

Beating “NDI” (No Decision Incorporated)

A key to beating NDI with your current prospects is anticipating that NDI could occur. NDI is almost guaranteed to occur if you, and most importantly, the prospect, do not understand the following about the prospect:

- **Pain:** Is it high-level pain or just a symptom? Is it measurable? Is it quantifiable?
- **Vision:** Does their vision match your capabilities? Can they get those capabilities elsewhere, even internally? Are you Column A or fodder?
- **Power:** Does your contact have either the influence and/or authority to make purchases in today’s marketplace? We are seeing, in the current market conditions, that the CFO or the CEO has veto power over every spending decision.
- **Value Justification:** If you *can’t* show that the relative ranking for the value justification for your services is at or near the top of the prospect’s cost efficiency or revenue enhancement initiatives, they will not approve.

Some possible steps to help you resurrect an opportunity where NDI is winning:

- ❑ *Consciously try to avoid panic:* Ask yourself why are they behaving this way? Did I not address, or do they not own, one of the above reasons for NDI? Could this perhaps be a price negotiating strategy to see if you are prepared to reduce your price, etc? Is this just an excuse for not moving forward because your contact can’t make the decision?
- ❑ *Empathize:* Acknowledge that it is tough to make a decision in today’s marketplace.
- ❑ *Ask why:* Ask them directly as to *why* they are choosing this course of action (sounds like a question in the 9 boxes!) You might find something out here that will help you either reposition your services or choose a certain course of action. Verbally confirm what you heard.
- ❑ *Remind/Review with them as to what has transpired to this point* (Refer to the above reasons for NDI): Gain confirmation that the rationale is still present. Again, empathize and if possible, “nudge” them towards a decision. If they still indicate that they will not move forward with the purchase, go to next step.
- ❑ *Determine who could make decision to move forward:* If they acknowledge that in their opinion this is something they can’t afford to do nothing about, ask them, “who else has to get involved to make this happen and why?” If you have not done so already, use the “Impact” column of the 9 boxes, including drill down, to build the justification for the decision maker. Remember, these decisions are now often being elevated to the CFO. Gain the support of your contact for getting an appointment with this person (either by yourself or with them). If they will not give you access, consider other options, including going around them or disengaging.
- ❑ *Raise Anxiety around delay:* At any point, it is appropriate to get them to recognize there are ramifications. Consider using an Anxiety Question to get them to realize the cost of doing nothing. Examples include:
 - Achieving cost effectiveness or revenue enhancement initiatives
 - What competition is/will be doing
 - Preparing for future upward turn in economy

Finally, it is important to document any of these steps via email or letter whenever possible. Hope this helps!