

# Buying Group Mapping Framework

Seven stakeholder roles × Five buying stages  
Engagement priorities at every intersection

Most ABM programs do not fail because they target the wrong accounts.  
They fail because they only engage part of the buying committee.

This framework maps every stakeholder who shapes a B2B purchase decision  
against the five stages of the buying journey — so you know exactly who  
to engage, with what, and when.

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STAKEHOLDER ROLES

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BUYING STAGES

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ENGAGEMENT CELLS

1

WORKING FRAMEWORK

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*The deals that close without drama are almost  
always the ones where marketing helped the  
entire room say yes — not just the one person  
willing to take the sales call.*

— ERIK R. MILLER · E.R.M. ADVISORY

Engagement priority at every intersection of stakeholder role and buying stage.

STAKEHOLDER	Awareness <i>Why now?</i>	Validation <i>Does it fit?</i>	Consensus <i>Can we align?</i>	Approval <i>Is it worth it?</i>	Purchase <i>Close it out.</i>
<b>Economic Buyer</b> Controls budget. Makes final call.	High	Medium	High	High	Not yet in play
<b>Executive Sponsor</b> Senior advocate. Internal seller.	High	Medium	High	Medium	Not yet in play
<b>Business Champion</b> Owns the problem. Drives evaluation.	Medium	High	High	Medium	Not yet in play
<b>Technical Evaluator</b> Validates integration and scale.	Not yet in play	High	Medium	Medium	Not yet in play
<b>Procurement</b> Process, contracts, vendor requirements.	Not yet in play	Low	Medium	High	High
<b>Risk &amp; Compliance</b> Org requirement, not an objection.	Not yet in play	Low	Medium	High	High
<b>End User</b> Lives with the solution daily.	Not yet in play	Medium	High	Low	Not yet in play

ENGAGEMENT PRIORITY

Not yet in play

Low

Medium

HOW TO READ THIS

High = build content and run outreach for this cell now.

Low = monitor. Not yet in play = hold until the stage is reached.

What each stakeholder cares about, what content they need, and where they are most likely to create friction.

### Economic Buyer

Controls the budget and makes or formally approves the final decision. Cares about business outcomes, ROI clarity, and strategic fit. Does not want to be involved in the process until they have a strong champion. *Reaching this stakeholder to make a purchase decision that reflects their own interests with the business problem, then stay quiet until they are ready to buy.*

#### CONTENT TO BUILD

- Category-level thought leadership
- Business case templates and ROI calculators
- Executive briefings (1-page format)
- Risk coverage documentation

### Executive Sponsor

A senior internal advocate who has decided this purchase aligns with an organizational priority. Often the primary sales team relationship. *Influential under the hood, but not a decision-maker. Give them the right materials early in the process. Without their support, even a strong champion stalls.*

#### CONTENT TO BUILD

- Champion enablement kit: talking points, objection responses
- Internal summary (designed to be forwarded)
- Competitive positioning for internal alignment
- Consensus-stage one-pagers for their leadership

### Business Champion

The internal operator who will live with the solution and drives the day-to-day evaluation. Cares about fit, usability, and whether this solution solves the problem. *They are the person who builds the internal business case. Give them the raw material to do it well.*

#### CONTENT TO BUILD

- In-depth capability proof: demos, use case walkthroughs
- Problem-validation content (confirms their pain is real)
- ROI calculators they can run themselves
- Peer case studies in their industry and role

### Technical Evaluator

Validates whether the solution integrates with existing infrastructure, scales as claimed, and meets security standards. *They are the person who validates the technical details and most often appears on RFPs. Engage them early in the process. If you wait for them to surface, they will be a major roadblock.*

#### CONTENT TO BUILD

- Integration documentation and API references
- Security posture: SOC 2, certifications, data governance
- Performance benchmarks and architecture diagrams
- Technical FAQ anticipating their hardest questions

### Procurement

Manages vendor process, contracts, and compliance requirements. Not a decision-maker in the traditional sense, but holds full veto power. *They are the person who manages the procurement process. Engage them early in the process. If you wait for them to surface, they will be a major roadblock.*

#### CONTENT TO BUILD

- Vendor onboarding checklist (proactively provided)
- MSA/contract terms overview
- Pricing structure documentation
- Timeline and process overview for your vendor qualification

### Risk & Compliance

Increasingly influential in regulated industries and larger organizations. Their concerns are not objections to handle. They are organizational requirements that must be addressed. *They are the person who ensures the solution meets regulatory requirements. Engage them early in the process. If you wait for them to surface, they will be a major roadblock.*

#### CONTENT TO BUILD

- Security and compliance one-pager (proactive)
- Data residency and governance documentation
- Regulatory fit summary for their industry
- Reference contacts at comparable regulated organizations

### End User

The people who will actually use the product or service daily. Frequently excluded from ABM because they are not on the decision-making committee. *They are the people who will actually use the product. Engage them early in the process. If you wait for them to surface, they will be a major roadblock.*

#### CONTENT TO BUILD

- Adoption stories and peer testimonials
- Day-in-the-life content showing the solution in use
- Onboarding previews that reduce change anxiety
- User community references

What your program should be building and deploying at each stage of the buying journey.

## 01 AWARENESS *Why does this problem matter now?*

The buyer is not yet actively evaluating. Your job is to create category-level relevance — not pitch the product.

**Economic Buyer:** Business problem framing, cost-of-inaction content, ind

**Procurement:** Not yet in play

**Executive Sponsor:** Strategic priority alignment, analyst perspectives, exe

**Risk & Compliance:** Not yet in play

**Business Champion:** Problem validation content, peer stories, challenge ide

**End User:** Not yet in play

**Technical Evaluator:** Category-level technical content, light awareness only

## 02 VALIDATION *Does this actually work for us?*

Active evaluation underway. Technical and business stakeholders are doing real work. This is your heaviest content investment stage.

**Economic Buyer:** Light touch — let champions lead. High-level fit summar

**Procurement:** Vendor process intro, timeline overview, contract frame

**Executive Sponsor:** Strategic capability proof, differentiation versus alte

**Risk & Compliance:** Early compliance documentation, data governance overvie

**Business Champion:** In-depth demos, use case walkthroughs, ROI calculators,

**End User:** Usability proof, day-in-the-life walkthroughs, adoption

**Technical Evaluator:** Integration docs, security posture, architecture, techn

## 03 CONSENSUS *Can we align internally?*

The most common deal-stall stage. Your champion is running an internal sales process. Give them everything they need to do it.

**Economic Buyer:** Org readiness signals, strategic alignment summary

**Procurement:** Vendor requirements documentation, contract framework

**Executive Sponsor:** Champion kit: talking points, objection responses, exec

**Risk & Compliance:** Risk summary, compliance checklist, regulatory fit brie

**Business Champion:** Internal business case support, competitive comparison,

**End User:** Reassurance content, adoption roadmap, peer testimonial

**Technical Evaluator:** Technical summary written for non-technical leadership

## 04 APPROVAL *Is it worth it?*

Economic buyer makes the call. Risk and procurement are fully engaged. Your content must justify the decision clearly and remove doubt.

**Economic Buyer:** Business case document, financial modeling, strategic o

**Procurement:** Full negotiation documentation, final contract review

**Executive Sponsor:** Internal alignment support, implementation confidence m

**Risk & Compliance:** Formal review package, certifications, legal review sup

**Business Champion:** Implementation plan preview, success metrics framework

**End User:** Light endorsement support, onboarding preview

**Technical Evaluator:** Final technical sign-off documentation, SLA terms

## 05 PURCHASE *Close it out.*

Mostly procurement and compliance. Deals that stall here almost always have an unresolved requirement from Risk, Compliance, or Procurement.

**Economic Buyer:** Final decision support — minimal if prior stages done w

**Procurement:** Contract execution, vendor onboarding, payment terms

**Executive Sponsor:** Transition and onboarding readiness

**Risk & Compliance:** Final compliance close, security confirmation

**Business Champion:** Implementation kickoff materials

**End User:** Onboarding preparation and success planning

**Technical Evaluator:** Implementation specifications and technical handoff

Use this worksheet for each tier-one account. Complete with sales before the first campaign brief is written.

ACCOUNT NAME	INDUSTRY	DEAL STAGE	PRIMARY CONTACT
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**BUYING GROUP ROSTER**

List the actual people. Names, titles, and what you know about each one.

ROLE	NAME / TITLE	DEPT	COVERAGE STATUS	KEY CONCERN
Economic Buyer				
Executive Sponsor				
Business Champion				
Technical Evaluator				
Procurement				
Risk & Compliance				
End User				
Additional Stakeholder				

**COVERAGE GAP ANALYSIS**

For each high-priority cell with no coverage, note the content asset or outreach needed.

STAKEHOLDER	BUYING STAGE	PRIORITY	CONTENT / ACTION NEEDED

**DIAGNOSTIC QUESTION**

*If your primary contact left this organization tomorrow, would the deal survive?*

If no: the buying group roster above is incomplete. Find and map the committee before your next campaign brief.