

3.3. Stakeholder Mapping: Purpose and Techniques



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Lesson structure

- Definitions
- Typology of stakeholder
- Mapping stakeholder: why
- The phase of process
- Methodology to map different stakeholder
- Stakeholder engagement



Stakeholder definition

“A stakeholder is any group or individual who can affect or is affected by the achievement of the organization’s objectives.”

R. Edward Freeman, *Strategic Management: A Stakeholder Approach* (1984)



Concept has evolved. It is not just about the “customer” but includes an ecosystem of actors.



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Different type of Stakeholder

Can be classified in different ways, depending on the context and purpose of the analysis

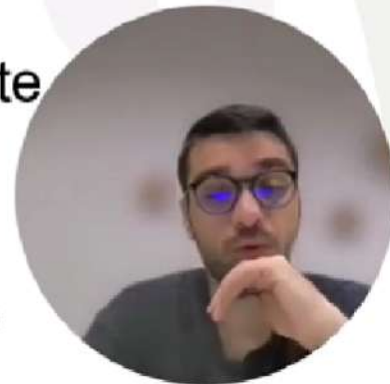


- **Internal:** part of the organization or project team
Examples: employees, managers, project managers, internal departments
- **External:** are outside the organization but influence or are influenced by the project
Examples: customers, suppliers, government agencies, NGOs, local communities



Different type of Stakeholder


- **Primary:** stakeholders directly involved in the project or its outcomes
Examples: end users, project partners, investors
 - **Secondary:** not directly involved, but with indirect interest or influence
Examples: media, public opinion, academics
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- **Active:** actually participate in the project or initiative
Examples: collaborators, technical committee members
 - **Passive:** are subject to the effects of the project but do not participate
Examples: citizens, end consumers, residents of an affected area



Stakeholder Mapping

Stakeholder mapping is the process by which you:

- **Identify all people**, groups, or organizations that have an interest or influence in a project or initiative;
- **Analyze criteria** such as power, interest, influence, attitude;
- **Represent graphically** to facilitate understanding, management, and involvement.

 **Goal:** Understand who stakeholders are, what they want, how much they matter, and how best to engage them.



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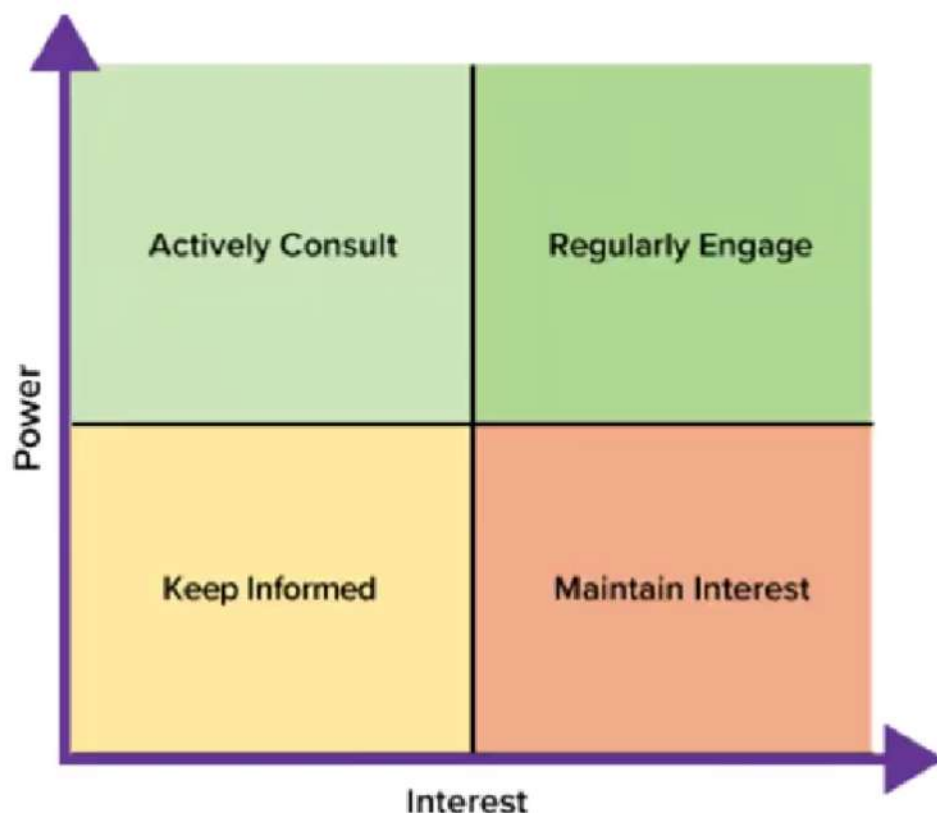
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Why?

- ✓ **Preventing conflict and resistance:** If stakeholders' interests or concerns are not known, it is easy to be faced with sudden opposition. Good mapping helps anticipate problems and manage them proactively.
- ✓ **Improve consensus and support:** Involving the right stakeholders at the right time increases the likelihood of project success. It allows you to build alliances and gain legitimacy.
- ✓ **Plan targeted communication and engagement:** Mapping helps decide to whom to communicate what, how often, and through which channels. It reduces noise, misunderstandings, and dispersion.
- ✓ **Optimize project resources:** Focusing on key stakeholders enables effective use of time and resources. Avoids dispersion with marginal stakeholders (but does not exclude them altogether).



Power/Interest Grid



The Power/Interest Grid is a stakeholder mapping tool that allows you to classify and visualize stakeholders based on two key criteria:

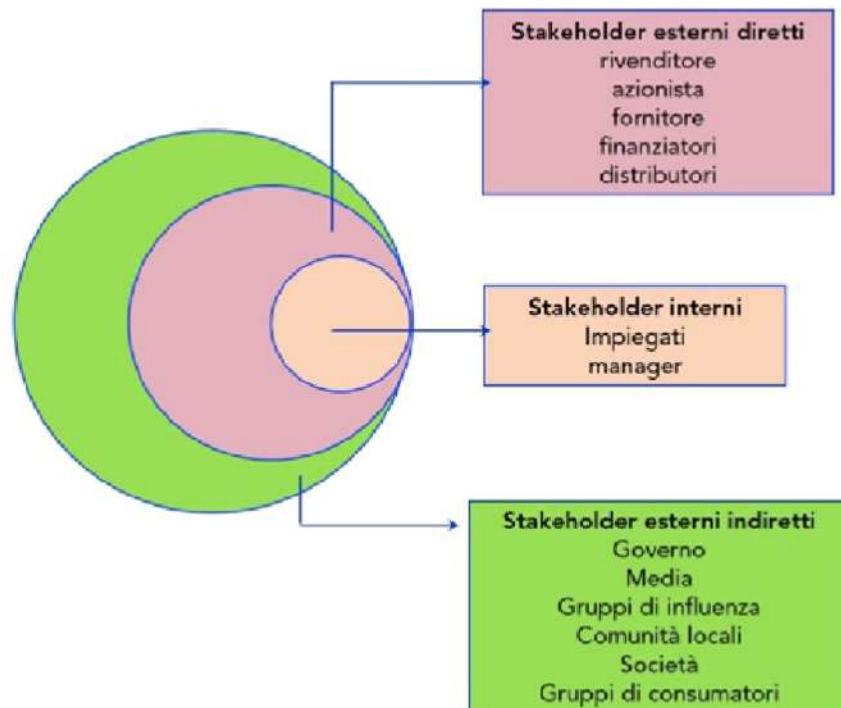
- **Power:** the ability to influence decisions, outcomes, or resources of the project.
- **Interest:** the level of attention or involvement the stakeholder has regarding the project.



This matrix helps determine how to engage each stakeholder by adapting the level of engagement according to their position in the grid.



Stakeholder Onion Diagram



- **Inner Circle – Internal Stakeholders**

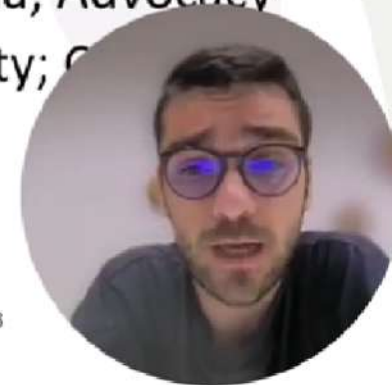
👤 Examples: Employees; Managers

- **Middle Circle – Direct External Stakeholders**

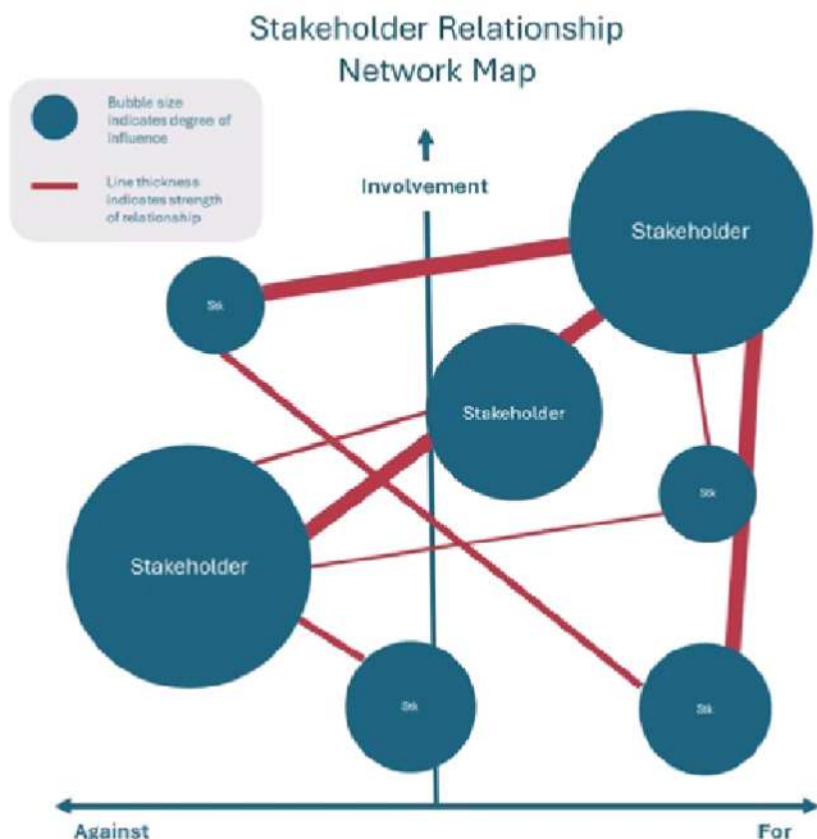
👤 Examples: Retailers; Share holders; Suppliers; Investors; Distributors

- **Outer Circle – Indirect External Stakeholders**

👤 Examples: Government; Media; Advocacy groups; Local communities; Society; Civil groups



Relation Stakeholder Map



Element	Description
Nodes	Each stakeholder is represented by a circle or square with a label.
Lines	Indicate the relationship between stakeholders. Arrows may show directionality.
Thickness or Color	Can represent the intensity, frequency, or nature of the relationship (e.g., alliance, conflict).
Center of the Map	Typically the organization or the project is placed at the center of the map.



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Stakeholder Engagement

Stakeholder engagement is the process of **actively and continuously involving stakeholders** in the planning, implementation, and evaluation of a project, program, or organizational strategy.



It goes beyond simply informing stakeholders — it involves building **trust-based relationships**, fostering **dialogue**, and promoting **collaboration** to ensure their needs, expectations, and feedback are integrated into decision-making.



Stakeholder Engagement

- Build trust and buy-in.
- Reduce resistance and conflict.
- Improve the quality of decisions by incorporating diverse perspectives.
- Increase transparency and legitimacy.
- Enhance long-term sustainability and social acceptance of the initiative.



How engage stakeholder



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Summary

- Stakeholders can determine the success or failure of a project
- Mapping is a strategic tool, not a bureaucratic one
- It is an ongoing process, to be updated
- Simple tools can yield great results

