

# SCALE

## Customer Value Mapping Workshop

# Agenda

1. **0:10** Introduction to customer value mapping (CVM)
2. **0:15** Real world example
3. **1:00** Build your CVM
4. **0:20** Bringing your CVM to life
5. **0:10** Wrap up and final questions

**We help our portfolio  
build and optimize  
hyper-growth GTM  
machines**

# What is the GTM Advisory?

## Advisory

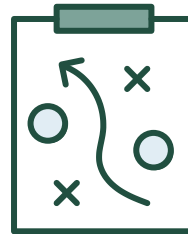
Been-to-market expertise



**Advising over 60% of the portfolio with bespoke GTM consulting**

## Content

Step-by-step guides



**Distilling decades of experience into 80+ practical tools and frameworks**

## Events

The power of community



**Connecting EIRs, advisors, and portcos at 40+ events per year**

# GTM benchmark survey

<b>What</b>	An <u>anonymous GTM metrics survey</u> that should take you less than 15 minutes to complete
<b>Why</b>	To produce a comprehensive set of public benchmarks that you can use to improve your GTM
<b>Who</b>	Our entire GTM community
<b>When</b>	<u>Now</u> (ideally)

# Future events

**Friday, March  
7th**

**SDR tech council: What's working in  
AI prospecting**

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**Friday, March  
14th**

**Marketing council: LinkedIn  
marketing for startups**

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**Tuesday, April  
22nd**

**“How we scaled this” summit**

Featuring panels and presentations from sales, marketing, and pricing thought leaders

**We will use a fictional product as an example for the value mapping**

# Introducing Posh API Monitoring Product

(Fictional SaaS product, aka: “Posh AMP”)



**Posh**

Predictive Optimization for  
System Health

Posh AMP shifts the focus from API Monitoring to **Preemptive Action**, leveraging predictive analytics and machine learning, automated problem resolution, and cross-platform capabilities



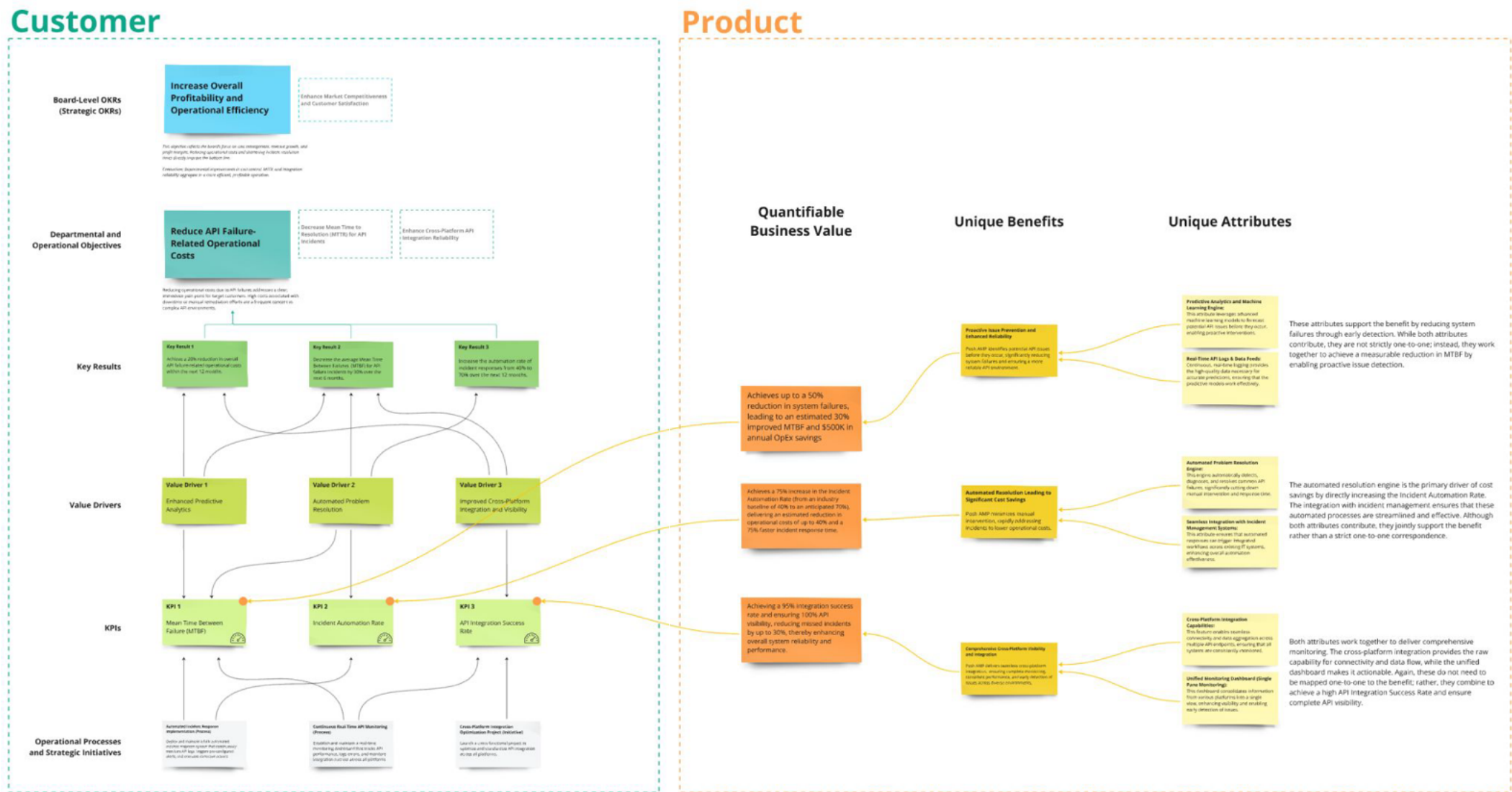
# Section 1

## Introduction to Customer Value Mapping

# Customer Value Mapping

Customer Value Mapping (CVM) visually connects your **product's capabilities** to your **customer's strategic metrics**, transforming features into measurable business outcomes that drive decisions

# A CVM looks like this ...



# Aligning your product with your customer's value chain improves your competitive advantage

## Customer Value Mapping

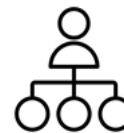
Ground truth about how customers create and measure value



Connects what you sell to what customers value



Enables compelling, defensible business cases



Drives targeted conversations with the right stakeholders

# Four warning signs your company needs value mapping now (1 of 2)



## Complex Sales Cycles

*"We keep hearing 'this looks interesting, but I need to think about it' from prospects."*

Your sales team struggles to articulate concrete business cases, leading to elongated cycles and stalled deals.



## Customer Feedback Misalignment

*"Your product has great features, but it doesn't quite address our main business challenges."*

Customers frequently mention unmet needs, unclear value propositions, or misalignment with their priorities during feedback sessions or support interactions.

# Four warning signs your company needs value mapping now (2 of 2)



## Struggle Transitioning to Larger Deals

*"We need to move upmarket but struggle to get buy-in from economic decision makers."*

Your company is shifting from smaller, transactional sales to larger, transformational engagements that require compelling business cases.



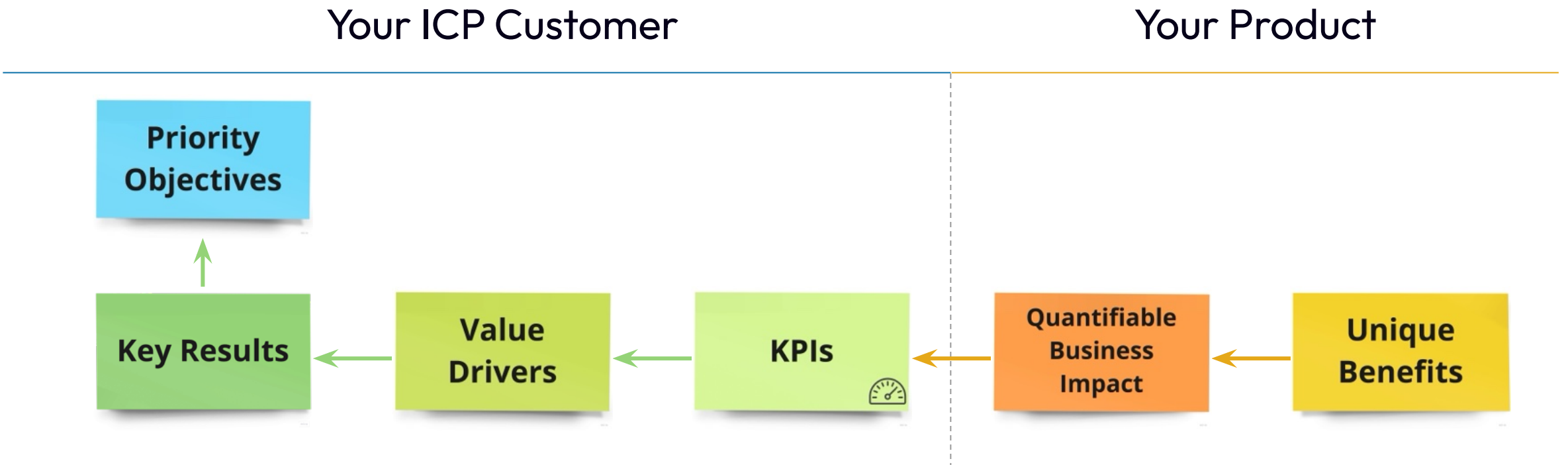
## Positioning Challenges

*"We know our solution is valuable, but we can't seem to articulate exactly why in a way that resonates."*

Your team struggles with discovery questions or creating messaging that clearly connects your unique benefits to concrete, measurable business outcomes for prospects.

# Main objective:

Mapping your target ICP's entire value chain to precisely understand how, where, and to what extent it connects to the value your product delivers.



# Section 2

Real World Example



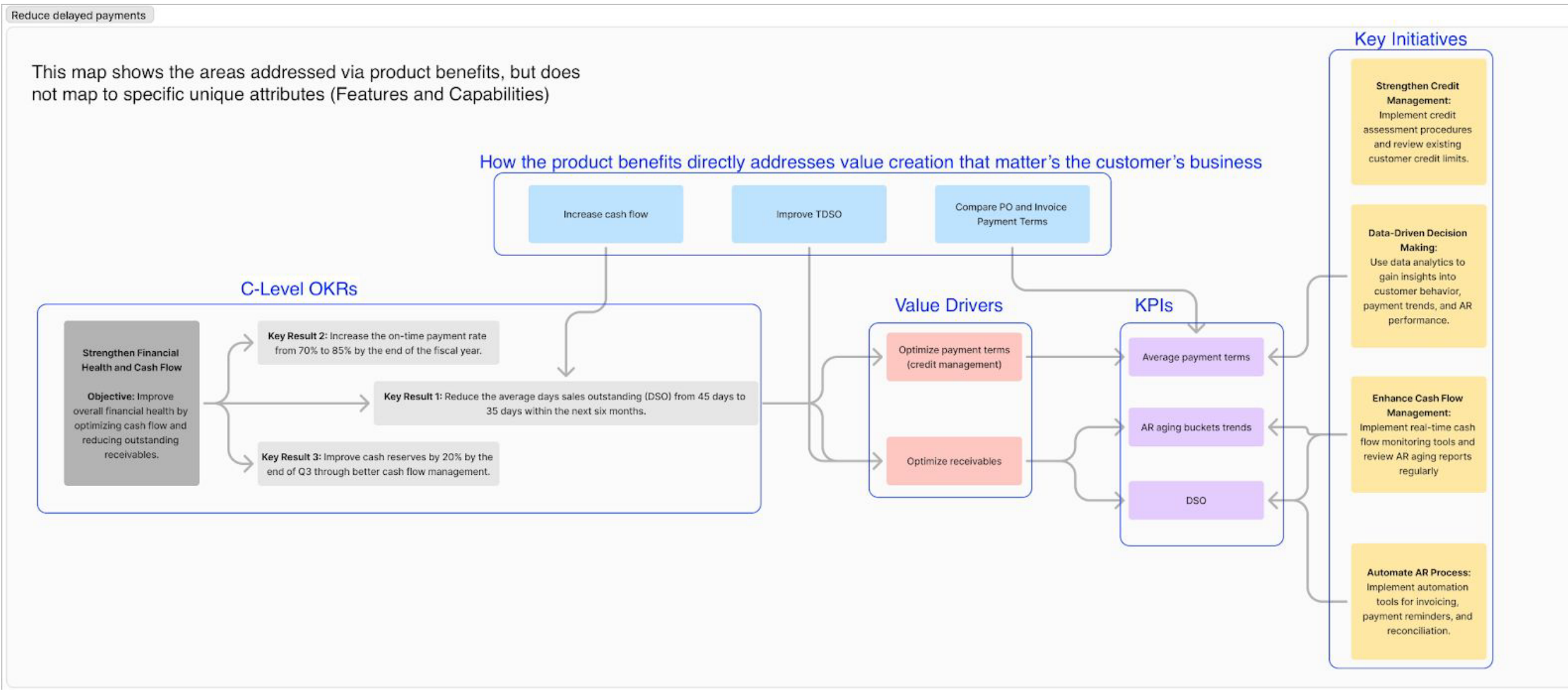


# **Maya Cohen**

CEO and Founder

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# Example customer value map



# Section 3

Map Strategic Objectives and Key Results

# Select objectives that resonate with key stakeholders

## Board-Level OKRs (Strategic OKRs)

Improved:

- Profitability & efficiency
- Market competition
- Risk management & resilience

## Departmental and Operational Objectives

- Reduce operational costs
- Decrease resolution time
- Enhance integration reliability

✓ **Resonate with stakeholders**

✓ **Strategic impact**

✓ **Measurable outcomes (KRs)**

# Example for Posh ICP: Objectives

Board-level

**Increase Overall Profitability and Operational Efficiency**

Our focus for this workshop

Departmental

**Reduce API Failure-Related Operational Costs**

Reducing operational costs and shortening incident resolution times directly improve the bottom line.

# Key Results are measurable outcomes that drive objectives forward



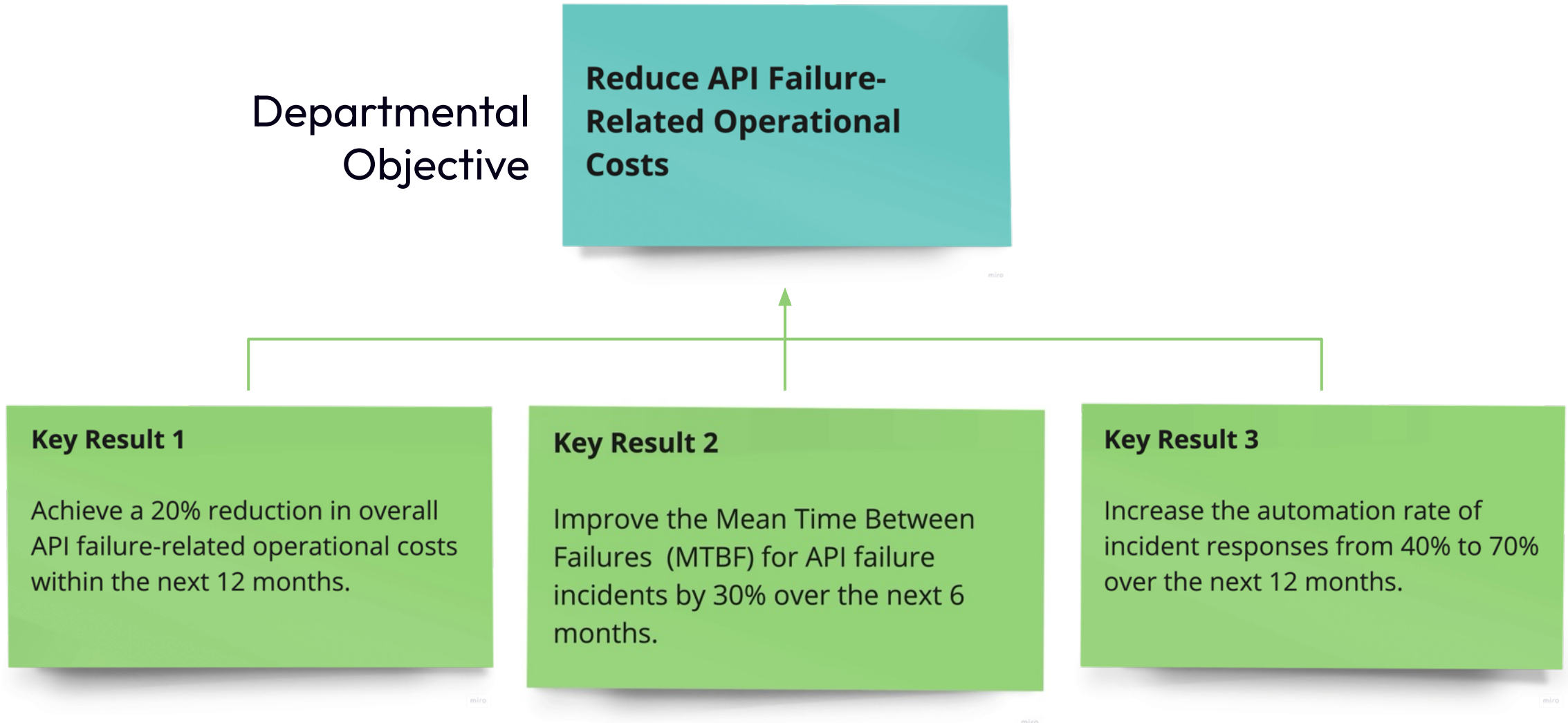
## Key Result

- Specific and clearly defined
- Quantifiable metrics
- Time-bound targets

Instead of: "Improve API performance"

Use: "Reduce API response time by 30% within Q2 2024"

# Example for Posh ICP: Key Results



# Capture your mapping on this worksheet



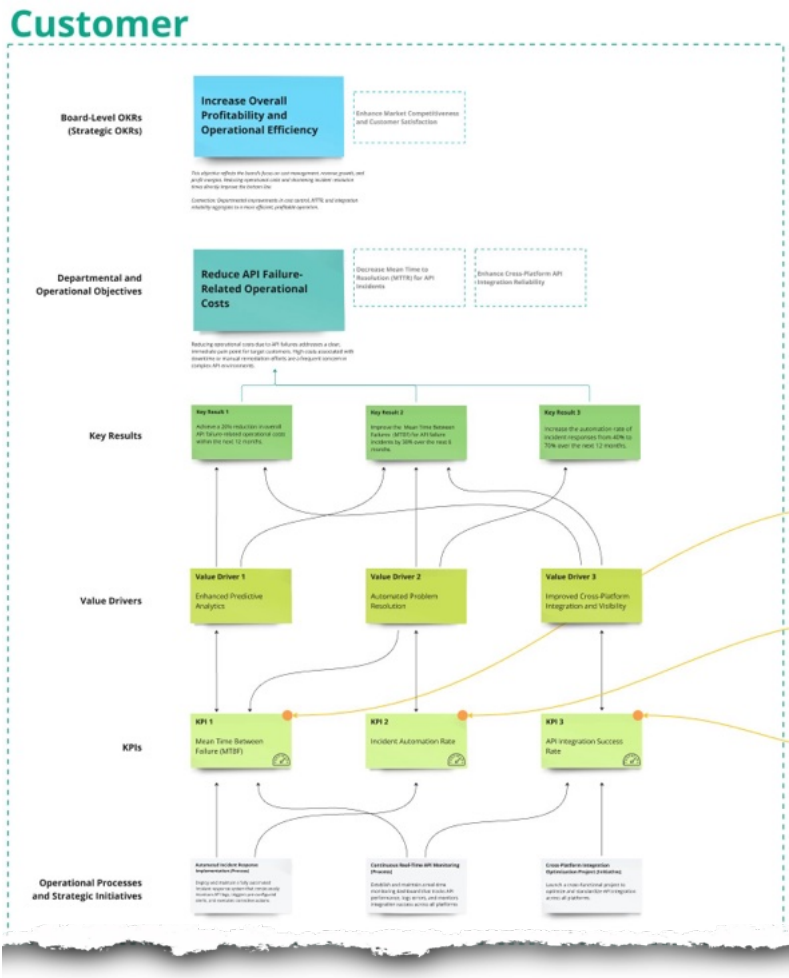
Make one copy per team!



A Miro board will be available soon!



# Completed example for Posh ICP

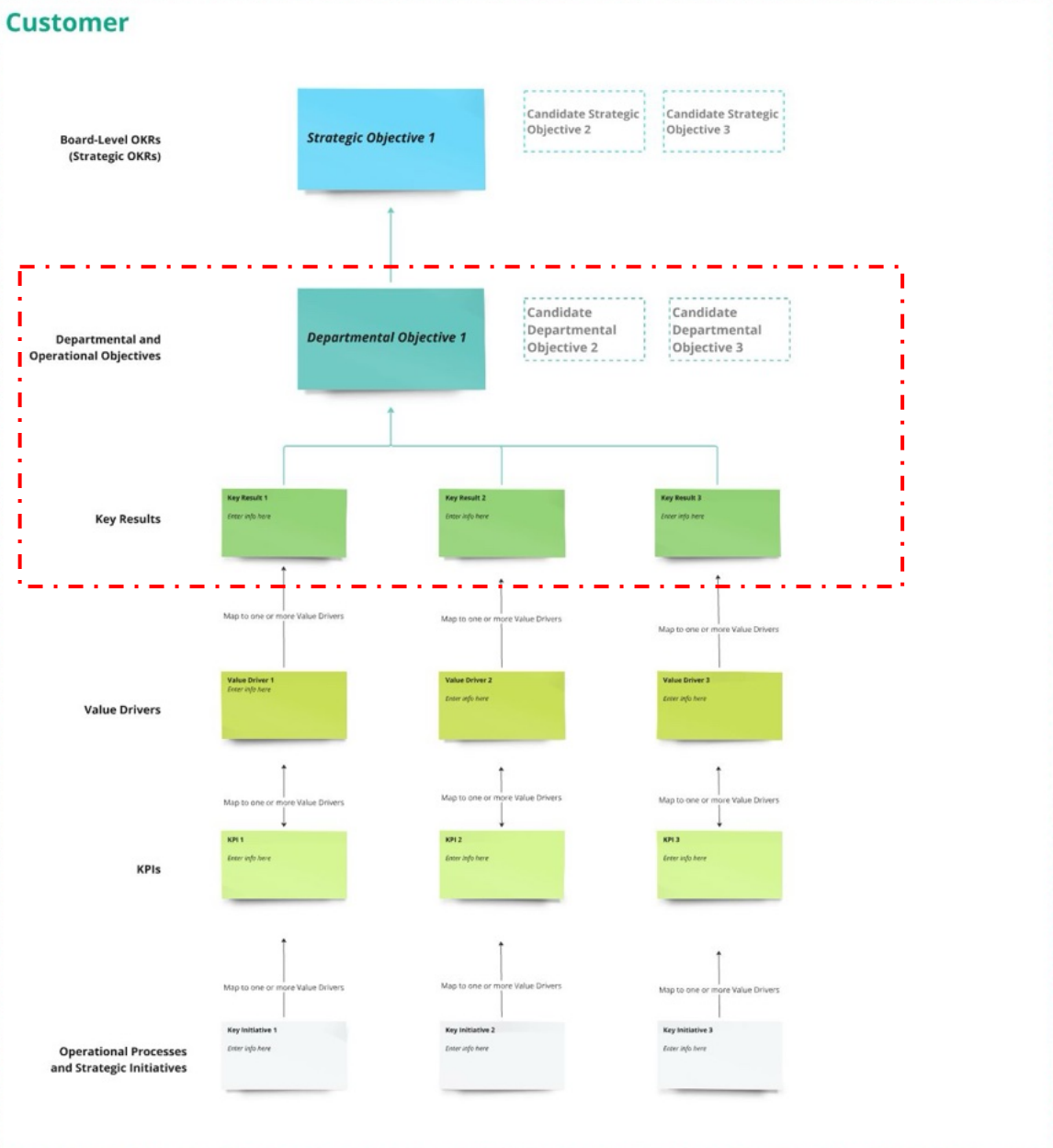
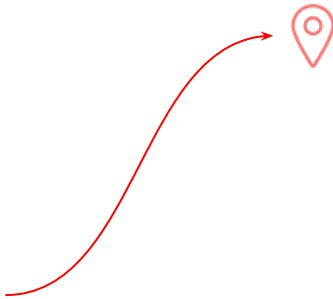


Make one copy per team!



A Miro board will be available soon!

We are here



# Activity: Map Objectives and Results

 3 minutes

1

## **Select 1-2 Departmental Objectives**

Choose objectives that resonate with key stakeholders

2

## **Define 2-3 Key Results per objective**

Make them specific, measurable, time-bound

3

## **Validate alignment**

Confirm connection to stakeholder needs

# Section 4

## Map Value Drivers

# Value Drivers are the key levers that power business outcomes (key results!)



## Value Driver

**Measurable capabilities,** resources, processes, or levers that **directly impact key results and business objectives**

### Example:

Enhanced predictive analytics directly drives reduced system downtime

- ✓ Different from other metrics /KPIs
- ✓ Direct influence on outcomes
- ✓ Core to customer value creation
- ✓ Can be one-to-many relationship to KRs

# Key Results vs. Value Drivers

## Key Result

Answers: "What measurable outcome do we want?"

Defines specific, time-bound targets

E.g. Reduce OpEx by 20% in 12 months

## Value Driver

Answers: "What drives success?"

Create direct business impact

E.g. Enhanced Predictive Analytics



# Value Drivers vs. KPIs

## Value Driver

Answers: “What drives success?”

Create direct business impact

E.g. Improved Visibility into Customer Success Activities

## KPI / Metric

Answers: “How are we doing?”

Monitor performance, track progress

E.g. Monthly Churn, Customer Sat, etc.



# Example for Posh ICP: Value Drivers

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## Value Driver 1

Enhanced Predictive Analytics

Prevents API failures through early detection, reducing costly system downtime.

## Value Driver 2

Automated Problem Resolution

Eliminates manual intervention costs by automating responses to common API incidents.

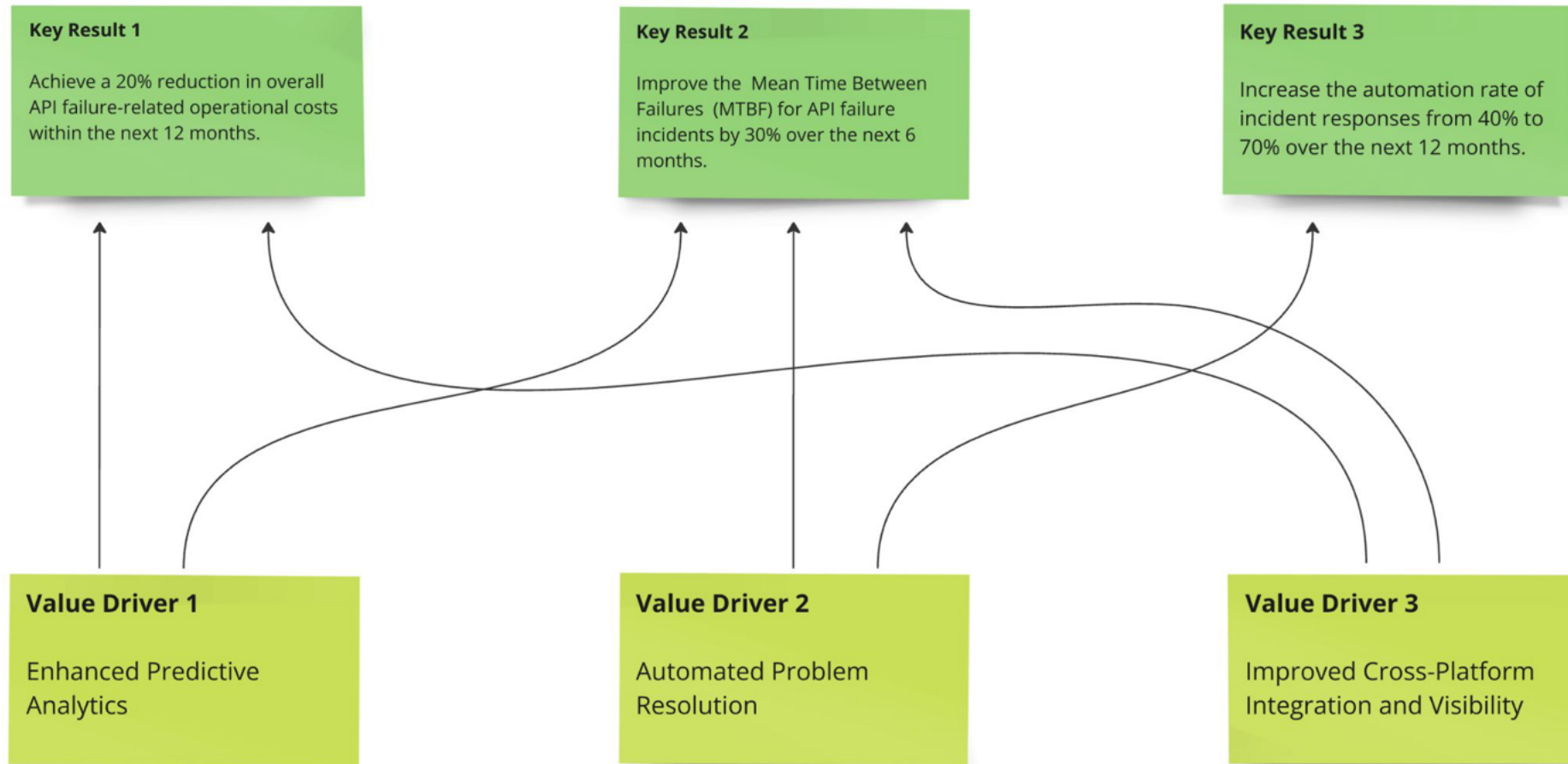
## Value Driver 3

Improved Cross-Platform Integration and Visibility

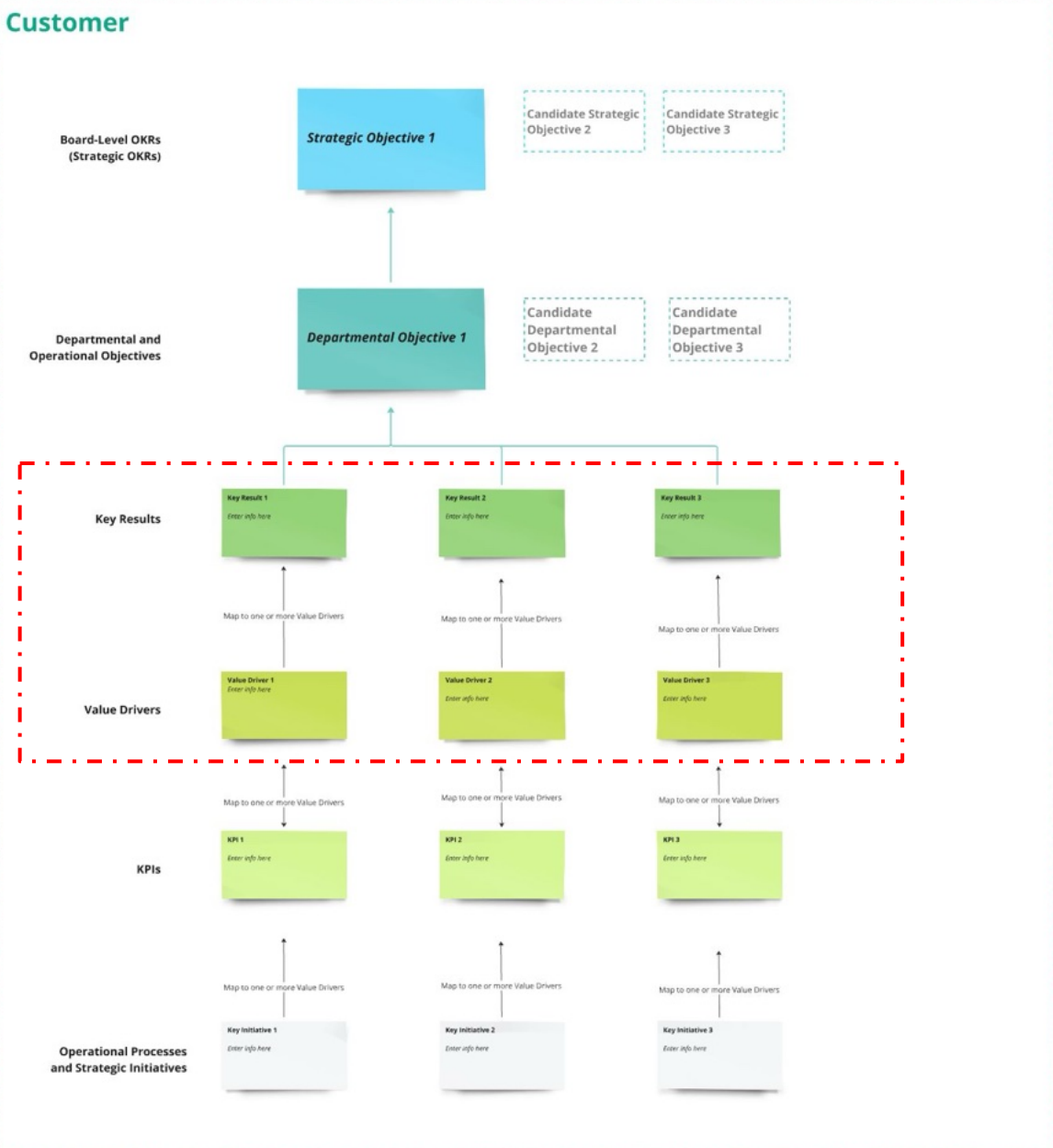
Enables faster issue resolution through unified monitoring across all API endpoints.



# Example for Posh ICP: Value Drivers mapped to Key Results



We are here



# Activity: Map Value Drivers

 5 minutes

## **Brainstorm Value Drivers**

1

Identify 2-3 drivers that directly impact your Key Results

## **Map connections**

2

Show how each driver impacts specific results

## **Validate impact**

3

Ensure drivers are measurable and comprehensive

# Section 5

Map Key Performance Indicators (KPIs)

# KPIs: The critical metrics that matter most

**KPI**



Essential metrics that directly **measure progress on value drivers** and track achievement of key results

## Example:

Mean Time Between Failures (MTBF) directly measures the effectiveness of predictive analytics

- ✓ **Must be actionable through initiatives**
- ✓ **Should have clear ownership**
- ✓ **Direct connection to value drivers**
- ✓ **Limited to most critical measures (2-3 per value driver)**

# Strong KPIs show direct impact, improvement, and measurability

## Selection Criteria



Direct impact to Value Driver

Initiatives improve this metric

Trackability, reportability

## Common Pitfalls



Vanity metrics

Lagging indicators

Too many KPIs

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Choose KPIs that are (1) an early warning system, and  
(2) a guide for improvement

# Example for Posh ICP: KPIs

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## KPI 1

Mean Time Between Failure (MTBF)



Directly measures effectiveness of predictive analytics in preventing system failures

## KPI 2

Incident Automation Rate



Shows percentage of issues resolved automatically, proving automation initiatives are working

## KPI 3

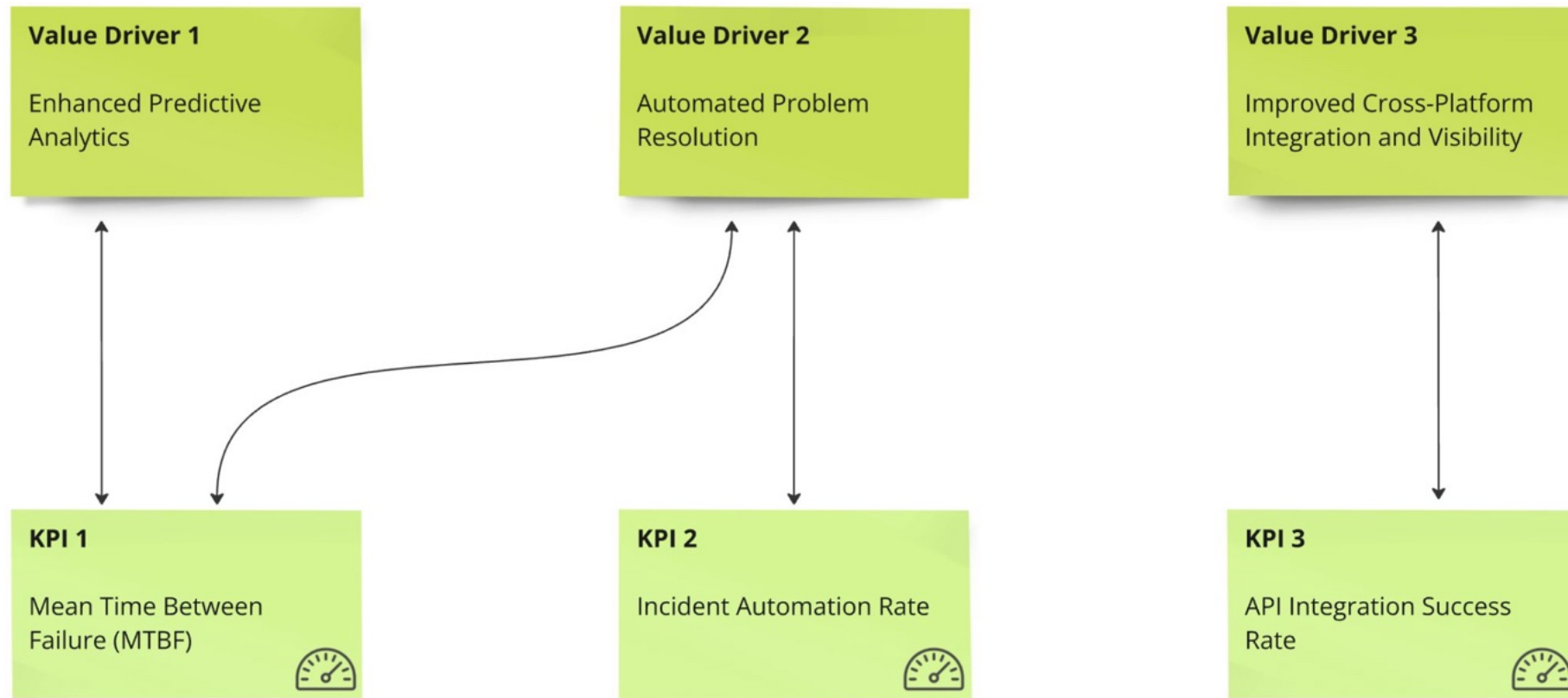
API Integration Success Rate



Quantifies successful cross-platform connections, demonstrating improved system visibility and reliability

Each of these KPIs work together!

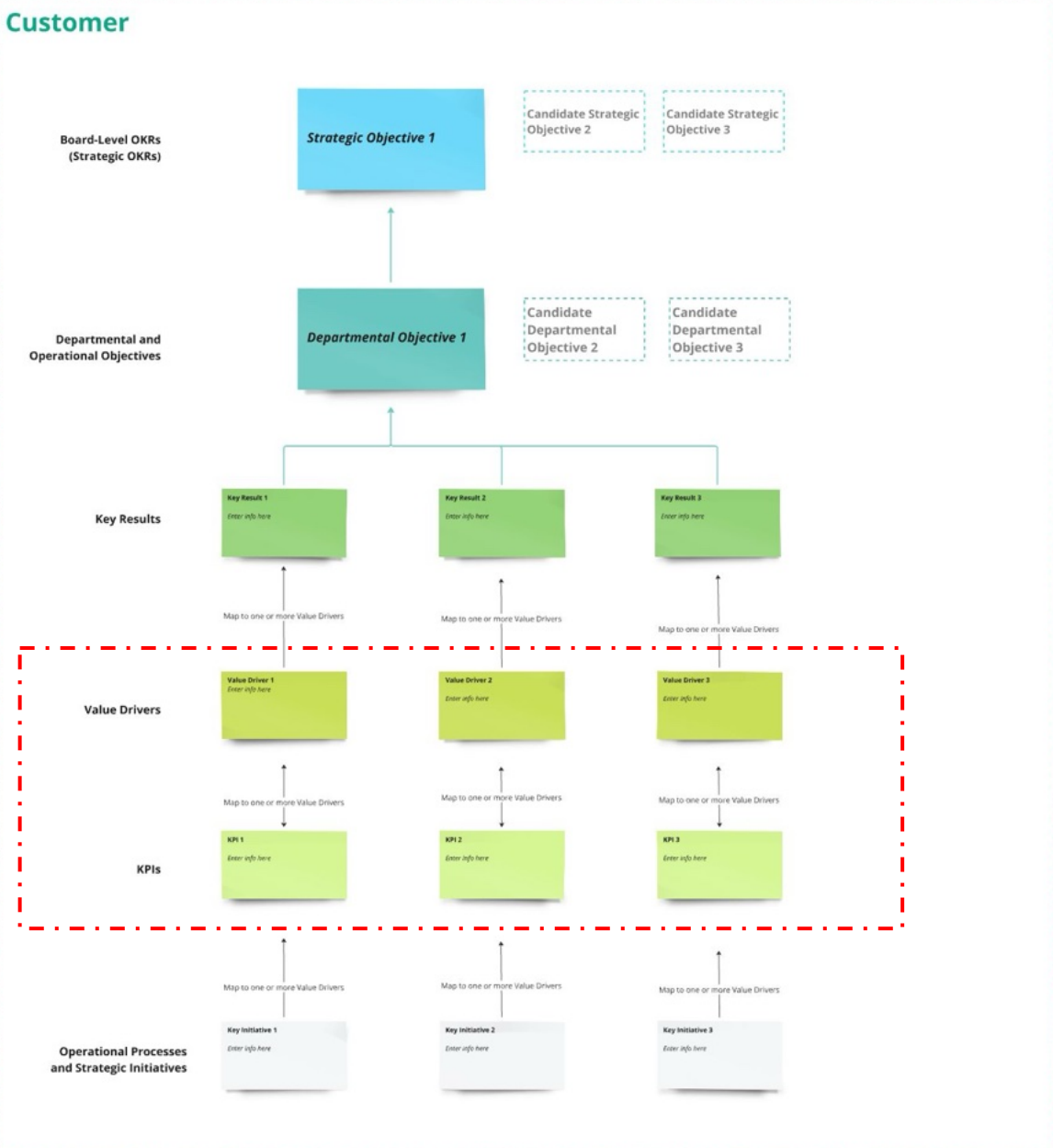
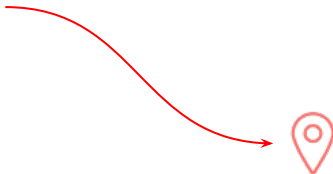
# Example for Posh ICP: KPIs mapped to Value Drivers



Strong KPIs validate how your value drivers reinforce each other to deliver comprehensive business impact



We are here



# Activity: Map KPIs

 5 minutes

1

## **Select core KPIs**

Choose 2-3 measurable KPIs per Value Driver

2

## **Define success metrics**

Set clear targets and timeframes for each KPI

3

## **Validate criteria**

Verify direct impact, control, and measurability

# Section 6

## Map Unique Attributes

**Now we'll map your product to your  
customer's value chain**

# Unique Attributes: Features and capabilities that create real differentiation

## Unique Attribute

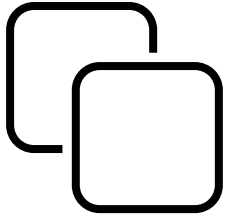
Distinctive features and capabilities that **differentiate** your solution by **delivering superior value** in ways that matter most to your target customers

### Example:

Posh's Predictive Analytics Engine identifies API issues before they occur

- ✓ Must align with high-priority customer needs
- ✓ Delivers value in ways not available from alternatives
- ✓ Creates demonstrable competitive advantage

# Watch out for these common pitfalls



## Generic Features

Listing capabilities everyone has



## Value Disconnects

Differences customers don't value



## Validation Gaps

Not verifying against competitors

Strong unique attributes are genuinely different, create value customers care about, and offer clear competitive advantage

# Example for Posh ICP: Powerful and Unique Attributes

## Unique Attribute

**Predictive Analytics  
and Machine  
Learning Engine**

## What makes it powerful and unique

- Proactive issue detection vs. reactive monitoring
- ML-driven accuracy improves over time

**Automated  
Problem  
Resolution Engine**

- Full automation vs. guided troubleshooting
- Integrated incident response workflows

**Cross-Platform  
Integration  
Capabilities**

- Native integration across all API platforms
- Real-time data aggregation across endpoints

## Product





# Activity: Map Unique Attributes

 5 minutes

## **Identify key attributes**

1

Map 2-3 unique attributes that deliver clear competitive advantage

## **Define differentiation**

2

Establish how each attribute is meaningfully different from alternatives

## **Validate value**

3

Confirm each attribute enables specific benefits valued by target customers (next section will focus on this piece!)

# Section 7

“Building the Value Bridge”

Map Unique Benefits and Quantifiable  
Business Value

# Unique Benefits: Transform features into outcomes for customers

## Unique Benefit

A tangible **outcome** that your solution delivers uniquely well, directly impacting customer business value

### Example:

Proactive Issue Prevention and Enhanced Reliability

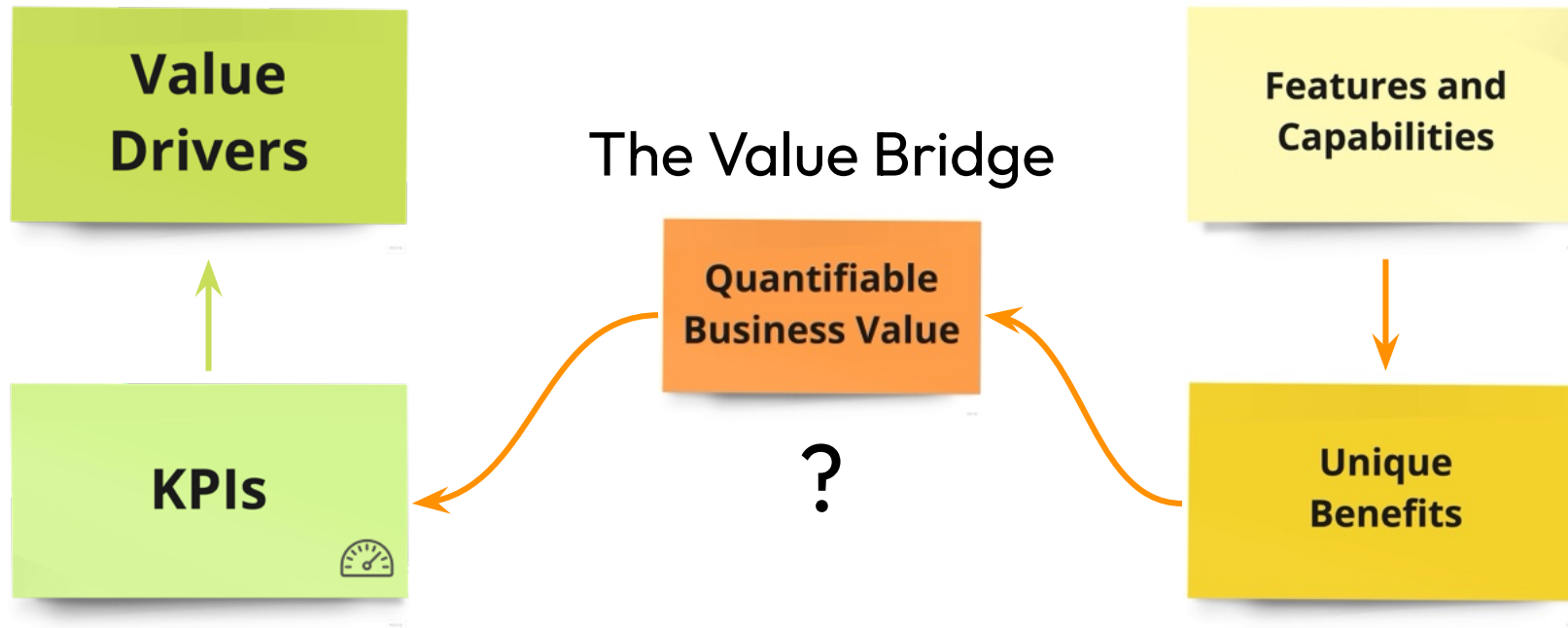
- ✓ Clearly differentiated from alternatives
- ✓ Validates strategic impact
- ✓ Links features to business value

# Moment of Truth:

Does your product drive value that matters to your target customers?

Customer Priorities

Your Product



# Transform Benefits into Quantifiable Business Value

## Components of business value

### Direct Financial Impact

- Cost reduction
- Revenue growth
- Resource optimization
- Time-to-value

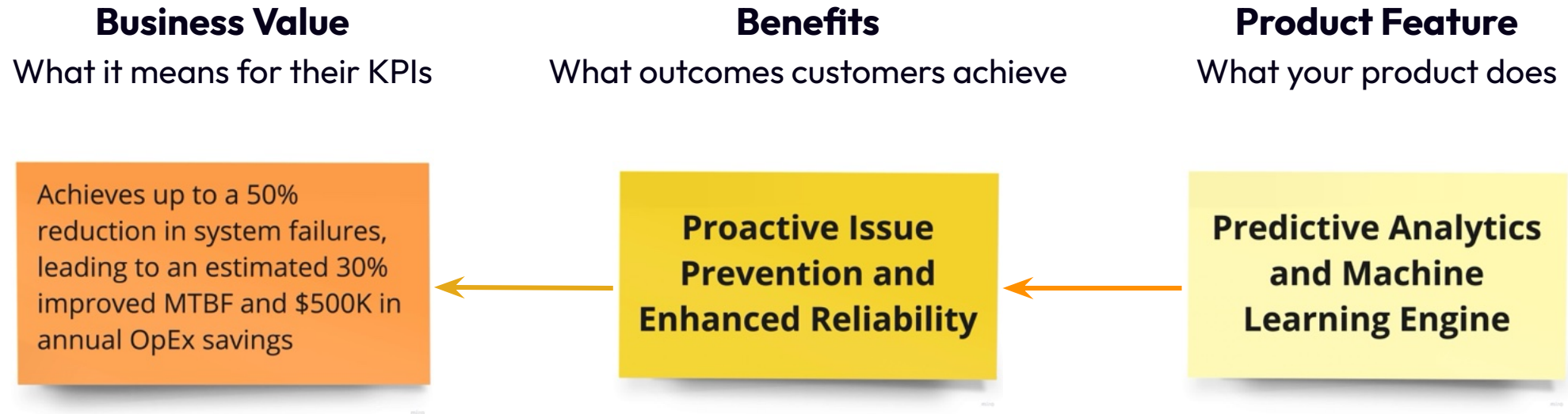
### Operational Improvements

- Efficiency gains
- Quality metrics
- Process acceleration
- Risk reduction

### Strategic Advantages

- Market position
- Innovation speed
- Customer satisfaction
- Competitive edge

# Example for Posh ICP: Unique Benefits transform features into measurable business value



- ✓ Measurable by customer KPIs
- ✓ Clearly differentiated from alternatives

- ✓ Validates strategic impact
- ✓ Links features to business value

# Example for Posh ICP: Unique product features deliver unique benefits important to the customer

## Product Feature

What your product does

### **Predictive Analytics and Machine Learning Engine**

Advanced machine learning models to forecast potential API issues before they occur.

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## Unique Benefit

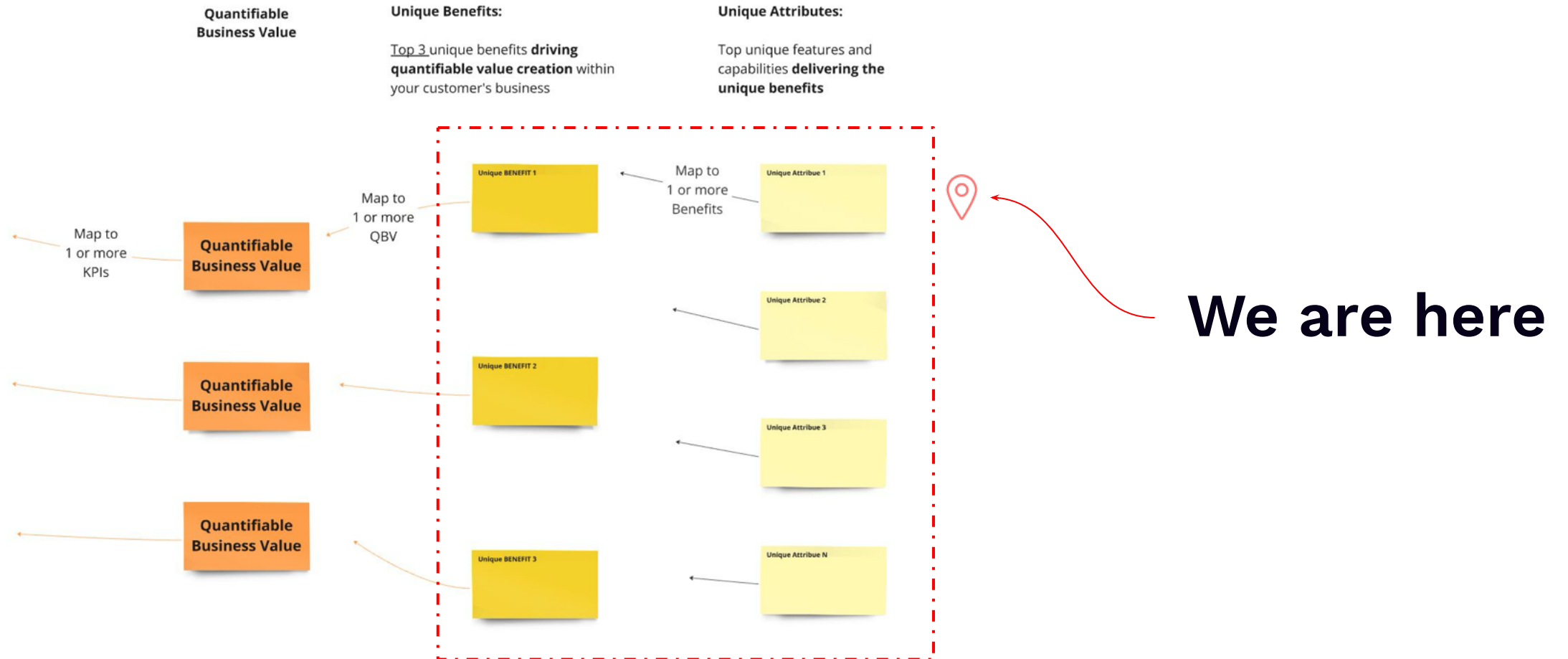
What outcomes customers achieve

### **Proactive Issue Prevention and Enhanced Reliability**

Significantly reducing system failures and ensuring a more reliable API environment.

miro

## Product





# Activity: Transform unique attributes to benefits

 5 minutes

## Start with key attributes

1

Take your 2-3 unique attributes from the previous activity and assess their potential impact

## Identify measurable outcomes

2

For each attribute, determine specific, quantifiable improvements it enables for customers

## Create benefit statements

3

Transform each outcome into a clear benefit statement using the formula:  
[Quantified Impact] through [Unique Attribute], enabling [Customer Outcome]

# Quantifiable Business Value: Measuring Impact That Drives Decisions

## Quantifiable Business Value

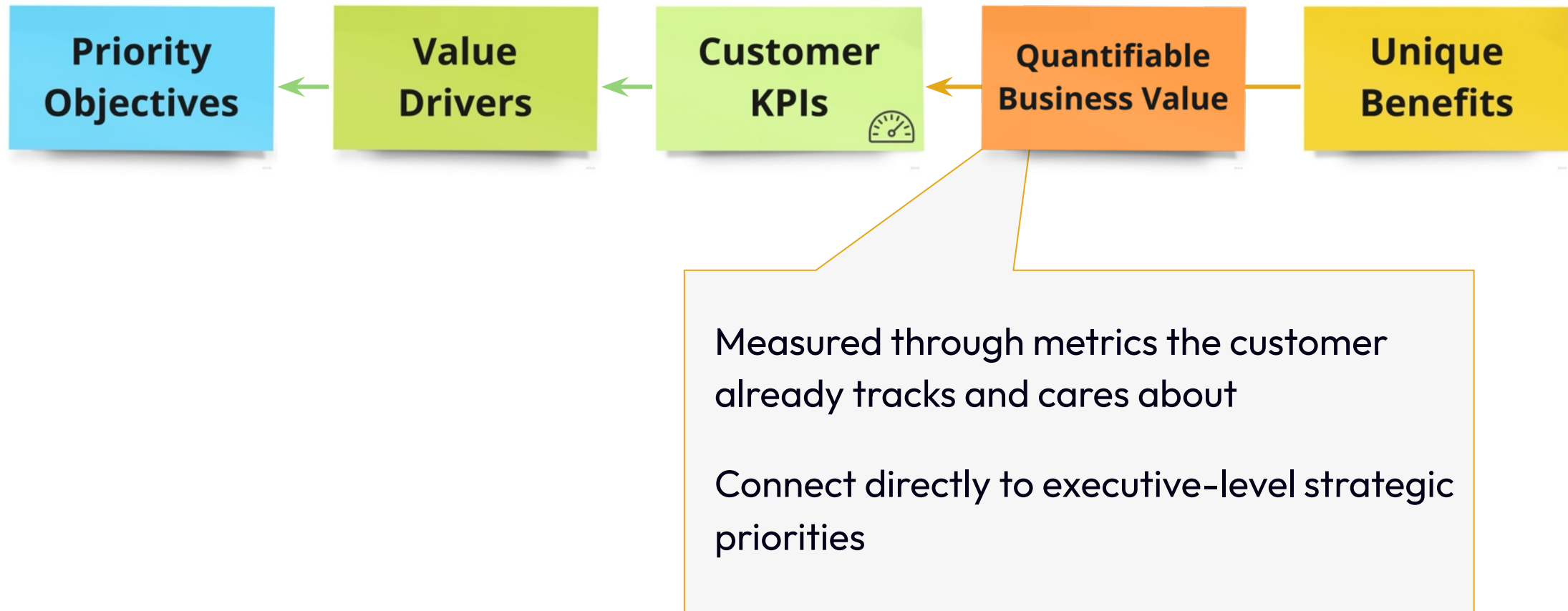
Concrete, **measurable financial or operational improvements** that your solution delivers, validated through customer KPIs and directly supporting strategic business objectives

### Example:

\$500K annual operational cost savings 30% improvement of MTBF, validated by 6 months of production monitoring data.

- ✓ Must be measured through specific customer KPIs
- ✓ Demonstrates clear financial or operational impact
- ✓ Can be validated with actual customer data
- ✓ Directly connects to C-level priorities

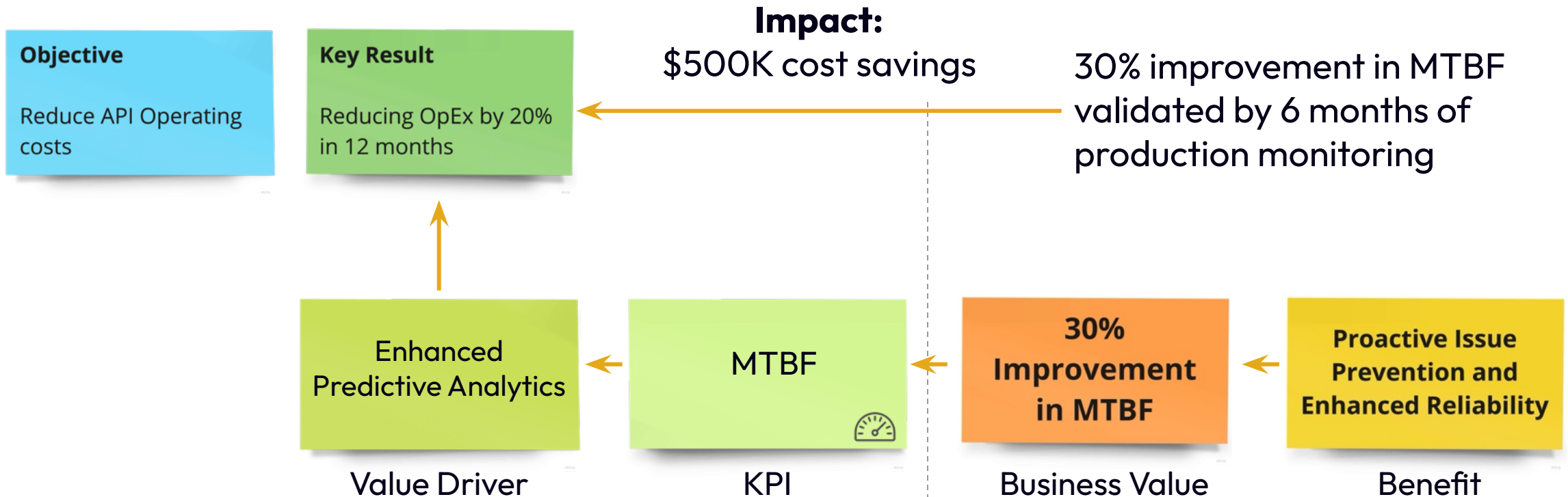
# Complete the Value Chain: Connect Business Value to Customer KPIs



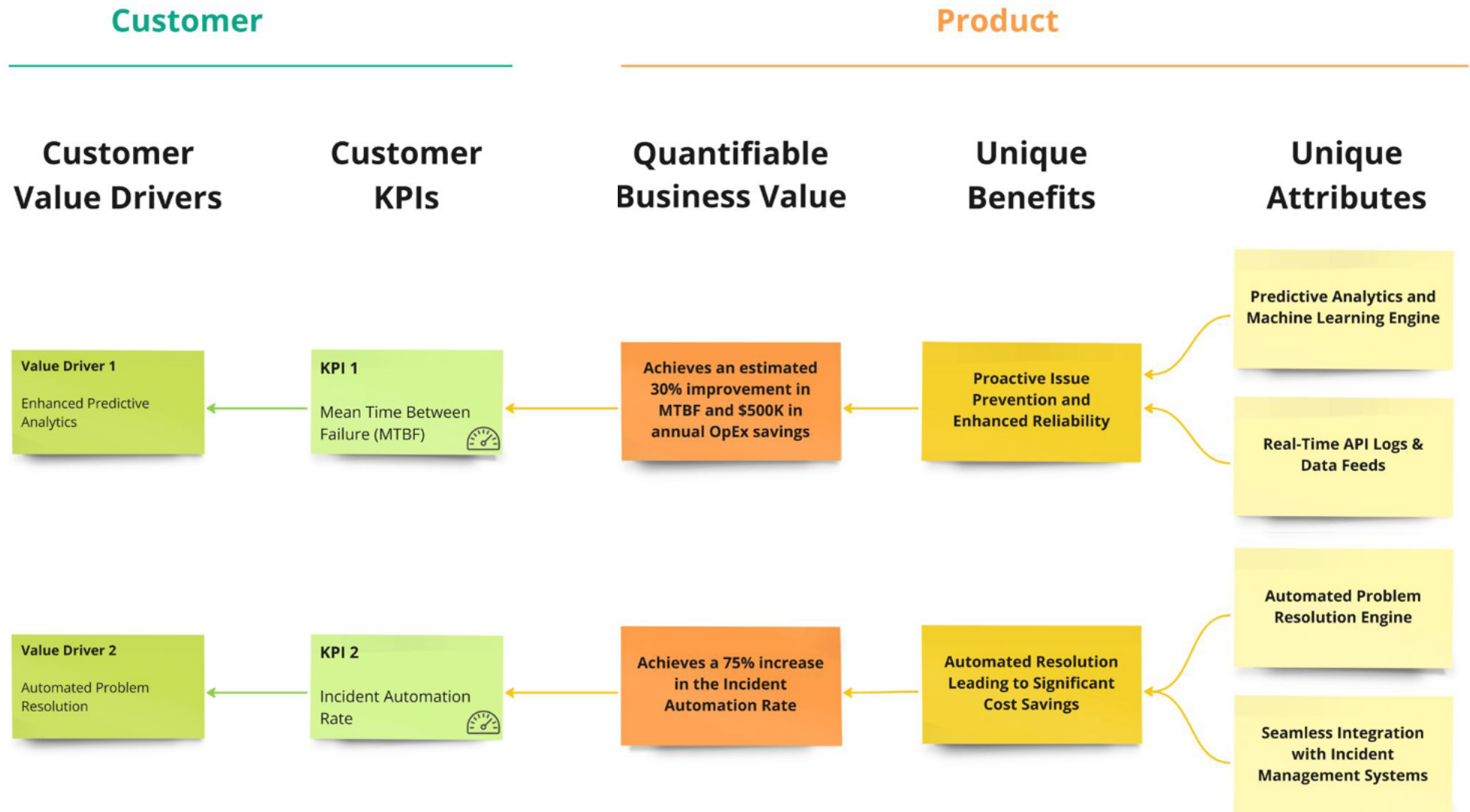
# Example for Posh ICP: Complete Value Chain

Customer

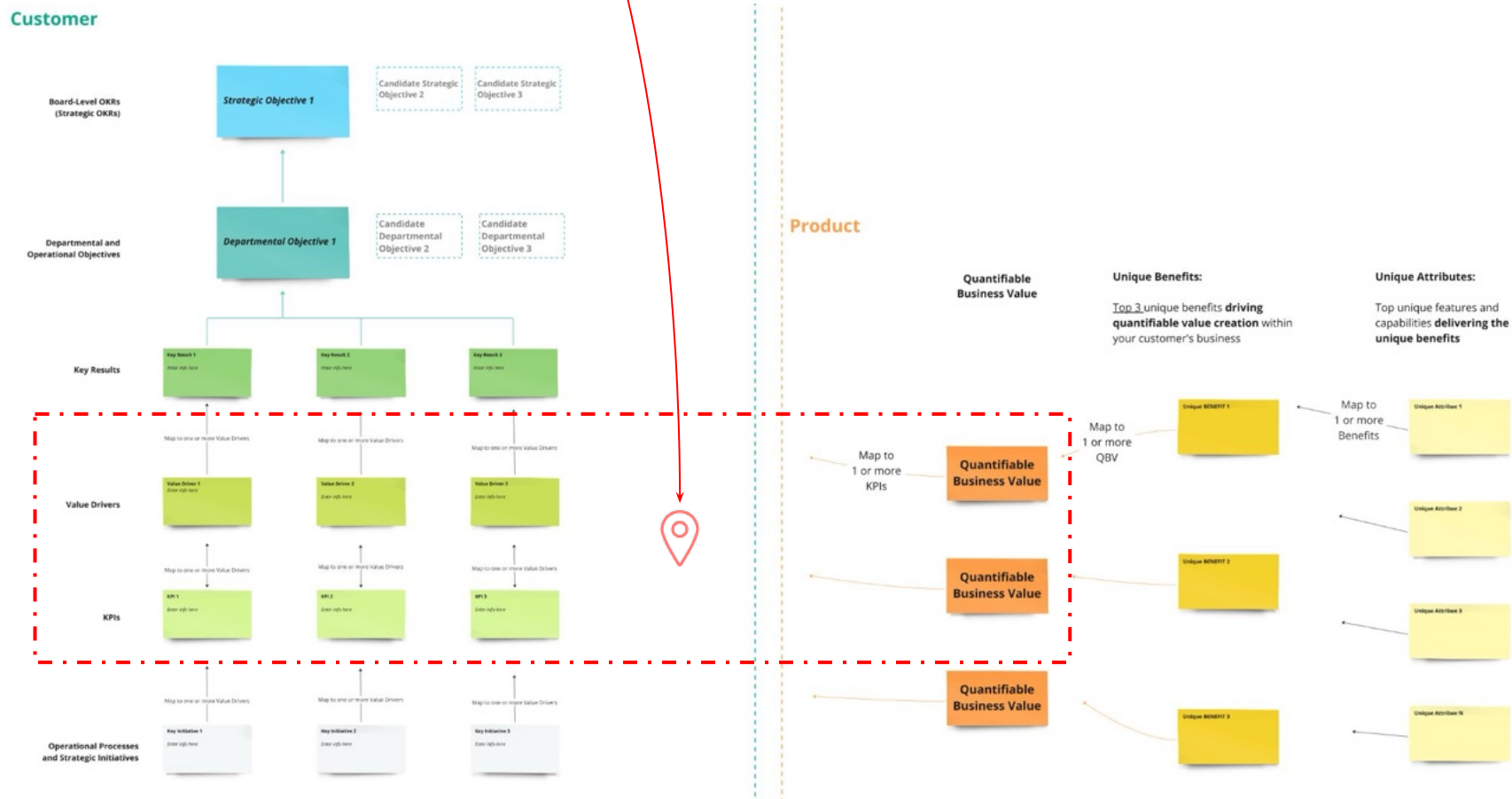
Product



# Completed Example Map for Posh ICP (Excerpt from Miro Board)



# We are here



# Activity: Complete your value chain

 5 minutes

## Tips for Success:

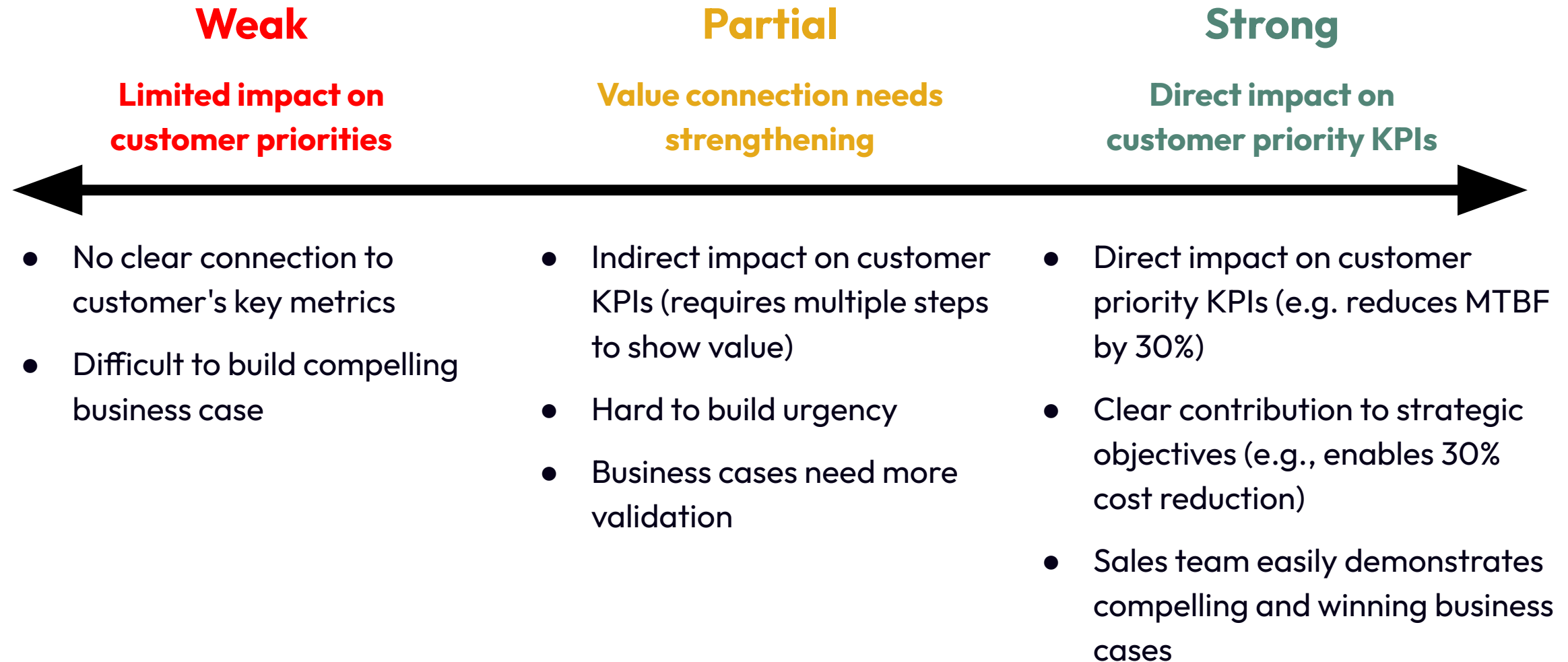
- Focus on customer-defined metrics
- Clear, logical connections
- Specific magnitude and timeframe of impact
- Consider stakeholder priorities at each level



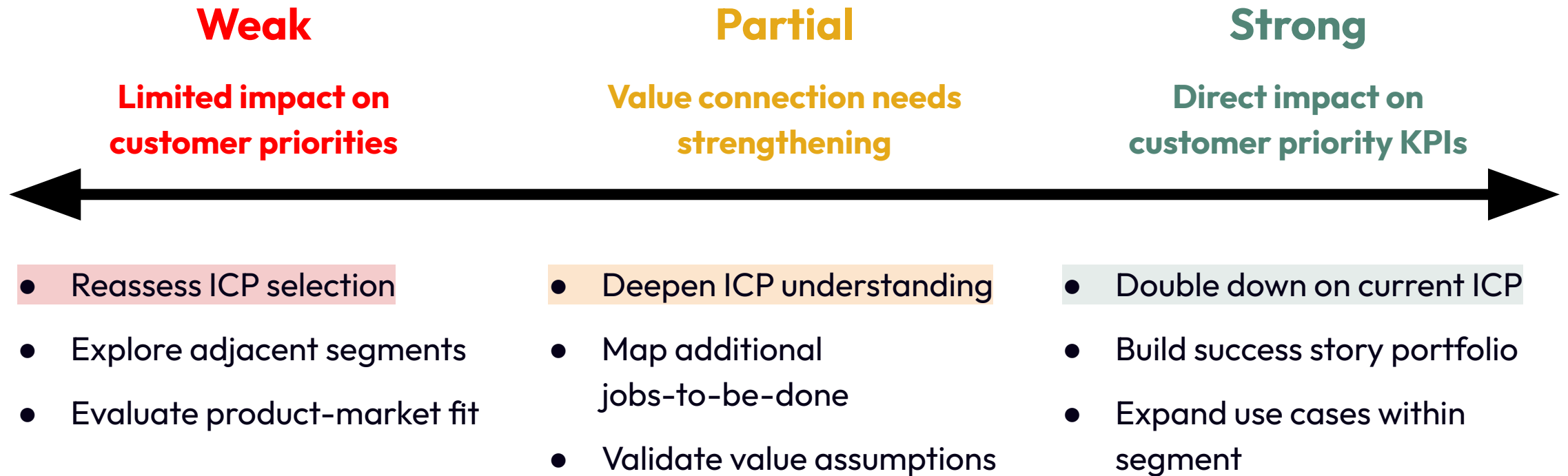
**How strong** is your  
product's alignment to  
customer value?



# Strong value alignment shows clear impact on customer KPIs and strategic goals



# When value alignment needs strengthening, prioritize nailing your ICP



# Section 8

Bring the Customer Value Map to Life

# Use the CVM to influence your GTM Strategy



## Product Roadmap

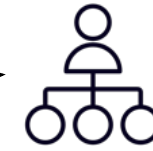
Aligns product development with highest-value customer



## Sales Playbooks

Guides account mapping, discovery questions and objection handling

## Customer Value Map



## Buyer Stakeholder Map

Connects value elements to specific buying roles and decision-makers



## Position and Messaging

Clarifies differentiation and value proposition

# CVM creates a unified value story for buying stakeholders

## Buying Stakeholder



## Cares About



Value maps provide key points for messaging different buying stakeholders

# Example for Posh ICP: Multiple stakeholder value points

## Buying Stakeholder

CIO/CFO

Director of DevOps

Manager of DevOps

## Cares About

Priority  
Objectives

Value  
Drivers

Customer  
KPIs



**\$500K in annual OpEx savings** to  
address targeted 20% reduction

Predictive analytics has significantly  
**reduced our incident response times**

**30% improvement in MTBF**, which  
means fewer outages and better  
reliability for our users

# Validate your CVM to ensure it is trustworthy and actionable

## Internal: Sales, CX, Product, Engineering

*"Can we deliver on these claims consistently?"*

- Validate performance metrics with product team
- Confirm delivery parameters and requirements

## Customers and Partners

*"Do these outcomes address your highest priorities?"*

- Verify relevance to business objectives
- Confirm magnitude of business value impact

## Market Analysts and Experts

*"Is our approach meaningfully different from alternatives?"*

- Verify differentiation claims
- Confirm competitive positioning

# Section 9

Wrap-up & Next Steps

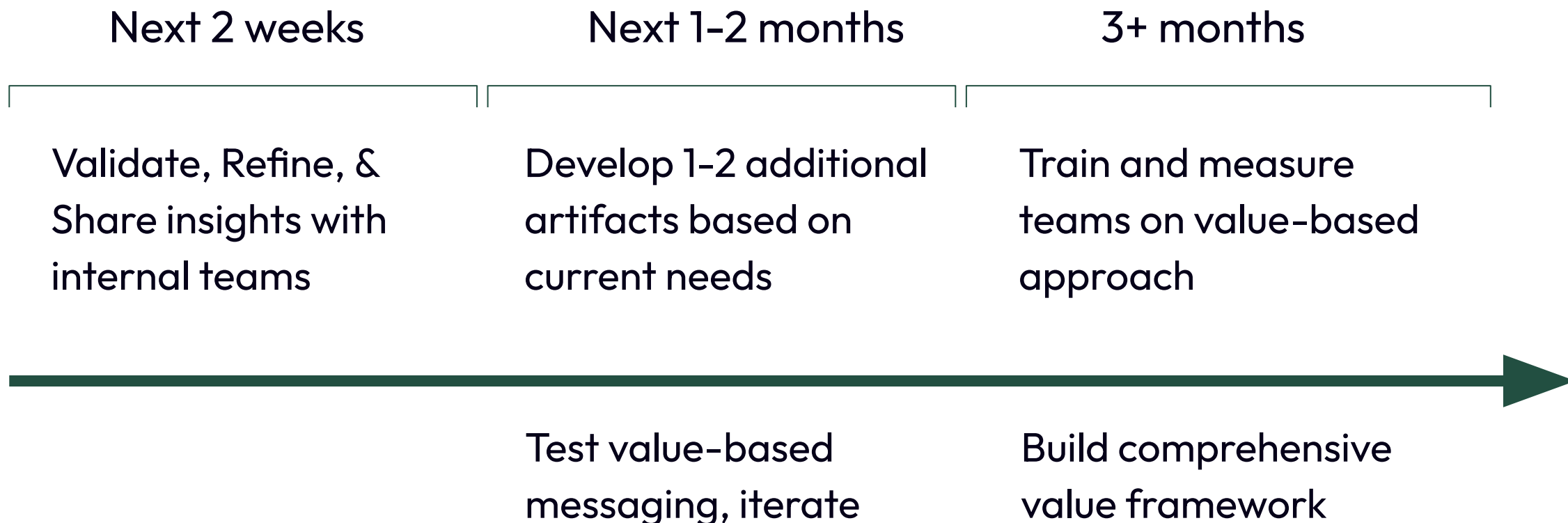


# Aligning your product with your customer's value chain improves your competitive advantage

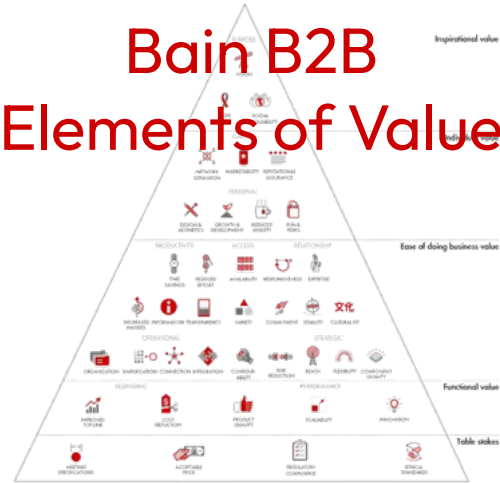
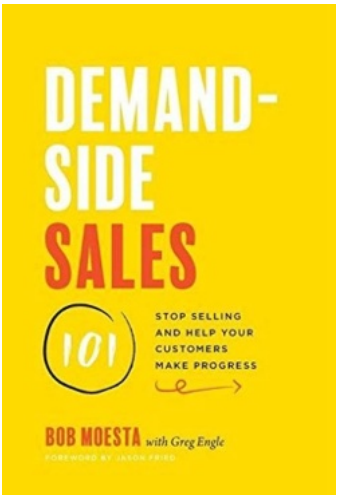
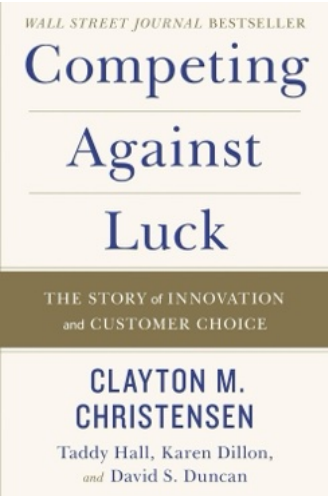
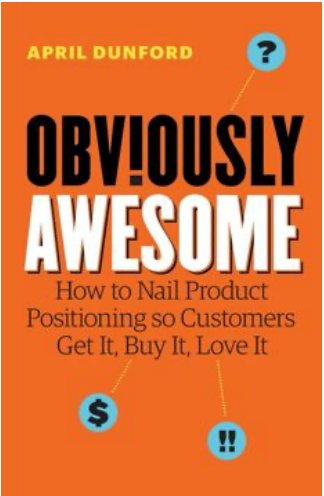
- 1 **Connects** what you sell to what customers value
- 2 **Drives targeted conversations** with the right stakeholders at each organizational level
- 3 Enables compelling, **defensible business cases**
- 4 Creates **measurable, credible differentiation** that competitors can't easily replicate or dismiss


# Call to Action

Contact Pete for assistance!  
[Peter.Giordano@ScaleVP.com](mailto:Peter.Giordano@ScaleVP.com)



# Resources





**GROWTH UNHINGED**  
with K-flo Payer

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Part one

**The definitive product positioning framework (part one)**

Anthony Pierri on how to choose your target customer segment



**ANTHONY PIERRI**  
DEC 04, 2024




**GROWTH UNHINGED**  
with K-flo Payer

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Part two

**How to differentiate your product**

Part 2 of Anthony Pierri's definitive product positioning framework



**ANTHONY PIERRI**  
DEC 18, 2024

# Thank You!



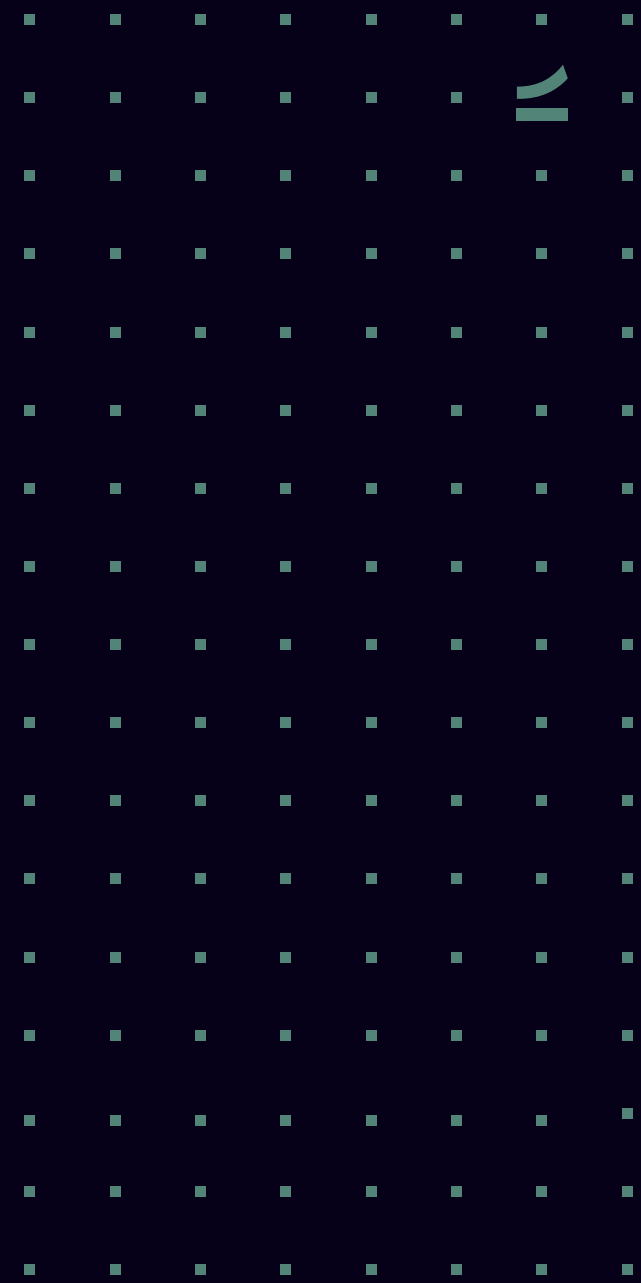
[Peter.Giordano@ScaleVP.com](mailto:Peter.Giordano@ScaleVP.com)

[!\[\]\(dfbd6b3763a6d1d9afaa974f64e2e4b5\_img.jpg\) PeterLGiordano](#)

@ThisIsPeterG

# APPENDIX

Ok to share



# (Detailed) Strong value alignment shows clear impact on customer KPIs and strategic goals

## Strong Alignment

- Direct impact on customer priority KPIs (e.g. reduces MTBF by 30%)
- Clear contribution to strategic objectives (e.g., enables 30% cost reduction)
- Customers consistently highlight this value in success stories
- Sales team can easily demonstrate ROI

## Partial Alignment

- Indirect impact on customer KPIs (requires multiple steps to show value)
- Value recognized but not consistently measured
- Success stories focus more on features than outcomes
- ROI calculations need more validation

## Weak Alignment

- No clear connection to customer's key metrics
- Value proposition relies on assumed benefits
- Customer feedback focuses on minor benefits
- Difficult to build compelling ROI case

# Missing Alignment Often Signals Major Strategic Opportunities

## Signs of Missing Alignment

- Customers consistently ask for capabilities you don't offer
- High-value KPIs your product doesn't currently impact
- Strategic priorities mentioned in discovery that your solution doesn't address

Strategic  
CVM



## Opportunities

- Reveals untapped market opportunities
- Informs strategic product roadmap decisions
- Creates partnership opportunities with complementary solutions
- Helps prioritize R&D investments

Example: **zoom**

# Missing Alignment Often Signals Major Strategic Opportunities

## Example: slack

Initially a gaming company building internal chat tools, Slack recognized a major missing alignment: enterprise collaboration needs weren't being met by existing solutions. This insight led to their pivot toward becoming an enterprise collaboration platform

## Missing Alignment

### Customer Priority Signals

- Strategic objectives with no corresponding product capabilities
- High-priority KPIs your product doesn't influence
- Value drivers without supporting features

### Product Opportunity Signals

- Features solving problems customers don't prioritize
- Benefits that don't map to key customer metrics
- Capabilities targeting non-strategic customer needs



# Extra Section

Map Operational Processes and Strategic Initiatives

# Operational Processes & Strategic Initiatives take direct action on Value Drivers

## Operational Processes and Strategic Initiatives

### **Processes:**

Ongoing, day-to-day actions that strengthen value drivers

### **Initiatives:**

Focused, time-bound projects that elevate value drivers

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# Operational Processes & Strategic Initiatives take direct action on Value Drivers

## Operational Processes and Strategic Initiatives

### Example:

Continuous Real-Time API Monitoring (Process) directly enhances our Predictive Analytics capabilities (Value Driver), measured by Mean Time Between Failures (KPI)

✓ Transform strategy into results

✓ Create measurable impact tracked by KPIs

✓ Must have clear ownership and success criteria

# Processes & Initiatives: Example for Posh ICP

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## Automated Incident Response Implementation (Process)

Automates resolutions to reduce costs and improve MTBF through faster handling.

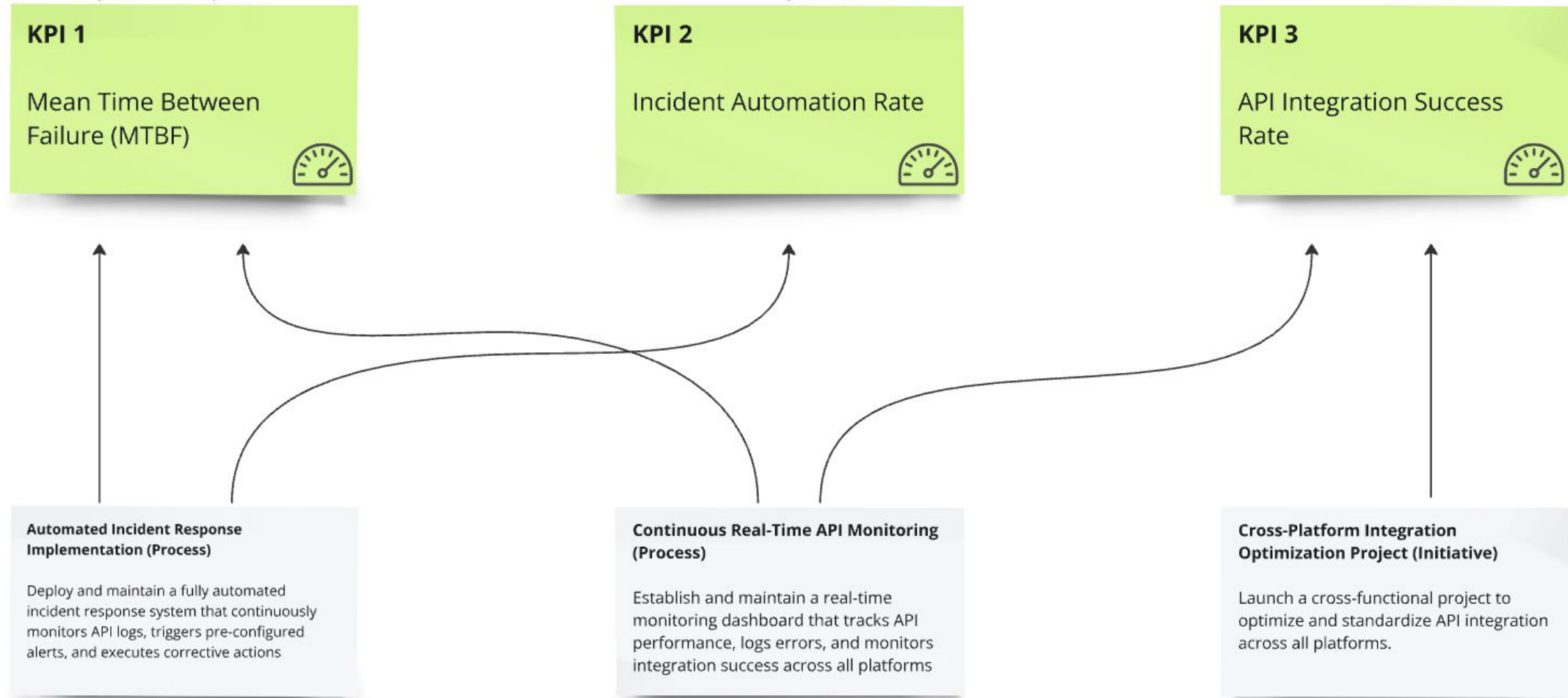
## Continuous Real-Time API Monitoring (Process)

Strengthens predictive analytics with real-time data to prevent API failures.

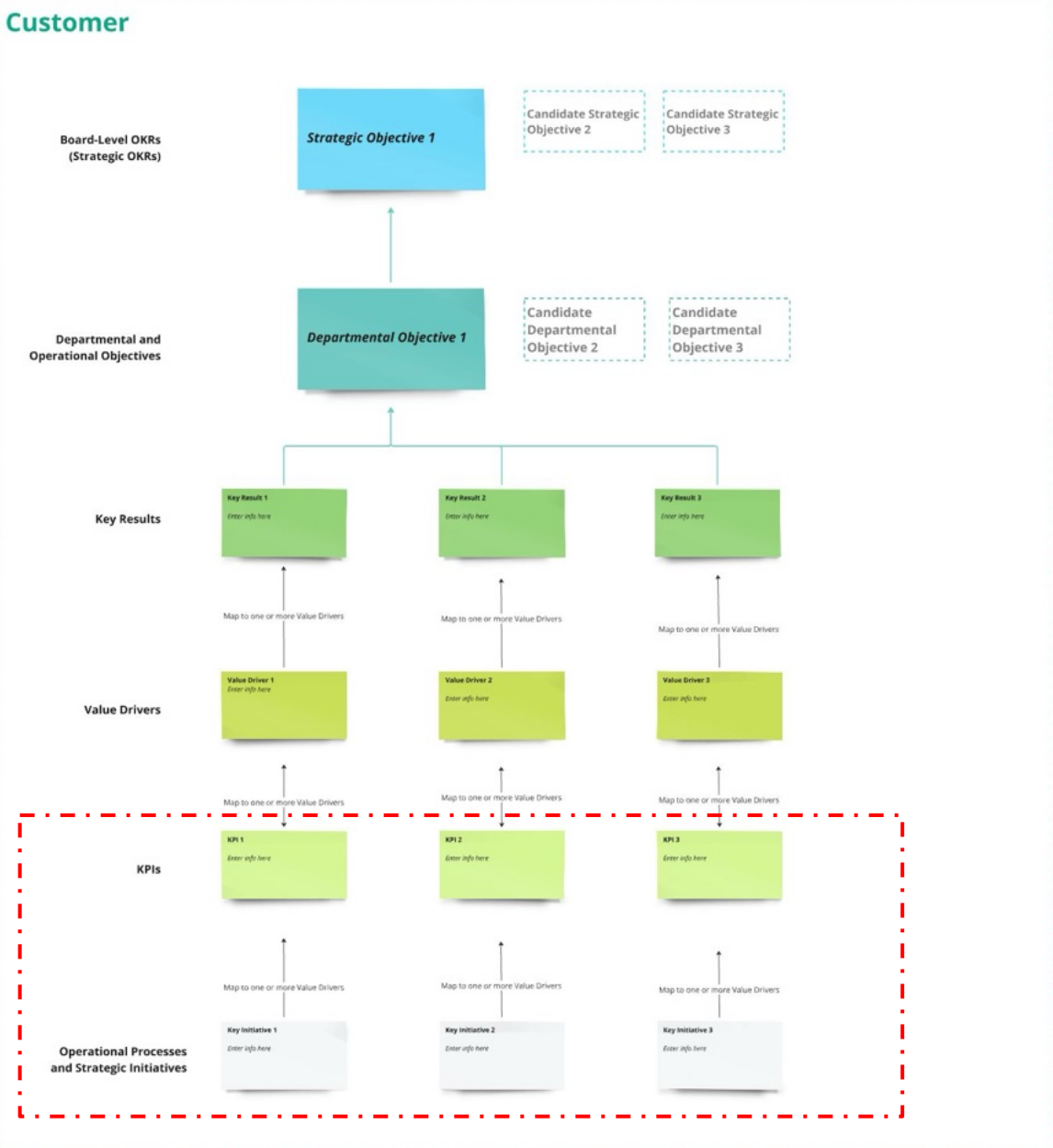
## Cross-Platform Integration Optimization Project (Initiative)

Standardizes integration processes to boost API success rates across platforms.

# Example for Posh ICP: Processes & Initiatives mapped to KPIs



We are here



# Activity: Map Processes & Initiatives

 X minutes

1

## **Identify key activities**

Map 1-2 operational processes and 1 strategic initiative per Value Driver

2

## **Define success criteria**

Establish clear ownership and specific outcomes for each activity

3

## **Validate impact**

Confirm direct influence on Value Drivers and measurability through KPIs