WHERE VALUE LIVES

EXECUTIVE IMPLEMENTATION TOOL

Stakeholder Value Map

A practical workbook for understanding who defines, experiences, recognises, influences and carries the risk of value inside a strategic customer.

SUPPORTING CHAPTER 17

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How to Use the Stakeholder Value Map

Use this workbook with the account team, not as a private contact list. Record only what you can support with evidence, identify assumptions plainly, and refresh the map whenever roles, pressure, behaviour or influence changes.

EXECUTIVE NOTE
The customer is not one opinion. A stakeholder map becomes strategic only when it shows how value, risk, influence, evidence and future choice move through the system.

A five-step working method

1. Identify — Include visible, hidden and missing stakeholders - not everyone in the organisation.

2. Interpret — Understand what each person values, fears, risks and is trying to achieve.

3. Evidence — Separate direct evidence from inference, assumption and the unknown.

4. Choose — Decide which relationships and conversations deserve attention, and why.

5. Refresh — Update the map through governance; stakeholder understanding is perishable.

Evidence labels

Label	Meaning
DIRECT EVIDENCE	The stakeholder has said or done something observable.
REASONABLE INFERENCE	A conclusion supported by several signals, but not yet confirmed.
ASSUMPTION	A belief requiring validation.
UNKNOWN	Information we do not currently possess.

1. Stakeholder System Inventory

Start with the people who shape value, risk, influence and future choice. Include people who buy, approve, use, experience, block, defend, fund, implement or carry consequences.

Stakeholder / role	Function / level	Role in system	Visibility	Evidence status	Why they matter

Prompts: Who signs? Who pays? Who uses? Who approves? Who carries the risk? Who has informal influence? Who would be blamed if this fails? Who would look good if it succeeds?

MISSING STAKEHOLDER
Who are we avoiding, overlooking or likely to meet late in the process? Avoiding a stakeholder does not reduce their influence; it reduces our understanding.

2. Stakeholder Value Profiles

Complete one profile for each material stakeholder. Use their language where possible. Duplicate this page in the editable master if more profiles are required.

Stakeholder profile 1

Name / role	
What they are trying to achieve	
Risk or consequence they carry	
What value means to them	
How they currently experience us	
Internal story they may tell about us	
Evidence they would recognise	
Who they influence / who influences them	

Evidence status: ☐ Direct evidence ☐ Reasonable inference ☐ Assumption ☐ Unknown

Stakeholder profile 2

Name / role	
What they are trying to achieve	
Risk or consequence they carry	
What value means to them	
How they currently experience us	
Internal story they may tell about us	
Evidence they would recognise	
Who they influence / who influences them	

3. The Stakeholder Value Map

Bring the profiles together. This map is not a popularity score. It shows the relationship between influence, value recognition, risk and the usefulness of current access.

Stakeholder	Influence H/M/L	Access H/M/L	Value recognition H/M/L	Relationship usefulness H/M/L	Risk carried	Current story	Priority

Interpret the pattern

☐ Where do we have access without influence?

☐ Who has influence but does not recognise our value?

☐ Where are we dependent on warmth rather than strategic relevance?

☐ Which stakeholder understands our value and can explain it internally?

☐ Where is value contested between stakeholders?

☐ Which important perspective is missing?

4. Buying Centre and Value Centre

The people who buy are not always the people who experience value. Map both systems and where they overlap.

Stakeholder	Controls process / budget	Experiences outcome	Carries delivery risk	Can explain value internally

DECISION TEST
If we understand only the buying centre, we may win the deal and lose the value. If we understand only the value centre, we may create enthusiasm but fail to secure approval.

Stakeholder disagreement

Contested issue	Stakeholder A needs	Stakeholder B needs	Trade-off / useful response

5. Evidence and Internal Value Stories

Customers carry stories about whether a supplier is useful, risky, expensive, trusted, replaceable or worth defending. Better stories must be earned through evidence.

Stakeholder	Current story	Evidence for that view	Story we want them able to tell	Evidence required	Next proof point

Evidence fit

Different stakeholders believe different forms of evidence. Match the proof to the stakeholder rather than repeating one generic value story.

Stakeholder lens	Likely evidence need	Our available / missing evidence
Finance	Numbers, predictability, business-case discipline	
Operations	Consistency, responsiveness, continuity	
IT / Technical	Validation, security, integration, resilience	
Procurement	Transparency, benchmarking, commercial fairness	
Executives	Progress, confidence, strategic outcomes	
Users	Daily experience and practical improvement	

6. Stakeholder Resilience

A strategic relationship should not depend on one contact, one sponsor or one department. Test its breadth, depth and continuity.

Resilience question	Strong	Exposed	Evidence / action
If our main contact left tomorrow, who else understands the value story?	☐	☐	
Do we have credible relationships at operational, technical, commercial, user and senior levels where relevant?	☐	☐	
Who would defend us when we are not in the room?	☐	☐	
Who knows the relationship history and important commitments?	☐	☐	
Where are we over-dependent on one person, region or function?	☐	☐	
Who is gaining or losing influence?	☐	☐	
Who has changed tone or stopped responding?	☐	☐	
Where does the relationship lack an internal translator or advocate?	☐	☐	

Resilience judgement

Biggest single-point dependency
Relationship layer requiring attention
What must become true in the next 90 days

7. Next Useful Conversations

Replace vague “touch base” activity with conversations that improve understanding, evidence, access or value recognition.

Stakeholder	Purpose	Assumption to test	Evidence / insight needed	Owner	By when

CONVERSATION STANDARD
A useful conversation should understand a priority, explore a concern, evidence value, request feedback, test an assumption, address friction, support an internal case or improve access.

Attention choices

Stakeholders requiring more attention - and why
Stakeholders requiring a different kind of attention
Activity we should stop because it adds little value

8. Stakeholder System Review

Use these ten questions during account governance. The aim is not a perfect map; it is a better strategic conversation.

Review question	What the evidence says	Decision / action
Who defines value?		
Who experiences our value day to day?		
Who carries the greatest risk if our work fails?		
Who benefits most if our work succeeds?		
Who controls access, budget or process?		
Who influences opinion informally?		
Who can explain our value when we are not in the room?		
Who sees us as valuable, expensive, risky, replaceable or invisible?		
Where are stakeholders disagreeing about value?		
What would happen if our main contact left tomorrow?		

Refresh record

Review date	What changed	Decision made	Owner / next review

9. Leadership Summary and 90-Day Actions

What the stakeholder system tells us	
Greatest risk to value recognition	
Most important missing stakeholder	
Biggest relationship dependency	
Where value is contested	
Leadership decision required	

90-day action plan

Action	Stakeholder / outcome	Owner	By when	Evidence of progress	Status

FINAL TEST
Are we understanding the stakeholder system to manipulate it, or to serve the customer organisation more intelligently? Good stakeholder strategy is built on empathy, relevance, evidence and risk reduction.