

# From SMB to Enterprise: 5 Best Practices for Modern Sales Teams

## Why the Enterprise Shift Requires a New Sales Motion

Scaling from SMB into enterprise isn't a "bigger version" of the same motion — it's a fundamentally different operating system. Enterprise buying cycles involve more stakeholders, longer timelines, higher stakes, and outcome-driven scrutiny that SMB motions aren't built to support. The way teams qualify, engage, demonstrate value, and align internally must evolve.

But the shift doesn't happen automatically. Enterprise selling requires leadership discipline, sharper cross-functional alignment, and an outcome-first mindset woven through every step of the customer journey.

Here are five leadership moves that turn an upmarket shift into a repeatable, scalable motion.

## Leadership Moves Behind a Successful Enterprise Pivot

01

### Stay Close to Customers & the Field

★ **Leadership Advice:** Anchor decisions in real customer conversations and first-hand field experience.

★ **What This Means:** Enterprise selling requires leaders to understand how buyers think and how sellers navigate deals. Real-world insight reveals friction, expectations, and decision patterns that dashboards alone can't capture.

★ **What It Looks Like in Practice:**

- Prioritize direct customer conversations.
- Spend time with field teams to understand buyer expectations and identify execution gaps.
- Use real feedback to refine engagement models and messaging.



02

### Make the Engagement Model Explicit

★ **Leadership Insight:** Define a clear, repeatable engagement model that teams can align around.

★ **What This Means:** Enterprise motions depend on shared clarity — teams need to know how to engage, what strong execution requires, and where flexibility exists. Clear expectations reduce guesswork and make execution more consistent.

★ **What It Looks Like in Practice:**

- Map the enterprise sales motion end-to-end.
- Align expectations across sales, product, CS, and leadership.
- Reinforce consistent execution standards so teams can sell confidently.



03

### Build a Learn-It-All Culture

★ **Leadership Advice:** Create a team mindset built on curiosity, shared learning, and adapting together.

★ **What This Means:** Enterprise environments shift too quickly for static knowledge. Teams that expect uncertainty and treat learning as a core skill adapt faster, navigate complexity better, and stay competitive as buyer expectations rise.

★ **What It Looks Like in Practice:**

- Encourage teams to surface gaps, not hide them.
- Reward learning loops over rigid certainty.
- Make continuous discovery part of the operating rhythm.



04

### Lead With Transparency to Build Trust

★ **Leadership Advice:** Use openness to strengthen alignment, surface truth early, and improve decision-making.

★ **What This Means:** Transparency enables clearer decisions. When leaders operate openly, sellers share real blockers, customers articulate real expectations, and teams pivot early instead of repairing avoidable misalignment later.

★ **What It Looks Like in Practice:**

- Share context around decisions, changes, and priorities.
- Be candid with customers about what's possible and when.
- Use transparency to align teams quickly and reduce hidden friction.



05

### Stay Close to Signals to Decode Shifts Faster

★ **Leadership Advice:** Track conversations closely so teams can anticipate change early and adjust confidently.

★ **What This Means:** Enterprise patterns shift beneath the surface long before numbers reflect them. Leaders who track emerging signals—role changes, expectation shifts, AI-driven behaviors—adapt their motion early and steer with sharper precision.

★ **What It Looks Like in Practice:**

- Track how buyer roles, priorities, and metrics evolve.
- Monitor shifts revealed in field feedback, not just data.
- Adapt the motion as new expectations surface.



## Watch the Full Conversation

Discover how Atlassian navigated the SMB-to-enterprise shift and what sales leaders often underestimate when they move upmarket.

Tune in to Episode 2 of

# Growth  
Decoded

With **Paul Williams**  
Enterprise Strategy Leader at  
Atlassian

and **Paul Grant**  
COO of MarketStar



## Closing the Gap Between Strategy and Enterprise Execution

The jump from SMB to enterprise isn't about bigger numbers — it's about stronger alignment, outcome-led value delivery, and the ability to lead through accelerating change. The teams that win aren't simply the fastest — they're the ones who execute with clarity, consistency, and precision.

MarketStar helps revenue leaders operationalize this shift with confidence. Our people-led, AI-enabled **Sales-as-a-Service™** model brings the specialization and execution framework needed to perform at enterprise scale. From aligning internal teams to demonstrating value at every stage, we help leaders turn complexity into predictable growth.

Let's Get Started ↗