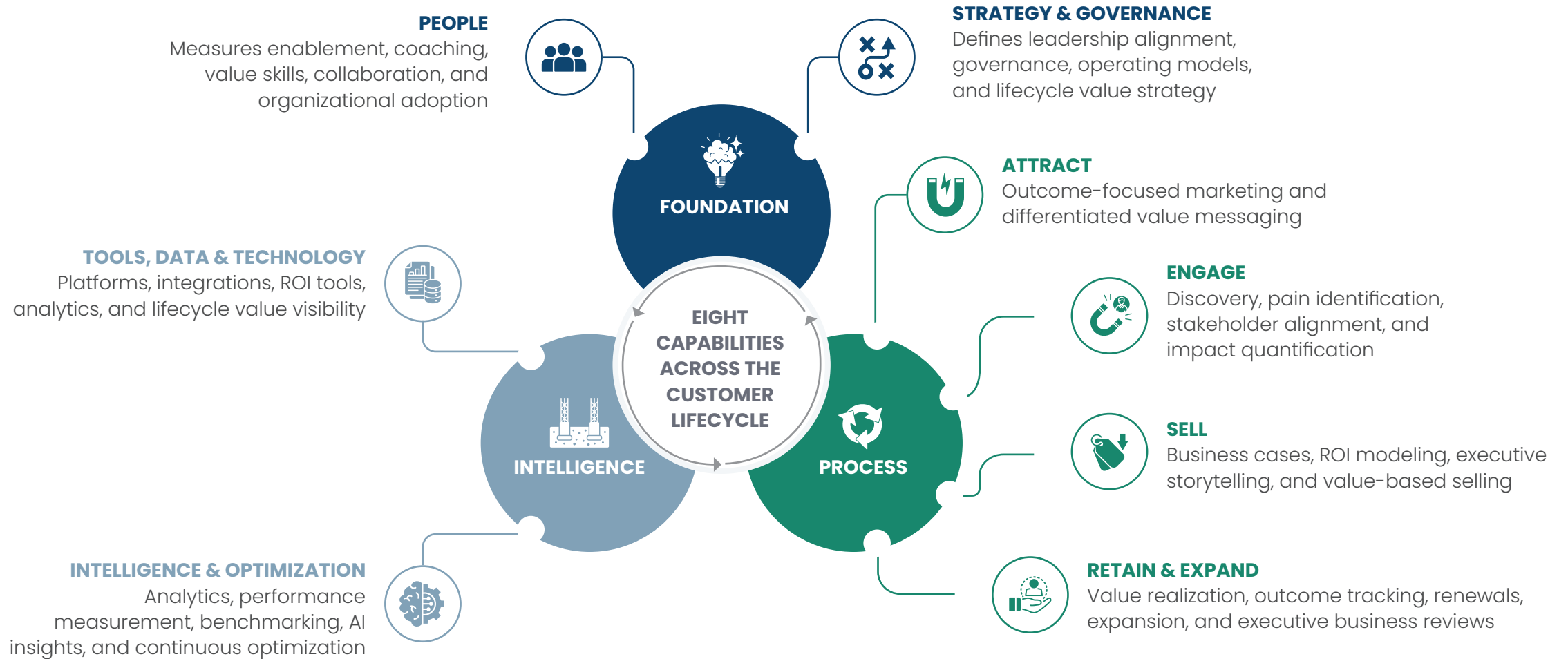
At lower maturity, capabilities are fragmented, manual, inconsistent, and dependent on individuals.

At higher maturity, they become integrated, embedded in operating processes, scaled through technology, and continuously optimized through data and intelligence.

The power of the Value-Led Growth model lies not in any single capability, but in how they operate

together as a unified system across **Communicate, Quantify, and Activate**.

When aligned, organizations move beyond selling products to consistently delivering, proving, and expanding measurable customer value at scale.



WHAT THE DATA REVEALS: ORGANIZATIONS STUCK IN PARTIAL MATURITY

Benchmark data across 122 organizations provides a clear and sobering view of where most companies stand in their Value-Led Growth journey:

- Overall maturity: 2.1 (Constructing)
- Strongest areas: Attract (2.9), Sell (2.7)
- Weakest areas: Retain & Expand (1.5), Intelligence & Optimization (1.3)

At first glance, these results suggest progress. Many organizations have moved beyond reactive behaviors and are beginning to establish

foundational capabilities in value communication and early-stage quantification.

However, the data reveals a deeper structural issue:

Value is strongest at the point of sale, and weakest where it matters most, in adoption, realization, and continuous improvement.

Radar chart showing:

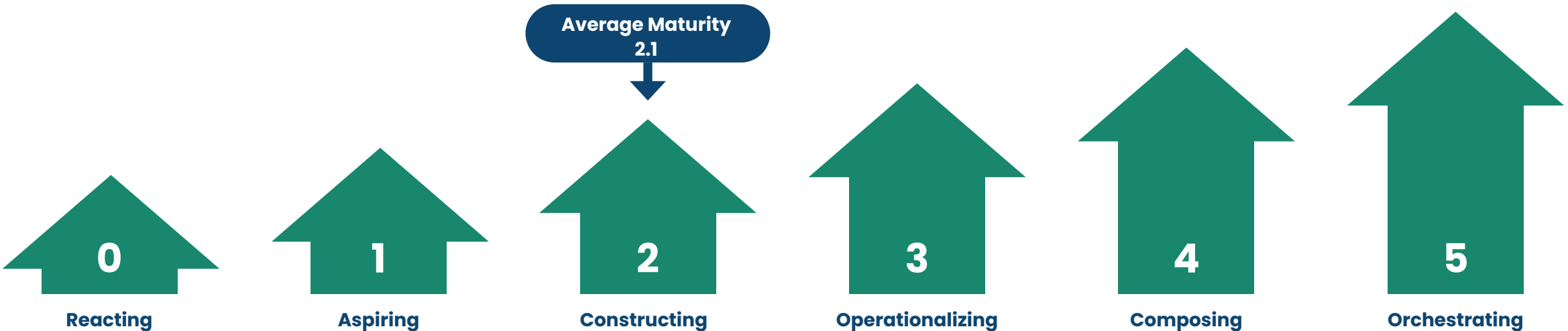
- High: Attract, Sell
- Low: Retain & Expand, Intelligence

THE FRONT-LOADED VALUE PROBLEM

Higher maturity in **Attract and Sell** shows organizations are improving how they communicate and justify value early in the customer journey. Marketing is more outcome-oriented, and sales increasingly uses value narratives and business cases to meet buyer expectations for outcomes, ROI, and proof.

However, this progress is uneven.

Organizations are improving how they **position value**, but not how they **operationalize it beyond the deal**.



THE LIFECYCLE BREAKDOWN: ACTIVATION, REALIZATION, AND INTELLIGENCE

The sharp drop in **Retain & Expand (1.5)** and **Intelligence & Optimization (1.3)** reveals a systemic breakdown across three areas:

1. Activation: Value Is Not Put Into Action

Value is often not translated into consistent usage and behavior.

- Customers buy into the business case, but key use cases are not fully adopted
- Teams lack the enablement and accountability to drive value-based adoption
- Value is presented and modeled, but not embedded into execution

This creates a gap between **what is promised and what is actually used**.

2. Realization: Value Is Not Measured or Reinforced

Even when adoption occurs, value is not consistently tracked or communicated.

- Expected outcomes are not systematically measured post-sale

- Reviews focus on activity or usage, not quantified impact
- Customers are not regularly reminded of delivered value

As a result, value becomes invisible over time, **weakening renewals and expansion**, especially in an environment of increased ROI scrutiny.

3. Intelligence & Optimization: Value Is Not Improved

Most organizations lack the feedback loops to refine value delivery.

- Limited visibility into which value approaches drive outcomes
- Weak correlation between value practices and revenue performance
- Minimal cross-functional learning between marketing, sales, and customer success

Without this layer, value remains **static rather than continuously optimized**.

A System That Does Not Connect

Taken together, these gaps point to a fundamental issue:

Most organizations have built early-stage value capabilities, but they have not built a connected value system.

- Value Communication is improving in marketing and sales
- Value Quantification is emerging in deals
- Value Activation is inconsistent
- Value Realization is under-measured
- Intelligence & Optimization are largely absent

This lack of connection prevents value from compounding across the lifecycle. Instead, it resets after the deal, forcing organizations to “re-sell” value at renewal rather than building on it.

FROM INSIGHT TO ACTION: USE CASE RECOMMENDATIONS BY MATURITY

Understanding your maturity level is only valuable if it leads to action.

The Value-Led Growth Model not only provides a method for assessing current maturity, but clear guidance on **what to do next**, based on where your organization is today. While every organization's path will vary, the pattern of progression is consistent:

Early Stages (Reacting → Aspiring)

Focus: Establishing Awareness and Direction

Organizations at this stage should prioritize:

- Defining a **clear vision for value-led growth**
- Identifying **executive sponsorship and ownership**
- Introducing **basic value messaging and ROI concepts**
- Building early momentum through **champions and pilot efforts**

At this stage, the goal is not perfection, it is **alignment and intent**.

Foundational Stage (Constructing)

Focus: Building the Core Capabilities

Organizations should focus on:

- Developing **standardized messaging frameworks and value narratives**
- Introducing **business case methodologies and ROI models**
- Launching **structured enablement programs and playbooks**
- Establishing **initial tools and content to support value delivery**

This is where value transitions from idea to **repeatable capability**, though still uneven in execution.

Scaling Stage (Operationalizing)

Focus: Driving Consistency Across the Lifecycle

Organizations should:

- Embed value into **GTM processes and operating rhythms**

- Standardize **value discovery, business case development, and customer value tracking**
- Scale **training, coaching, and certification across teams**
- Integrate tools to support **lifecycle value communication and measurement**

At this stage, value becomes **consistent and scalable**, rather than isolated.

Integration Stage (Composing)

Focus: Connecting Value Across Functions

Organizations should:

- Align value delivery across **marketing, sales, product, and customer success**
- Connect **expected and realized value across the lifecycle**
- Use **data and insights** to refine messaging and strategy
- Embed value into **governance, incentives, and performance management**

This is where value becomes a **system, not just a practice**.

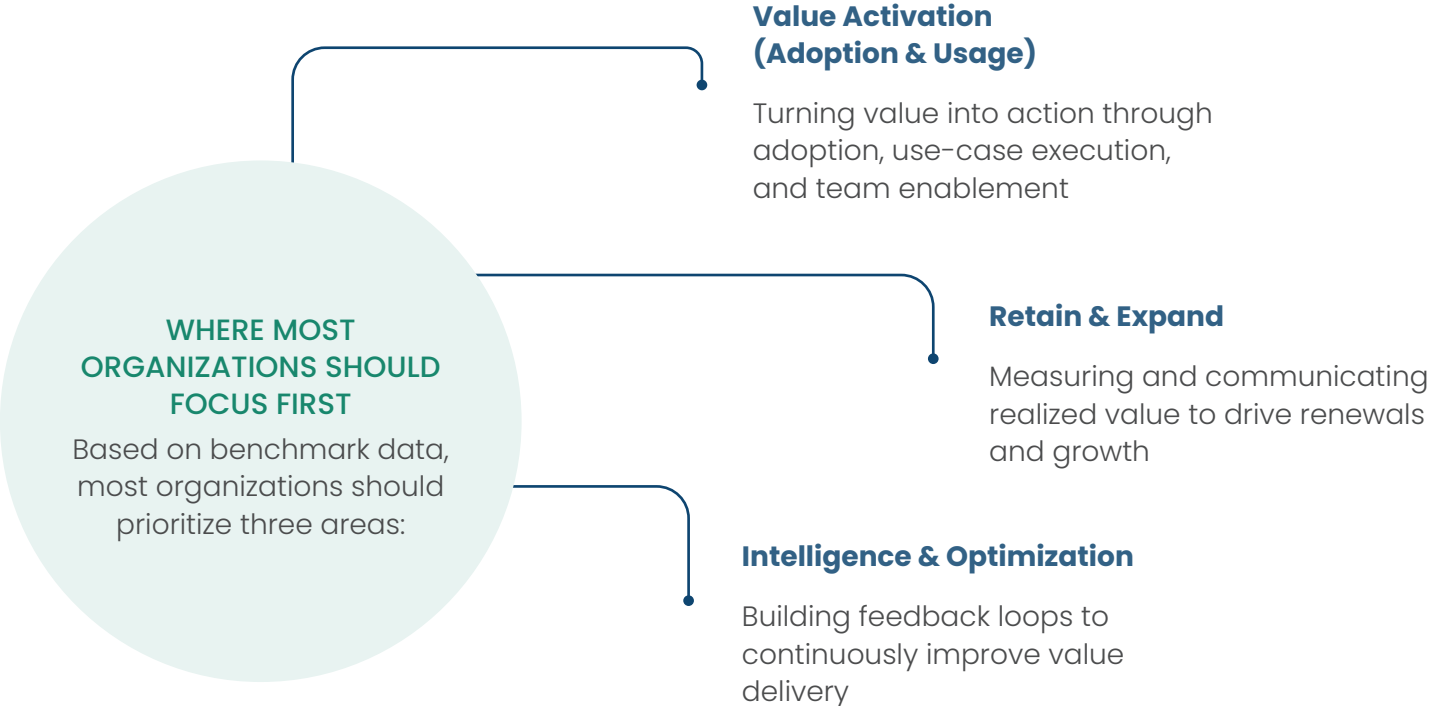
Optimization Stage (Orchestrating)

Focus: Continuous Improvement and Competitive Advantage

Organizations should:

- Leverage **advanced analytics, AI, and predictive insights**
- Continuously optimize value communication, quantification, and activation
- Use **value intelligence to guide strategy, investment, and growth decisions**
- Orchestrate value delivery across the full customer ecosystem

At this stage, value becomes a **self-reinforcing growth engine**.



These areas represent the **largest gaps and the greatest opportunity for impact**.

WHAT HIGH-MATURITY ORGANIZATIONS DO DIFFERENTLY

Organizations that reach higher levels of Value-Led Growth maturity do not simply execute better, they operate differently.

They move beyond isolated improvements in messaging or sales execution and instead adopt a fundamentally different operating model, one that is centered on delivering, measuring, and expanding customer value across the entire lifecycle.

At this level, value is not a tactic. It is the core mechanism through which growth is achieved.

Value Becomes the Organizing Principle

High-maturity organizations align all functions, marketing, sales, customer success, product, and leadership, around a shared objective: delivering measurable customer outcomes.

This alignment is not theoretical. It is embedded into:

- Go-to-market strategy and planning
- Messaging and positioning
- Sales processes and deal coaching

- Customer success motions and success planning
- Executive reporting and performance management

Rather than operating in silos, teams are connected by a common value framework that ensures continuity from first engagement through long-term partnership.

Quantification Is Standard, Not Situational

In lower-maturity organizations, business cases and ROI models are used inconsistently, often reserved for large or late-stage deals.

In high-maturity organizations, quantified value is a standard part of how decisions are made.

- The majority of deals are supported by clear, defensible business cases
- Financial impact is tailored to the customer's specific environment
- Stakeholders align around quantified outcomes early in the process

- Value models are refined collaboratively with the customer

This shifts the sales motion from persuasion to economic alignment, enabling stronger consensus across increasingly complex buying groups.

Realized Value Is Managed Like Revenue

One of the most important distinctions is how high-maturity organizations treat value after the sale.

They track realized value with the same rigor as pipeline and bookings.

- Expected outcomes are defined upfront and carried into post-sale execution
- Success metrics are tracked consistently across accounts
- Business reviews focus on quantified impact, not just activity or satisfaction
- Gaps between expected and realized value are identified and addressed early

This creates visibility and accountability, ensuring that value is not just promised, but delivered and recognized.

Customer Outcomes Drive Growth Strategy

In high-maturity organizations, expansion is not driven by product upsell or opportunistic selling.

It is driven by proven outcomes.

- Demonstrated value becomes the foundation for renewal conversations
- Expansion opportunities are tied to additional use cases and measurable impact
- Executive engagement is anchored in outcomes already achieved
- Growth strategies are informed by where value has been realized, and where more can be created

This transforms expansion from a sales motion into a natural progression of value delivery.

From Performance Gains to Competitive Advantage

High-maturity organizations do not win because they sell more effectively. They win because they deliver and operationalize value more completely.

They have built a system where:

- Value is clearly communicated
- Financial impact is credibly quantified
- Adoption is actively driven
- Outcomes are consistently measured
- Insights are used to continuously improve

This creates a compounding effect.

Each successful deal strengthens future messaging. Each realized outcome fuels expansion. Each insight improves the next engagement.

Over time, value becomes a self-reinforcing growth engine, one that is difficult for competitors to replicate.

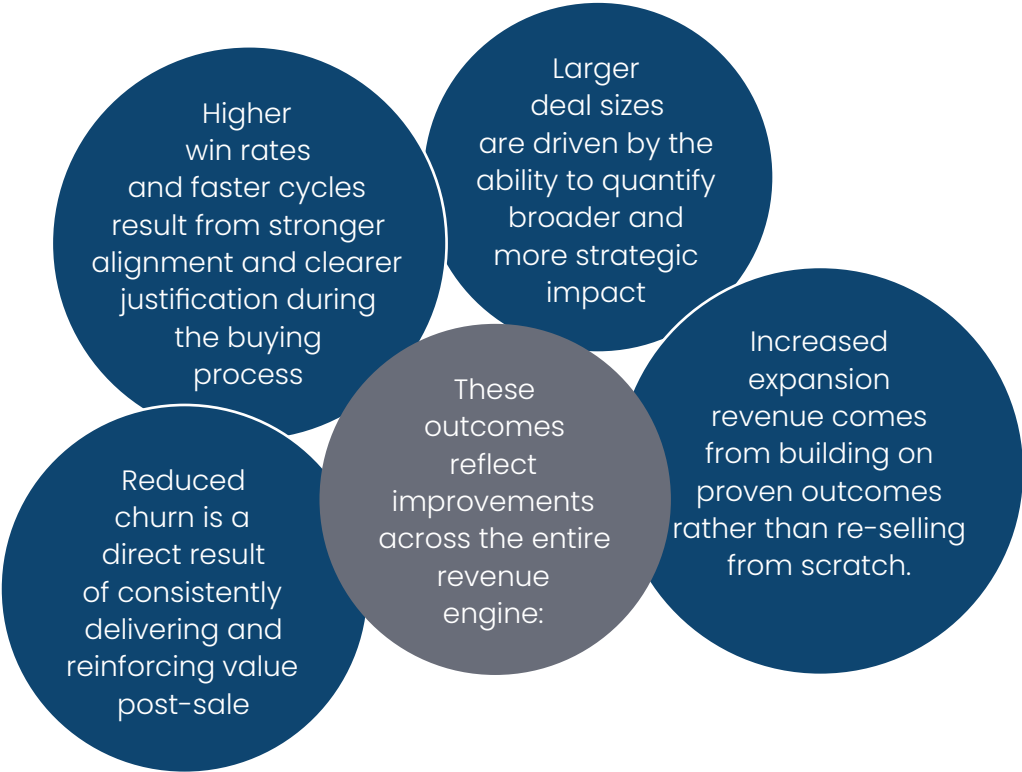
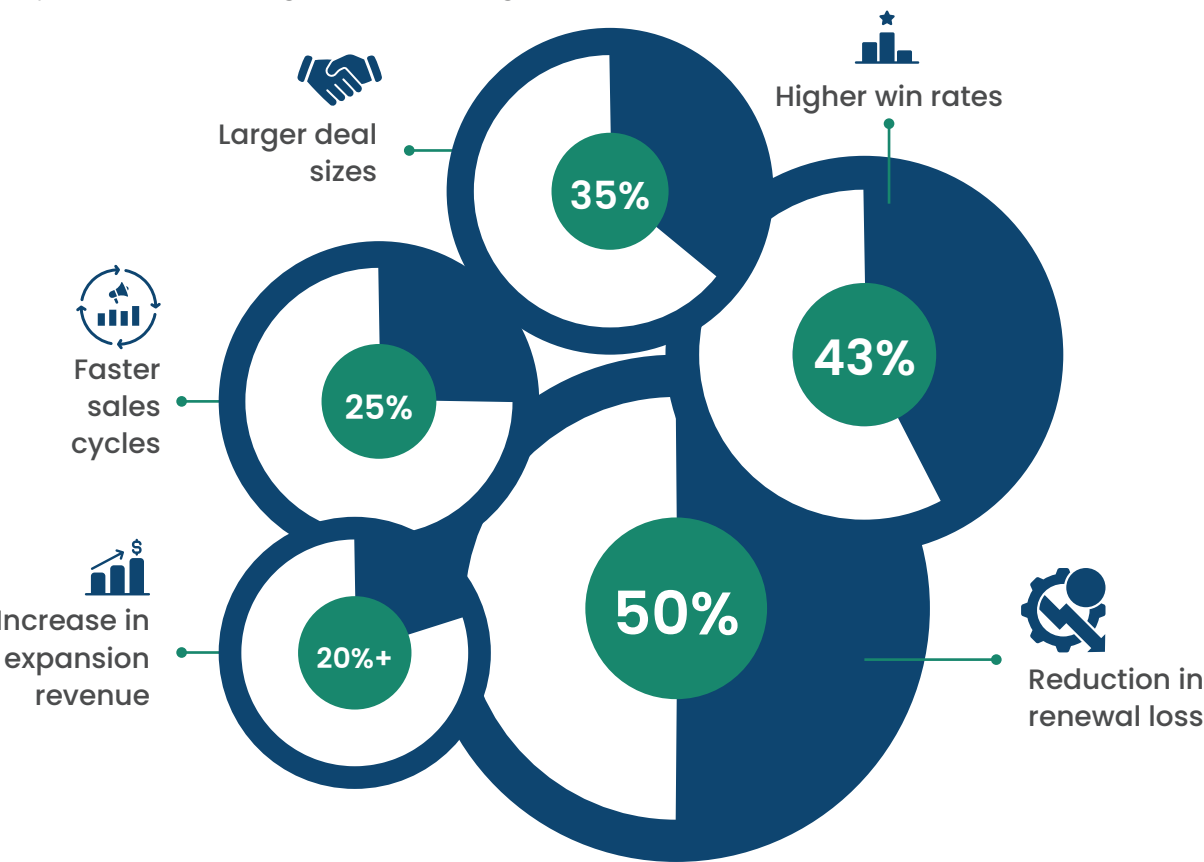
In a market defined by rising acquisition costs, increased scrutiny, and a growing emphasis on outcomes, this distinction is decisive. Value is no longer just a differentiator. It is the foundation of sustainable growth.



THE MEASURABLE OUTCOMES OF VALUE-LED GROWTH

The shift to a value-led operating model is not just conceptual, it delivers quantifiable business results.

Organizations that adopt value-led approaches have demonstrated significant impacts to revenue growth, including:



A more complete set of Outcome measures are highlighted in the Appendix.

FROM ASSESSMENT TO ACTION

The Value-Led Growth Maturity Model is not just a diagnostic tool, it is a **blueprint for transformation**.

Most organizations already recognize the need to improve how they communicate, quantify, and deliver value. The challenge is knowing **where to start, what to prioritize, and how to operationalize change across the business**.

This is where the model becomes actionable. It provides a structured way to move from intuition to insight, and from insight to execution.

01

Assess Your Current State

Evaluate your organization across Value Communication, Quantification, Activation, lifecycle execution, and supporting capabilities. This provides a clear view of your maturity, highlighting strengths and the gaps limiting growth.

02

Benchmark Against Peers

Compare your performance to the market to identify where you lead or lag, especially across pre-sale vs. post-sale capabilities. This reveals blind spots and clarifies what higher maturity looks like.

03

Prioritize What Will Drive Impact

Focus on the highest-impact gaps, particularly Retain & Expand, Value Activation, and Intelligence & Optimization. These areas consistently represent the greatest opportunity for revenue growth and performance improvement.

04

Operationalize Value Across the Business

Embed value into messaging, sales processes, and customer success motions to drive consistent execution. This is where value becomes a repeatable, scalable system rather than isolated efforts.

TAKE THE NEXT STEP

Most organizations are on the journey, but few have a clear roadmap.

The **Value-Led Growth Maturity Assessment** provides a structured starting point to diagnose your maturity, benchmark against peers, and identify the highest-impact opportunities for improvement.

The question is not whether value matters, it is whether your organization is equipped to deliver it consistently and at scale.

Begin your assessment to understand where you stand and define your path forward.

Measure your maturity level with the Revenue Enablement Maturity Model Assessment

Is your revenue enablement strategy due for a health check? If you're not measuring your revenue enablement maturity, you're likely already behind.

Take our short 8-question Revenue Enablement Maturity Model Assessment to uncover your maturity level and unlock value-led growth opportunities. You'll receive a personalized report with actionable insights, capability gaps, and clear next steps to drive greater impact.

See where your organization stands on the maturity curve with our GTM maturity assessment today!

Maturity level progression

Reacting (0) to Orchestrating (5)

Maturity Level	Stage
0	Reacting
1	Aspiring
2	Constructing
3	Operationalizing
4	Composing
5	Orchestrating

TAKE THE RAPID SELF ASSESSMENT (POWERED BY MEDIAFLY) – CLICK HERE

SCHEDULE YOUR DEEP DIVE ASSESSMENT, USING THE QR CODE TO SET AN APPOINTMENT.

APPENDIX A: RAPID ASSESSMENT

Capability	Assessment Question	Reacting	Aspiring	Constructing	Operationalizing	Composing	Orchestrating
Strategy & Governance	How clearly defined and governed is your organization’s strategy for communicating, quantifying, and activating customer value across the revenue lifecycle?	No defined strategy for value communication, ROI modeling, or value realization. Messaging is product-centric and execution varies widely.	Leaders recognize the need for value-led growth. Early conversations about messaging frameworks, ROI methods, and value selling occur but governance is informal.	Initial strategy elements are defined. Messaging frameworks, ROI methodologies, and value realization concepts are documented but adoption is inconsistent.	Value strategy is embedded in GTM planning. Governance aligns marketing, sales, and customer success around standardized messaging, business case development, and outcome tracking.	Value-led growth is coordinated across the lifecycle. Governance integrates value communication, quantification, and realization into operating rhythms and planning cycles.	Value strategy is fully integrated into corporate strategy. Continuous measurement and cross-functional leadership ensure value is consistently communicated, quantified, and realized across the ecosystem.
People	How well are your teams aligned, trained, and supported to communicate value, quantify outcomes, and help customers realize measurable results?	Teams rely on product expertise rather than value skills. Training, coaching, and enablement for value storytelling, ROI modeling, or value realization are minimal.	Awareness of value selling grows. Some individuals champion value conversations or ROI models but training and coaching are inconsistent.	Structured training introduces value discovery, storytelling, and ROI modeling. Enablement provides early playbooks and tools for sellers and customer success teams.	Teams receive consistent training and coaching in value communication, business case creation, and value realization practices. Specialists support strategic opportunities.	Value capabilities are embedded across roles. Certification programs, coaching, and cross-functional collaboration reinforce value delivery across the lifecycle.	Value expertise is institutionalized across the organization. Continuous enablement, coaching, and leadership sponsorship ensure consistent value delivery from marketing through customer success.

PROCESS

Attract	How effectively do your marketing and demand generation efforts attract buyers through outcome-focused messaging and quantified value insights?	Marketing focuses primarily on product features and technical capabilities. Customer outcomes and quantified value are rarely communicated.	Messaging begins referencing business challenges and outcomes, but quantified value insights and supporting evidence are limited.	Outcome-focused messaging frameworks emerge. Marketing begins incorporating value narratives, case studies, and early benchmarks.	Demand generation consistently highlights measurable business outcomes supported by customer examples and quantified insights.	Marketing delivers differentiated value narratives supported by industry benchmarks, financial insights, and data-driven messaging.	Marketing continuously refines value narratives using market intelligence and analytics, attracting buyers with predictive insights into achievable outcomes.
Engage	How consistently do teams uncover customer pain, quantify business impact, and engage stakeholders in meaningful value conversations?	Discovery focuses on product needs rather than business impact. Value discussions and financial quantification rarely occur.	Some sellers explore business challenges but approaches vary widely and quantification is informal.	Structured discovery frameworks help identify pains and estimate value impact. Sellers begin using value narratives and ROI tools in conversations.	Teams consistently uncover business problems, quantify impact, and align stakeholders around measurable outcomes. Coaching reinforces value discovery behaviors.	Discovery is highly consultative. Teams collaborate with stakeholders to refine value hypotheses and build quantified transformation narratives.	Discovery is strategic and enterprise-focused. Teams align executives around quantified transformation initiatives and measurable strategic outcomes.
Sell	How effectively does your sales process use value storytelling and quantified business cases to build consensus and justify decisions?	Sales cycles rely on product demonstrations and pricing discussions. Business cases or ROI justification are rarely used.	Some deals include basic ROI calculations or anecdotal value stories, but usage depends on individual sellers.	Business case templates and storytelling frameworks are introduced. Enablement provides guidance on building ROI analyses for key opportunities.	Quantified business cases and executive value narratives are consistently used to support decisions and stakeholder alignment.	Value-based selling is embedded in the sales process with strong storytelling, financial modeling, and executive engagement.	Dynamic value modeling and executive storytelling guide decisions across complex buying groups and strategic transformation initiatives.

Retain & Expand	How consistently do you measure, communicate, and expand realized value with customers after the sale?	Customer success focuses on onboarding and support. Realized value and outcomes are rarely tracked or communicated.	Teams occasionally discuss outcomes or share success stories, but structured value realization practices are inconsistent.	Success plans begin referencing expected outcomes and value metrics. Some value reviews occur with key accounts.	Customer success consistently tracks outcomes, communicates realized value in reviews, and identifies expansion opportunities.	Value realization is embedded in the customer lifecycle with measurable outcomes driving renewal, growth, and executive engagement.	Continuous value realization management enables strategic partnerships and long-term growth driven by measurable customer outcomes.
Tools, Data & Technology	How well do your tools, data, and platforms support scalable value storytelling, ROI modeling, and customer value tracking?	Value work relies on spreadsheets, disconnected content, and manual analysis. Tools are not designed to support value practices.	Some teams experiment with ROI calculators or content tools, but systems are fragmented and adoption is limited.	Dedicated tools support value storytelling, ROI modeling, and content management for key deals or initiatives.	Integrated platforms support scalable value communication, business case development, and customer value tracking across teams.	Data integration enables lifecycle visibility into expected and realized value across marketing, sales, and customer success.	Advanced platforms and AI automate value insights, predictive modeling, and lifecycle value optimization.
Intelligence & Optimization	How effectively do you measure and improve the impact of value communication, quantification, and realization across the lifecycle?	Little visibility exists into whether value messaging or ROI models influence deals or customer outcomes.	Basic metrics such as activity or training participation are tracked but do not measure value effectiveness.	Early metrics track usage of value tools, participation in value programs, and business case development in deals.	Dashboards track adoption of value practices and correlate them with deal success, renewal, and expansion outcomes.	Analytics provide deeper insights into how value communication, ROI modeling, and realization influence revenue performance.	Advanced analytics and AI continuously optimize value messaging, quantification models, and value realization strategies across the lifecycle.

APPENDIX B: USE CASE RECOMMENDATIONS

Capability	Reacting	Aspiring	Constructing	Operationalizing	Composing	Orchestrating
Strategy & Governance	No formal value-led growth strategy. Messaging, ROI modeling, and customer outcome management occur inconsistently and without ownership.	Begin defining a vision for value-led growth. Identify executive sponsors and outline early frameworks for value storytelling and ROI justification.	Establish governance for value communication and quantification. Define messaging frameworks, business case methodologies, and lifecycle value objectives.	Embed value-led practices into GTM strategy and operating processes. Define standards for value messaging, ROI modeling, and customer value realization.	Align value strategy across marketing, sales, product, and customer success. Establish lifecycle value governance and continuous improvement processes.	Integrate value-led growth into corporate strategy and planning cycles. Governance continuously optimizes value creation, communication, and realization across the ecosystem.
People	Teams rely on product knowledge rather than value expertise. No formal training or coaching on value storytelling, ROI modeling, or value realization.	Introduce foundational enablement on value discovery and outcome-focused conversations. Identify internal champions for value selling.	Launch structured training programs for value discovery, storytelling, and ROI modeling. Provide playbooks and enablement resources for GTM teams.	Scale enablement programs with consistent training, coaching, and certification across marketing, sales, and customer success. Introduce value specialists for complex opportunities.	Embed value capabilities into role definitions, performance management, and coaching programs. Encourage cross-functional collaboration on value delivery.	Institutionalize value expertise through continuous learning, coaching, and leadership development that reinforces value-led growth across the organization.

PROCESS

Attract	Marketing content focuses on product features and capabilities with limited reference to business outcomes.	Begin incorporating outcome-oriented messaging and customer success stories into marketing campaigns.	Develop structured value narratives and industry messaging frameworks. Introduce benchmark insights and quantified impact examples.	Consistently communicate measurable outcomes and quantified benefits in campaigns, thought leadership, and demand generation programs.	Integrate data-driven value insights and industry benchmarks into marketing strategies to attract high-value opportunities.	Use predictive analytics and market intelligence to continuously refine outcome-based messaging and educate buyers on achievable value.
Engage	Discovery conversations focus on technical requirements rather than business problems or financial impact.	Introduce structured discovery questions that explore business pain and potential outcomes.	Implement value discovery frameworks that identify pains, estimate impact, and align stakeholders around business priorities.	Consistently quantify business impact during discovery and qualification. Coaching reinforces strong value discovery practices.	Facilitate collaborative discovery sessions with customers to refine value hypotheses and develop strategic transformation narratives.	Engage executives and cross-functional stakeholders in enterprise-level discovery that quantifies strategic outcomes and transformation value.
Sell	Sales presentations emphasize product demonstrations and pricing. Business cases and ROI analyses are not / rarely used.	Introduce basic ROI calculators and simple business case templates for strategic deals.	Deploy standardized business case frameworks and value storytelling approaches supported by enablement and tools.	Embed business case development and executive value storytelling into the sales process and deal coaching.	Integrate financial modeling and value insights into complex deal strategies to build consensus across buying groups.	Use dynamic value modeling and executive storytelling to guide high-stakes transformation decisions and strategic partnerships.

Retain & Expand	Customer success focuses on product adoption and support. Value realization is rarely tracked or communicated.	Begin discussing expected outcomes with customers and capturing anecdotal success stories.	Introduce success plans that reference customer goals and expected value metrics. Conduct occasional value reviews.	Track value realization metrics and communicate outcomes through structured business reviews that support renewals and expansion.	Align value realization insights with growth strategies, enabling proactive expansion conversations and executive engagement.	Continuously measure and communicate realized value, enabling strategic partnerships and long-term growth through outcome-driven collaboration.
Tools, Data & Technology	Value messaging, ROI modeling, and outcome tracking rely on spreadsheets and disconnected content repositories.	Experiment with early tools for value storytelling or ROI modeling but adoption remains inconsistent.	Deploy platforms for content management, ROI modeling, and value storytelling. Begin integrating tools with CRM.	Integrate tools across marketing, sales, and customer success to support scalable value communication and lifecycle value tracking.	Connect lifecycle data to analyze expected and realized value across customer journeys and GTM functions.	Use advanced platforms and AI to automate value insights, predictive modeling, and lifecycle value optimization.
Intelligence & Optimization	No systematic measurement of value messaging effectiveness, business case usage, or realized customer outcomes.	Track basic activity metrics such as enablement participation or meeting counts without linking them to value outcomes.	Introduce early metrics for value discovery participation, business case creation, and value tool usage.	Use dashboards to correlate value practices with deal performance, renewal success, and expansion outcomes.	Analyze value engagement data to refine messaging, ROI models, and value realization strategies.	Use advanced analytics and AI to continuously optimize value communication, quantification, and activation across the revenue lifecycle.

APPENDIX B: OUTCOME MEASURES FOR VALUE-LED GROWTH SUCCESS

Capability	Outcome Measures	Capability	Outcome Measures
Strategy & Governance	• Pipeline health, coverage ratio, and data hygiene improvements • Increased forecast accuracy and predictability • Improved quota attainment and performance distribution • Stronger sales methodology adherence and execution consistency • Faster, more consistent content creation and launch readiness • Centralized governance for messaging, compliance, and data integrity	Sell	• Higher win rates and reduced losses (no decision, competitors) • Increased deal size, ACV, and cross-sell • Reduced sales cycle length and improved deal velocity • Improved pipeline conversion and predictability • Greater scalability of SEs and Value Engineers
People	• Faster onboarding and time-to-productivity for teams and partners • Increased revenue per rep and partner • Improved coaching frequency, quality, and adoption • Reduced time to create value hypotheses, business cases, and QBRs • Increased selling time, reduced admin and content search friction • Improved retention, readiness, and partner performance	Retain & Expand	• Increased tracking and communication of realized value • Improved net revenue retention (NRR) • Higher expansion revenue (upsell and cross-sell) • Increased share of wallet and account penetration • Stronger customer experience and relationship metrics

Attract	• Higher engagement across channels (impressions, opens, clicks) • Improved meeting and appointment conversion rates • Increased qualified pipeline generation • Stronger marketing ROI and campaign performance	Tools, Data & Technology	• Increased adoption and usage of content and platforms • Faster creation of business cases and value models • Improved seller experience and content accessibility • Increased self-service value creation • Consolidation of tools and reduced technology costs
Engage	• Faster adoption and use of new content and messaging • Increased early-stage value positioning in deals • Improved multi-stakeholder and executive engagement • Higher meeting quality, CSAT, and repeat interactions • Reduced stalled deals and improved stage progression	Intelligence & Optimization	• Increased adoption of dashboards and analytics • Improved visibility into value performance across lifecycle • Faster, data-driven decision-making • Continuous optimization of messaging, quantification, and value delivery