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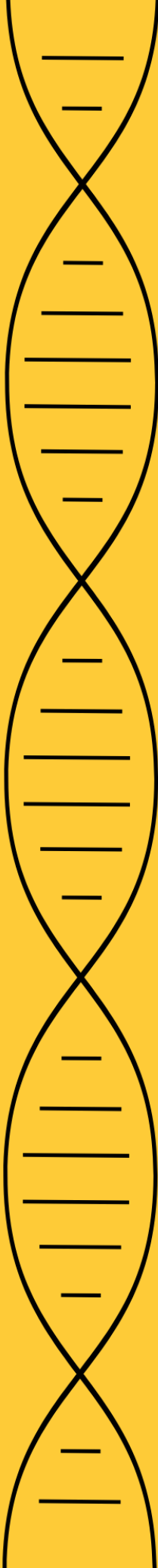
TOOL for STAKEHOLDER MAPPING



The stakeholder mapping is done in two brainstorming sessions

1st brainstorming session

1. Initial mapping from the quintuple helix (5H)
2. Mapping and evaluating INFLUENCE of the stakeholders

During the first brainstorming session the initial stakeholder mapping is done, as well as mapping and evaluating the influence of each stakeholder on the innovation (INFLUENCE)

Analysis

3. Analysis and matching with the consequences mapping

After the first brainstorming session, the mapped stakeholders are compared with the consequences mapping in preparation of the second brainstorm

2nd brainstorming session

4. Evaluating the AFFECT of the stakeholders

During the second brainstorming session, the way each stakeholder is affected by your innovation is added onto the mapping and evaluated (AFFECT)

Attention point

The brainstorming sessions should be done with a group consisting of different profiles representing and/or having a strong affinity with the different stakeholders of the quintuple helix. This is necessary to avoid getting a one-sided view on who the actors are that need to be involved and make a complete stakeholder mapping process possible.

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1st brainstorming session

1. Initial mapping from the quintuple helix (5H)

The stakeholders considered are part of the same 5H:

H1 - Academia: Non-profit research facilities.

H2 - Primary production & industry: economic system:

- Primary production, including agriculture, livestock farming, fishing and forestry;
- Industry, including food and materials production, retail and wholesale, and consumer services;
- Sectors: agri-food and bio-based sector.

H3 - Legislators: government, authorities, policy makers and funding agencies.

H4 - Society: citizens/consumers and civil society organisations.

H5 - Environment and representatives thereof (such as ngo's and scientific experts).

Map, for each H:

- ✖ Stakeholders that are targeted to make use of your innovation
- ✖ Stakeholders that are unintentionally affected by your innovation
- ✖ Stakeholders responsible for the implementation of your innovation
- ✖ Stakeholders that can support or hinder the roll-out and success of your innovation

Practical tip

- ✖ List the stakeholders as a group (for example farmers, ngo's representing the environment, food companies, …)
- ✖ Add for each group a few examples, to make it more concrete.

Materials needed

Offline

- ✖ Big white paper (flipchart paper)
- ✖ Picture of 5H & explanations
- ✖ Stakeholder mapping templates (included on last page)

Online

- ✖ Whiteboard function with 5H centered
- ✖ Template Excel table

Timing: 2 hours (initial mapping + evaluation of influence)

1st brainstorming session

2. Mapping and evaluating INFLUENCE of the stakeholders

Mapping of influence immediately follows, and is partly in parallel with the initial mapping.

Stakeholders can be listed per category (per H in the 5H).

Discuss and list for each stakeholder:

- ✖ Do they have an influence on the implementation and success of the case?
  - How can they positively influence the success of the innovation?
  - How can they negatively influence (hold back) the success of the innovation?
- ✖ How are they related to each other: Does one stakeholders' decisions and opinions have an effect on other stakeholders?
  - Which stakeholders do they have an influence on and how?
  - By which stakeholders are they influenced and how?

Note all findings in a table

Stakeholder	Examples	Technology push	Hold back technology	Stakeholder has influence on	Stakeholder is influenced by
Retailers	Colruyt, Carrefour, COOP	Sell the products	Restrictions on suppliers' use of biotechnology	Consumers (all)	Government (regulations), food industry, consumer trends

Estimate the degree of influence for each stakeholder, relative to each other

1 = low

2 = low to medium

3 = medium

4 = medium to high

5 = high

Note the number in the table, in an additional column

Analysis

3. Analysis and matching with the consequences mapping

Add to the consequences mapping which stakeholder(s) are affected by each consequence.

Reverse the exercise: add to each stakeholder the list of consequences that this stakeholder is affected by.

Split into risks and benefits (if not done already)**, and make a separate column for each.**

Materials needed

- ✖ Results and report from the first brainstorm (Excel file)
- ✖ Results from the consequences mapping (Excel file)
- ✖ Computer with Excel (or similar software)

Timing: 2-8 hours

2nd brainstorming session

4. Evaluating the AFFECT of the stakeholders

Estimate the degree of affect:

- Relative to each other
- In comparison to the original (their current) situation

1 = low
2 = low to medium
3 = medium
4 = medium to high
5 = high

Do this for the risks as well as the benefits

Note the numbers in the table, in two additional columns

Materials needed

Offline

- ✖ Computer with Excel file and projector/screen

Online

- ✖ Shared screen with Excel file

Timing: 1-2 hours

Prioritisation

Each stakeholder now has three dimensions that are relevant for prioritisation:

Degree of risk (1-5)	Degree of benefit (1-5)	Degree of influence (1-5)

These can be summarised in three columns in the Excel file (preferably in a new tab)

There are several approaches to prioritisation, either through visualisation or calculation.

Prioritisation through calculation:

There is no fixed approach to the calculation, as it depends on the case, and the weight that is given to the relation between risks, benefits and influence.

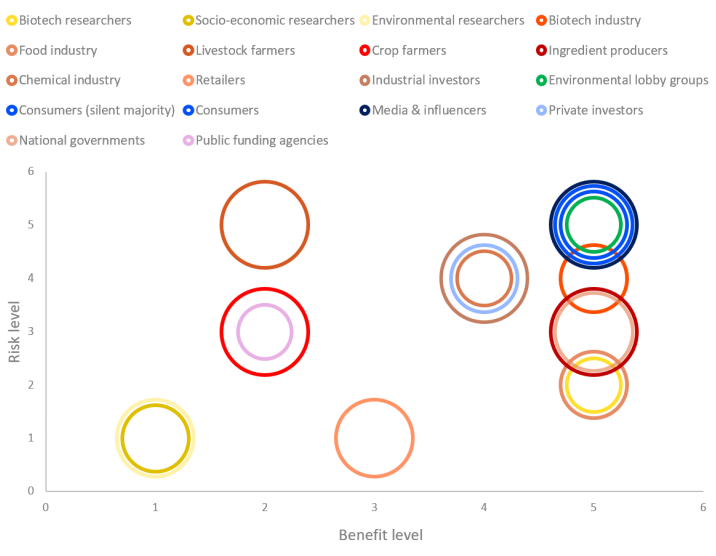
In the example on the right, two simple calcuations were made: addition of the degree of risk and that of influence, and the addition of all three factors.

Stakeholder	Benefits	Risks	Influence	R+I	B+R+I
Environmental researchers	1	1	4	5	6
Biotech industry	5	4	3	7	12
Food industry	5	2	3	5	10
Livestock farmers	2	5	5	10	12
Crop farmers	2	3	5	8	10
Ingredient producers	5	3	5	8	13
Chemical industry	4	4	2	6	10
Retailers	3	1	4	5	8
Industrial investors	4	4	5	9	13
Environmental lobby groups	5	5	2	7	12
Consumers	5	5	4	9	14
Media & influencers	5	5	5	10	15
Private investors	4	4	3	7	11
EU government	5	3	5	8	13
Public funding agencies	2	3	2	5	7

Prioritisation through visualisation:

Using a bubble plot allows you to visualise all three dimensions:

- ✖ Degree of benefit on the X-axis
- ✖ Degree of risk on the Y-axis
- ✖ Degree of influence as the size of the bubbles



Stakeholder category

Stakeholder

Examples

How to approach / reach?

Stakeholder influence

Degree of influence

Influenced by which stakeholders?

Potential negative influence

Influence on other stakeholders?

Potential positive influence

Stakeholder affect

How is stakeholder negatively affected?

Degree of negative affect

How is stakeholder positively affected?

Degree of positive affect

Stakeholder category
Industry

Stakeholder
Livestock farmers

Examples
/

How to approach / reach?
Via farmers' association

Stakeholder influence

Degree of influence 5

Influenced by which stakeholders?
Government (regulations and restrictions), consumer trends

Potential negative influence
Lobby against the technology to keep the current status quo

Influence on other stakeholders?
Governments, industry, consumers (influencers and traditionalists)

Potential positive influence
Implement mixed agricultural models and new business models

Stakeholder affect

How is stakeholder negatively affected?
Competition with traditional farming
The risk of losing traditional, authentic local products
The technology needs sufficient space and energy to set up and run
No solution to long and transportation-intensive current food chains
Dependency on one (or a very limited range of) crops used for feed
Dependency on industrially produced nitrogen sources

Degree of negative affect

5

How is stakeholder positively affected?
New business opportunities for local economy
Less labour-intensive practices
Using by-broducts as feed creates new possibilities for more circular production systems

Degree of positive affect

2

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