

The Plant Visit

WHO Mr H. — use *Mr H.* until he corrects you

WHERE Address is in your texts

PHONE In your texts

VIA Warm intro from the referrer

THE ONE JOB

Understand how the place actually runs.

Not to pitch. Not to quote. Not to close. Half an hour was the ask and the hour on the calendar is buffer, so do not fill it. **The risk in this room is talking too much.**

BEFORE YOU WALK IN

Four things that are true today and were not true last week.

He is warmer than the phone call felt.

He rang back unprompted 24 minutes after your voicemail, apologised for missing you, offered the facility visit before you asked, and spelled his own street so you would find it. You are not here to win him over.

He has never said he remembers you.

The eleven-month inspection never came up on the phone, so the hook is unspent. Use it at the door. If he does not place you, drop it instantly.

There may be a second person.

Walk in ready for two. If the **other name on their team page** is in the building, that is the most valuable thing that can happen today. Do not ask him to explain a sentence from a phone call.

Thick accent, deep voice, and he may be around 80.

Speak slowly, leave gaps, do not stack questions, no jargon, no acronyms. **Read every number back to him.** Getting the minimum order quantity wrong because you were too polite to ask twice is the expensive mistake available today.

AT THE DOOR

Offer your hand first. Say this slowly.

"Mr H., Shafen Khan. Thank you for making the time. We actually met a couple of years back, I came out to your house and did the eleven-month inspection on it."

His house, not this plant. You have never seen this building. Do not imply you have.

If he does not place you, let it go immediately. No "you probably don't remember." Just: *"No matter, our mutual friend spoke well of you and asked me to call."* Move on.

ASK FOR THE FLOOR

"Could you show me the floor?"

He built it over 34 years. A man showing you his life's work is a different conversation than a man across a desk.

THEN, IN THIS ORDER

The order matters. Three, four and five are the ones that pay.

1 "What made you start thinking about the website now?"

Why
now.

2 "When a new brand becomes a customer, how do they usually find you?"

Is
inbound
even
a
thing
here.

3 "Walk me through what happens from first enquiry to first production run."

THE REAL ONE

Surfaces
the
whole
process
without
you
naming
it.
Let
him
talk.

4 "How many enquiries are a fit? What makes one not a fit?"

ASK LIKE YOU MEAN IT

The
referrer
says
the
binding
constraint
is a
~5,000
piece
minimum
plus

a
unit
cost
high
enough
to
kill
deals.

If
that
is
true,
a
website
does
not
touch
it.

**Let
him
tell
you.
Do
not
name
the
number.**

5 "Of the accounts you have now, how did the best ones come to you?"

Relationship
or
inbound.
This
tells
you
what
actually
generates
revenue.

6 "What would have to be true a year from now for this to have been worth doing?"

His
goal,

in
his
words.
Write
it
down
verbatim.

7 "Who else should I meet here?"

Warm,
not
a
challenge.
He
may
be
founder
rather
than
President.
Do
not
raise
that,
and
do
not
correct
him
if he
calls
himself
President.
Just
find
out
who
else
is in
the
building.

8 "What formats do you fill? Do you make anything somebody swallows?"

Sounds
like
plain
curiosity
and
is
worth
real
money.
They
publish
topicals
and
health
beverages
but
not
capsules,
tablets
or
powders.
If
they
do
oral
dose,
a
whole
supplement
network
becomes
reachable.
If
not,
it is
zero.
Nobody
outside
the
building
can
answer
this.

HOW YOU LEAVE

You already have the meeting. What you need now is a second date with a date on it.

"This has been really useful. Let me go away and think properly about what would actually move the needle for you, rather than guess at it now. Can I come back to you [name a day] with how I see it?"

Get his agreement to a specific day before you leave the building. Not "I'll send something over." That is how a warm visit becomes nothing.

If he pushes for a number in the room: *"I'd be guessing, and you'd be paying for my guess. Give me till [day]."*

NEVER SAY

Any one of these costs you the room.

✗ That you have been to this plant. You have not.

✗ **The regulatory matter.**

If *he*

raises

it:

listen,

do

not

advise.

If

he

asks

point

blank

whether

you

knew,

say

yes

plainly.

Never

claim

you

had

not

looked.

✗ **His son.**

Ever.

✗ **His wife.**

If

he

raises

it,

listen,

say

you're

sorry,

let
him
steer.

✗ His finances, his age, or his staff. None of it is verified and none of it is sayable.

✗ **"AI."**

He *"websites and back office systems"*

runs
a
regulated
plant.

Say
what

a
thing
does,
never
what

it
is.

If
he
asks
about
the
intro
email's
subject
line,
stand
on

and
do
not
correct
the
referrer.

✗ Any critique of his website. No defect list.

✗ Price, rate, hours, or percentage.

✗ His compliance claims repeated back as fact. Never

*"since
you're
cGMP
compliant..."*

✗ That his business is "in the hole," or that any fee arrangement with the referrer exists.

IF HE ASKS WHAT YOU'D START WITH

Only if he asks. Offer to make the site say only what he can substantiate. It is genuinely protective, costs him nothing, and needs no mention of the regulatory matter at all.

Attach the next step in the same breath: *"that's the first thing I'd want to get right, and it's part of any rebuild."* Never leave a gap after it.

THE MOMENT YOU GET BACK TO THE CAR

Five minute voice memo in the lot. Do not skip it and do not drive first. The texture is gone within the hour and the texture is the asset. Calendar block is at 12:00.