



KRAFTED REVENUE

The Constraint Field Guide.

12 ways revenue engines break.

What each one looks like, what's really going on, and the first move to fix it.

The symptom you see is rarely the problem you have.

Revenue runs on six connected systems: strategy, pipeline, process, people, leadership, and technology. When one breaks, the damage shows up somewhere else. Use this guide to trace the symptom back to the constraint.

01 STRATEGY

A fuzzy ideal customer

What you see. Long sales cycles, lots of deals lost to "no decision", and deal sizes all over the map.

What's really going on. You're selling to everyone, so the message is diluted and pipeline fills with buyers who were never a fit.

First move. Pull the last four quarters of closed-won deals. Find the customers producing most of the revenue and rewrite your ideal customer from them.

02 STRATEGY

Positioning that sounds like everyone else

What you see. You win on discount, and buyers keep saying "we're also looking at..."

What's really going on. Buyers can't tell why you instead of the alternative, so price becomes the tiebreaker.

First move. Interview five recent wins and five losses. Rewrite the pitch around the words they used, not yours.

03 PIPELINE

Activity without qualified pipeline

What you see. Plenty of meetings and sequences, but weak conversion out of the first stage.

What's really going on. Volume targets with no shared definition of quality. Reps hit the activity number and the pipeline stays thin.

First move. Write down what a qualified opportunity is. Measure pipeline created against that definition, not meetings booked.

04 PIPELINE

A leaky middle

What you see. Deals stall after the demo or proposal and slide from quarter to quarter.

What's really going on. No champion, no business case, and no agreed plan with the buyer. The deal was alive in the CRM, not in the buyer's company.

First move. Require a mutual action plan with the buyer for every deal past proposal. No plan, no commit.

05 PROCESS

Every rep sells a different way

What you see. A huge spread in attainment, and nobody can explain why the top performer wins.

What's really going on. There's no shared sales motion, so success depends on individual talent instead of a system.

First move. Document how your best performer actually runs a deal, then turn it into stage exit criteria the whole team uses.

06 PROCESS

The forecast is a negotiation

What you see. The commit changes every week and the quarter still misses by a lot.

What's really going on. Stages mean different things to different people, so the forecast is built on opinions.

First move. Forecast from stage criteria and historical conversion rates. Run the Forecast Reality Check to see the gap.

07 PROCESS

Messy handoffs

What you see. Customers repeat themselves, churn early, and marketing, sales and success blame each other.

What's really going on. Nobody owns the handoffs, so information and accountability fall through the cracks.

First move. Map every handoff from lead to renewal. Give each one a one-page agreement: what's passed, when, and who owns it.

08 PEOPLE

A slow ramp

What you see. New reps take most of a year to hit pace, and some leave before they get there.

What's really going on. Onboarding is shadowing and slide decks instead of a structured path to productivity.

First move. Set 30, 60 and 90-day milestones with skills reps must demonstrate. Run the Cost of a Slow Ramp calculator to size the prize.

09 PEOPLE

Hiring the wrong profile

What you see. Great interviews, weak results, and a lot of first-year turnover.

What's really going on. You're hiring for charisma or big-name logos instead of the behaviors your sales motion requires.

First move. Write the hiring profile from what your top performers actually do. Use the same structured interview for every candidate.

10 LEADERSHIP

Managers who inspect instead of coach

What you see. Pipeline reviews feel like interrogations and reps don't get better.

What's really going on. Your best reps were promoted into management with no one teaching them how to coach.

First move. Protect weekly one-on-one coaching time and give each rep one skill to work on at a time.

11 LEADERSHIP

A comp plan that pays for the wrong thing

What you see. Reps chase easy deals, discount to close, and sandbag at quarter end.

What's really going on. The plan rewards volume, not the outcomes your strategy needs.

First move. Compare the last two quarters of payouts against your strategy. Fix the one lever that's driving the wrong behavior.

Tool sprawl and a CRM nobody trusts

What you see. Reps spend hours on admin, and leadership doesn't believe the dashboards.

What's really going on. Tools were added to fix symptoms, and nobody owns the data.

First move. List every tool with its usage and cost and cut what isn't used. Assign a data owner. Then add AI where it removes admin, not where it adds another tab.

Most companies have two or three of these.

One matters most.

The Krafted Revenue Diagnostic finds which one is actually holding you back, using your data and your people, and hands you a 90-day plan to fix it.

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