

Help People Buy

Client Impact

Sales performance improvement
for engineers, technical teams,
and project managers

designed and delivered by Mark Moore



Case Studies and Testimonials

Table Of Contents

Engineers and project managers: trained to engage new and existing customers in a value-building way, and to create more opportunities to partner longer term	2
Systems Engineers: training systems engineers to increase B2B high-volume sales	3
Programme feedback - average scores across group(1 - poor, 2 - fair, 3 - average 4 - good, 5 - excellent)	4
Mining Industry: helping technical management consultants sell into the global mining industry	5
Mixed engineers: training senior and graduate engineers to sell	6
Programme feedback	6
Energy sector: Setting team of non-sales consultants up to sell into energy sector	7
Energy sector: 5 years of training energy sector engineering YII and IP students to increase and sell their value internally to get on to the graduate training scheme	10
Construction industry: major sales impact	11
Impact	11
SaaS Sales: advanced digital insurance platform presales	13
Impact	13
Other client comments	14

Engineers and project managers: trained to engage new and existing customers in a value-building way, and to create more opportunities to partner longer term

A global leader in energy, transport, IT systems and communication infrastructure faced challenges in creating and growing opportunities with existing clients as well as serving a wider range of new clients across the UK. It was expected that the majority of customer-facing engineers and project managers across the organisation attend the training and learn how to improve on the following five main areas:

1. strategic planning
2. targeting and profiling ideal customers (those who probably should be working with us and who would most likely say 'yes!')
3. reaching out to gain a positive respectful response
4. structure conversations to explore and add value to clients (as well as building trust and respect)
5. present solutions effectively with relevance and high impact
6. take the deal through successful negotiations that leave both parties feeling good about the mutually valuable maximised win-win

Training and coaching has been provided for this client, on repeat, for 5+ years now, because positive results and success stories continue to drive the decision to invest. Sessions have been designed to fit, including one to one phone calls with each participant before training in order to increase buy-in and understand personal challenges so that the course addresses real problems.

Sessions have also been delivered remotely over MS Teams to suit, and face to face, creating an even more interactive but relaxed and high-impact learning experience. Further deeper dive courses have also been tailored and delivered to some teams.

Impact

Feedback has been consistently strong for 5+ years, the client relationship (and number of close contacts within) is very strong, and Director, Andrew Hunter had this to say following one of the courses:

Mark has done great work for Vinci Energies opening up technical engineers to the idea of engaging positively with customers, which is no mean feat. Adding sales skills by stealth. The customer centric approach was applied to great effect by our technical team working for a large player in the Nuclear sector, turning a small casual account into a major long term multi-million pound strategic partner."

— Andrew Hunter, Director

Systems Engineers: training systems engineers to increase B2B high-volume sales

A leading multinational in consumer electronics faced increased competition to capture more market share via high-volume sales of their products, software and supporting services to large enterprises.

The technical team of senior, experienced systems engineers had previously benefit from a strong brand and strong demand, providing customers with what they asked for and just filling transactional orders.

Opportunities to expand the size of deals and uniquely position the value of products and solutions were being missed, and where engineers were trying to 'sell' they emphasised technical features and benefits that they personally valued through technical eyes, rather than aligning benefits and value to each unique customer.

A key requirement identified was to help them shift how they engaged and sold to both technical and commercial decision makers, since their approach to buying differed.

The solution was a diagnosis and 2 day workshop for the entire national technical team of systems engineers and their leadership.

We explored how to plan for, structure and carry out strong buyer-centric customer conversations. We covered how to reduce risk to the deal, how their specific buyers made their buying decisions, commercial awareness and drivers, qualification, maximising value to the customer, how technical sales and sales account managers can collaborate better, influence, negotiation, up-selling and cross-selling, how to self-direct your own sales performance improvement and make the technical sales close.

The focus was not just on learning to improve, but to continuously do so, and share this synergistically and regularly with the team.

Impact

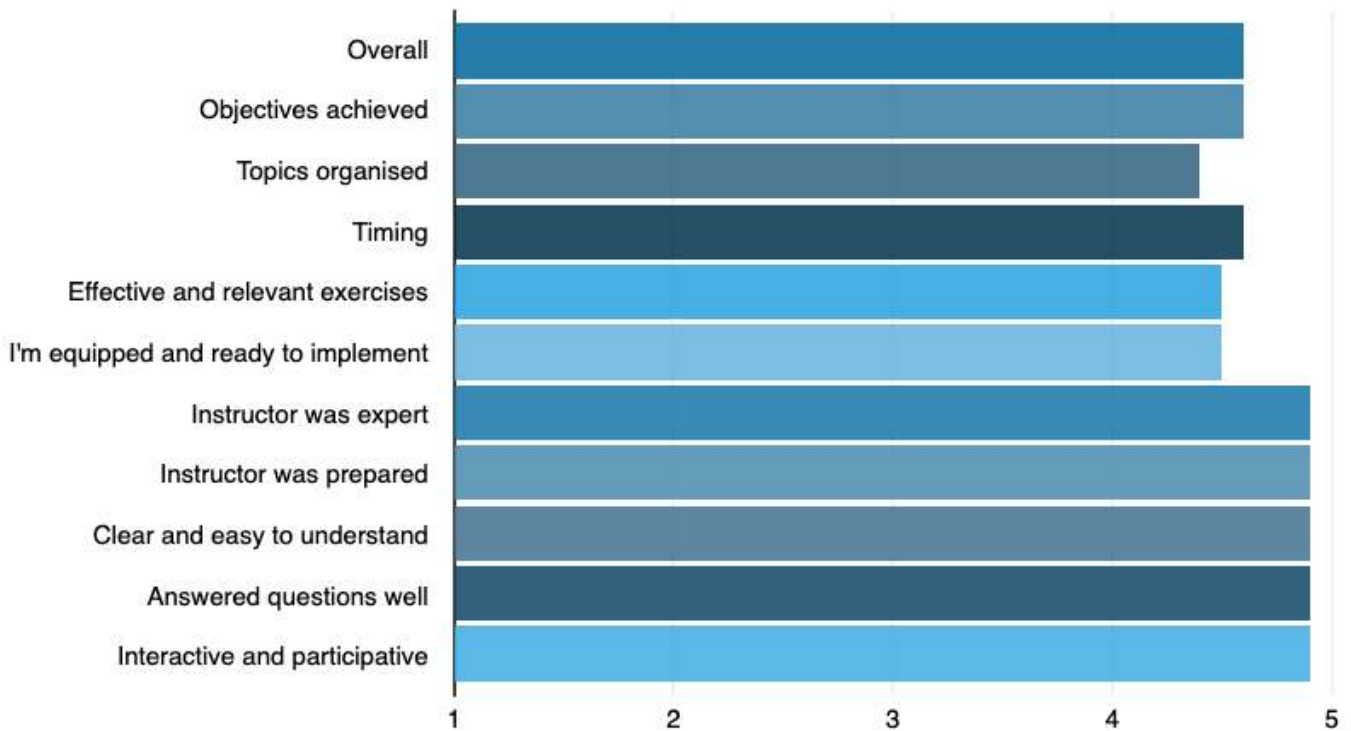
Just weeks after the training, the technical sales manager had the following to say:

"Mark delivered an outstanding two days of sales training to my technical team. Most of the team have moved ahead with aspects of their learning and it's made a tremendous difference to the way they approach the sales environment, and more importantly how a number of them have taken ownership of their own development. I'd be very happy to personally recommend Mark for delivering great value sales training and development"

— Pete Short - Technical Sales Manager, Apple, Australia

Programme feedback - average scores across group

(1 - poor, 2 - fair, 3 - average 4 - good, 5 - excellent)



Comments from engineers

"Mark adapted extremely well to what is a 'unique' group of engineering folk at Apple"

"Mark was outstanding. A good combination of structure and impromptu discussion."

"Very well run with practical content. Excellent delivery"

"This should also be offered to the account execs and the channel"

"All of it was useful!"

"The value was in the direction and delivery provided by Mark. He pushed attendees to collaborate and work through issues pertinent to our specific circumstances."

Mining Industry: helping technical management consultants sell into the global mining industry

A team of "anti-sales" technical consultants serving the mining industry were tasked with increasing sales and business globally.

The senior to partner level team, consisting of ex-engineers, mining professionals, and geologists were strong in technical knowledge and delivery but lacked the mindset, skills and know-how to engage their global clients in high-value sales conversations.

The pushback by the team to get out there and sell was strong and Mark was engaged to shift how they think, plan for, and carry out high-value 'client development' (sales) conversations.

The solution was successful and included a thorough diagnosis, including 1:1 conversations with the entire global team (covering offices in New York, Silicon Valley, South America, Europe, UK, South Africa, Australia) and leadership, followed by 2 days of training. Four participants joined the training over video which created a facilitation challenge to keep these sharp consultants engaged for two full days, but the feedback was highly positive.

The course set the team up to tackle and solve their direct sales challenges themselves, by strong facilitation and guidance, so they took ownership and increased commitment for applying solutions. It also helped them identify their strengths and leverage these towards selling, as well as identifying and side-stepping their limiting mindset and behaviours.

Impact

The average feedback across the team was 9/10, some further 1:1 support was also arranged, and the feedback following the programme included the following comments:

"Thank you for a great set of sessions. You did a great job and the team really benefited from the workshop."

— Chris Mulligan - Partner and CEO of MineLens, McKinsey and Company

"Mark laid out a concrete path to improve everyone's individual sales effort, put out a case why we should not be afraid of selling, and gave real world examples of how to do it."

"Actionable content, well paced, good mix to keep attendees engaged."

"Now I don't think sales as scary as some time ago"

"Good representation of theory and practice. Enjoyed the psychology and enjoyed the experience! Thanks!"

Mixed engineers: training senior and graduate engineers to sell

A UK based forward-thinking multi-disciplinary engineering organisation had no dedicated sales team and depended on their engineers from a wide mix of branches including civil, electrical and mechanical, to continuously develop business.

It was recognised that neither their senior engineers or graduates had been trained to develop business and convert broader and ongoing opportunities.

Graduates previously just wore the 'engineering hat' having no expectations of later contributing to BD. And senior engineers often relied on clients coming to them, and giving them what they wanted rather than exploring opportunities to add further value.

Two, two-day sales training programmes for engineers were designed and delivered (one for the graduates and another for senior engineers and leadership) following a diagnostic approach.

The programme covered everything to start switching on BD thinking and capabilities, to have them more confidently and competently engaging clients proactively and expanding opportunities. It covered the difference between how engineers think and how their clients think, and how to align the two approaches to create more value for both.

It then helped them to switch their limiting mindsets (that focused on detail, problem solving, and process) for a people/conversational approach to help buyers think their options through and make high-value buying decisions.

The programme was intended to create qualitative improvements based around observable behaviours and giving the engineers clarity and confidence to move forwards.

Impact

Feedback from leadership was that the programme was useful and well-valued across the team, and that over the year following the programme, senior engineers had observably become more outward-facing and better at engaging their clients in BD conversations.

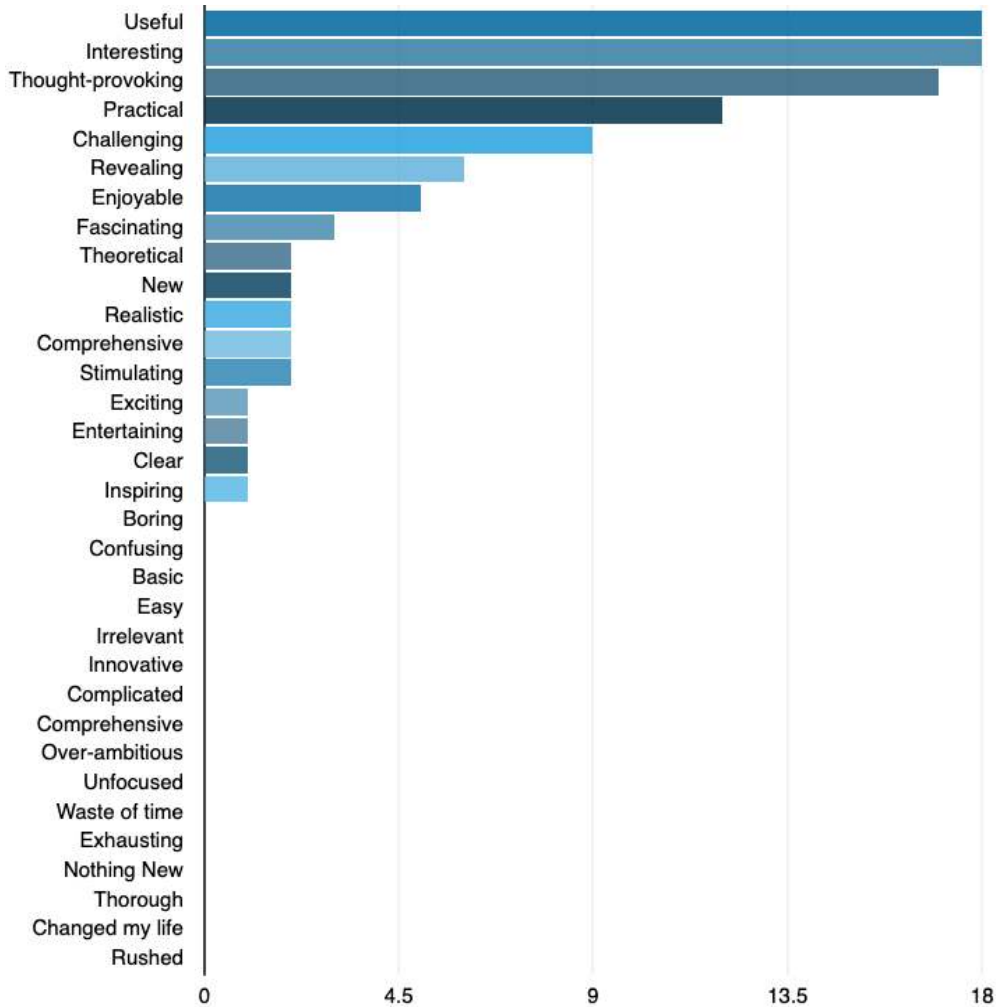
Reactions to the programme from senior engineers follow on the next page.

Programme feedback

The 18 senior engineers were presented with a list of words to describe the programme. They each circled their top 3 or 4 words. The chart below shows how many people chose each word.

The programme was seen by the majority of the group as useful, interesting, thought-provoking and practical.

Helping Engineers to Sell



What some of the senior engineers valued most about the programme

"It's been very good to see a formulated/strategy for marketing and business development"

"The BD conversational structure all broken down into bitesized chunks"

"The practical advice which was totally relevant to our business needs"

"Very knowledgeable chap and subject!"

"Techniques for communicating"

"Difficult aspects of having conversations with new people - broken down in simple terms"

"Understanding how this can be applied by different personalities"

Energy sector: Setting team of non-sales consultants up to sell into energy sector

Helping Engineers to Sell

In preparation for a potential separation of E-Serve from Ofgem (in 2018), it was recognised that a BD team would need to be recruited internally and up-skilled to stand alone and develop commercial partnerships to leverage E-Serve's capabilities and services.

It was clear that plenty of organisations could benefit from their unique value outside of core policy, and that they would increase their value by shifting from a historically reactive approach to serving clients to a proactive consultant-initiated approach to create relationships, partnerships and new business.

A large programme was designed and delivered over about 6 months to help E-Serve recruit 10 people internally with the right skills and traits to lead the potential business development, and then help them build the required BD strategy, structure, messaging, questions and entire BD/ conversational approach.

The programme included consultation with leadership to set the team up correctly together with the required structure and communications, the design of a 6 month training and coaching programme designed around incremental improvements, and the delivery of all workshops and coaching.

The full programme went ahead, but unfortunately towards the end it was decided that E-Serve were not to separate from Ofgem. The BD capabilities were still valued and used both internally (to make the internal 'sale') and to continue working with clients in an increased value-building way, still spotting and exploring opportunities to do more for clients where possible.

Mark has developed a unique program to help non-sales people become highly competent Business Developers. Having been through the in-depth course myself I have first-hand experience of how well structured it is and how it can show people sensible ways they can build their skills irrespective of their starting point.

The course Mark delivered for us was tailored to our organisational needs which was to develop consultative selling skills in ten people so that we would be able to identify prospects, hold engaging conversations with prospective clients, conduct intelligent (but not intrusive) targeted questioning, identify genuine opportunities and start to build compelling propositions that can evolve into significant future business revenues.

This course was aimed at non-sales, technical personnel who are looking to build their business development skills, However, I can thoroughly recommend Mark to deliver this course for anyone looking to take their business development, negotiation and communication performance to a higher level."

— Keith Horgan, Industry Stakeholder Manager, Ofgem

Impact

Average feedback across the group on the whole 6 month programme was 9/10, and although circumstances within the business had change, leadership still valued the capabilities and new commercial mindsets developed across the team.

Comments from participants included:

"It was an amazing opportunity to share time with you, thank you so much for all your efforts and the many valuable lessons. Thank you so much for your help Mark it has made a huge impact in my life"

"I learnt a lot about business development, networking, making your case and understanding people/organisations' motivations, and what is valuable to them."

"Whilst having considerable experience in business development I was pleased to find that I not only refreshed my knowledge but also learned a lot more about the 'science' of business development. It brought together much of what I have been doing instinctively and made it more of a logical thought process which helps drive consistency of action. Thanks for a really interesting course that I will benefit from."

"Lots of very useful techniques, it was flexible around our changing business needs, we practiced what we learnt. Thank you very much for your help"

Energy sector: 5 years of training energy sector engineering YII and IP students to increase and sell their value internally to get on to the graduate training scheme

From the client:

Following the introduction of Mark's programme to National Grid we have seen a marked increase in the conversion rates of our students moving onto our sponsored student schemes and graduate programmes. It has been evident in the assessment centres for these programmes that the student's have been applying the tools and techniques that Mark has introduced them to.

By being able to fill our trainee vacancies internally from our student population we are saving on significant external recruitment costs of £3000 per graduate hire and our student to graduate conversion rate has increased by up to 40% due to the impact of the development program.

Our students undertake their development programme a few months into their twelve month placement with us. The student managers regularly provide feedback that **on returning from the programme they see a difference in approach and performance from their students within a few weeks**, for example – they are more proactive, delivering better quality work due to being more organised and managing themselves better, now starting to plan ahead, delivering presentations with more confidence and clarity. Although you can't put an exact figure on this type of return on investment we know that the student's are delivering more value to National Grid from this anecdotal evidence and that the change we see in the students comes after their development experience with Mark.

Mark's passion and drive to deliver the best learning experience for our students was a key reason why we chose to work with him and have renewed his contract with us for the past four years. His energetic and personable approach to his training delivery works extremely well with the students (his course feedback is always rated extremely high) and is based on best practice techniques that you don't regularly see with other training companies.

His desire to demonstrate value in everything he does is refreshing compared to other similar trainers in the marketplace who often come in and deliver, get evaluation forms filled in on the day and then disappear. He always looks to work closely with us to determine how we can measure and evaluate the impact of what he is delivering and to understand the changing needs of the business.

He is also different to many trainers in that he is happy to provide ongoing email contact with our students at no cost to remind them of their development actions and to introduce new material to think about. Again this is usually something that trainers charge for and is rarely offered as a value added service at no cost. Mark is also very easy to work with, flexible and quick to respond and turn things round which is an essential quality we demand from our contracted trainers. It is a pleasure to work in partnership with him and I can honestly say that at no point over the past four years has there been a moment of frustration or challenge – a unique experience when working with external trainers!

- Emma Earnshaw, L&D Specialist, National Grid Plc

Construction industry: major sales impact

A supplier of materials to the construction industry with a large team of untrained people selling on the phones recognised the need to move from transactional, reactive customer conversations to deeper, customer-centric, value-building conversations.

It was clear that opportunities to build stronger and ongoing customer relationships were being missed as well as opportunities to maximise the scope and reach of their services.

It was also clear that there was no consistency, and little structure to the sales process or their conversations. And sales leadership, although very driven, had not received training on coaching, training and supporting their teams.

The solution was thorough, highly-targeted, and very successful. A full diagnosis process, interviewing leadership and a variety of people selling, as well as providing online sales capability assessments to drill down on strengths and development areas was carried out. Sales calls were also observed against defined behavioural criteria.

Following this, a debrief and report were provided with a 6 month plan of action to maximise sales performance measurably across the team. Leadership were tightly aligned with Mark's direction and the joint effort was highly focused.

A framework for conversations was then co-designed with sales leadership to align best-practice with the business (and how the customers typically buy), and sales conversations were observed and scored against the capability framework.

Highest impact areas for improvement were identified, and a training course was designed to fit, split into modules that addressed each part of the conversational process, from mindset and prep, through to creating rapport, structuring valuable questions, qualifying, exploring value, presenting solutions, handling objections and questions, creating buying-tension and maximising the value and order.

These modules were then trained to the sales leadership team (train the trainer) in order for them to be able to deliver themselves in their own time internally. The flexibility meant that they could train any group size, any time, including new starters.

Some coach the coach work was also done with sales leadership to help them observe, coach and improve the performance of individuals, with Mark also providing coaching to some who needed more support.

Finally, one low performer was coached directly by Mark to help him become profitable and to reduce potential staff turnover - one who had developed a strong anti-sales mindset and was insistent that sales was about getting a 'lucky call'.

Impact

Since modules were trained to target immediate, high-impact areas, results improved quickly. Following delivery of just two of the six modules, the client had this to say:

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We have been working with Mark to implement a sales development plan and the results speak for themselves. Just months in and we have increased our gross company profit by 18% - largely through Mark's specific work on selling based on creating value.

Mark also worked 1-2-1 with underperforming sales staff and we saw a turnaround in performance after just a couple of sessions. One particular salesperson had their own sales profit increase by an incredible 35% in the month following their sessions!

I have previously worked for companies that saw sales coaching as a luxury and they 'couldn't afford it based on their planned budget'. I would say, can you afford not to?"

— Sam Matharu - Head of Business Development, Building Materials Nationwide Ltd, UK

SaaS Sales: advanced digital insurance platform presales

An ambitious presales/sales engineer selling SaaS was faced with increased pressure to contribute to more sales, and got in touch to explore how we could support the growth of his sales capabilities, making maximum impact in a few priority areas.

Following some diagnosis, a blended learning program was created, which included a coaching plan (delivered via MS Teams) and subscription to our online learning platform 'Engineers Can Sell'. Areas for improvement were prioritised, and then modules and videos from the program were prescribed and sent to the presales engineer to study, use the online templates and worksheets, and to translate new approaches to the job. Coaching sessions were then scheduled between online learning assignments, which enabled us to explore what was working, any challenges, and any ideas and changes to the approach.

Impact

The whole programme was very well received, highly valuable to the individual, providing a lot more clarity and confidence to the role, and also enabling the occasional sharing of ideas with his team.

The client completed the program, was very satisfied with the results, and said:

I sought out Mark to help me with my Pre Sales skills and found Mark to be a fantastic coach/trainer to work with. He spent time and attention really helping me understand which areas of my career I wanted to focus on and how we could put in place strategies and skills to improve in those areas. I left each session with actionable ideas and insights to take away and discuss with my team. I also am finding Marks E-learning platform a great help in solidifying some of what we discussed. Overall I'd really recommend Mark to anyone looking to improve their skills in technical sales or looking to understand where they can improve in this career.

— Ben Paine - Presales, Instanda Ltd, UK

Other client comments

“Hi Mark - 30% growth here last year since you’ve worked with us, and looking at same again this year. Now at 60+ perm staff!!”

— Mike Havard, Chairman, Ember Services Ltd (who a few months after this had Ember acquired).

“If you are looking for one of the best trainers in the country look no further.

I have spent several days in the training rooms of large multi-nationals with Mark and he can handle any situation thrown at him with poise, control and gusto.

His training material is always first class but what sets Mark apart from the rest is his ability to blend real life examples from his vast, diverse and interesting background.

Mark uses his sharp mind with sharp humour and genuine concern for the participants of his programs to get outstanding results.

Mark wants his participants to leave feeling up-lifted, invigorated and motivated to apply what they have just learn’t - and from the feedback I have been told - they do.

Hire Mark and create a long term relationship with him and you will be very well rewarded ”

— Harry C Morgan, Founder of the High Performance Mind

“Mark is an excellent facilitator who took the time to understand my business needs and deliver effective training solutions that contributed to a significant increase in sales and leadership performance”

— Mark Bryce - Marketing Manager at AMEX

Helping Engineers to Sell

“In my personal coaching sessions with Mark over 6 months, he provided not only insightful, practical and effective mentoring but more importantly a consistent level of energy, care, insightfulness and diligence that is unique in my 20 years of experience. Mark is a gifted, unique and highly valuable individual”

— Justin Shardey - Senior Manager KPMG

Mark has provided support to my L&D Team when at Aurizon (nee QR National) several years ago, and in 2014 he has played a key role with a Sales Program at the Bendigo Bank.

Mark’s energetic and incredibly enthusiastic style allowed him to create an excellent rapport with our facilitators, whom he helped to upskill, as well as with members of our Project Team.

The insights and experience Mark has are unique, and he was quick to understand and adapt that to suit our needs. He has since provided additional ideas around sales coaching and self-directed learning that will also be implemented.

Mark is great to work with and I would highly commend his service and expertise as it is very rare to find someone with so much to offer, and who is so easy to work with.

— Paul Pfitzner, L&D Director, client at Bendigo Bank and Queensland Rail, Australia

Helping Engineers to Sell

We had talked internally for some time about the need to provide personnel with 'sales' training. However I had always had serious concerns of a pushy sales approach that I find a real turn off.

On the first meeting with Mark he alleviated all of my negative perceptions about implementing a sales training programme to improve our business development processes.

Initially Mark spoke to all of our staff to determine how their individual needs fitted with those of the business. He worked to ensure that everyone bought into the process and designed a bespoke programme that achieved our goals.

Mark offers a professional and polished service that is presented in a manner that gets the most out of people. Everyone on the course has taken something that will benefit both their work and home life.

I would have no hesitation on recommending Excelerated Performance to other companies looking to make improvements to their sales and business development activities

— Bret Coombs, Managing Director, Aviation Spares and Repairs

"I wanted to sincerely thank you for your guidance and wisdom through this entire course. I have participated in many courses before but didn't get near enough out of them but could never quite figure out why.

It was only after you trained our group that I realised how much the other trainers were lacking. You have the gift of being 100% engaging through every minute of the day that you're training people – you have it down to a fine art."

— participant email to Mark following 6 month programme, Colonial First State, Australia

Helping Engineers to Sell

(Email from participant to their manager following training): "Just wanted to drop you a note to say thank you for insisting that we attended the BD sales training. (I have never been compelled to voluntarily provide feedback on a training course before). Mark was fantastic!

*At first I was quite doubtful about the course having been on our ***** 'selling courses' that I did not find useful.*

By the end of the workshop it has empowered me and has provided some tools to use for BD - like the use of PPL. At least now I am feel that not all 'sales' people are the same and that there are different ways of selling- as Mark said, "ride the motorcycle but still in formation'.

I plan to connect with a partner who would suit my style of selling and honestly cannot wait for the next BD course. Thanks.."

— participant, KPMG, voluntarily sending feedback to their manager

We purchased Mark's online course, to help my team of engineers improve our sales figures. We have had great feedback from the team and most importantly for me, have seen a real shift in focus in some of our team members and six months in we are ahead of our targets! I think the course is as close to a face-to-face workshop as you can have online. One of the real benefits is that it is a re-usable resource and we have rolled it out to new recruits after the rest of the team have completed it. This has really helped them to establish our desired behaviours early on. We have also used the videos in our team briefs to remind the team of some the right tools, techniques and behaviours. I'd recommend using Mark Moore and his course.

— Matt Savka, Electricity North West,