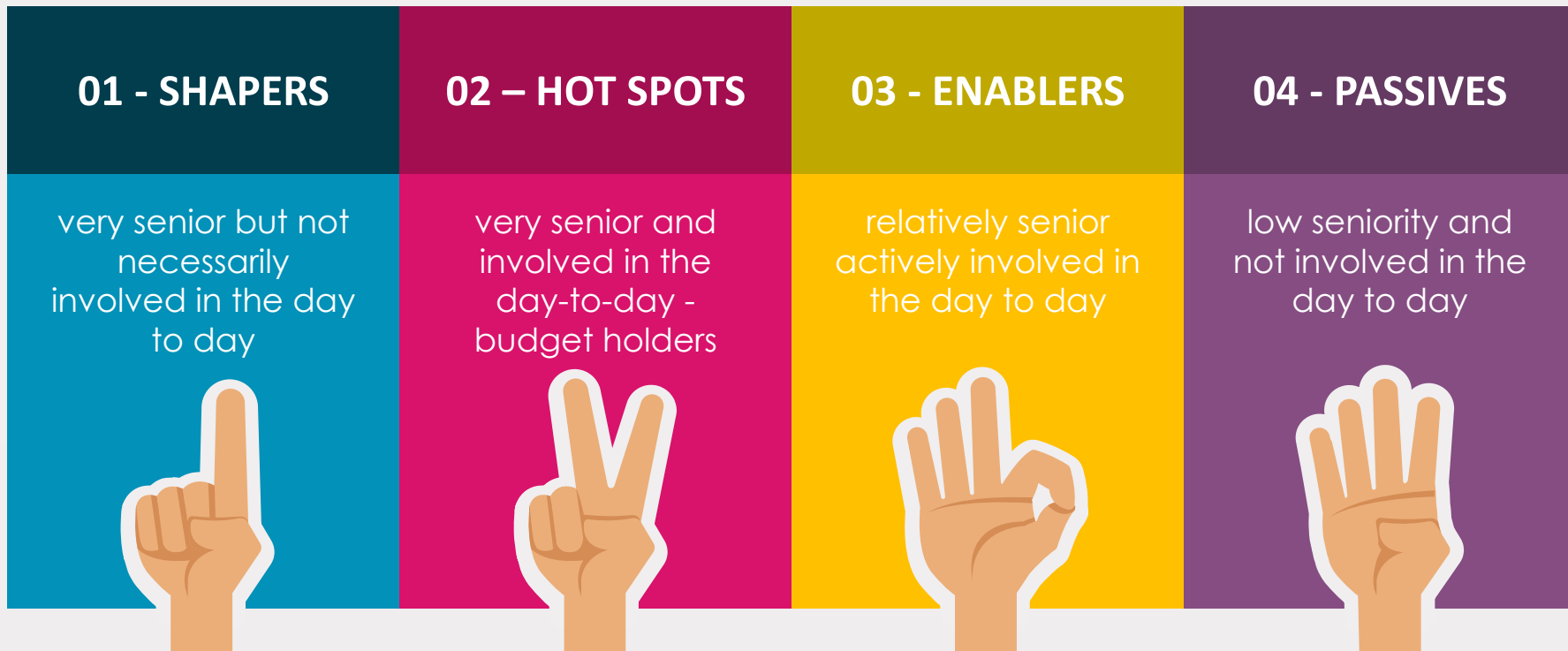


TALKING TO THE RIGHT PEOPLE

A statement of the obvious - are you speaking to the decision makers? Often the obvious things can be highly deceptive. In complex environments trying to understand the decision making procedures can be extremely complicated. Be sure you have your facts on who is who? Here are some thoughts:

It's not always the buying department that makes the decision! They are often merely responding to the purchasing specification laid out by other departments. You must build up a picture of the decision maker matrix and understand the subtleties of the interaction between the various departments and individuals.

Decision makers are made up of four types:



- **Shapers** e.g. the MD or CEO - knowing the top person does not necessarily mean that you are well positioned! Whilst they are influential the ultimate decision to buy may not reside with them!
- The **hot spots** tend to be the individuals who hold the purse strings - you need to know these people, the route to them may be via enablers or shapers.
- **Enablers** can often be the champions for your cause - whilst they may not be the most senior - they could be the white knight or internal champion!
- **Passives** are often not in any position at all to influence - however, they often know what is going on - they can be vital to information gathering.