



# The Inner Life of the Enterprise

10 concepts to help you land larger deals, with empathy for enterprise employees.

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**1. The Law of Large Numbers.** It's hard to have a meaningful impact on revenue. Adding \$10M in revenue is 0.0001% of sales for someone like P&G. Don't over-index on this in your messaging.

**2. Meetings as Forcing Mechanisms.** Large companies have A LOT of meetings. It's a version of corporate deadlines, to force feedback. Prospects need time for internal meetings, before booking a follow-up call. That's a good thing — they'll have more feedback to share with you.

**3. Calendar Tetris.** Your contact tries booking a 30-minute call, between 5 packed schedules across time zones. If you get a follow-up date 3 weeks in the future, it doesn't mean they're not interested. Most likely, they couldn't find a time sooner. Plan on this.

**4. The Art of "Languaging".** Using the right language makes buy-in easier. It taps a narrative leadership is already bought into. Employees learn to frame requests around trigger words that grab attention. Use them in your sales materials and forward-able emails.

**5. Non-Committal Feedback.** You won't always know where you stand in the sales cycle. Your champion probably won't either, because they get 'de-prioritized' during meetings. Ensure your champion has a sharp problem statement with the cost & consequences of not acting.

**6. Titles Matter, A Lot.** It's how corporate power is signaled. Be cognizant of WHO pitches your idea — ideas aren't independent of a messenger. An idea shared by an analyst is "outlandish," but may be shared by an SVP as "visionary". Cultivate support up and down the food chain.

**7. Mismatched Urgency.** Large companies never have the same urgency sellers do. And your champion's own financial situation is rarely linked to a single deal. So the importance of any one sales meeting is diluted. Figure out the personal win your buyers are craving. Speak to it.

**8. The Stigma of Failure.** Long-time employees have lots of informal clout. They also know about all the deals that didn't work, and failure isn't well-tolerated in the enterprise. Discover what's been tried. Show how you're different. It removes risk for these key contacts.

**9. Approval Bottlenecks Are Real.** Senior execs sign big deals. But they don't have much free time. This creates bottlenecks for everyone — not just you. Plant seeds early with internal docs your champion can share. Execs are more likely to recognize and prioritize you at signing time.

**10. The Top-Down Scramble.** A board member reads a WSJ article, forwards it to an exec, who forwards to their team and says, "What are we doing about this?" If you're not part of this newly-urgent priority, you'll be out of mind. Know the latest news and align with what's top of mind.