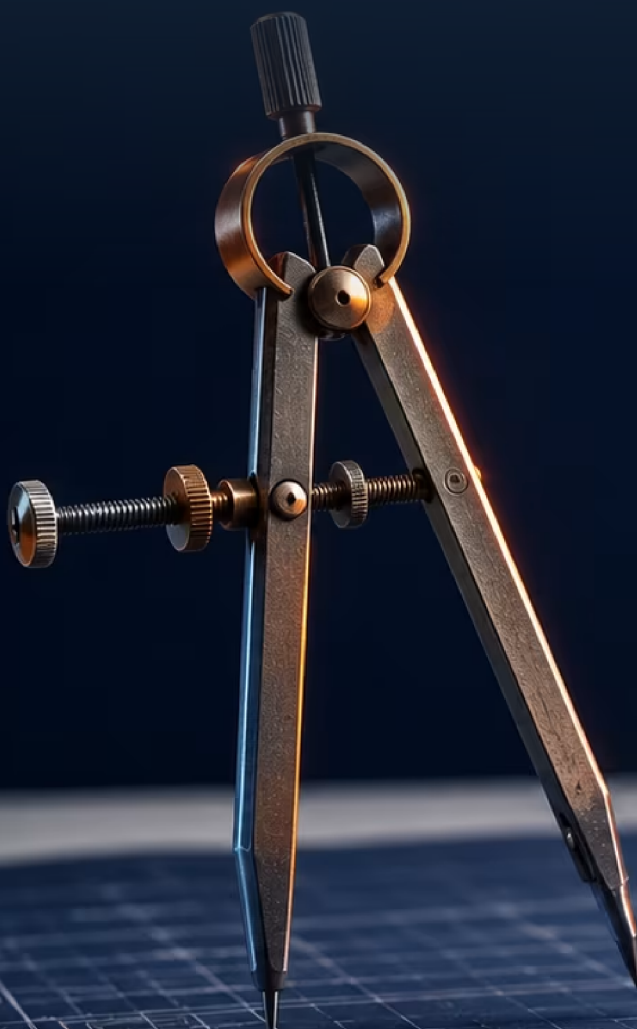

FOR SALES LEADERS, ENABLEMENT AND REVOPS

MEDDPICC buyers guide

Choosing training and implementation
that improve live deal work



PART 1

Define the purchase

PART 2

Evaluate the substance

PART 3

Agree delivery

INTRODUCTION

Choosing training and implementation that improve live deal work

You may be introducing MEDDPICC, refreshing earlier training or trying to make application more consistent. The buying decision is the same: what must your team be able to do differently, and what work is needed to make that happen?

Use this guide to define the problem, compare delivery approaches and ask providers to demonstrate the work you will receive. By the end, you should have a clearer scope, evidence requirements for your shortlist and a practical way to judge implementation.

Start with the work you want to change

A leader should be able to examine an opportunity, distinguish supported facts from assumptions and help the seller choose a useful next move. The seller should understand why that move matters and how to carry it out. Training, management practice and tools should support that work.

A course can establish a common understanding. Applying it consistently also requires decisions about your buyers, evidence standards, sales motion and coaching. Decide which of those foundations already exist before buying more.

Use this guide in three passes

PART 1 · PAGES 3–6**Define the purchase**

Identify the business issue and the level of work required.

PART 2 · PAGES 7–13**Evaluate the substance**

→ What to examine in rubrics, worked examples, AI guidance and supplier demonstrations.

PART 3 · PAGES 14–17**Agree delivery**

→ Rollout, ownership, measurement and the next step.

The standard behind the questions

M Metrics	E Economic Buyer	D Decision Criteria	D Decision Process
P Paper Process	I Identify and Implicate Pain	C Champion	C Competition

The elements work together to inform deal judgement and strategy. They are not a compulsory sequence of customer meetings.

The amount and quality of evidence needed should fit the buyer's stage and the risk of the decision. An early opportunity will contain uncertainty. Good application makes that uncertainty usable rather than disguising it.

1

PART 1 OF 3

Define the purchase

Identify the business issue and the level of work required.

02	Start with the commercial problem	4
03	Choose the scope and delivery model	5
04	Specify what customisation must change	6

Buy the smallest scope that can address the problem and demonstrate useful application.

02

Start with the commercial problem

Choose one consequential issue and identify the work that may influence it. The symptoms below are starting points for investigation; none proves that the seller needs training.

WHAT YOU ARE SEEING

WHAT TO EXAMINE BEFORE CHOOSING A FIX

Deals repeatedly slip

Buyer decision steps, approval dependencies, confirmed ownership and the evidence behind the close date.

Opportunities stall after discovery or demo

Whether the buyer agrees a meaningful problem and next decision; whether the next interaction helps them make it.

Business cases do not withstand challenge

The source of the baseline, value assumptions, buyer validation and who owns the outcome.

Leaders repeatedly rescue opportunities

What the seller can do independently, what managers coach and whether access, process or authority constrains the work.

Deal reviews produce different answers

The evidence standard, how people interpret it, and whether that interpretation changes the action.

01

Choose one consequential issue



02

Identify the work that may influence it

**03 · WRITE A SHORT PURCHASE HYPOTHESIS**

'We want to improve [commercial measure]. We suspect [specific practice] contributes. We will examine [comparable work] before deciding what to change.'

Establish a useful starting point

The free MEDDPICC Leadership Review asks 21 questions about sellers, managers and leadership. It turns your answers into a brief with up to two suggested starting points, checks and a 30-day plan. Use the brief to structure the first management discussion.

Get your MEDDPICC leadership brief



No deal details required. The brief reflects your reported view. It is not an independent assessment, a competence score or a finding that a particular cause has been proved.

Check whether a programme is the right purchase

If the underlying issue is product fit, weak demand, pricing, unavailable capability or an unworkable commercial model, a MEDDPICC programme may expose the issue without resolving it. Include the responsible product, marketing or commercial leaders in the investigation.

If nobody has time to own coaching or approve the working standard, establish that ownership before commissioning a broad rollout.

03

Choose the scope and delivery model

Ask providers to separate what people learn from the work needed to apply, maintain and support it. Several routes can be sensible; their responsibilities and costs differ.

ROUTE	WHEN IT CAN FIT	WHAT MUST BE IN PLACE
Learning or certification	People need a foundation or a shared language, and the company can handle application internally.	A competent internal owner, practice opportunities, manager reinforcement and an assessment that goes beyond attendance.
Tailored MEDDPICC programme	The team needs common evidence standards, relevant practice and managers equipped to coach.	Buyer and deal examples, tailored rubrics, practical workshops, follow-through and reusable material.
Broader sales enablement	Stages, playbooks, coaching or CRM expectations need redesign alongside MEDDPICC.	Explicit process scope, RevOps ownership, implementation resources and a measured adoption plan.
Next Best Action Layer	The agreed method needs to support repeatable, context-specific AI guidance.	Approved sources, representative deal evidence, an agreed destination, evaluation and an owner for updates.
Internal delivery or train the trainer	Your own team has the expertise, capacity and authority to build and maintain the approach.	Calibrated assessors, protected manager time, source quality and a plan for new starters and updates.

Choose the technology arrangement deliberately

An integrated membership and platform can simplify access to learning and tools. A specialist implementation in your existing environment can preserve the tools your team already uses and give you more control over the working method. The latter can require more coordination, configuration and maintenance.

Neither arrangement is inherently better. Ask which responsibilities remain with you, what is exportable, what happens if the engagement ends and whether platform or API fees are additional.

Ask for a scope you can compare

Request separate lines for design, training, leader preparation, follow-up, reusable materials, structured AI content, integration and maintenance. A programme that teaches people to identify next actions does not automatically include an automated recommendation system.

Design	Training	Leader preparation	Follow-up
Reusable materials	Structured AI content	Integration	Maintenance

Buy the smallest scope that can address the problem and demonstrate useful application. Add other motions or teams after the standard and delivery approach have been tested.

04

Specify what customisation must change

Customisation should change the decisions a seller and manager can make. Ask the provider to show the connection between your buying situations, the evidence that matters and the work expected at each stage.

DIMENSION	WHAT A USEFUL ADAPTATION SPECIFIES
Buyers and problems	Relevant roles, actual workflows, business problems, desired outcomes and approved product claims.
Metrics and value	Useful baselines, units and time periods; material assumptions; who can validate the value and who owns the outcome.
Authority and advocacy	What supports an Economic Buyer's authority, how access is obtained, and what demonstrates a potential Champion's influence, interest and advocacy.
Criteria and competition	How the buyer evaluates options, including an internal solution or no change; how differentiation can be substantiated.
Decision and paper processes	The buyer's evaluation and decision path, then the approval, procurement, legal and signature work. Dependencies may run in parallel.
Stage and motion	What is relevant now, evidence needed for the next decision, proportionate depth, approved exceptions and reasons to pause or disqualify.
Execution and coaching	What to know, show, do, say and avoid; what managers inspect; the asset or practice that helps someone act.
Ownership and change	Who approves the standard, maintains product truth and assets, reviews exceptions and updates onboarding material.

Ask to see the change in an example

Give the provider one representative buying situation. Ask them to explain what their standard requires, why, and what would differ in a simpler deal or another motion. A logo swap and generic role-play do not answer this test.

Preserve the meaning of MEDDPICC

Adapt the application while keeping the concepts coherent.

A senior job title does not establish buying authority.

A helpful contact is not automatically a Champion.

An ROI estimate is not buyer-confirmed value.

A target date is not a validated decision process.

Do not demand every field be complete at the first meeting. Define which unknowns are acceptable, which prevent a responsible next step and how the team will resolve them.

2

PART 2 OF 3

Evaluate the substance

What to examine in rubrics, worked examples, AI guidance and supplier demonstrations.

05	Assess the opportunity and the person separately	8
06	Demand a worked example	9
07	Understand the Next Best Action Layer	11
08	Test the provider before scaling	12
09	Compare suppliers on evidence	13

Deal evidence, individual competence and commercial results answer different questions.

05

Assess the opportunity and the person separately

Deal evidence, individual competence and commercial results answer different questions. Ask a provider how it assesses each and how the findings inform coaching.

ASSESSMENT	ASSESSMENT	ASSESSMENT
Deal evidence	Seller and manager competence	Commercial performance
QUESTION IT ANSWERS	QUESTION IT ANSWERS	QUESTION IT ANSWERS
What is supported in this opportunity, what remains uncertain and what does it mean for the next decision?	Can the person apply the method, interpret evidence and choose or coach a justified action?	Are relevant deal and revenue outcomes changing over an appropriate period?
EVIDENCE TO REQUEST	EVIDENCE TO REQUEST	EVIDENCE TO REQUEST
A sourced, dated example that preserves missing, conflicting and unverified information.	Observable examples across suitable work, with clear assessment anchors and calibrated reviewers.	Consistent definitions, cohort and baseline; counts alongside rates; an explanation of other changes.

FINDINGS INFORM COACHING

A missing answer needs interpretation

An empty decision-process field could reflect incomplete discovery, insufficient documentation, a buyer who cannot yet answer, or a stage where the detail is not yet relevant. Check before assigning a cause or a coaching action.

Likewise, a sound business case produced with extensive manager help does not demonstrate independent seller competence. A later independent example can demonstrate progress without changing what happened earlier.

Make manager participation concrete

Ask managers to examine the reasoning, practise the next conversation where necessary and agree what evidence they will revisit. Leadership must provide access, priorities and a working standard that managers can actually use. Missing visibility into management practice is not proof of a management deficiency.

A useful assessment process allows uncertainty, distinguishes prompting from independent work and avoids treating one example as evidence of a team-wide pattern.

View the MEDDPICC competence model



Closing Foundry's public model shows the competence areas and expectations. The free Leadership Review is a separate starting exercise; it does not administer the full competence assessment.

06

Demand a worked example

ILLUSTRATIVE BUYING SITUATION

Fictional facts for comparison, not a client result

- ☒ **STATED** Operations lead says manual handoffs delay customer onboarding.
- ☒ **STATED** Operations lead asks for a demo.
- ☐ **NOT YET REVIEWED** The technical owner has not reviewed the workflow.
- ☐ **UNCONFIRMED** The cost of delay.
- ☐ **UNCONFIRMED** The buying authority.



A USEFUL RECOMMENDATION EXPLAINS THE NEXT DECISION

Propose a discovery-validation session with the operations lead and technical owner before finalising the demo.

PURPOSE

To agree one workflow, establish a baseline and determine what the demonstration needs to prove.

OWNER

The account executive owns arranging it.

TIMING

A proposal until the buyer agrees.

GUIDANCE

SPECIFIC EXECUTION

Know	Where handoffs occur, who owns them, their frequency and delay, and which system constraints matter.
Show	A relevant workflow example using only approved capabilities. Label anything that still needs a feasibility check.
Do	Validate the current workflow and agree the criteria for a useful demo. Clarify who evaluates and who authorises a purchase.
Say	‘Could we use one recent onboarding case to agree where the delay occurs and what a useful demonstration would need to prove?’
Avoid	Invented ROI, assumed authority, an automatic Champion label or a promise that an untested integration already works.
Check afterwards	Buyer-confirmed workflow and evaluation criteria; remaining uncertainty; whether the next meeting is genuinely agreed.

06 · Worked example, continued

Change one fact and test the response

NOW TELL THE PROVIDER The technical owner has accepted the meeting.	A USEFUL RECOMMENDATION Moves to preparation and the missing baseline.	IT SHOULD NOT Keep asking for the same introduction, or infer that budget or technical fit is now confirmed.
THEN INTRODUCE A CONFLICTING FACT The product may not support a mandatory requirement.	A USEFUL RECOMMENDATION Investigates that constraint and allows a pause or disqualification.	IT SHOULD NOT Manufacture a way to advance the opportunity.

WHAT THIS TESTS

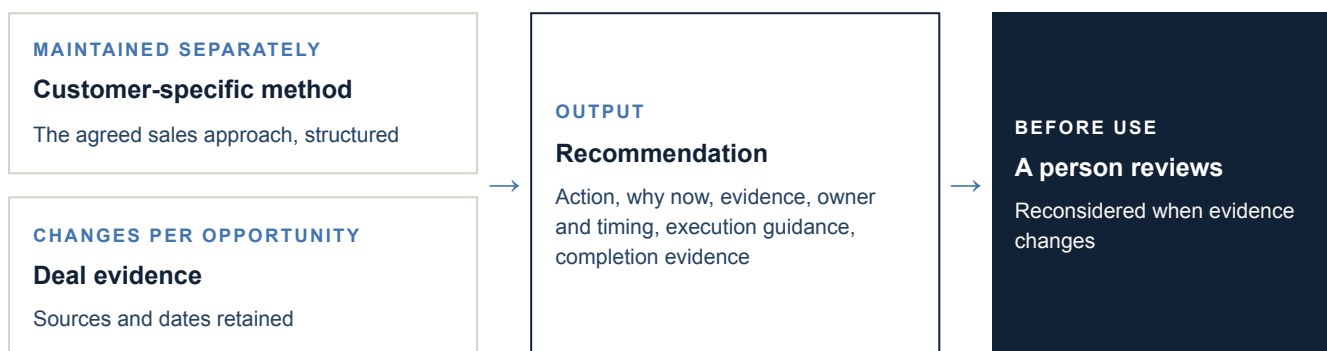
This exercise tests evidence interpretation, priority and execution support.

A polished response is useful only if its reasoning survives the changed facts.

07

Understand the Next Best Action Layer

A call transcript supplies evidence about a conversation. A sales method supplies a standard for interpreting it. Useful guidance combines that evidence with the buyer's situation, the next decision and practical help for the seller.



The method and deal evidence inform a recommendation that a person reviews before using it.

Closing Foundry's Next Best Action Layer structures the agreed sales approach for use by an AI assistant or another agreed workflow. The customer-specific method is maintained separately from the changing evidence about each opportunity.

WHAT IS STRUCTURED**WHAT IT CONTRIBUTES**

Business and buyer context	Your proposition, buyer roles, problems, desired outcomes and approved proof.
Deal inspection methods	MEDDPICC and other agreed lenses such as why change, why now, why us, and the current-to-future-state gap.
Stage guidance	Relevant evidence, priorities, dependencies, exceptions and what to know, show, do, say and avoid.
Skills and behaviours	How to carry out the next action and how a manager can coach the application.
Approved assets	The appropriate call plan, demo structure, proof, business-case template or other working material.

What the seller should receive

A small set of useful recommendations should state the action, why it matters now, the evidence behind it, a proposed owner and timing, practical execution guidance and the evidence that would show it is complete. People review the recommendation before using it.

Missing information, a negative finding and a contradiction must remain distinguishable. Source references and relevant dates should be retained. When evidence changes, the recommendation needs to be reconsidered.

What to agree before buying

Confirm one initial sales motion, the source material, the target environment and how outputs will be tested with sales leaders. A configured assistant may be sufficient initially. Automated ingestion, custom CRM interfaces and writeback need their own agreed scope.

The current scoped offer is typically 2–4 weeks once inputs, access and reviewers are ready. This is not a promise to integrate every platform in that window. Platform subscriptions and API usage are separate.

See a detailed Next Best Action example



08

Test the provider before scaling

Use the same representative, appropriately anonymised case with every shortlisted provider. If you need substantial custom work to evaluate the approach, agree a bounded paid pilot and its acceptance criteria.

Ask the provider to demonstrate

-
- 01 How it distinguishes source evidence from seller interpretation and missing information.
 - 02 Which uncertainty matters to the next buyer decision and why it is prioritised.
 - 03 What the seller should do, including a useful question or asset.
 - 04 How a manager would coach the seller rather than simply provide the answer.
 - 05 How the recommendation changes when the buyer situation changes.
 - 06 What would justify pausing or disqualifying the deal.
-

If AI guidance is included

Test sparse evidence, conflicting statements, an unproven product requirement, a new stakeholder and a changed next meeting. Hold back some examples from tuning. Have your commercial reviewers assess outputs independently, then resolve disagreements against the agreed standard.

Ask separately whether facts were extracted correctly, the evidence was assessed reasonably and the next action was useful. One can succeed while another fails. Retain the test inputs, method version, outputs and reviewer decisions.

Agree release conditions in advance

Unsupported commitments, invented product capabilities and leakage between customers should block release. Agree acceptable performance on evidence fidelity, stage relevance, specificity, prioritisation and practical usefulness. Record unresolved limitations and the process for correction.

A small pilot establishes whether an implementation is ready for a bounded use case. It does not prove general AI accuracy or that commercial outcomes will improve.

Ask for proof you can inspect

Request a sanitised worked example, a relevant customer reference where permitted, the actual delivery team and an explanation of what that team personally delivered. Treat testimonials as accounts of experience; ask separately for measured results and their basis.

For an integrated platform, test the contracted product configuration. For a custom layer, test the destination your team will actually use. A staged demonstration alone does not establish a production integration.

09

Compare suppliers on evidence

Before demonstrations, mark each criterion Essential, Useful or Not required. Record Observed, Partly shown or Not shown, plus the artefact or reference supporting your judgement. Do not turn unverified claims into a numerical total.

Priority E Essential · U Useful · N Not required

Status O Observed · P Partly shown · X Not shown

CRITERION	EVIDENCE TO REQUEST	PRIORITY	STATUS	EVIDENCE
Fit to your buying motion	A worked example that changes with buyer context, stage and deal complexity.	☐ E ☐ U ☐ N	☐ O ☐ P ☐ X	
Specificity of customisation	Buyer value work, evidence standards, practical stage guidance and an example of an exception.	☐ E ☐ U ☐ N	☐ O ☐ P ☐ X	
Deal and competence assessment	Separate assessment anchors and a reviewer-calibration exercise.	☐ E ☐ U ☐ N	☐ O ☐ P ☐ X	
Manager preparation	A sample coaching conversation, manager toolkit and the expected recurring review.	☐ E ☐ U ☐ N	☐ O ☐ P ☐ X	
Delivery and reinforcement	Named delivery people, capacity, practice design, follow-up schedule and customer responsibilities.	☐ E ☐ U ☐ N	☐ O ☐ P ☐ X	
Technology fit if required	A demonstrated route in the agreed environment, dependencies, limitations and human approval.	☐ E ☐ U ☐ N	☐ O ☐ P ☐ X	
Measurement	Baseline, sample, metric definitions and a plan to distinguish application from commercial outcomes.	☐ E ☐ U ☐ N	☐ O ☐ P ☐ X	
Ownership and total cost	Materials rights, export formats, licences, integration effort, maintenance and exit arrangements.	☐ E ☐ U ☐ N	☐ O ☐ P ☐ X	

Keep a short decision record

For each supplier, record the problem it is expected to address, evidence you have inspected, material assumptions, unresolved gaps, first delivery milestone and total expected cost. Ask someone outside the selection process to challenge it.

An essential requirement remains unresolved until it is demonstrated or explicitly accepted as a risk. Strength in presentation, brand or content volume should not silently compensate for a missing implementation dependency.

Use the worksheet in a buying meeting

Discuss disagreements rather than averaging them away. Agree who can validate technical feasibility, who approves spend and who will own the method after rollout. Keep programme scope, approval steps and contractual requirements visible so the purchase itself has a credible decision path.

Apply the same criteria to a fully internal programme. Internal effort and opportunity cost still count.

3

PART 3 OF 3

Agree delivery

Rollout, ownership, measurement and the next step.

10	Agree delivery ownership and measurement	15
11	How Closing Foundry approaches the work	16
12	Leave with a clear buying brief	17

Do not attribute a simple before-and-after movement entirely to training or AI.

Agree delivery ownership and measurement

A practical sequence

DESIGN →	ENABLE →	RUN
PHASE	WORK TO AGREE	ACCEPTANCE EVIDENCE
Design	Select the motion and commercial issue. Examine sources and real work. Define the standard, assessors and measures.	Approved examples, rubrics, owners and a feasible measurement plan.
Enable	Prepare managers. Train and practise on relevant opportunities. Test interpretation and justified action.	Work that meets the agreed standard, with coaching or reassessment where needed.
Run	Use the standard in existing 1:1s and deal reviews. Revisit actions, update material and support new starters.	Comparable later work, recorded learning and the agreed review of commercial measures.

Measure the mechanism before attributing the result

MECHANISM		RESULT	
Application	Deal progression	Win rate and cycle time	Forecast judgement
Count relevant reviewed examples meeting a defined practice standard. Record the sample and whether work needed prompting.	→ Check whether the action produced the intended buyer evidence or decision. A completed seller task alone is insufficient.	→ Use comparable opportunity cohorts and consistent definitions. Report sample sizes and allow for the sales cycle.	Compare forecasts made at a fixed horizon with actuals. Retain close-date movement, deal mix and the reasons for changes.

Agree one primary business outcome and a few leading measures. Revenue changes may also reflect pipeline mix, pricing, product changes or market conditions. **Do not attribute a simple before-and-after movement entirely to training or AI.**

Make the total cost and ownership explicit

Include preparation, training, manager time, reinforcement, licences, content upkeep, integration, API usage and support. State what is included, what needs customer resources and what triggers a scope change.

Name the sponsor, method owner, coaching owner and technical owner where relevant. Agree how conflicting guidance is resolved, how changes are approved, what material the team can reuse and how work continues when the provider leaves.

How Closing Foundry approaches the work

We build MEDDPICC application around your buying situations, then prepare the people who must use and coach it. The working standard connects buyer evidence, deal judgement, seller competence and practical next actions.

Design

We examine how and why your customers buy, build on useful RevOps and enablement work, develop the agreed buyer value maps and tailor the course, deal-evidence rubric, competence rubric and manager toolkit. Measures and responsibilities are agreed before training.

Enable

Leaders prepare before sellers. Leadership work covers evidence inspection, deal strategy, coaching and the next action. Sellers practise with live or past opportunities. The course materials support continued coaching and onboarding.

Run

The core programme includes three months of monthly individual check-ins with sales leaders after seller training. Managers continue coaching through their regular 1:1s and deal reviews. The competence rubric supports individual growth priorities, reviewed alongside the agreed commercial measures.

Preparation and training precede that application period. The whole engagement is not automatically a 90-day delivery, and leader check-ins are not unlimited direct coaching for every seller.

Choose extensions deliberately

Broader stage, playbook and workflow work can sit within Strategic Sales Enablement. The Next Best Action Layer is a separately scoped extension for structuring the method and practical guidance for AI use. Core MEDDPICC training does not automatically include software configuration or integration.

The layer can be configured for an agreed environment once source readiness, available data, permissions and implementation effort are understood. The aim is a useful, maintainable approach in the tools your team can support.

What to ask us to demonstrate

Ask us to show a relevant buyer situation, the two rubrics, a practical coaching example and how the same standard informs a next action. For the AI extension, ask for a source-linked example and a changed-evidence test. Agree the exact delivery team, cohort scope, usage rights and follow-up before committing.

Explore the MEDDPICC programme



We expect to be evaluated against the same standards set out in this guide.

12

Leave with a clear buying brief

Use the following structure for an internal discussion or a conversation with a provider. Keep the first version to one page.

DECISION

COMPLETE THIS IN YOUR OWN WORDS

Business issue

The commercial result we need to improve is ...

Practice to investigate

The relevant work we need to understand or improve is ...

Evidence available

We can examine these calls, deal records, artefacts and observations ...

Initial scope

The first team, motion and buying situation will be ...

Working standard

The definitions, guidance and assessment we need are ...

Technology if needed

The intended environment and dependencies are ...

People and time

The sponsor, manager owner, method owner and available capacity are ...

Proof and decision

We will proceed when the following evidence, scope and costs are agreed ...

Choose your next step

If you need a starting point for the team discussion, complete the free review.

**Get your MEDDPICC
leadership brief** →

If you are selecting a programme, bring the issue, one representative buying situation and what you already have. We can discuss the scope and evidence needed.

**Discuss your MEDDPICC
programme** →

If the priority is making existing sales guidance useful to AI, examine the detailed example and bring your method, a representative deal and the intended tools.

**Explore the Next Best Action
Layer** →

You should leave the buying process knowing what will be built, who will use it, how it will be maintained and what evidence will show whether it is helping.

Apply the same buying tests to us and to every provider you consider.

Published by Closing Foundry.

Get your MEDDPICC leadership brief

→

Discuss your MEDDPICC programme

→

Explore the Next Best Action Layer

→
