Role-Play Scenario: Bob and Mary's Bakery

The Business

Bob and Mary own a successful local bakery that has built its reputation through word of mouth and repeat customers.

They are proud of the business, but the business depends heavily on them.

Their Current Reality

- Bob and Mary each work approximately 60 hours per week.
- They have not taken a real vacation in seven years.
- They do not have enough time to market the bakery consistently.
- Their children sometimes help in the business when additional support is needed.
- They have not increased their prices in several years.
- They have no digital marketing strategy.
- Most customers come from the local community, referrals, and walk-in traffic.
- They are busy, but they are unsure whether the business is producing enough profit for the amount of time they invest.

What Bob and Mary Want

Bob and Mary want the bakery to become more profitable without requiring them to work more hours.

Ideally, they would like to:

- Reduce the number of hours they personally work.
- Take regular vacations without worrying about the business.
- Increase profitability.
- Attract new customers outside their immediate local network.
- Create a more predictable marketing system.
- Reduce the business's dependence on them and their children.

The Coach's Objective

Use the Socratic selling process to help Bob and Mary understand:

1. What they want the business to provide for them.
2. How they are currently trying to achieve it.
3. Why the current approach is not producing the result they want.
4. What their ideal business would look like.
5. What improving pricing, marketing, systems, and delegation could mean financially and personally.
6. What continuing to operate this way is costing them.

Socratic Questions for the Coach

Objective

- What did you originally want this business to provide for your family?
- What would you like the bakery to look like three years from now?
- How many hours would you ideally like to work each week?
- What would taking a real vacation mean to you?

Approach

- How are you currently attracting new customers?
- How do you decide what to charge?
- What happens when one of you cannot work?
- How are marketing responsibilities handled today?
- What work are your children currently helping with?

Result

- How well is the current approach working?
- Are your sales increasing at the rate you want?
- Is the business producing enough profit for the hours you work?
- What happens to marketing when the bakery gets busy?
- What areas of the business continue to get pushed aside?

Ideal

- What would the business look like if it did not depend on both of you being there every day?
- What would need to change for you to take a two-week vacation?
- What would a consistent digital marketing system do for the business?
- What would happen if you increased prices without losing your best customers?

Impact

- What would reducing your workload by 15 hours per week mean to you?
- What would a 10% increase in pricing do to annual profit?
- What would happen if digital marketing brought in 20 new customers each week?
- How much more valuable would the business be if it could operate without you?
- What is the personal cost of continuing to work this way?

Investment

- What is another year without a vacation costing you?
- What is the cost of leaving your prices unchanged?
- What is the cost of having no consistent marketing system?
- What happens if nothing changes over the next three years?
- What level of support would help you finally implement these changes?

Objections for Bob and Mary to Use

The person playing Bob and Mary should introduce two or three of these objections during the conversation:

- "We are already too busy to take on anything else."
- "Our customers will leave if we increase prices."
- "Digital marketing sounds complicated."
- "We have always grown through word of mouth."
- "We are not sure we can afford coaching."
- "We probably just need to work harder and become more organized."

- “Our children can help us when things get busy.”
- “We need to think about it.”

The Coach’s Recommendation

The coach should recommend one primary engagement based on the conversation.

For example:

“Based on what you have shared, I would recommend a six-month coaching engagement focused on pricing, digital marketing, MDP, and creating systems that reduce the bakery’s dependence on both of you.”

The coach should then connect the investment to the identified business and personal outcomes.

Possible Downsell

When Bob and Mary are not ready for the full engagement, the coach may recommend:

- A pricing and profitability workshop.
- A digital marketing workshop.
- A bakery growth planning session.
- A self-paced e-learning program.
- A short implementation sprint.
- A drip campaign that continues to educate them and brings them back into the conversation later.

Role-Play Success Criteria

The coach should:

- Avoid pitching too early.
- Ask at least three Socratic questions.
- Quantify both the financial and personal impact.
- Recommend one clear solution.
- Handle an objection with another question before responding.
- Avoid immediately discounting the price.

- Offer a smaller next step only when the full engagement is not appropriate.

Debrief Questions

- Which question caused Bob and Mary to think differently?
- Did the coach uncover the personal cost as well as the financial cost?
- Did Bob and Mary clearly explain the value in their own words?
- Did the coach recommend one path or overwhelm them with choices?
- Where did the coach lose or gain control of the conversation?
- Did the price feel connected to the value being created?