

Mercuri India Sales School

2026-2027



THE CLASSIC SERIES

THE NEW SERIES

Ravi Sundaram

Founder and Managing Director of Mercuri Goldmann India

Sales is the heartbeat of every organization. Sales is becoming more and more a science.

Mercuri Goldmann India has been in the forefront of helping organizations build their Sales and Sales Management capability for enhanced performance – over the last 39 years.

Our Programems under Mercuri India Sales School are specifically meant for companies who **do not have a very large sales force** and companies who want to build individual sales capability of their team through the best sales training available.

They are calendarised and are offered in several locations in India.

You get 4 key benefits

- 1.You can choose people you want to train in specific capability and nominate them in the locations closest to where they work
- 2.You need not take all the sales people away for training at the same time
- 3.You have the opportunity to get the best of breed training and skill up people immediately.
- 4.All the programmes come from the prime tested proven stable of Mercuri Goldmann India delivered by our experienced committed facilitators.



Sales performance cannot wait ! Sales capability building also cannot wait!

Delighted to serve you

The Ten Programmes

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THE CLASSIC SERIES

GOOD THINGS DON'T CHANGE,
THEY ONLY BECOME STRONGER

ESSENTIAL SELLING SKILLS



For Whom

- Sales Engineers & Sales Executives (with less than 4 years of experience)

At the end of the programme the participant would have learnt

- The Sales process of "DAPA" for B2B sales
- How to have impactful sales conversations
- Tangibilising and articulating the value proposition to the customer
- Handling objections



BEFORE THE PROGRAMME

A readout to get ready for the programme



AFTER THE PROGRAMME

A 20 min ONE on ONE coaching



- D** Define the Customer's requirements of your product or service
- A** Acceptance by the customer of his/her requirements
- P** Prove that your product or service can fulfill the requirements
- A** Acceptance of the proof by the customer

Preparing for Sales Visits

- Pre call Planning
- Telephoning for appointments
- Being prepared to handle initial resistance

Personal Presentation

- Grooming and Etiquette
- Social Courtesy
- Use of Body language to demonstrate confidence

Identifying & Generating Needs

- The art and science of probing
- Listening
- Conversation technique
- Developing rapport

Presenting the Product and Solution

- The 'Need-Feature-Benefit' structure
- Tangibilising benefit
- Presenting impactfully

Handling Objections

- How do we tend to handle objections
- The 3 kinds of objections
- The 6 step process of handling an objection
- Believing in own price
- Selling value vs price

Gaining Commitment

- Establishing a logical close
- Being assertive
- Strengthening image and relationship

"Selling is beautiful"



VALUE BASED SELLING



For Whom

- Sales Engineers & Sales Executives (with more than 4 years of experience)

At the end of the programme the participant would have learnt

- A framework to research the Customer and their needs
- How to use the FOCA technique in all conversations
- Arriving at different Value Propositions
- Converting the value into a compelling business story and sell value



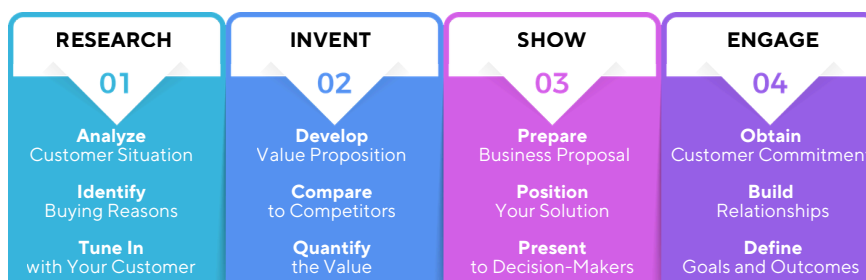
BEFORE THE PROGRAMME

A readout to get ready for the programme



AFTER THE PROGRAMME

A 20 min ONE on ONE coaching



Understanding Value Based Selling

- The RISE process
- Differentiated Selling
- Empathy Projection Test
- Analyzing opportunities and case preparation

Research - Part 1

- The FOCA technique
- Discovering your Client's goals and motivation

Research - Part 2

- Understanding your Client's needs
- Asking Questions
- Need discovery

Invent your Value Proposition

- The power of value
- Getting to know the different levels of communication
- The value chain and competitive advantage

Show your Value Proposition

- The value story
- Using storytelling to engage your audience
- Argumentation

Engage your Customers

- Dealing with Clients' Objections
- How to be assertive in difficult situations
- Handling price and non price objections

"Value is contextual and varies from person to person"



LEADING SALES TEAM FOR PERFORMANCE



For Whom

- Sales Leaders who are responsible for achieving results through their sales team.
- First time Managers as well as Experienced Managers

At the end of the programme the participant would have learnt

- A powerful framework to analyze the sales team's performance and plan for future
- The different motivators for the team
- How to build a strong Sales Pipeline consistently
- The importance and process of coaching the team on the job



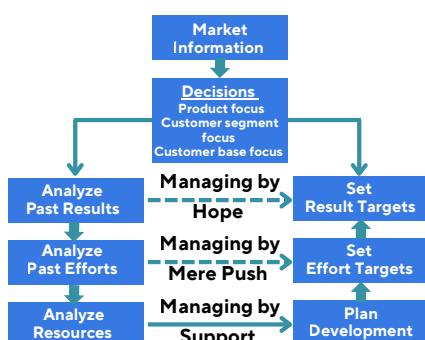
BEFORE THE PROGRAMME

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AFTER THE PROGRAMME

A 20 min ONE on ONE coaching



The Role of a Manager

- Achieve today's results by utilizing the available resources
- Develop the resources to secure tomorrow's results

The Result Focus

- How do results come
- Where do results come from

The Planning Model for Sales Results

- Analyzing Results
- Analyzing Efforts
- Analyzing Resources
- The Result, Effort, Competency (REC) Principle for Leading teams

Sales Planning

- The Mercuri Sales Platform
- The dimensions of Platform
- The importance of managing the pipeline
- Relying on data and objectivity

Coaching the Team

- What makes an effective coach
- The three drivers for an individual
- On-the-Field coaching vs. Off-the-Field Coaching
- Coaching in crunch situations

Motivating the Team

- What is motivation
- What motivates people
- Motivating different generations
- Motivation through development

"To lead is to serve and support"



HIGH IMPACT PRESENTATIONS



For Whom

- Anyone required to make formal presentations to a group

At the end of the programme the participant would have learnt

- The power to structure the presentations
- Building powerful content in a presentation
- Use of voice and body language to make impactful presentations
- Making presentations persuasive and influencing



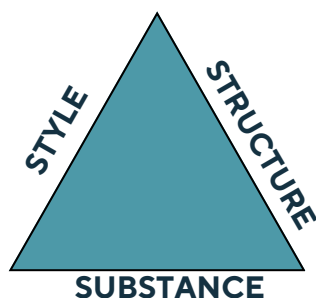
BEFORE THE PROGRAMME

A readout to get ready for the programme



AFTER THE PROGRAMME

A 20 min ONE on ONE coaching



The Art of Communication

- Precise and purposeful communication
- The pitfalls in the communication process
- The ten commandments of communication

Planning the Presentation

- Structure
- Methodology
- Manuscript technique
- Use of humour

Personal Projection

- Using voice for maximizing impact
- Choice of words
- Techniques for variety and appeal
- Body language for power and positiveness

Knowing and Engaging your Audience

- Relating to the audience
- Effective handling of difficult situations

The Skill of Virtual Presentations

- Building the virtual persona
- Using the virtual medium and the tools effectively

Practical Work

- Several practice sessions throughout the programme
- A final presentation relating specifically to each participant's work
- Each presentation will be followed by exhaustive critique

"A science perfected is an art and is magical"



SALES NEGOTIATING SKILLS



For Whom

- Anyone involved in the sales negotiating process

At the end of the programme the participant would have learnt

- How to prepare for Negotiations
- The different negotiating styles and how to adapt to them
- The different variables to trade instead of just focusing on Price
- How to identify the tactics of the customer and plan the counter



BEFORE THE PROGRAMME

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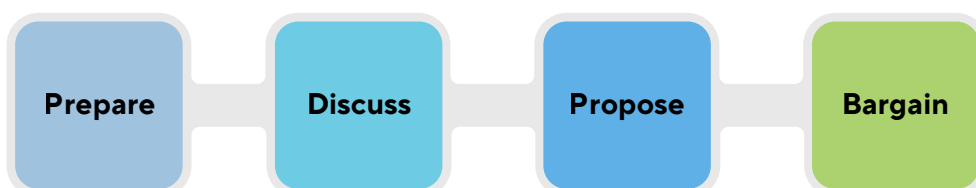


AFTER THE PROGRAMME

A 20 min ONE on ONE coaching



The Four Phases



What makes an Effective Negotiator?

- The Process
- The Skills
- The Attitude - A Feeling of Capability
- What kind of Negotiator am I - A behavioral test

The Preparing Phase

- The importance
- Preparing vs. Preparedness
- What needs to be prepared
- Analyzing the competition-SWOT with a Twist
- Analyzing the customer

The Discussing Phase

- Establishing position and interest
- Recognizing Desirable and undesirable behaviors
- Questioning, listening and conversation technique
- Understanding the position and interest

The Proposing Phase

- If..then...+... technique
- Choosing variables
- Effect of moving on price
- Cost vs. Value matrix
- Volume Vs. Discount profitability view

The Bargaining Phase

- Customer tactics vs Counter tactics
- Three types of negotiators
- Handling the deadlock
- Dealing with hard bargainers

The Behaviors to Succeed

- Being seen as value adding
- Being trustworthy
- Being clever but credible
- Being financially savvy

"Negotiating is a lot more than mere bargaining"



KEY ACCOUNT MANAGEMENT



For Whom

- Major Account Managers
- Key Account Managers
- Strategic Account Managers

At the end of the programme the participant would have learnt

- The importance of creating a structured plan for a key account
- Arriving at the ideal Opportunity - Offer matrix
- Building, Measuring and Managing relationships
- Becoming a Trusted Advisor



BEFORE THE PROGRAMME

A readout to get ready for the programme

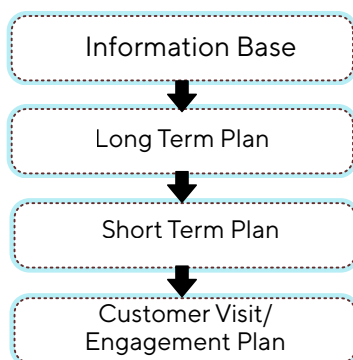


AFTER THE PROGRAMME

A 20 min ONE on ONE coaching



The Four Part Framework



The Role of a Key Account Manager

- Who are our Key Accounts ?
- How do we classify Key Accounts?
- Balancing today and tomorrow

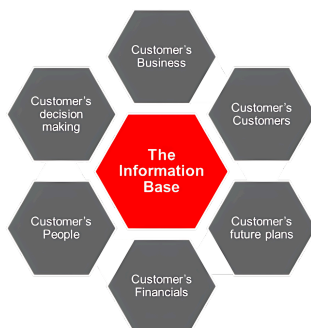
The Fundamentals of Key Account Management

- Plan and Process
- Strategy
- Relationship Management

The Opportunity – Offer Matrix

- Mapping the customer opportunities
- Building the opportunity offer matrix
- Prioritizing the opportunities

Building the Information Base



Measuring and Managing Relationships

- The 3 connects



- Stakeholder Management
- Brickwalling the customer

A Comprehensive Live Account Planning Exercise

"This company treats me as though I am its only Customer"





Mercuri India Sales School

THE NEW SERIES

Customer Service

1
DAY

For Whom

Any one in Customer Service –
Service Executives, Support Engineers
and Service Engineers

At the end of the programme the participant would have learnt

- Skills, Process & Tools to become customer centric and serve the customer
- An engaging customer communication methodology
- How to handle conflicts and complaints



Customer Service – The fundamentals

- The importance of serving the customer
- Good service is profitable!
- The benchmarks for customer satisfaction



Customer service – The elements

- What is customer service ?
 - Systems, Skills and Attitudes
- The components of customer service
 - Facts and Behavior
- The moments of truth



Customer Service – Skills and behaviour

- Questioning
- Listening
- Empathy and projection
- Problem solving
- Being Assertive



Customer Service – Handling difficult situations

- Dealing with complaints
- Dealing with challenging customers
- Converting difficult situations into customer confidence building



Customer Service – Remaining self motivated

- The tough role of a service person
- The value of self motivation
- How to remain positive

“Behaviour is at the heart of great service”

Sales Coaching

For Whom

Any Experienced Sales Manager who likes to excel in coaching

At the end of the programme the participant would have learnt

- What makes a good coach
- The different ways to use coaching to motivate people
- Learn how to coach for different needs



Coaching- an overview

- What is Coaching
- Why is Coaching Critical
- The benefits of coaching
 - Benefits for the organization
 - Benefits for the team
 - Benefits for the coach



Motivational coaching

- What does the team expect from the Coach
- The Three Drivers for the team
 - The need to Achieve
 - The need to Learn
 - The need to Contribute



What is needed to be a coach

- The Attitude – belief in self / belief in others
- The core skills
 - Having conversations
 - Sensing and observing
 - Giving feedback
 - Taking feedback



Coaching on the field

- The aspects of field coaching
- A structured template for field coaching
- Energising the coaching experience



Coaching for different needs

- The five areas of coaching
 1. Knowledge
 2. Skills
 3. Process
 4. Behavior
 5. Attitude
- How does the coaching process differ for the above

“To coach is to learn twice!”

Data Orientation and Analysis

For Whom

Any sales professional requiring ability to use and analyze data for performance

At the end of the programme the participant would have learnt

- The need for Data orientation in sales and business
- How to build a desire to work with data and overcome traps and barriers in data handling
- Essentials of data analysis and decision making



Analysis

- What is analysis
- The common errors in analysis
- Why the errors
- 3 major traps in data driven decisions
- Fundamental techniques of data analysis in sales



Data affinity and use of data

- Building the desire to work with data
- 8 Reasons to Resist Data
- 6 reasons to start liking working with data in depth
- What is data literacy
- Exercises



Techniques of data analysis

- Identifying the root cause
- Choosing the right option
- The cause effect linkage
- Analyzing success as well as analyzing lost orders



Data driven decision making

- Are your decisions based on intuition or data?
- Examples of data driven decision making
- Success stories in Data Driven Decision Making
- Benefits of Data Driven Decision Making
- 5 Best Practices in Data Driven Approach to Sales



Several exercises of data analysis as part of DATA GYM

"Data doesn't lie"

Financial Acumen

1
DAY

For Whom

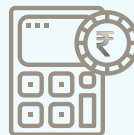
Experienced Sales people requiring to improve basic Financial Acumen

At the end of the programme the participant would have learnt

- Basics of business finance and how they connect to sales
- Develop comfort with key financial concepts and ratios
- Learn the impact of sales decisions on the company's financial performance



Core Principle Behind Every Business



Basics of Business Finance

- The Contribution Method
- Working capital and cash flow
- What is working capital
 - Where does working capital get tied up
 - Cost of receivables
- The Funding of a Business
- Understanding the Financial Statements
 - The key financial performance ratios
 - The ratios that sales can make a difference to



Financial Maturity for Sales (B2B Selling through channels)

- Discount Vs Volume
- Price reduction vs Profit impact
- Margin Vs. ROI
- Understanding Financial impact of Sales and Negotiating decisions



Steering Channel Profitability

- Understanding channel financial Metrics
- Having effective business conversations with the channel
- Analyzing channel performance
- Being seen as a financial advisor



Simple Effective Exercises of Analyzing P&L and Balance Sheet

"Finance can be fun too"

The Classic Series - 2 Days Each

(Investment Rs.19,900/- + GST - Per Person per programme)

ESSENTIAL SELLING SKILLS

Bangalore April 23-24, 2026 (Thr-Fri)
Chennai May 15-16, 2026 (Fri-Sat)
Mumbai June 12-13, 2026 (Fri-Sat)
Hyderabad July 17-18, 2026 (Fri-Sat)
Pune August 7-8, 2026 (Fri-Sat)
Kolkata August 21-22, 2026 (Fri-Sat)
Ahmedabad Sep 17-18, 2026 (Thr-Fri)
Coimbatore Oct 9-10, 2026 (Fri-Sat)
Delhi Jan 8-9, 2027 (Fri-Sat)

VALUE BASED SELLING

Delhi July 10-11, 2026 (Fri-Sat)
Bangalore August 20-21, 2026 (Thr-Fri)
Pune August 21-22, 2026 (Fri-Sat)
Chennai Nov 13-14, 2026 (Fri-Sat)
Mumbai Dec 11-12, 2026 (Fri-Sat)
Pune Jan 8-9, 2027 (Fri-Sat)
Hyderabad Feb 12-13, 2027 (Fri-Sat)

LEADING SALES TEAM FOR PERFORMANCE

Bangalore June 11-12, 2026 (Thr-Fri)
Mumbai July 10-11, 2026 (Fri-Sat)
Chennai July 24-25, 2026 (Fri-Sat)
Hyderabad Nov 19-20, 2026 (Thr-Fri)
Delhi Dec 11-12, 2026 (Fri-Sat)

HIGH IMPACT PRESENTATIONS

Bangalore July 16-17, 2026 (Thr-Fri)
Mumbai Jan 21-22, 2027 (Thr-Fri)

SALES NEGOTIATING SKILLS

Delhi May 22-23, 2026 (Fri-Sat)
Chennai June 19-20, 2026 (Fri-Sat)
Bangalore Sep 17-18, 2026 (Thr-Fri)
Mumbai Oct 9-10, 2026 (Fri-Sat)
Pune Dec 4-5, 2026 (Fri-Sat)

KEY ACCOUNT MANAGEMENT

Chennai Sept 18-19, 2026 (Fri-Sat)
Mumbai Sep 11-12, 2026 (Fri-Sat)
Hyderabad Dec 17-18, 2026 (Thr-Fri)
Bangalore Jan 21-22, 2027 (Thr-Fri)

The New Series - 1 Day Each

(Investment Rs.9,990/- + GST - Per Person per programme)

CUSTOMER SERVICE

Bangalore July 24, 2026 (Fri)
Chennai Nov 20, 2026 (Fri)

SALES COACHING

Bangalore Oct 9, 2026 (Fri)
Delhi Nov 20, 2026 (Fri)

DATA ORIENTATION AND ANALYSIS

Mumbai Sep 18, 2026 (Fri)
Bangalore Feb 12, 2027 (Fri)

FINANCIAL ACUMEN

Mumbai August 13, 2026 (Thr)
Delhi Feb 12, 2027 (Fri)



***Sales Capability building cannot wait
because Sales Performance cannot wait!!***



REACH US AT



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