



## The Quiet Phase That Kills Repeat Business

In enterprise BPO — particularly in complex CX engagements — the moment a deal is signed shouldn't mark the end of business development involvement. Yet in many organizations, it does.

A typical sales cycle concludes with a handoff: the contract is finalized, delivery takes over, and the sales leader moves on to the next pursuit.

On paper, that looks efficient. In reality, it's where some of the biggest risks — and missed opportunities — begin.

### Why This Phase Matters More Than We Acknowledge:

#### 1. Clients don't forget who made the promise.

The sales executive was the face of the solution. Disappearing after the signature creates an accountability vacuum. For the client, it often raises questions: *Was this truly a partnership, or just a pursuit?*

#### 2. Context is rarely fully transferred.

Internal politics, risk sensitivities, stakeholder concerns — the subtleties that shaped the deal — are often absent in a proposal or kickoff brief. Without continuity, delivery teams are flying blind.

#### 3. Early challenges don't just test delivery. They test trust.

No launch is flawless. But when a seller stays engaged — even lightly — clients are far more forgiving. It signals ownership, not abandonment.

## What Post-Sale Engagement Should Look Like (and What It's Not):

Let's be clear — this isn't about micromanaging operations or overshadowing delivery. **It's about protecting the intent of the partnership.**

For senior BD leaders, this means:

- Staying visible during onboarding and initial milestones
- Providing delivery teams with the *why* behind the deal — not just the *what*
- Checking in with clients to confirm we're tracking toward the promised impact

### A Practical Example:

A mid-market telecom signs a CX deal after flagging three major issues: customer churn, long handle times, and inconsistent handoffs across channels.

Weeks into delivery, staffing and SLAs are on track — but the client still doesn't see CX gains. Frustration builds. Internal pressure rises.

But if the original sales exec stays involved — even with a brief check-in — they can:

- Clarify the original success criteria (e.g. churn reduction over SLA targets)
- Re-align internal priorities with what the client truly values
- Help delivery pivot before frustration becomes dissatisfaction

### My Final Thought:

**Enterprise growth doesn't come from closed deals — it comes from fulfilled promises.**

The best business development leaders don't just pursue logos. They protect relationships. They ensure the thread between solution design and real-world execution doesn't break. They understand that trust doesn't peak at contract — it compounds after delivery begins. And that's what earns the right to return.