

THE MARBLANC PLAYBOOK

From 0 to 510 installs.

Practical lessons from building Marblanc Solar: what we learned about leads, sales, operations and the mistakes that held us back.

510+	€20M+	30+
INSTALLS	ACTIVE PIPELINE	TEAM MEMBERS

By Roman Mitchell and Adam Millington, founders of Marblanc Solar

INTRODUCTION

Most solar companies can sell or install. Few can do both.

We built Marblanc Solar to do both, and we learned most of it the hard way. This guide shares the principles behind our growth, the questions we wish we had asked sooner and the mistakes that slowed us down. It is not a copy of our internal systems. It should help you see more clearly what is holding your own business back.

510+
INSTALLS COMPLETED

€20M+
ACTIVE PIPELINE

30+
TEAM MEMBERS

€1.8M+
SAVED ON CUSTOMER BILLS

4.9★
MARBLANC SOLAR CUSTOMER RATING · 140 REVIEWS

INSIDE

01 Lead generation
02 Appointment setting
03 The sales process
04 Operations
05 Team structure
06 Lessons from our mistakes

WRITTEN BY



Roman Mitchell, CEO & Co-Owner. Leads growth: marketing, sales, brand and finance.



Adam Millington, COO & Co-Owner. Leads operations: install teams, quality, paperwork and aftercare.

Together they mentor established solar company owners through Marblanc Academy.

CHAPTER 01 · LEAD GENERATION

Give value before you ask.

01

The best solar leads arrive already understanding why solar might suit them. Useful information attracts better customers than a hard "get a quote" pitch, and the number of leads matters far less than what happens to them next.

FIVE PRINCIPLES

1. **Educate before you sell.** Solar is a large purchase and homeowners are cautious. Marketing that helps them understand their own situation earns attention and trust that a discount rarely does.
2. **Quality beats volume.** A cheap lead that never answers the phone is an expensive lead. Judge every source by what it produces further down the line, not by how many enquiries it sends.
3. **Measure booked and attended appointments.** Cost per lead tells you very little. Cost per attended appointment, and per signed contract, tells you whether your marketing is working.
4. **Let credibility do the heavy lifting.** Reviews, visible installations, a real team and a consistent brand make every advert and every sales call easier to convert.
5. **Market to your capacity.** Demand you can't survey, quote or install promptly wastes money and damages your reputation. Marketing and operations should plan together.

ASK YOURSELF

- ? Do you know your cost per attended appointment, not just your cost per lead?
- ? Which lead source produces the most signed contracts, and which only looks good on a dashboard?
- ? If your leads doubled next month, could your team survey and install them without standards slipping?

IN MENTORSHIP We review your offers, campaigns and tracking with you and show you what to change first.

CHAPTER 02 · APPOINTMENT SETTING

02

Speed and ownership win the booking.

A lead is worth most in the first minutes after it comes in. Interest fades quickly, and the company that calls first is usually the one that gets the appointment.

GETTING THE BOOKING

- **Respond fast.** Call new leads within minutes during working hours, and have a plan for the ones that arrive in the evening or at weekends.
- **Make it someone's job.** Booking appointments is a skill. When it is everyone's side task, it gets done when there is time, which is usually too late.
- **Make responsibility clear.** Every lead needs one person accountable for the next step, and the team should be able to see where each one stands.

MAKING IT HAPPEN

- **Reduce missed appointments.** Confirm promptly, remind the customer beforehand and make it easy to rearrange rather than disappear.
- **Measure attendance, not bookings.** A full diary of appointments that don't take place flatters the team and wastes surveyors' time.
- **Communicate consistently.** Customers should hear from you in the same clear, professional way every time, from the first call onwards.

> "If a lead waits until tomorrow, someone else has already booked them today."
>
> ROMAN MITCHELL, CEO

IN MENTORSHIP We follow your leads from first contact to attended appointment and find where they are being lost.

CHAPTER 03 · THE SALES PROCESS

One clear path to a signature.

03

Every customer should follow the same journey. When they do, you can see exactly where deals stall and fix the right problem.

01 **Enquiry** The customer shows interest	02 **Appointment** A time is agreed	03 **Survey** Roof, usage and bills	04 **Design & quote** A system that fits the home
05 **Presentation** The proposal explained	06 **Signature** The customer commits	07 **Deposit** The installation is booked	08 **Installation** Then final payment

WHAT MAKES IT CLOSE

- **Survey consistently.** Every quote should be built from complete, accurate information gathered the same way each time. Inconsistent surveys lead to inconsistent prices.
- **Present well.** A clear proposal built around the customer's own home and bills persuades far more than a generic brochure.
- **Earn trust with proof.** Reviews, local installations and real savings figures do more than any pitch.
- **Keep pricing clear.** Customers should understand exactly what they are paying for. Confusing quotes create doubt, and doubt delays decisions.
- **Protect your gross margin.** Discounting to win a deal feels like progress until you look at the accounts. Keep pricing decisions with the people accountable for profit until the team has shown it can protect margin.

ASK YOURSELF

? Of the customers you survey, what percentage sign, and do you know the main reason the others don't?

IN MENTORSHIP We work through your sales journey stage by stage, including presentations, pricing and margin.

CHAPTER 04 · OPERATIONS, WITH ADAM

Deliver what sales promised. 04



Sales growth only works if installations keep up. Growth without delivery creates frustrated customers and poor reviews, and poor reviews make every future sale harder.

INSTALL SCHEDULING

One person should own the installation calendar. Signed customers want a date quickly, and a long silence after paying a deposit erodes trust.

INSTALL TEAMS

Clear standards mean quality doesn't depend on who turns up. Train people to the standard and check the work against it.

QUALITY & PAPERWORK

Use the same checks on every job. Photos, certificates and handover documents should be complete before the team leaves site, not chased weeks later.

AFTERCARE

Customers should know exactly who to contact after installation, and get a prompt answer when they do.

REVIEWS

Ask happy customers for a review at handover, while the experience is fresh. Good reviews are earned on site long before you ask for them.

STAYING IN TOUCH

Find genuine reasons to keep in contact after the sale. Customers who still hear from you are the ones who recommend you.

> "Most solar companies are strong at either selling or installing. We built both, because one without the other doesn't last."
>
> **ADAM MILLINGTON, COO**

CHAPTER 05 · TEAM STRUCTURE

Give every role one job.

05



The owner can't be the setter, surveyor, salesperson and project manager forever. Separating responsibilities, and measuring each one, is what lets a solar company grow beyond its founders.

ROLE	OWNS	MEASURED ON
Owners	Direction, pricing and key decisions	Profit and cash
Appointment setting	Contacting leads and booking appointments	Appointments that take place
Surveying	Accurate, complete surveys	Survey quality
Sales	Presentations and signed contracts	Conversion and margin
Project management	The installation schedule and crews	Speed and quality
Customer care	Aftercare and reviews	Satisfaction and referrals

Write it down, then step back. Document how the important work is done so it doesn't live in one person's head. Use technology where it removes repetitive work, not for its own sake. The aim is a business that keeps running well when the founder isn't in the room.

CHAPTER 06 · LESSONS

The mistakes that held us back.

06

None of these are unusual. Most growing solar companies make at least one of them. Spotting them early is far cheaper than learning them the hard way, as we did.

1 **Growing faster than we could deliver.**
Selling more than the business can survey, install and support leads to delays, complaints and poor reviews. Sales growth has to be matched by operational capacity.

2 **Not seeing cash clearly enough.**
Turnover and profit are not the same as money in the bank. Deposits, supplier payments and installation timing need to be visible weeks ahead, not discovered at the end of the month.

3 **Depending too much on individuals.**
When knowledge, customers or diaries sit with one person, the business is exposed every time someone is ill, on holiday or leaves. Leads and processes belong to the company.

4 **Letting follow-up slip.**
More sales are lost to silence than to a firm no. Every open enquiry and every unsigned quote needs a clear next step and someone responsible for it.

5 **Too much manual administration.**
Copying the same information between messages, forms and spreadsheets is slow and causes errors. Cutting repetitive admin frees people for the work customers actually notice.

6 **The founder as the bottleneck.**
If every decision runs through you, you become the limit on growth. Build roles, processes and simple reporting so the business can run without you in the middle of everything.

MARBLANC ACADEMY

Want help applying this to your business?

A personalised 12-week mentorship with Roman and Adam for established solar company owners who want to grow on firmer foundations.

01 Your biggest constraint
We start by finding what is really limiting your growth, so the first weeks go on what matters most.

02 Experienced founders
Work directly with the two people who built Marblanc Solar's sales and operations.

03 Practical implementation
Help putting changes in place, not just advice. Weekly calls, with WhatsApp support in between.

04 Sales, marketing & operations
Improvements across the whole business, from the first enquiry to aftercare.

05 Accountability
Clear priorities each week, guidance specific to your business and someone checking progress.

06 Processes & templates
Access to relevant processes and templates where they suit your business.



Roman Mitchell
CEO · GROWTH
Marketing, sales, brand and finance.



Adam Millington
COO · OPERATIONS
Installations, teams, quality, paperwork and aftercare.

This guide explains what matters. The mentorship is where we apply it to your business: your numbers, your team and your market, with the detail we don't put in a free PDF.

HOW IT WORKS

1 Free discovery call
Tell us about your company. We look at your leads, sales and operations together.

2 Agree the priorities
If we're a good fit, we agree where to focus first and what success looks like for you.

3 12 weeks, one to one
Weekly work with Roman and Adam on the changes that matter most to your business.

Book your free discovery call.

No cost and no obligation.

Book at marblancacademy.com

Or message Roman on Instagram
@romanmitchell.1

Results depend on your business, your market and the work you put in. We don't promise specific revenue, profit, lead volumes or growth.