Curaley

Beyond Pipeline

Understanding the Behavioural Evidence Behind Enterprise Buying Decisions

Executive Summary

Pipeline tells you what a seller did.
It was never built to tell you what a buyer decided.

Enterprise sales organisations have never had better tools for tracking pipeline stage, velocity and forecast category. And yet, year after year, opportunities that looked entirely healthy fail to close, for reasons that only become clear once it is too late to act on them.

The explanation is structural. Buying groups have grown considerably larger over the past decade, now averaging eight to thirteen stakeholders or more. Reaching agreement inside a group that size takes time, rarely happens in a straight line, and is largely invisible to a CRM built to track seller activity rather than buyer confidence.

Opportunity health has two dimensions:
Seller progress, which pipeline already measures well, and buying-group confidence, which it was never designed to capture. Understanding both, together, is what separates a forecast a leader can trust from one that simply looks tidy.

What follows sets out the Opportunity Health Model:
Why the measurement gap exists, what happens when it goes unread, **the Silent Stall**, and what commercial leaders can do differently once buying-group behaviour becomes something they can actually observe.

The Measurement Gap

Every experienced sales leader can recall a deal that looked strong right up until it didn't close. The forecast hadn't moved. The champion was engaged. Then, quietly, it stopped progressing, and nobody could point to the moment it happened.

The cause is not that pipeline management has failed. Every measurement system answers the question it was built to answer, and pipeline was built to track seller progress: stage, activity, forecast category. It measures activity well. It was never built to measure confidence.

That gap has widened because enterprise buying has changed. The typical buying committee has roughly doubled in a decade, and much of the negotiation inside it, as much as 83% according to 6sense and Forrester, happens before a supplier is ever in the room.

Pipeline still matters.
It just isn't the whole picture.

86%

of B2B purchases stall

– Forrester

The Opportunity Health Model

Two inputs. One measure.

Neither input replaces the other. Pipeline explains where a deal is. Behaviour explains whether it's still alive.

A deal can sit at a healthy stage while confidence inside the buying group is quietly weakening, just as a deal that looks stalled on paper can conceal a group that is closer to agreement than the stage suggests. Reading only one input leaves a leader working with half the model, often without realising it.

This is the discipline Curaley was built around:
Reading Buying Behaviour with the same rigour commercial teams already apply to Seller Progress.

The Silent Stall

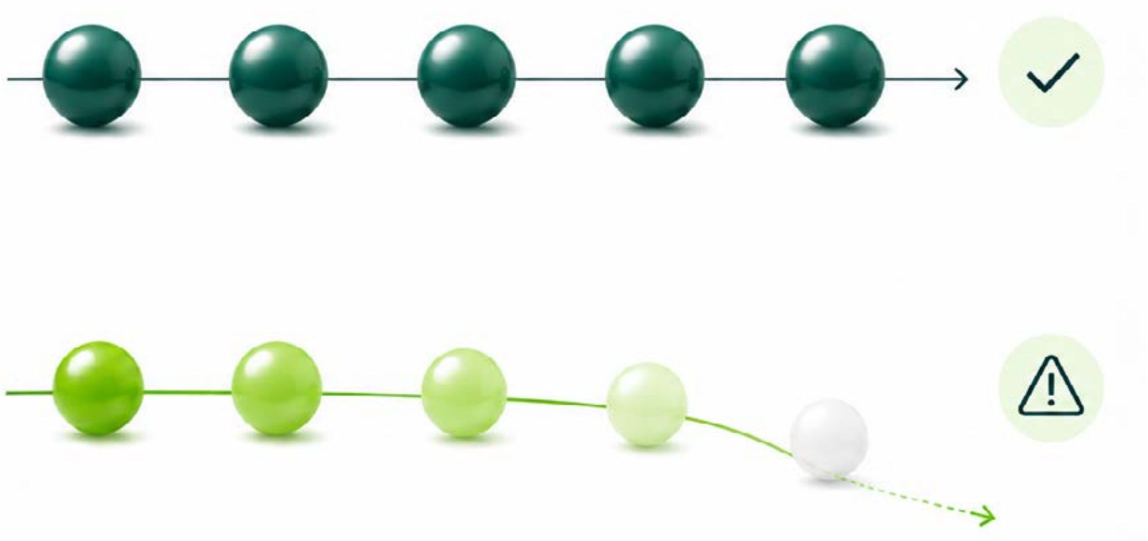
Picture an opportunity that looks exactly as it should. The forecast hasn't moved. The champion still takes calls. Meetings happen on schedule. Nothing has triggered a single warning sign. And yet, inside the buying group, the deal has stopped moving.

Nobody rejected it. No committee met to vote it down. The buying group simply reached a point where it stopped building the confidence it would need to actually decide, and nothing since has restarted that process.

It happens for ordinary reasons. Priorities shift. A competing initiative absorbs attention. A reorganisation changes who owns the decision. Nobody is to blame, and nothing about the CRM is wrong. The stage hasn't moved, the forecast category hasn't changed, and meetings, emails and calls are cheap to keep going long after the momentum behind them has gone.

By the time a Silent Stall shows up in the pipeline, the buying group has usually known for weeks. Reading Buying Behaviour is how a leader finds out sooner.

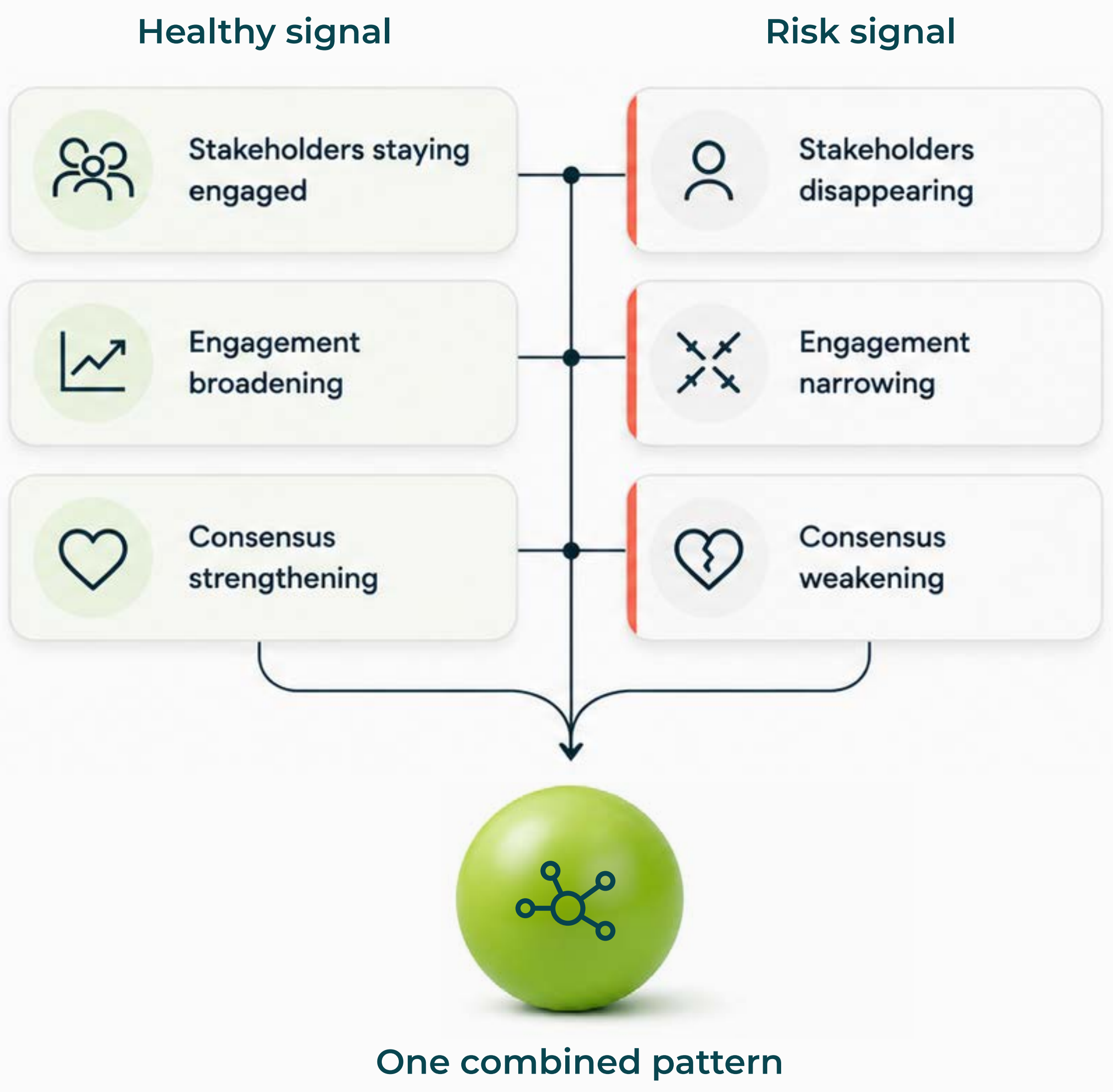
A Silent Stall is not a rejection.
It is a decision that never finished forming.



Behavioural Evidence: A Discipline, Not a Feature

Patterns of Behavioural Evidence are the observable signals a buying group leaves behind as a decision forms, read together rather than in isolation. A single signal is noise. A pattern is evidence.

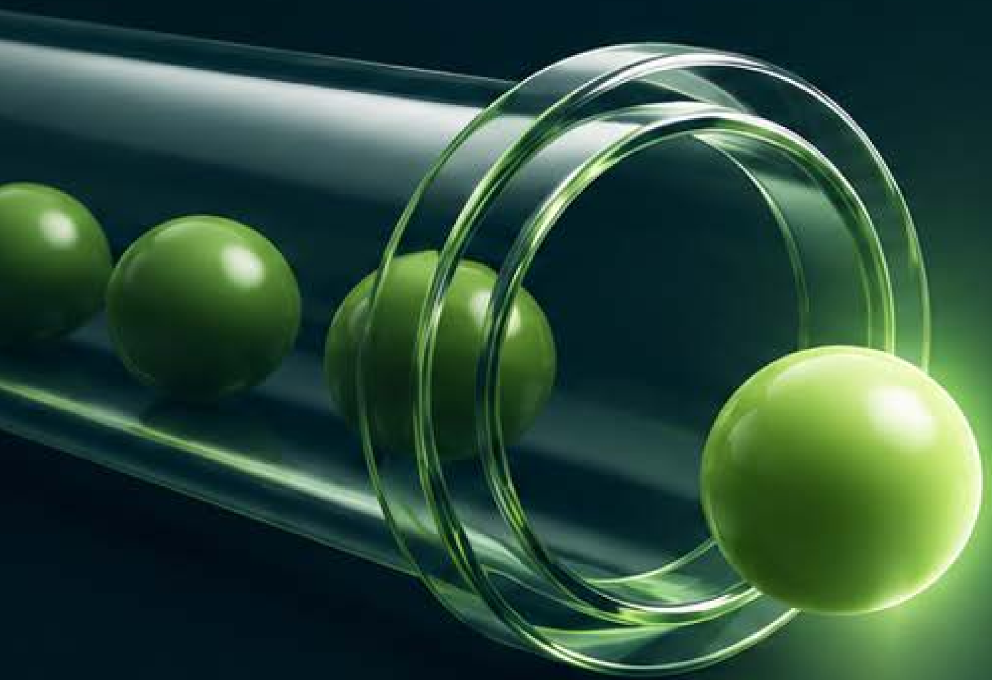
Curaley did not invent these signals. It built the discipline of reading them together, consistently, not as a score or a prediction, but as a standing part of how opportunity health gets judged rather than something a leader happens to notice.



A Better Pipeline Conversation

Once a leader accepts that seller progress and buying confidence are different things, the pipeline review itself begins to change, not by adding more questions, but by adding a different kind of question alongside the ones already being asked.

Most commercial teams don't have a forecasting problem.
They have a visibility problem.



Traditional Questions

What stage is the deal?

What's the forecast?

What's the close date?

What activity has taken place?

Behavioural Questions

Who has recently engaged?

Who has disengaged?

Is consensus strengthening?

What behavioural evidence supports our assessment?

A pipeline review that only asks the first list is only half a review.

The Discipline Curaley Built

Most commercial organisations already have excellent systems for tracking Seller Progress. What has been missing is an equally disciplined way of reading Buying Behaviour, not occasionally, but as a standing part of every pipeline review.

Curaley was built around that gap. It did not set out to build another sales tool. It set out to make Buying Behaviour as observable, and as reviewable, as Seller Progress already is, so that opportunity health can finally be read as the two-input model it always was.

The outcome is not a new score to manage or a prediction to trust blindly. It is a fuller basis for the judgement a commercial leader was always going to have to make, now informed by both halves of the Opportunity Health Model rather than one.

Seller Progress explains where a deal is.

Buying Behaviour explains whether it's still alive.

Together, they are Opportunity Health.

Commercial leaders now need to read both.