

Stakeholder Analysis

Theory

TNO | Knowledge for business



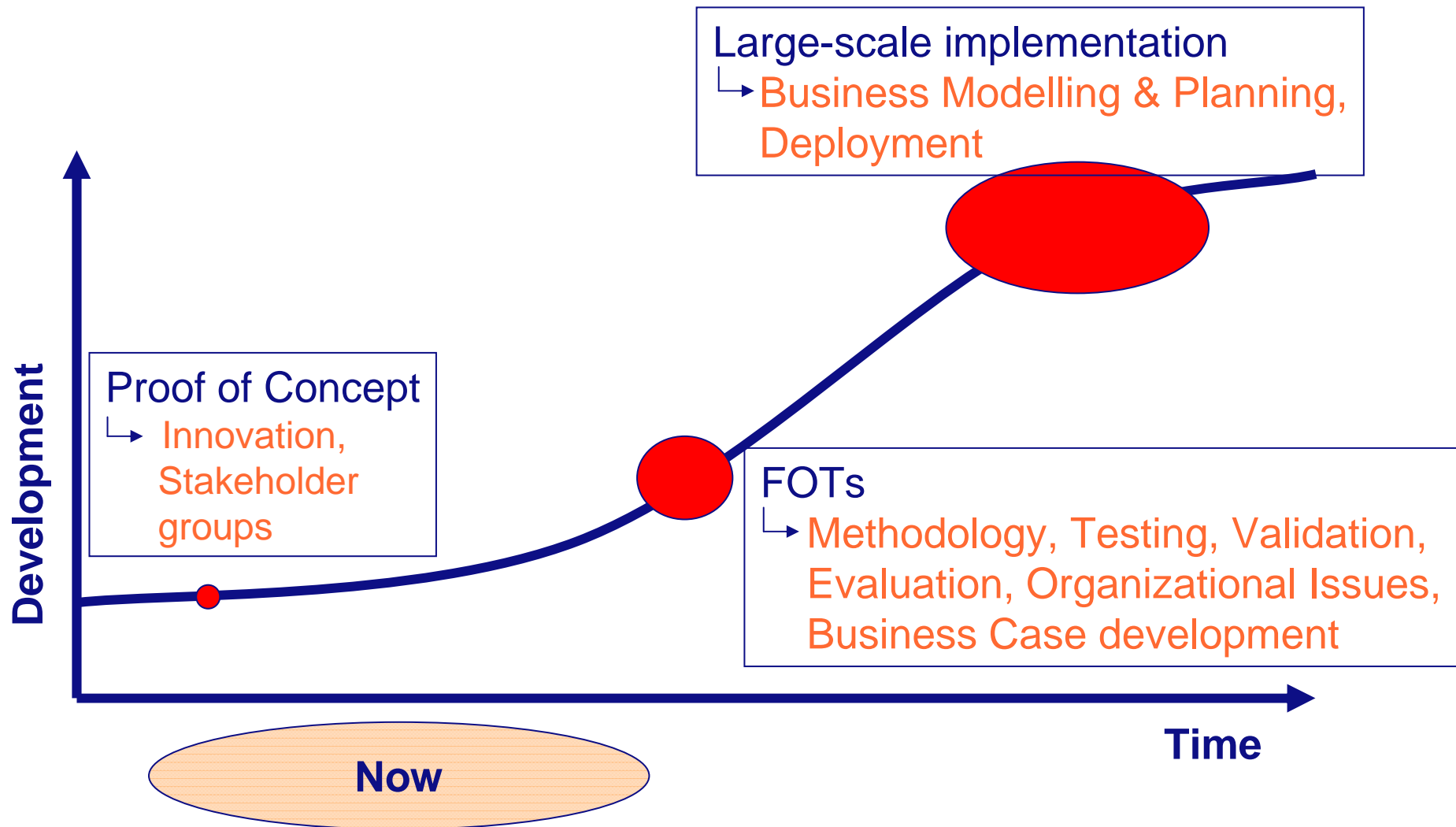
Eline Jonkers

Important questions

- Who are the stakeholders?
- What are their interests?
- What is their influence?
- How do you address differences in interests and influence?
- What is their role in the project?



Putting the FOT into perspective



You are organizing a national FOT

- You have got commitment to go ahead with your FOT:
 - You have identified your partners; they have said that they will participate
 - The government has agreed to (partly) finance the FOT
 - The contract is not yet signed
 - You are in the position that most agreements are in place
 - However, you can still change things

Who are the stakeholders?

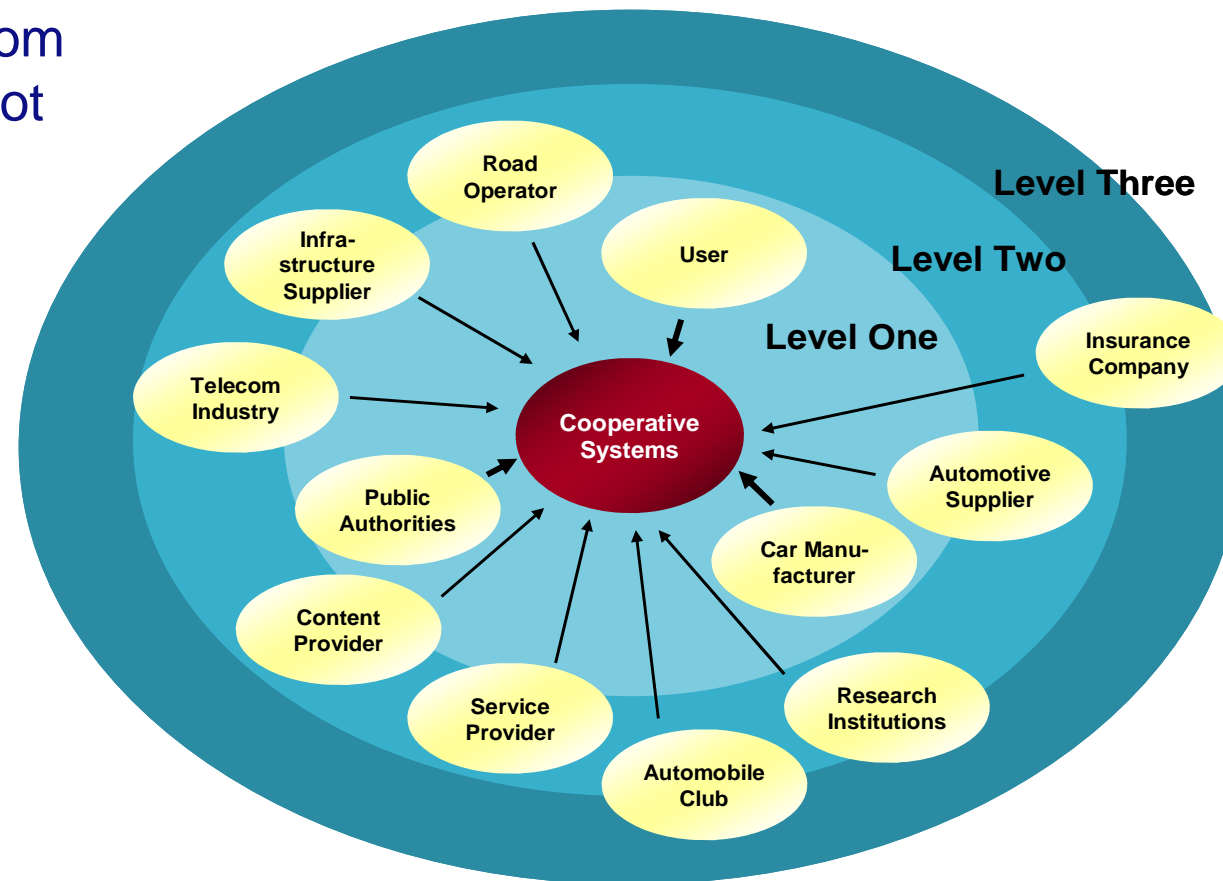
- **Make a list**
- To fill the list, ask questions:
 - Who pays?
 - Who has benefits?
 - Who has impact on market success?
 - Who has a role in implementation?
 - Who has a role in organization?
 - Who will experience negative side-effects?
 - Etc.
- Think out of the box
- Make use of work others have done before

For example...

- Users
- Public authorities
- Road operator
- Car manufacturer
- Automotive supplier
- Insurance company
- Infrastructure supplier
- Telecom industry
- Content provider
- Service provider
- Automobile club
- Research Organizations
- The Public

How to classify the stakeholders?

Example from
the SafeSpot
project



Source: Safespot project, BLADE Deliverable "Report on socio-economic, market and financial assessment", Draft 6.0, SF_D6.5.1_Socio-economic assessment_v6.0.docx

Identifying different impact levels of stakeholders

- *Level one*: stakeholders with the biggest impact on the market penetration of systems.
- *Level two*: stakeholders which guarantee a proper implementation and operating of systems.
- *Level three*: stakeholders who are not necessarily needed to provide a functioning cooperative system.
- The levels you use can of course differ, depending on your project / goal



What are the stakeholders' interests?

Stakeholder	Level	Interests
Car Maker	1	<ol style="list-style-type: none">1. Very positive safety impacts of systems2. No distinction among brands of system
Research Institute	3	Objective accurate results that are scientifically justifiable

- Which stakeholders have conflicting interests or concerns?
- Which stakeholders have interests that conflict with your (project) goal?

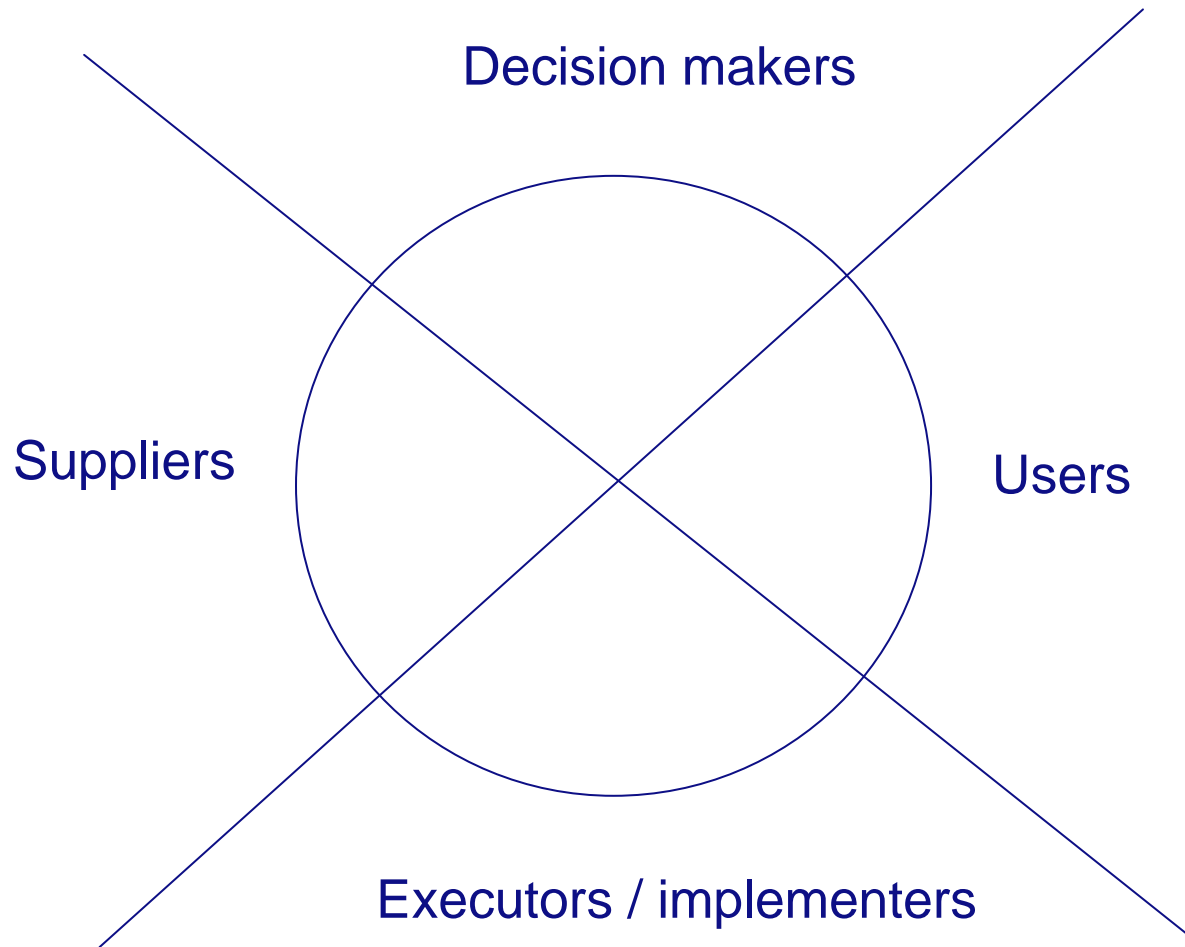


Level may depend on type of scenario foreseen in implementation

What influence do the stakeholders have?

Stakeholder	Level	Influence
Car Maker	1	<u>Project</u> : medium – large <ul style="list-style-type: none">• <i>Increases credibility of project results</i>• <i>Provides information about systems (€, components, own safety tests)</i> <u>Implementation</u> : large
Research Institute	3	<u>Project</u> : large <i>Carry out much of the analyses</i> <u>Implementation</u> : level 3

Does it make a difference who leads the deployment:
the public sector, the private sector or a partnership?



Possible roles for stakeholders

- Partner in project
- Advisory board
- Unofficial contact or sounding board
 - Before results are final or public
- Party to keep informed of official findings
- Others?



What next? → Using what you know to address stakeholder differences

- Stakeholders are not part of the project
 - What role can they take on? How can the stakeholder be drawn in?
- Stakeholders have conflicting interests
 - Find a way to address them
 - Manner to address depends on whether stakeholders are in the project or outside, or both
- Within a “stakeholder group” differences can manifest themselves
 - Develop good contacts within the partners and stakeholders
 - Take a proactive role in addressing the issues openly
- Role of the media