Case Study

Twice the Size of Any Deal in the Company's History

How an experienced operator moved a small-business software company upmarket and closed the largest enterprise agreement in its history.

The Situation

A venture-backed B2B software company was selling almost entirely into small business accounts, with a small number of mid-market customers. The product was technically strong, but the value proposition, sales collateral, and commercial approach had all been built for a transactional small-business buyer. Marketing investment was distributed broadly across the market rather than concentrated where the solution's value was greatest.

The Thesis

For this category of solution, the complexity of the problem scales with the size of the organization. The larger and more distributed the environment, the more challenging and complex the problem becomes, and the more compelling the solution.

The company’s real opportunity was in the large enterprise market. The business strategy was not.

The Approach

HEP led the pursuit of a national enterprise account and rebuilt the commercial approach around it.

- **Repositioned the value proposition.** Reframed the solution around business value and operational outcomes rather than product capability, in language an enterprise buying committee would recognize.
- **Mapped 20 client-specific use cases.** Extracted the use cases specific to the prospect's environment and mapped the solution to each one, establishing value against problems the buyer had not fully articulated internally.
- **Built an enterprise-class proposal.** Created a new proposal document from scratch, replacing collateral designed for a small-business buyer and meeting the expectations of enterprise procurement.
- **Led the contract negotiations.** Ran commercial and contractual negotiation through to signature.

The Result

> **A 3-year agreement at more than twice the annual value of the company's previous largest customer.**
>
> The same approach was applied to a subsequent enterprise pursuit approximately four times larger, which had advanced through competitive down-selection to product demonstration at the point HEP's engagement concluded.

Pillars Applied

Strategic Value Narrative	Target Market Precision	Revenue Acceleration Assets	Revenue Architecture

Moving a company upmarket is rarely a sales problem. It is a positioning, packaging, and execution problem, and it requires someone who has closed enterprise agreements before.

Let's Accelerate Growth • info@hixon-ep.com • www.hixon-ep.com • 469.319.2652