



## **Business Case Study for Sales Head**

This case is designed for experienced professionals to analyze, adapt, and apply the lessons in scaling mid-market sales organizations across India's B2B landscape.

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### **1. Case Overview (Problem Statement & Context)**

#### **Industry & Company Background:**

An Indian ERP company based in Maharashtra has been offering ERP solutions tailored for the manufacturing sector. For over 20 years, it has maintained a modest annual turnover of INR 10 Cr through a mix of sales and service revenue. Despite a loyal customer base and deep industry know-how, the business has hit a growth ceiling.

#### **Business Challenge:**

The company has struggled to scale beyond INR 10 Cr. Key challenges include:

- Weak demand generation and lead pipeline.
- Limited brand visibility.
- Over-reliance on the founder for sales closures.
- Inconsistent service delivery, affecting referrals and renewals.
- No scalable second-line sales leadership.

#### **Context & Market Conditions:**

The ERP market in India is bifurcated:

- Large enterprises prefer global ERPs like SAP, Oracle, and Microsoft Dynamics.
- SMEs seek affordable, customizable local ERPs.

This company targets mid-sized manufacturers (turnover INR 50–300 Cr), but faces stiff competition from both global giants and nimble SaaS-based ERP startups offering low-CAPEX subscription models. Digital adoption is rising post-COVID, but the company has not kept pace in marketing, sales automation, or product innovation.

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### **2. Data-Driven Insights (Real-Market Data & Analysis)**

#### **Key Metrics & KPIs (Before Intervention):**



- Annual Revenue: INR 10 Cr
- Avg. Deal Size: INR 15 Lakhs
- Sales Conversion Rate: 8%
- SQLs/month: 12
- Avg. Sales Cycle: 6 months
- Renewal Rate: 65%

### **Customer Behavior & Market Research:**

- Decision-makers demand clear ROI and post-implementation support.
- 60% of potential buyers discover ERPs via online search or industry events.
- Price sensitivity is high; many clients want modular offerings.

### **Business Impact of the Challenge:**

- Lost revenue due to poor conversion: ~INR 5–7 Cr annually.
  - High dependence on founder restricts scalability.
  - Low team morale due to unclear roles and erratic sales performance.
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## **3. Strategy & Execution**

[Task] Which framework will you use to address the problem? Provide a brief about the framework you select (e.g., Sales Syllabus Pro, MEDDIC, Challenger Sale, ABM).

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## **4. Implementation Steps**

[Task] Share your detailed step-by-step implementation plan across:

- Demand generation
  - Sales team structure
  - Sales playbooks
  - Sales enablement
  - Delegation from founder
  - GTM with service delivery
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## 5. Execution Challenges & Adjustments

[Task] List possible execution hurdles and describe how you would navigate them. Include resistance from founder, sales attrition, or skill gaps.

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## 6. Results & Impact (12-Month Plan)

[Task] Build a detailed plan (in Excel) showing before vs. after metrics:

- Revenue: INR 10 Cr → INR 17 Cr
- Conversion Rate: 8% → 18%
- SQLs/month: 12 → 30
- Renewal Rate: 65% → 82%
- Sales Cycle: 6 months → 4 months

[Task] Include unit economics, contribution margins, CAC, and LTV in the plan.

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## 7. Success Metrics

[Task]

- Project revenue for next 18-24 months.
  - Define sales forecasting model.
  - Detail plan for second-line managers: What % of deals will they close? What will be the cost and performance metrics?
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## 8. Lessons Learned

[Task] List 5 key lessons based on this case study.

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## 9. Actionable Takeaways & Mistakes to Avoid

[Task] Mention 5–6 actionable learnings and common pitfalls.



## **10. Best Practices – Dos & Don'ts**

**[Task]** List at least 7 best practices for building and scaling mid-market B2B ERP sales teams in India.

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## **11. Alternative Approaches**

**[Task]** Suggest 3 alternate approaches:

1. Product-led growth model (PLG)
  2. Channel partnerships
  3. Verticalized ERP GTM
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## **12. Key Questions for Reflection**

**[Task]** Reflect on these 10 questions:

1. What would you do in your first 30/60/90 days?
  2. How do you reduce founder dependency?
  3. What should the sales team structure look like?
  4. How do you improve deal qualification?
  5. What metrics should you monitor weekly?
  6. How do you enable cross-functional alignment?
  7. How do you train mid-managers?
  8. How do you ensure customer success drives renewals?
  9. What part of sales can be automated?
  10. How do you build a scalable pipeline without increasing cost?
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## **13. Interactive Exercise (For Engagement & Learning Retention)**

### **Scenario-Based Challenge:**

You are the new Sales Head. You have a 6-month runway to show traction. The CEO is impatient. Team morale is low.



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**[Task]** Rank your first 5 actions (1 to 5): A. Hire second-line leadership  
B. Launch digital campaigns  
C. Rework compensation plans  
D. Audit current funnel and qualify pipeline  
E. Build joint GTM with customer success

**Discussion Prompts:**

- Why did you choose that order?
  - What could backfire?
  - How would you handle internal resistance?
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## **14. Summary & Next Steps**

**[Task]**

- List 5 key takeaways.
  - Share a 5-step plan to apply this learning in a real-life mid-market B2B company.
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*End of Case Study*