BEYOND

Pitch

The Commercial Excellence Cycle

A compact reference for every conversation

01 PLAN

Know what you are walking into

- What specific outcome are you trying to achieve in this conversation?
- What do you know about this customer, their priorities, and where they are in their buying journey?
- What is your commercial hypothesis going into this meeting?

> *Most meetings are lost before they start. The strongest advantage you can bring into a room is knowing something about this customer that they have not yet fully articulated themselves.*

TOOLS

Coherence Map / Buyer Persona Canvas

02 EXECUTE

Follow the Challenger sequence

- Are you teaching before pitching? Is the reframe landing as intended?
- Are you adapting your message to the person in front of you?
- Are you maintaining productive tension, or backing down too quickly?

> *Watch for the moment the customer leans forward. That is when the insight has landed. From there, your job is not to keep selling. It is to keep listening.*

TOOLS

Conversation Architecture / Discovery Canvas

03 EVALUATE

Understand what you caused

- What happened in the conversation versus what you planned?
- What did the customer reveal, whether consciously or not?
- What did you cause to happen? Focus on your actions, not the outcome.

> *The fastest-improving commercial teams are not the ones with the best natural talent. They are the ones who review honestly. This is the step where compounding begins.*

TOOLS

Coherence Map (review) / Conversation Replay

04 IMPROVE

Change one thing next time

- What specifically needs to change in your next conversation?
- Is this a knowledge gap, a skill gap, or a habit gap?
- What will you practice, prepare, or study before the next one?

> *One specific change, consistently applied, outperforms ten general intentions. The question is not what you will do differently. The question is what you will actually change.*

TOOLS

Compounding Model / Economics of Value

The cycle is not linear. Most improvement happens in Evaluate. Most teams skip it.