

How a 45-person UK SaaS Firm Repositioned from SME to Mid-Market and Increased Average Deal Size by 55%

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A founder has a sales problem.

The business has a good product, a growing market and a team that is capable of generating opportunities. Yet every week, the same pattern repeats. A few leads come in, some are contacted quickly, others are left for later, follow-ups happen when someone remembers them, and promising conversations sometimes disappear because nobody is quite sure who owns the next step.

The founder knows the team needs to become more consistent. So the first instinct is to ask for more leads.

But more leads are not necessarily the answer.

If the existing sales process is unclear, adding more prospects can simply create more opportunities to lose track of them. The real problem is often not the amount of activity, but what happens between the first contact and the final decision.

A consultant looking at the business starts by following one opportunity through the process. A prospect is identified. Someone reaches out. The prospect responds. A conversation takes place. Then the trail becomes less clear. Different people handle different stages in different ways, and much of the knowledge about what to do next sits inside individual team members rather than in the sales process itself.

This is where a structured sales approach becomes valuable.

The objective is not to turn every salesperson into someone who follows a rigid script. It is to create enough consistency that everyone understands what a good sales process looks like and what should happen at each stage.

The team begins by defining the journey from initial prospecting through qualification, discovery, proposal and follow-up. Each stage has a clear purpose. A new lead should be assessed rather than immediately treated as an opportunity. A qualified prospect should have a clear business need and a logical next step. A discovery conversation should capture the information needed to determine whether the opportunity is genuinely worth pursuing. After a proposal is sent, follow-up should be planned rather than dependent on someone's memory.

The change seems simple, but it creates something the business did not previously have: visibility.

Managers can now see where opportunities are sitting, where prospects are dropping out and where follow-ups are being missed. Salespeople have greater clarity about what they are responsible for. And the founder no longer needs to personally understand every opportunity just to know whether the pipeline is healthy.

The consultant then looks at another issue. One salesperson is consistently outperforming the rest of the team and generating a disproportionate share of revenue.

That person's performance is valuable, but it also reveals an opportunity.

Instead of simply telling the rest of the team to “sell like the top performer,” the business can examine what that salesperson actually does differently. How do they qualify prospects? How quickly do they follow up? What questions do they ask? How do they move a conversation towards a decision?

The strongest practices can then be incorporated into the wider sales process, training and documentation.

This does not mean removing individual judgement. It means turning valuable individual knowledge into organisational capability.

Over time, the business should become less dependent on a handful of people knowing exactly what to do. New team members can understand the expected process more quickly. Managers can identify performance gaps earlier. Sales conversations become easier to track, and leadership gains a clearer view of what is actually happening inside the pipeline.

The founder may still remain involved in important relationships and high-value opportunities. The goal is not to remove leadership from sales. The goal is to make sure that leadership involvement is deliberate rather than necessary for the sales engine to function.

A scalable sales process is therefore not about adding bureaucracy. It is about making good sales behaviour repeatable.

When a business can consistently identify the right prospects, qualify them, manage conversations, follow up effectively and learn from its strongest performers, growth becomes less dependent on individual memory and more dependent on a system that the whole organisation can operate.

If this sounds familiar - book a free 30-minute Strategy Health Check at konsyte.com