

# 5 P's Discovery Questions

## PRODUCT

- What product innovations do you see coming in the next 3-5 years?
- How will your portfolio change between now and 2025?
- What type of information do you need to develop a better production plan?
- What agronomic or other product-related problems exist?
- Are there any product handling needs or services you foresee?
- What additional product support do you think you might need?
- What feedback do you receive about your customer service staff?
- How's the overall performance of your shipping/delivery group?
- What is your product planning cycle?
- How often do you test new products? How many?
- What is your new product selection process?
- What is your data analysis process for new products?

## PLACE

- How do you describe your sales/marketing organization and where do they need assistance?
- Where is your sales/marketing strategy strong and what weaknesses exist?
- How would you rate the level of product knowledge within your sales and marketing people? The level of customer service skill?
- What is your customer turnover rate and what's the story behind it?
- What % of your business is sold to retail, brokers, other distributors?

## PROMOTION

- Do you currently have an approved marketing plan? Is it followed?
- What plan tactics are the most difficult to execute – what makes them difficult?
- What does your brand stand for with your customers?
- What type of brand experience do you currently offer your customers?
- Do you feel your customer touchpoints represent your brand well? Are they well-timed and delivered with consistency?
- What type of brand experience do you want to offer your customers?

# 5 P's Discovery Questions

- What do your people do to “represent” your unique brand to customers / potential customers / the marketplace?
- How do you help your people present their “personal brand” effectively?
- What do you feel is the clear difference/uniqueness that sets you apart from your competition?
- What can you do to enhance this differentiation?
- Do you have adequate “pull through” of your brand?
- What type(s) of incentives do you offer for purchase?

## PRICE

- What are your customers' perceptions of the value you deliver?
- Do you receive many objections about price and if so, how do you/your people clearly articulate value?
- What things other than product can add to the value of what you deliver? (If it's your people, please describe how they can do this.)
- How do you profile your customers? Who are you targeting and with what benefits?
- Do you have a broad portfolio of products that you can ladder? If not, is that strategy necessary for you to grow?
- Do you have a long-term pricing strategy? What assumptions have you made about pricing longer term?
- How transparent is your pricing to your customers?
- How does your pricing compare to that of your competitors?

## PEOPLE

- Do you feel your employees live out your company mission? What does that look like to you? How does it show up for your customers?
- What are your company's people goals over the next 2 to 3 years?
- What are your top 2-3 people problems or difficulties?
- How would you describe your training/development program now?
- What types of knowledge and skills do you feel are critical to your people going forward?
- How well do your managers function as effective coaches for their teams as a whole? For individual team members?

## 5 P's Discovery Questions

- Do your people help differentiate you from your competition? If not, what's not happening that should be happening?
- Do you have an employee recruitment and retention strategy? Please describe it.
- Do you feel your people strategy is sufficient to attract and keep the talent you'll need over the next 3-5 years?
- When people leave your company what do they give as the reason(s)?
- What demands will your long-term strategic plan put on employees, and how will you start addressing those today?
- What's one single thing you could do right now to make your employees feel genuinely valued?