

# Probing Questions

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## Vision

- What are the 3-4 key strategic initiatives for your company this year?
- What is the time frame for accomplishing these initiatives?
- How will accomplishing these objectives affect the business?
- What role might an outside partner play in helping you accomplish these goals?

## Situation

- What is the primary mission of your department/organization?
- What are the critical success factors for you, your team and your organization?
- What might be done to insure or accelerate the accomplishment of your goals/objectives?
- What financial investment is required/available to accomplish these goals?
- What are the top three operational or business challenges that you face on a daily/weekly basis?
- If you could change anything in the current environment, what would that be?
- Who/what puts the most demand on your organization? Explain
- What keeps you up at night?

## Qualification

- What are the “must have” capabilities of the solution?
- What are the key evaluation criteria that will be used to select the vendor?
- What lack of capability would automatically exclude a vendor?
- Who in the organization has the most to gain from this solution?
- How significant is the solution to the overall organization?
- How might this solution impact the overall goals of the company?
- Besides the people who are directly dealing with the problem, how might others benefit from the solution?
- What is the impact if the organization doesn’t solve the problem, deliver a solution, or meet the need?
- How is the organization handling the issue or problem now?
- What is the biggest complaint in the organization regarding a lack of a solution today?

## Justification

- How does the organization justify this type of investment?
- How does the organization measure the success/failure of the investment, after the fact?
- What contribution might a vendor make to your justification process?
- What are your key performance indicators?

## Decision Making Process

- How are decisions made in the company?
- What are the key steps in your decision making process?
- What role do you personally play in this type of decision?
- Who else is typically involved in these decisions and what role do they play?
- How intimately involved, in these types of decisions, is the person who actually signs the contract?
- At what point will you involve this individual?
- What is the typical time frame for these types of decisions?

## Funding

- How are strategic/tactical decisions funded?
- When will the funding be available?
- Who approves the acquisition?
- Who signs the purchase order?

## Competition

- What alternatives is the organization considering?
- What are the key 3 or 4 solution criteria that the successful vendor must deliver?
- Who is the preferred vendor today? Why?

## Our Company

- What do you know about our Company?
- What are the most valued characteristics of vendors that you consider as true partners?
- What is the worst thing that a vendor can do?
- What are the appropriate next steps for us?