



CHAPTER 2

Who Do You Need on Your Side?

No matter the size of your organization, internal buying processes can be hard to navigate. Multiple stakeholders will likely have influence over your project.

In this chapter, we've provided a list of the most common stakeholders in the buying process. Consider their responsibilities and the concerns they're likely to bring to the table as you navigate your organization's process.

Who Should Be Involved?

It is important to consider who from your organization should be involved and how early. Stakeholders from IT, legal, procurement and an executive sponsor are almost always involved in the technology buying process. But make sure you consider individuals from other departments that you might need on your side to navigate your organization's unique process. For example, if your Human Resources team has some responsibility for business continuity or disaster recovery, you'll want to get them on board and involved, too.

Every organization is different. But your organization's stakeholders may include:

- Executive Sponsor or Direct Leader
- Executive Buyer
- End Users
- Human Resources
- Information Technology
- Information Security
- Physical Security
- Procurement
- Legal
- Buying Committee

Don't forget external stakeholders. The concerns of your customers and/or residents should also be taken into consideration.

Factors To Consider

Where might responsibilities overlap?

Most likely physical security and cyber security leaders will be on your stakeholder list. Due to the rise in inter-related critical events — particularly between cyber crime and conventional crime — the overlap of these two areas is a major concern. In the past, physical security and cyber security teams frequently operated in siloes. This must change. Coordination is key, so the solution you propose must facilitate synchronized efforts and a united front.

Are your vendors covering their bases?

You'll also need to check in with the potential vendors you're lining up to ensure they're including the concerns of all the stakeholders you identify when they make their presentations and demonstrations throughout the process.

Create a Stakeholder List

Review the following scenarios and identify the potential stakeholders you'll need on your side to navigate these common situations in your organization's buying process.

1) The review process has stalled with another team.

Stakeholder role: Executive Sponsor

When to Include: Typically included very early on in the process.

Their Role: Removes barriers, makes recommendations and confirms priorities and requirements. Often the budget holder who has a vested interest in the business outcomes of the project.

Name:

2) You need an infosec security review.

Stakeholder role: Information Security or IT

When to Include: Engage early and again later in the buying process. Bring in to ensure the solution meets privacy and information security policies.

Identify and communicate early to get buy-in at the highest level. Later in the buying process, bring them in when you're ready to present the business case.

Their Role: Responsible for ensuring the software meets specific privacy and security standards and certifications.

Name:

Create a Stakeholder List (continued)

3) You want to ensure IT resources planning for implementation.

Stakeholder role: Information Technology

When to Include: Early, for awareness of the project. Later in the buying process, bring in to identify any specific internal IT requirements.

Their Role: May help with setting up the solution internally, such as SSO or integration of internal organizational data with the system.

Name:

4) You need to establish a buying committee.

Stakeholder Role: Buying Committee

When to Include: Start by determining if a formal or informal buying committee is required. Determine participants and engage early for project awareness and buy-in. Later in buying process, bring in when vendor is chosen and it's time to present the business case. **Make sure you identify a stakeholder that can force the committee to make a decision.*

Their Role: Generally tasked with the prioritization of major projects with the goal of either moving forward or pausing a particular project. The committee can also expand scope of the project and/or approve additional internal sources for funding. Having their buy-in will often result in an easier budgeting and implementation process due to more resources being available.

Names: