Predictable revenue *starts with clarity*

Shared understanding beats disconnected activity



Proviso yard, 1943. Jack Delano / Library of Congress.

You cannot forecast what you have not clearly defined.

Start with a shared business model

Four versions of *the same business*

What happens when teams operate from different assumptions

TEAM	PERSPECTIVE
Founders	*Ambition*
Marketing	*Audience*
Sales	*Qualification*
Customer Success	*Customer value*

Activity is not *predictability*

The operating model determines the outcome

Without alignment

More campaigns | More meetings | More surprises

With alignment

Shared ICP | Clear stages | Useful signals

ICP = ideal customer profile.

The revenue *architecture*

Build the system in the right sequence

01 Who has the problem?

Customer

02 Why will they act?

Value

03 How do we win?

Motion

04 What proves progress?

Evidence

Measure the *leading signals*

Forecasts improve when inputs are understood

ICP fit

Account relevance

Does the account fit our ideal customer profile?

Conversion

Stage progression

Which deals move to the next stage?

Velocity

Time to decision

How long do buyers take to decide?

Retention

Value delivered

Are customers getting the value we promised?

One shared model. *Better decisions.*

Predictability is an outcome, not an aspiration.

> Does every team agree on how your business actually wins?

Align before you scale