THE

MEDDICC

Elite Playbook

The complete field guide for Account Executives who want to qualify harder, forecast cleaner, and close more — without the bro-energy.

METRICS · ECONOMIC BUYER · DECISION CRITERIA · DECISION PROCESS · IDENTIFY PAIN · CHAMPION · COMPETITION

WHY THIS PLAYBOOK EXISTS

Qualification is the skill that separates good AEs from great ones

Most deals don't die at the close. They die in the middle — somewhere between a great demo and a deal that quietly slips to next quarter. The reason is almost always the same: the deal was never truly qualified.

MEDDICC is the qualification framework used by the world's highest-performing sales teams to answer one question with brutal honesty: do we actually have a deal, and can we win it? It turns gut feel into a checklist, vague optimism into a forecast you can defend, and "just checking in" emails into purposeful next steps. [1]

The eight letters, decoded

M	Metrics	The quantified economic impact of solving the problem.
E	Economic Buyer	The one person who can release budget and say the final yes.
D	Decision Criteria	The formal and informal standards the deal is judged against.
D	Decision Process	The exact steps from "interested" to "signed."
I	Identify Pain	The compelling business pain that creates urgency to act.
C	Champion	An influential insider who sells for you when you're not in the room.
C	Competition	Every alternative — rivals, internal builds, and doing nothing.

A quick note on the acronyms. MEDDIC is the original (six elements). MEDDICC adds the second C for Competition. MEDDPICC adds a P for the Paper Process — the legal, security, and procurement steps. This playbook covers all seven MEDDICC elements and flags the Paper Process where it matters. [2]

WHO'S BEHIND THIS

Written by **Jan Benedikt Mundorf** — 6 years in SaaS sales, **250+ deals closed** with MEDDICC, and a **2x President's Club** winner. This isn't theory from a textbook. It's the exact qualification discipline behind every one of those wins.

ELEMENT 1 OF 7

M Metrics

Metrics are the quantified economic outcomes the buyer expects — the hard numbers that prove your solution is worth the investment. Without them, value is an opinion. With them, value is math.

WHY IT MATTERS

A buyer rarely funds a project to "improve things." They fund it to move a number: reduce churn by 15%, cut onboarding from 6 weeks to 2, recover €400K in lost revenue. Metrics turn your deal into a business case the Economic Buyer can defend.

DISCOVERY QUESTIONS THAT WORK

- → What does success look like in numbers 12 months after you go live?
- → How are you measuring this problem today — and what is it costing you?
- → If we hit your goal, what does that mean in revenue, cost, or time saved?
- → Whose targets or bonus are tied to this metric improving?

"" TALK TRACK · SAY IT LIKE THIS

"Before we talk product, I want to make sure we'd actually move a number that matters to you. If we did this right, what would be different 12 months from now — and how would you measure it? Most teams I work with put a euro figure on it, even a rough one, so we can both sanity-check whether this is worth doing at all."

FROM THE FIELD · A REAL DEAL

On a logistics deal, the buyer said they wanted "better visibility." I pushed: visibility into what, costing you what? Three calls later we'd quantified it — €480K a year in missed SLA penalties, owned by the COO. That single number turned a stalled €60K pilot into a signed €210K rollout, because now it was a 4x return, not a nice-to-have.

PRO MOVE

Anchor every metric to a person. "20% faster" is data. "20% faster, which gets the VP of Ops her board-promised efficiency target" is a deal.

WATCH OUT

Red flag: you can describe the benefit in adjectives ("faster," "better") but not a single number the customer agrees with.

ELEMENT 2 OF 7

E Economic Buyer

The Economic Buyer is the single person with the authority and discretionary budget to say yes — and make it stick. They are not always on the org chart where you'd expect, and they are rarely your first contact.

WHY IT MATTERS

Deals stall when AEs sell beautifully to people who can't actually buy. You must identify the Economic Buyer, understand their personal and business priorities, and ideally meet them directly before you forecast the deal as committed.

DISCOVERY QUESTIONS THAT WORK

- → Who signs off on an investment of this size — and have they backed projects like this before?
- → What does the Economic Buyer personally care about most this year?
- → What would you need from me to feel comfortable introducing me to them?
- → Has this person ever killed a deal late? What spooked them?

“”

TALK TRACK · SAY IT LIKE THIS

“You’ve been a great partner in scoping this out. To get something this size approved, who ultimately owns that budget decision? I’d love to bring them a tailored ROI view so you’re not the one carrying the whole business case upstairs alone — what would make you comfortable introducing us?”

FROM THE FIELD · A REAL DEAL

A champion kept telling me “my VP will sign off, don’t worry.” I asked her to let me build the VP a one-page ROI model and join a 15-minute call. On that call the VP asked one question nobody below him had raised: data residency in the EU. We answered it live. Had I forecast that deal without meeting him, it would have died silently in legal — instead it closed at quarter-end.

PRO MOVE

Trade access for value. Offer the EB something worth their time — a tailored ROI model, a peer benchmark — so the meeting is a gift, not a favor.

WATCH OUT

Red flag: “I'll take it to my boss.” You haven't met the EB and you're relying on someone else to sell for you, uncoached.

ELEMENT 3 OF 7

D Decision Criteria

Decision Criteria are the specific standards — technical, economic, and relationship-based — the buyer uses to compare options and choose a winner. Some are written in an RFP. Many live only in stakeholders' heads.

WHY IT MATTERS

If you don't know the criteria, you're guessing what to emphasize. If you can help shape the criteria around your unique strengths, you've tilted the entire evaluation in your favor before it begins.

DISCOVERY QUESTIONS THAT WORK

- → What are the three must-haves this solution absolutely cannot launch without?
- → How will you compare vendors — is there a scorecard, and how is it weighted?
- → Beyond features, what matters: ease of rollout, support, security, vendor stability?
- → Who set these criteria, and could any of them still change?

“”

TALK TRACK · SAY IT LIKE THIS

“If you put yourself six months out, looking back on a project that went really well — what were the three things this solution absolutely had to nail? And of those, which one, if a vendor got it wrong, would be a dealbreaker? I want to make sure we're solving for what actually matters to you, not just ticking a feature list.”

FROM THE FIELD · A REAL DEAL

In a competitive eval, the prospect's criteria read like my competitor's spec sheet — they'd clearly written the test. Instead of fighting feature-by-feature, I asked what happens during onboarding if the admin who set it up leaves. Silence. We added “ease of handover” to the scorecard — my strongest area — and that one criterion swung the decision.

PRO MOVE

Get the criteria in writing and confirm them back. Then look for a strength only you have — and help them realize it belongs on the list.

WATCH OUT

Red flag: the criteria perfectly match a competitor's differentiators. Someone else wrote the test.

ELEMENT 4 OF 7

D Decision Process

The Decision Process is the exact sequence of steps the organization takes from “we like this” to a signed contract — evaluations, approvals, committees, and the often-overlooked Paper Process (legal, security, procurement).

WHY IT MATTERS

Knowing the process lets you co-build a mutual action plan, anticipate bottlenecks, and stop being surprised by a “surprise” security review three days before quarter-end. It's the difference between driving the deal and being dragged by it.

DISCOVERY QUESTIONS THAT WORK

- → Walk me through every step from today to a signed contract — who's involved at each?
- → What internal approvals are needed, and how long does each typically take?
- → When does legal, security, or procurement get involved — and what do they need?
- → What's the realistic date this needs to be live, working backward from that?

“” TALK TRACK · SAY IT LIKE THIS

“Let’s work backward from your go-live date. Between today and a signed contract, walk me through every step — who needs to approve, when security and procurement get involved, and how long each usually takes. I’ll put it in a shared plan with dates so neither of us gets surprised. When has a process like this taken longer than expected before?”

FROM THE FIELD · A REAL DEAL

Everyone was confident a deal would close by month-end. I asked the question I always ask: when does security review start, and how long does it run? Turned out their infosec team had a mandatory 3-week SOC 2 review nobody had mentioned. Because we surfaced it early, we kicked it off in parallel instead of at the finish line — and still closed on time.

PRO MOVE

Build a Mutual Action Plan with dates and owners on both sides. Shared accountability is the strongest forecasting tool you have.

WATCH OUT

Red flag: nobody can name the procurement or legal steps. The Paper Process is where confident deals quietly slip a quarter. [3]

ELEMENT 5 OF 7

I Identify Pain

Identify Pain means finding the compelling business problem severe enough that the cost of inaction outweighs the cost of change. Surface-level annoyance doesn't fund deals. Quantified, owned, urgent pain does.

WHY IT MATTERS

Pain is the engine of every deal. No pain, no urgency, no budget, no decision. Your job is to move past symptoms to the root business consequence — and make the cost of doing nothing impossible to ignore.

DISCOVERY QUESTIONS THAT WORK

- → What happens if you do nothing and this stays exactly as it is for another year?
- → How is this problem affecting your team's goals or the wider business?
- → How have you tried to fix this before, and why didn't it stick?
- → Who feels this pain most acutely — and how loudly are they complaining?

"" TALK TRACK · SAY IT LIKE THIS

"Help me understand the real cost of leaving this exactly as it is for another year. Not just the annoyance — what does it do to your team's targets, your headcount plan, your own goals for the year? And who in the building feels this most? Because if it's genuinely painful, I'd rather we move quickly; if it's not, I don't want to waste your time."

FROM THE FIELD · A REAL DEAL

A prospect loved the demo but had no urgency — classic 'interested, not bothered.' I asked what doing nothing for a year actually cost. He did the math out loud: two reps spending a full day a week on manual reporting. That's ~€90K of selling time burned annually. He went quiet, then said 'I hadn't added it up like that.' The deal had urgency from that moment on.

PRO MOVE

Tie the pain to a Metric and a Champion. Pain that has a number and a human owner becomes a funded priority.

WATCH OUT

Red flag: the prospect is interested but not bothered. Curiosity is not pain, and curiosity does not close.

ELEMENT 6 OF 7

C Champion

A Champion is an influential person inside the account who has personal skin in the game, actively sells on your behalf, and gives you the inside track. A Champion is not just someone who likes you — they have power and they spend it for you.

WHY IT MATTERS

You can't be in every internal meeting. Your Champion can. They navigate politics, pre-sell stakeholders, and warn you before a deal goes sideways. Test their power: a real Champion can get you to the Economic Buyer.

DISCOVERY QUESTIONS THAT WORK

- → Who gains the most personally if this project succeeds?
- → Can you help me get 15 minutes with [Economic Buyer] to align on the business case?
- → What objections are you hearing internally that I can help you answer?
- → How would you sell this to your leadership if I weren't in the room?

"" TALK TRACK · SAY IT LIKE THIS

"You clearly want this to happen as much as I do. So I can support you properly when I'm not in the room — what are you hearing internally that I can help you answer? And if it's useful, I'll put together a one-pager you can forward that makes the case in your words. How would you pitch this to your leadership if I weren't there?"

FROM THE FIELD · A REAL DEAL

I had someone who loved our product but couldn't get me near her boss — a friend, not a champion. So I tested it: I gave her a tight one-pager and asked her to forward it and get me 15 minutes. She came back with the meeting booked in two days. That's when I knew she had real influence — and I moved the deal to commit.

PRO MOVE

Arm your Champion with the materials to win internally — a one-pager, an ROI model, answers to predictable objections. Make them look brilliant.

WATCH OUT

Red flag: they love you but can't get you a meeting that matters. That's a friend, not a Champion.

ELEMENT 7 OF 7

C Competition

Competition is every alternative the buyer is weighing — named rivals, an internal build, a do-it-with-existing-tools workaround, and the most common winner of all: doing nothing. Know them all, and know how you stack up against each.

WHY IT MATTERS

You are always in a competitive deal, even when it feels like a sole-source. Understanding the alternatives lets you frame the decision criteria, neutralize rivals' strengths, and make the cost of inaction the real loser.

DISCOVERY QUESTIONS THAT WORK

- → What other options are you evaluating, including building this yourselves?
- → What do you like about the alternatives — and what concerns you?
- → If you do nothing, what's the plan, and who's comfortable with that?
- → What would make this an easy yes for us specifically?

"" TALK TRACK · SAY IT LIKE THIS

“Most teams looking at this are also weighing a couple of other options — maybe a competitor, maybe building it in-house, maybe just sticking with what you have. Totally normal. What else is in the mix for you, and what do you like about each? I’d rather know now so I can be straight with you about where we’re genuinely the better fit and where we’re not.”

FROM THE FIELD · A REAL DEAL

A buyer swore I was the only vendor they were considering. I gently pushed: ‘and the option of just keeping the spreadsheet?’ He laughed — that was exactly the internal debate. ‘Do nothing’ was my real competitor. So I stopped selling features and built the cost-of-inaction case instead. Beating the status quo, not a rival, is what won it.

PRO MOVE

Never trash a competitor. Reframe the criteria around where you're strongest and let the comparison make your case for you.

WATCH OUT

Red flag: “We're only looking at you.” Either it's untrue, or the deal isn't real enough to attract competition.

PUT IT TO WORK

The 60-second deal scorecard

Score each element 0–2 on your live deal. 0 = no idea, 1 = partial / unconfirmed, 2 = confirmed and documented. Total it up, then be honest with yourself about your forecast.

Element	What “2 / confirmed” looks like	Score
Metrics	Quantified impact the customer agrees with, tied to an owner.	__ / 2
Economic Buyer	Identified, their priorities known, and you've met (or have a path to) them.	__ / 2
Decision Criteria	Documented, confirmed back, and shaped to your strengths.	__ / 2
Decision Process	Mapped end-to-end with dates, including legal/procurement.	__ / 2
Identify Pain	Compelling, quantified, owned, and urgent.	__ / 2
Champion	Influential, invested, and proven by access to the EB.	__ / 2
Competition	All alternatives known — including “do nothing” — and a plan to win.	__ / 2

11–14 **Commit it.** A real, defensible deal. Keep your Champion armed and protect the close date.

6–10 **Best case, not committed.** You have gaps. Pick the lowest-scoring element and build a plan to confirm it this week.

0–5 **Pipeline, not forecast.** Be honest. This is early. Qualify hard before you spend another hour — or walk away.

YOU'VE GOT THE FRAMEWORK. NOW GET THE REPS.

One tactic. Every Sunday.

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— Jan Benedikt Mundorf

6 years in SaaS · 250+ deals closed with MEDDICC · 2x President's Club

Sources: [1] Atlassian — MEDDIC sales methodology explained. [2] Force Management — MEDDIC vs. MEDDPIC. [3] Hyperbound — MEDDPICC discovery questions.