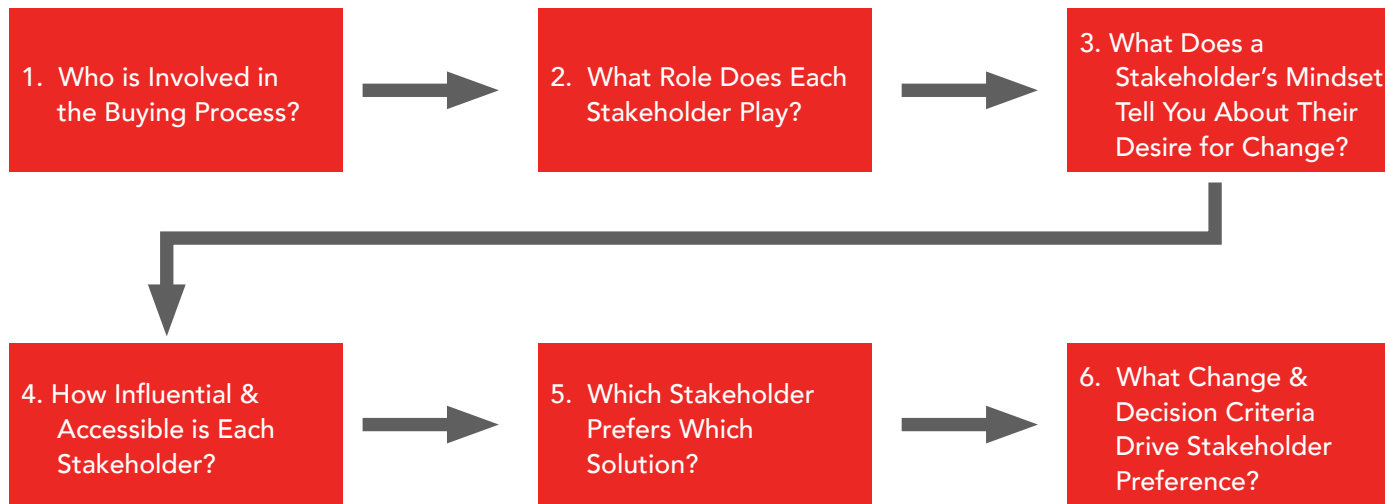


Seller's Challenge: Identify All Stakeholders and Build an In-Depth Profile That Will Help Prioritize and Customize Sales Activity

When more stakeholders and buyers complicate the buying process, sellers are challenged to identify all the stakeholders involved—including their functions or roles in the decision process, their vested interests, and their intent to advocate one product over another.

Stakeholder Mapping Guides You Through Six Key Questions



Internal Stakeholders & Buyers

- C-Suite & VPs
- Directors & Managers
- Supervisors
- Other Key Personnel
- Committees
- Board Members

External Stakeholders & Buyers

- Government Agencies
- Advocacy Groups
- Professional Organizations
- Suppliers
- Distributors
- Consultants

Sellers should uncover both internal and external stakeholders who may play a role or influence the buying process.

Roles Stakeholders Play

Executive Buyer

- Has signature authority
- Is the final "yes"
- May be an individual or committee

Users

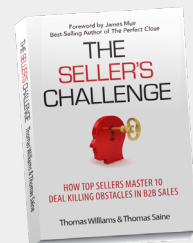
- Uses, manages or controls the solution or product to be purchased.
- Strongly values, ease of use, and implementation

Technical Advisors

- Has background, experience and project knowledge
- Judges the product or solution on the technological and measurable aspects of the solution

Process Manager

- Manages the buying process
- Communicates with sellers
- Governs the decision process
- May also play another role



THE SELLER'S CHALLENGE CONCEPT CARD

	Buying Mindset		Non-Buying Mindsets	
Mindset	Threat-Focused	Opportunity-Focused	Complacent	Confident
Attitude	Fearful, Anxious, Worried, Urgency, Despondent	Interested, Curious, Occasional Concern	Satisfied, Pleased, Content, Comfortable	Self-Reliant, Self-Assured, Euphoric
Business Outcome	Unexpected Negative Results, Underperforming, Impending Threat, Downturn	Improvement, Weakness & Soft Spots, Inconsistent Results	Adequate Performance, Meets Experience	Results Exceed Expectations, Positive Forecasts
View of Change	Committed to Change	Open to Change	Reluctant to Change	Resistant to Change

A Stakeholder's mindset is their perspective on the status quo and the need for change.

Decision Criteria

- **Strategic:** achievement of vision, mission, and organizational goals
- **Financial:** profit, costs, revenue by region, etc.
- **Operational:** defects, open orders, efficiency, etc.
- **Personnel:** employee satisfaction, turnover rate, number of open positions, etc.
- **Technical:** product specifications, warranty, etc.
- **Contractual:** pricing, payment terms, etc.
- **Customer:** acquisition, satisfaction, net promoter scores, etc.

Influence

Strong
Moderate
Weak

Accessibility

High
Moderate
Low

Preference

Champion
Favors
Neutral
Concerned
Adversary

Change Driver

Problem
Opportunity
Threat

Influence is a multiplier that elevates Stakeholders bias or preference.

Accessibility is important in executing a sales plan.

The bias or preference for your solution and the competitors.

Stakeholders who recognize one or more of these Change Drivers are more receptive to change.

