VALUE INTELLIGENCE · FRAMEWORK

The *value* gap

Most businesses are fluent in delivery. Almost none are fluent in value. Where yours is leaking, and the four repairs that close it.

July 2026

GAPTIQ

Delivery is measurable. Value is what the *other side* did with it.

The argument in three moves

01

The trap

Every organisation knows how to produce output. Reports get written, products ship, pilots run. Output metrics all point up, and yet the value that was supposed to follow never arrives at the expected scale.

The reason is structural. Organisations measure what they produced, not what the client did with it, so they systematically misread their own performance.

02

The leak

Value moves through four states: perceived, delivered, received, converted. Each transition leaks, and the leaks multiply. An organisation losing a modest 20% at each of three transitions converts barely half of its perceived value.

The biggest leak, absorption (delivered but never used), appears on no P&L and is measured almost nowhere.

03

The fix

Each gap has a name, a mechanism and a repair, and sequence matters: fixing conversion before absorption optimises a failure.

Closing gaps is repair. The growth strategy is the loop: converted value, captured as proof and fed back into market perception, buys the next client without new acquisition spend.

The Value Cycle framework, M. Suteu (GAPTIQ), 2026.

51.2%

of perceived value survives to economic return when an organisation leaks a modest 20% at each of three transitions.

The leaks compound multiplicatively: 0.8 × 0.8 × 0.8 = 51.2% transmission. These are not pathological edge cases. They are common conditions in professional services, enterprise software and consulting, where

The Value Cycle white paper, transmission-efficiency model, M. Suteu (GAPTIQ), 2026.

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Value moves through four states, and leaks at *every* transition.

The Value Cycle

The state nobody theorises

- Delivered is not received: a report filed is not a report read
- No mainstream framework makes the client's absorption capacity the central variable. This one does

1 Value perceived → 2 Value delivered → 3 Value received → 4 Value converted → 5 Feeds back to perception

The Value Cycle framework, M. Suteu (GAPTIQ), 2026.

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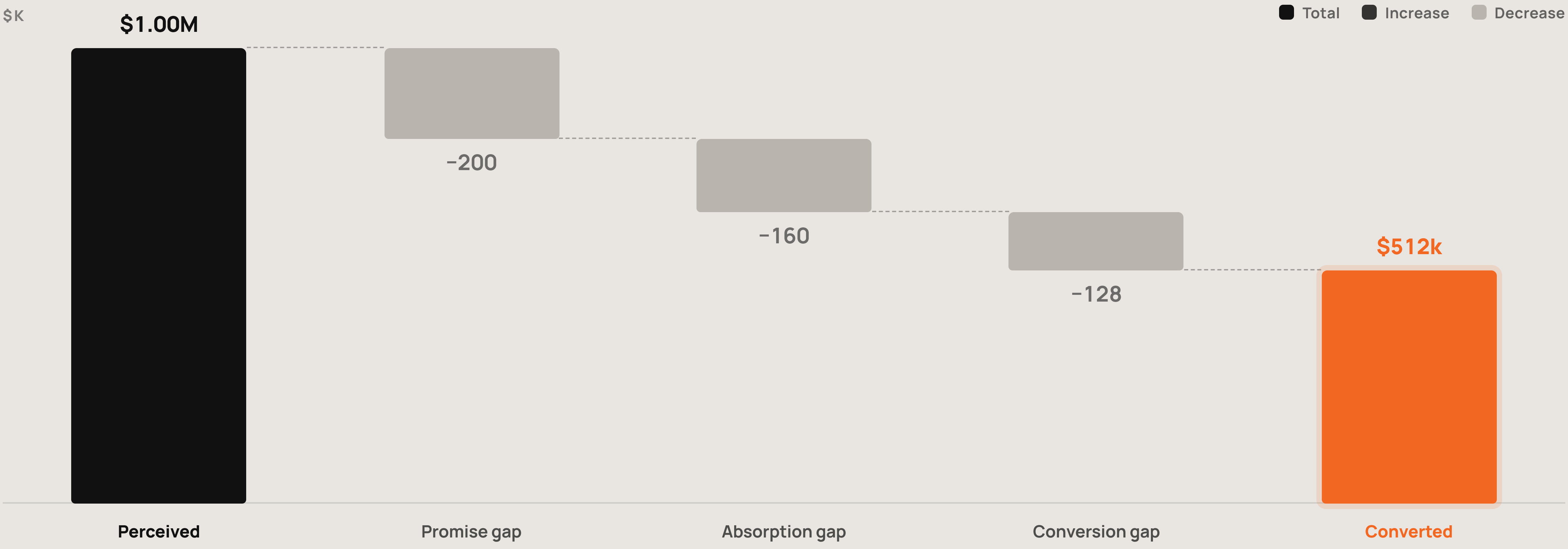
Three modest leaks, and *half* the value is gone.

Value bridge: $1M of perceived value through three 20% gaps



The Value Cycle white paper, transmission-efficiency model, M. Suteu (GAPTIQ), 2026.

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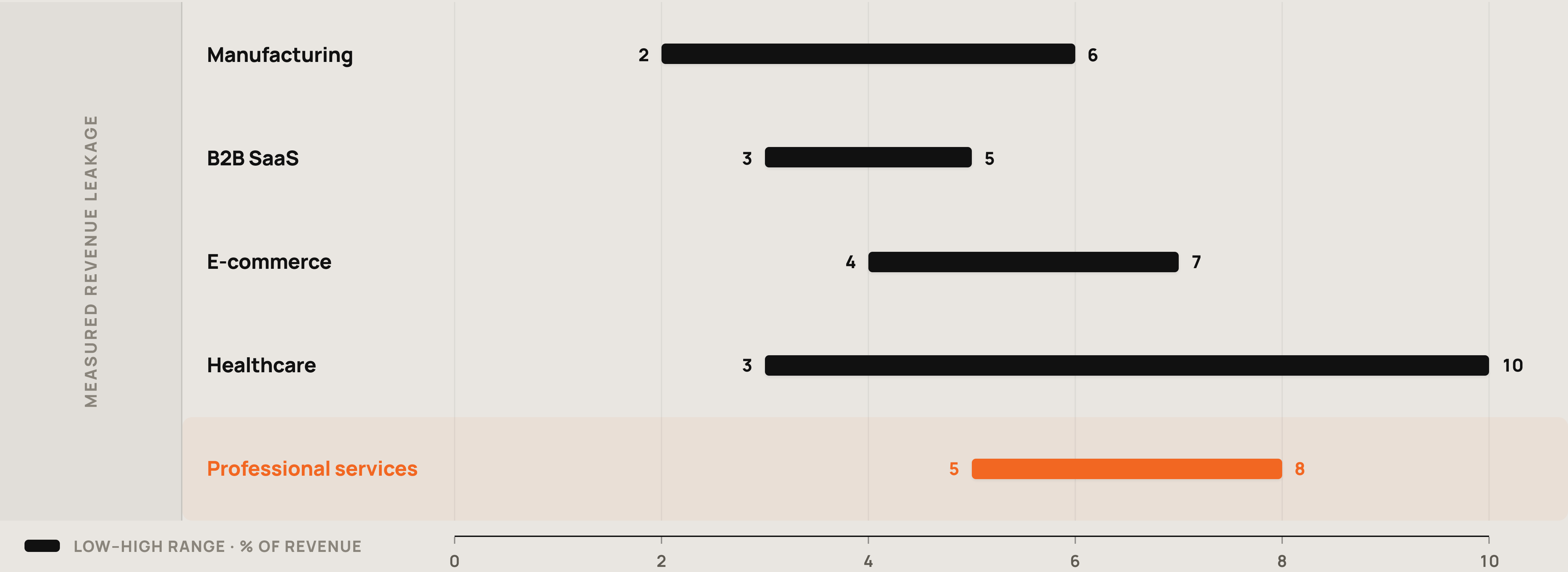
Even the leak you can *bill* for runs 3 to 8% of revenue, every year.

Annual revenue leakage by industry: value delivered but never captured



BluLogix revenue-leakage research, 2026; MGI Research. Compiled in The Value Cycle white paper.

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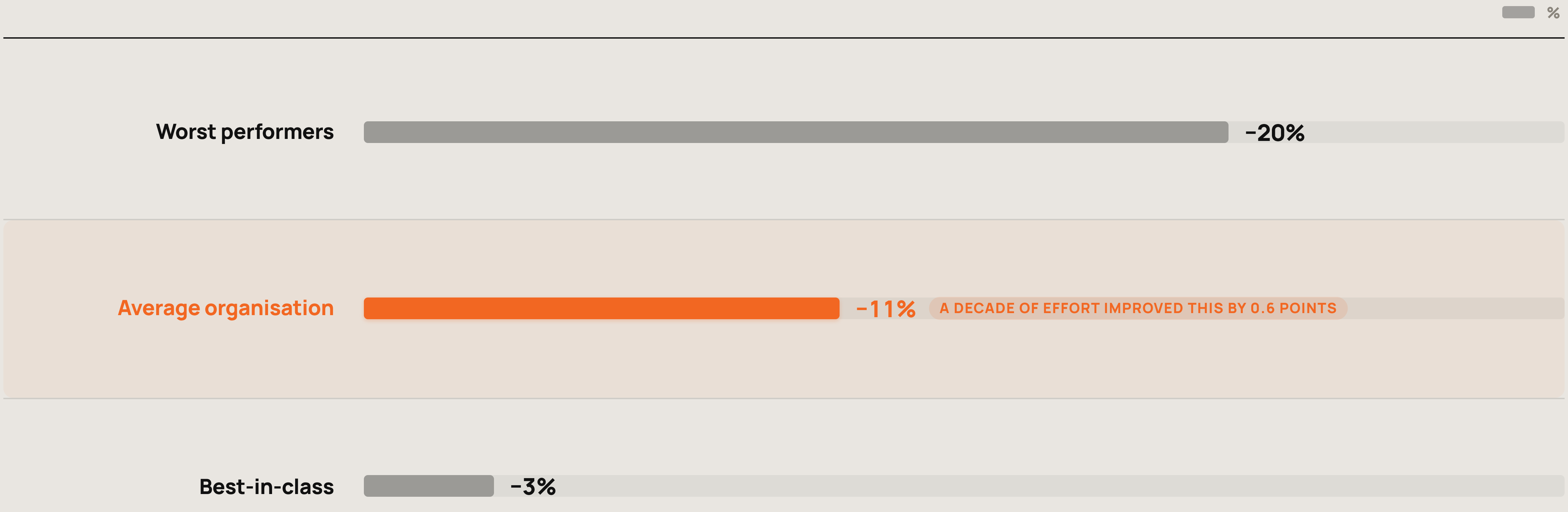
A signed contract sheds 11% of its value after the ink dries.

Post-signature contract value erosion



World Commerce & Contracting × Ironclad, contract value erosion research, 2024.

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A report filed is not a report read. A pilot run is not a capability built.

The Value Gap
M. Suteu, 2026

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Four gaps, four mechanisms, one *compounding* loss.

The transitions where value dies

1 · Promise gap

- What the market expects vs what you deliver
- Erodes trust faster than any single project rebuilds it
- Ask: what do prospects say we do, before they buy?

2 · Absorption gap

- Delivered but never used: no P&L line shows it
- Activity does not equal adoption
- Ask: what share of last quarter's work got used?

3 · Conversion gap

- Adopted but never monetised: goodwill without economics
- A happy client who does not renew is a diagnostic
- Ask: which adopted work grew the account?

4 · Relevance gap

- Converted once, drifting since; invisible until renewal fails
- The job that won the client is not the job that keeps them
- Ask: what do best clients need now vs at signing?

The Value Gap, book concept, M. Suteu (GAPTIQ), 2026.

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Delivery is not the blocker. *Absorption* is.

What actually gates compounding growth

Growth that compounds without new acquisition spend

Delivery excellence	The industry's obsession; the output is real	NOT THE BLOCKER
Client absorption	Delivered work actually used and integrated	THE BLOCKER
Measurement	Output metrics misread performance; adoption goes untracked	THE ENABLER
Offer evolution	Tracking the client's job as it drifts	THE DURABILITY

GAPTIQ analysis · The Value Cycle framework, 2026.

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Every classic framework covers *one* stage. None walks the full cycle.

Where The Value Cycle sits

	Covers	Misses	The Value Cycle adds
The Lean Startup	Build-measure-learn for product	Stops at delivery	The absorption gap and the loop
Obviously Awesome	Positioning: perceived value	Stages two to four	The journey after the promise
Never Lose a Customer Again	Onboarding and retention	No diagnostic, no loop	Named gaps with a repair sequence
The Challenger Sale	Promise creation in the sale	Post-sale value realisation	What happens after signature
Playing to Win	Strategic choice cascades	No gap diagnostic	Where chosen strategies leak

The Value Gap, market positioning analysis, M. Suteu (GAPTIQ), 2026.

Forged where absorption failure costs *lives*, not quarters.

The Value Cycle was not derived from Fortune-500 consulting engagements. It came out of a harder classroom: industries where value not received ends in a safety incident, a failed transition or a stranded asset, not a missed quarter.

Running an innovation programme inside one of the world's oldest maritime safety institutions, a pollution-monitoring nonprofit deployed across four continents, and custom software for organisations whose commercial platforms had failed them puts one person on every side of the table: client, provider, technologist.

72.9%

of value transmitted even at a disciplined 10% leakage per stage. Excellence is a practice, not a default.

The gap

The most expensive gap never shows on a *P&L*.

Nobody budgets for value delivered but never absorbed. Whoever measures absorption owns the renewal conversation, and almost nobody is measuring it.

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Each gap has a named repair, and *sequence* matters.

The repair sequence: fix absorption before conversion

Gap	Mechanism	Repairs
Promise	Expectation is set by brand, pricing and word-of-mouth, then left unmanaged.	Expectation audit; Pricing as promise signal
Absorption	Adoption is designed into the engagement, never assumed to follow delivery.	Pacing; Checkpoints; Embedded accountability
Conversion	Price the adoption, not the deliverable; renewal is evidence of receipt.	Outcome pricing; Renewal as evidence
Relevance	The client's job drifts; the offer has to track it or decay invisibly.	Annual JTBD audit; Offer evolution cadence

The Value Cycle repair sequence, M. Suteu (GAPTIQ), 2026.

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Ninety days to a *working* value cycle.

The minimum viable cycle: one audit, one repair, one loop mechanism

- **DAY 0** — 45-minute rapid diagnostic: four questions locate the dominant leak
- **DAY 15** — Score all four gaps with evidence, one verifiable fact per gap
- **DAY 30** — **Pick the priority gap: the lowest score gets fixed first**
- **DAY 60** — Run one repair from the sequence, with adoption designed in
- **DAY 90** — Install one loop mechanism, then re-score the cycle

Value Cycle rapid diagnostic, M. Suteu (GAPTIQ), 2026.

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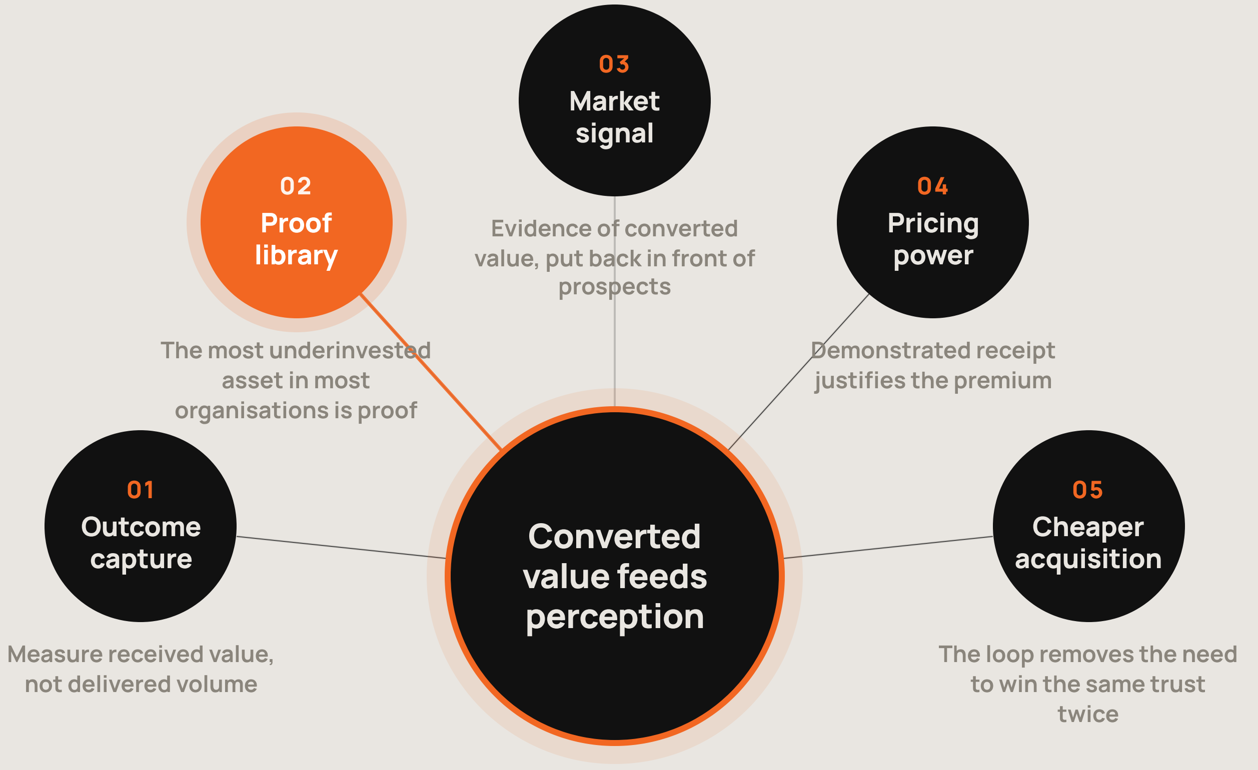
Converted value, fed back, buys the *next* client.

The compounding loop



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The team behind the signal.

Innovation intelligence, on the record

KEY CONTACTS

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ABOUT GAPTIQ

GAPTIQ is an *innovation-intelligence* practice. We turn dated, sourced signals into decisions leadership teams can act on, before the market reprices them.

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- Sector signal scans
- Gap diagnostics
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