



SPARK CATEGORY: REFINE

Buying Committee Coverage Guide

Know who matters before someone you never met stops the deal.

Stop managing the deal through one contact.

The Six Roles to Look For

Every complex deal has these roles in play. Whether you have identified the people filling them is a different question.

Business Owner

What they care about: Outcomes, accountability, and whether this solves a real business problem they own.

Evidence they need: Clear linkage between your solution and a measurable business result. Proof it has worked in comparable situations.

If ignored: The deal stalls waiting for approval from someone who never understood the case for it.

Economic Buyer

What they care about: Return, risk, and whether the investment is defensible internally.

Evidence they need: A business case that holds up to scrutiny — cost, value, timeline, and downside scenario.

If ignored: Budget approval is delayed or denied by someone who only heard about you at signature.

Champion

What they care about: Solving their problem and, often, their own credibility in sponsoring this internally.

Evidence they need: Confidence that you will make them look right for backing you.

If ignored: You have no internal advocate when you are not in the room — which is most of the time.

Technical Evaluator

What they care about: Integration, security, compliance, maintainability, and risk to existing systems.

Evidence they need: Answers to specific technical questions. Not talking points — actual documentation or engineering access.

If ignored: A late technical objection surfaces after commercial terms are agreed and resets the deal.

End User / Operator

What they care about: Ease of use, impact on their daily workflow, and whether this makes their job harder or easier.

Evidence they need: A realistic picture of what adoption actually looks like. Not a best-case demo.

If ignored: Low adoption after go-live undermines renewal and damages your champion's credibility.

Blocker / Risk Owner

What they care about: Preventing disruption, managing downside, protecting their domain.

Evidence they need: That their specific concern has been taken seriously and addressed — not dismissed.

If ignored: They raise a concern at the final review that derails a deal everyone assumed was closed.

Coverage Is More Than a Name in a Field

Having a contact listed for each role is not coverage. For every stakeholder in the deal, work through these questions honestly.

Question	Yes	No / Unknown
Do we know who they are?	Named, titled, confirmed	Role exists but no person identified
Have we spoken with them directly?	Direct conversation on record	All information secondhand
Do we understand their priorities?	We can state what they care about in their words	We are inferring or guessing
Do we know their position on this decision?	Supporter, neutral, skeptic, or blocker — confirmed	Assumed or unknown
Do we know their level of influence?	We know how much weight they carry in the decision	We do not know who listens to them
Do we know what they need to decide?	We know the specific evidence or answer they require	We are assuming it matches what we have already provided

📌 Every "No" or "Unknown" is a gap in your coverage — not a minor detail. Gaps compound as you get closer to close.

Stakeholder Position

For each person in the buying committee, identify where they currently stand. Position determines what they need from you next — and how much risk they represent.

Supporter

Actively favors change. Sees value in moving forward. May be willing to advocate internally on your behalf.

Your job: Equip them. Give them what they need to make the case when you are not in the room.

Neutral

Not yet invested. Has not formed a strong view. Could move in either direction based on what they learn or who influences them.

Your job: Engage them directly. Neutrals who remain unengaged tend to drift toward skepticism, not support.

Skeptic

Has concerns or prefers the status quo. Not necessarily opposed — but unconvinced. Often holds legitimate objections that have not been addressed.

Your job: Understand the concern specifically. Do not route around them. Unaddressed skeptics become blockers.

Blocker

Can prevent the decision. Has the authority, influence, or standing to stop the deal — and may exercise it. Their concerns are not procedural; they are substantive to them.

Your job: Surface them early. A blocker discovered at signature is a deal at risk. A blocker discovered early is a problem you can work.

📌 **Unknown is not neutral.** If you do not know someone's position, treat it as a gap that requires action — not as a safe assumption.

Single-Threading Risk

Single-threading is not a style preference. It is a structural vulnerability. These are the warning signs that you are operating through one relationship in a deal that requires many.

→ One person owns all communication

Every message, update, and question routes through a single contact. You do not have a direct line to anyone else in the organization.

→ All information comes through one contact

You are learning about the organization's priorities, concerns, and internal dynamics exclusively from what one person chooses to share with you.

→ Executive access is repeatedly delayed

Every request to meet with a decision-maker above your contact produces a reason it cannot happen yet. The delay itself is a signal.

→ Technical stakeholders appear late

IT, security, or compliance teams are introduced after commercial conversations are already advanced. Their questions reset a deal you thought was nearly closed.

→ Procurement suddenly appears

Procurement enters the conversation without warning at or near the end of the process. You have no relationship there and no visibility into what they have been told.

→ Champion says everyone is aligned — but cannot demonstrate it

Your contact expresses confidence that internal support is solid but cannot name who else is engaged, what they have heard, or how they responded.

YOU DO NOT HAVE CONSENSUS JUST BECAUSE YOU HAVE NOT HEARD DISSENT.

Coverage Worksheet

Complete one row per stakeholder. If you cannot fill in a field, that is the work to do next — not a field to leave blank and revisit later.

Stakeholder	Role	Priority	Current Position	Influence	Evidence Needed	Last Engagement	Next Move

Position Key

- S+ — Supporter
- N — Neutral
- S- — Skeptic
- B — Blocker
- ? — Unknown

Influence Key

- H — High (can move the decision)
- M — Medium (consulted)
- L — Low (informed)
- ? — Unknown

The deal is happening inside an organization — not inside your CRM.

AE on Demand helps account executives work through exactly this — inside ChatGPT or Claude, using your actual deal context.

01

Map the stakeholders

Identify who is in the buying committee and who is still missing from your coverage.

02

Evaluate influence and support

Assess position, influence, and what each stakeholder still needs from you.

03

Identify coverage gaps

Surface the roles you have not engaged, the questions you cannot answer, and the risks that need attention.

04

Plan the next engagement

Decide what to do next — and get help thinking through how to do it well.

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