MODULE 1 · SESSION 3

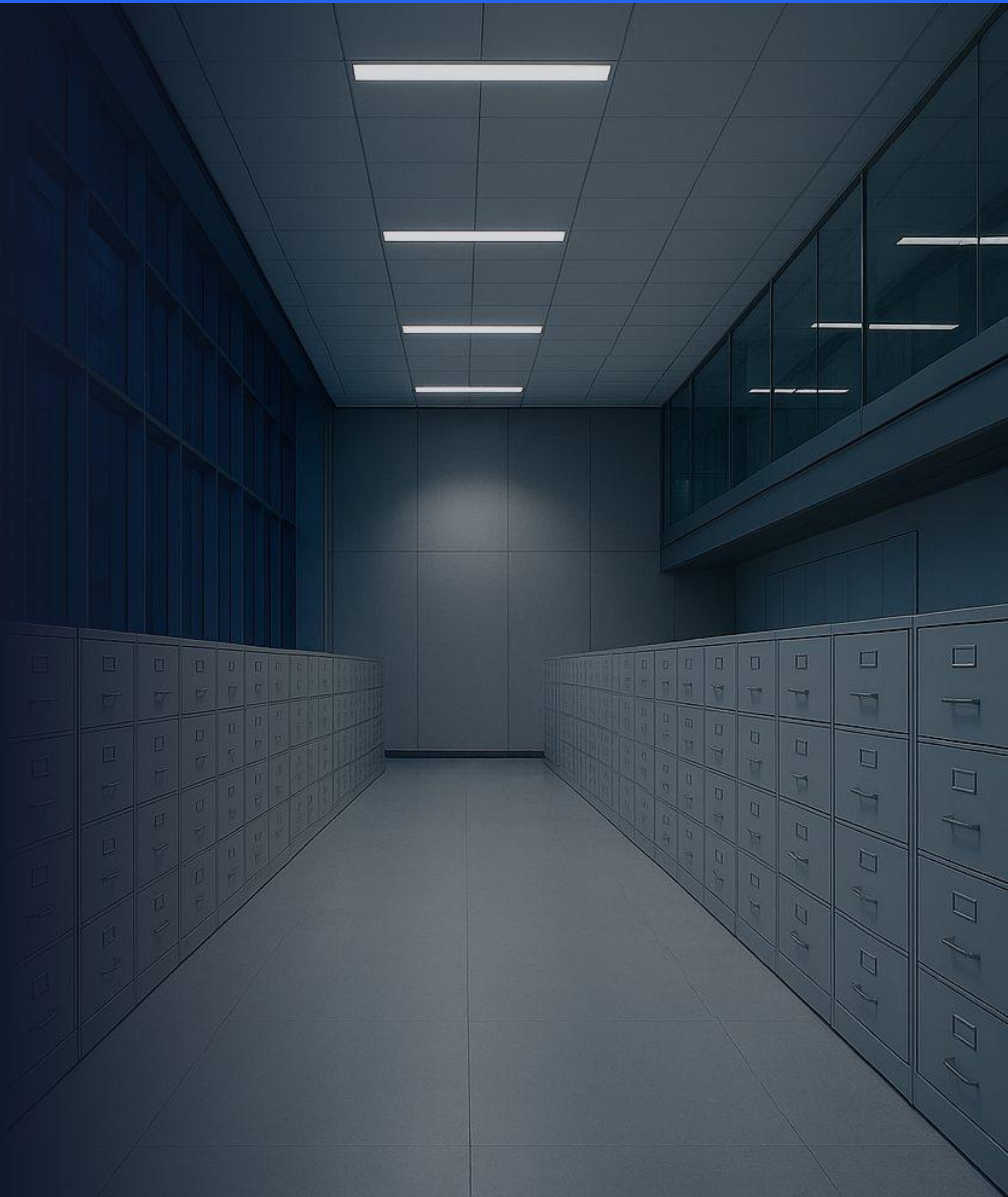
Operating the Demand Engine

How to run a demand system with channels, handoffs, metrics and a cadence — and how to tell a demand problem from a product problem.

Theory session

Intermediate

Running case: Kiteforge



ORIENTATION

Where this session sits

1.2 chose the loop; 1.3 builds the operation that runs it every week

MODULE 1
Growth Architecture and Market Entry

MODULE 2
Commercial Engines and Expansion

MODULE 3
Strategic Scaling Choices

SESSIONS IN THIS MODULE

1.1 Choosing a Growth Direction
Comparing growth paths against constraints and evidence

1.2 Sequencing Market Entry Loops
Acquisition, activation and referral loops that reinforce

1.3 **Operating the Demand Engine**
Channels, handoffs, metrics and operating cadence
YOU ARE HERE

SESSION OUTCOMES

What this session explains

Running demand generation as a system with an owner and a rhythm

01 **A channel portfolio is a set of bets**
Each channel has its own cost, ceiling and time to maturity.

02 **Handoffs are where demand is lost**
Most leakage happens between teams, not inside them.

03 **A cadence turns data into decisions**
Without a scheduled review, metrics accumulate and nothing changes.

04 **Volume cannot fix conversion**
The Keyura case is the clearest available statement of this.

DEFINITION

What a demand engine is

A system, not a set of campaigns

WORKING DEFINITION

A demand generation system is the standing arrangement of channels, definitions, handoffs, metrics and review rhythm by which a company repeatedly creates and captures qualified conversations.

1

It is repeatable

A campaign produces a spike. A system produces a rate you can forecast and improve.

2

It has shared definitions

If marketing and sales define “qualified” differently, every handoff becomes an argument rather than a transfer.

3

It has an owner and a cadence

Someone is accountable for the rate, and there is a scheduled moment where it is examined.

Choosing channels by their shape, not their popularity

Each has a different ceiling and a different time to work

TIME TO WORK ▲

BUILD DELIBERATELY Slow and scalable — SEO, content, community, partnerships. Start early; judge late.	**COMPOUNDING ASSETS** Slow, high ceiling. The durable core of most B2B engines.
USEFUL EARLY Fast but capped — outbound, events, direct outreach. Good for learning, limited for scale.	**FAST AND SCALABLE** Paid channels. Reliable and rented — the moment you stop paying, it stops.

CEILING ON VOLUME →

THE PORTFOLIO RULE

One of each pace

One fast channel for learning now, one slow one compounding for later. Two fast channels leave you renting demand forever.

THE KEYURA READING

Outbound worked

Fifty-five demos proves the fast channel did its job. The failure was downstream of it.

JUDGING A CHANNEL

Cost per qualified conversation

Not cost per click or per lead. The only comparable unit across channels is a conversation with someone who could buy.

Where demand actually leaks

Each arrow is a definition two teams have to agree on

THE PATH

Contact: someone responded → Qualified: fits the profile and has the problem → Meeting: booked and attended → Opportunity: active process with a named buyer → Customer: signed

THE STEP EVERYONE FORGETS TO MEASURE

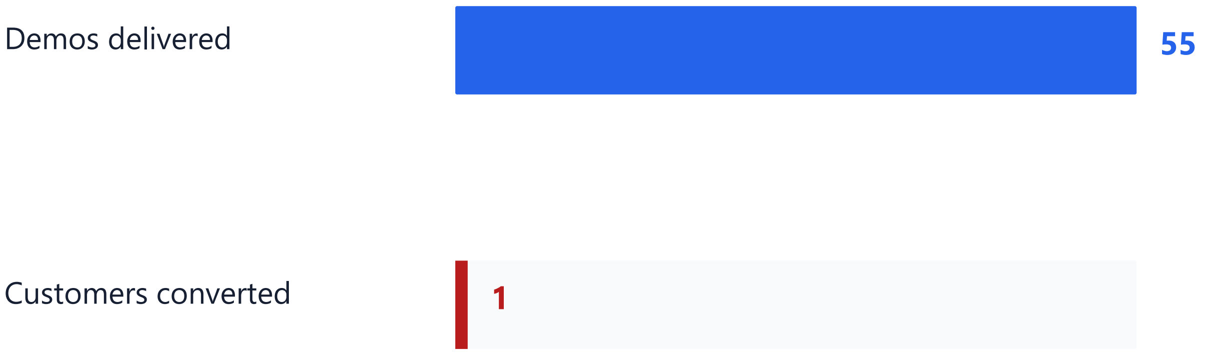
Collude scheduled ten demos and fewer than 20% attended. That gap — booked to attended — is a handoff failure, and it is invisible if you only count bookings.

CONCEPT 3 · DIAGNOSIS

Reading the funnel to locate the problem

The Keyura numbers, laid out as a diagnosis

KEYURA CLOUD: REPORTED FUNNEL OUTCOME



1.8% conversion. The acquisition mechanism produced access; the offer did not convert it.

WHAT IT RULES OUT

Not lead flow

Fifty-five demos is enough volume to conclude the top of the funnel is working.

WHAT IT POINTS TO

Offer or fit

At 1.8%, the problem is what happens in the demo — or whether the product solves a problem worth paying for.

THE WRONG RESPONSE

More leads

Doubling volume at 1.8% doubles cost and adds one customer. The bottleneck is not upstream.

A demand problem and a product problem look alike at first

Separating them is the single most valuable diagnosis in this session

DEMAND PROBLEM

Not enough of the right people

WHAT YOU SEE

Low volume of qualified conversations; healthy conversion among those you do reach.

CONFIRMING EVIDENCE

Win rate holds when you reach the right buyer; the problem is reaching them.

THE FIX

Channels, targeting, message — the subject of this session.

PRODUCT OR FIT PROBLEM

Enough people, none of them buying

WHAT YOU SEE

Plenty of conversations, very low conversion — Keyura's 1.8%, Collude's zero.

CONFIRMING EVIDENCE

Losses cluster on the same objection; attendance itself is low.

THE FIX

Go back to Course 1 — the problem, the segment or the value proposition.

HOW TO TELL THEM APART

The test is cheap: hold volume constant and look at conversion by segment. If no segment converts, the engine is not the problem.

CONCEPT 5 · CADENCE

The rhythm that turns metrics into decisions

Different questions belong at different intervals

Interval	What is reviewed	What can change
Weekly	Volume by channel, meeting attendance, stage conversion.	Targeting, message, follow-up sequence, who is called.
Monthly	Cost per qualified conversation by channel; cohort conversion.	Budget shifted between channels; a channel paused or expanded.
Quarterly	Channel portfolio, constraint location, loop mechanics.	A channel retired or started; the growth direction itself.

MATCHING INTERVAL TO THE DECISION

Reviewing channel strategy weekly produces thrash; reviewing message performance quarterly produces a wasted quarter. Match the interval to how fast the thing actually moves.

What “qualified” has to mean

The most expensive ambiguity in a commercial organisation

TOO LOOSE

Anyone who downloaded something. Sales stops trusting the queue and works its own list.

AGREED AND WRITTEN

A short list of criteria both teams signed, applied consistently, reviewed quarterly.

TOO TIGHT

So narrow that almost nothing qualifies. Marketing reports success on a trickle.

WHAT THE DEFINITION SHOULD CONTAIN

Element	Example
Fit	Company size, sector and role — the profile that has actually bought before.
Problem evidence	Something they said or did indicating the problem exists now.
Reachability	A named contact who can start a process, not a generic inbox.
Rejection route	How sales returns one, with a reason, so the definition can improve.

Three engines that run and do not produce revenue

Each looks healthy on its own dashboard

Volume against a broken offer

Looks like Rising demos, flat revenue.

Why it fails Multiplying a 1.8% conversion multiplies cost, not customers.

Fix Diagnose conversion by segment before spending more.

Unmeasured handoffs

Looks like Meetings booked reported as the result.

Why it fails Booked is not attended; Collude lost more than 80% there.

Fix Measure every arrow, especially booked-to-attended.

Metrics without a cadence

Looks like A rich dashboard nobody meets about.

Why it fails Data with no scheduled decision point changes nothing.

Fix One weekly meeting, one owner, one decision per metric.

CASE STUDY

Keyura Cloud and Collude

Two B2B products, one lead generation system, and a result that exonerated the system.

The system worked; the offer did not

Both sides of the funnel were visible, which made the diagnosis possible

WHAT THE SYSTEM DELIVERED

Access to prospects

KEYURA CLOUD

Fifty-five demos delivered — the acquisition mechanism clearly created access to buyers.

COLLUDE

Thirty leads generated in thirty days, with ten demos scheduled.

THE VERDICT ON THE ENGINE

The lead generation system performed as designed. Lead flow was not the issue.

WHAT IT COULD NOT FIX

A commercial signal that was missing

KEYURA CLOUD

Converted beyond only one customer from fifty-five demos — a 1.8% conversion rate.

COLLUDE

Closed zero revenue despite the leads and scheduled demos; fewer than 20% attended.

THE DIAGNOSIS

More volume could not compensate for an offer that had not reached product-market fit.

READING THE CASE

A demand generation system should be evaluated as an instrument, not mistaken for the whole business. Both sides of the funnel were visible, which is what made the diagnosis possible.

Drawn from the session case pack.

APPLICATION

Bringing the theory to Kiteforge

An engine with definitions, owners and a rhythm

Element	What you set	Kiteforge example
Channel portfolio	One fast, one compounding.	Outbound to operations leads now; template SEO building for later.
Qualified definition	Written, signed by both teams.	50–500 staff, ops lead named, an existing manual workflow described.
Handoff measurement	Every arrow, including attendance.	Booked-to-attended tracked weekly; below 70% triggers a review.
The unit metric	Cost per qualified conversation.	£310 outbound; £95 from templates once ranking.
Cadence	Weekly, monthly, quarterly — different questions.	Weekly message and targeting; quarterly portfolio.
The stop rule	What says the problem is not demand.	Below 5% demo-to-paid across every segment for two months.

WHAT COMES NEXT

Module 2 builds the commercial engine that converts and keeps what this one delivers.

SUMMARY

What to carry out of this session

1. **Judge channels on cost per qualified conversation.**
   It is the only unit comparable across channels with different mechanics.

2. **Run one fast channel and one compounding one.**
   Two fast channels means renting demand indefinitely.

3. **Measure every handoff, including attendance.**
   Collude booked ten demos and fewer than 20% attended — invisible if you count bookings.

4. **Volume cannot fix conversion.**
   Doubling leads at 1.8% doubles cost and adds one customer.

5. **A metric without a scheduled decision changes nothing.**
   Match the review interval to how fast the thing actually moves.

FURTHER READING

Sources for this session

Primary references behind each concept

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