

HOW CRUCIBLE BUILDS AN ENTERPRISE SALES MOTION

Developers adopted it. Now the enterprise *has to buy it.*

A worked example of how Crucible diagnoses a go-to-market situation and sequences the motion — drawn from an engagement with a developer-first data-infrastructure platform moving from bottoms-up adoption into enterprise standardization on AWS Marketplace. The thinking shown here is the method Crucible brings to every engagement. *Illustrative composite; client details anonymized.*

THE COMPANY	THE SITUATION	THE LEVER
Developer-first data-infrastructure platform	Bottoms-up adoption working; enterprise motion unbuilt	AWS Marketplace as the procurement path

THE SITUATION

The platform's self-serve engine worked. Documentation-led discovery, framework integrations, and a free tier were bringing individual developers and small teams onto the product at scale. Its AWS Marketplace listing — a low-friction, per-seat subscription — converted small teams well.

But the next growth opportunity wasn't more individual developers. It was **enterprises** — large engineering organizations where the product had already spread team by team, and now needed to be bought the way platforms are bought: an org-wide agreement, governed, security-reviewed, procured through committed cloud spend. That motion did not exist. Enterprise usage was sprawling unmanaged and unpriced, while competitors moved to lock in platform-standard status first.

THE CORE INSIGHT

Bottoms-up adoption is won on how easy it is to start. Enterprise standardization is won on a different set of proofs entirely.

Individual developers evaluate on free access, speed, and docs. Enterprise platform buyers evaluate on **a specific standardization case, governance and security (SSO, audit, compliance), a clean procurement path, and evidence that comparable engineering orgs already run it at scale.** The same Marketplace listing serves both layers — but self-serve adoption and enterprise procurement are two different products wearing one URL.

CRUCIBLE'S STRATEGIC READ

<p>SEQUENCE IS THE STRATEGY</p> <p>AWS field teams can't co-sell a per-seat self-serve plan to an enterprise. They need a specific buyer, a specific offer, and a procurement path — built first. Only then does co-sell become a multiplier on something real.</p>	<p>ONE SEGMENT, NOT ALL</p> <p>The platform had usage inside dozens of enterprises — a rare asset. The discipline was not chasing all of them. Pick the segment already past a usage threshold, where standardization closes fastest, prove the path, then scale it.</p>	<p>LIGHTHOUSES BEFORE BREADTH</p> <p>Enterprise buyers ask one question: "which engineering orgs like ours already standardized on this?" A focused set of 15-25 reference accounts answers it faster than a broad outbound program ever could.</p>
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THE MOTION CRUCIBLE BUILDS

An eight-week sequence, built to hand off.

Turning unmanaged enterprise usage into a standardization deal and a repeatable path the client's team runs without Crucible. Each stage produces something owned and operable — the output is a working system, not a deck.

01 · SEGMENT

Confirm the segment

Lock one enterprise segment end-to-end through a structured review of usage data, AWS relationships, and customer conversations. **Companies already past a self-serve usage threshold first** — the standardization case is proven internally, the champion already exists, and procurement has a reason to consolidate. Larger, slower segments sequence in behind it, deliberately.

02 · OFFER

Build the AWS-sellable platform offer

Design the org-level offer — committed platform agreement, SSO and admin controls, governance, annual terms — and reposition the Marketplace listing for enterprise procurement, not self-serve signup. Produce the AWS field assets and the criteria that define a qualified target account.

03 · PRESSURE-TEST

Pressure-test through lighthouses

Build a prioritized list of **15–25 lighthouse accounts** selected on committed AWS spend, internal usage density, and existing footprint. Activate the AWS field path with named contacts so the offer enters live customer conversations — not an inbound waiting game.

04 · HAND OFF

Hand off the operating model

Transfer a repeatable operating model and a 90-day execution roadmap to the client's enterprise lead. Crucible builds the motion with the team, then leaves them running it — no dependency, no permanent seat.

WHAT GETS BUILT

The platform offer

Committed agreement, SSO, admin and governance controls, annual terms — built for how enterprises actually buy infrastructure.

The repositioned listing

Marketplace presence rebuilt for enterprise procurement against committed AWS spend, not self-serve signup.

The field-activation path

Named AWS contacts engaged, with an offer they can co-sell into accounts already running the product.

The lighthouse plan

15–25 prioritized targets and the operating model to work them after handoff.

HOW CRUCIBLE DEFINES SUCCESS

THE TRAP CRUCIBLE WON'T SET

Promising closed revenue on a timeline the enterprise buying cycle can't support. Platform deals take longer than any single engagement — pretending otherwise sets the client up to feel misled.

WHAT A SUCCESSFUL ENGAGEMENT DELIVERS

A validated offer, a prioritized target list, an activated channel path, and the first real buyer conversations underway — sprawling usage converted into pipeline the team owns and runs.

Read the situation as it actually is, sequence the motion so each move earns the next, build the system with the team, and *hand it back operable*.