

HOW SIGNAL-LED GTM™ COMES TO LIFE

The Commercial Operating System Delivery Model

From pre-intent executive engagement to enterprise-wide commercial execution — the consistent, phased process behind every Lucrum Partners engagement, adapted to each client's starting maturity.

LUCRUM PARTNERS MARKET PERSPECTIVES · EXECUTIVE DELIVERY BRIEF

Where a client enters determines what we build for them.

Every engagement begins the same way: we walk the client's leadership team through Why Most Pipeline Starts Too Late and ask a single question — where do you want to enter the buyer's journey?

1

Pre-Intent Signals

Shape the Problem

CEO, CFO, executive leadership. Problem not yet defined. This is where the Day 1 List is earned.

MOST CLIENTS ON-RAMP HERE

2

Intent Signals

Shape the Solution

Buying committee forming; VP / Director level. Preferences are forming; influence is shrinking.

3

RFP / Vendor Selection

Respond to Requirements

Procurement, formal evaluation. Requirements locked, shortlist already formed. Compete on price.

Easier to win, higher control → Hardest to win, lowest control

This is where the Day 1 List is won — before a buyer ever contacts a vendor.

Bain & Company and Google established the concept: buying committees quietly assemble a short list of trusted vendors long before a formal process exists. Selecting the Pre-Intent on-ramp means the engagement is built around pre-intent executive buying intelligence — not faster response to visible demand.

94%

of buying groups rank a preferred vendor before first contact with any vendor

77%

win rate for the vendor that was already the buyer's pre-contact favorite

Source: Bain & Company / Google; 6sense 2025 Buyer Experience Report (n=4,000+)

WHAT THIS ON-RAMP REQUIRES

- Pre-intent executive buying intelligence — not lead scoring or intent data
- A team equipped to engage stakeholders who are not yet looking for a solution
- A defined point of view on the buyer's business problem, before any pitch
- Executive-level access: CEO, CFO, and the executive leadership team

EXHIBIT

The diagnostic is run live, in the room, against the client's own pipeline.

Independent research sets the benchmark. The first working session converts it into a number specific to this account base — not a general claim, a sized one.

THE BENCHMARK (SBI GROWTH + POLARIS I/O, 2026)

58,825 business evolution signals · 46 enterprise accounts · 12 months

	Traditional	Signal-Driven
Opportunities generated	1,007	4,270
Conversion rate	20%	71%
Average deal size	\$350K	\$2,602K
Days to close	272	144

A WORKING SESSION EXERCISE

Conservative, not promotional — the assumption is stated so it can be argued with.

- 1 Your total expansion pipeline, last 4 quarters: _____
- 2 Share currently won through a 90+ day, RFP-driven window (assume ⅓ if unknown):

- 3 Apply the conversion delta (20% → 71%) and deal-size delta (1x → 7.4x) to that share only.
- 4 Result: the size of the expansion revenue currently priced out of reach by timing alone — not by product, team, or price.

This is not a forecast for any specific business — only a working session against your own numbers produces that. It is the order of magnitude that puts the on-ramp decision on the CEO's agenda rather than the sales-operations agenda.

Choosing this on-ramp shifts three things inside the organization.

1

GTM Strategy

The strategy is no longer organized around responding to demand. It is organized around shaping the buyer's problem, risks, and priorities before a formal evaluation exists.

2

Organizational Design

Coverage models, account assignment, and team structure are rebuilt around where buying motion actually begins — not around inbound volume or territory convention.

3

Role Descriptions

New roles are defined for the people who will engage senior stakeholders who are not looking for a solution — they need help shaping the problem, not a product demo.

This is the organizational consequence of choosing where to compete — not a side effect of it.

Get the meeting. Win the meeting. Advance the meeting.

The engagement opens at the C-suite, with senior stakeholders who are not shopping. Our team's job is to earn the conversation and shape it — not to sell into it.



Outcome: the buying committee reaches internal alignment with our team in the room — before requirements exist.

Executive alignment moves to the senior leadership team.

Once priorities are set with the executive buying team, the work shifts to the client's own leadership — the heads of Marketing, Product, and Sales, both new-logo and account growth — to define and document the commercial operating system.

ALIGNED FUNCTIONS

- Marketing
- Product
- Sales — New Logo
- Sales — Account Growth

THE GTM DOCUMENTATION SET

Executive Growth Architecture

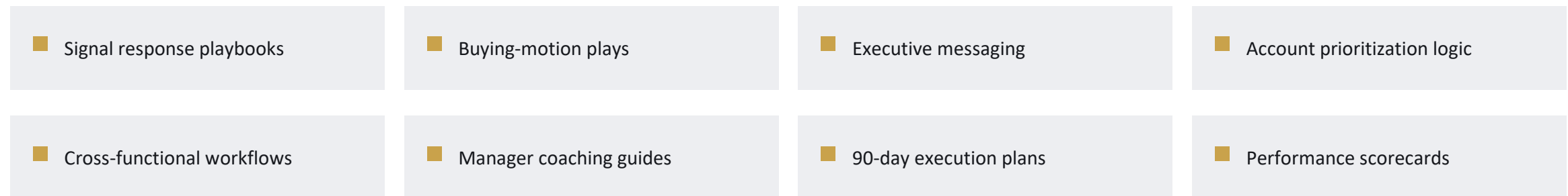
- 01 Signal Hierarchy**
Which market changes actually matter
- 02 Day 1 Market Visibility Map**
Where buying motion begins
- 03 Commercial Operating System**
One system, shared priorities
- 04 Revenue Governance Model**
Ownership, decisions, accountability
- 05 Executive Growth Dashboard**
How the board tracks the shift

The organization builds — not just listens.

Sales, marketing, product, and customer success convert the executive architecture into operating plays. Every team leaves with work completed — not notes collected.



THE PLAYBOOK SET DELIVERED



Transformation does not end when the kickoff does.

Our team stays hands-on through 90 Days of Revenue Governance — operating, reinforcing, measuring, and adjusting the system through the first full quarter, alongside the client's own managers.

- Weekly executive governance
- Pipeline and forecast governance
- Account and opportunity acceleration
- Manager coaching and enablement
- Buying-committee readiness
- Signal and market reviews
- Marketing and product alignment

Coaching shifts from “how do you read the signal” to “here is your plan for this account this week.” Reps execute — they don't analyze.

One transformation. Two commitments. A 20-week arc.

COMMITMENT 1 · BUILD THE SYSTEM

Executive Growth Architecture

4 weeks · CEO + executive leadership team · Phase 1 (Executive Engagement) into Phase 2 (GTM Alignment)

4 WKS

COMMITMENT 2 · ACTIVATE & GOVERN THE SYSTEM

Commercial Activation

2–4 weeks · culminates in the sales kickoff · Phase 3

90-Day Revenue Governance

13 weeks post-activation · Phase 4

Existing systems are integrated where they work, redesigned where they do not, and governed through one commercial operating model.

The output is not a strategy deck. It is the CEO's commercial blueprint, deployed and coached into daily execution.

Revenue performance is created long before pipeline exists.

The system this delivery model builds is not a one-time project. It is a standing chain of governance that runs from market conditions through to revenue performance — the Signal Governance Operating System.

Market Conditions

Executive Moments

Buying Signals

Signal Governance

THE COMMON DENOMINATOR

Capital Allocation

Commercial Execution

Revenue Performance

Measured through the outcomes the board already tracks.

Not a new scorecard — four categories of commercial performance, already reviewed at the leadership level.

Market Visibility

Earlier identification of buying motion · % of priority accounts with active signals · Time from signal to coordinated action

Execution Quality

Opportunity progression · Buying-committee coverage · Sales-cycle velocity

Revenue Performance

Win rate · Qualified pipeline creation · Expansion revenue

Governance

Forecast accuracy · Decision-cycle time · Execution against named commitments

We build capability up the hierarchy — not just at the bottom tier.

Most commercial technology spend lives entirely in Tier 4. This delivery model is built to invest in Tiers 1–3, where the Day 1 List is actually decided.

T1	Category Authority	<i>Does the market associate your name with the problem, unprompted?</i>	Rarely funded, rarely measured
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T2	Trusted Relationships	<i>Do buying-committee members already have a real relationship with your org?</i>	Owned informally by a few sellers
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T3	Visible Proof	<i>Can a skeptical buyer find credible evidence without your sales team supplying it?</i>	Under-resourced relative to demand
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T4	Response Speed	<i>Once a need surfaces, how fast do you show up?</i>	Where nearly all commercial tech spend lives
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The deliverable is not a better pitch. It is a commercial organization built to be trusted before the deal is a deal.

Earlier Visibility

See buying conditions months before opportunities appear

Revenue Predictability

Confidence in strategic growth decisions

Market Share Capture

Engage before competitors gain influence

Leadership Alignment

Strategy, talent, and execution, connected

Reduced Growth Risk

Identify performance deterioration before results decline

“How does this improve our probability of making the buyer's Day One List — and can I defend that answer to my board?”