

Your champion has more to lose than to gain.

The side with more at stake fights harder. Aim that at your own champion and look at the two outcomes they are weighing.

IF THEY BACK YOU

Their name is on it

- ✗ The business case.
- ✗ The vendor choice.
- ✗ The rollout.

A failure they own.

IF THEY BACK NOTHING

No name on it at all

- ✓ The status quo costs what it always cost.
- ✓ Nobody writes that down.
- ✓ Nobody asks them about it.

A failure nobody notices.

AND YOU ARE NOT IN THIS COMPARISON

Your product is one branch of it.
Not the thing being weighed.

**A better payback number raises the
company's upside.**
The company's upside was never the problem.

What shifts them is smaller and less satisfying.

You cannot remove your champion's risk. You can change its size, its timing, or who carries it.

1

Shrink it

A first phase they could stop without having to explain themselves.

2

Bank credit early

Something they can put in front of people in the first month or two, long before the real number lands.

BEST OF ALL

3

Borrow a deadline

A date somebody else owns. Then doing nothing becomes the failure with their name on it.

You have not removed the risk.
You have moved whose it is.

Same product. Opposite risk.

Two deals I ran with the same contract analysis software. The software was identical. What waiting cost the buyer was not.

MUCH HARDER

Contract leakage

- ✗ Bigger money on the table.
- ✗ No date. Nobody watching.
- ✗ Procurement owns every disappointment.

And nothing at all by waiting.

STRAIGHTFORWARD

IBOR transition

- ✓ A cessation date in the diary.
- ✓ A regulator watching it.
- ✓ If the work slips, the finding names legal.

Signing was not the risk.

**The champion did not change their mind.
Their downside did.**

Ask what the company gets, and you learn nothing.

Ask what they get, and who will notice.