

Questions about working together

I help founders and teams connect their goals with what customers value and what the business can deliver. Each consulting programme is tailored to the business.



15 QUESTIONS ■ 2 SECTIONS ■ UPDATED 4 OCTOBER 2026 ■

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PART 01

Choosing the right help

Q01

I'm overloaded and still doing the selling. What kind of help do I need?

Start with what is taking your time. Slow follow-up may call for better processes or extra support. If your offer and customers are clear, you may need more selling capacity. If they aren't, adding sales activity can repeat the same problems. We work out what would actually help.

Q02

Do you offer part-time or fractional sales support in London?

Yes. I am a London-based fractional go-to-market and business development consultant. Fractional means experienced support for an agreed amount of time. This is a consultancy engagement that can include hands-on selling, commercial planning or support alongside your team, depending on the scope.

Q03

Do I need a salesperson, a sales leader or a consultant?

A salesperson develops opportunities and wins business. A sales leader builds and directs the team, process and performance around that work. A consultant steps back far enough to diagnose what is missing, define the commercial problem properly, and help design the system that should exist before more activity is added.

Sometimes a business needs one of those things. Sometimes it needs a blend. Fractional only describes the working arrangement. It doesn't prescribe the dosage. The real decision is whether you need someone to simply go through the motions, or someone who can see the bigger picture and cares about how each part must work together to achieve desired results.

Q04

Is the consulting programme tailored to my business?

Yes. Every business is different. We build the programme around your goals, customers, capabilities and what is already working. I bring a consistent approach to

understanding the evidence, but the scope, pace and deliverables are bespoke. There is no single programme or silver bullet that fits everyone.

Q05

Where do we start?

A fifteen-minute conversation to start. Then, usually, a paid Commercial Diagnostic lasting two to three weeks depending on complexity and availability; some situations may require more time. Before recommending activity, I want enough evidence to understand where the friction is coming from, what is actually constraining growth, and what deserves attention first. It takes time to look across the business properly, and some intentionality to do so, because the goal is not to do more of the same. It is to understand what will make the business stronger over the long term.

You leave with a clear written diagnosis, the decisions it supports, and a prioritised action plan you can use with or without me.

Q06

What if our offer or information is still developing?

Bring what you have: proposals, customer feedback, sales information and your goals. We organise it, work through contradictions and clarify what is ready to sell and what still needs checking.

Q07

Why spend time on customer fit?

Choosing the right customers changes almost everything downstream — your positioning, message, sales effort, delivery model and economics. We look for the places where reciprocal value is strongest: customers you can serve unusually well, who have a meaningful reason to choose you, and whose business helps support the company you actually want to build.

Good customer fit reduces wasted effort, improves qualification and gives you more room to compete on your strengths rather than on somebody else's terms.

Q08

What will we have afterwards?

An initial engagement should result in something practically useful. Depending on what the work uncovers, that might mean Ideal Customer Profiles (ICPs), clearer positioning and messaging, marketing copy, prioritised target accounts, segmented territory planning, qualification criteria or commercial collateral.

PART 02

Experience and working together

Q09

Can you support an established business or corporate sales team?

Yes. I can work alongside your team on new business, strategic accounts, partnerships and entering new markets. I also help improve the information, materials and systems supporting the sale. We agree responsibilities and how I work with colleagues, specialists and leadership.

Q10

What sectors and business sizes have you worked in?

My background spans over 20 years across very different commercial environments — from hospitality, enterprise software, regulated payments, professional services, to wholesale, custom elevated lifestyle apparel manufacturing, and more. I've worked inside founder-led businesses, growth-stage companies and global organisations including SAP, and sold into customers ranging from SMEs to major brands, professional sports teams and destination retailers.

That range matters because the mechanics of growth change with the business. A founder-led company with a small team does not need the same commercial system as a global enterprise, and a relationship-led wholesale business does not sell the same way as technology or professional services. The advantage of working across those environments is learning which principles travel well, which do not, and how to adapt the system to the business rather than forcing the business into a familiar playbook.

Q11

What business development results have you delivered?

Across a quota-carrying career since 2006, I've averaged roughly 110% of target. In my longest recent tenure, that figure was closer to 170% over eight years while growing a multi-state territory from roughly US\$300,000 in annual revenue to a US\$2.7 million peak. That was in custom apparel and wholesale working with professional sports teams, premier brands, and major destination retail customers. I've also built millions of dollars in pipeline for technology companies such as SAP and maintained 95%

It might instead be a roadmap of potential projects and priorities. Perhaps we meet with your most loyal customers to develop a referral programme, or a Voice of Customer feedback process. It could lead to CRM design and AI stack enhancements, website strategy, or a practical playbook for what happens next.

The outputs are chosen because they solve the problem we found, not because they happen to be on a standard consulting menu. They should be clear enough to use, share with your team, and continue building from whether I remain involved or not.

retention across a portfolio of approximately 300 merchant accounts in a highly regulated industry. The throughline has been a commitment to both the customer and the business.

The numbers paint part of the picture. They serve as evidence of judgement gained through adaptation. But I have also had the more important and less visible privilege of being a mentor, a trusted confidant to a colleague, of earning real relationships with customers that survive the role.

Navigating sales is like pushing a ship through choppy waters. Conditions change, buyers hesitate, budgets move and competitors react. Effort matters, but so does the buoyancy and design of the vessel — the positioning, information, qualification, proof, systems and commercial judgement underneath the activity. The better those are built, the more confidently a business can keep moving when conditions inevitably change.

That judgement, pattern recognition and creativity born from experience is what I bring into the work now. Not dusty numbers or a recycled sales playbook. My aim is that the next commercial success I have is yours.

Q12

Where can I see your CV and references?

My [LinkedIn experience](#) gives the career history behind this work, including employers, responsibilities and results. Ask me for a CV relevant to your needs. References and supporting examples can be discussed where permission allows.

Q13

How do we know the work is helping?

We agree what progress should look like. That might mean clearer decisions, better opportunities or fewer surprises for customers. Sales results and visibility in search or AI depend on several factors and cannot be guaranteed.

Q14

How do fees and working arrangements work?

Scope, timing, responsibilities and fees are agreed before anything begins. The structure depends on what the work actually requires.

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- **Defined projects** — a Commercial Diagnostic, ICP and segmentation work, messaging, CRM design, commercial collateral or another clearly scoped piece of work.
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- **Fractional support** — an agreed amount of recurring capacity where the business benefits from continuity rather than a one-off project.
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- **Commercial execution** — where I am directly responsible for developing opportunities or sales, we can agree an appropriate retained and/or performance-based structure.
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- **Remote and in-person** — I work remotely, meet clients in person in London, and can travel where the engagement warrants it.
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- **UK and US** — I am a US citizen with full right to work in the UK without employer sponsorship, which can also be useful for businesses operating across both markets.
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- **Capacity is intentionally limited** — fractional means reserving the right amount of experienced support for the problem, not unlimited availability hidden inside a monthly fee.
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Q15

How much will it cost?

I would rather give you a useful ballpark than make you book a call simply to discover whether we are in the same universe.

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- **Commercial Diagnostic:** typically around **£1,500–£3,000**, depending on complexity and the evidence available.
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- **Defined projects:** often around **£1,250–£4,000+**, depending on scope, systems, implementation and how much already exists.
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- **Ongoing fractional support:** typically around **£2,500–£5,000 per month**, depending on the capacity reserved and level of responsibility.
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- **Day-based work:** roughly **£625 per delivery day** where that is the most sensible way to scope the work.
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- **Performance compensation:** may occasionally form part of an engagement where I am directly responsible for originating or progressing sales; that is agreed separately rather than applied as a default.
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Those are guide rails rather than a menu I force every problem into. A tightly defined project may be far more useful than a large retainer, while a business that needs ongoing commercial capacity may be better served by reserving it properly.

I do not have unlimited time, so the aim is to agree a structure that is fair to both sides and gives the work enough attention to be useful.

Tell me what you want to achieve. You can also read selected work.