

Case 5

Case Study

Accelerating Enterprise Deal Closures for an IT & ERP Company with Stalled Large Accounts

Client Profile

- **Industry:** IT Services & ERP Consulting
- **Solutions Portfolio:** SAP ERP, Oracle ERP, Odoo, Custom IT Solutions
- **Business Type:** SME serving Mid-Market & Enterprise Clients
- **Core Challenge:** Large deals stuck in pipeline for 4–8 months

The Core Problem

The organization had:

- Strong enterprise prospects
- Multiple proposals submitted
- Active discussions happening

But deals were not closing.

Symptoms included:

- Decision delays beyond expected cycle
- Multiple stakeholder confusion
- Repeated proposal revisions
- Price negotiations without clarity
- Founder stepping in for final push

Revenue looked strong on CRM.

Cash flow told a different story.

Strategic Intervention (External CMO – Enterprise Deal Acceleration Mandate)

Instead of pushing for more leads, we focused on:

Increasing deal velocity and closure efficiency of existing enterprise pipeline.

Phase 1 – Enterprise Pipeline Audit

We analyzed:

- Deal aging data
- Stage-wise conversion rates
- Stakeholder involvement mapping
- Proposal-to-closure ratio
- Common objection themes

We identified that most enterprise deals were stalling at:

- Business case validation stage
- CFO approval stage
- Cross-department consensus stage

The issue wasn't pricing.

It was **decision architecture mismanagement.**

Phase 2 – Multi-Stakeholder Mapping Framework

Enterprise ERP & IT deals often involve:

- CEO / Founder
- CFO
- IT Head
- Operations Head
- Procurement

We implemented structured stakeholder mapping:

- Economic Buyer
- Technical Evaluator
- End User Influencer
- Risk Controller

Sales team was trained to identify:

- Who signs
- Who influences
- Who blocks

This reduced invisible resistance.

Phase 3 – Deal Velocity Governance System

We introduced:

- Deal aging alerts
- Stage movement timeline benchmarks
- Objection documentation tracker
- Weekly enterprise deal review forum
- Risk probability scoring

Earlier, deals were reviewed monthly.

Now, enterprise accounts were reviewed weekly with data-backed movement plans.

Phase 4 – Business Case Reinforcement Strategy

Instead of resending proposals, we structured:

- ROI-based justification sheets
- Cost-of-delay narrative
- Industry-specific case references
- Risk mitigation documentation

We shifted the sales narrative from:

“Here is our ERP proposal”

To:

“Here is the quantified business impact of delaying this decision.”

This changed buyer urgency dynamics.

Complex SME-Level Challenges We Solved

1. Sales Team Intimidation in Enterprise Conversations

Mid-level sales executives struggled to engage CXO-level stakeholders confidently.

2. Founder Dependency at Final Stage

Founder involvement became mandatory for deal movement, creating bottlenecks.

3. Poor Stakeholder Sequencing

Technical demo conducted before economic validation.

4. No Formal Deal Review Governance

Pipeline meetings were activity-based, not movement-based.

5. Negotiation Fatigue

Repeated pricing negotiations without reinforcing value proposition.

Results Achieved

- ✓ Reduction in Enterprise Deal Stagnation
- ✓ Improved Proposal-to-Closure Ratio
- ✓ Faster Stakeholder Consensus
- ✓ Increased High-AOV Closures
- ✓ Reduced Founder Intervention in Mid-Stages
- ✓ Structured Enterprise Deal Dashboard

Business Impact

Instead of chasing new enterprise leads, the organization unlocked revenue already sitting in its pipeline.

Enterprise deals began moving with:

- Clear stakeholder alignment
- Time-bound stage progression
- Quantified business case reinforcement

Revenue velocity improved without increasing marketing spend.

Strategic Shift Achieved

Before:

Heavy enterprise pipeline, slow movement.

After:

Governed enterprise deal engine with measurable velocity.

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What This Demonstrates

As an External CMO & Revenue Systems Architect, we:

- Improve enterprise deal velocity
- Structure multi-stakeholder sales strategy
- Reduce high-AOV pipeline leakage
- Create governance around deal movement
- Convert stalled opportunities into revenue

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