

I was in a meeting with a CIO who said something that stuck with me...

“Our CFO has asked us to review every SaaS subscription and determine what can be cancelled due to budget pressure.”

Every vendor was under scrutiny.

- In that moment, adoption dashboards didn't matter.
- Health scores didn't matter.
- Project milestones didn't matter.

The only question that mattered was:

- ◆ “What measurable business impact did this investment create?”

We had delivered the solution.

The customer was using it.

But we had not governed value in a way that made it auditable.

We could describe the impact.

We couldn't demonstrate it with structured, evidence-backed financial clarity.

It took multiple executive conversations to preserve the renewal.

That experience changed my perspective.

- ◆ When value isn't governed, revenue becomes discretionary.
- ◆ When value is measured, evidenced, and financially defensible, revenue becomes durable.

As scrutiny increases, the difference between those two states becomes very clear.