SPAR™ — the questioning method that closes on pain, not on product

7C Group's and Polnova's questioning model for industrial B2B sales — built to extract razor-sharp customer insight from PAINS and their consequences, at company, decision-maker and stakeholder level.

Elite sellers don't present more — they **ask better**. SPAR is a disciplined four-step discovery model: follow the sequence, and each step unlocks the next. The prospect does the work — and convinces themselves.

> **Polnova's role:** *LIS gives you deep pre-meeting preparation (current state + buying signals) so you can ask sharper questions, go deeper into* **Pain***, and above all create* **urgency** *through* **Affect** *— the emotional and financial consequences of changing nothing.*

S — Situation · map the current state

Qualify and gather facts. Understand the environment, the stakeholders and the systems in place today — before you diagnose anything.

- "Walk me through how your team handles [the process] today — who's involved, which tools are used, and where do the handoffs happen?"
- "What does your decision-making process look like?"
- "Which projects and investments do you have ahead of you over the coming year?"
- "What did you spend in this area last year — and what budget are you working against now?"

P — Pain · find the gap (tension)

Surface what isn't working. Where is the friction, the failure, the gap between where they are and where they need to be? No pain means no reason to buy.

- "Where does the process break down most consistently — and what is it that finally makes someone realise something has to change?"
- "What is *not* working in your current solution?"
- "How does this problem show up day to day — for the team, for production, for the customer?"
- "What have you already tried, and why didn't it hold?"

A — Affect · cement it and create urgency

Quantify the cost — **financially and emotionally**. What does the problem cost the business? What does it cost the person in the room? This is where the buying window opens.

- "If this stays unsolved for another 12 months — what does it cost you? In money, in time, in missed targets?"
- "What happens next quarter if you do nothing about it?"
- "What does it mean for you personally — and for the team — if the problem persists?"
- "How does it affect your competitiveness if a competitor solves this before you?"

R — Resolve · let them own the vision

Let the customer describe the desired future state. What does "solved" look like? Get them to articulate the vision — not you.

- "Describe how things look 18 months after this is solved — what's different?"
- "How would leadership measure that it was done right?"
- "What would it mean to you to have it in place this year?"

How to use SPAR

1. **Ask 15–25 SPAR questions** per discovery — mostly open questions. Listen more than you talk.
2. **Never pitch on features — only on confirmed pain.** Test resonance, not enthusiasm.
3. **Close progressively:** micro-commitments at each stage turn the final close into a formality.
4. **Close on consequence:** "*What happens to your business if you don't solve this in Q2?*" — then stay silent.

The result when discovery is done right: higher win rate, zero wasted quotes, and a pipeline where every deal matches a pain the customer put into words themselves.

SPAR™ is part of Polnova — Revenue Intelligence Platform. LIS (Acquire) equips the seller ahead of the meeting · © 2026 · part of 7C Group.