

Chapter 5 - The Leadership Layer Cake: How Executive Buyers Think

Instructions

Enter the problem at each level for a current account. Use words to describe that problem at each layer.

Ambition	Time Reference	What They Value	How They Buy	Tenure
----------	----------------	-----------------	--------------	--------

President/CEO

We need to lead the market by offering 100% biodegradable components in the next 3 years.

Build resume in key area of reputation	Annual, 18 month, and 24 month	Move needles Public or board problems	Select from options	< 3 Years
--	--------------------------------	---------------------------------------	---------------------	-----------

V.P.s

We need to know you are a supplier that is reliable and can prove it within 0% from our contract or P.O.s.

Survive regime change	Quarterly and Annual	Unique Knowledge Risk Control	Consensus Assign Slow walk	5 Years +
-----------------------	----------------------	-------------------------------	----------------------------	-----------

Chapter 5 - The Leadership Layer Cake: How Executive Buyers Think

Ambition

Time Reference

What They Value

How They Buy

Tenure

Directors

We need a supplier who can reduce widget cost by at least 10% next quarter.

Move up to VP
or out to VP

Monthly and
Quarterly

Fast, Flashy
Low risk, done
before

Proven elsewhere
Ease/speed to
implement

3-5 Years

Managers

We need 10,000 left-handed widgets by Tuesday.

Move to Director

< Monthly

Relationship
Cheaper

Process
Budget

5 Years +