

Case Study

Transforming Founder-Led Sales into a Scalable Revenue Engine for a Growing IT Company

Client Profile

- **Industry:** IT Services / ERP / Technology Consulting
- **Business Type:** 5–20 Cr Revenue SME
- **Core Challenge:** 70–80% of revenue dependent on founder-driven sales

The Core Problem

The company had:

- Strong technical delivery
- Established market credibility
- Growing demand

But revenue growth had plateaued because:

- Founder was closing most deals
- Sales team lacked confidence in enterprise conversations
- No structured discovery framework
- No documented sales playbook
- Forecasting dependent on founder's pipeline

The business was growing —
but not scalable.

Strategic Intervention (External CMO – Revenue Scalability Mandate)

Instead of adding more salespeople, we focused on:

Systemizing the founder's sales intelligence into a replicable revenue engine.

Phase 1 – Founder Sales Deconstruction

We conducted structured analysis of:

- Founder’s discovery questioning pattern
- Objection handling style
- Deal qualification criteria
- Negotiation behavior
- Closing triggers

Most founder-led sales succeed due to intuition.
We converted that intuition into process.

Phase 2 – Revenue Playbook Creation

We built a structured sales playbook covering:

- ICP qualification checklist
- Discovery call flow
- Enterprise stakeholder mapping
- Proposal positioning framework
- Objection response matrix
- Deal movement benchmarks

Now, sales execution became teachable.

Phase 3 – Capability Mapping & Role Clarity

We assessed the sales team for:

- Business acumen
- Consultative selling ability
- Industry understanding
- Communication maturity

Roles were clearly split into:

- SDR (Qualification & Meeting Setup)
- Sales Consultant (Discovery & Proposal)
- Founder (Strategic Intervention Only in Final Stage)

Founder involvement became strategic — not operational.

Phase 4 – Governance & Visibility Framework

We implemented:

- Weekly pipeline review dashboards
- Stage-based conversion tracking
- Revenue forecasting model
- Deal aging alerts
- Accountability mapping

This ensured revenue visibility beyond founder memory.

Complex SME-Level Challenges We Solved

1. Founder Reluctance to Delegate

Trust gap between founder and sales team created micromanagement.

2. Hero Culture Dependency

Sales success attributed to personality rather than system.

3. Unclear Qualification Standards

Sales team chasing opportunities founder would normally reject early.

4. Forecasting Instability

Revenue prediction tied to founder's personal judgment.

5. Sales Team Confidence Gap

Executives hesitant in high-stake conversations without founder presence.

Results Achieved

- ✓ Reduced Founder Dependency in Early & Mid Funnel
- ✓ Structured & Replicable Sales Process
- ✓ Improved Sales Team Confidence
- ✓ Better Revenue Forecast Accuracy

3x Growth

- ✓ Faster Deal Movement Without Founder Intervention
- ✓ Leadership Bandwidth Freed for Strategic Growth

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Business Impact

The company moved from:

Founder = Revenue

To:

System = Revenue

Growth no longer depended on how many calls the founder could attend.

Scalability improved because:

- Sales became process-driven
- Accountability became visible
- Delegation became structured

Strategic Shift Achieved

Before:

Founder-centric sales model limiting growth capacity.

After:

Scalable revenue engine with defined process, governance, and accountability.

What This Demonstrates

As an External CMO & Revenue Systems Architect, we:

- Convert founder intuition into scalable systems
- Build replicable sales engines
- Improve forecasting visibility
- Reduce operational dependency
- Enable leadership to focus on expansion

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