AllianceMind
The Coalition Selling Company

The Coalition Selling **Imperative.**

Enterprise buying changed.
Sales execution didn't.

Executive Briefing
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AllianceMind.net

EXECUTIVE SUMMARY

Enterprise buying became multi-party. Sales execution did not.

Over the past decade, ecosystem revenue infrastructure got funded, professionalized, and shipped. PRMs catalog partners. Account mapping surfaces overlap. Hyperscaler marketplaces process the transaction. AI compresses the signal. Most enterprise companies now own three or four of these tools.

Almost nobody redesigned the seller's workflow around any of it.

WHAT GOT BUILT	WHAT DID NOT GET REDESIGNED
Partner programs	Seller workflow
Ecosystem intelligence	Coalition orchestration
Hyperscaler marketplaces	Partner sequencing
Co-sell infrastructure	Forecast inspection

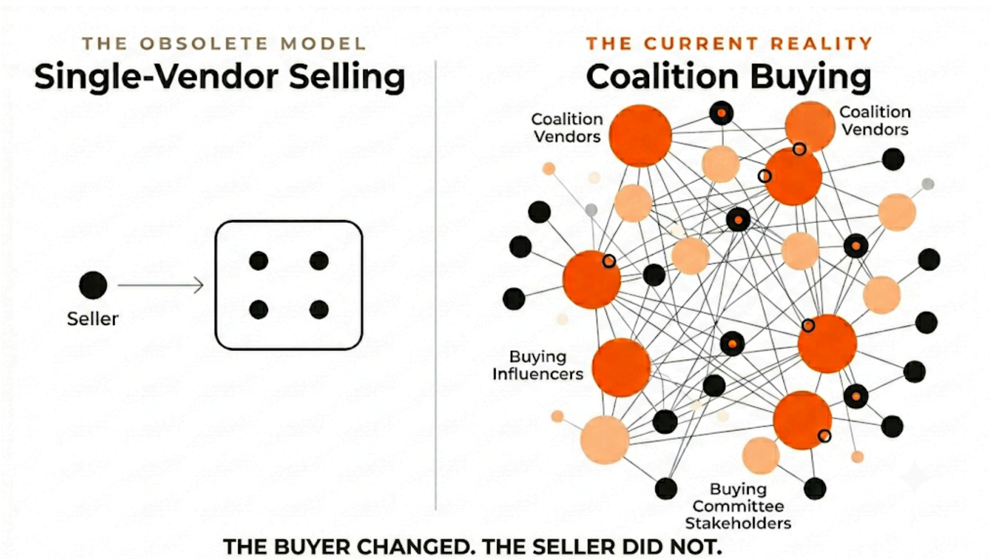
The gap between those two columns has a name: Execution Debt, the friction created when ecosystem infrastructure outpaces the field's ability to coordinate multi-party selling. It compounds quarter over quarter on partner-attached pipeline nobody on the org chart owns.

> **Coalition Selling is the execution methodology for multi-party enterprise selling.**

What changed in enterprise buying.

AWS cited Canalys research in 2025: 44 percent of enterprise customers now rely on four or more partners for business value. AWS responded by wiring multi-partner co-sell into the CRM. Workday deepened its ecosystem the same year: two of the largest forces in enterprise software moved at once.

The seller who shows up alone with a product pitch is selling into a buying environment built for coalitions.



> **The market already moved. Most sales organizations have not.**

Coordination became the bottleneck.

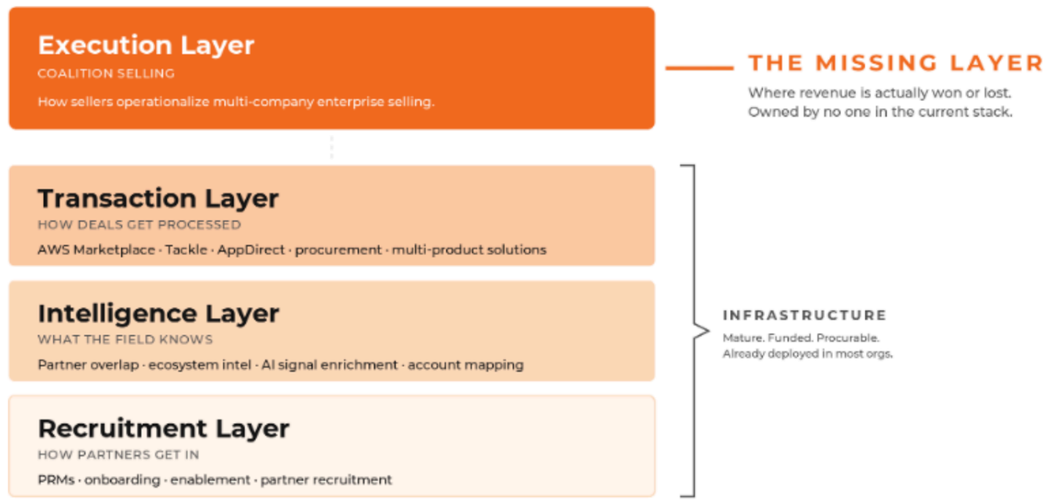
Buying committee fragmentation created a coordination problem the single-vendor sales motion was never built to solve. Most stalled 2026 enterprise deals are coalition coordination failures, not competitive losses. They rarely show up in win-loss because there is no obvious villain on the record.

WHAT THE FIELD EXPERIENCES	WHAT IT COSTS THE CRO
Fragmented buying committees	Stalled deals
Distributed influence	Forecast variance
Coalition drift	Longer cycles
Seller overload	Lower win rates on multi-vendor deals
Inconsistent partner narratives	Late-stage slippage

This is no longer a partner alignment problem. It is a revenue operating discipline problem, surfacing in forecast inspection, QBR variance, comp disputes, and deals that slip a quarter for reasons nobody can name. It belongs to the CRO.

The Coalition Stack.

Three layers have owners. One determines revenue outcomes.



Partner Infrastructure without seller execution creates ecosystem complexity, not revenue.

Figure A — The Coalition Stack

What Execution Debt looks like on a Monday.

Every revenue leader running coalition-attached pipeline recognizes the symptoms. None shows up cleanly on a dashboard. All of them compound.

Partner-attached pipeline that slips. Multi-vendor deals miss close dates that read as timing but are really narrative misalignment between partners.

Coalition variance the forecast cannot price. Partner-attached pipeline behaves differently from direct pipeline. Forecast inspection treats them the same. Variance grows quietly until close.

Rep friction nobody can quantify. Sellers route around coalition motions under pressure because the overhead isn't priced into comp.

Invisible influence. An external advisor shapes the CFO's vendor view for months. No CRM activity catches it. The competing coalition forms before anyone notices.

Misaligned partner narratives. Three vendors, three different transformation stories. The customer hears a coalition that doesn't agree with itself.

Unowned orchestration. The seller owns the deal. The alliance team owns the partner. Nobody owns the coalition motion inside the opportunity.

Reps are not anti-partner. They are anti-friction.

Most ecosystem strategies fail in the field because leadership misreads what the field resists. Sellers don’t lack belief in partners; they lack incentive to add friction to a deal they’re measured on closing.

A seller running a $500K opportunity optimizes for cycle time, forecast credibility, and a clean comp event. Every added vendor brings meetings, narrative risk, slippage risk, and comp ambiguity. Ask the rep to bring in a partner without changing those metrics, and the rep correctly reads it as a tax on their forecast.

WHAT REPS ARE ACCUSED OF	WHAT REPS ARE ACTUALLY DOING
Anti-partner	Protecting cycle time
Not strategic	Protecting forecast credibility
Resistant to change	Protecting comp
Not coachable	Protecting narrative ownership

Seller behavior is rational inside broken systems. Coalition Selling fixes the system, not the rep.

Coalition Selling.

Coalition Selling is the execution methodology for multi-party enterprise selling, the discipline that turns the Coalition Stack into closed revenue. Four operating moves.

01 See it. Map the coalition already forming in the account, visible and invisible.

02 Frame it. Sequence partners and own the buying narrative across vendors.

03 Align it. Wire governance, deal review, and forecast inspection to coalition state.

04 Win it. Orchestrate the coalition motion through close.

See it. Frame it. Align it. Win it.

1	2	3	4
See it	**Frame it**	**Align it**	**Win it**
Notice the trigger in the deal	Name the partner play	Bring the right partner in	Close with a coordinated motion

Observable. Repeatable. Coachable.

How Coalition Selling changes revenue operations.

The framework is operational or it’s nothing. Five things change when an organization runs Coalition Selling at maturity:

Partner sequencing. Every active enterprise opportunity has a defined partner sequence: who enters at which stage, with which role, reinforcing which narrative.

Coalition health in deal review. Deal reviews ask whether the coalition is aligned, sequenced, and owning the customer narrative. Coalition risk surfaces alongside technical and procurement risk.

Coalition variance in forecasting. Partner-attached pipeline is inspected separately. Variance is tracked as its own signal, not blended into deal-level confidence.

Orchestration ownership (the Orchestration Captain). Every coalition deal has a named Orchestration Captain accountable for coalition coherence: one person owning sequencing, narrative alignment, and risk surfacing. The role is assigned, not assumed.

Account-level influence mapping. Stakeholder empathy maps surface the trusted advisors, embedded relationships, and competing coalitions shaping the deal before the deal shapes itself.

Coalition Selling did not come out of a strategy deck.

It came out of running the execution layer inside Workday, Oracle, and Salesforce across two decades of partner-attached enterprise selling. AllianceMind has since helped enterprise teams operationalize the motion across hyperscaler, HCM, and ISV categories.

300+	$2B+	AWS · Azure · GCP
Enterprise sellers enabled	In coalition-attached motion	Hyperscaler field integration

Once Coalition Selling becomes the operating discipline, not the strategy slide, partner-attached pipeline stops behaving like an exception and starts compounding into revenue.

Diagnose first.
Operationalize second.

Coalition Selling matures through diagnosis, not training. The first move is mapping where your organization sits on the Coalition Selling Maturity Curve. Most enterprises with sophisticated ecosystem infrastructure discover, on diagnosis, that they're running Stage 2 execution while assuming Stage 4. That gap is the opportunity.

Coalition Readiness Assessment	Executive Diagnostic	Revenue Motion Review
Scored diagnostic across 7 dimensions of coalition execution capability.	60-minute working session with revenue leadership. Maturity stage, biggest gaps, 90-day operating plan.	Inspection of partner-attached pipeline and coalition variance. Surfaces the Execution Debt accumulating in the current quarter.

Start at assessment.alliancemind.net or contact info@alliancemind.net to scope an executive diagnostic. Follow the thinking at The Coalition Selling Report on Substack: bit.ly/coalition-report.

Full Coalition Selling Operating Framework available separately.

ABOUT THE AUTHOR

Jody Schiavo.

Jody Schiavo is the founder of AllianceMind and the creator of the Coalition Selling methodology. A computer science background took him through software development, product management, product marketing, business development, alliances, and enterprise sales leadership at Workday, Oracle, and Salesforce, the full arc of enterprise go-to-market. Coalition Selling comes from having run nearly every function it now coordinates.

AllianceMind works with CROs, founders, and revenue leaders at $10M ARR and up who are scaling a coalition motion and need an operating framework for the field.

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Newsletter: The Coalition Selling Report · bit.ly/coalition-report

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