

## Case 2

### ***Building a Revenue-Aligned Sales Engine for an ERP Company Struggling to Scale***

#### **Client Profile**

- **Industry:** ERP Implementation & Consulting
- **Solutions Portfolio:** SAP ERP, Oracle ERP, Odoo + Local ERP Solutions
- **Business Type:** Reputed ERP Implementation Partner
- **Mandate:** Build a revenue-aligned sales & marketing team

---

#### ***The Core Problem***

Despite multiple hiring attempts and internal restructuring, the organization struggled to:

- Build a stable, revenue-focused sales team
- Align sales effort with high-value ERP deal cycles
- Reduce ramp-up time of new hires
- Create predictable pipeline velocity
- Move beyond founder-dependent closures

The issue wasn't talent shortage.  
It was **lack of revenue architecture behind hiring.**

---

#### ***Strategic Diagnosis (External CMO Intervention)***

Instead of starting with recruitment, we redesigned the **Revenue-to-Effort Model.**

Because ERP sales is not transactional — it is consultative, high AOV, and long-cycle.

---

#### ***Phase 1 – Revenue Target Reverse Engineering***

We started with:

- Annual revenue target
- Average ERP deal size (AOV segmentation: Small / Mid / Enterprise)
- Sales cycle duration

- Required SQL to Closure ratio

From this, we calculated:

- Required number of qualified conversations per month
- Required pipeline size
- Sales bandwidth requirement
- Role clarity (SDR vs Consultative Sales vs Solution Expert)

Hiring was now math-backed — not assumption-driven.

---

## ***Phase 2 – KPI & KRA Pre-Mapped Hiring Framework***

Before posting a job role, we defined:

### **For SDR:**

- SQL generation target
- ICP qualification accuracy
- Meeting quality score

### **For ERP Sales Consultant:**

- Discovery depth score
- Proposal-to-closure ratio
- Deal cycle efficiency

Clear expectations were defined before hiring — not after.

---

## ***Phase 3 – AI-Based Screening & Competency Mapping***

We deployed AI-led screening to evaluate:

- Business acumen
- ERP domain understanding
- Consultative questioning ability
- Objection handling maturity
- Long-cycle sales temperament

Candidates were filtered on revenue thinking — not resume keywords.

---

## **Phase 4 – 90-Day Revenue Mentorship Program**

Most SMEs fail not in hiring — but in onboarding.

We structured:

### **Month 1 – ICP & Industry Immersion**

Understanding manufacturing, trading, and service ERP use cases.

### **Month 2 – Assisted Discovery Calls**

Live mentoring on consultative sales conversations.

### **Month 3 – Independent Pipeline Ownership**

Structured review + deal movement coaching.

We aligned both:

- Organizational expectations
- New hire performance roadmap

This eliminated confusion and reduced friction.

---

## **Complex SME-Level Challenges We Solved**

### **1. Misalignment Between Technical Team & Sales Team**

Pre-sales and implementation teams spoke technical language; sales needed business language.

### **2. Unrealistic Revenue Expectations from Fresh Hires**

Expecting immediate closures in a 4–6 month ERP cycle created pressure & attrition.

### **3. Poor ICP Discipline**

Chasing any company needing “software” instead of ERP-ready prospects.

### **4. Long Decision-Making Hierarchy**

ERP deals required CFO / CEO / IT Head consensus — sales team wasn't trained for multi-stakeholder mapping.

## 5. Lack of Structured Nurturing for Enterprise Deals

High-value ERP opportunities stalled due to absence of account-based follow-ups.

---

### **Results Achieved**

- ✓ Ramp-Up Time Reduced to 30 Days
  - ✓ Revenue-Linked KPI Visibility
  - ✓ Stronger Sales Confidence in Consultative Conversations
  - ✓ 4–5 High-Value ERP Prospects Identified & Advanced Toward Closure
  - ✓ Reduced Founder Dependency in Early & Mid Funnel
  - ✓ Improved Pipeline Predictability
- 

### **Revenue Impact**

Instead of “building a sales team,”  
the company built a **Revenue Execution System**.

The shift:

Before:  
Hiring salespeople and hoping performance follows.

After:  
Designing revenue math → Mapping effort → Hiring to KPI → Mentoring to closure.

---

### **Strategic Positioning Achieved**

The ERP company transitioned from:

Implementation-driven organization

To:

Revenue-structured ERP growth partner capable of scaling predictably.

---

## ***What This Demonstrates***

As an External CMO & Revenue Architect, we:

- Align hiring with revenue mathematics
- Design KPI-led sales structures
- Reduce ramp-up risk
- Improve enterprise deal velocity
- Create predictable ERP growth engines

-----END-----

**Address:**

Jaishree green City , Argora  
Ranchi  
Jharkhand, India – 834002

Phone: |+91-6200207379  
Email: sandeep@3xgrowth.in  
Website: www.3xgrowth.in

CONFIDENTIAL