

Improving Go-to-Market in Scale-up Phase

Design and implementation of sales operating model for green Hydrogen and Ammonia engineering scale up

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Before starting this project, we were afraid that changing the way sales works would be very difficult and people would find it very hard to let go of their old habits. Both the subject matter expertise as well as the change management skills of RevelX made this whole process much easier than we anticipated

- Paul Baan
CEO, Proton Ventures

About the client

Proton Ventures is an independent ammonia engineering company operating in the chemical industry and one of the pioneers in the energy transition. Since 2001, Proton Ventures provides innovative engineering and turnkey solutions for world-scale storage terminals, ammonia production units and other ammonia-related process applications. Proton Ventures strives to be a key player in the ammonia value chain and chemical energy storage, making renewable energy accessible to everyone. They offer services in the field of Project management, engineering, procurement & implementation including cost calculations ranging from feasibility assessments up to turnkey projects. As a technological innovator, we enable our global partners to benefit from our safe, reliable, efficient, and environmentally responsible solutions.

The Challenge

The market for green Hydrogen conversion, storage and transport via Ammonia is booming, causing Proton Ventures double revenue every year. The number of sales leads is increasing at such a high pace that Proton Ventures wanted to rationalize its commercial processes, from lead qualification all the way to contract acceptance.

The Solution

In several interviews and workshops, we have supported the Proton Ventures' external and internal sales teams to design and implement an improved commercial process. This new process was built up with clear phases, qualification criteria, stage gates, checks and balances, and practical task and role definitions between various departments. Especially the go-no go decisions in which both sales and delivery were involved proved to be of great value.

Results

Some 50% of all projects in the sales funnel have been processed according to the new way of working and already a big effectiveness and efficiency improvement has been realized. Especially due to the much closer connection between sales and delivery in the commercial process and the clear checks and balances lead to better handovers from sales to delivery. Also, much less time is spent on leads with a low chance of turning into attractive projects.

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