

Build a Repeatable Sales Pipeline

Turn a revenue ambition into clear stages, ownership and next actions.

Define a qualified opportunity, measure conversions and build a weekly sales review that leads to decisions.

The decision this paper supports

What must happen each week for a revenue target to become a credible operating plan? A pipeline is useful when it shows customer progress, not just how many names appear in a database. Every active opportunity needs a reason to exist, a clear stage and a dated next action.

The operating challenge

Digital channels can generate interest while hiding differences in buying intent. A content download, an exploratory call and an approved purchasing process should not carry the same meaning. Growing teams need a shared definition of progress before they automate reminders or report a forecast.

TIH perspective: define evidence for each stage

Build stages around observable customer actions. For example: inquiry received; relevant problem confirmed; decision process understood; proposal discussed; decision pending; won or lost. Tailor the sequence to the business. An opportunity should advance because evidence changed, not because someone wants a more optimistic report.

Connect the offer to the customer

Strategyzer's Business Model Canvas can support a review of customers, value and routes to market. [1] The pipeline arithmetic and review method in this paper are TIH editorial recommendations. They are planning aids, not sales benchmarks or a validated forecasting model.

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1. Work backwards from a target

Divide a target revenue amount by a realistic average sale value to estimate required wins. Divide wins by an observed or explicitly assumed win rate to estimate qualified opportunities. Keep the time period consistent. Do not combine leads generated this month with wins from an unrelated earlier cohort and call it a conversion rate.

2. Label assumptions clearly

Illustrative example: a target of 100,000 in one currency and an average sale of 10,000 implies ten wins. At an assumed 25% qualified-opportunity win rate, that implies forty qualified opportunities. If half of relevant inquiries qualify, eighty inquiries are required. These numbers demonstrate the method; they are not recommended targets.

3. Record the minimum useful information

Capture the customer problem, fit with your offer, decision-maker or buying process, expected value, target timing, owner and next action. Distinguish a customer deadline from an internal hope. Record reasons for lost opportunities in a consistent way so changes to price, scope or qualification can be assessed.

4. Review constraints every week

Ask which opportunities are stuck, what evidence is missing and whether delivery can absorb likely wins. Remove inactive opportunities from the active forecast according to an agreed rule. Review conversion and time in stage over a suitable period. A short sample can be noisy, especially for high-value services with long buying cycles.

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Pipeline review worksheet

Revenue period and target: _____
Average sale and source of estimate: _____
Wins required: _____
Qualified-opportunity win rate: _____
Qualified opportunities required: _____
Current gap and bottleneck: _____
Actions, owners and due dates: _____
Delivery capacity check: _____

Make the meeting produce decisions

Choose a short list of actions with an owner and date. Examples include clarifying a customer's acceptance criteria, revising an unsuitable proposal or improving a weak qualification question. Avoid spending the entire meeting reading records aloud. The shared system should hold the facts before the discussion starts.

When to automate

Automate reminders and routine handoffs after the stages and ownership are clear. Keep customer commitments under human control. Review whether automation reduces missed actions without increasing irrelevant contact. A well-kept pipeline should help the business choose what to do next and recognize when its assumptions are wrong.

Sources

Strategyzer: Business Model Canvas

<https://www.strategyzer.com/library/the-business-model-canvas>

Sources checked 29 September 2026. TIH editorial frameworks and examples are not original survey findings or measured client results.