

Cubs Privé

WELCOME

Mark Cubbon, Founder,
Cubs Privé

“How to create a customer value
proposition with AI”

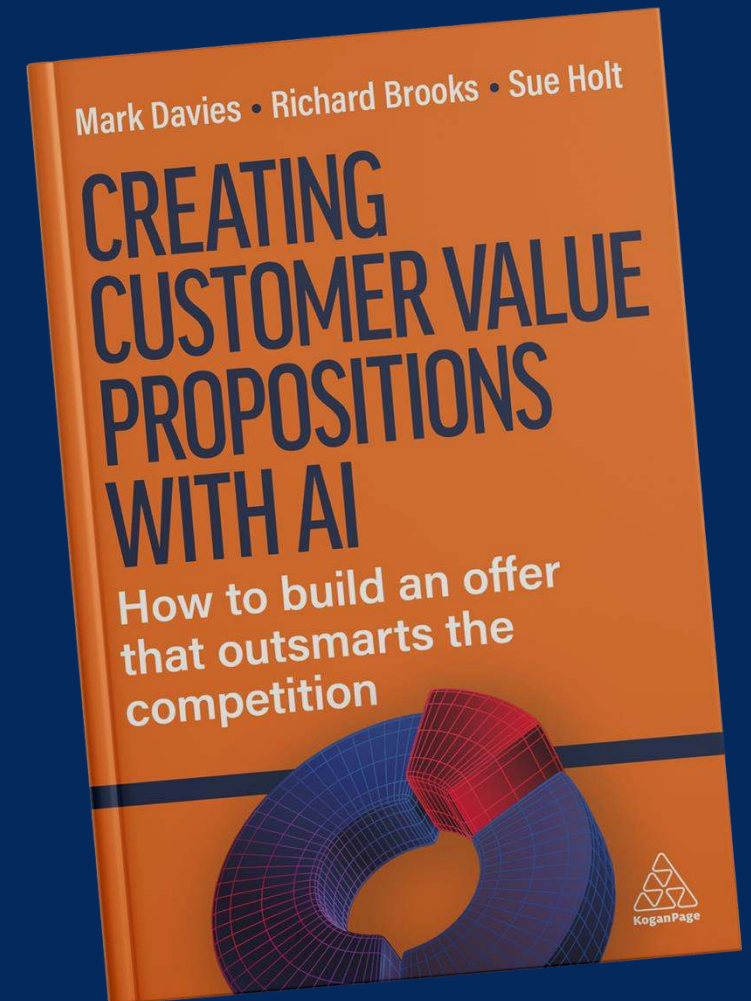
MARK DAVIES AND RICH BROOKS

CUBS PRIVÉ · DISCUSSION & INSIGHT

Creating Customer Value Propositions with AI

How to build an offer that outsmarts the competition.

IET, Savoy Place, London · 17 September 2026



Hello



Mark Davies

Director, Value Matters
Chairman, AKAM

Visiting Fellow at Cranfield and Aston Business Schools. Thirty years across engineering, operations and commercial strategy, advising blue-chip firms including MSD Animal Health and Zoetis. MBA, MSc, Chartered Engineer and Fellow of the CIM.



Richard Brooks

Director, Value Matters
Cranfield University

Consultant, builder, serial entrepreneur and teacher; working to improve sales, marketing and key account management processes. Design, builds and delivers bespoke AI solutions to deliver tangible value for your customers. Visiting Fellow at Cranfield.



Dr Sue Holt

Value Matters
Cranfield University

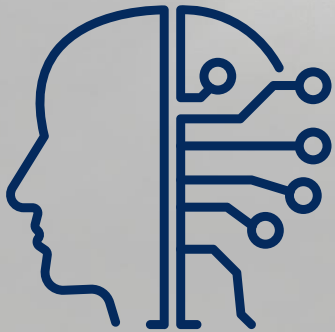
Dr Sue Holt, Visiting Fellow at Cranfield, directed its Key Account Management Best Practice Programme for over fifteen years. Co-author of Implementing Key Account Management and Creating Customer Value Propositions with AI (Kogan Page).

**First.. a short story
(from a storyteller)**

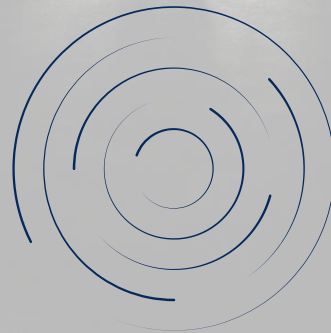


Don't get left behind

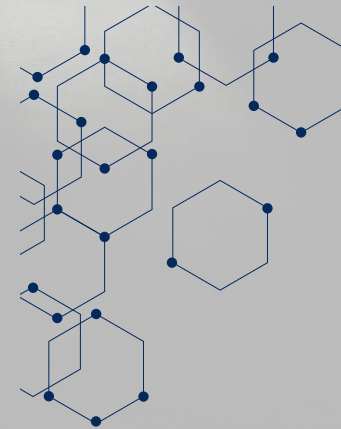
AI



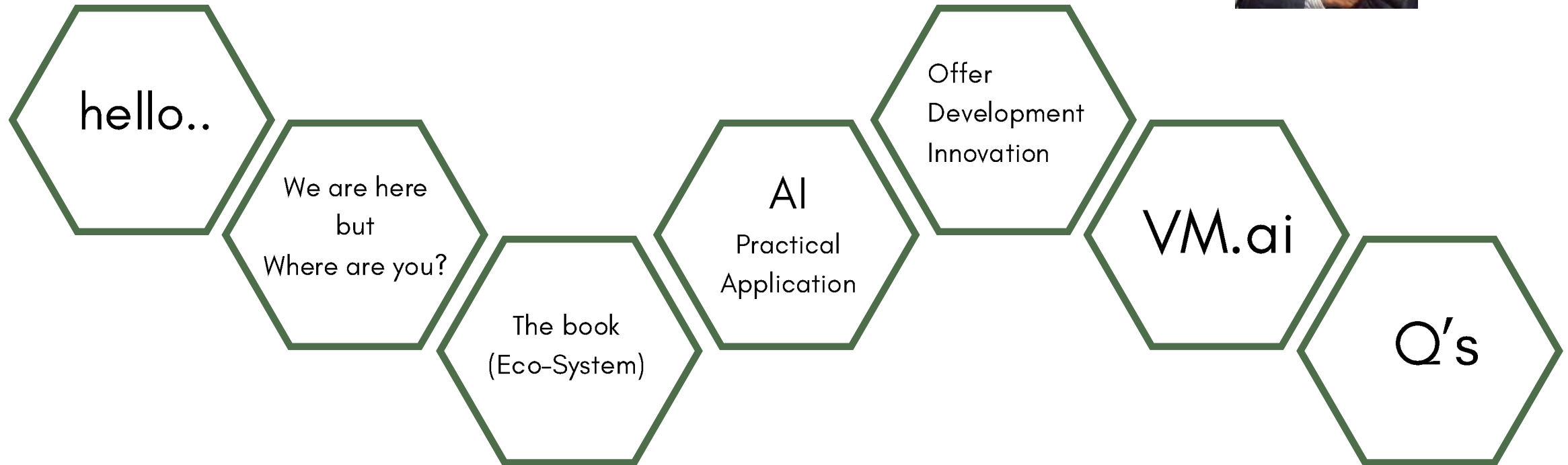
Value-Focus
(reinventing your offer)



Rethinking
Selling



I'll have a P please Bob

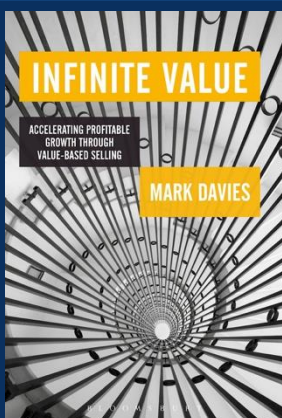


Broad Experience



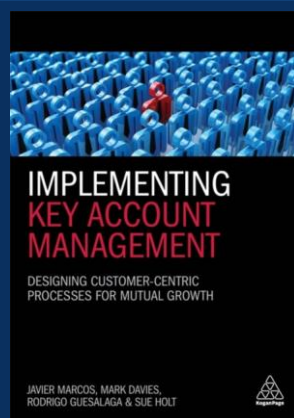
Built on published research

The method comes from four books with Bloomsbury and Kogan Page (and hundreds of online articles).



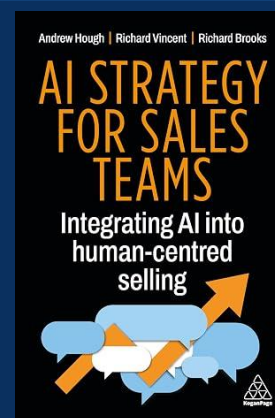
Infinite Value

Davies ·
Bloomsbury · 2016



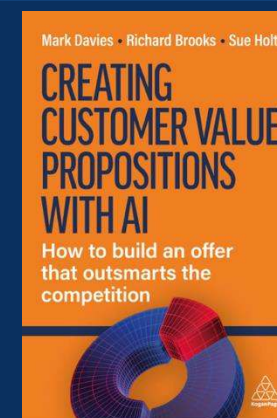
Implementing KAM

Davies, Holt, Guesalaga & Marcos ·
Kogan Page · 2018



AI Strategy for Sales Teams

Brooks, Hough & Vincent ·
Kogan Page · 2026



Creating CVPs with AI

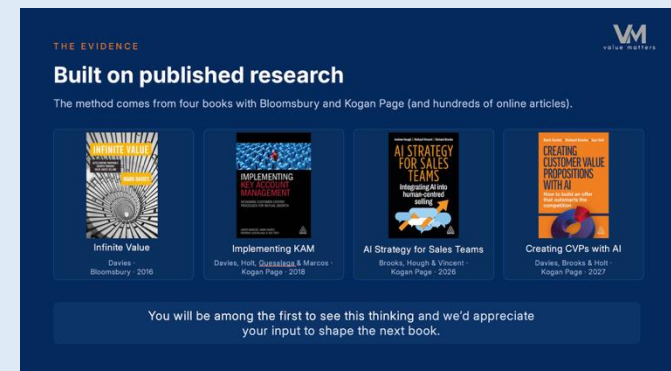
Davies, Brooks & Holt ·
Kogan Page · 2027

You will be among the first to see this thinking and we'd appreciate your input to shape the next book.

If you build your AI models on experience and proven concepts,
it is **incredible**.

If you let AI create and build in isolation, it is
incredibly dangerous.

**We are building on 30 years of commercial focus and
experience.**



THE EVIDENCE

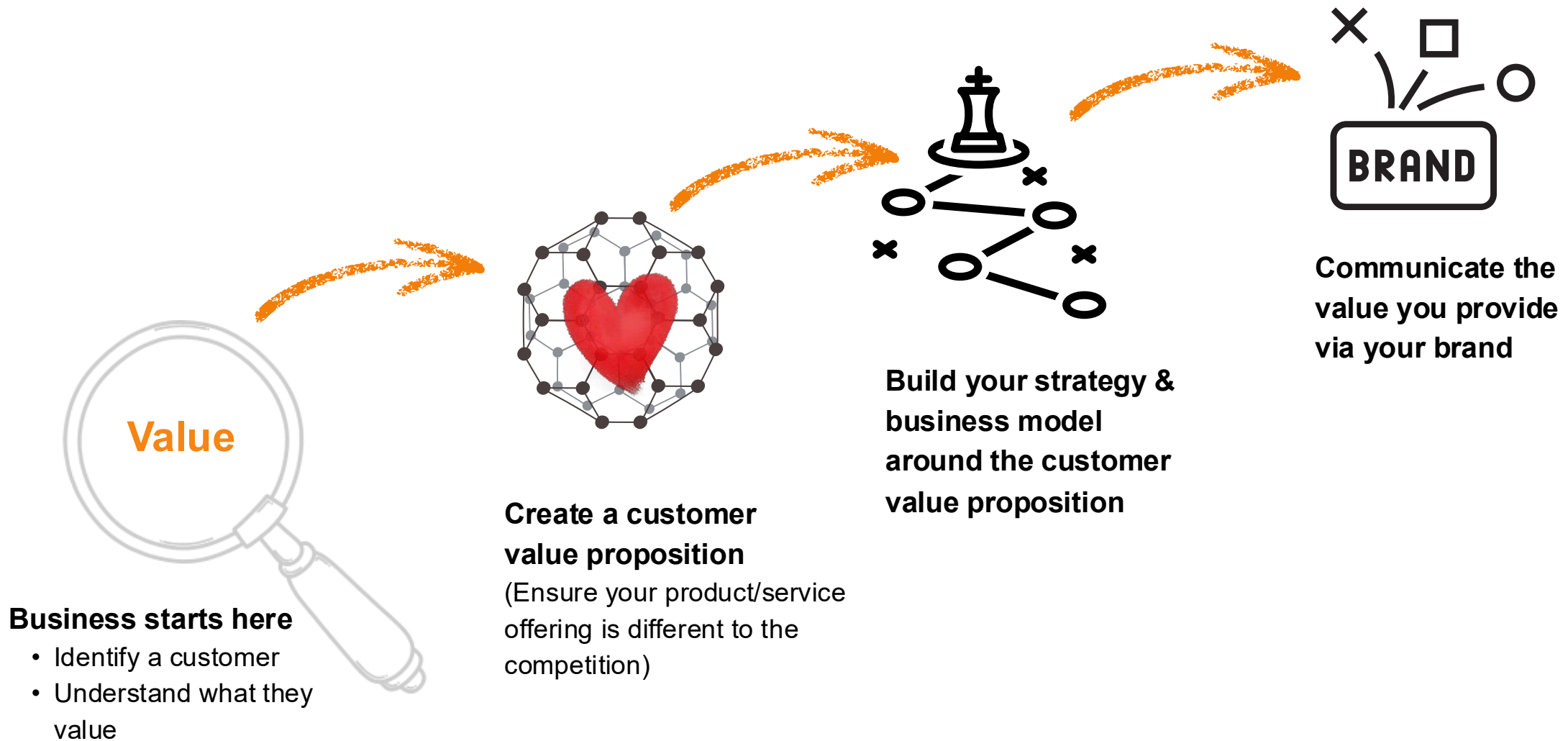
Built on published research

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Book Title	Author(s)	Publisher	Year
Infinite Value	Davies	Bloomsbury	2016
Implementing KAM	Davies, Hill, Gassiatos & Marcos	Kogan Page	2018
AI Strategy for Sales Teams	Brooks, Hough & Vincent	Kogan Page	2026
Creating CVPs with AI	Davies, Brooks & Hill	Kogan Page	2027

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The purpose of a business



VALUE NOT PRICE

Why this matters

Customers don't buy features or a price. They buy what your product does for their business. So why do most value propositions describe the first two and not the value-in-use?

Most have never been costed. Nobody has worked out what they are worth to the customer, in the customer's numbers and language.

You must be the messenger of value. If you don't bring the number to the table, procurement will, and they will want to talk about price.

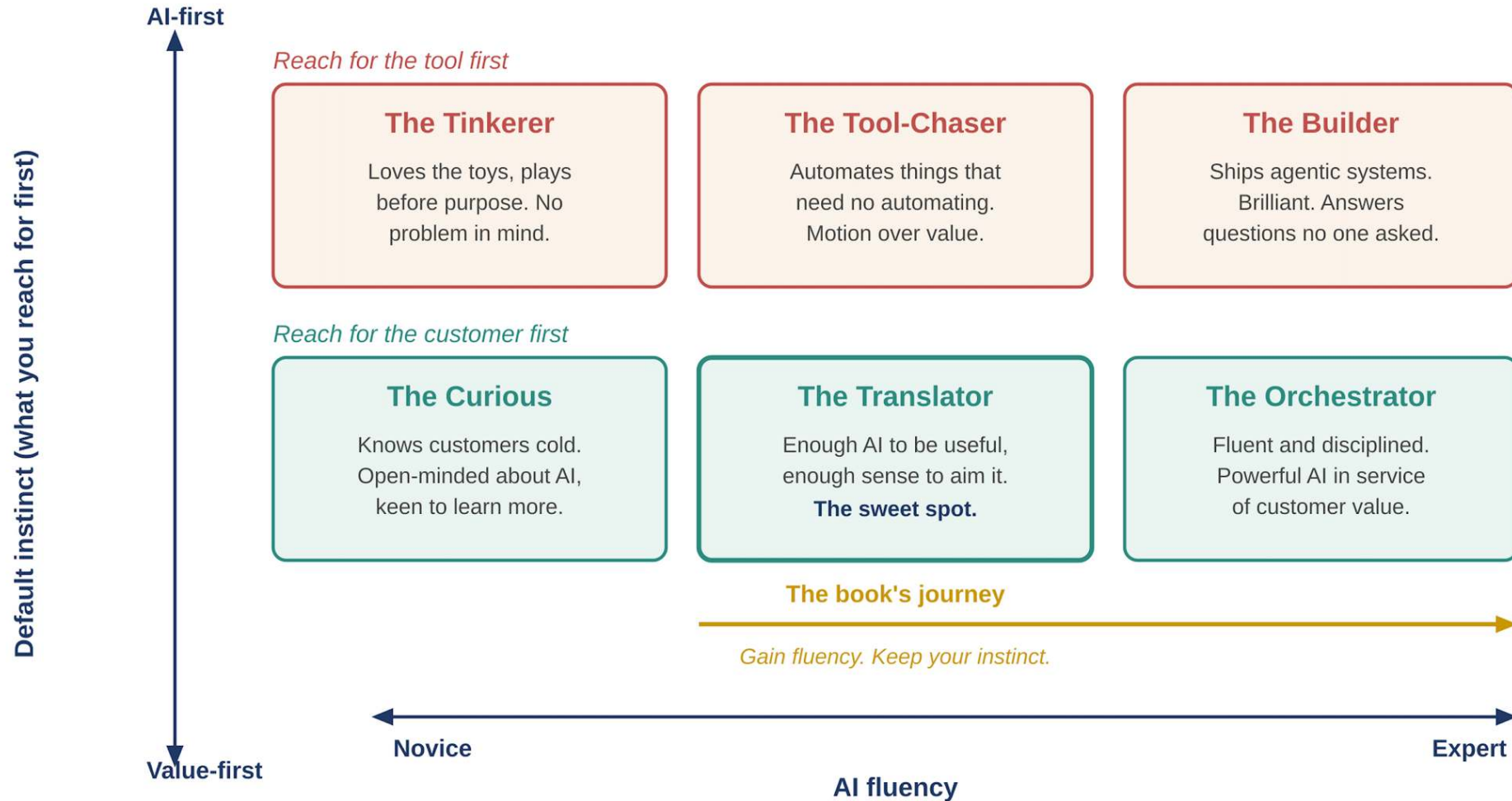
A large orange '1%' is displayed on a dark blue background.

Procurement directors say only 1 in 100 suppliers can financially prove the value they claim.

McDonald and Oliver, 2019. Research with the European Institute of Purchasing, Geneva.

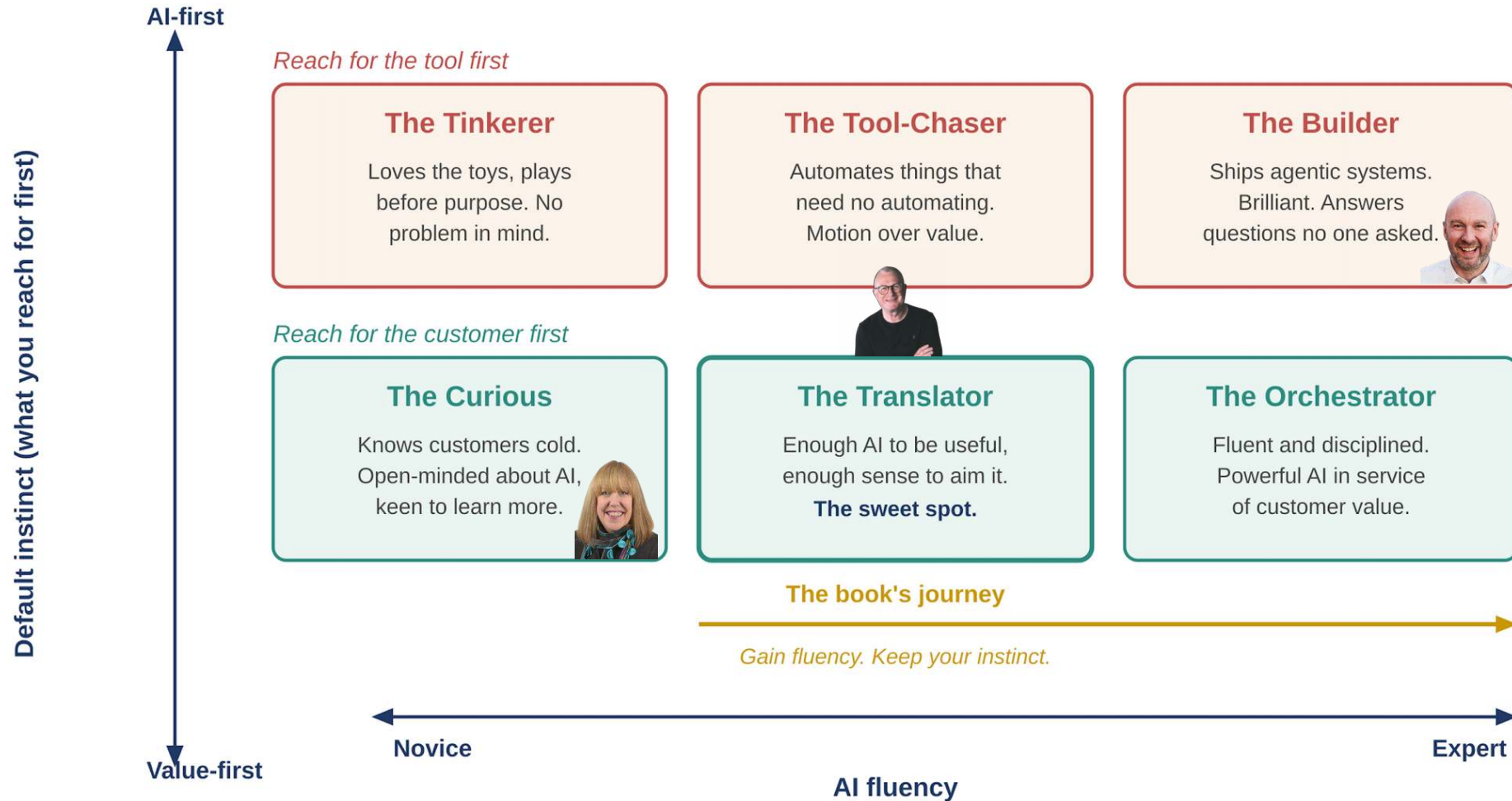
Where do you sit?

Find yourself on the grid, then read on



This book is written for the bottom row, moving you rightward and more fluent without dragging you upward. But the best suppliers also step up now and then, to spot opportunities beyond the customer's immediate needs.

Where we sit



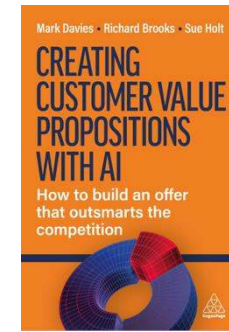
This book is written for the bottom row, moving you rightward and more fluent without dragging you upward. But the best suppliers also step up now and then, to spot opportunities beyond the customer's immediate needs.

Developing an Eco System



Creating Customer Value Propositions With AI

(aka The book)



Part One

Why AI is a major problem
for suppliers
(And why it is also the only
solution)

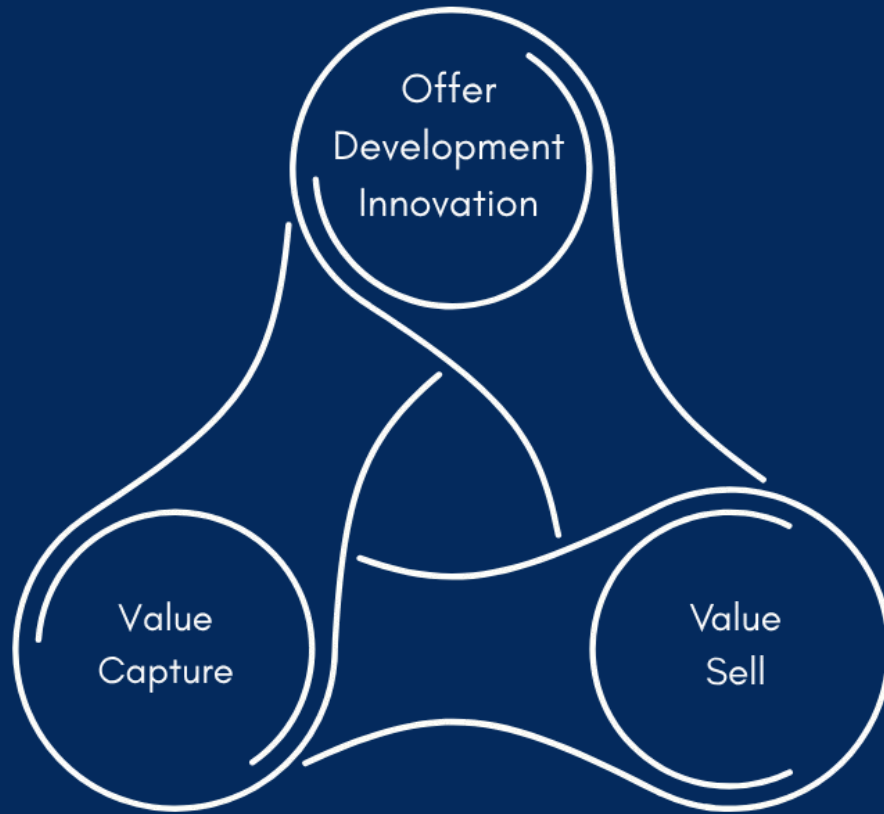
Part Two

The Offer Development &
Innovation Framework

Part Three

Building a business that
generates new customer
value propositions

One idea with three parts



Offer Development and Innovation

Where value is created: understand what your customer wants, then build the proposition they pay more for.

Value Sell

Where value is communicated: the business case, the internal pitch, the customer pitch, and how to pitch to the C-suite.

Value Capture

Where value is proven: captured for you and for your customer, summarised for executives, and reviewed every year.

From a problem to a promise

The creative heart of the cycle, in four moves. The tool accelerates each one and the judgement in each stays yours.

1

The problem

A single, sharp sentence: from a state that hurts, to a better future, so they can reach what they value.

2

Five sources of value

Search the whole library of value from the bottom line, top line, reputation, strategy, consumer.

3

The offer

Seven elements that deliver. Beyond product and price, where the advantage lives.

4

The CVP Wheel

Draw it if from the inside-out: the customer's future at the centre, value and offer around it.

Five sources of value

Below them all sits the discount. Value transferred from your margin to theirs, never created.
Everything worth having is further up.

Consumer value

Help your customer understand and win their own customer.

Strategy & organisation

Shape how the business is built. People, skills, capability to grow.

Business reputation

Guard the downside. Safety, quality, environment, the brand itself.

Top line value

Help the customer make more. Grow revenue, reach new markets.

Bottom line value

Help the customer spend less. The natural first rung above a discount.

*higher value ↑
Is harder to prove*

LIVE DEMO ONE

The CVP Development Tool

Stage one draws the wheel

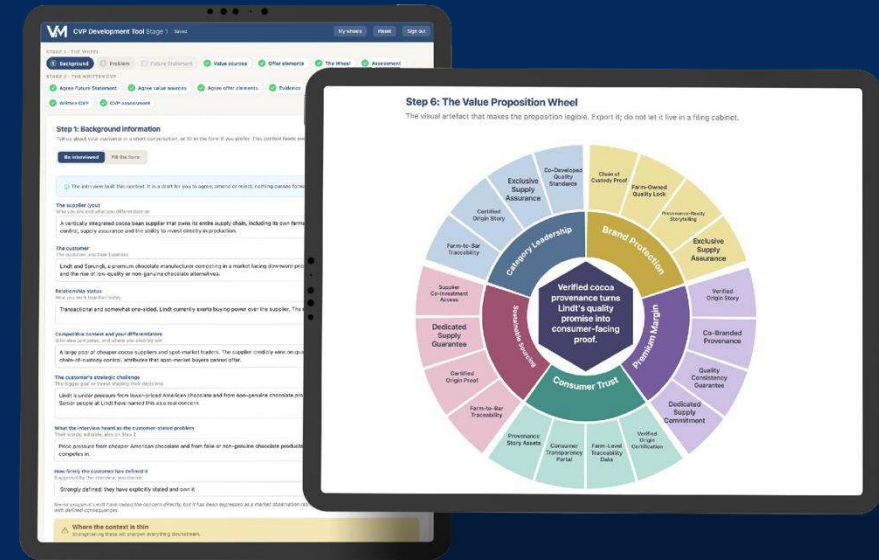
Give it the problem; it searches the whole library of value and offer. Draws the proposition in seconds.

Stage two writes the case

It turns the wheel into a board-ready proposition with numbers, evidence, measures and a score for each.

A month's work in an afternoon

You are in control. The technology does the search; you make the choices.



What the technology can't do

The technology is becoming free and universal. Judgement, trust and relationships are not, and they are what the customer is actually buying.

The machine does

- Reads the customer at speed
- Searches every source of value
- Drafts the wheel and the words
- Pressure-tests the numbers

You do

- Decide the outcomes
- Choose the value
- Make a promise to your customer
- Walk in and give your word

From proposition to account plan

The proposition drives a live KAM plan across eight phases.
This is a boardroom argument, **not a form filed once a year.**

Create

- Customer needs analysis
- Offer ideation
- Customer value proposition

Sell

- Value pitch (internal)
- Value sell (to the decision-making unit)

Capture

- Customer value capture
- Supplier value capture
- Performance review

A value-based business model, not a productivity trick

The centre of gravity of the commercial profession is shifting. Selling is becoming key account management; key account management is becoming **value-based**.

This core skill is building high-impact propositions, rapidly and repeatedly.

Grounded in research

The Cranfield KAM research club and AKAM practice, over two decades.

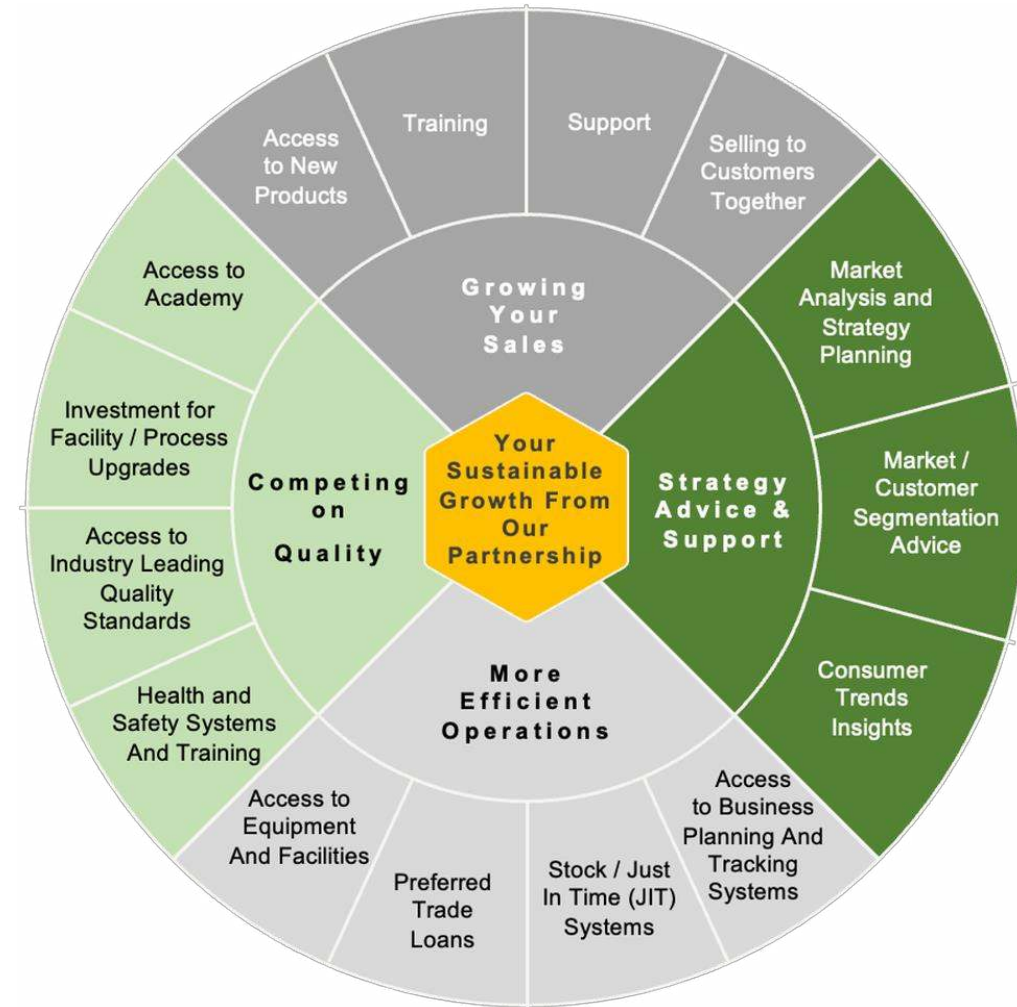
A method, not a bolt-on

The models rethought first, then accelerated with AI.

Try it yourself

The diagnostic and tools live at value-matters.net.

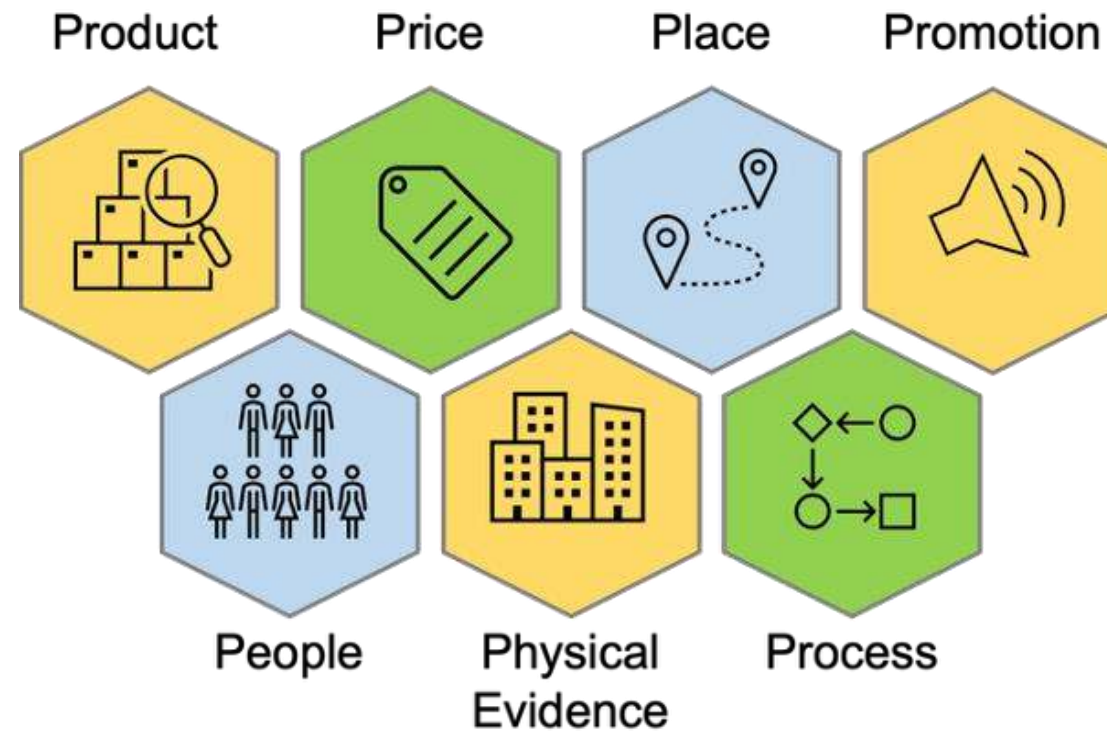
How to create a customer value proposition (Easy to say, hard to do!)

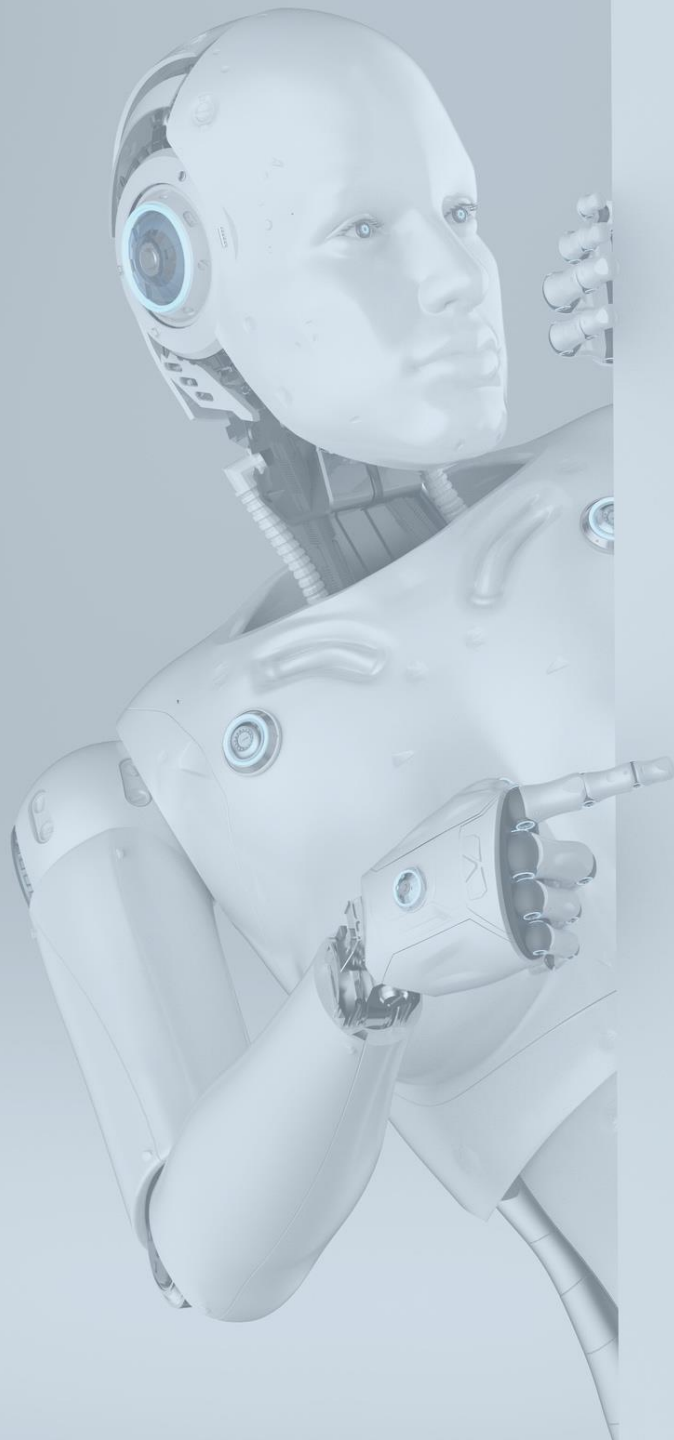


The Five Sources of Value



The 7-P Offer Navigator





Let's talk about
the application of
this new
technology for our
profession.

AI is moving fast. Our approach is to turn each stage into commercial advantage as it arrives.

Most sales teams are still in the Age of the Prompt. Few teams are in the Agent stage, and the Age of the Collaborator is next.

We have built working tools at every stage. The next slides show them...

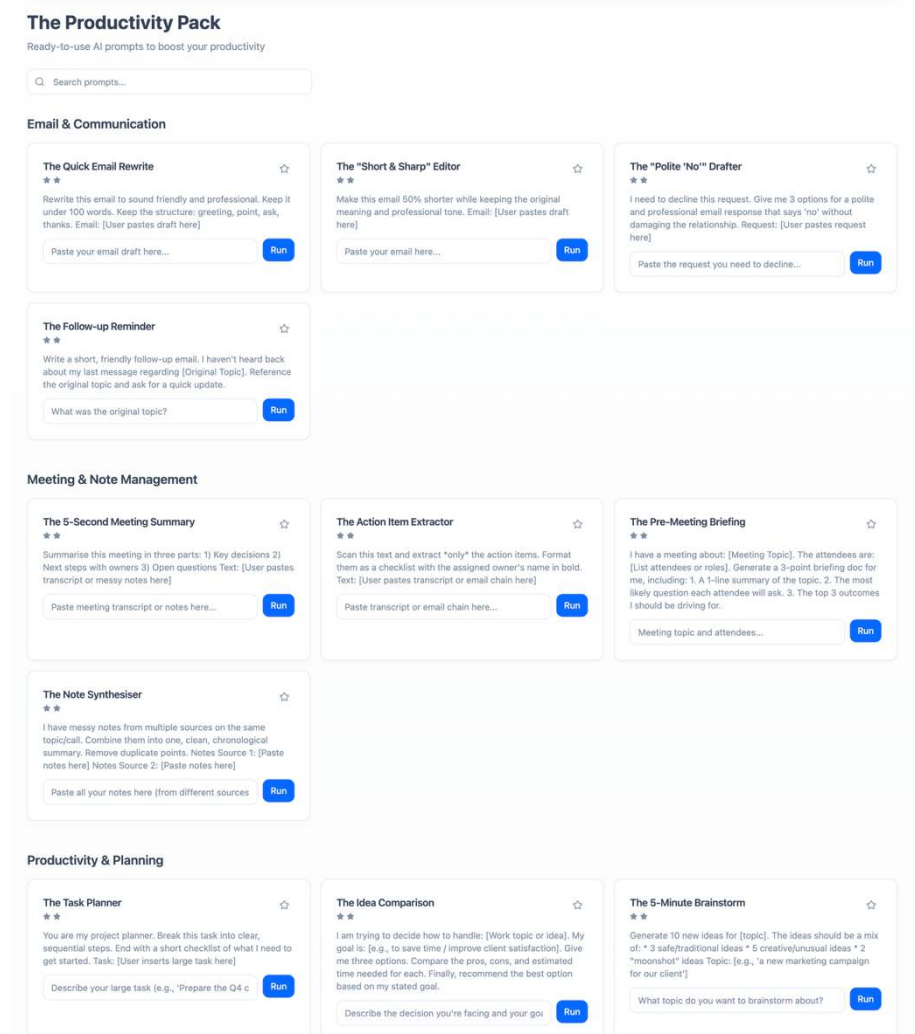
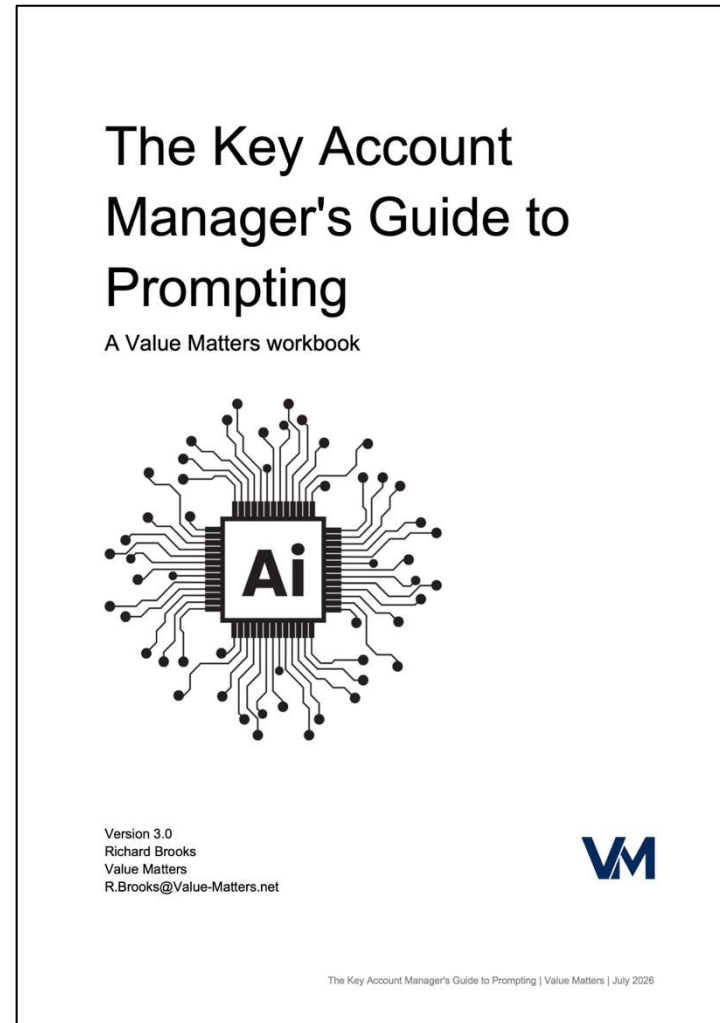


Prompting

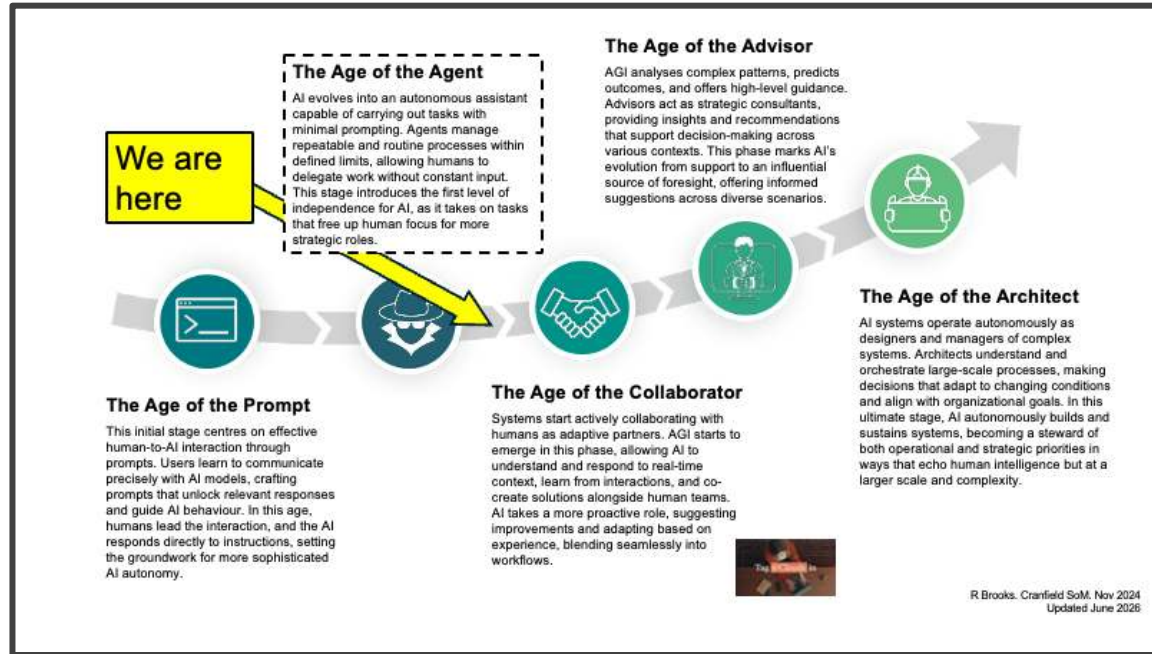
Asking good questions and getting dependable answers back.

The Key Account Manager's Guide to Prompting gives your KAMs a tested prompt library for customer research, meeting preparation and account planning.

It can be created just for you, and your prompts can be developed and saved on your own private database.



Agents. Focus on the task



Give an agent a job, tools, and a memory, and it reads, decides, acts, checks its own result, moves to the next step and then reports back. Using one is closer to delegation than engineering: write the brief, give it access to what it needs, set the timescales and budget, check the output, improve.

Current players

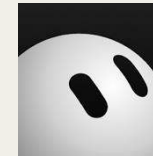
Open source got there first - OpenClaw and Hermes, powerful but self-hosted. Grok Bot came out mid-August and is xAI's paid, managed version of the same idea. Claude now runs scheduled agent tasks and run on the cloud Q4 2026.



Openclaw



Hermes



Grok Bot



Claude

Application

Agents earn their keep on work that is repetitive, scheduled, and mostly reading: watching a market, sweeping sources, checking claims, filing what they find, drafting for a human to review.

They are the wrong tool for judgment calls, relationships, and anything irreversible. Think of them as a very intelligent well motivated intern who doesn't know a lot about your business (yet).

Welcome to your CAF assessment for the UK Government account.

A Customer Attractiveness Factors assessment scores how attractive this customer is to Hyundai as a supplier. It is outside-in: you are judging the opportunity the UK Government represents for Hyundai, not the other way around. The priority here is selling engineering support services to HS2, so every factor will be judged against that intent.

I have your supplier (Hyundai) and your priority (HS2 engineering support services) already noted. Before we score anything, I need to build a short context picture. Let me ask a few focused questions.

- What specific engineering support services does Hyundai offer that are relevant to HS2? For example, rolling stock engineering, systems integration, civil or track engineering, or something else. This shapes what "revenue scale" actually means here.
- What is your current relationship with this account? Has Hyundai bid on or delivered any work for HS2 or the wider UK Government transport programme before, or is this a new pursuit?
- Do you have a rough sense of the contract or opportunity value you are targeting? Even a broad range (for example, under £1m, £1m to £10m, above £10m) is enough at this stage.

Take these one at a time or answer all three together, whichever suits you.

- the secret expansion from Birmingham to Glasgow
- We are talking to them
- £100M

Thank you. A few quick follow-ups to sharpen the context before we move to factors.

On point 1, the Birmingham to Glasgow extension is not a confirmed HS2 scope as of the current programme baseline. HS2 Phase 2b (beyond Crewe) has been subject to significant political uncertainty. Are you referring to a specific tender or invitation to bid that Hyundai has received, or is this more of a strategic pursuit Hyundai is positioning for ahead of any formal procurement? That distinction matters for how credible the £100m figure is.

On point 2, "talking to them" is a start. Can you tell me a little more about the shape of those conversations? For example, are you engaged at a technical or commercial level, and do you have access to anyone with budget authority, or is it primarily through a procurement or business development contact so far?

On point 3, the £100m figure, is that the total estimated contract value Hyundai is targeting, or is it the broader programme budget from which Hyundai would seek a share? And is it based on anything documented, such as a scope of work, a prior contract, or an internal bid estimate, or is it a working assumption at this stage?

These answers will let me write a solid context summary and then we can move straight to confirming your five factors.

Context
Factors
Scoring
Table
Read
Done

Account

Uk Government

Assessed for Hyundai

Priority: Sell engineering support services to HS2

Context

Supplier: Hyundai. Customer: UK Government. Priority: Sell engineering support services to HS2. Context gathering in progress.

W x S table

Factor	Wt	Score	WxS
Revenue Scale	25.0%	—	—
Financial Capability	25.0%	—	—
Partnership / Co-Innovation	20.0%	—	—
Relationship Quality	15.0%	—	—
Strategic Reference	15.0%	—	—

Weights sum to 100.0%.

Overall attractiveness

out of 10

Awaiting complete scores

Interpretation

Written once the table is complete, in 300 words or fewer.

30-day action

One concrete next step, agreed at the end of the session.

LLM powered KAM Coach used to unearth the Customer Attractiveness Factors on a specific account.


Value Matters

The AI engine
Licensing
Sign in

THE CVP DEVELOPMENT TOOL

Build customer value propositions that hold up in the boardroom.

Your customer can get information anywhere. What they cannot get is a proposition built around what their business actually needs. This tool helps you build one, fast.



Two stages. One defensible proposition.

From a customer conversation to a proposition you can put in front of their board.

STAGE 1

The Value Proposition Wheel

A short interview finds the customer's real problem, frames the future you will help them reach, and maps the sources of value and the offer that delivers them. The result is a single wheel you can export straight into your deck.

STAGE 2

The written, defensible CVP

The wheel becomes a written proposition: evidence, ROI and KPIs built in, scored and improved before your customer ever sees it. Download it as Word or PowerPoint, ready for the room.

You stay the expert. It does the heavy lifting.

A purpose-built AI engine generates the options and coaches you through the process. Every suggestion is a hypothesis for you to agree, amend or reject. Nothing moves forward until you confirm it.

Strong

Check

Weak

Built-in quality assessments rate every stage of your proposition, and point you at exactly what to strengthen before it goes anywhere near your customer.

The CVP Development Tool. An interview builds the Value Proposition Wheel, then turns it into a written, evidenced proposition, tested before the customer ever sees it.

Signal Radar

Healthcare buying-intent signals for [REDACTED] mapped and ranked

Swept 16 Sep 2026; runs Mon, Wed, Fri

94

live signals

33

states in play

16

high priority

\$5B+

expansion capital in tracked accounts

17 runs

Indeed scrape back online after the 14 Sep limit; ~\$0.40 this run, 3 Apollo credits

All signals

Contract churn

Procurement

Expansion

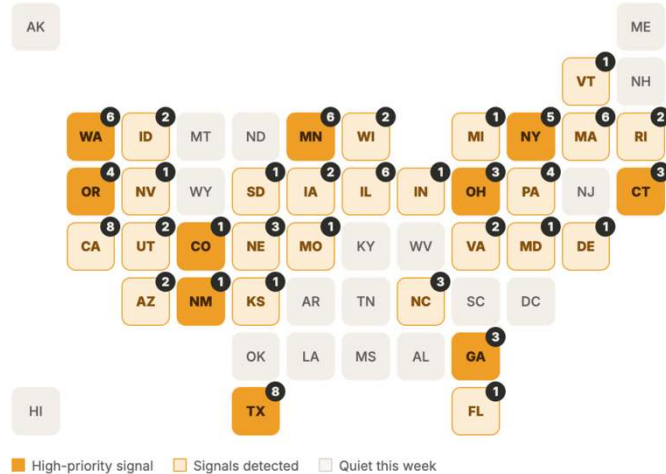
Compliance

Hiring

Competitor intel

Where the demand is surfacing

Click a lit state to see its opportunities. Pulsing states carry a high-priority signal.



Top opportunities

94 signals

HIRING HIGH SEEN x2

WA

University of Washington

Interpreter services coordinator role active in the UW system. Coordinator-level hires signal an organization formalizing its language access program. 16 Sep 2026: re-seen on Indeed - UW Medicine advertising Medical Interpreter 2, Spanish, Seattle at \$30.91-\$44.26 an hour (posted 15 Sep). Eighteen days after the first sighting the requisition set is still open, which reads as an unfilled post rather than a filled one. Home market, and the first UW posting seen since the WA HCA spoken-language contract moved to Universal Language Service on 1 Jul.

click for detail + angle

COMPETITOR INTEL HIGH

WA

Universal Language Service

Posted 5 Sep 2026: Contract Manager, Language Access Services, on-site Bellevue, \$90,000 to \$110,000 plus bonus, described as 'the senior contract-facing role in our organization' and 'accountable owner of our public-sector contract portfolio'. The posting says ULS contracts carry 'withheld payments, corrective action plans, liquidated damages, and termination' for missed fill rates, answer speeds and reporting deadlines, and the role must 'manage corrective action plans, performance improvement plans, cure notices', track 'eligibility for performance-based contract extensions', and watch 'repeat unfilled languages, interpreter no-shows, and recurring technical failures' before they 'trigger contractual termination provisions'. Also owns the LAP collective bargaining agreement administration and audit readiness.

The card changes and shows all the opportunities from that region.

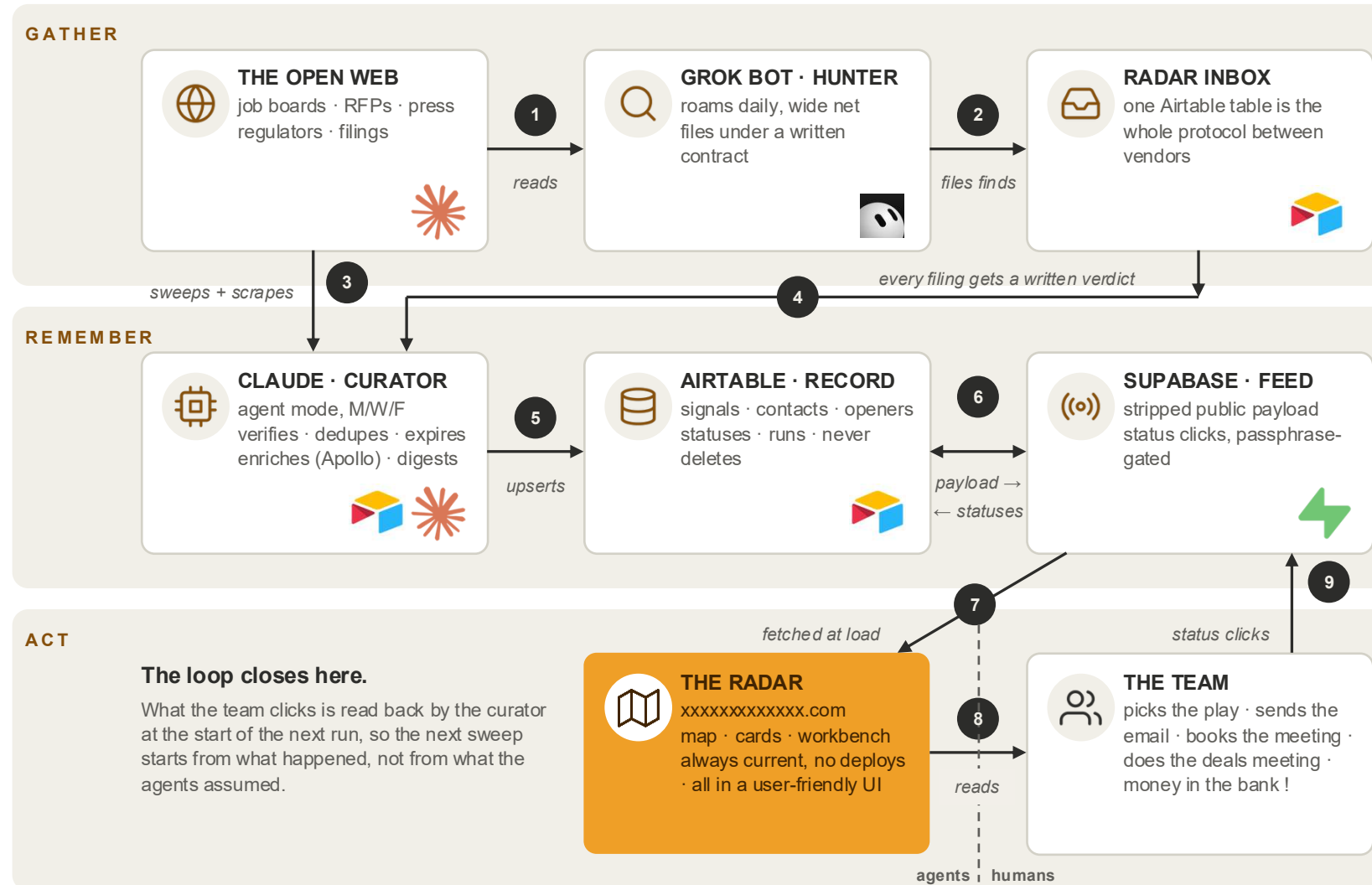
The AI suggests who to talk to, searches for their email address, reads their social media profiles, assess what angle to use, shows the source of the information (in this case an indeed job ad) and gives the user options to mark (contacted, meeting booked or irrelevant).

Built to show opportunities in the healthcare sector.

It updates automatically 8am (London time) Monday, Weds, Fri.

We made it so anything on here can be expanded/changed.

Tech employed



THE THINKING

- One writer (many readers)**
The curator alone writes the record. The hunter files, the site reads, the team clicks. That single rule is what lets rival AI vendors cooperate without ever talking.
- Recurrence is a signal**
Nothing is deleted. A role re-advertised is an unfilled post and a stronger story, so freshness counts from the last sighting and history stays total.
- Strip at the data level**
Names, emails and openers never enter the public payload. The live page is checked for personal data after every run, not just designed to be clean.
- Humans press send**
Agents draft, file, remember and nag. A person chooses the play, makes the call and marks the outcome, and that click steers the next sweep.

Collaborator

This is where AI stops doing tasks and starts sharing your work. It suits the key account management profession as it's an inch deep and a mile wide.

Aim is to augment the team using the latest technology and data and not replace it.

In development is the virtual knowledge wiki for KAM.

The DMU Simulator interface is divided into two main sections. The top section, titled '01 Your value proposition', contains a text area for the proposition and two input fields for 'Who it is aimed at' and 'What they would do instead'. The bottom section, titled '02 Who is in the room', displays a 'ROOM DETAIL' bar and four 'SEAT' cards. Each seat card includes a role, a 'Measured on' field, a 'Has sold or signed off' field, and a 'Personal exposure if it goes wrong' field.

01 Your value proposition

Type the proposition you would put in front of this customer, in the words you would actually use. The more you give it, the harder the room can push back, so include the claim you are making, any numbers or evidence you would quote, and what makes you different from what they have now. The two smaller boxes underneath matter as much as the big one.

The proposition ✓

We help logistics businesses cut costs and improve efficiency with our AI powered platform. You get complete visibility across your fleet, and customers typically see significant savings within the first year. We are trusted by leading names in the industry and our support is second to none.

Who it is aimed at ✓

Operations director, mid-market road haulage, 180 ve

What they would do instead ✓

Keep the incumbent telematics provider they have us

02 Who is in the room

Two fields per seat are already filled with the generic buying group. The two blank ones are where this stops being a guess. Evidence only, so what they are measured on and what they have already committed to. No personality profiling.

ROOM DETAIL Generic buying group Their actual room 8 of 8 added

SEAT 1 4 of 4

Role ✓

Group Finance Director

Measured on ✓

EBITDA margin, capex discipline, forecast accuracy

Has sold or signed off ADDS DETAIL ✓

Told the board in March that discretionary spend is f

Personal exposure if it goes wrong ADDS DETAIL ✓

Approved a software project two years ago that nev

SEAT 2 4 of 4

Role ✓

Head of Procurement

Measured on ✓

Cost per vehicle, supplier consolidation targets

Has sold or signed off ADDS DETAIL ✓

Running a programme to cut the supplier list by a th

Personal exposure if it goes wrong ADDS DETAIL ✓

Would be adding a supplier while being measured c

SEAT 3 4 of 4

Role ✓

Fleet Systems Manager

Measured on ✓

System uptime, data continuity

Has sold or signed off ADDS DETAIL ✓

Personally selected the current telematics provider i

Personal exposure if it goes wrong ADDS DETAIL ✓

SEAT 4 4 of 4

Role ✓

Depot Operations Manager

Measured on ✓

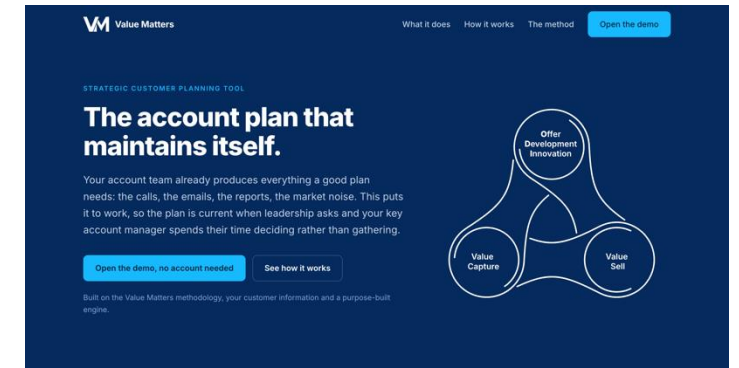
On time delivery, driver retention

Has sold or signed off ADDS DETAIL ✓

Dealing with a driver shortage and high turnover

Personal exposure if it goes wrong ADDS DETAIL ✓

The DMU simulator. Map the decision-making unit for an account and receive constructive feedback before you sit down with the customer.



Give your key account team an unfair advantage

Four key benefits to maximise the value from your key accounts.

A plan that is current

Connect your sources once: transcripts, emails, reports, market news. From then on the plan reads what arrives, updates itself and flags what changed, so the version you open is the one that is true.

Answers, not templates

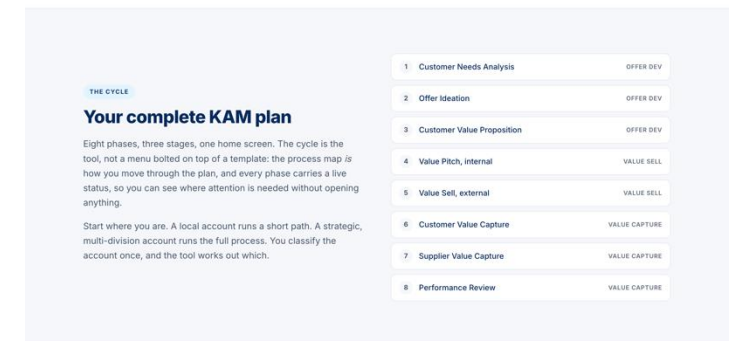
No blank boxes. The twelve questions a sharp executive would ask arrive already drafted, each showing where its answer came from. Your job is to confirm and correct, not to write.

One view of the relationship

Who covers which decision-maker, where the gaps are, and how the customer's procurement sees what you sell. The picture on top, the detail one click underneath.

Value you can prove

What you promised, measured against the benchmark you agreed and signed off with the customer month by month. Evidence in hand when the renewal conversation comes.



Electronic version of the Strategic Customer Planning Tool. Brings together lots of the other research and presents a semi-automated dynamic Key Account Plan.

LLM Wiki. Knowledge that compounds



Andrej Karpathy (OpenAI co-founder, ex-Tesla AI) published a short public note, "llm-wiki," describing a three-layer pattern: raw sources you collect, a wiki of markdown pages the LLM writes and maintains entirely, and a schema file that turns the LLM from "a generic chatbot" into "a disciplined wiki maintainer". The result, again his words: "a persistent, compounding artifact... the wiki keeps getting richer with every source you add and every question you ask."

The application of this is a living memory of our market: one page per account and competitor, kept current by an agent, that gets richer the longer we own it.

The LLM Curators the Knowledge

One LLM (I use Claude) owns the writing: it verifies, distils, cross-links and prunes on a schedule. Everything else - other agents, other tools, you - reads. That single rule is what keeps the memory trustworthy as it grows.



Why it compounds

The agent keeps one page per account, competitor and market force. Three times a week it re-reads what it has already written before adding anything new: fresh facts update the relevant pages, contradictions get flagged, and cross-links form where the topics touch.

Knowledge compounds, the wiki's judgment improves with every source it ingests.

Setting it up

Use this prompt >>>

"Read Andrej Karpathy's llm-wiki note [gist.github.com/karpathy] and build me one of these for my market. Create the folder, write the schema, set up the index and log, then interview me for the first five pages. You are the Curator: only you write, and every claim carries a date and a source."

I use this method. When I moved from Claude to GrokBot it took 4 hours to move my database over and setup a team of agents.

FUN

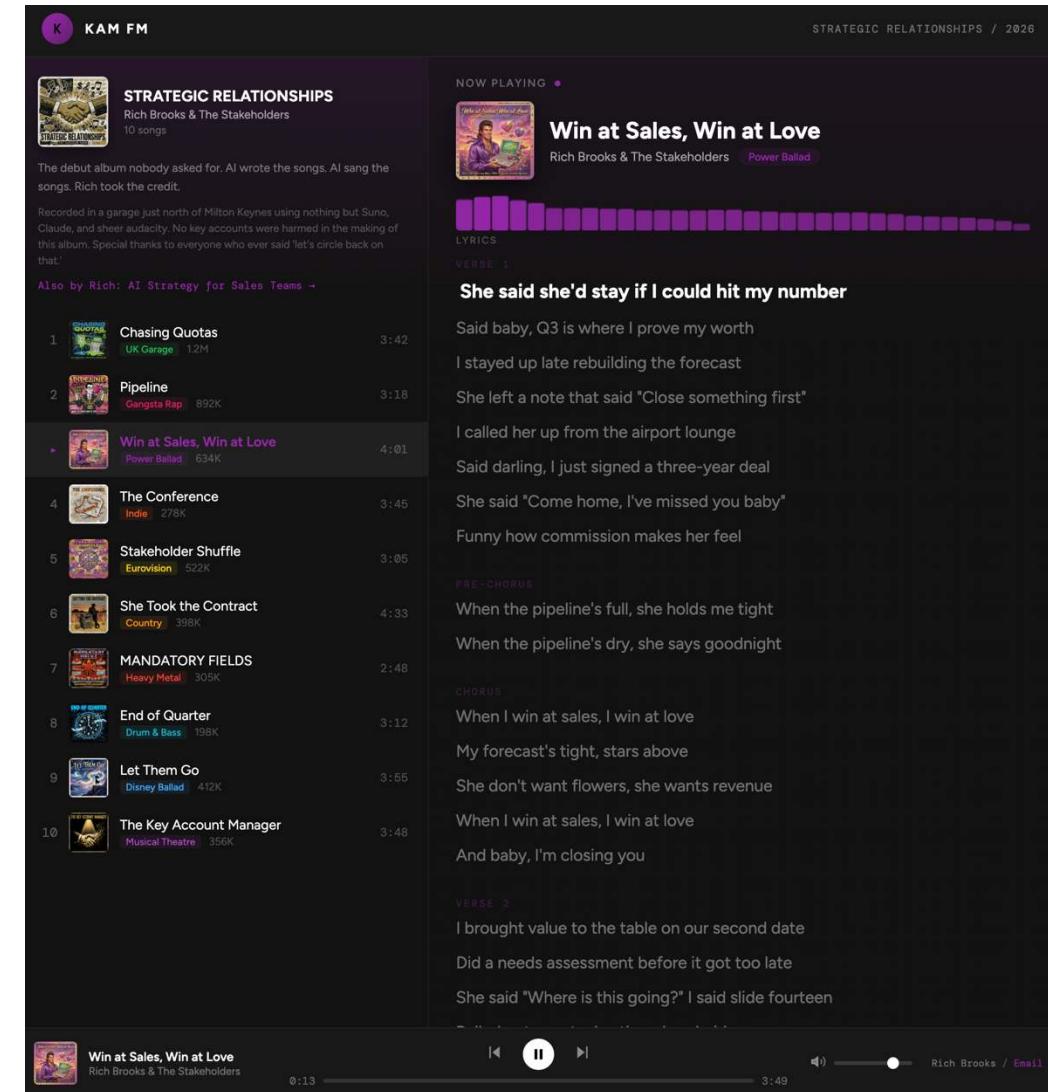
Adoption is the hard part of any AI program.

People rarely adopt tools they were sent a manual for; they adopt tools they have enjoyed using. Ten minutes of play does more for confidence than an afternoon of training slides.

So... alongside the tools we bring presentations and resources on getting the best from off-the-shelf AI for customer-facing teams, kept current as the technology moves. The play is the point: it builds the habit the serious work depends on.



<https://renewal-kam.netlify.app/>
Swipe left, swipe right.
Grow the account and try to keep the client happy.

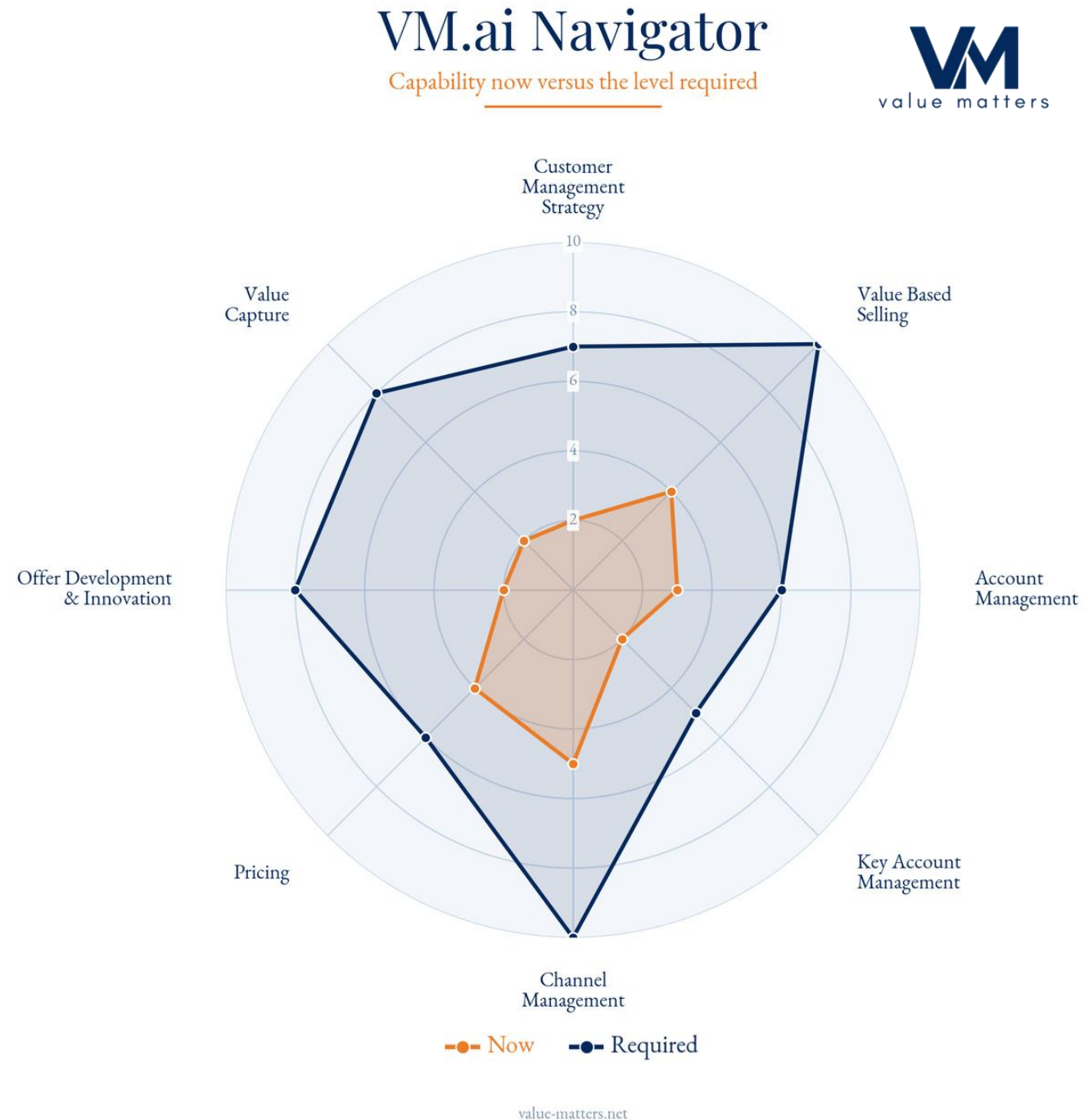


KAM.fm

12 tracks all about the wonders of Key Account Management. Made in 5 hours using Claude, Suno, Grok and Nano Banana.

VM.ai navigator

"VM.ai Navigator is the home for your entire customer management capability, holding the methodologies, tools and standards in one place, showing where you stand today and where to steer next."



QUESTIONS & DISCUSSION

Thank you

2 Hour free session, just ask.

More info/free tools on the website: value-matters.net

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Creating Customer Value Propositions with AI · Kogan Page, May 2027

