ALIF GTM

6 TESTS

PRESSURE-TEST THE 2027 PLAN

Most 2027 plans lock in the next eight weeks. Very few get tested before they go into execution.

Six tests I run before a plan goes into execution: what has to be true, the red flag to watch for, and the question to ask while you can still change it.

BEFORE IT LOCKS

EVERY PLAN IS A STACK OF BETS

A 2027 plan is a target on a stack of assumptions: who you sell to, how the funnel converts, what you charge and pay, who does the work, and now AI. Every one is a bet that gets approved as a fact.

THE UNCOMFORTABLE PART

The target is the easy part. The assumptions under it are the plan, and almost nobody tests them.



THE SEGMENT

CHECK BEFORE IT LOCKS

- ☐ Which ICP tiers the new number comes from, by name
- ☐ Win rate, retention and expansion by tier, not one blended average
- ☐ The accounts you will stop chasing to fund the ones you picked

RED FLAG

> **A bigger target on the same broad ICP, and no list of who you will say no to.**

ASK IN THE ROOM

Which tier does the extra revenue come from, and does it retain?



THE FUNNEL MATH

CHECK BEFORE IT LOCKS

- ☐ Qualified pipeline, ACV, win rate and cycle length, each against the last four quarters
- ☐ Every lever set above what you have hit names the process change that earns it
- ☐ That change has an owner and a leading indicator you can read by end of Q1

RED FLAG

> **Win rate up five points in the plan. Nothing about qualification, discovery or stage exits is changing.**

ASK IN THE ROOM

For every number above last year's, what are we doing differently?

THE PRICE CHANGE

CHECK BEFORE IT LOCKS

- ☐ Finance and GTM model it together: win rate, ACV, discounts, retention, expansion
- ☐ By segment and renewal cohort, in base, upside and downside cases
- ☐ Contracts mapped: price locks, renewal dates, a migration path for the base
- ☐ Quoting, comp, billing and enablement ready. The page ships last

RED FLAG

> **The page gets designed before anyone models what it does to retention.**

ASK IN THE ROOM

What does this price do to gross retention, cohort by cohort?



THE COMP PLAN

CHECK BEFORE IT LOCKS

- ☐ Pay mix mirrors the plan's revenue mix: new, expansion, renewal
- ☐ Crediting rules settled: what counts as new, what counts as expansion, splits
- ☐ Quotas built up from capacity, not only cut down from the target

RED FLAG

New logos pay several times more than expansion, in a plan that needs most of its growth from the base.

ASK IN THE ROOM

Does the comp plan pay for this plan, or for last year's?



THE CAPACITY

CHECK BEFORE IT LOCKS

- ☐ Heads x months ramped x the attainment you actually get, not 100%
- ☐ Real hire dates and ramp time, not every seat productive in January
- ☐ Post-sale capacity for every customer the plan adds
- ☐ AI capacity counted only once it has been proven

RED FLAG

> **Every new hire productive from January, and AI counted as headcount before it has proven anything.**

ASK IN THE ROOM

If every rep hits last year's attainment, do we make the number?



THE AI LINE

CHECK BEFORE IT LOCKS

- ☐ One owner and one use case per line, tied to a funnel stage or metric
- ☐ A playbook for how the team uses it and on which data, with the CRM connected
- ☐ A baseline measured before launch, a proof point in 90 days, kill criteria agreed

RED FLAG

> **AI funded as a line item, with no owner for the outcome and no baseline to measure it against.**

ASK IN THE ROOM

Which AI line has an owner, a baseline and a date to prove it?

SCORE IT THIS WEEK

RED, YELLOW, GREEN

Green: you have evidence. Yellow: you will have it by the end of Q1. Red: a decision to make before the plan locks. Then take the three or four reds that matter most, give each an owner and a 90-day leading indicator, and review them every quarter.

THE TEST	RED WHEN
SEGMENT	One blended ICP
FUNNEL MATH	A rate with no reason
PRICE CHANGE	Page before the model
COMP PLAN	Pays for last year
CAPACITY	100% attainment assumed
AI LINE	No owner, no baseline

ONE QUESTION

Which of the six would your plan fail first?

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