

	Description	Questions for You	Actions	Tips
<b>M</b>	<b>Metrics:</b> Measurement of quantifiable business benefits resulting from the solution, before and after	<ul style="list-style-type: none"> <li>What are their desired business outcomes?</li> <li>What methods are utilized to measure success?</li> <li>How will they measure success post-implementing?</li> <li>What quantifiable benchmarks do they aim for?</li> <li>Anticipated timeframe for measured improvement?</li> <li>Internal evaluation process for project success?</li> <li>What are their preferred performance indicators for the solution's impact?</li> </ul>	<ul style="list-style-type: none"> <li><b>Data:</b> Collect quantifiable, indisputable metrics relevant to buyer's business outcomes</li> <li><b>Align:</b> Ensure our value prop directly supports their identified metrics or KPIs</li> <li><b>Before-and-after:</b> Share case studies showing the positive impact on similar metrics for others</li> <li><b>Collaborate:</b> Engage Champion &amp; EB to validate &amp; align on metrics and their importance</li> </ul>	<ul style="list-style-type: none"> <li>Think of metrics as "indisputable data to win"</li> <li>Use industry benchmarks/trends for relevant metrics</li> <li>Use question funnels to drill down to metrics</li> <li>Quantify with spend data as much as possible</li> <li>Be prepared to prove cost benefits during POC/POV</li> <li>Tell a transformation story with before &amp; after metrics</li> </ul>
<b>E</b>	<b>Economic Buyer:</b> Person with discretionary control over funds, and ultimate authority to approve/reject a purchase	<ul style="list-style-type: none"> <li>Who has authority to approve/deny this deal? Is this validated?</li> <li>Has a meeting with the EB occurred?</li> <li>Is access to EB secured for follow-up discussions?</li> <li>Has the opportunity been qualified with the EB?</li> <li>Could anyone else influence the decision, funding, or approval beyond the EB?</li> </ul>	<ul style="list-style-type: none"> <li><b>Build relationships:</b> Connect with the EB or with those who can introduce you to the EB</li> <li><b>Understand priorities:</b> Gain insights into EB's decision-making process, priorities, and criteria</li> <li><b>Validate &amp; align:</b> Engage EB <i>early</i> to validate pain, metrics, and align solution with their goals</li> <li><b>Sponsorship:</b> Secure EB's support for engagement and commitment to next actions</li> </ul>	<ul style="list-style-type: none"> <li>Align talk tracks with strategic objectives &amp; priorities</li> <li>Craft concise exec summaries that resonate</li> <li>Timing is Key: Choose the right moments to engage</li> <li>Ensure interactions are strategic &amp; meaningful</li> <li>If blocked, outline why they should sponsor you – what's in it for them?</li> <li>Prep your Champion of all EB touch points</li> <li>Leverage your internal execs for backup</li> </ul>
<b>D</b>	<b>Decision Criteria:</b> Requirements against which each participant in the decision process will evaluate a solution	<ul style="list-style-type: none"> <li>What requirements will they evaluate against?</li> <li>Are the criteria in our favor? Are they buying what we're selling?</li> <li>How do we influence their requirements?</li> <li>How uniquely do we meet criteria vs competitors?</li> <li>Have perceived gaps been proactively addressed?</li> <li>Any additional criteria since we last validated reqs?</li> </ul>	<ul style="list-style-type: none"> <li><b>Influence:</b> Guide the vision early and uncover criteria needed to meet Desired State</li> <li><b>Align:</b> Map features &amp; benefits to decision criteria</li> <li><b>Validate:</b> Verify criteria &amp; reassess as you go</li> <li><b>Hierarchy:</b> Determine the ranking of each criterion to strategize efforts accordingly</li> <li><b>Differentiate:</b> Articulate how you meet &amp; surpass criteria compared to competitors</li> <li><b>Value prop:</b> Customize to address requirements</li> </ul>	<ul style="list-style-type: none"> <li>Early influence is key</li> <li>Be agile &amp; adapt your approach as criteria evolve</li> <li>Foster transparency about criteria to build trust</li> <li>Be keenly aware of competitors and adjust strategies based on their impact on decision criteria</li> <li>Tailor all decks &amp; proposals to address &amp; align with identified criteria</li> </ul>
<b>D</b>	<b>Decision Process:</b> Steps involved to evaluate & select a solution – includes technical, economic, and contractual considerations	<ul style="list-style-type: none"> <li>What steps and roles are involved in the decision?</li> <li>Are process stages and milestones clearly defined?</li> <li>Has this been validated with multiple stakeholders?</li> <li>Align our engagement strategy to their process?</li> <li>All stakeholders identified? Have all been met with?</li> <li>Map of expected sequence of events &amp; timeline?</li> <li>Roadblocks or challenging stakeholders identified?</li> </ul>	<ul style="list-style-type: none"> <li><b>Document &amp; verify:</b> Map process, create Mutual Action Plan, validate steps with stakeholders</li> <li><b>Timeline:</b> Align your sales process with their decision-making timeline</li> <li><b>Strategize:</b> Anticipate potential bottlenecks, prepare strategies to mitigate</li> <li><b>Connect</b> with all relevant stakeholders involved in decision-making, schedule periodic reviews</li> </ul>	<ul style="list-style-type: none"> <li>Map out every single stakeholder &amp; their involvement</li> <li>Ask to meet procurement – it's their job to buy things</li> <li>Maintain clear communication with all involved</li> <li>If you've earned the right to be a partner, you've earned the right to ask about their process</li> <li>Remember: people go on vacation – ask about that</li> </ul>
<b>P</b>	<b>Paper Process:</b> Post-decision steps leading to necessary approvals and final signatures	<ul style="list-style-type: none"> <li>Early on: Has an the Paper Process been discussed?</li> <li>Mid-way: Were initial assumptions &amp; information accurate? What preparation &amp; introductions are needed in order to be ready for closing process?</li> <li>Later: Is there full understanding of the process, people, and timing? Is this all aligned with deployment plan?</li> </ul>	<ul style="list-style-type: none"> <li><b>Document</b> and validate (early &amp; often) the path to approval with deadlines &amp; owners in the MAP</li> <li><b>Compliance:</b> Ensure all contractual &amp; legal requirements are or will be met</li> <li><b>Establish</b> communication channels to expedite paperwork and approvals</li> <li><b>Contingency:</b> Find &amp; plan for potential delays</li> <li><b>Engage</b> Legal &amp; Finance teams early</li> </ul>	<ul style="list-style-type: none"> <li>Having a Champion &amp; access to the EB is critical to running an efficient &amp; predictable Paper Process</li> <li>Don't forget to build a Champion in Procurement</li> <li>Avoid last-minute rush by defining the process early</li> <li>Better to ask than to be surprised by a missing step</li> </ul>
<b>I</b>	<b>Identified Pain:</b> Compelling factors driving buyer to solve the problem or complete an initiative within a set time frame	<ul style="list-style-type: none"> <li>Challenges understood? Why does the pain matter?</li> <li>Why are they buying? What's the urgency &amp; significance of this?</li> <li>What is the impact or cost of this challenge?</li> <li>Who or what suffers if they do nothing?</li> <li>Have they tried solving this before? What changed?</li> <li>Has a compelling event been identified?</li> <li>Do they get how their pain and our solutions align?</li> </ul>	<ul style="list-style-type: none"> <li><b>Discovery:</b> Execute thorough discovery (Disco Calls + NBM) to uncover &amp; understand pain</li> <li><b>Verify</b> relevance of pain to business priorities</li> <li><b>Urgency:</b> Discover driving forces to resolve the pain &amp; who benefits</li> <li><b>Align:</b> Establish clear connection between your solution's capabilities and resolution of pain</li> </ul>	<ul style="list-style-type: none"> <li>Deals that lack pain lose momentum, never move forward without pain or an initiative</li> <li>Learn &amp; use questions that uncover pain</li> <li>Empathize with emotional aspects of the pain</li> <li>Share success stories where similar pain was resolved</li> <li>Understand how the pain conflicts with their critical business initiatives</li> <li>Make sure they understand the cost of doing nothing</li> </ul>
<b>C</b>	<b>Champion:</b> Advocate who actively promotes the solution in your absence, <i>and</i> has power to influence the final decision	<ul style="list-style-type: none"> <li>Who is the Champion? Have I tested them?</li> <li>What motivates the Champion to advocate for us?</li> <li>Has their influence been verified?</li> <li>How can we support their goals or personal win?</li> <li>Who is the competition's champion?</li> <li>What alternative or additional Champions have been considered?</li> </ul>	<ul style="list-style-type: none"> <li><b>Find multiple allies</b> of your solution</li> <li><b>Build trust:</b> establish strong rapport with them</li> <li><b>Align interests:</b> Learn their personal &amp; professional goals &amp; align your solution's benefits to them</li> <li><b>Empower Champions</b> with necessary info/tools to confidently support your solution internally</li> <li><b>Test &amp; maintain</b> their advocacy continuously</li> </ul>	<ul style="list-style-type: none"> <li>Leverage your team to build champions across multiple functions &amp; stages of the process</li> <li>Be genuine – get to know what they care about</li> <li>True champions will... <ul style="list-style-type: none"> <li>Sell your solution when you're not around</li> <li>Make an emotional decision to support you</li> <li>Have credibility &amp; influence in their organization</li> <li>Have their own personal gains to realize</li> <li>Give you information whenever you ask</li> </ul> </li> </ul>
<b>C</b>	<b>Competition:</b> Any person, vendor, or initiative vying for same funds/resources, competing directly with your solution	<ul style="list-style-type: none"> <li>Early: Is there competition? Who/what is it?</li> <li>Mid: What's our competitive strategy? Is it working?</li> <li>Late: Are we the better solution? Are we preferred?</li> <li>Political: Who favors/aligns to the competition?</li> <li>Technical: How do we align to the technical Decision Criteria?</li> <li>Commercial: How are we articulating unique value and/or the lost value of not selecting our solution?</li> </ul>	<ul style="list-style-type: none"> <li><b>Landscape:</b> Research and discover who/what competes for the same resources</li> <li><b>Understand</b> competitor strengths &amp; weaknesses</li> <li><b>Influence</b> solution requirements to position your solution against other options</li> <li><b>Differentiate:</b> Highlight your unique value prop</li> <li><b>Objections:</b> Prepare to address comparisons</li> <li><b>Monitor</b> competitor movements &amp; adapt strategy</li> </ul>	<ul style="list-style-type: none"> <li>Never knock the competition or engage in gossip</li> <li>It's critical to quickly establish who/what your competition is, including what political, technical, and commercial landscape looks like</li> <li>Dig into the pain &amp; requirements to find what aligns to your differentiators</li> <li>Be proactive with objections, never let them fester</li> </ul>