

Value and Question Generator

Remain curious about how to build value for your customer. Always.

Work hard to get answers to the following questions and you'll get more 'yeses' when you sell.

1. Which of the following are important to your decision maker? You could circle them.
 - a) **Time** - saving it, being flexible with it, being generous with it, being efficient
 - b) **Enjoyment** - enjoying the journey (buying from you, implementing, working with you), enjoying the destination (enjoyment from results) or enjoyment from both?
 - c) **Effort** - avoiding hassle, convenience etc
 - d) **Certainty** - avoiding risks, having clarity, gaining confidence in options and actions, having fallbacks, etc
 - e) **Status** - looking and feeling good, pride, acknowledgement, getting praised, pay rises, promotions, or new power
 - f) **Money** - saving it, cutting costs, generating more, revenue, profit, costs associated with buying and implementing, ROI etc

Not all will be important. Understand what your ideal (and specific) customers value and demonstrate value against that.

2. What *specifically* about those is most valued? Dig deep to understand the customer's situation and perspective of each area of importance. What does acceptable look like to them? What about bronze, silver and gold? What would delight them in this area? They'll pay for that.

E.g. take 'time'. Where do they want to save time? How quickly do they want to get started etc? How does 'time' matter to them? Why? How are *you* taking their time? What are their top 2-3 priorities related to 'time'? How can you help them get what they want around this driver?

3. Where are they (re this driver) and where do they want to be? Think weeks ahead, months ahead and years ahead. Explore the impact over time with them, as appropriate. The important point here is...perhaps it's not so much your solution they're interested in, but what it enables for them? Maybe they have their eyes, mind and heart, even, on that? Maybe you should talk to them about that?

4. Remember that businesses often compete on any of:
 - a) Fastest
 - b) Most convenient
 - c) Cheapest
 - d) Best quality

It's unlikely you'd be all of them (even if you're proud and think you are). But you could ask which two you're better at. And double check that your customer values these! Dig deeper to find out why this is important to them and help them see that you can deliver on those.

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Impact area	Customer Business	Decision Maker (DM)	Other (DM's boss, colleagues, customers, end-users)
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Key drivers			
Desires, hopes, dreams, goals (what they want)			
Initial perceived value of achieving these			

Example questions that could build value for the customer

What are you trying to achieve here?

How do you want things to be/look as a result of this project?

What was most on your mind that made you want to talk with me?

What does 'ideal' look and feel like?

What goals are tied to this?

What higher-level strategic objective does this point towards?

What would the ideal solution mean for your business? For you?

What's most valuable to you about doing this?

How might this improve your culture/business?

How would a success on this project impact your customers/boss/your end-users?

What would people notice that would confirm this has worked?

What are you most looking forward to once this project succeeds?

What would your boss notice that would prove success to them?

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Pick, refine and design your own top value-based questions here

Once written, prioritise them with an A (excellent) B (good) or C (worthwhile).

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Costs, risks and challenges			
Risks (and fears/dislikes - what they don't want)			
Challenges, limitations			
What might get worse with time if ignored?			
Cost of doing nothing (consequences to <i>them</i>)			
Cost of failure (trying but failing)			

Example questions that could build value for the customer

What don't you want to happen on this project that could happen if we're not careful?
 Which way is the curve pointing here? If you do nothing, and the current situation gets worse, where would that leave you/the business?
 Looking ahead, what could happen that would make the need for this even more urgent and significant? How likely do you think that is? What's the value of being prepared?

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What top risks do you see in this project?

What are you most concerned about? What's on your mind?

What (or who) are you apprehensive about on this project? Why? What would be the value of creating some workarounds for that?

What challenges/limitations are you aware of that could get in our way?

What happens if you do nothing about this? Over the next few weeks/months/years?

What's the cost of inaction? (On the business/you/your customers)

What's the worst thing that could happen as you tackle this? Is that likely? Is it worthwhile us planning some contingencies?

What's the cost of investing in the wrong solution, then failing?

Who gets impacted?

What does 'good enough' look like to you?

How do decisions like this typically get made, and how can I help you to make it easier for other stakeholders and decision makers? What materials and conversations can I provide for you?

Who gets to see this information? Why are they interested in it?

If your main goal here was like 'making the boat go faster'...will what you've just talked about make the boat go faster? So where should we put that on the list of priorities?

I'm not convinced there's a business problem here worth solving? Can you help me understand what this problem is and why it's a priority worth solving for your business?

What if X happens? How will you tackle Y?

Can you afford not to do this?

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Value of customer tackling this internally			
Cost of customer doing it themselves (and missed opportunity costs)			
Risks of customer doing it themselves			
Typical effort/hassles of tackling themselves			

Example questions that could build value for the customer

If you tackled this yourself, how would it impact your resources? How long might it take? Who's buy-in and involvement would we need for it to work?

If you tackled this internally, what other goals and objectives would it take people away from?

What would the costs and impact be of that?

How confident are you in being able to create an internal solution (with your name on it!) that is cost-effective and works?

If it doesn't work, what questions might it raise for your boss? (This is an indirect way of highlighting that they'll have to tell their boss something!)

What risks do you see in doing it yourselves? What's the impact or cost of those?

Do you need help pulling a rough plan together to tackle it yourself? We can walk you through some of the things you'd need to think about. (You've potentially just sold them on another conversation that may reveal to them the complexities and risks of a DIY job).

Are you clear on the efficiencies and landmines to look out for?

What if half way through you get stuck? Who will you turn to? And how confident are you that they'll help 'unstick' you without things getting messy?

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Our unique value			
Value of having us as an accessible 'white knight'			
Why they might be genuinely better off with us vs next best alternative			
Costs, risks and 'true costs' of customers next best alternative			

Example questions that could build value for the customer

What would be the value to you of having expertise like ours to hand when you need it?
 We're not for everyone - we're specifically for certain customers only, of which you are one.
 Because you're uniquely ____, and we uniquely are/have ____, it means that we can ____ - could that be important to you?
 From your perspective, why do you think that we should keep talking, as opposed to some of your other alternative options?
 Why did previous attempts fail?
 How will you know that you've made the right choice?
 What did that ultimately cost or mean for your business/for you?
 What value do you put on the right relationships in business? And how else do you think you might benefit from an ongoing relationship with me/us?

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Other important drivers of value			
Risks we remove			
How we give each group peace of mind			
Hassles we remove			
How we are easy to communicate and work with (each group)			
Value of accurate diagnosis, insights, forecasts, and 'being prepared'			
Customers time investment to desirable results			
Change in			

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image, reputation, power or status			
Change in performance, productivity, results			
Enjoyment/ morale/fun			
Changes in measures, numbers, KPI's			
Financial - profit, saved costs etc			
What success will enable them to feel, do, or become as they move forwards			

Example questions that could build value for the customer

Is ____ (risk) an issue for you? What do you know about reducing that risk? (Clearly here you have ideas!)

What value do you put on peace of mind around this issue?

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What are the biggest hassles for you and your team on a project like this? What steals your energy?

How is it best to get hold of you and communicate with you? Many of our customers value how we align and communicate with them to make their life easier. What level of detail do you like in communications?

How confident are you in your accuracy of understanding this challenge? Are you confident you're asking the right questions, looking in the right places, and diagnosing and defining the problem so that you find the right solution? Or would you like help with that?

In terms of succeeding and even excelling in your own role, how will success in this project impact you?

What would this do for morale?

What are the more 'fun' aspects of a project like this for you?

How would you evaluate or measure success?

What measures or KPI's are you personally working towards here? (What are you measured by on this?)

What one number, above all others, are you trying to move up the scale?

Where's it currently at?

Where do you realistically hope to get it as a result of this project?

What would the value be to you/your business of that shift, over a 2-3 year period?

Therefore, what investment might be reasonable to direct towards this?

If you set priorities on this right now, what might the top three be?

When do you hope to see changes and results? If so, when do you think we should get the wheels turning by? What if we don't? What could be the cost of delaying?

What do you hope this to do on profit/ROI/market share/revenue etc?

I have some ideas of what we should start on next (*make sure you do!*), but what do *you* think we should start on next? (This question when asked at the right time is pretty powerful - it has them subconsciously realising that they're on board working with you already)

What would make this decision easier for you?

What would you (or the business) do with the freed up time/money/resources? And of those things (*reflect them back to the customer!*) which is your personal priority?

Is there anything else you'd like to share with me that's important that might help me to help you make the right decision?

When this works, what's next for you?

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Your 10-15 killer questions

Jot down below your typical best **open** 'killer questions' (those you've marked 'A' *and* that generate conversation) OR pick your relevant questions for a specific customer.

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