

EARN THE ORDER

Turning Insight into Committed Business

You did the deep dive. Now go get the commitment.

Participant Workbook

YOUR NAME

TODAY'S DATE

THE ACCOUNT YOU ARE WORKING TODAY

HOW TO USE THIS WORKBOOK

Everything in here is built around one real account. Use the account you chose during Own the Season, the one you already ran a deep dive on. The first half of this book is for the practice session and the debrief. The second half turns what you surfaced into a commitment you can name, ask for, and put on the calendar. The last page is the only one that produces revenue. Fill it in before you close this book.

THE ARC

1 Play back the pain **2** Diagnose the economics **3** Map the decision **4** Make the ask

Understanding is not revenue. The commitment is.



The account, and what you already know

Everything today runs on one account. Before you practice, write down where you actually stand on it. Be honest about the gaps, because the gaps are where the wallet share is.

THE EIGHT THINGS YOU ARE LISTENING FOR

Backlog and bid pipeline

What is booked, what is bidding, how full the season is

Crew capacity

How many crews, where they are stretched, what slows them

Seasonal cash cycle

When cash is tight, when it flows, how they buy against it

Their customers

Who they serve and where the pressure comes from

Growth plans

New services, new markets, more crews, where they are headed

How they buy, who decides

Owner, GM, PM, field: who signs and who influences

Competitor spend

What ships on someone else's truck, and why

What they value most

Price, availability, relationship, or certainty

WHAT I ALREADY KNOW ABOUT THIS ACCOUNT

THE TWO DIMENSIONS I COULD NOT ANSWER WITHOUT GUESSING

THE CATEGORIES THEY BUY SOMEWHERE ELSE

Run it out loud

Set the Up-Front Contract, open with one deeper question, follow the pain down two levels, ask the two wallet questions, then go quiet. Take notes while you are the customer and the observer too.

THE QUESTION BANK

Pain / process

"What is your process for getting the right materials to the right job at the right time, and where does it break down most?"

Cost of pain

"When a delivery goes wrong, late, short, or wrong, what does that actually cost you in crew time, trust, or rework?"

Personal risk

"When a job runs late or a site is not ready, who is the first call the owner makes, and what is that like?"

Growth / future

"As you add crews or take on bigger projects, what part of your supply chain do you worry about most?"

Competitor spend · must ask

"Across a job, irrigation, lighting, drainage, hardscape, nursery, turf, which categories are you sourcing somewhere other than us, and what put them there?"

What they value most · must ask

"When you decide who gets the order, what matters most: price, availability, the relationship, or knowing it will be right? Walk me through the last time that got tested."

MY UP-FRONT CONTRACT, IN MY OWN WORDS

WHAT SURFACED THAT I DID NOT EXPECT

Five things to watch for

You are not grading the questions. You are watching what the Account Leader does between them. Bring back a specific moment, not a general impression.

The frame

Did they set an Up-Front Contract, or did they just start asking?

The ratio

Who talked more? If it was the Account Leader, that was a pitch wearing questions.

The depth

Did the pain get past the surface to what it cost the business, then to what it cost them personally?

The reverse

When the customer asked something, did they answer and stop, or answer briefly and hand it back?

The silence

After the biggest question, how many seconds before the Account Leader filled the gap?

THE ONE MOMENT WORTH REPORTING BACK TO THE ROOM

So how did that actually feel?

The point was never whether you got it right. It is what you noticed while you were in it.

WHERE DID IT GET UNCOMFORTABLE?

Name the exact question where you wanted to rescue the silence or change the subject.

WHAT DID YOU LEARN THAT SURPRISED YOU?

The answer you did not see coming is the one worth chasing in a real account this week.

WHERE DID YOU CATCH YOURSELF PITCHING?

The moment you started explaining a product instead of asking one more question.

WHAT WOULD YOU ASK DIFFERENTLY?

Rewrite one question in your own words so it sounds like you and not like a script.

Four places a great conversation goes quiet

You did the hard work. These are the four spots where the insight never becomes an order. Be honest about which one is yours.

No bridge

You learned something real, then said you would put a quote together. None of the pain made it into the proposal.

No economics

You never asked what the problem costs or what solving it is worth, so the whole thing defaults to price.

No decision map

You presented to the person who talked to you, not to the people who actually decide.

No ask

You described the program, then waited. Hope is not a close.

WHICH LEAK COSTS ME THE MOST, AND WHERE DOES IT HAPPEN?

A great conversation that ends with “let me put a quote together” is a great conversation you gave away.

A DEAL I LOST LAST SEASON THAT ONE OF THESE FOUR EXPLAINS

Play it back before you propose anything

Between the deep dive and the ask there is one move. Say what you heard in their words, confirm you have it right, and get permission to solve it.

Their words

Repeat the pain the way they said it, not the way you would write it in a CRM note.

The cost

Restate the number or the consequence they gave you. It has to come from them, not from you.

The permission

"If I could show you a way to take that off the table, is that worth a look?"

If they correct you, that is a gift. It means they are engaged, and now you have it right.

MY FULL BRIDGE, WRITTEN OUT THE WAY I WILL SAY IT

Diagnose the economics before you quote

The fastest way to give away margin is to name a price before you know what the problem is worth to them. You are not asking for their budget. You are asking what the problem is worth.

What is it costing?

"Two days of crew time a month, a job pushed, a call you had to make." Get it in their numbers, not yours.

What is the fix worth?

"Have you set anything aside for this? What were you planning to spend to make it stop?"

What if nothing changes?

"If next season looks exactly like this one, what does that mean for you?"

THE THREE NUMBERS

1

Cost of the problem

Annualized, in their words

2

Cost of the fix

Including program terms and rewards

3

The gap

The reason to say yes, and it is theirs

When the cost of the problem is bigger than the cost of the fix, you are not asking them to spend money. You are showing them where they are already spending it.

Find out how the yes actually happens

A yes from the wrong person is a delay you will not see coming. Fill in every name you know, and circle back for the ones you do not.

MAP THE ROOM

Owner

CARES ABOUT

Cash, risk, and growth

Predictable cost, fewer surprises, terms that work with the season.

General Manager

CARES ABOUT

Margin per job

Fewer vendors, consolidated purchasing, fewer holes in the schedule.

Project Manager

CARES ABOUT

The schedule holding

Accurate ship dates and one call that actually fixes the problem.

Crew Lead

CARES ABOUT

Getting the job done

Right product, right site, right day. No second trip.

HOW A DECISION LIKE THIS GOT MADE THE LAST TIME

THE ONE THING MOST LIKELY TO STOP IT

Make it specific, then stop talking

A vague ask gets a vague answer. Name the category, name the scope, name the date, then go quiet. If you cannot get the program, get the category. If you cannot get the category, get the job.

The trial

One job, one category

"Let's run the drainage on the Whitfield job through us, and you tell me how it went."

The category

All of it, all season

"Move your drainage to us for the rest of the season and I will hold your pricing."

The program

Next year, committed

"Let's put drainage and irrigation into the early order program before the deadline and lock your 2027 cost."

After the ask, the next person to speak gives you the real answer. Let it be them.

LEAD WITH THE PAIN IT SOLVES, NOT THE TERMS

Cash flow

Extended terms and cash discounts.
Take material now, pay closer to
when your customers pay you.

Cost savings

Best pricing of the year on the
categories they bid most, plus up to
3X rewards.

Competitiveness

Committing early means it is
allocated to them, not to whoever
calls first in April.

“Let me think about it” is not a yes and not a no

It is an undiagnosed no wearing a polite face. You get one shot to open it back up before the account goes quiet. Write the version you will actually say.

TWO WAYS TO OPEN IT BACK UP

“That’s fair. In my experience, when someone tells me they want to think it over, it usually means one of two things. Either I did not explain it well, or something about it does not sit right. Which one is it?”

“Before you do, let me ask. On a scale of one to ten, where are you right now? ... What would have to change to make it a nine?”

MY VERSION, IN MY OWN WORDS

EVERY STALL HAS ONE OF THREE ROOTS

Don’t understand They do not know what the program actually does. Inform: show them exactly how it works.

Don’t agree They do not see why it helps them. Align: tie it back to the pain they named.

Don’t believe They got burned by a commitment before. Prove: a reference, a guarantee, a track record.

A clean no beats a maybe you chase until October.

YOUR COMMITMENT

One account, one ask, one date

This is the only page in the book that produces revenue. Do not leave it blank, and do not leave it vague. Your leader will ask you about it.

Understand deeper. Then ask plainly.

THE ACCOUNT

THE PAIN, IN THEIR WORDS

THE CATEGORY I AM AFTER

WHO SIGNS, AND WHO ELSE HAS TO BE COMFORTABLE

THE EXACT WORDS OF MY ASK

THE DATE I WILL MAKE IT

Play back the pain. Diagnose the economics. Map the decision. Make the ask, and go quiet.

