



Case Study

Strengthening Negotiation Capability

International Engineering Organisation

The Challenge

An international engineering organisation relied on a sales team made up primarily of engineers who had moved into sales roles by default. While technically strong, they lacked confidence and structure in high-stakes commercial negotiations.

These individuals were responsible for negotiating multi-million pound contracts with highly experienced procurement professionals. As a result, the organisation was losing margin during negotiations and experiencing a drop in confidence across the team.

This became particularly critical as the business was undergoing a takeover, placing additional pressure on performance and consistency.

The Strategy

A fully bespoke two-day negotiation skills programme was designed to address the specific challenges faced by technically minded professionals in commercial discussions.

The programme was delivered globally across three continents to approximately 100 customer-facing engineers, as well as middle and senior management to ensure alignment and consistency.

The approach included:

- Practical negotiation frameworks tailored for engineers

- Real-world scenarios based on multi-million pound contract situations
- Techniques to build confidence in high-pressure negotiations
- Alignment sessions with leadership to embed a consistent approach
- Post-training action planning to drive immediate implementation

The Results

Improved Margins Across Multi-Million Pound Deals

Following the training and immediate implementation of action plans, the organisation saw rapid improvements.

Engineers reported increased confidence in handling complex negotiations, and this translated directly into stronger commercial outcomes.

- Noticeable increase in confidence across the sales team
- Improved negotiation performance against experienced buyers
- Stronger protection of margins on large-scale contracts
- Greater consistency in approach across global teams

Key Takeaway

This case study highlights the importance of equipping technical professionals with the commercial skills needed to succeed in high-value negotiations.

With the right training and structure, even those who do not see themselves as traditional salespeople can perform with confidence and deliver significant financial impact.