

How to win mega-deals:

A guide to multi-threading done right

Sales leaders today understand that simply making a pitch and crossing your fingers is no longer sufficient. To succeed, teams must forge authentic connections, navigate intricate sales processes, and close game-changing mega-deals. To aid in this, many sales organizations have embraced the practice of **multi-threading**.

Engaging with multiple stakeholders in your target accounts—also known as multi-threading—has become an essential technique for enterprise sales teams. According to research conducted by [Gong Labs](#), closed-won deals often involve the active participation of at least three key players from the buyer’s side. In contrast, lost opportunities frequently involve only one stakeholder. The message is clear: **multi-threading can significantly impact sales engagement and increase win rates.**

But here’s the catch: many sales teams need help executing this technique. Without the proper knowledge and tools to navigate these intricate relationships, countless opportunities go unrealized, and potential deals slip through the cracks.

We’ve partnered with [Jamal Reimer](#), a renowned expert in the enterprise sales community, to help you understand the art and science of multi-threading. Jamal has closed multiple \$50M deals over the past 20 years, authored the best-selling book “Mega Deal Secrets,” coached hundreds of ambitious sellers to sell the most significant deals of their lives, and founded the Enterprise Sellers Community for individual contributors.

“Larger deals happen at larger organizations. And the larger an organization is, the more hierarchy and conservativeness—a lot of risk aversion happens. There are several levels of people who feel fully enabled to say no, but very few who feel like they can say, yes.”

Jamal Reimer

Author of “Mega Deal Secrets: How to Find and Close the Biggest Deal of Your Career”

This guide will help you navigate the complex world of multi-threading. You will learn:

- How to identify the gaps in your team’s current sales engagement approach
- How to demystify multi-threading in sales and win mega deals
- The power of AI-driven personalization and multi-threading



Jamal Reimer

Over the past 20 years, Jamal closed multiple \$50m deals as an individual contributor enterprise seller, authored the best selling book, Mega Deal Secrets, coached hundreds of ambitious sellers to sell the largest deals of their lives, and founded the Enterprise Sellers Community, a community of practice for individual contributors.

01 Cracking the code of mega-deals

Why are complex deals so hard? It's a question that often perplexes revenue leaders, and yet, it's at the heart of the challenge that comes with pursuing those monumental deals that could transform your business. To truly grasp the intricacies of complex deals, we must dive into large organizations' dynamics and the myriad hurdles they present.

Large deals happen at large organizations

It might seem obvious—but larger deals are frequently associated with larger organizations. However, dealing with large entities comes with its own set of unique challenges. The bigger an organization is, the more layers of hierarchy, conservatism, and risk aversion they will likely encounter.

Complexity

Large deals are complex and involve many moving parts and stakeholders. And the top performers in sales who close more deals are adept at multi-threading early in the sales process. Navigating the decision-making process can be a challenging task due to the involvement of multiple individuals. The bigger the deal, the more opinions and responsibilities must be considered. Without the right strategies, getting lost in this tangled web is easy.

Here are the most common mistakes in navigating complex deals:

- **Not getting high enough:** When making deals in the business world, you're entering a cutthroat competition to see who can reach the top first. Executive involvement in B2B buying has increased substantially since 2020, with executives participating in 17% of all calls in 2022, up from 11% in 2020. The salesperson who can get in touch with the senior decision-makers within a company has a better chance of influencing them than their competitors do. It's not ideal to only deal with a mid-level manager or individual contributor; someone else might reach the senior decision-makers first and take the opportunity away from you.
- **Understanding stakeholder dynamics:** Large deals usually involve several stakeholders with varying influence and control. It's crucial to have a clear understanding of how these stakeholders change as the deal size grows. It is also essential to identify the organization's budget cycle, including the gates for approval—which are typically graduated based on the deal's amount. For example, a \$100K deal may only require approval from a manager, whereas a \$500K deal would require approval from a VP, and a \$2M deal would demand executive-level approval. As the deal size increases, the number of people needed to give the green light also increases, sometimes involving as many as 15 to 20 stakeholders.
- **Not multi-threading far enough:** Another common pitfall is failing to engage sufficient stakeholders. By the second call, successful closers involve more than double the number of people compared to those who don't close deals. Knocking on doors until you find someone willing to speak with you—and then relying



~75%
of inexperienced
buyers:

They don't have the skill set to effectively move the buying process forward on their own. Sellers will need to adjust and follow a different approach vs. a veteran buyer.

—Gartner

solely on that connection—can result in disastrous outcomes. If that person leaves, is terminated, or is told “no,” your entire project is left hanging in the balance.

“The complexity of a buying scenario has a direct connection to the number of individuals involved in the purchase.”

—2023 Forrester Buyers’ Journey Survey

66%

of deals involve consensus or committee buyers
+

82%

of respondents reporting that their purchase involved between two and nine departments.

—Forrester

02 Unlocking mega-deals: The multi-threading approach

When negotiating complex deals with high stakes and complexities, multi-threading offers a potential solution. This strategy helps mitigate the daunting challenge of navigating a maze of stakeholders and unlocking the full potential of your sales engagement.

The power of redundancy

One of the core principles of multi-threading is the power of redundancy. The aim is to safeguard your deal from being disrupted if a critical contact leaves or cannot provide you with the support you need. By establishing multiple connections, you can create a safety net for your deal—so that if one door closes, you still have others to rely on.

How stakeholders change the game

As the size of the deal increases, the number and significance of stakeholders involved in it can alter drastically. In the case of smaller deals, the approval of a middle manager may suffice, but larger ones require the buy-in of top-level executives. Multi-threading enables you to recognize and engage with the appropriate stakeholders at each stage, ensuring that your deal aligns with the organization’s approval processes.

The value of multi-threading

So, why is multi-threading the answer to the challenges of complex deals?

- **Mitigating risk:** In large deals, where the risk aversion of stakeholders is high, multi-threading spreads that risk. If one stakeholder is hesitant, you have others who may champion your proposal.
- **Resilience:** Multi-threading makes your deal more resilient. Losing a key contact doesn’t mean losing the deal. It ensures continuity and progress even in the face of unexpected changes.
- **Influence:** As you move up within an organization, you gain access to more influential decision-makers. Multi-threading helps you reach the right altitude, where you can shape the deal’s outcome.
- **Greater insights:** Engaging with various stakeholders gives you a holistic view of the organization’s needs and challenges. This, in turn, enables you to tailor your solution to better address their concerns.

03 Multi-threading in practice: A seller's guide

Understanding the nuances of multi-threading to achieve the best results in your enterprise sales process is crucial. Multi-threading is not just another task to be checked off your to-do list—it should be baked into your strategy and inform your decisions from the start. This section serves as a comprehensive guide to mastering the art of multi-threading and helps you navigate the changing dynamics of stakeholders as deal size grows. It provides essential steps to make multi-threading work for you.

3 key steps for multi-threading in big accounts

To effectively execute multi-threading, consider these key steps:

Learn the org chart:

Accessing and understanding your prospect's organizational hierarchy is paramount; it's your roadmap to identifying key players and their roles, helping you make strategic decisions about who to engage.

Research and reach out:

Research the individuals on the account and connect with them through cold outreach or referrals.

Reference the org chart:

Always return to the org chart during interactions. Ask for input: "Is my understanding of your organization accurate? Would X person be the right stakeholder to speak to next?"

Engaging the next relevant person

It is vital to engage the next relevant person while maintaining the trust of your first contact. Your original stakeholder may not appreciate you going over their head, so it is essential to approach the situation with empathy and tact. You can present it as a collaborative effort—suggesting that bringing in the next person would add value to the discussion. Try saying something like, "I believe involving [next person's name] in our conversation would be helpful. What are your thoughts?" This approach respects your original contact's position while emphasizing the value that the additional stakeholder can bring to the discussion.

The role of personalization in multi-threading

Personalization is key to multi-threading. It's essential to customize your approach according to each stakeholder's specific requirements and difficulties; make sure you clearly understand each person's objectives, business goals, pain points, and apprehensions—and adjust your message accordingly.

Final tips on multi-threading in big deals

To take multi-threading from good to great, consider the practice of multi-mapping. Always have the organizational chart with you; as your network expands, involve others from your deal team. Remember that there may be better fits for some stakeholders. The key is building solid relationships across organizations to strengthen company ties.

Lastly, remember that the role of a first-line manager is crucial in sales and mega-

deals as they act as the link between the sales team and the senior decision-makers of their organization. They can provide valuable support in steering your deal toward success and are pivotal in ensuring that your efforts on the ground align with the company's overall objectives.

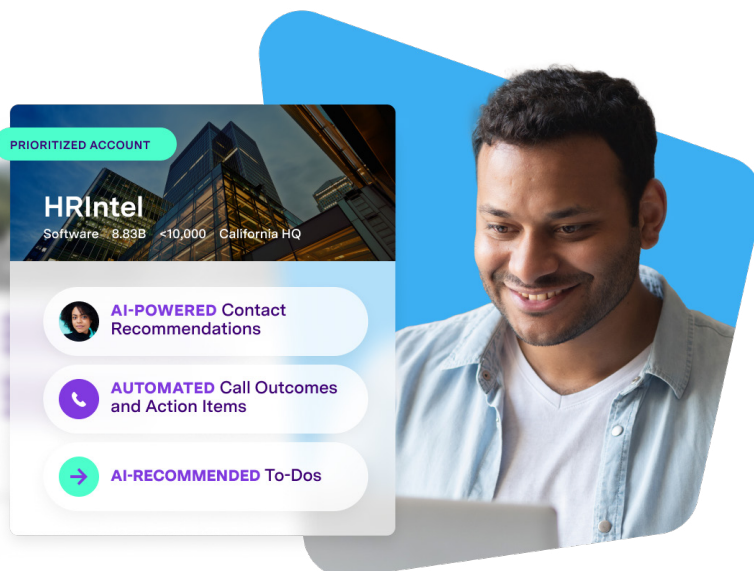
As you begin your journey into multi-threading, remember that it's not just about forming connections. It's about creating a tapestry of relationships that link organizations together, connecting your company with the most essential stakeholders.

04 How AI-powered personalization helps

When it comes to innovation in sales, the influence of AI cannot be overstated. It is a game-changer, offering profound insights and personalization capabilities. AI empowers sales professionals to go beyond generic outreach and craft messages that resonate deeply with individual prospects. By analyzing vast datasets and understanding nuances in buyer behavior, AI helps identify the right moment to engage, the most compelling messaging, and the ideal channels to reach prospects. It transforms the sales process from a one-size-fits-all approach to a highly tailored and effective strategy, ultimately increasing the chances of success in closing those elusive mega deals.

Elevating multi-threading with AI-powered personalization

Let's take a closer look at how [Gong Engage](#) effectively leverages the power of AI to elevate multi-threading strategies. Its distinctive features and capabilities set Gong apart, specifically designed to make multi-threading more efficient and impactful. Using AI-driven insights and tools, Gong Engage equips sales teams to navigate the intricacies of mega deals more effectively, both internally and externally. It's not just relevant; it's a valuable asset in your pursuit of sales success.



Here's a glimpse of what Gong Engage can do:

Account overview

Gong Engage provides a comprehensive account overview, allowing you to see the number of accounts and contacts involved and their recent activities. You can quickly understand the status of your engagement within each account.

Activity insights:

Dive into the Activity tab to get a historical perspective on an account. This isn't just limited to calls; it includes emails and digital interactions, too. This historical context is essential for creating a more informed approach to outreach.

AI-powered recommended contacts:

Gong's AI analyzes data from successful deals, helping you understand which contacts were involved. This information guides you in deciding whom to add to your ongoing discussions, increasing your chances of success.

Collaboration and email template library:

Gong Engage facilitates collaboration by allowing you to create, share, and utilize templates. You can borrow inspiration from colleagues and customize your templates to align with what's worked in the past. Additionally, you gain access to winning templates from top sales influencers in your field.

Generative AI emails:

Gong Engage incorporates AI to help you fine-tune your emails. You can adjust the tone and length of your messages based on AI suggestions, ensuring your communication resonates with your audience. Need to write a first-touch/cold email or a follow-up email? Gong's generative AI has you covered from start to finish.



About Gong Engage

Gong Engage is a powerful solution designed for account-based prospecting and selling. It shifts the focus from understanding a contact to the entire context of an account to drive stronger, personalized relationships—making it ideal for high-quality pipeline generation and multi-threading.

Gong Engage leverages AI to prioritize critical daily tasks, generate call briefs, and guide AEs and SDRs, enhancing their productivity.

With streamlined workflows and user-friendly experiences, Gong Engage centralizes team efforts, collaboration, and data in one place, eliminating the need for multiple tools and saving valuable time.

Ready to elevate your multi-threading game and close mega deals successfully?

-  Catch the [full webinar with Jamal](#) here
-  Discover the power of [Gong Engage](#) and access some of Jamal's best-performing email templates to boost your outreach.