

## **Stakeholder Onion Map – Capture Planning Tool**

Purpose: Help SMEs understand the customer ecosystem and clearly articulate value to every stakeholder layer not just procurement

How to use this worksheet

1. Start from the outside and work inwards!
2. For each layer write in plain English - no jargon
3. If you can't confidently fill in a box that becomes a gap to address before bidding
4. This stakeholder onion does not only apply to the contracting authority/ customer. Repeat this exercise for each key organisation in the procurement landscape (e.g. contracting authority, prime contractor, end user organisation, strategic partner or subcontractor).

**Tip: Winning often depends on providing value to multiple onions at the same time**

Layer 1 – Procurement / Commercial (Outer Layer)

Role: Process owner/ gate keeper

### **What keeps them up at night?**

- *Example compliance, audit risk, fairness*
- .....
- .....

### **What they value most?**

- Clear pricing, low risk, clean process
- .....
- .....

### **How we provide value to them?**

- *Example value for money, speed of supply, unique product/service offering*
- ...
- ...

### **Layer 2- Budget holder/ SRO**

Note: In B2B this can be multiple stakeholders so repeat this step for each budget holder (it's okay for this to be an assumption/ an assumption is better than a gap)

Role: Accountable for spend and outcomes

### **What keeps them up at night?**

- *Example overspend, reputational risk, delivery failure*

- ...
- ...

#### **What they value most?**

- *Example confidence, predictability, outcomes*
- ...
- ...

#### **How we prove value to them:**

- *Example prior case studies, testimonials, customer referrals*
- ...
- ...

#### **Layer 3- Technical Authority/ Assurance**

Role: validates feasibility, safety and standards

#### **What keeps them up at night?**

- *Example non-compliance, immature solutions*
- ...
- ...

#### **What they value most?**

- *Example standards, proven methods, credible experts*
- ...
- ...

#### **How we prove value to them**

- *Example accreditations, TRL/MRL status, safety case(s)*
- ...
- ...

#### **Layer 4 – Users / Operators**

Note: repeat this for each use case/ stakeholder who will use the solution, product or service being bid for.

Role: Day to day users of the solution

#### **What keeps them up at night?**

- *Example workarounds, usability, reliability*
- ...

- ...

**What they value most:**

- *Example ease of use, support, minimal disruption, SLAs*
- ...
- ...

**How we provide value to them:**

- *Example demonstration/trials, training, maintenance regime*
- ...
- ...

**Layer 5 - Wider Influencers (e.g. policy, security, ESG, supply chain) - Aim to complete this layer for each of these as applicable**

Role: Shape acceptability and confidence

**What keeps them up at night?**

- *Example policy misalignment, security, credibility*
- ...
- ...

**What they value most?**

- *Assurance alignment reputation*
- ...
- ...

**How we prove value to them:**

- *Example procedures, bill of materials, supply chain governance*
- ....
- ...

**Organisations to Map (Tick all that apply)**

- Contracting authority / Government
- Prime contractor
- End user organisation
- Key partner/ Subcontractor

Procurement body (international bidding often has a procurement arm of the authority)

other.....

**Final sense check**

- Have we tailored value to every layer ?
- Are we relying on procurement to sell internally for us?
- Can each layer clearly see “what’s in it for me”?