

**ALWAYS
BE
QUALIFYING**

**M.E.D.D.I.C.
MEDDPIC[®]**

**EXCLUSIVE
PREVIEW**



DARIUS LAHOUTIFARD

ALWAYS BE QUALIFYING

Exclusive Preview

MEDDIC - MEDDPICC®

By Darius Lahoutifard

This is not the full book, Always Be Qualifying; the full book was first published in June 2020 and can be purchased on Amazon.

Copyright © Darius Lahoutifard & o1consulting,
2020-2024
All Rights Reserved.

IMPORTANT LEGAL NOTICES **& DISCLAIMERS**

No part of this publication may be reproduced, stored, shared or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, without the prior written permission of the publisher, except under section 107 or 108 of the 1976 United States copyright Act.

MEDDPIC® is a registered trademark owned by Darius Lahoutifard. Some references may appear in this book to trademarks belonging to others not affiliated with the author or the publisher (or Affiliate), including references which may not display the ® symbol. All references to trademarks belonging to third parties shall be understood to refer to those registered trademarks owned by them. Referring to them in the text is not intended to represent a claim of ownership of those trademarks.

The information provided in this book is for informational purposes only and is not intended to be a source of advice. The publisher and the author do not make any guarantee or other promise as to any results that may be obtained from using the content of this book. The content presented in this book may not be suitable for your situation. To the maximum extent permitted by law, the publisher and the author disclaim any and all liability in the event any information, commentary, analysis, opinions, advice and/or recommendations contained in this book prove to be inaccurate, incomplete or unreliable, or result in any losses. The publisher and the author are providing this book and its contents on an “as is” basis. Your use of the information in this book is at your own risk.

Table of Content of the full book

<i>EDITORIAL REVIEWS & QUOTES</i>	13
<i>PREFACE</i>	19
<i>WHO NEEDS TO READ THIS BOOK?</i>	21
1. Your prospect claims they no longer have the budget to purchase.	21
2. Opportunities on your forecast get delayed from one quarter to another.	22
3. Your so-called Champion explains why the Economic Buyer never meets with vendors.	22
4. Your prospect changes Decision Criteria, reducing your chances to win.	23
5. You learn that you have to run another POC before getting the order.	23
6. Prospects' Buyer or Legal Executive refuses to sign your terms & conditions.	24
7. Prospects Buyer asks for a significant discount because they are a big name.	24
8. You believe saying YES to every request from your prospect is the key to success.	25

9. You have taken the free “Introduction to MEDDIC” course at MEDDIC Academy and consider that you learned MEDDIC.....	25
<i>CHAPTER ONE</i>	27
<i>QUALIFYING IS CLOSING</i>	27
<i>CHAPTER TWO</i>	35
<i>INTRODUCTION TO MEDDIC/MEDDPICC</i>	35
What does MEDDIC stand for?.....	36
How about MEDDICC (with a 2nd C)?.....	37
Where do we cover the Competition?	37
Definition of MEDDPICC	38
How did all this start?.....	39
MEDDIC is a Qualification Methodology.....	41
Important Characteristics of MEDDIC.....	43
It is activity based	43
It reveals gaps	44
It is self-assessing	44
It brings a common language to your team.....	44
Your Current Sales Process	45
MEDDIC Helps You Avoid Useless Activities	46

CHAPTER THREE **Error! Bookmark not defined.**

METRICS **Error! Bookmark not defined.**

What is a Metric? **Error! Bookmark not defined.**

Examples of METRICS **Error! Bookmark not defined.**

How to Collect Data **Error! Bookmark not defined.**

Sources of Metrics **Error! Bookmark not defined.**

Metrics and the Economic Impact **Error! Bookmark not defined.**

How to Use Metrics to Attract Prospects **Error! Bookmark not defined.**

Asking Open-Ended Discovery Questions **Error! Bookmark not defined.**

Where to Look for Metrics **Error! Bookmark not defined.**

CHAPTER FOUR **Error! Bookmark not defined.**

ECONOMIC BUYER **Error! Bookmark not defined.**

The Typical Economic Buyer Titles **Error! Bookmark not defined.**

How About the Director of Purchasing? **Error! Bookmark not defined.**

How do you find the EB? **Error! Bookmark not defined.**

Operational vs. Functional Decision Maker **Error! Bookmark not defined.**

How about “Executive Committees”? **Error! Bookmark not defined.**

Tune Your Sales Pitch to the Right Frequency **Error! Bookmark not defined.**

How to Align Metrics with Your Message **Error! Bookmark not defined.**

The Meeting with the Economic Buyer **Error! Bookmark not defined.**

CHAPTER FIVE..... **Error! Bookmark not defined.**

*DECISION CRITERIA***Error! Bookmark not defined.**

Vendor/Partner Criteria**Error! Bookmark not defined.**

Financial Justification**Error! Bookmark not defined.**

Capability Validation**Error! Bookmark not defined.**

Decision Criteria vs. Your Solution**Error! Bookmark not defined.**

The Value Triangle**Error! Bookmark not defined.**

Analysis of The Decision Criteria Triangle**Error! Bookmark not d**

Most important zones**Error! Bookmark not defined.**

How to Act on Each Zone?**Error! Bookmark not defined.**

PARITY & MARKET TRENDS**Error! Bookmark not defined.**

USELESS **Error! Bookmark not defined.**

UNIQUE DIFFERENTIATOR**Error! Bookmark not defined.**

VALUE..... **Error! Bookmark not defined.**

DANGER **Error! Bookmark not defined.**

CUSTOM NEEDS**Error! Bookmark not defined.**

CHAPTER SIX..... **Error! Bookmark not defined.**

*DECISION & PAPER PROCESS***Error! Bookmark not defined.**

Paper Process **Error! Bookmark not defined.**

Compelling Event**Error! Bookmark not defined.**

CHAPTER SEVEN **Error! Bookmark not defined.**

IDENTIFY PAIN.... **Error! Bookmark not defined.**

Types of Pain **Error! Bookmark not defined.**

How to Identify the Pain? **Error! Bookmark not defined.**

Language is Important **Error! Bookmark not defined.**

Consequence **Error! Bookmark not defined.**

Desired Outcome **Error! Bookmark not defined.**

Urgency: Compelling Event **Error! Bookmark not defined.**

Get More Information about the Pain? **Error! Bookmark not defined.**

The MEDDIC Questions **Error! Bookmark not defined.**

The Challenger Consultant **Error! Bookmark not defined.**

CHAPTER EIGHT..... **Error! Bookmark not defined.**

CHAMPION **Error! Bookmark not defined.**

Access to the Economic Buyer **Error! Bookmark not defined.**

Respect & Credibility **Error! Bookmark not defined.**

Favorable Relation with You **Error! Bookmark not defined.**

Personal Win **Error! Bookmark not defined.**

The Champion Needs You to Win **Error! Bookmark not defined.**

Champions vs. Coaches **Error! Bookmark not defined.**

Why Do You Need a Champion? **Error! Bookmark not defined.**

Could There Be More Than One Champion?**Error! Bookmark not defined.**

Why Do You Need a Champion?**Error! Bookmark not defined.**

How to Know if You Have a True Champion?**Error! Bookmark not defined.**

What is the Value to the Customer for Having a Champion? **Error! Bookmark not defined.**

Building Champions**Error! Bookmark not defined.**

How to Identify Your Champion**Error! Bookmark not defined.**

How to Find Champions BEFORE Demos**Error! Bookmark not defined.**

How to Find Champions DURING Demos**Error! Bookmark not defined.**

How to Connect with Champions AFTER Demos**Error! Bookmark not defined.**

Test the Champion**Error! Bookmark not defined.**

CHAPTER NINE..... **Error! Bookmark not defined.**

THE ROI PITCH .. **Error! Bookmark not defined.**

ROI vs. Payback Period**Error! Bookmark not defined.**

The Process to Pitch the Payback Period**Error! Bookmark not defined.**

The Benefit of the Quick ROI Approach through the Payback Period **Error! Bookmark not defined.**

CHAPTER TEN **Error! Bookmark not defined.**

*SAY NO TO QUALIFY AND TO CLOSE***Error! Bookmark not defined.**

Why Say No? **Error! Bookmark not defined.**

How to Say No During Closing **Error! Bookmark not defined.**

Examples **Error! Bookmark not defined.**

CHAPTER ELEVEN 49

MEDDIC vs. BANT 49

 Budget should not be a sales criterion of
qualification. 50

 Neither should Timing 51

CONCLUSION 53

WILL YOU DO ME A FAVOR? **Error! Bookmark not defined.**

ALWAYS BE QUALIFYING :-) **Error! Bookmark not defined.**

ACKNOWLEDGEMENTS **Error! Bookmark not defined.**

EDITORIAL REVIEWS & QUOTES

*“PTC achieved success thanks to the combination of a remarkable product and a talented and productive sales organization. In order to scale our go-to-market capacity, we needed to institutionalize and codify the sales best practices developed by the early team, so that new hires could rapidly ramp to full productivity. That’s what led our sales leaders to develop the MEDDIC methodology. I am delighted to see the book on that methodology published. **ALWAYS BE QUALIFYING** is easy to read and to apply. It’s sharp and to-the-point, just as MEDDIC itself. It’s relevant now more than ever. I highly recommend it to any sales team in technology.”*

- **Steven C. Walske**

Steve is renowned for building one of the most impressive enterprise software sales-driven organizations in the world, PTC, where MEDDIC was born. As CEO, Walske took PTC from founding to over \$1 billion in revenue. Under his leadership, PTC had 40 consecutive quarters of increasing revenues and profits as a public company. His disciplined, methodical practice is now emulated globally. He now serves on the board of several prominent Silicon Valley companies

including Synopsys (NASDAQ: SNPS), Medallia and Platfora. He was previously Chairman at Bladelogic (acquired by BMC Software) and Endeca Technologies (acquired by Oracle). He advises VC-backed companies on sales processes and growth strategies for optimal revenue growth.

“Technology? SaaS? Private Equity? Accelerated Growth? MEDDICC is the gold standard for world class sales professionals and leaders. I have deployed MEDDICC in multiple companies as a CRO/CSO – it is an extremely simple, yet comprehensive qualifying tool to rapidly get to the bottom line and uncover gaps. It is also incredibly flexible – motoring through an entire list of deals or diving deep into each one – the framework supports a tailored approach to sales leader intent. Darius’s persuasive text, with real world examples provide a foundation and set off best practices ready for sales professional/leader use. I highly recommend the book, Always Be Qualifying, to anyone in sales.”

- **Scott Rudy**

Scott is currently Chief Sales Officer at Paycor ; He was an early and successive sales leader at PTC for over 10 years.

"Salesmanship is not an art. It's a structured process. MEDDIC is easy to understand and provides a common

language for any company with the aim to build a professional sales organization. ALWAYS BE QUALIFYING is easy to read and provides a very good structure to the understanding of MEDDIC. The challenges of bringing a product to the market and delivering relevant forecasts are more relevant than ever. ALWAYS BE QUALIFYING will help you understand how to better qualify opportunities, drive sales to closure and reduce risk in your forecast."

- **Göran Malmberg**

Göran is currently Group CEO/President of Mentice AB and Chairman /President of Mentice Inc. Mentice (STO: MNTC) is the world leader in software and hardware simulation solutions for endovascular therapies. Göran was one of the initial sales leaders at PTC who contributed to the early stage growth of the company as well as building the starting blocks of the organization, including MEDDIC sales methodology.

"In the best of times, selling complex enterprise software is an all-in team-based effort; many a times, it's even a 24/7/365 competitive engagement cycle with frequent changes across multiple key decision making constituents and parameters.

Faced with dynamics as such, it's critical for sales teams to constantly and continuously gather both account and opportunity intelligence, analyze it and strategize to make updates and/or revisions to win playbooks. To do so, you

need a proven, structured and easy-to-operationalize Sales Qualification Methodology.

MEDDIC delivers; the qualification workflow and critical gates are laid out enabling both in-the-field execution and coaching/mentoring. And, the MEDDIC workflow is logical and can easily be an overlay on most companies' sales stages, entry & exit criteria. Lastly, MEDDIC is also a great qualification process for (big) deal reviews & inspections, and provides a great, factual learning experience for the expanded sales team.

This is an easy read, and if you are heeding the guidance and advice herein, you and your teams will reap the benefits.

Jump in!"

- **Kris Thyregod**

Kris is currently Vice-President & General Manager EMEA at Silver Peak where the book's author helped implementing MEDDIC globally. Kris has worked in technology for more than 20 years, previously serving in sales and marketing leadership positions at Riverbed, CA Technologies, Dell/EMC and IBM. Mr. Thyregod is a graduate of the Copenhagen Business School and Henley Management College with advanced degrees in organization, strategy and business administration.



"ALWAYS BE QUALIFYING is an easy read with no fluff. After reading this book, the sellers and their managers can surmount their challenges once they learn about successful and unsuccessful qualifications. I really enjoyed the WHY and the HOW of MEDDIC. By the end of this book, sellers and leaders learn how to close deals with no discounts in a timely manner."

- **Ramin Elahi**

Sales Enablement training Manager, Infineon Technologies & Adjunct Faculty, University of California SC Extension

"With the tremendous impact sales teams have on a company's top and bottom line, it is critical that the quota carrying professional can ramp up quickly, disqualify opportunities not likely to close, and relentlessly focus on qualifying the opportunities that will exceed their goals. Darius Lahoutifard's Always Be Qualifying crystallizes the techniques and mindset a top enterprise seller needs to achieve these objectives. This book is not filled with academic theories, but rather, it arms the seller with the highly practical sales qualification methodology and techniques known as MEDDIC, which Mr. Lahoutifard helped shape while he was an early sales leader at PTC. He emphasizes the need for sellers to continuously qualify opportunities throughout the sales cycle, to stop wasting time on dead-end deals, and focus on those that deserve their attention. It's a

methodology that shifts the urgency onto the buyer so the compelling event is not the sellers need to close a deal, but the buyer's need to avoid missed revenue, missed cost savings, or reduction of risk. Always Be Qualifying also highlights the unexpected benefit MEDDIC has on improved team spirit and cohesiveness because the MEDDIC methodology not only improves sales performance, it creates a common language and understanding across the entire selling team.”

- **Kevin Matsushita**

Kevin is Head of Partnerships and Alliances at MindTickle, a technology leader in sales readiness & sales enablement platform & software for improving seller effectiveness and increasing revenue.

PREFACE

WHY THIS BOOK?

In the past few years, companies large and small have called on me to get help with their non-performing sales team. The described symptoms are different from one company to another. Some need more revenue. Others complain about unreliable forecasts, with deals slipping constantly from one quarter to another before being lost or even abandoned a few quarters later. Some CEOs notice unproductive sales teams with an unusually high number of non-quota-carrying people needed in the sales force, hitting the bottom line hard. All these symptoms are related to the same illness: inability to qualify.

Since most sales teams put in place organizations including SDR (Sales Development Representatives) or BDR (Business Development Representatives) who qualify leads for Account Managers, there is a wrong unstated assumption, widely spread, that once a lead is qualified, the inside sales or

field sales will have to work on them until they are won or lost. Ongoing qualification is often the issue. Qualification is not a binary step of the sales process. Qualification is a mindset and a habit to apply throughout the sales process, from the first call to closing. This book covers both the Why and the How of sales qualification.

I was an early sales leader at PTC where the MEDDIC methodology took shape. I am also the founder of MEDDIC Academy, the first platform to bring the qualification methodology online. This book describes the M.E.D.D.I.C. and the MEDDPICC® sales methodology in depth. This is not a book of theories, research, or academic concepts but pure execution techniques with practical recipes. At a high level, MEDDIC is a checklist that helps sales professionals reveal the gaps in an opportunity and execute correctly to fill those gaps and close the deal or drop it early. This book is an excellent complement to the training and workshops we deliver online and in-person globally.

WHO NEEDS TO READ THIS BOOK?

Enterprise sellers may look healthy, be in great shape, be fun to interact with, and show amazing forecasts at the beginning of the quarter. But sometimes, despite the great look, they find reasons why their deals don't close on time.

If you or your team members are experiencing any of the following symptoms, you need to drop everything and get an in-depth education on MEDDIC/ MEDDPICC® now.

1. Your prospect claims they no longer have the budget to purchase.

Sounds familiar? A deal is in the “commit” forecast for the second quarter in a row, and the prospect sends you an email saying, “Unfortunately we’ll need to postpone the project to next year, since the budget allocated for this project is no longer available.” You consider this a legitimate case where nothing can be done. If there’s no budget, then they can’t buy, right? So you take it off the forecast and move it to the pipeline for next year. You love working on long-term deals and building the pipeline for the future.

2. Opportunities on your forecast get delayed from one quarter to another.

You are in a deal review session with your sales manager and share the news that a prospect sent you an email saying, “Unfortunately we’ll need to postpone the project to next year. This project is not a priority right now.” You dig in with the prospect and find out that their CRM (Customer Relationship Management) project is taking all their IT team’s resources. You understand that you can’t do anything. If there are no resources allocated, then they can’t run a POC (Proof of Concept), etc., right? So you take it off the forecast and move it to the pipeline until the prospect is ready to act. You are excited that you are building your next year pipeline.

3. Your so-called Champion explains why the Economic Buyer never meets with vendors.

Your sales manager wanted you to obtain a meeting with the EB. You asked your “champion.” He/she replied that he/she can meet with the sales manager, but that the EB never meets with vendors. Since it appears to be a rule at this company, you share the information with your sales manager and respectfully explain it’s not going to be possible at this

account on your forecast. You enjoy the transparent communication with your sales manager.

4. Your prospect changes Decision

Criteria, reducing your chances to win.

You are selling a SaaS (Software as a Service) CRM solution, competing with an on-premises offering. Although the prospect was only looking for SaaS architectures at the beginning, they inform you that they have changed their mind, and they now consider on-premises solutions can also be used. They state that on-premises architecture presents some benefits in terms of security. You think that's a legitimate observation and, since they are still considering the SaaS model as acceptable, then there is no reason to object or worry. You are happy that the prospect is moving forward with the project. You put the champagne in the fridge.

5. You learn that you have to run another POC before getting the order.

After running the POC, the prospect mentions some aspects have been omitted in the POC and that you need to run another one. You talk to your Sales Engineer and Consultants and prepare them for another POC. You feel good, since it will make your case stronger when it will be shown to

the decision makers. You are more confident about this deal in your forecast.

6. Prospects' Buyer or Legal Executive refuses to sign your terms & conditions.

You have been working on this deal for a year now. We are a week away from the end of the fiscal year, and you are checking emails, waiting for your PO. That's when you receive a call from your "champion" informing you that they are preparing a PO with their General Procurement Terms that they use with all vendors and that they won't be signing your license agreement. This symptom is usually accompanied with high fever and above-normal blood pressure.

7. Prospects Buyer asks for a significant discount because they are a big name.

They say they have the choice between two possible vendors and that the other vendor has made an attractive offer. Your solution now requires a 40% discount to be considered for purchase. You are excited to have brought the deal this far and to hopefully be the one who will sign this "big name." The discount appears high to you, but, hey, if your sales management wants the deal they have to accept it, no?

You invite your significant other to dinner to celebrate the progress with the customer.

8. You believe saying YES to every request from your prospect is the key to success.

You are proud of your business background and have been raised with the saying, “The customer is always right.” So, if the prospect or customer is asking for something that your company can’t deliver, then it’s not your fault. You feel like a very positive and contributing member of the company and decide to send the prospect’s requests to marketing and a few more people in management as something the company needs to solve in order to address your market. You also expect congratulations in return.

9. You have taken the free “Introduction to MEDDIC” course at MEDDIC Academy and consider that you learned MEDDIC.

You learned all about MEDDIC. It’s done. Over! You considered it was just another sales methodology. You are proud to know what MEDDIC stands for. It’s not that bad, but most of it doesn’t apply to your business anyway. Now let’s get back to the good old habits.

If you are an individual contributor and are experiencing the above symptoms or similar ones you need to read this book, at a minimum.

If you are a sales manager and see these symptoms in your team members, make sure you have a plan to implement MEDDIC / MEDDPICC® in your organization.

CHAPTER *ONE*

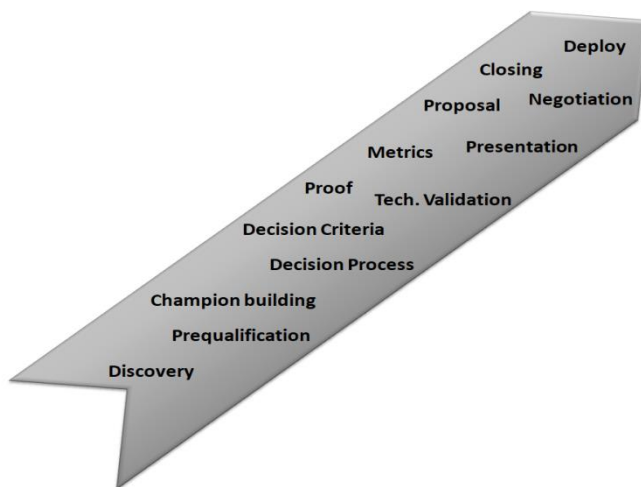
QUALIFYING IS CLOSING

You have probably heard the famous line "Always Be Closing" from the movie "Glengarry Glen Ross" starring Alec Baldwin, Al Pacino, Jack Lemmon, and Kevin Spacey. These words, spoken by the character played by Alec Baldwin, hardly represented a new idea when they were quoted in the movie. More than being just a slogan in a movie, "Always Be Closing" is a concept, a motivational phrase, a philosophy, according to which any good salesman must be in a constant state of closing sales. And the fact that the acronym is ABC, it's a perfect way to assume that it's the ABC of sales.

That type of sales is no longer tolerated among more educated buyers or in more strategic Enterprise type of sales. With the democratization of the Internet in the early 2000s, information became accessible to buyers who became more informed and took away the drive from the sellers. A seller who is "always closing" with no real value added to the buyer appears pushy and is disliked and ignored. Moreover, it's not a smart way to sell anyway, since there are situations where you

need to take a lot of effort only to realize that the buyer will never buy. Worse is even when the buyer ends up buying due to a high pressure from the seller, not because they had evidence of a match between their needs and the product. They'll regret it, try to cancel the sale, or return the product. In the end, at best they'll be an unhappy client, a counter-reference, destroying the seller's reputation.

Closing is obviously a key step of sales because, no matter how well you perform elsewhere, if you don't close the client, then you have wasted your time. But as this sample sales process shows, there are a lot of steps before closing. If you miss some of these steps, and sometimes even if you miss only one of these steps, you can miss the sale.



In other words, there are a lot of things that may go wrong during a sales process that may lead to the delay of the deal beyond your end of quarter (i.e. forecasted as commitment in the quarter). Or they may even lead to the loss of the deal. You may get outsold by a competitor who had a stronger internal support than you. Or you may have underestimated the importance of some features you don't offer. Or the decision makers may consider that there are other investments with a higher priority than yours. I can go on with the list of all the things that may go wrong so that, no matter how great you are as a closer, you will still miss the deal.

Let's take two Account Executives, Megan and Aaron. On paper they have very similar backgrounds: both have bachelors from well ranked universities, and both have two years of sales experience. Megan comes to us from Oracle, where she was a Sales Development Rep. Aaron has a very similar profile, joining us from Salesforce. Both are new to the job, in their first quarter. Aaron appears to be very energetic with quite a high level of activities, such as calls and demos; he also spends more time in the office, while Megan seems to leave often earlier than Aaron. Some say Aaron looks like Alec Baldwin, the "Always Be Closing" guy.

Around the middle of the quarter, Megan's forecast has 10 lines with only three committed deals totaling \$300k

ARR (Annual Recurring Revenue). Seven more deals are in best case, totaling an additional \$700k. Aaron has a more impressive forecast with 10 deals in the commit column totaling \$1M.

One month later, that is two weeks prior to the end of the quarter, on their updated forecast, Megan has \$200k done (two of the committed deals got booked) and still the same \$300k committed forecast for the quarter, with some more deals in best case. The 3rd committed deal is still there in the forecast, although not closed yet. But Aaron's forecast is already half what it was one month earlier, that is \$500k. Moreover he has not closed any of his deals yet. He explains that in one case the client told him they are delaying the purchase. In another case the project was cancelled since the budget was allocated to another project. One client needs more time to run the POC (Proof of Concept) and Aaron feels strongly that the project is delayed by only a couple weeks but won't come in this quarter. For the last deal in the forecast, the client is hit by a massive layoff. But Aaron is very confident that this time his forecast is solid. He feels more upbeat than ever, committing to \$500k.

The quarter ends. Megan scores \$400k. All three deals are signed plus one of the best case deals. Aaron books two deals for \$200k total. Even three of those he had hoped to book just two weeks before the end of the quarter didn't close,

but they were not lost. The great closer in Aaron manages to bring in two contracts on the last day of the quarter. The sales director sighs!

Lack of luck? Bad territory? Just a bad quarter? What is the difference between Megan's clients and Aaron's?

Do you think Megan's clients never have layoffs or any delay in their projects? Of course they do.

Do you think Megan's clients never need more time to run POCs? Of course they do. It happens all the time, right? So why did Megan have a better judgment than Aaron on her deals?

The difference is the QUALIFICATION. It's the assessment of how solid each deal is. It is the ability to remove those pink glasses and evaluate a deal's solidity.

Megan focused on highly qualified prospects. She had the same number of deals as Aaron, but she considered only three of them strong enough to meet her qualification criteria, to be considered in her "committed" forecast. She didn't waste time on deals that she knew would not close.

Aaron was not qualifying his deals, and was working hard to close each and every prospect he could possibly talk to. Despite putting more hours into his work, and despite being a great closer with a likeable personality, he didn't make it.

Successful sellers are those who spend their time with prospects who will end up buying.

It is common sense, isn't it? Still, too many sales people fail to execute qualification. Sellers need to objectively and constantly assess their prospects in order to know if they can be qualified and if they will be closed before a given date.

One short but deep set of simple (but not easy) questions you should ask yourself to qualify an opportunity is the following three famous whys:

Why anything?

Why us?

Why now?

Why anything? Why would the prospect consider buying anything at all? This is about the “I” of MEDDIC as we'll see later.

Why us? Why would the customer award this contract to us? This puts us in the customer shoes and tries to

look objectively the reasons why the main decision makers will trust us. We will see later that this is related to several elements of MEDDIC such as the “M”, the “DC” and the “C” of MEDDIC.

Why now? Why wouldn't the customer delay the decision? What creates the urgency that is pushing the customer to buy now, instead of sometime in the future? We will see later that this relates to the “compelling event” as we cover the “E” and the “DP” of MEDDIC.

Here's my definition of Sales Qualification:

Sales Qualification is the act of assessing prospects, as quickly as possible to determine whether they will buy from us and become successful users of our products and services within a given timeframe, for a given amount.

Now when Aaron learns MEDDPICC® and understands the value of qualification, and he applies it, his numbers will explode, thanks to his high level of activities, focused on the right opportunities.

One hard thing for Aaron will be to stop wasting time with a prospect that does not meet the qualification criteria. But it's necessary to cut some useless activities so that he can focus on more qualified deals and spend his time bridging the gaps in those accounts, taking them to closing.

CHAPTER *TWO*

INTRODUCTION TO MEDDIC/ MEDDPICC®

MEDDIC and MEDDPICC, are recognized sales methodology used in technology and other enterprise sales context, especially when the sales cycle is rather long and complex. It helps vendors to:

- Increase revenue thanks to higher sales productivity
- Improve forecast accuracy thanks to a higher level of intelligence into the prospect's decision-making process
- Reduce costs thanks to savings of presales resources and efforts
- Increase profits thanks to higher revenue AND lower costs
- Create common language in the sales force, leading to more cohesive team spirits

Senior sales leaders who come to discover MEDDPICC® usually describe it as a sharp and practical

methodology in comparison to other methodologies, which are abstract or theoretical and not practical enough.

What does MEDDIC stand for?

MEDDIC is the world's most renowned Sales Qualification Methodology, applicable to any Enterprise Sales Process, which is rather complex. The definition of MEDDIC is the acronym it represents, composed of six elements. They represent the MEDDIC checklist as described below:

METRICS: Measure the potential gain leading to the economic benefit of your solution vs. competition.

ECONOMIC BUYER: Identify and meet the person who has the final word in releasing funds to make a purchase.

DECISION PROCESS: Know and influence the process as defined by the client to make purchase decision.

DECISION CRITERIA: Know and influence the criteria as defined by the client to make purchase decision.

IDENTIFY PAIN: Identify and analyze the pains that require your solution to be relieved.

CHAMPION: Identify, qualify, develop, and test your champion, the person who sells inside the account on your behalf.

In a nutshell, MEDDIC tells you that if you do the above in any complex B2B sales opportunity, you win the sale. If you can't achieve these elements, then avoid spending time

on this opportunity for now, and focus on those you can, or prospect more and bring in new opportunities in the pipeline.

How about MEDDIC (with a 2nd C)?

MEDDIC has a few variants. MEDDIC, with two Cs in the acronym, adds “Competition.” Obviously, knowing your competition and strategizing your account plan based on who you are competing with is absolutely a must. But is MEDDIC without that second C incomplete? Or does it mean you are ignoring the competition? Absolutely not! As a matter of fact, “Competition” is inherently present in every action you engage in the account.

In fact, some MEDDIC elements, such as “Metrics and Decision Criteria,” would not make sense if you don’t refer to competition.

Where do we cover the Competition?

Metrics represent, a comparative measure of benefits, compared to the competition, which could be the incumbent system or the non-decision. Metrics force the seller to consider competition. During MEDDIC courses at MEDDIC Academy, one of the key concepts that you learn is how to link a set of decision criteria to a vendor, whether it’s one of your competitors or your company. Decision Criteria is also another element that forces sellers to consider competition. Are the

decision criteria in your favor or in favor of one of your competitors? Is the playing field level or tilted?

Adding a C for competition, helps to emphasize that we need to know who we are competing with, what their weaknesses and strengths are, and, most importantly, who their champion is.

MEDDPICC

MEDDPICC emphasizes the paper process and the Competition. Sellers need to understand the process through which a purchase request has to go inside that company for such a deal and execute accordingly. Anyone with experience in complex enterprise sales knows that interactions with the legal department or purchasing team could be a nightmare if they are under-estimated. Especially since these interactions are at the end of the sales cycle and the deadline for the PO may be compromised, whether it is the end of quarter for the vendor or the implementation expectations for the client. These issues take time to resolve, often leading to a delay in the purchase order. It is absolutely necessary for the Account Executive to understand the “paper process” and to anticipate the issues. For instance you can avoid those issues by sharing your company’s standard contract or TOS (Terms Of Services) earlier in the process.

Some would say that the paper (purchasing and legal) process is part of the decision process, just like the technical approval process and business approval process. Well, the difference is that often the champion knows very well the technical and the business process all the way to the approval by the Economic Buyer. But they don't always know the paper process themselves. That's why it does make sense to add it to the checklist, to make sure we understand it, and that our champion understands it. That's why we adopt a proactive approach with the legal and purchasing departments, to avoid any delay in the PO.

How did all this start?

MEDDIC is the result of the Sales and Qualification techniques developed at PTC (Parametric Technology Corp.). PTC is a software company known for having built one of the strongest sales cultures in the context of Enterprise Software (now SaaS). The company had over 40 quarters of continuous growth during the 90s. The initial Global Sales Management team at PTC, that I was a part of, developed different elements of MEDDIC in the field. We used to meet in Boston every quarter to share our notes and experiences. Our challenge was to grow as fast as possible before being copied by the competition. We had to execute well and quickly. In sales management, if you want to grow fast, you should be able to

hire well and quickly, and to train the new hires well and quickly so that they ramp up quickly and generate revenue. So, we had to be able not only to identify our key to success, but also be able to articulate it in a sharp and easy way so that the new hires could learn quickly and execute. That was what we shared in the sales management meetings every quarter. Later, PTC training managers at the headquarters in Boston leveraged these best practices from the field. They put them together into a formal practice course for new hires and gave it a name: MEDDIC!

In my case, I was hired to run France, which was one of the most strategic regions for the company and was where two of my predecessors had already failed because the region was where we had our toughest competition, Dassault Systemes. I took PTC Southern Europe from \$4M to \$27M in three years, beating Dassault in their own fiefdom. Dassault is a French company that had over \$4B revenue in 2019. As anecdotal note, Dassault was, and still is, the only vendor that PTC never managed to beat globally (in terms of revenue, market share, head count, etc.). What my team did in Southern Europe was all done by rigorously applying MEDDIC, even though the acronym was not used at that time yet.

MEDDIC is a Qualification Methodology

Designed for complex Business-to-business sales, MEDDIC helps sellers to qualify whether a prospect will close in a given time period, usually a quarter. And if it does not, it tells us what needs to be done so that the deal does close in the defined timeframe.

This methodology takes the effort away from fostering dead-end leads and helps sellers to focus more on identifying and nurturing the opportunities that have a higher chance of making a sale. As previously mentioned, very often the problem is not with a salesperson's skills in negotiating or closing a sale but rather on his/her judgment to properly assess if a deal is going to close or not and, consequently, their decision whether that prospect is worth their time in the short term. This is commonly called SALES QUALIFICATION, as described in the previous chapter.

The fact is, you could have a stellar sales pitch and amazing sales skills, but if you don't have the right judgment and assessment of the deal's strengths and weaknesses, then you will not be able to properly direct your efforts. Every sales process needs to begin with first understanding your prospect, understanding their needs, and qualifying them for their likeliness to make a purchase before spending any more time and effort on them. Even if you make sure that the customer is

in your target market, they may still have reasons for not being a closable opportunity for this quarter.

MEDDIC brings this concept into a foolproof methodic approach that many big and small companies have successfully applied.

It is important to know that MEDDIC is not a sales process; it is a qualification methodology, which can be used with any process that determines whether or not a customer is a qualified buyer that you should invest your time and effort into. It focuses on identifying the key elements or criteria of a customer to determine whether or not the customer will end up buying and if you have the solutions that they seek.

As mentioned in Chapter One, instead of considering the ABC of sales, Always Be Closing, MEDDIC is built with the mindset of ABQ: Always Be Qualifying. This is an important shift and effective way of understanding your customers, and even people in general, to effectively communicate with them and assess their needs and desires. It helps you to assess what you can offer; this is true in personal relationships as well. It is like learning their language so that you can decide if you can or want to speak it.

MEDDIC isn't a process on its own, but rather it is a method that works well with any sales process that you may already be working with. So instead of replacing your current sales process, MEDDIC will integrate into it to make it more

effective. MEDDIC can help identify the loopholes in your sales process. It pushes you to ask yourself:

“Where am I now?”

You need to begin by identifying where exactly you are in your sales process with a specific customer. How good is your interaction with your customers?

We can use MEDDIC together with a process that is currently productive with the customer, with one that the customer decides to take you through, or with one that your company chooses to use.

Important Characteristics of MEDDIC

The following are some important characteristics of MEDDIC that make it so unique and effective.

It is a short checklist: Once you learn this methodology, all you will need to do is check these six or eight elements whenever you are trying to make a sale. This is universal because it works with every business model and structure. These elements don't need to be altered in any way. This isn't a conditional methodology, making it very easy to implement.

It is activity based

This means that the analysis and assessment of a deal within the framework of MEDDIC will lead to a certain number of action items by the sellers. They will have to do

something to uncover the unknown or to change things in the account.

It reveals gaps

MEDDIC helps you identify gaps between what you have already accomplished in the accounts and what elements you still need to take care of.

It is self-assessing

You don't need to seek help from your manager, mentor, coach, or an expert in the industry to understand this methodology. You can easily assess and identify the different elements of this process by yourself.

It brings a common language to your team

MEDDIC helps to create a common language among the sales team. For instance, when you talk about identifying pain, your sales engineer, your consultant, your customer service rep, and your manager all know what you are referring to. You and your team will no longer have different answers or confusion regarding these key elements of a sale. You all will be on the same page regarding whom the Economic Buyer (EB) is, whom the champions are, and what the metrics should look like.

Your Current Sales Process

What is your sales process? The good thing about MEDDIC is that it will work alongside your sales process to further strengthen your chances of successfully closing a deal, or it will help you to see the red flags early and decide to drop it or to reduce efforts on it.

Most processes have a similar format. They usually start with prospecting and discovering; at this point, the MEDDIC questions will be general. The next step in the sales process is usually the scoping and go-no-go. This is where the MEDDIC questions become more specific. And then the last phases usually highlight elements like Validation, Proposal, and Closing; this is where you will need to confirm your MEDDIC questions as you get close to signing the contract.

The MEDDIC methodology is highly effective not only in identifying wins and losses, but also the NO Decisions.

MEDDIC helps both the reps and the sales managers. From the reps perspective, MEDDIC provides a checklist that helps identify the key elements to successfully closing a sale. As a sales representative, you really need to understand if you've answered all the required questions to drive the opportunity towards closing. You also need to be able to identify all the missing elements, as well as have a good understanding of what your next step needs to be once you

have all the information that you require. MEDDIC helps us to successfully guide and track these questions.

MEDDIC helps sales managers develop a common language amongst their team members. MEDDIC can help identify the missing elements, outline the next activity, and forecast the stage that the opportunity is at. It also helps sales managers identify where you need to go next or what you need to do to move further ahead in the sales process. It also helps set short term goals for easier implementation and tracking.

MEDDIC Helps You Avoid Useless

Activities

Here is what a sales process without the MEDDIC methodology implemented at the right times looks like: you initiate contact with a customer, and you spend your time and effort on developing resources (these could be the POC, the pilot, the custom demo, a reference call or IT review). Once you have all the elements ready, you run them through with the economic buyer, and they tell you that the solutions don't resonate well with the company, that they don't promise to deliver the quantifiable results that they had expected (metrics), or that they are just out of their budget. You are left hanging dry after all those efforts and investments because you hadn't really taken the necessary steps to ensure that your solution and the customer's 'pain' were indeed a good fit.

Now, most salespeople will tell you that this is just part and parcel of the business that you need to be prepared for dead-ends like these. But MEDDIC helps identify a dead-end much earlier in the sales process. It stops you in your tracks before you invest too much time and effort on an opportunity that doesn't QUALIFY or deserve that time and effort because it won't close.

With the implementation of MEDDIC, the same sales process looks like this: you initiate contact with a customer, and then you run it through the elements of MEDDIC in order to identify the pain and the key person who is responsible for making decisions. It then provides quantifiable outcomes of your solution and then takes the next step only if the customer responds positively to your qualification process. You then only invest time and effort on customers that will close.

CHAPTER *ELEVEN*

MEDDIC vs. BANT

During a recent Sales Kickoff, as we reviewed qualification criteria from the sales rep's perspective, one rep asked a question about BUDGET. It reminded me of my very first sales qualification method that I learned in the 80s, BANT. This book would be incomplete without talking about BANT.

BANT is one of the oldest sales qualification checklists, which seems to make a lot of sense.

1. BUDGET
2. AUTHORITY
3. NEEDS
4. TIMING

These are typically the things that you want to check before spending time with a prospect, one may say. I consider them to still be valid if you are both in an inbound call situation AND if you are in a simple sales process, typically transaction sales, with a very short sales cycle. In other words,

if someone calls you, wants to buy your product, and asks for a small effort, such as a short demo or a quick quote, then you should ask those four BANT questions and, if all is good, you deliver what they ask and quickly move to the closing phase. In all other cases, BANT should be BANNED!

Here's why:

Budget should not be a sales criterion of qualification.

Why? Because of Metrics, the M of MEDDIC. If you have Metrics, or if you can obtain and document them, then since you know how to transform it into ROI and take it to the EB, you don't need any budget prior to your work. The EB will redefine priorities to get the economic benefit ASAP.

Remember, as discussed in the ROI chapter above, buying from you becomes an act of saving costs or revenue boosting. Since when does an EB need to have budgeted anything to save money or to increase revenue? The beauty of MEDDIC is that it transforms the urgency of sales into urgency from the prospect to buy in order to save costs or to increase revenue. You don't need to have a budget for any of these. Any EB is able to prioritize expenditures so that they can achieve and observe those savings ASAP.

Neither should Timing

Since the MEDDIC approach creates urgency thanks to the economic impact, even a non-scheduled purchase becomes possible. So, timing should not be a qualification criterion either. A convinced EB will always accelerate a project, for their own benefit, to start seeing gains sooner.

BANT used to be popular. It does not work anymore. It was actually never aggressive enough for any company offering a product or service that brings measurable gains. The success of MEDDIC proves that neither the budget nor the timing should be in your qualification criteria. Also, MEDDIC proves that there is a lot more to Sales Qualification than just the NEED (which is the “I” of MEDDIC or Identify Pain) and the AUTHORITY (which is the E of MEDDIC or the Economic Buyer). Existence of Metrics, the knowledge of Decision Criteria and the Decision Process, the existence of a Champion, and the understanding of the Competition represent a lot of things to consider in order to fully qualify an opportunity.

Since budgets are typically annual, when they exist it means that a pain has been expressed at least a year ago, decision criteria have been defined, and sometimes even an RFP has been written. Experience shows that your chances of qualifying such a deal or winning it are always much lower than when you get into an account sooner, identify pain, get

metrics, help write decision criteria, and sell without a preexisting budget.

As an example, all the four letters of BANT can be checked, but you may still easily lose the deal when the RFP is written under your competitor's influence and the decision criteria are not in your favor (Decision Criteria). In another case, you will most definitely lose a deal even if all four elements of BANT are solidly checked but your competition has a strong champion and not you (Champion). I can keep going with examples involving the EB or DP. These are the reasons why BANT is incomplete, wrong and can be misleading. You would disqualify opportunities who may be closed while wasting time on those which have no chance of closing.

CONCLUSION

I hope you liked this free ebook.

“

We are what we repeatedly do. Excellence, then, is not an act but a habit.

”

*Actually By Will Durant based on Aristotle's ideas

~ Aristotle

Next is for you to get hold of the original (full) book, and put all the lessons into practice. Like every lesson we learn in our personal or professional lives, only practice allows the lesson to become a habit. Here are other action items for you to develop your sales qualification skills:

- Take self-paced courses online

<https://trainings.meddic.academy/>

- Join an upcoming vILT (Virtual Instructor-Led Training) at <https://meddic.academy/vilt-virtual-meddic-workshops/> or directly [here](#).
- If you are a sales leader, make sure you check out our Leadership courses and programs at <https://infinite-sales.com>

This was,

ALWAYS BE QUALIFYING

MEDDIC - MEDDPICC®

10th Edition: May 2023

First published: July 2020

ISBN: 979-8-5994708-5-4

Copyright © Darius Lahoutifard, 2020 - 2024

All Rights Reserved.