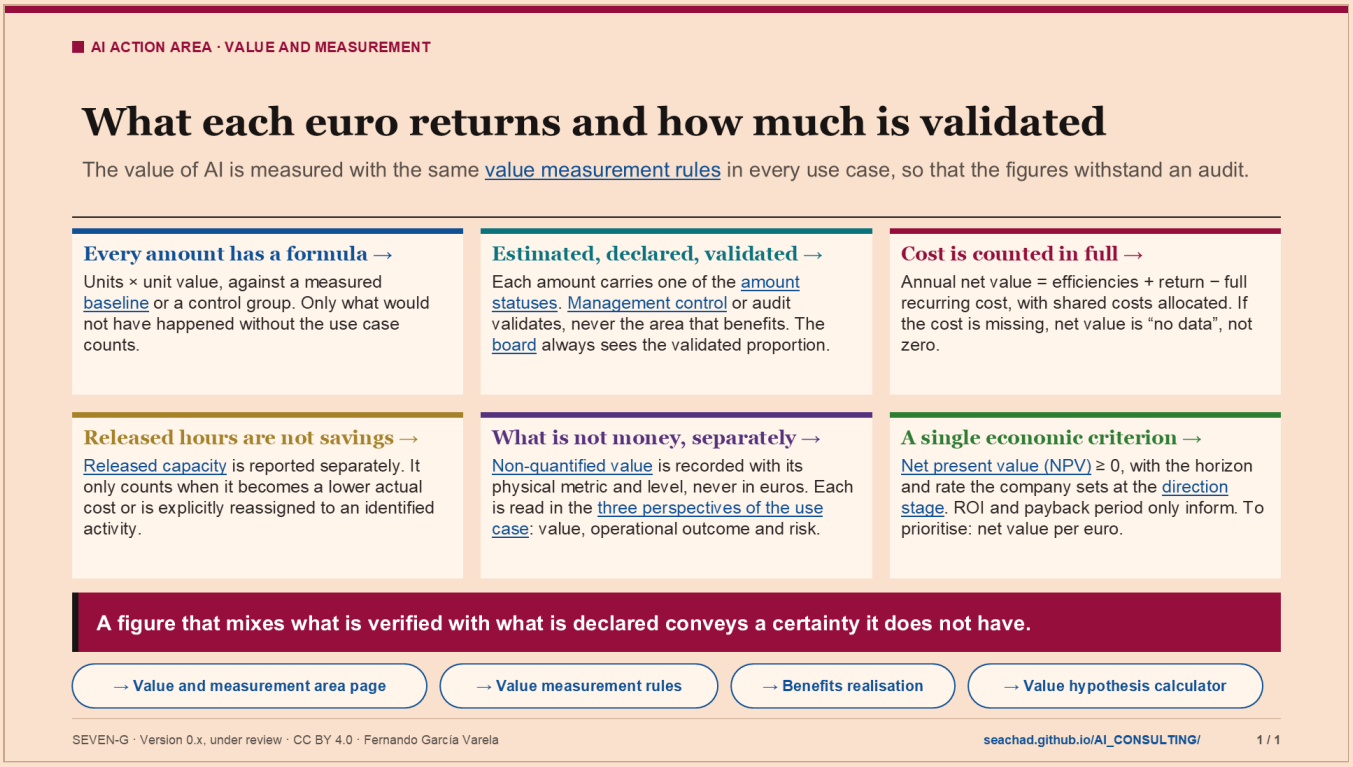

Notes

This slide summarises the Value and measurement action area of SEVEN-G. It answers a question every board asks: what each euro invested in AI returns and how much of that figure has been verified. AI value figures tend to be inflated, and not out of bad faith. Hours are added up as if they were savings, recurring cost is forgotten, or two use cases claim the same effect. SEVEN-G applies the same ten measurement rules to every use case, in every phase and in every report.

The six blocks, one by one:

- Every amount has a formula. Each value line is broken down into a physical magnitude (hours, files, errors, customers) and a unit value with a source. The magnitude is the difference against the baseline, measured before the hypothesis gate (G2), or against a control group. That way, AI is not credited with what would have happened anyway.
- Estimated, declared, validated. The responsible area declares the value. Management control or audit validates it over a closed period, with traceable data. Whoever benefits from the figure never validates it. Validated value expires after 12 months, as a guide, and is revalidated every year. The board always sees the validated proportion next to each total.
- Cost is counted in full. Annual net value is efficiencies plus return minus recurring cost. Cost includes the share of shared costs (licences, platforms, common teams) and is deducted from day one, whether or not the value is validated.
- Released hours are not savings. If people stay on the payroll doing the same work with more slack, the income statement does not change. Hours only count when there is a lower actual cost (for example, an outsourcing contract that is not renewed) or an explicit reassignment, with an owner and a date.
- What is not money, separately. An improvement with no demonstrable economic relationship is recorded as non-quantified value, with its dimension, its level from 0 to 3 and its physical metric. It is never translated into euros. Each use case is presented in three perspectives side by side: economic value, operational outcome and risk exposure.

- A single economic criterion. The use case is viable if its net present value is zero or more, with the horizon and rate the company sets. ROI and payback period are calculated, but they do not decide. To choose where to invest the next euro, the additional net value per additional euro invested is used.

Why it matters. The board decides with figures. If it does not know which part has been verified, it decides with a certainty it does not have. Document 40 includes a summary template, with fictitious data, in which the portfolio shows €510,000 of annual net value according to what is declared, but –€50,000 with validated value only. These are two very different readings of the same portfolio.

Question for the classroom: in your organisation, who signs off the savings figures of an AI project today? Is it the same area that benefits from them?

To go further, open the area page, document 40 (value measurement rules), 42 (costs), 43 (benefits realisation) and 41 (indicator catalogue). The value hypothesis calculator (T11) applies the formulas with fictitious example data.

TERMS ON THIS SLIDE

- **Value measurement rules** (documento 40): The rules that make an AI value figure credible: full cost, amount statuses, released capacity that is not counted, «no data» that is not zero, NPV as the only criterion, non-quantified value reported separately and three perspectives never merged. It is the basis of what the board sees. The link opens the rules in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#the-ten-measurement-rules
- **Baseline** (P09): The measurement of how the process works before AI: times, costs, errors or volume, with its source and date. It is set in the value hypothesis phase (template P09). Without a baseline no improvement can be proven, because there is nothing to compare with. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P09_SEVEN-G_Linea_base.html
- **Amount statuses**: Every value figure carries its status: estimated (a forecast), declared (the business says so) or validated (management control has checked it). Only validated value counts as realised before the board, and «no data» is never zero. So the board knows how much to trust each figure. The link opens the statuses in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#amount-statuses
- **Management control**: The finance function that validates the value of use cases (or, instead, internal or external audit). It only validates value realised in a closed period, with a formula, a measured baseline and traceable data. The area that benefits from the figure or the use case team never validates it. The link opens what the validator checks in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#4-2-what-the-validator-checks
- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors
- **Released capacity**: Working hours that AI saves. They do not count as value until they are materialised (lower real cost) or reassigned to another activity that creates measurable value. It avoids the most common mistake: adding up «hours saved» that nobody turns into money. The link opens the rule in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#3-3-rule-3-released-capacity-is-not-counted-until-it-is-materialised-or-reassigned
- **Non-quantified value**: Real value that cannot be put in euros: image, positioning, customer experience, talent or future option. It is reported separately, with a level from 0 to 3 and a physical metric, and never added to net value. A use case in production that is sustained only by this value needs a review date. The link opens the rule in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#5-3-magnitudes-that-are-reported-separately-and-never-counted-in-net-value

- **Three perspectives of the use case**: A presentation rule: each use case is shown with three columns read together and never merged into a score: economic value in euros, operational result with physical indicators, and risk exposure. It avoids hiding a high risk behind a good number. The link opens the rule in document 40; the board dashboard applies it in each record. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#11-1-rules
- **Net present value (NPV)**: The sum of a use case's cash flows over the horizon the company sets, discounted at its rate. In SEVEN-G it is the only economic feasibility criterion: the use case is viable if the NPV is not negative; ROI and payback period are for information only. The link opens the rule in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#horizon-discounting-and-single-economic-criterion
- **Direction stage** (C2): The second stage of the corporate cycle. The board approves the AI thesis (what the company wants AI for), the ambition per sphere, the risk appetite, the budget envelope and the thresholds the whole framework will use. It is the decision that gives meaning to the rest: without it, each use case is approved on its own criteria. The link opens how that decision is taken in document 13. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#the-c2-decision-as-a-whole

SOURCES AND LINKS

- **Value and measurement area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/valor.html
- **Value measurement rules (document 40)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html
- **Value summary template, with fictitious data (document 40 §11.2)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#11-2-value-summary-template
- **AI costs (document 42)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/42_SEVEN-G_Costes_de_IA.html
- **Benefits realisation (document 43)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/43_SEVEN-G_Realizacion_de_beneficios.html
- **Amount statuses (glossary, document 02)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html#4-4-amount-statuses
- **Value measurement rules** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html
- **Benefits realisation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/43_SEVEN-G_Realizacion_de_beneficios.html
- **Value hypothesis calculator** https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T11_calculadora_valor/calculadora.html

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