



MERCURI INTERNATIONAL

Implementing Value-Based Sales training for AHI Carrier

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Why Mercuri?

Recognizing the evolving landscape of customer engagement, AHI Carrier sought to enhance its service division's approach to sales. Traditionally, this team operated reactively, addressing customer issues as they arose rather than proactively identifying additional value opportunities. To address this, AHI Carrier partnered with Mercuri International to develop and implement a value-based sales training program tailored specifically for this purpose.

AHI Carrier, a global leader in heating, ventilation, and air conditioning (HVAC) solutions, operates in over 100 countries with a diverse portfolio of products and services. With a workforce of 500 employees across 30 offices worldwide, AHI Carrier provides both equipment sales and aftermarket services, including maintenance, repairs, and modernization solutions.

The challenge

AHI Carrier's service teams have long been recognized for their strong technical capabilities and dedication to customer satisfaction. However, as customer expectations evolve, there was an opportunity to elevate the role of service personnel from problem-solvers to a more consultative, value driven sales mindset.





The key obstacles included:

- **Mindset shift:**
Service teams traditionally focused on solving technical issues, and the shift to a more consultative, sales-oriented mindset required support and reinforcement.
- **Development opportunity:**
While highly technically skilled, some team members had limited exposure to commercial discussions, which required new confidence-building tools and approaches.
- **Custom training needs:**
A traditional sales training program would not be effective for service functions unfamiliar with commercial engagements.
- **Global deployment complexity:**
AHI Carrier needed a training program that could be adapted across multiple regions with different regional dynamics and operational setups.
- **Post-training adoption:**
Ensuring long-term engagement and implementation of the newly learned sales techniques posed a significant challenge.

Mercuri's solution

Mercuri International began by bringing in a consultant with a strong background in service transformation, having previously led ABB's service division. This ensured the program wasn't just a generic sales course, but a practical and credible curriculum that resonated with AHI Carrier's technically focused service engineers.

The pilot was launched in Greece—home to one of AHI's longest running service operations. A local Greek trainer was certified in the methodology to ensure cultural fit and effective delivery. Although discovery sessions were conducted with the New Zealand team to shape the content, Greece was chosen as an ideal starting point due to its organizational readiness.

The training model blended in-person and virtual components, providing structured learning with built-in reinforcement. Engineers received practical tools to help them integrate new behaviors into their daily routines, from customer engagement frameworks to pipeline tracking templates. Strong cross-functional support from HR and commercial leadership in both Greece and the UAE helped embed the program into the broader organization, while Mercuri's global coordination underscored its ability to execute complex rollouts across borders.

"It actually proved to be a complete mindset change for the team. Now they're much more proactive."

– Iain Begg, AHI Carrier



Key highlights

Curriculum design:

Led by a Mercuri senior consultant.

Discovery phase:

Input gathered from New Zealand; pilot implemented in Greece.

Training format:

- Two full-day, face-to-face workshops
- Four virtual coaching follow-ups
- Templates for CRM, pipeline, and customer dialogue

Local delivery:

Greek trainer certified for rollout to ensure cultural alignment.

Cross-functional collaboration:

HR and commercial teams from Greece and UAE involved.

Global coordination:

Program designed in Australia, managed from Sweden, delivered in Greece.

- **Organizational restructuring:**
The success of the program led to the creation of dedicated service sales teams, reinforcing the shift from a reactive to a proactive service model.
- **New strategic wins:**
The value-based approach contributed to landing a major new customer in Greece. Within a year, AHI Carrier secured deals for multiple 30XBE1300 units, modernization and controls, a maintenance contract covering key factory cooling units (Bitzer, Copeland, Howden), as well as repair services for third-party chillers and water treatment systems. A broader chiller contract is also underway.
- **Employee development:**
Young engineers, such as Christina from Greece, embraced the program and progressed into sales leadership roles.
- **Standardized sales processes:**
Templates developed during the training are now integral to daily operations, ensuring consistent follow-up and pipeline development.
- **Customer engagement shift:**
Engineers began identifying upselling and cross-selling opportunities, leading to improved customer satisfaction and service innovation.

Results and success metrics

The training program delivered tangible improvements for AHI Carrier's service business:

- **Revenue growth:**
Sales performance increased by 25% in the first year following implementation in Greece.

Looking ahead


Mercuri International's value-based sales training for AHI Carrier proved to be a transformational initiative, shifting the mindset of service engineers from transactional responders to proactive advisors. By tailoring the program to the specific needs of service teams, leveraging localized trainers, and embedding practical tools for long-term adoption, AHI Carrier saw significant improvements in both revenue and operational efficiency.

As the company navigates organizational changes, the groundwork has been laid for a global rollout, with regions like South Africa under consideration. The success in Greece has demonstrated a clear ROI, and with internal advocates emerging and processes institutionalized, AHI Carrier's partnership with Mercuri International exemplifies the power of strategic, well-executed sales training in the service industry.

"They understand your problem, they're experienced, and they know this business that we're in. I've only got good things to say about the experience."

– Iain Begg, AHI Carrier





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Grow your business



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