

FROM VALUE SELLING TO

Value Engineering

Designing, selling, and capturing value across six dimensions.

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The shift

B2B selling has been operating with 20th-century assumptions in a 21st-century world.

For most of the last forty years, B2B selling worked because the world it sold into was relatively stable. Costs were predictable, supply chains continuous, regulation gradual, and the buying decision usually rested with one person. None of those conditions still hold. Externalities that businesses produced for decades are now arriving as material risk — climate, supply chain, social licence, regulatory exposure — and the buyer has changed shape in response. The deck that follows lays out what has changed about value itself, why it is changing now, and what B2B firms must do to engineer, sell, and capture it.

20TH-CENTURY ASSUMPTIONS

- Externalities are someone else's problem
- Buyers want lowest unit cost
- Sales is about features, advantages, benefits
- One buyer, one decision
- Risk = financial only

21ST-CENTURY REALITY

- Externalities are now financial risk
- Buyers want defensible total impact
- Sales is about engineering measurable value
- Buying coalitions of 6–10 stakeholders
- Risk = financial + climate + social + supply chain

The claim

Value has expanded into six dimensions that customers now care about.

By value we mean **customer value** — the value the customer perceives, gains, and sacrifices when they buy. Not supplier value (revenue, margin, brand). Throughout this deck, *value* refers to what the customer is buying.

Each dimension answers two questions from the customer's perspective: *what's in it for me?* and *what do I have to sacrifice?* The salesperson who only argues the financial dimension is leaving the rest of the buyer's decision unmapped — and every dimension left unmapped is a risk left unmanaged.

ROI / Economic

Risk & Resilience

Life-Cycle & Circular

Strategic

People

Planet & Societal

A short history of value creation

Value has expanded across six eras. Each era added a dimension; none replaced the previous one.

1920s

Value =

The Product

Driver: Industrialisation & urbanisation

1950s

Value =

The Lifestyle

Driver: Consumer affluence + surplus capacity

1970s

Value =

The Experience

Driver: Self-actualisation & social liberation

2000s

Value =

The Empowered Customer

Driver: Internet, e-commerce, information

2010s

Value =

Co-Created Value

Driver: Industry 4.0, mobile, social media

Today

Value =

Systemic Value

Driver: Climate, geopolitics, externalities

Each era reduced what customers had to sacrifice (cost, friction, distance) and added new dimensions of what they could gain (identity, experience, choice, voice, system impact). The current era is no different in pattern — only in stakes.

Every era externalised a different category of cost

Externalities never disappear. They accumulate — and they return.

Each era of value creation also externalised a category of cost — pollution, public health harm, change-management cost, labour exploitation, attention extraction. None of those costs disappeared. They accumulated invisibly and are now returning, all at once, through regulation, litigation, supply chain fragility, and physical-system instability.

1920s	Industrial pollution, worker health, environmental damage	➡	<i>Carbon pricing, clean-up liability, ESG disclosure</i>
1950s	Tobacco harm, product safety risks borne by consumers	➡	<i>Product liability law, mass litigation, mandatory disclosure</i>
1970s	Implementation cost on adjacent teams, change fatigue	➡	<i>Failed IT rollouts, adoption failure, ERP-traceable cost</i>
2000s	Globalised labour exploitation, environmental cost transfer	➡	<i>CSDDD, EUDR, carbon border adjustment, ESG audits</i>
2010s	User attention, data, mental-health harm, democratic erosion	➡	<i>Digital services regulation, mental-health litigation</i>
Today	All of the above, compounding	➡	<i>Regulation, litigation, geopolitics, physical instability</i>

Pattern: cost externalised → cost accumulates invisibly → accountability arrives → cost returns. Externalities can also be positive (innovation spillovers, workforce upskilling, ecosystem restoration) but the dominant historical pattern, and the one driving today's commercial pressure, is cost externalisation.

About this work

Empirical research, applied teaching, lived practice.

This work is the output of the Future of Selling research programme — a multi-year, practitioner-grounded effort tracking how B2B sales is actually changing in firms across Europe. It is co-led by Prof. dr. Régis Lemmens (Future of Selling, Solvay/AMS) and Prof. dr. Javier Marcos (Cranfield School of Management). The argument is informed by interviews with senior commercial leaders, by collaboration with academic and practitioner partners, and by direct consulting engagements where these patterns are tested in commercial reality.

RESEARCH

Future of Selling research programme. Solvay Business School, AMS Antwerp Management School, Cranfield School of Management. Co-authored by Régis Lemmens and Javier Marcos.

PRACTICE

Sales Cubes consultancy. Multi-year engagements with industrial, technology, and services clients across Europe.

TEACHING

Executive education on B2B sales transformation. Recent cohorts: senior marketers at DPG Media; CSOs and commercial directors at Solvay MBA and Cranfield.

PARTNERS

Collaboration with the Regenerative Marketing Institute (Jef Tuegels & Christian Sakker — institute founded by Philip Kotler).

What this deck argues

Five acts. Three charts. Four trends. Six dimensions. Three pillars.

The argument unfolds in five parts. The first establishes the new central claim: value has expanded into six dimensions customers now care about. The second presents the empirical evidence for why this expansion is happening now — five transmission mechanisms, three charts, and two examples your audience has lived. The third documents four trends already reshaping B2B sales. The fourth presents the six dimensions themselves as the consequence of those trends. The fifth introduces Value Engineering as a three-pillar discipline.



The thesis

Slides 1–7

Value has expanded into six dimensions.



The evidence

Slides 8–13

Why this is happening now: five transmission mechanisms, three charts, two lived examples.



The trends

Slides 14–18

Four trends already reshaping B2B selling.



The dimensions

Slides 19–21

What the trends produce: the six dimensions of customer value.



The discipline

Slides 22–31

Value Engineering: design, sell, capture.

Why this expansion is happening now

Five transmission mechanisms are pulling externalities into the commercial equation.

Each mechanism operates on a different timescale and through a different channel, but all five push in the same direction: previously externalised costs and benefits become visible, accountable, and commercially material.

1 PHYSICAL REALITY

Floods, heat, drought, supply disruption, energy volatility.

2 REGULATION

CSRD, CSDDD, CBAM, EUDR, EU Taxonomy, product liability, digital regulation.

3 CAPITAL MARKETS

ESG risk models, cost of capital, valuation discounts, stranded assets.

4 INSURANCE & LITIGATION

Liability, insurability, lawsuits, risk transfer becoming harder.

5 DATA VISIBILITY

ERP, platforms, AI, traceability, digital product passports, emissions data.

Two examples

Externalities becoming visible is not abstract. It has been happening in plain sight for two decades.

Before the next three charts document the broader pattern, two examples make it concrete. The pattern is consistent: a cost exists, gets externalised to consumers or communities, accumulates invisibly, and then arrives back at the originating business through litigation, regulation, or transparency requirements.

Food traceability

BEFORE

Twenty years ago, no consumer could know where their meat was raised, whether their fish was sustainable, or whether their cocoa came from farms using child labour. Cost of opaque sourcing was paid by farming communities, ecosystems, and labourers — never by the buyer.

AFTER

Today every major retailer publishes supply-chain data. EUDR mandates traceability to origin for deforestation-linked commodities. CSDDD adds liability for labour conditions across the chain. The cost was always there. What changed is accountability — and the regulatory cost of cheaper opaque sourcing now exceeds the savings.

Product liability

BEFORE

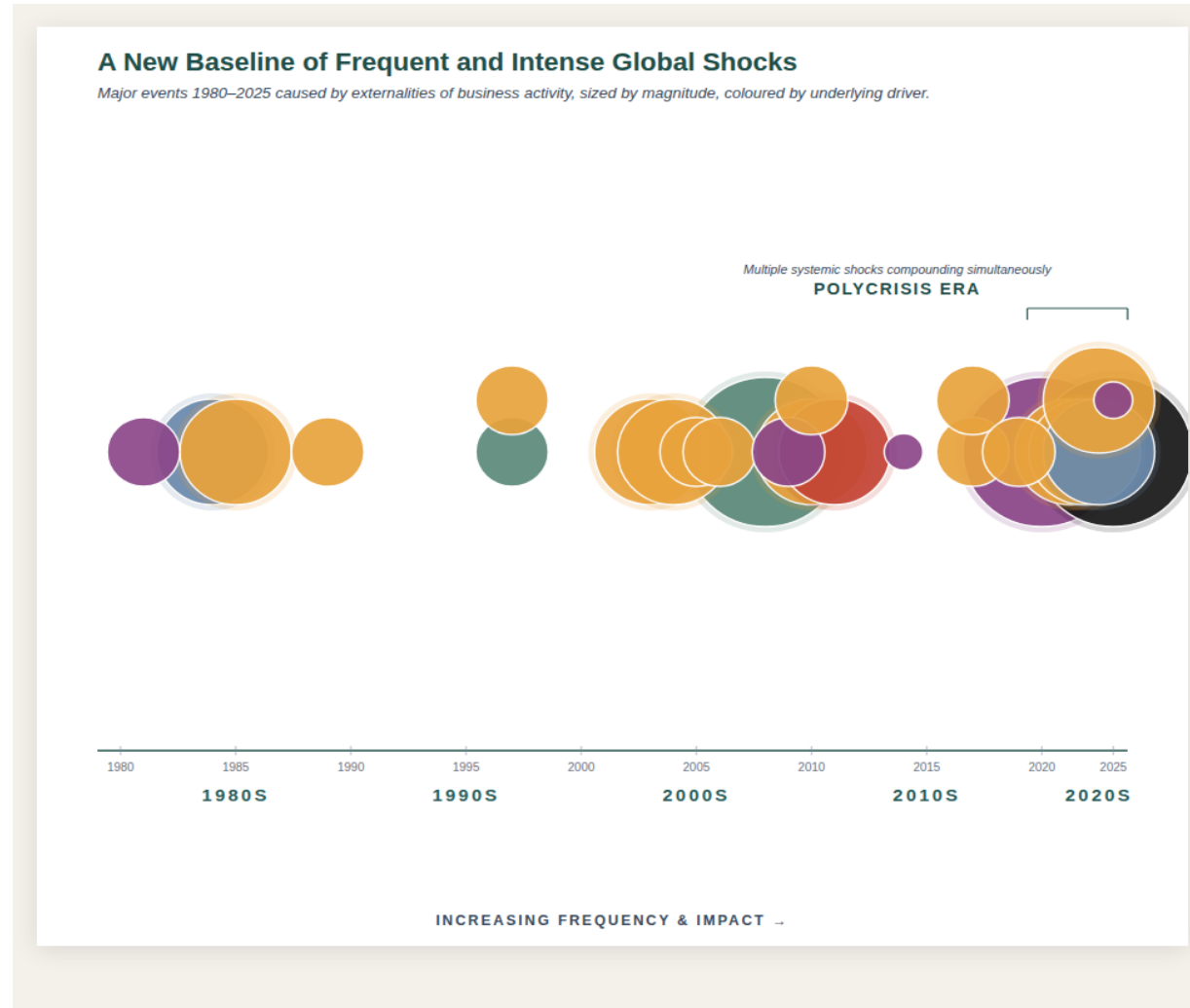
Warning labels on consumer products only exist because courts decided that risks manufacturers had externalised should be theirs to disclose, price, and manage. The McDonald's hot-coffee case was not absurd — the coffee caused third-degree burns; McDonald's had externalised that injury risk without disclosure.

AFTER

Every pharmaceutical disclaimer, every product safety notice, every financial risk warning is the same mechanism operating in a different sector. An externality became accountable. The cost of harm got transferred back to the party that created the risk — usually with interest.

Chart A — Externality-driven shocks accelerating

26 events 1980–2025, sized by magnitude, coloured by underlying driver. Each defensibly traceable to a business externality.



Externalities are catching up — reading the chart

From corporate disaster to compounding polycrisis, with the four anchor inflections.

An externality is a real cost *or benefit* not fully priced into the transaction that caused it. The 26 events in Chart A are each defensibly traceable to a business externality. The four inflections below mark moments when an externality moved from invisible to undeniable, and shaped the regulatory or commercial response that followed.

1984

Bhopal disaster

Union Carbide pesticide leak in India kills thousands. The first textbook case of a multinational's externalities producing mass harm at scale.

2008

Global Financial Crisis

Externalised risk in mortgage-backed securities cascades into a global recession. The clearest example of business externality in the dataset.

2022

Pakistan floods

33 million displaced; ~\$30bn damage. Formally climate-attributed by World Weather Attribution. Crystallises the loss-and-damage debate.

2025

Compound polycrisis

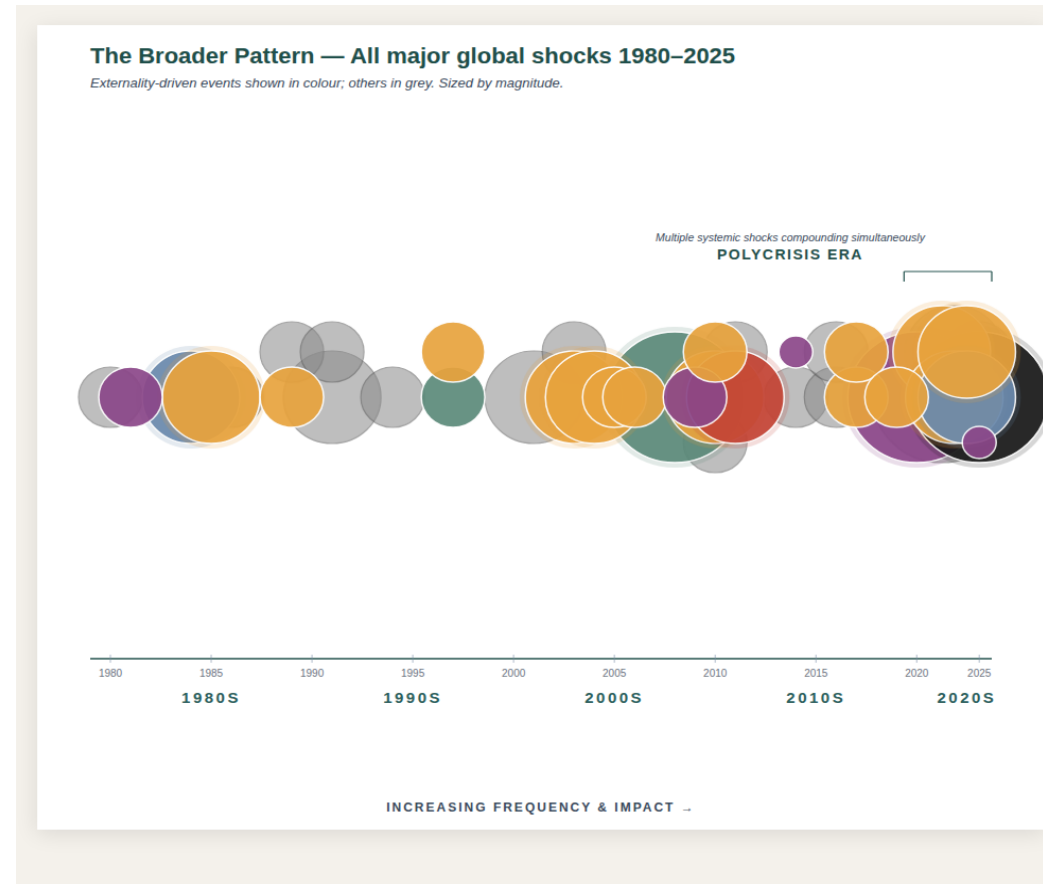
Climate, AI, geopolitical, supply-chain, and financial pressures interacting simultaneously. Multiple systemic shocks compounding rather than arriving in sequence.

THE DECISIVE SHIFT

Externalities have not just become morally visible. They have become **financially material** — affecting cash flows, compliance cost, asset values, financing terms, insurance, procurement eligibility, and customer risk.

Chart B — All major shocks 1980–2025

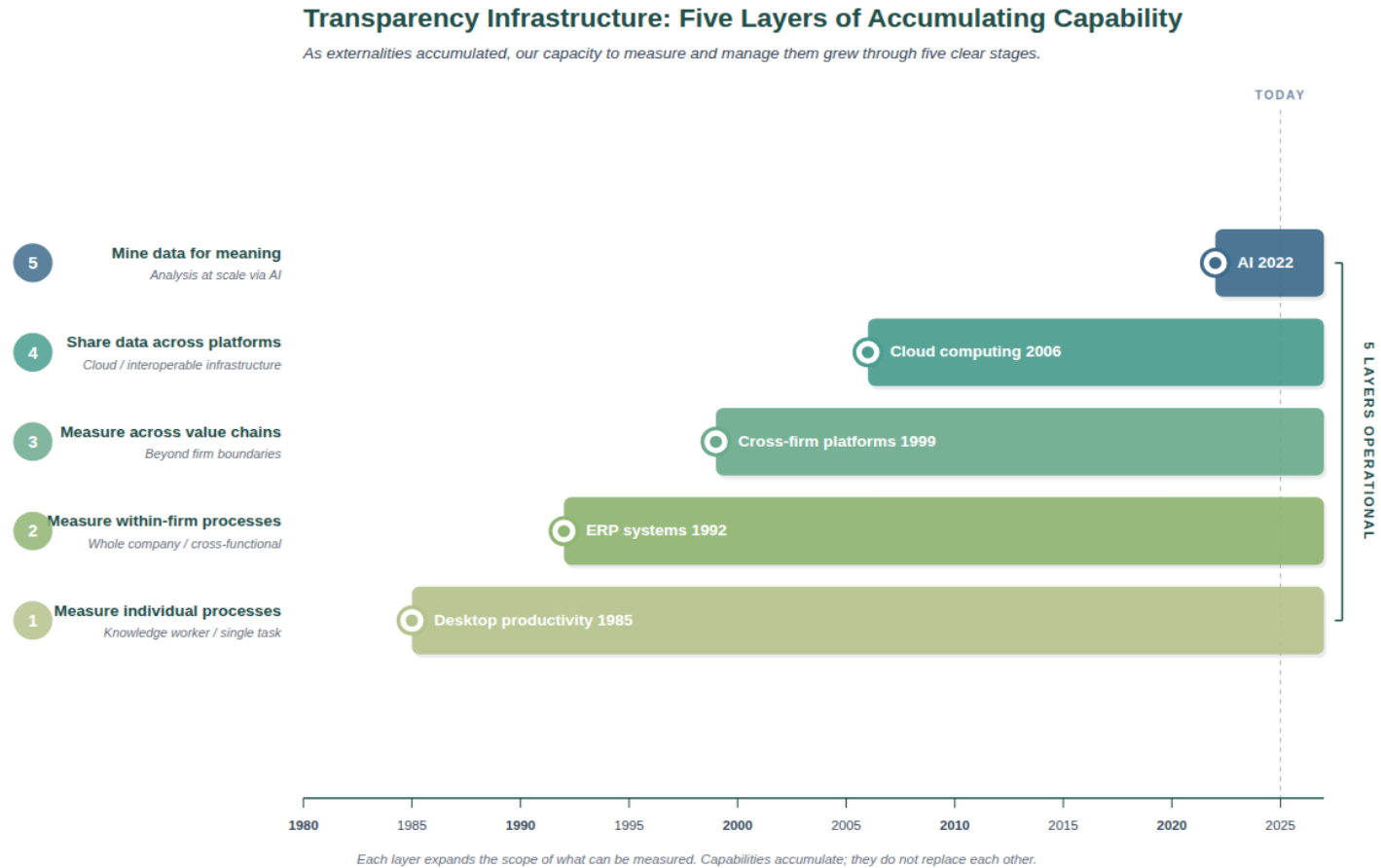
Externality-driven events accelerate fastest within a broader pattern of rising volatility. Externality events shown in colour; broader-context events (geopolitical, ideological, technological) in grey. Sized by magnitude.



43 total events 1980–2025 • **26** externality-driven • **17** broader-context

Chart C — Five layers of accumulating capability

Over the same forty years, technology made it possible to see business decisions and their consequences — first within the firm, then across value chains, then at platform scale, and now via AI. By 2025 all five layers are operational simultaneously, at SME prices.



The world has changed. So has B2B selling.

The next four slides document four trends already visible in commercial practice across European industry. Each trend is a structural shift in B2B selling that follows directly from the pressures documented in Act 2.

These four trends are not parallel. Three of them — risk reduction, regenerative value, and the shift from information advantage to human trust — are pressures arriving from outside the buying organisation. The fourth — system transformation — is what those three pressures produce inside it.

Together, the four trends produce a single consequence: value has expanded from one dimension to six. We document the four trends here, then the six dimensions in the next act.

TREND 1

From Benefits and Costs to Risk Reduction

Value selling moves from upside-only to upside-plus-exposure-reduced.

Traditional value selling rests on a benefit-versus-cost calculation. That logic still operates, but it has been overtaken by a different one — how much exposure does this decision create, and how much does it remove? Planetary-boundary breaches produce geopolitical instability; instability produces regulatory response (CSRD, CSDDD, EU Taxonomy, EUDR); regulatory response produces capital-market response. Company valuation is now arithmetically linked to ESG-aware risk evaluation. The supplier who can demonstrably reduce a customer's exposure across operational, compliance, supply-chain, and reputational risk is creating real, paid-for differentiation.

CASE

ING

Marc Carlier — Head of Sustainability Business Banking Belgium

Translating ESG from compliance language into financing language. Future access to capital, the cost of that capital, and the company's market valuation will all depend on it.

CASE

Robovision

Jonathan Berte — Founder

Stopped selling fixed solutions. Now sells what Berte calls a 'LEGO box' — a capability platform configured by the customer's own operators as needs change. The platform absorbs the time risk into the product itself.

TREND 2

From Point Solutions to System Transformation

Buying coalitions are not new. What is new is they now stretch across the whole system.

Multi-stakeholder buying is not the trend. B2B buying has involved multiple stakeholders for decades. Two things are genuinely new. First, there are more stakeholders inside the customer because purchases now address company-wide systems rather than departmental solutions — HR, sustainability, legal, IT, and finance now all have a vote where once procurement alone signed. Second, and more decisively, stakeholders increasingly sit outside the customer organisation entirely. Tightening regulation produces certification and audit bodies whose approval is legally required for the deal to proceed; they do not intend to be prescribers, but in practice they often determine which suppliers the customer can buy from. Circular-economy propositions extend the coalition further still — recycling partners, downstream offtakers, regulators of end-of-life processes. The buying coalition stretches across the whole system the proposition addresses, not just the organisation that signs the contract.

CASE

Delaware

Bart Van Kerkhoven — Commercial Lead

Used to sell SAP modules; now sells business outcomes. Bonus-malus pricing, the 'labrador' customer-success role, embedded relationships across years. 'The problem is never the technology. It is the change process around it.'

CASE

Hospital group account

Occupational-health services provider (anonymised)

Lost a major account by delivering excellently against the old contract. The HR director had stopped buying medical control and started buying systemic improvement of wellbeing.

TREND 3

From Sustainability to Regenerative Value

A three-rung ladder: extractive → sustainable → regenerative.

Sustainability has become a qualifying condition. The frontier of the conversation is moving further still — from doing less harm to doing positive good. The pattern is a three-rung ladder: extractive, sustainable, regenerative. Most B2B leaders have not yet encountered the term 'regenerative' and find the standard hard to imagine reaching. That gap is itself the picture. The regenerative end of the ladder is the frontier of the next decade of B2B value creation, and suppliers who learn to articulate value there will compete in a market with very few competitors in it. This is not a moral conversation. It is a risk-and-capital one. Translation, not ideology, is the work.

CASE

Circl

Modular construction, Belgium

Prefabricated, low-carbon, designed for disassembly. 49 fewer tonnes CO₂ per 150 m² home, 9-day on-site build. The argument that wins is not the carbon number — it is that traditional contractors overrun budget by 10–15% and leave buyers with buildings that won't comply with 2030 regulations.

CASE

Sun Is Up + RMI

Solar platform; Tuegels & Sakker (Regenerative Marketing Institute, founded by Kotler)

Sun Is Up reframed an ROI proposition as community impact: same offer, dimension competitors couldn't match on rate alone. RMI develops the People-and-Planet reframing systematically.

TREND 4

From Information Advantage to Human Trust

AI has commoditised information. The premium has moved to trust infrastructure.

AI completes a movement that began two decades ago. The internet ended the era of the talking brochure; social media accelerated the commoditisation of information; AI is finishing the job. Buyers can now use AI to compare solutions, draft requirements, generate internal arguments. The activities for which customers used to depend on salespeople — product explanation, market comparison, internal case-making — are increasingly handled by tools the customer already controls. The commercial value of human time has shifted decisively away from information transfer and toward what AI cannot do well: building trust across a buying group, facilitating decisions under uncertainty, translating between stakeholders who do not share a common frame.

CASE

Nexus

Luc Jacobs — CEO

In 2012, 80% of the sales process required physical presence. Today the proportion is reversed. The capex-to-opex shift moved trust-building to after the sale. The human bond 'is today even more important after the sale than before.'

CASE

Accent

Lien Byttebier — Chief Commercial Officer

Salespeople create value by challenging clients with proprietary data: industry benchmarks, hidden onboarding costs, slow internal feedback. Same insight expressed in the language of operations, safety, CFO, and works council creates value AI cannot replicate.

The six dimensions of customer value

What the four trends produce. Each dimension answers: what's in it for me, and what do I have to sacrifice?

The four trends documented in Act 3 produce a single consequence. Value can no longer be expressed in one dimension; it has expanded across six. These are the six dimensions across which customers now evaluate value. Not all dimensions are activated in every deal — the framework is a diagnostic, not a checklist. But suppliers who can recognise which dimensions are activated, articulate value in each one, and surface the hidden risk-of-inaction where each dimension is being ignored, are operating in a different conversation than competitors who default to ROI alone.

1 ROI / Economic

Will this make or save money?

2 Risk & Resilience

Does this protect operations against shocks?

3 Life-Cycle & Circular

Does it reduce waste, downtime, or disposal costs?

4 Strategic

Does this fit where we are going as a business?

5 People

Will people actually use it? Does it make work easier?

6 Planet & Societal

Does this reduce harm to society or the environment?

All six dimensions in detail

What customers gain, what they sacrifice, and what they risk by leaving each dimension unmapped.

DIMENSION	GAIN	SACRIFICE	HIDDEN RISK IF IGNORED
1. ROI / Economic	Revenue growth, cost savings, margin improvement, productivity gains, faster payback.	Budget, implementation effort, transition cost, resource allocation during change.	<i>Underestimating total cost of change; ROI that evaporates at implementation when hidden costs emerge.</i>
2. Risk & Resilience (operational)	Reduced operational and supply risk, greater continuity, ability to absorb disruption.	Transition risk, new vendor dependencies, short-term loss of control during implementation.	<i>Vendor lock-in, supply-chain fragility, regulatory exposure; vulnerabilities that appear when shocks hit.</i>
3. Life-Cycle & Circular	Lower TCO across use, maintenance, repair, logistics, reuse, end-of-life.	Upfront investment, process redesign, decommissioning of legacy systems.	<i>Solutions optimised for purchase price that cost multiples more over their lifetime.</i>
4. Strategic	Supports transformation: growth, differentiation, digitalisation, sustainability, market positioning.	Strategic lock-in, opportunity cost, reputational exposure, risk of backing the wrong direction.	<i>Erosion of competitive position; identity misalignment; optimising the present at the cost of the future.</i>
5. People	Better employee experience, safer work, stronger collaboration, reduced internal friction.	Learning curve, change fatigue, loss of familiar ways of working, disruption to adjacent teams.	<i>Adoption failure, hidden productivity loss, disengagement — costs invisible until post-implementation.</i>
6. Planet & Societal	Reduced emissions, waste, and resource use; positive social impact; sustainability compliance.	Short-term cost of greener choices, process adaptation, supply-chain redesign, measurement investment.	<i>Regulatory liability, stranded assets, reputational damage; externalised costs returning as regulation.</i>

Two kinds of risk, only one is in the framework

Operational risk is one dimension. Strategic risk is the gravitational field that connects all six.

It is worth being precise about risk, because the word does double duty in the framework. **Risk & Resilience** (Dimension 2) refers specifically to **operational risk** — supply-chain disruption, vendor lock-in, regulatory compliance failures, business-continuity exposure. It is one of the six dimensions, sitting alongside ROI, Life-Cycle, Strategic, People, and Planet.

But there is a second kind of risk that is not in the framework: **strategic risk** — the integrated risk produced by leaving any of the six dimensions unmapped. Strategic risk is not a dimension; it is the field. The reason a customer should care about Life-Cycle is that ignoring it creates strategic risk. The reason they should care about People is that ignoring it creates strategic risk. The reason they should care about Planet is that ignoring it creates strategic risk.

Operational risk is what Dimension 2 measures. Strategic risk is what the whole framework manages.

Every cost a customer cannot measure today is a strategic risk they will have to manage tomorrow. The supplier who surfaces these risks before the deal is signed is creating value the customer's competitors cannot match.

Value Engineering: a three-pillar discipline

Three connected capabilities: design the proposition, sell it, capture the value.

Value Engineering is the supplier's response to externalities being repriced. It is broader than selling because it answers what happens before, during, and after the deal: redesign the proposition so it carries value across all six dimensions, sell it through a layered business case the buying coalition can defend, and capture the value at the customer so the next deal can be proven. Each pillar is a separate capability, with its own tools, methods, and accountability.

1

DESIGN

Engineer the proposition

Redesign the offering across the six dimensions. Build evidence and traceability into the product, not retrofitted as marketing claims. The proposition itself must support the conversation the buyer now needs to have.

2

SELL

Articulate it across six layers

Run the SVS four-stage selling methodology — Discover, Design, Justify, Align — to articulate value across all activated dimensions and structure the Layered Business Case across the buying coalition.

3

CAPTURE

Deploy and prove value materialises

Run Deploy plus measurement and expansion post-sale. Without active capture, value identified during the sale does not show up at the customer — and the supplier loses the next deal because the first one was never proven.

Value Design

Engineer the proposition itself across the six dimensions.

A salesperson cannot articulate six-layer value if the proposition was only designed for the financial dimension. Value Design is the work of adding new value layers to the existing proposition where they are absent and relevant — and reframing the offer from a solution into a system-wide proposal. This is structural work that often involves external partners with capabilities the supplier does not have alone, because moving from solution to system enlarges the scope of what is being sold. It produces a redesigned proposition and a template business case that quantifies the values across the dimensions in play. The four-step workshop sequence below is how this is typically run.

1 Reframe from solution to system

Force the team to move from "what solution do we sell?" to "what system-wide proposal can we make?" Modern customers care less about individual solutions and more about improving complete systems. This step is the precondition for everything that follows — without it, the dimension audit collapses back to the original solution.

2 Audit the six dimensions of value

Walk through which of the six dimensions are present in the system-wide proposition and which can be added. Not all six apply to every offering, but the ones that should are often missing because the supplier was previously focused only on the financial dimension.

3 Map the partner ecosystem

Adding dimensions and reframing to system level often requires capabilities the supplier does not have. This is normal: the supplier was scoped to its own solution, not the full system. Identify which external partners must be brought in to deliver the wider proposition.

4 Build the template business case

Quantify the values across the dimensions that are now in scope. The template carries the FAB structure (Feature/Capability → Advantage → Benefit → Evidence) for each layer, plus the risk-of-inaction argument that closes the gap between mentioned and embedded value.

Systemic Value Selling — the four-stage selling methodology

Articulating, structuring, and orchestrating six-layer value across the buying coalition.

Systemic Value Selling is the practical method by which a sales organisation operates the six-dimension framework in live engagements. Selling itself runs across four sequential stages — diagnosis informs design, design informs justification, justification informs alignment. Deployment, the post-sale work, sits in Pillar 3 (Capture) and is presented separately.

1 DISCOVER

Surface value leaks across all dimensions; map what each stakeholder gains and sacrifices; identify which costs and risks are still hidden.

2 DESIGN

Co-design the solution and value proposition jointly with the customer, shaped by the diagnostic before quantification begins.

3 JUSTIFY

Co-author the Layered Business Case: a named layer per activated dimension with FAB evidence, a stakeholder owner, and a risk-of-inaction argument.

4 ALIGN

Bring stakeholders not in the diagnostic on board; tailor the sub-message per stakeholder to the dimensions they weight most heavily.

Salespeople translate double materiality into commercial materiality

Double materiality is a reporting concept. Commercial materiality is what the salesperson does with it.

Double materiality is the regulatory framework's way of asking two questions: how does the outside world affect this company, and how does this company affect the outside world. Both matter for reporting. Neither is what the salesperson is paid to answer. The salesperson's job is to translate both into a third question — how do these affect the buying decision in front of us — and to structure the business case so the answer is undeniable.

MATERIALITY	THE QUESTION	MEANING FOR THE CUSTOMER	MEANING FOR THE SELLER
Financial <i>How the world affects the company</i>	How does climate, regulation, labour, supply, or nature risk affect our company?	Risk register entries; cost of capital; insurability; valuation discounts.	Show how the solution reduces risk, cost, or exposure.
Impact <i>How the company affects the world</i>	How does our company affect people, planet, and society?	CSRD reporting; supply-chain disclosures; reputation.	Show how the solution improves the customer's impact profile.
Commercial <i>How both flow into the deal</i>	How do these two affect the buying decision in front of us?	The internal champion's case to procurement, finance, and the executive sponsor.	Translate both into the layered business case.

The Layered Business Case

Where the gap between mentioned value and embedded value is closed.

Salespeople know that non-financial benefits exist. They mention them, may believe in them. But when the formal business case is constructed, those benefits disappear — because they resist the spreadsheet. The case reverts to the metric everyone can measure: cost. The conversation collapses to price. Mentioning a benefit in a conversation is not the same as embedding it in a business case. Only embedded benefits survive contact with a procurement committee.

WHAT SVS DOES DIFFERENTLY

The Layered Business Case makes non-financial dimensions **explicit and structured** — not as a narrative appendix to the ROI calculation, but as named layers with their own evidence, their own stakeholder owners, and their own risk-of-inaction argument.

Non-financial dimensions do not need to be fully quantified to be credible. What they need is to be named precisely, owned by a specific stakeholder, connected to a risk the buyer already recognises, and structured *alongside* the financial case so they are part of the decision architecture rather than a footnote to it.

The goal is not to talk about sustainability, resilience, or people impact. The goal is to make them **undeniable** at the moment the decision is made — structured, owned, and visible alongside the financial case, not beneath it.

Value Capturing — Deploy, Measure, Expand

Ensuring the value identified at sale actually materialises at the customer.

A value proposition that is well-designed and well-sold still fails if the customer does not capture the value post-sale. Adoption fails. Internal champions move on. Promised outcomes never materialise. The hidden cost of poor capture is that it makes the next deal harder — the supplier no longer has a proven outcome to point to. Value Capturing is the third pillar that closes the loop, and it has its own three-stage structure.

1 DEPLOY

Manage the change required for the value to materialise — at individual, team, and project level. The People-dimension sacrifices surfaced during Discover (learning curve, change fatigue, hidden impact on adjacent teams) now require active management. TTM (Transtheoretical Model) tells the salesperson where each stakeholder sits on the readiness spectrum. COM-B (Capability, Opportunity, Motivation) identifies whether the barrier is capability, opportunity, or motivation. Adoption failure is a People-dimension failure that was invisible in the value conversation.

2 MEASURE

Track the value that was promised at the sale against the value being captured at the customer. Create a feedback loop: which dimensions delivered, which under-delivered, and why. The data this generates is the evidence base for the next proposition redesign — and for the next deal.

3 EXPAND

A captured outcome is the strongest possible argument for the next deal — at the same customer (land-and-expand) or at a comparable one (reference selling). Without active capture, the supplier loses both the proof and the expansion opportunity. Value Capturing is not the end of the cycle; it is the beginning of the next one.

From ESG to commercial materiality

This is not the ESG argument. It is a different conversation entirely.

ESG and externality reasoning sound similar; they are not. ESG asks whether a company is doing harm. Externality reasoning asks which harms are becoming business risks — and which benefits are becoming commercial advantages. The first is a moral conversation in a sustainability department. The second is a commercial conversation across the executive team.

OLD ESG FRAMING	NEW EXTERNALITY FRAMING
<i>"Are we doing harm?"</i>	➡ "Which harms are becoming business risks?"
<i>Reputation</i>	➡ Valuation
<i>Reporting</i>	➡ Decision-making
<i>Compliance</i>	➡ Competitive advantage
<i>Sustainability department</i>	➡ CFO, sales, procurement, risk, strategy

What now

Four questions for your firm. Honest answers required.

If the argument in this deck holds, your firm is now operating in a B2B environment where the rules have shifted. The four questions below are designed to surface where you stand — across all three pillars of Value Engineering.

1

DESIGN

Is your value proposition designed across the six dimensions, or only the financial one?

2

DESIGN

Have you mapped which dimensions matter to which stakeholder in your top three accounts?

3

SELL

Can your salespeople articulate value at all six layers, or do they default to features-and-benefits?

4

CAPTURE

Are you measuring the value being captured at the customer post-sale — and using it to expand the next deal?

Continue the conversation

This deck is the executive companion to a longer research output. The full white paper develops each argument in depth, presents the underlying datasets, and includes the case studies in their complete form. The Systemic Value Selling framework explainer documents the six dimensions, the SVS four-stage selling methodology, and the Layered Business Case in full operational detail.

WHITE PAPER

From Value Selling to Value Engineering

futureofselling.eu/value-engineering

FRAMEWORK

Systemic Value Selling — the Multi-Dimensional Value Framework

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