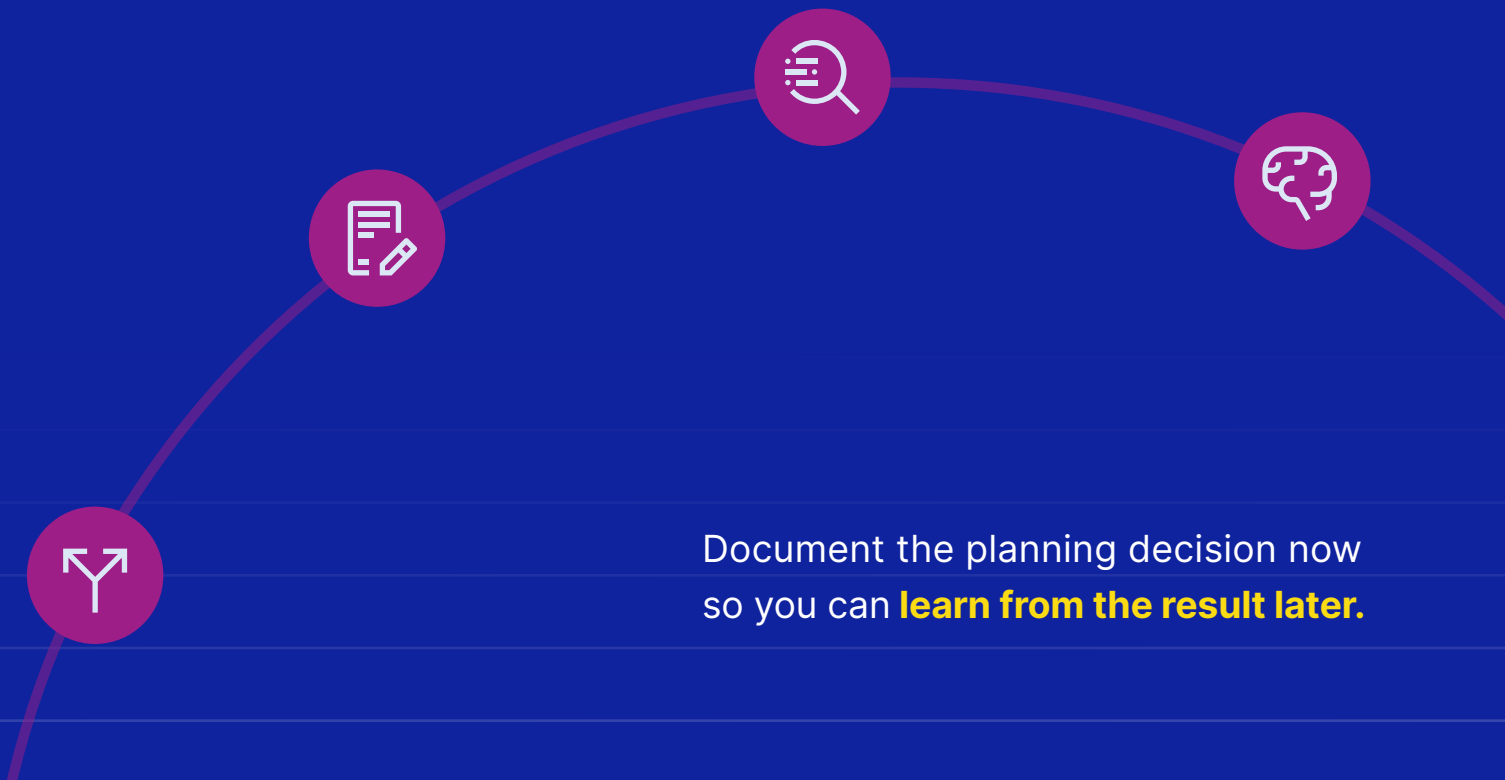
SPOTLIGHT SERIES

Varicent

MARKET SPOTLIGHT

Revenue Planning Decision Map

A practical framework to track why you made key planning decisions and whether they worked.



Document the planning decision now so you can **learn from the result later.**

The Missing Feedback Loop

Revenue plans are built on a set of predictions. You decide how to draw territories, set quotas, allocate capacity, and structure compensation based on what you believe will produce the number.

The problem is that many organizations rarely go back and test whether those predictions worked.

In Varicent's **2026 Market Spotlight** (download it here), we surveyed 1,055 senior revenue leaders and found that **only 4% have a way to evaluate whether past planning decisions worked**.

It's rare for companies to build capabilities that improve revenue plan decisions. It's even rarer for them to measure the impact of those decisions. At most companies, the attainment number is what tells you if the plan worked. The problem is that the final number is far too general. It tells you if the team accomplished its goal or not. But it doesn't tell you how.

Turn Planning Decisions into Evidence for Next Year

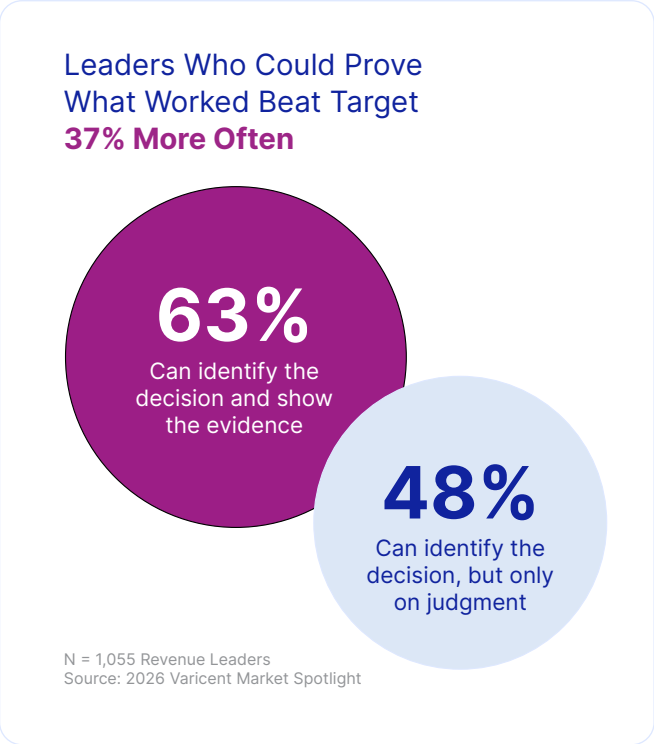
Companies that can trace their results back to specific decisions typically perform better than those that cannot.

Leaders who could identify the plan decision that most affected their result and show the evidence behind it were **37% more likely to exceed target than those working primarily from judgment**.

So how do you find out which planning decisions actually drove the results?

Start by documenting the planning decision while the reasoning is still clear: why you made it, what you expect it to change, and how you'll measure whether it delivered.

When results come in, you have something concrete to compare against. You can see whether the planning decision produced the outcome you expected and carry that evidence into the next planning cycle.



Document Your Decision Map

The decision map below gives you a simple way to track key planning decisions and evaluate them over time. Each row captures what you decided, why you made that choice, what you expect to happen, and how you'll know whether it delivered.

The last column may be the hardest to complete, but it's also where the value comes in. Defining how you'll measure the outcome gives you something concrete to return to as results develop and helps you see which planning decisions worked as intended.

The examples below show how different planning decisions could play out. The map becomes even more useful when you replace them with your own.

What did we decide?	Why this choice over the alternatives?	What should this decision change, by when, and by how much?	How will we measure the outcome over time?
Cut average account load in enterprise territories by 25%	Sellers were spread too thin to work named accounts with any depth	Selling time inside named accounts rises materially by the end of the second quarter	Share of logged selling activity inside named accounts, by seller, against the same period last year
Moved the accelerator threshold from 100% to 110% of quota	Too much of the payout was landing just above target, for very little incremental revenue	Fewer sellers cluster immediately past target, and more push into the upper range	Distribution of attainment and payout at the half year, against the same point last year
Added a multiplier on multi-year renewals	The plan paid the same for a one-year and a three-year term	The share of renewals closing at multi-year terms rises across the first two quarters	Renewal mix by contract length, reported quarterly, against last year's mix
Insert your decision here			

How to Use Your Decision Map

Start with three or four planning decisions you expect to have the greatest revenue impact this year.

Work with your team to get specific about the reasoning behind each decision, the outcome you expect, and the evidence you'll use to evaluate it. Then revisit the map as results develop to compare what happened with what you predicted.

Document the Planning Decision Now So You Can Learn From the Result Later

Every planning decision gives you a chance to learn what actually contributes to revenue performance. But if you don't document why you made the decision and go back to evaluate the result, that insight gets lost.

The goal is to carry evidence from one planning cycle into the next. The Decision Map gives you a record you can return to, so your next planning cycle can start with evidence from the last one instead of relying on memory or judgment.

Varicent

Varicent helps enterprise leaders make revenue teams perform the way they're meant to. Our industry-leading sales performance management platform is designed for complex enterprise environments, where even the best plans can lose momentum when strategy and execution fall out of sync. By connecting sales planning, incentive compensation management, and performance management into one advanced, AI-native system, we help companies realize even their most ambitious revenue goals. The result is a unified revenue engine that drives meaningful, measurable performance, so teams can set bigger goals and exceed them.

To learn more, visit us at www.varicent.com