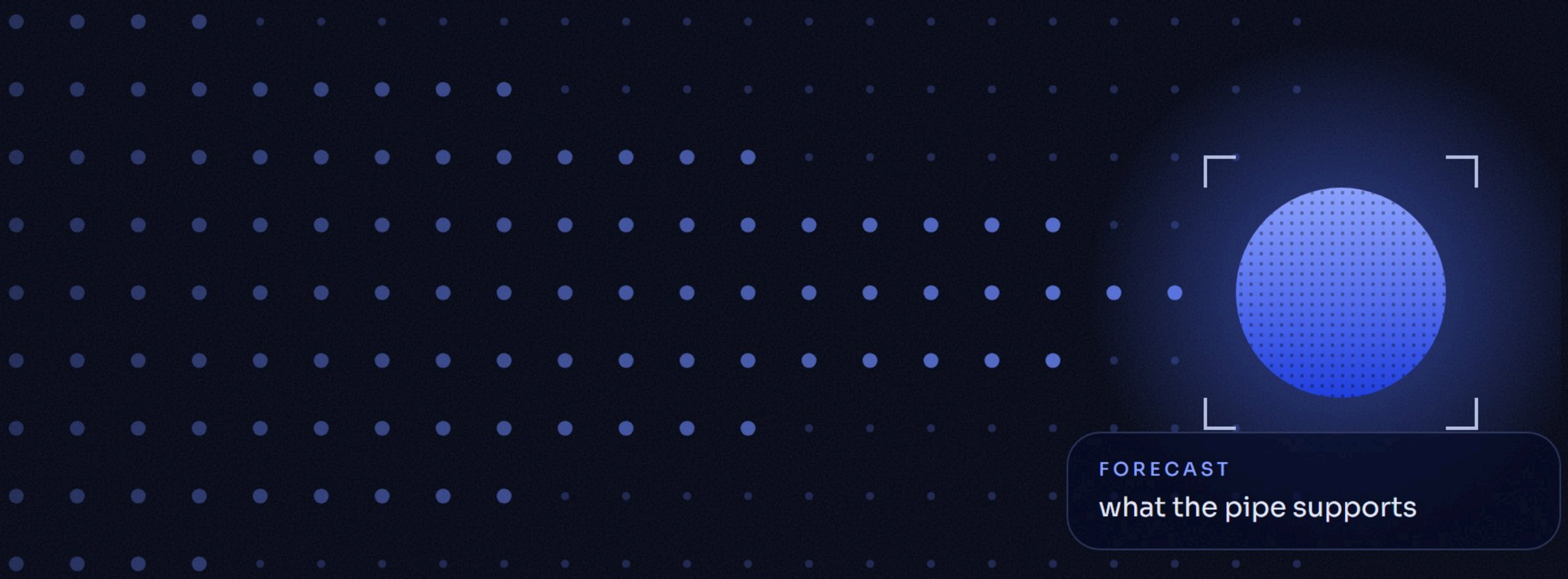
MOIC

PLAYBOOK 02 · B2B ONCHAIN FINANCE

Reliable sales forecast

A method for knowing how much of your pipe will close this quarter, with examples and numbers from onchain finance.



01 WHAT IT IS
02 THE COST OF ERROR
03 THE TEAM
04 HOT DEALS
05 STAGE PROBABILITY
06 PIPE TO TARGET
07 THE KIT

Free playbook · 2026-10-19

For onchain finance sales leaders

BEFORE YOU START

What you will know after reading this playbook.

For whoever owns the sales number at an onchain finance company, selling to onchain clients or to traditional markets.

01 Separate target, pipeline, and forecast, and put each deal in commit, best case, or pipeline. p. 03

02 Know what an overstated forecast costs, and measure the error with accuracy and bias. p. 05

03 Find out who improves and who worsens the team's number, with forecast value added (FVA). p. 07

04 Test whether a deal is hot with four questions: pain, decision-maker, date, and momentum. p. 09

05 Calculate the probability of each funnel stage from your own history. p. 11

06 Work the target backward and find out how many deals need to enter each stage. p. 13

07 Score every deal in your pipe with the kit's scorecard. p. 15

Matheus Chraim Head of Sales, MOIC

WHAT A FORECAST IS

A forecast is the revenue your pipe supports today.

It multiplies your open deals by the historical conversion rate of each funnel stage, and shows with data how close you are to target.

TARGET

Where you need to be

Comes from company goals and last year's revenue.

PIPELINE

Everything that is open

Adds up every deal, with or without a date and a chance to close.

FORECAST

What the pipe supports

Deals due to close in the period, weighted by stage.

THE DISTANCE TO PLAN

GAP **Target − Forecast**

It sets the meeting agenda: which deals to speed up, how much pipe to open.

Want to know how much of your pipe closes this quarter? MOIC runs the diagnosis on your CRM: **moicdigital.com**

THE THREE CATEGORIES

Every deal falls into one of three categories.

The category is the deal owner's judgment. Commit alone gives the conservative number; add best case and you get the optimistic one.

CATEGORY	CRITERION	EXAMPLE FROM THE ONCHAIN MARKET
Commit	You guarantee it closes in the period.	Draft contract approved by legal and multisig signers confirmed.
Best case	Closes if one condition is resolved.	Integration running on testnet, with estimated value and close date.
Pipeline	Open, with no firm date or value.	Pain and value are estimated, but no decision-maker is mapped and the talks are early.

2 of 12

ONCHAIN TRAP

Announced partnerships tend to enter the pipe without a commercial proposal. A deck with 12 L2 partnerships may have only 2 with an estimated value and date. The other 10 are free integrations, co-marketing, or revenue-share promises, and they stay out of the forecast until they become proposals.

Source: Vinteo (2026). Onchain examples by MOIC.

WHY IT MATTERS

The forecast commits spend before the revenue arrives.

Much of a company's spending is decided months before the contract is signed, based on the forecast. When the number comes in too high, the company pays for revenue that never arrives.

WHAT DEPENDS ON THE NUMBER

DECISION	WHEN YOU PAY	IF THE FORECAST RUNS HIGH
Hire BD or an integration team	3 to 6 months before revenue	Payroll with no revenue to cover it.
Sponsor Token2049 or Devcon	Months before the event	Budget spent on pipe that never existed.
Plan runway on a token treasury	Every month	If revenue lands 20% below forecast in a month when the token drops 40%, the treasury shrinks from both sides.
Report to the board and investors	Every quarter	A wrong number reported to them costs credibility in the next round.

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ACCURACY AND BIAS

Accuracy and bias measure different things.

High accuracy can sit alongside a constant bias. In the team total, the error of one AE (account executive, the deal owner) cancels out another's. That is why the two measures go together, by AE and by segment.

ACCURACY

1 − |Actual − Forecast| ÷ Actual

Measures the size of the error. The bars drop the sign of the difference: for AE A, 1 − (120 ÷ 180) = 33%.

BIAS

(ΣForecast − ΣActual) ÷ ΣActual

Measures which way the error goes; Σ is the sum for the period. Above zero, the team promises more than it closes.

EXAMPLE: TWO AES MISS, THE TOTAL MATCHES

US$K	FORECAST	ACTUAL	BIAS	ACCURACY
AE A	300	180	+67%	33%
AE B	100	220	−55%	45%
Team	400	400	0%	100%

In total, the team is 100% accurate, while each AE gets less than half right.

Measure by AE and by segment, at the level where decisions are made.

Sources: Barnea, DemandForecast.ai (2026) · Pantsar and Norman, "Measuring forecast accuracy", RELEX Solutions.

HOW IT AFFECTS THE TEAM

Whoever touches the number has to prove it gets better.

The forecast usually goes through four layers: the math by each funnel stage's rate, the AE's commit, the manager's adjustment, and the founder's. Measure the error after each one. Whoever makes the number worse should stop touching it.

WEIGHTED ABSOLUTE PERCENTAGE ERROR (WMAPE)

Σ|Actual − Forecast| ÷ ΣActual

Adds up each deal's error in dollars and divides by actuals, so large deals weigh more. Track it every month.

FORECAST VALUE ADDED (FVA)

Error before − Error after

Shows whether whoever touches the number improves the forecast. If negative, the layer gets in the way and should go.

VALUE ADDED BY LAYER (FVA), AN EXAMPLE QUARTER

LAYER	ERROR	FVA	READING
Historical rate by funnel stage	18%	base	Statistical starting point.
AE commit	24%	−6 pts	Optimism raised the error.
Manager adjustment	15%	+9 pts	Cut deals with no next step.
Founder adjustment	21%	−6 pts	Pushed it all up to the target.

WHAT THE ANALYSIS SAYS

The official forecast becomes the number after the manager's adjustment, and the error drops from 21% to 15%. The founder stops adjusting. The AE commit worsens the baseline by 6 points, so the team trains calibration, as on page 08.

Source: Barnea, DemandForecast.ai (2026). Illustrative table; the error is the quarter's WMAPE.

CALIBRATION AND CADENCE

The commit improves when the bet is measured.

Two practices help the team calibrate its own commit. A fixed cadence makes sure the number gets reviewed before it turns into a decision.

CONFIDENCE SCORE

A public bet on each deal

At HubSpot, Mark Roberge had each rep score the month's deals from 0 to 100: a win added the score, a loss subtracted it. The winning team finished at **−70**.

HAPPY EARS

The last line of defense

The manager reviews the commit before it moves up. According to Matthew Dixon and Ted McKenna*, the median AE is the most likely to mistake enthusiasm for buying intent.

THE CADENCE

RHYTHM	WHAT GETS REVIEWED
Weekly	Each AE's commit for the period.
Every two weeks	The full pipe: stalled deals, stage advances, and new entries.
Monthly	Accuracy and bias for the month that just closed.
Quarterly	Stage rates and average cycle length.

Sources: Roberge, The Sales Acceleration Formula (2015) · Vinteo (2026). *Authors of The JOLT Effect (2022). At Tethr, a conversation analytics company, they studied more than 2.5 million sales calls.

WHAT MAKES A DEAL HOT

Four tests tell you whether a deal is hot.

A client who replies fast and praises the proposal can fail all four.

01 PAIN

HOT The client describes the problem with a number: a loss, a risk, or a deadline.

COLD "Interesting, we'll take a look."

02 DECISION-MAKER

HOT You know who approves the budget and who can veto it.

COLD Your contact is in community; the approver never saw the proposal.

03 DATE

HOT There is a dated event: a TGE, mainnet, an audit, a MiCA deadline.

COLD "Let's talk after the TGE."

04 MOMENTUM

HOT The next step has a set date.

COLD 5 touches without a stage change, or 21 days stalled.

Sources: Weinberg, New Sales. Simplified. (2013) · Smith and Searcy, Whale Hunting (2008).

WHAT STALLS A DEAL

A stalled deal is usually a client who won't decide.

The client likes the proposal, acknowledges the problem, and still puts it off. Until someone pulls that deal out of commit, it inflates the forecast.

40 to 60%

of deals stall in *no decision*, according to Matthew Dixon and Ted McKenna*. The client goes through the whole process and never decides.

45%

MOIC DATA

of the deals we lost after the sales meeting died from timing or a paused project. Losses to a competitor, across the whole funnel: 0.1%.

TRAPS THAT STALL THE DEAL

ONCHAIN CLIENT

- BUDGET IN TOKENS
- PAID VIA GRANT
- INTEGRATE NOW, PAY LATER
- CHAMPION LEFT THE PROJECT

TRADITIONAL CLIENT

- COMPLIANCE BLOCKS CRYPTO
- VENDOR DUE DILIGENCE
- AWAITING THE REGULATOR
- NEEDS THE BOARD

*Authors of The JOLT Effect (2022). At Tethr, a conversation analytics company, they studied more than 2.5 million sales calls.
MOIC data: CRM, 2025-10-16 to 2026-10-16, 93 deals lost after the sales meeting.

HOW TO MEASURE IT

Stage probability comes from your history.

For each stage, count the deals that reached it in 12 months and how many became contracts. Market benchmarks are only a starting point.

PROBABILITY
Contracts ÷ Deals that reached it

WEIGHTED
Σ (Value × Probability)

EXAMPLE: OPEN DEALS IN THE QUARTER

STAGE	PIPE	PROB.	WTD.
Discovery	2,000	3%	60
Qualified	1,000	8%	80
Technical validation	700	15%	105
Proposal	400	30%	120
Approval	160	55%	88
Contract	80	85%	68
Total, US$k	**4,340**		**521**

Pipe: value of open deals expected to close in the quarter. **Prob.:** stage probability. **Wtd.:** weighted, pipe × probability.

READING

QUARTERLY TARGET
US$600k

GAP
US$79k

The pipe adds up to 7 times the target, but weighted by each stage's odds it falls 13% short of it.

Technical validation is a POC or testnet. **Approval** is the committee that releases the budget, or the multisig signature.

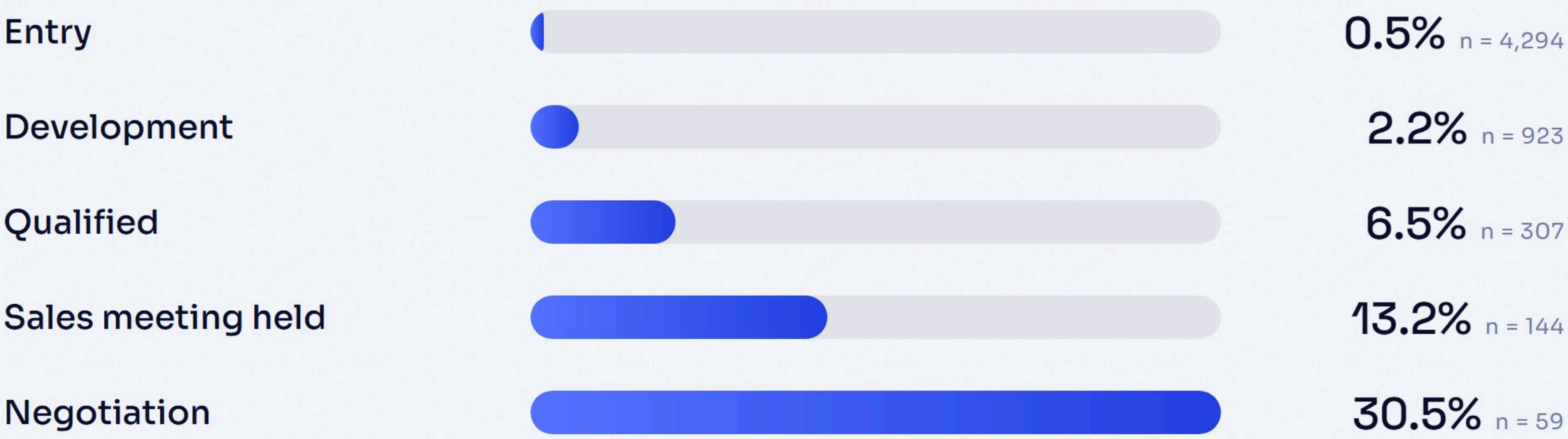
Sources: Vinteo (2026) · Jordan and Vazzana, Cracking the Sales Management Code (2012) · RELEX Solutions.

IN OUR OPERATION

In our CRM, qualified deals close at 6.5%.

That is the contract rate for each stage over the last 12 months. In the weighted forecast, it replaces the deal owner's guess.

MOIC DATA CONTRACT RATE BY STAGE



The rate counts every deal that reached the stage and ended in a contract, from any later stage.

20 days

is the median, in our operation, between the sales meeting and the contract. A deal that goes past 30 days since the meeting, 50% beyond that median, drops a category.

MOIC data: CRM, deals that reached each funnel stage.

PIPE GENERATED BY STAGE

You solve the target by working backward.

Divide the target by deal size to get the number of contracts. Divide the contracts by each stage's rate to get how many deals need to pass through it.

TARGET		AVERAGE DEAL SIZE		CONTRACTS		STAGE RATE
US$600k	÷	US$40k	=	15	÷	3 to 85%

DEALS THAT NEED TO REACH EACH STAGE THIS QUARTER



WHAT THE MATH SAYS

To close 15 contracts in the quarter, 500 deals need to pass through Discovery, 167 a month. With a team of 3 AEs, that is 56 per AE per month, about 13 a week. If the top of your funnel generates less than that today, you will miss the target, however good the current pipe looks.

Source: Vinteo (2026). Example uses the rates on page 11.

COVERAGE AND TIME

How much pipe is enough depends on your win rate.

The 3x-target rule only holds with a win rate near 33%. At 20%, the pipe needs to add up to 5 times the target.

COVERAGE

1 ÷ Win rate

WIN RATE	PIPE NEEDED
15%	6.7x target
20%	5.0x target
25%	4.0x target
33%	3.0x target
50%	2.0x target

TIME

The book Predictable Revenue puts time into the predictability math, alongside the funnel and deal size. With a 75-day cycle, the pipe that closes next quarter has to be qualified now.

Sources: Predictable Revenue, by Aaron Ross and Marylou Tyler (2011) · Vinteo (2026).

TOOL

Now validate your forecast.

The scorecard runs the four tests from chapter 04 on every deal in your pipe. It opens in your browser with nothing to install, and your answers stay stored in your own browser: nothing is sent to MOIC.

BROWSER SCORECARD

Hot deal in 10 questions

Answer the 10 questions for each deal and instantly see the 0 to 20 score, the band, what to do, and the weakest block. Save one scorecard per client and download the report as a PDF.

THE FOUR BLOCKS

PAIN	A problem with a number, stated by the client
DECISION-MAKER	Who signs and who can veto
DATE	An event that forces a decision
MOMENTUM	A stage change with a set date

BAND AND CATEGORY

15 to 20	**Hot** · Commit candidate
8 to 14	**Warm** · Best case
0 to 7	**Cold** · Pipeline

Want us to run the diagnosis on your CRM?

Book a call moicdigital.com

— **Matheus Chraim** Head of Sales, MOIC