



GEAPS EXCHANGE

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Strategy as a Tool for Understanding Behavior

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Today

- What is strategy and how does it develop
- How does strategy impact decisions in relationships
- What actions should we take in business relationships?

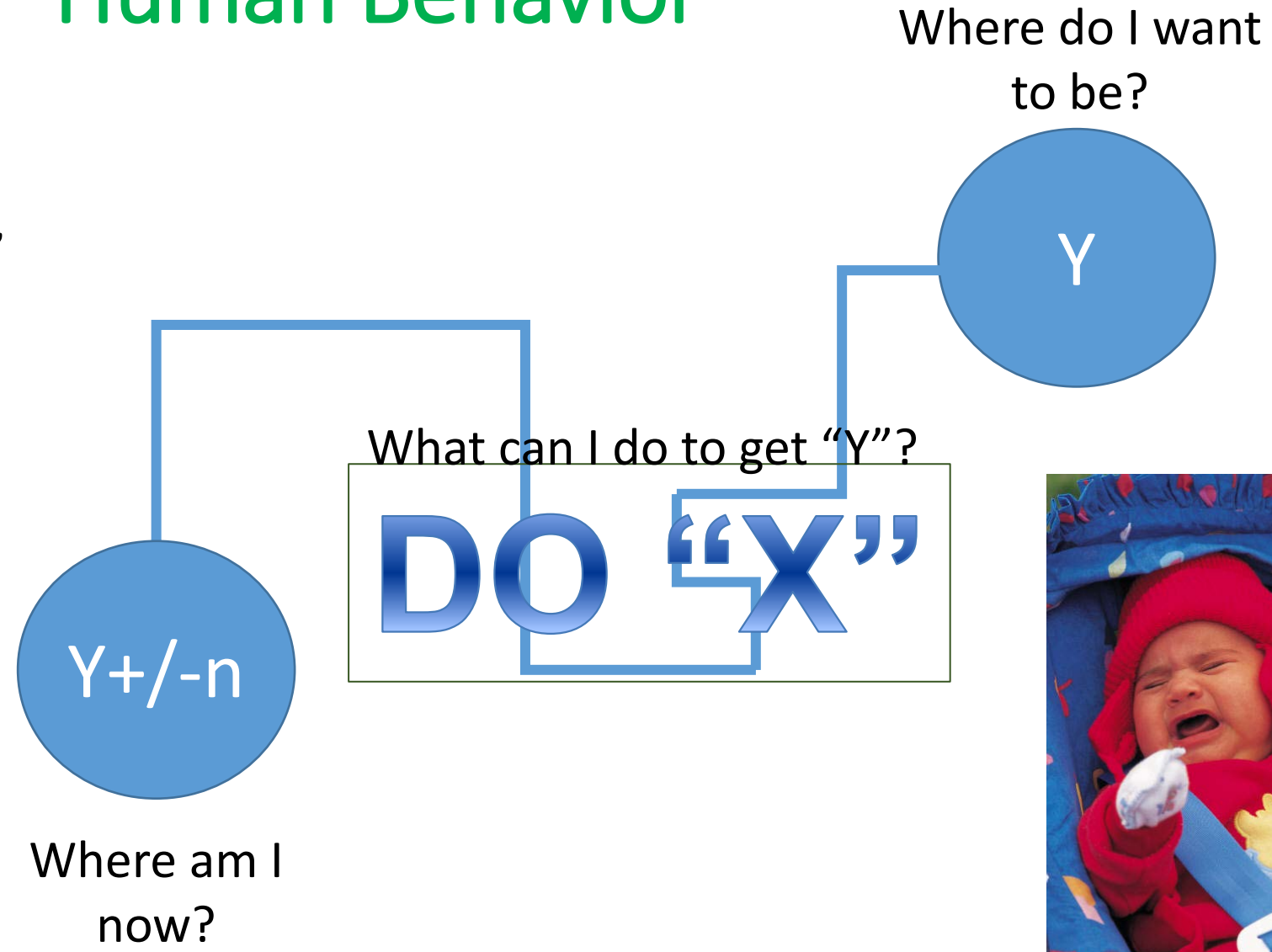


Where does
strategy come
from?
(And why we
should care.)



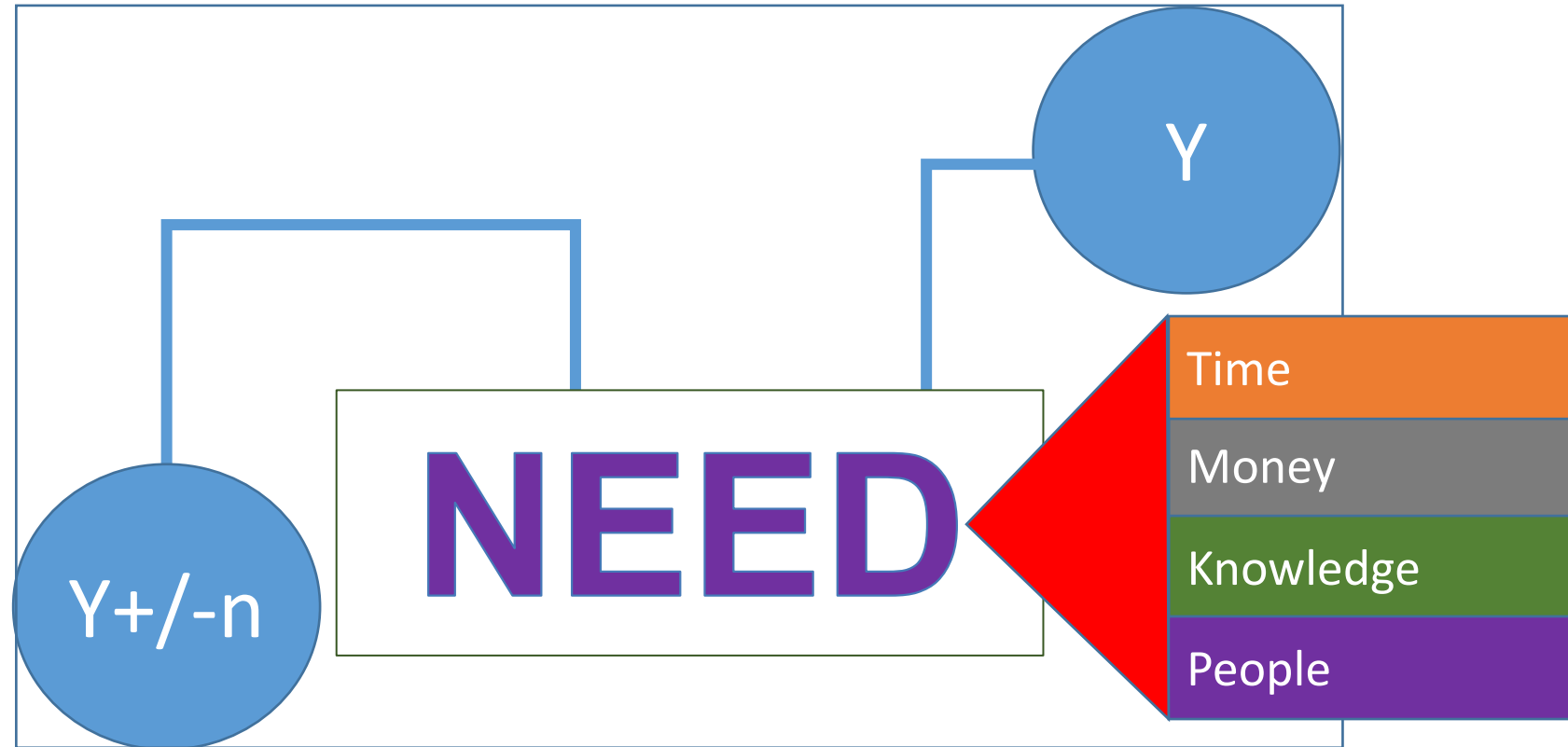
Human Behavior

- 1. All **behavior** is learned: "If X, then Y"
- 2. All **behavior** is goal driven; We want "Y"



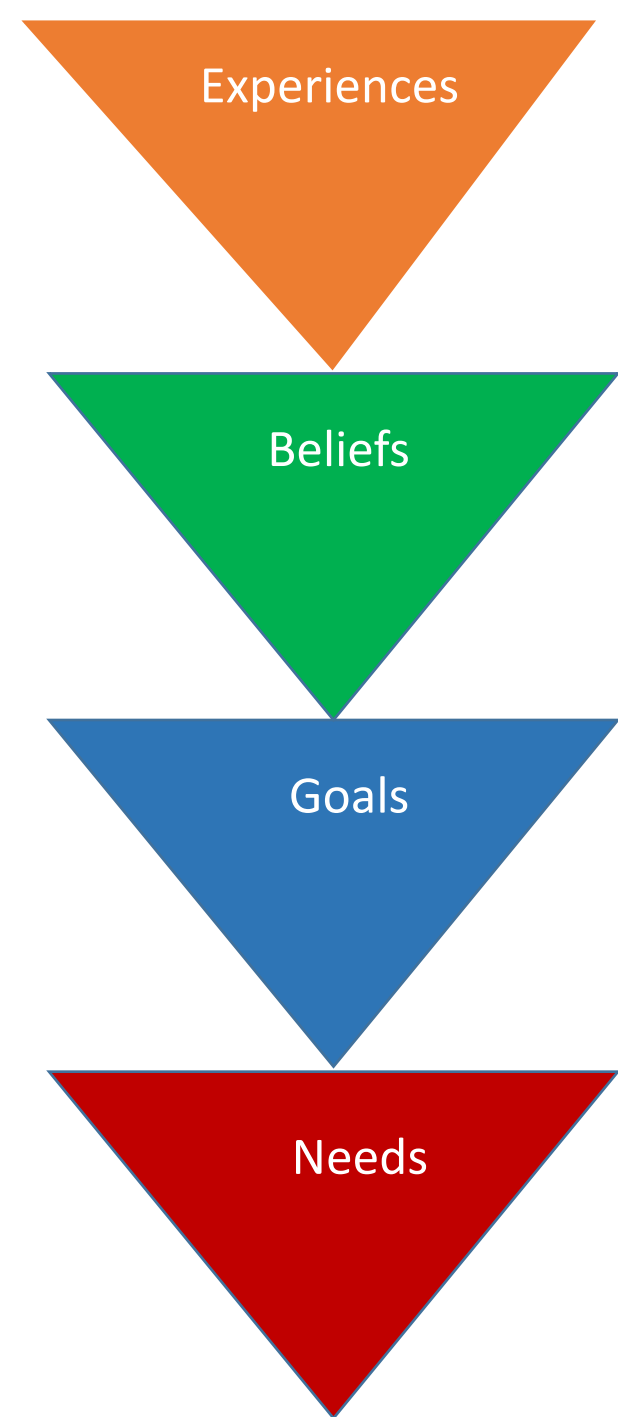
Business Strategies and Needs

1. All **behavior** is learned: “If X, then Y”
2. All **behavior** is goal driven; We want “Y.”
3. **Deciding to use “X” resources in business is called a “NEED.”**
4. **Figuring this stuff out is called: “STRATEGY.”**

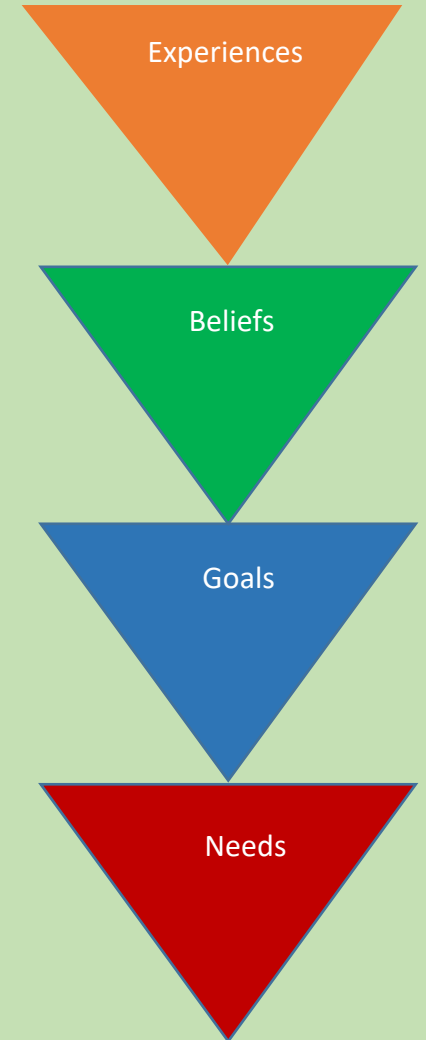


Where do goals (“Y”) come from?

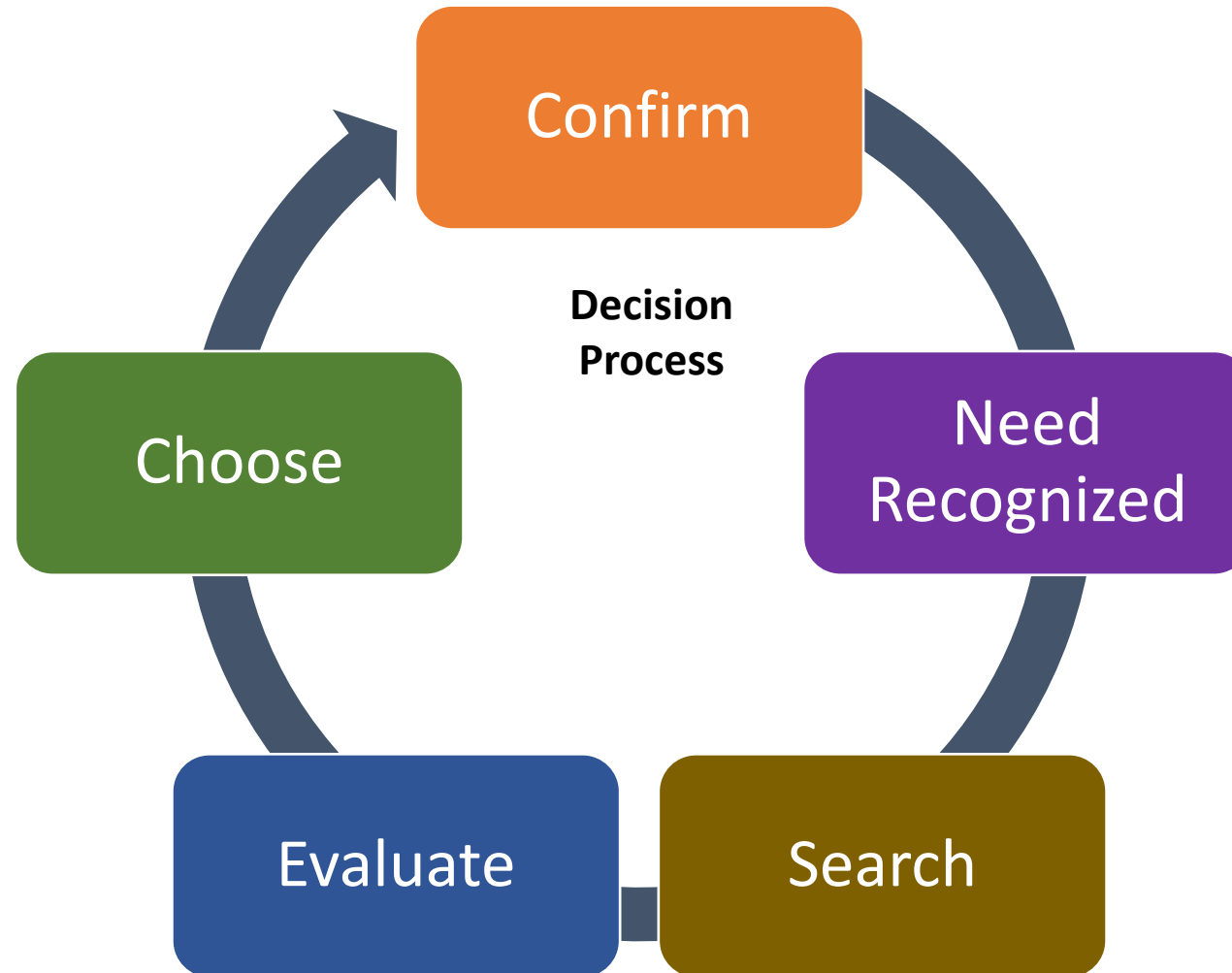
- **Goals come from Beliefs that derive from experiences.**
 - Nearly always unconscious
 - May be deeply held
 - Tied to view of self
 - Guided by past experiences
 - Not always positive or politically correct
 - Not always rational
 - Must be kept in balance (dissonance)
 - Can lead to conflicting goals
 - **TRUST is a Belief. And it’s tied to our understanding of these relationships**



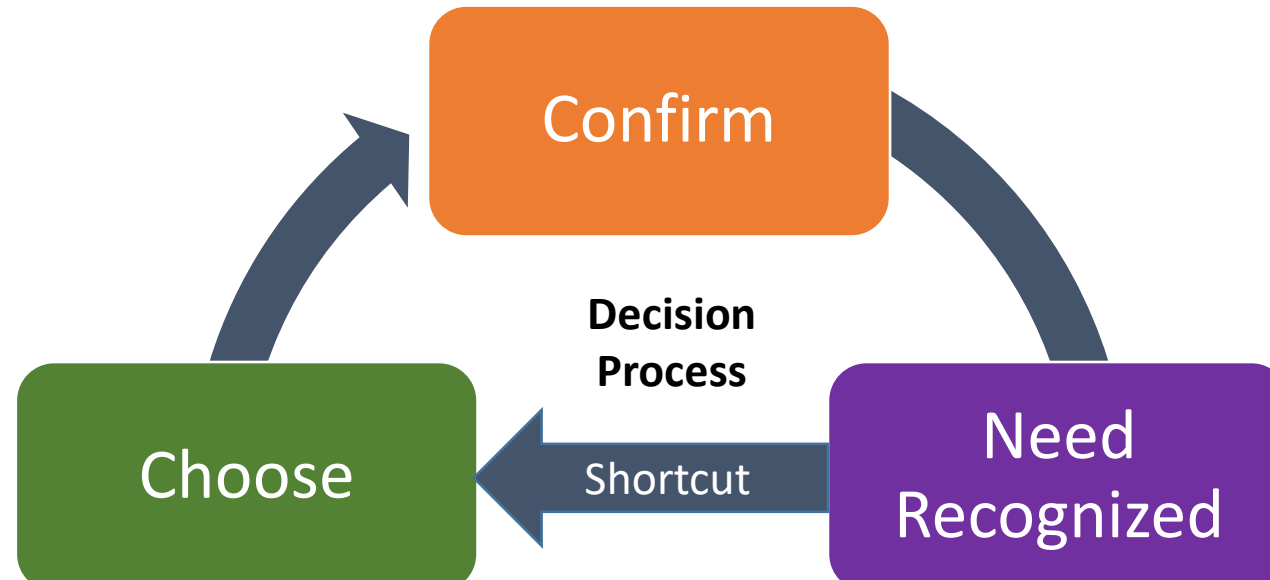
What are some examples of this relationship?



Strategies Drive the Decision Process



Experiences and Beliefs can be so strong that they shortcut the decision process



Changing use of information in decisions.



How does it work?

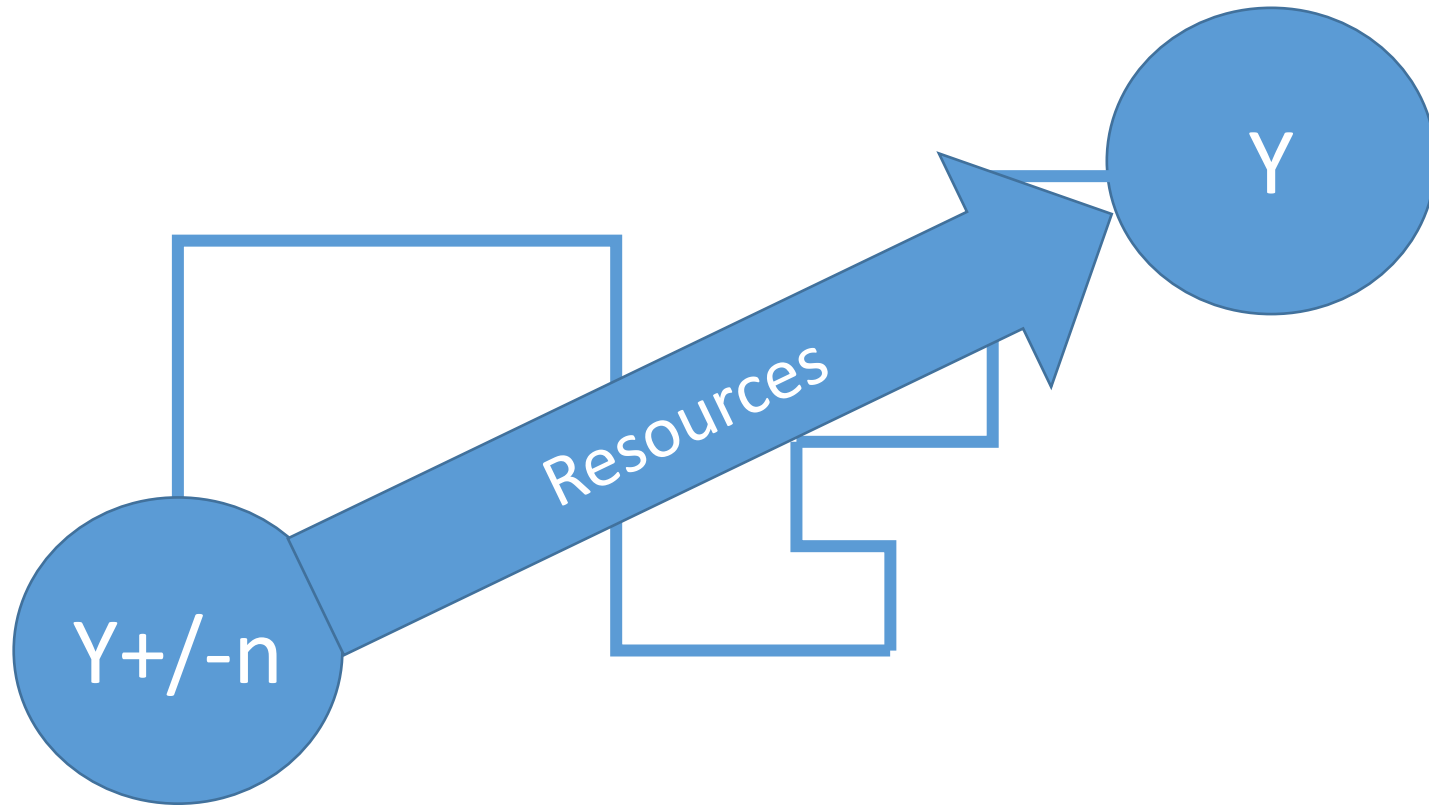
How does it work for me?





What does this
mean for how
we develop
business
relationships?

A **business relationship** requires understanding their strategy.

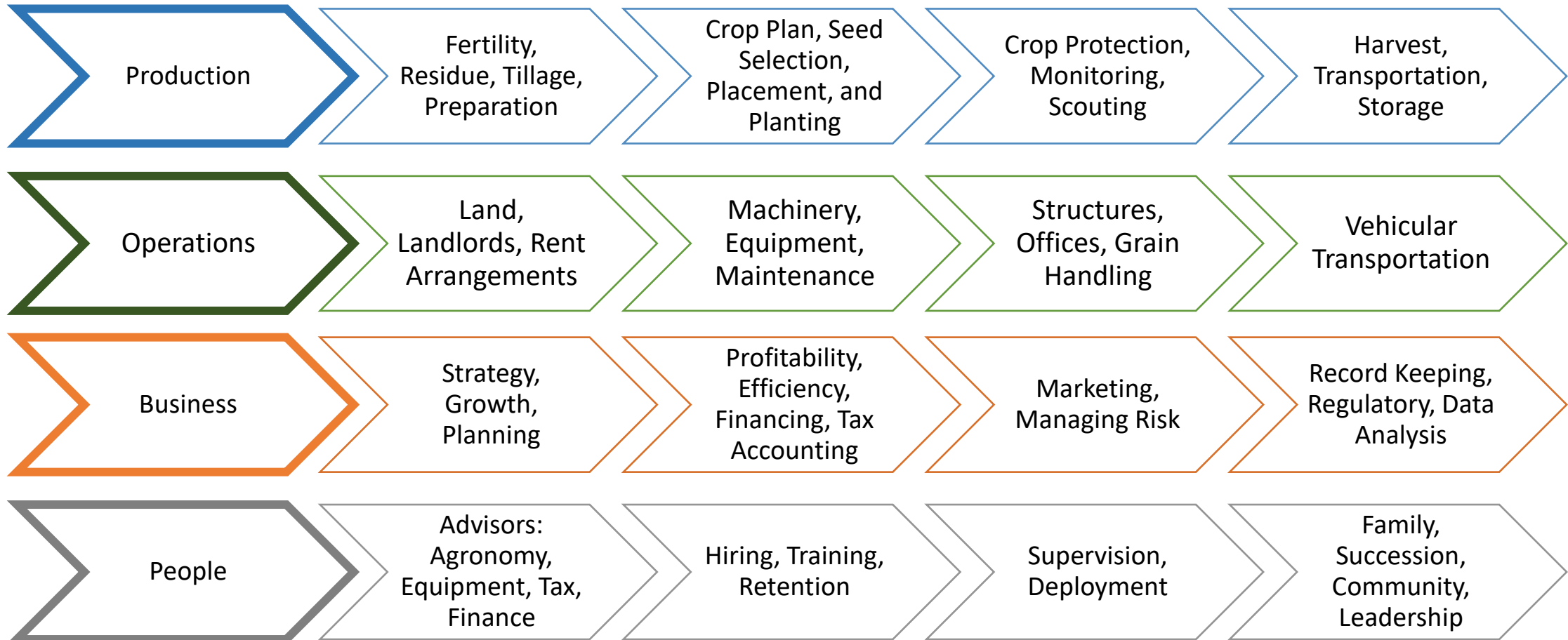


What are their real goals?

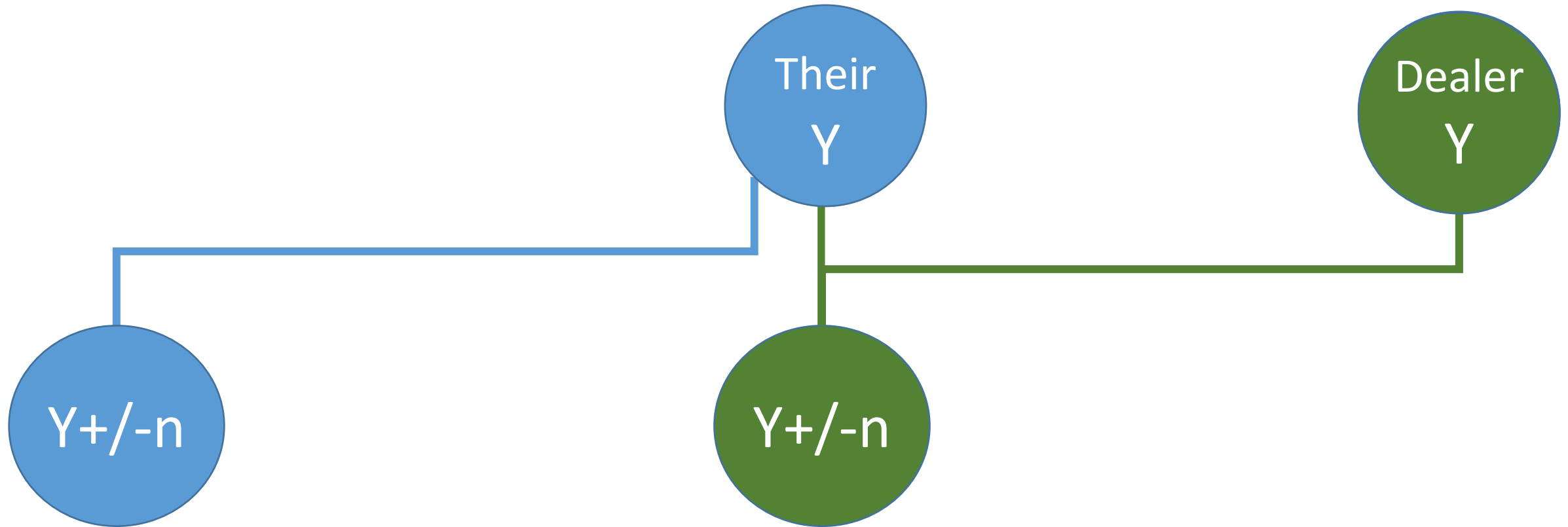
Where are they on those goals right now?

How are they using their resources to reach their goals?

Account managers understand individual customer's FARM journeys, not just their journeys with your tools and contracts



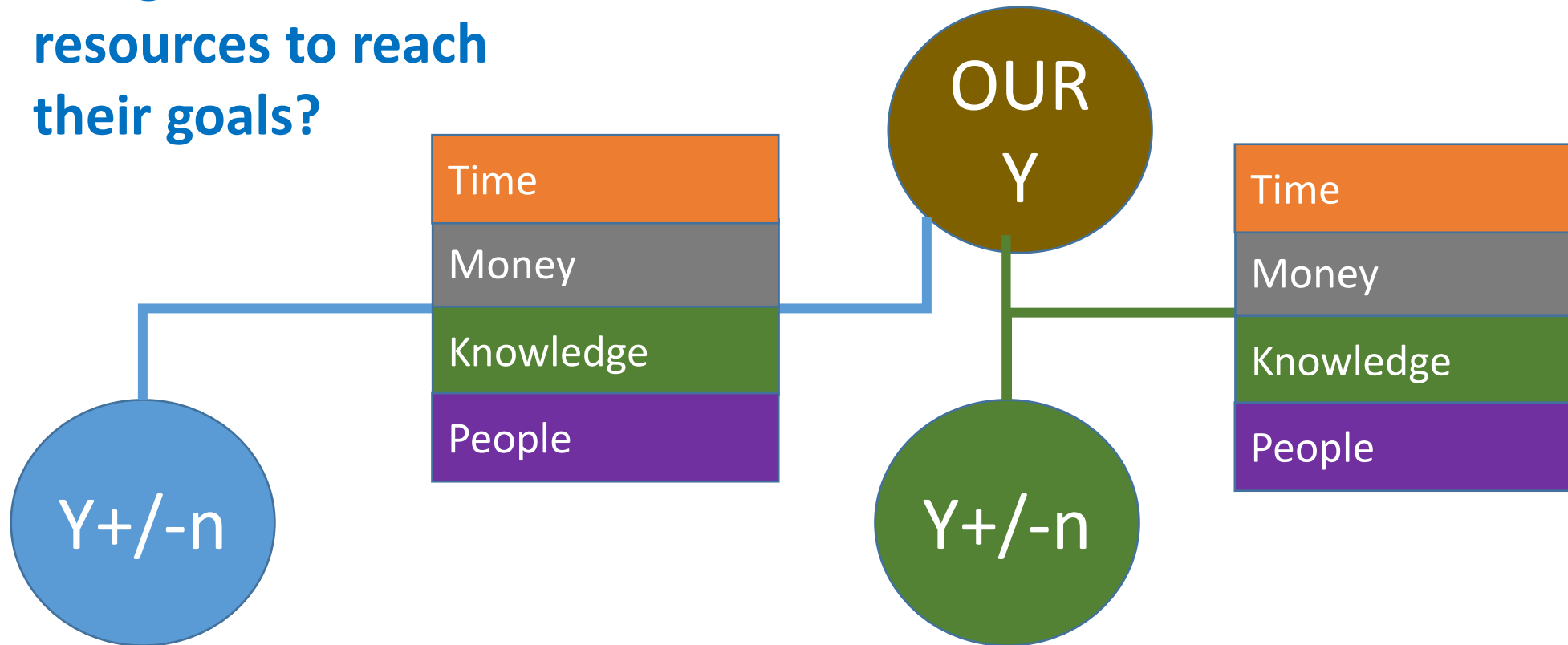
Align our strategies to theirs.



Use our resources to serve them.

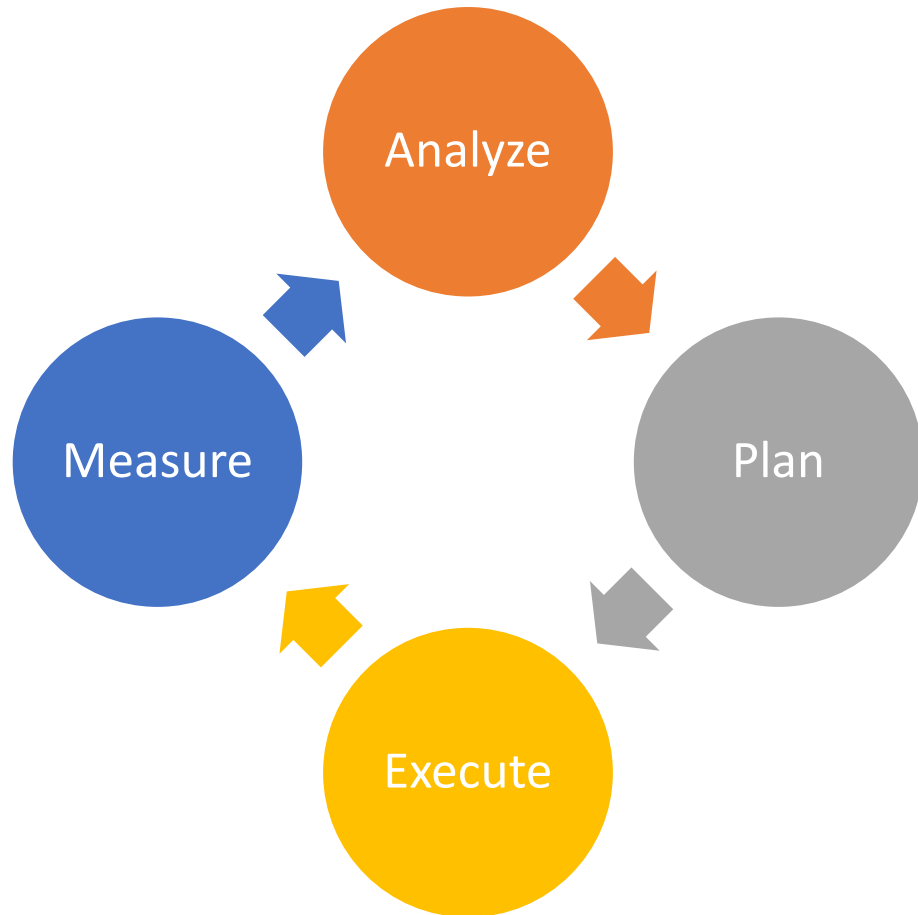
How are they using their resources to reach their goals?

How are we using **OUR** resources to help them reach **THEIR** goals?



- How do you keep track of the ways each customer's strategy is unique?
- How do you intentionally customize the way you are helping your customer execute **their** strategy?
- How do you make sure that what you're doing is customized for **them**?

Understand what it means to manage.



Adapted from Philip Kotler, Kellogg School of Business, Northwestern University

Measure:

What are they measuring? What am I measuring?

Analyze:

What are the factors that move those metrics?

Plan:

In what ways should we use resources to move those metrics? How should we combine our resources with our customers?

Execute:

Use (our's and our customer's) time, money, knowledge, and people to move those metrics

What we've done today.

- What is strategy and how does it develop
- How does strategy impact decisions in relationships
- What actions should we take in business relationships?

What you need to do tomorrow.

- Identify three actions (ways you can use resources) that you can take today that will help a specific customer toward accomplishing their goals.
- Identify three actions you need to take in order to manage the process of understanding your customer's journey

For More Information

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