

APPLIED PERSPECTIVE 03 · COMPLEX B2B

# REVENUE FOCUS

Directing scarce commercial attention to the right accounts  
and opportunities

A MULTILENNIUM BUSINESS APPLICATION

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# PIPELINE VOLUME CAN GROW. ATTENTION REMAINS LIMITED

Revenue focus improves when signals, customer relevance, capacity and human judgement are evaluated together.

**The challenge is not simply identifying more opportunities.**

It is deciding where human attention can create the greatest customer and business value now.



## 01 Too many opportunities

Large pipelines can hide where attention is commercially justified.



## 02 Uneven signal quality

Activity, service, finance and market evidence often point in different directions.



## 03 Reactive coverage

Teams respond to noise, internal urgency or the largest visible account.



## 04 Opaque recommendations

A score without rationale weakens trust, adoption and accountability.

**The opportunity is an explainable focus system and dashboard—not a black-box ranking.**

# REVENUE FOCUS IN THE AP SERIES

Each perspective addresses a distinct commercial question.

| PERSPECTIVE                  | CORE QUESTION                                               |
|------------------------------|-------------------------------------------------------------|
| AP01 Commercial Intelligence | What evidence should inform our next commercial action?     |
| AP02 Decision Clarity        | What must the buying group resolve to make a decision?      |
| <b>AP03 Revenue Focus</b>    | <b>Where should we invest scarce commercial attention?</b>  |
| AP04 Value Justification     | How can the customer defend the economic case?              |
| AP05 Seller Productivity     | How can we reduce effort around the seller’s work?          |
| AP06 Customer Engagement     | How can each customer interaction be useful and connected?  |
| AP07 Ideal Customer Profile  | Where can a specific offer create and sustain mutual value? |

**Direct scarce commercial attention toward the accounts and opportunities that merit action.**

# ONE CONNECTED COMMERCIAL LOGIC

AP03 connects the seven perspectives around a human-owned choice of where attention should go now.



**Connected, not sequential. Customer–offer fit and decision evidence inform focus; people choose the action.**

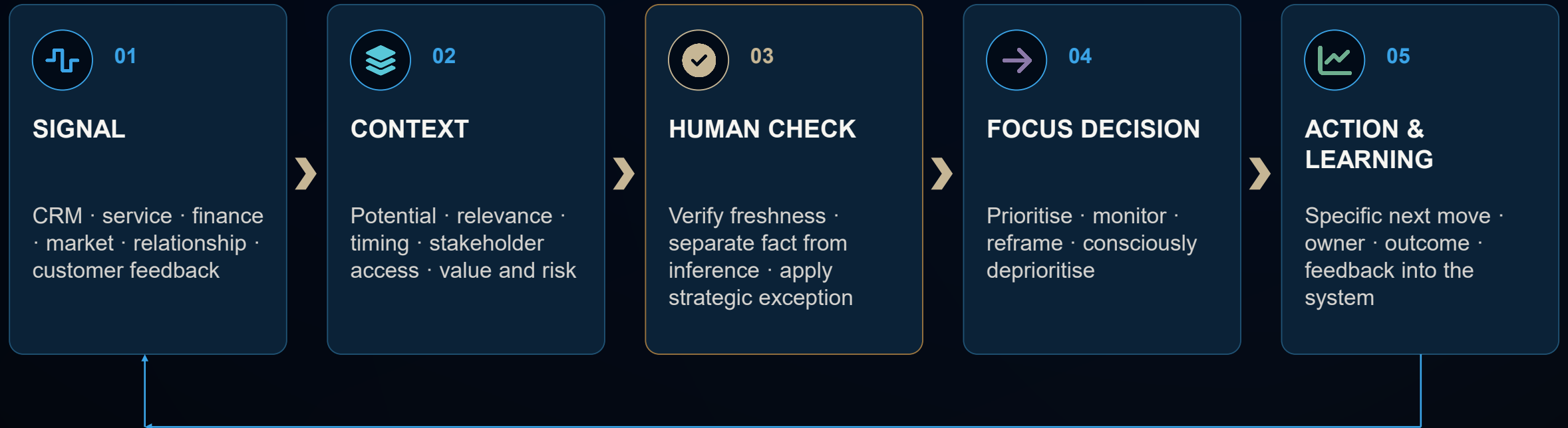
# FROM BROAD COVERAGE TO EXPLAINABLE REVENUE FOCUS

A management lens – not a blanket maturity claim.

| CURRENT VIEW                                                                                                                        |   | NEXT STAGE                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------|
| 01 Largest account first                                                                                                            | ➤ | 01 Customer relevance and opportunity evidence combined             |
| 02 Opaque score without context                                                                                                     | ➤ | 02 Explainable scoring with source, rationale and evidence strength |
| 03 Seller intuition in isolation                                                                                                    | ➤ | 03 Human judgement supported by shared evidence                     |
| 04 Periodic prioritisation                                                                                                          | ➤ | 04 Focus updates when material signals change                       |
| 05 More activity as response                                                                                                        | ➤ | 05 One explainable recommended Next Best Action with a named owner  |
| <div><div>NORTH STAR</div><div>Commercial attention follows explainable evidence – not pipeline volume, noise or habit.</div></div> |   |                                                                     |

# FROM SIGNAL TO FOCUSED ACTION

Keep the decision explainable, current and human-owned.



Outcome feedback updates the next focus decision.

## GOVERNANCE RULE

**No automatic disqualification. A recommendation is not customer truth.  
The seller or manager owns the focus decision.**

# THE REVENUE FOCUS SYSTEM

Multiple evidence sources. One transparent focus decision. Human accountability at the core.



Data frames the choice. Human judgement owns the focus decision.

# WHY THIS OPPORTUNITY NOW?

Show the inputs, rationale, evidence strength, recommended Next Best Action and the accountable human decision point.

## INPUTS

-  **01 ACCOUNT POTENTIAL**  
Strategic fit · economic headroom · relationship context
-  **02 TRIGGER / CHANGE SIGNAL**  
Renewal · service event · leadership change · market movement
-  **03 CUSTOMER RELEVANCE**  
Problem importance · timing · active initiative · stakeholder access
-  **04 VALUE & RISK EVIDENCE**  
Outcome potential · assumptions · dependencies · implementation exposure

## ILLUSTRATIVE RECOMMENDATION

### WHY NOW

Verified service issue with business impact  
Renewal window approaching  
New executive priority has been confirmed  
Economic assumptions still require customer validation

### EVIDENCE STRENGTH

MODERATE

### RECOMMENDED NEXT BEST ACTION

**Run a focused diagnostic conversation with the operational sponsor and Finance to validate impact, decision conditions and timing.**

OWNER: ACCOUNT DIRECTOR | HUMAN DECISION: ACCEPT / ADJUST / REJECT

Illustrative recommendation only. Evidence strength is qualitative—not a prediction of customer choice.

# FROM SIGNALS TO AN EXPLAINABLE FOCUS DECISION

The system recommends where attention should go; sellers and managers retain the decision.

INPUTS

1

ACCOUNT POTENTIAL

Strategic fit · economic headroom

2

TRIGGER / CHANGE

Verified change or timing signal

3

CUSTOMER RELEVANCE

Importance · initiative · access

4

STAKEHOLDER EVIDENCE

Coverage · roles · unknowns

5

CAPACITY & TIMING

Seller bandwidth · expert support

ILLUSTRATIVE FOCUS VIEW

FOCUS STATUS: PRIORITISE

|                              |                                                                     |
|------------------------------|---------------------------------------------------------------------|
| WHY NOW                      | Verified business-impact signal · active initiative · timing window |
| STAKEHOLDER GAP              | Finance not yet engaged                                             |
| EVIDENCE STRENGTH            | MODERATE                                                            |
| RECOMMENDED NEXT BEST ACTION | Targeted diagnostic conversation                                    |
| OWNER / HUMAN DECISION       | Account Director · Accept / adjust / reject                         |

EXECUTION CONTEXT

RIGHT ACCOUNT

RIGHT STAKEHOLDERS

RIGHT TIME

RIGHT TOPIC

RIGHT MATERIAL

NO AUTOMATIC DISQUALIFICATION

Illustrative operating lens only; exact inputs, thresholds and actions require organisational validation.

# THREE REVENUE-FOCUS ROUTINES

Apply the same explainable logic at seller, manager and portfolio level.



ROUTINE A

### Daily Seller Focus

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Which accounts need attention now?

Which signal changed?

What specific next move is justified?



ROUTINE B

### Weekly Opportunity Review

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Which assumptions remain unverified?

Where is stakeholder evidence weak?

What should be reframed or paused?



ROUTINE C

### Portfolio Allocation

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Where should scarce expert capacity go?

Which opportunities deserve investment?

What should be monitored, not chased?

BASELINE · OWNER · RATIONALE · HUMAN DECISION · OUTCOME LEARNING



# WHERE DOES YOUR COMMERCIAL SYSTEM MISALLOCATE ATTENTION TODAY?

One focus bottleneck. One explainable decision. One human-owned next move.

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- 01 Are high-value opportunities hidden behind pipeline volume?
- 02 Are teams acting on stale or weakly explained signals?
- 03 Can sellers and managers explain why attention, stakeholder coverage or support should shift now?