

How I build and run a revenue motion.

A repeatable operating method I have run across energy, hardware, and deep tech: find where demand actually is, make the offer impossible to say no to internally, build the system that scales it, and coach the team that closes it.

01 Diagnose the market

Start with the buyer, not the pitch. Read the market signals, the decision criteria, and the real economic driver before building anything. In energy that means IRP cycles, load growth, interconnection reality, and how procurement actually buys.

IN PRACTICE

Killed unviable markets early as a National Science Foundation mentor. Discovery is the sale.

02 Translate the narrative

An offtake or enterprise deal is won when development, finance, and the counterparty all hear a story they can defend internally. I build the narrative every stakeholder can champion when I am not in the room. Right message, right buyer.

IN PRACTICE

213% lead-conversion lift at Clean Energy USA by matching message to buyer.

03 Build the engine

Make it repeatable. A CRM built for the seller, fast in and fast out, plus first-party behavioral intelligence so a rep walks into every call knowing what the account has been researching. Disciplined pipeline hygiene and honest forecasting.

IN PRACTICE

CRM rebuild, +40% forecast accuracy; inbound funnel, +200% qualified leads.

04 Drive the pipeline

Player-coach execution. Train the team to listen more than they talk and let the customer talk themselves in. Run complex, multi-stakeholder sales, get into the decision-maker's room, and hold the team to speed and pipeline quality.

IN PRACTICE

Coached 20+ SolarCity NE reps and an 8-person Energy Fox team; 75%+ close rates.

OPERATING PRINCIPLES

- ◆ DEMAND ARCHITECTURE FIRST, VOLUME SECOND
- ◆ DOCUMENT EVERY LOSS; NEVER REPEAT IT

- ◆ LISTEN MORE THAN YOU TALK; LET THE CUSTOMER TALK THEMSELVES IN
- ◆ BUILD THE MOTION, DON'T INHERIT A PLAYBOOK

PROOF

257%

OF QUOTA

213%

CONVERSION LIFT

75%+

CLOSE RATE

\$7M

PIPELINE FROM ZERO

40%

FORECAST GAIN

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REVENUE LEADER / GTM FOR COMPLEX TECHNICAL OFFERINGS

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