

Stakeholder Analysis: (Stakeholder Mapping)



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Stakeholder Analysis

Introduction

This section explores stakeholder analysis. It begins with an overview of stakeholder analysis, then looks at some specific tools, first a tool to help you identify stakeholders and then two of the most common tools used to prioritise and make decisions about how to engage stakeholders.

What is Stakeholder Analysis

Stakeholder analysis and management arose out of a shift in language about the role of an organisation in society. It challenged the notion that companies only had a responsibility to their owners (e.g. shareholders in a public limited company) and suggested that what organisations do have broader social and environmental effects and, therefore, they have broader responsibilities.

There are multiple definitions of stakeholders; here, we use the notion of all those who can affect and all affected in that a stakeholder is someone (or indeed, in some instances, a thing like a forest) affected by the area of interest and who can affect it, for an organisation, that might be internal stakeholders within the operations and those outside the organisation whose interest and impact will vary.

Stakeholder analysis origins in corporate culture and emphasis on managing relations and conflicts may not apply in all contexts.

Why undertake Stakeholder Analysis

As highlighted in the workshops, mapping and analysing stakeholders is often seen as part of an organisation's implementation phase, which implies "solution mode". However, it is also an important part of understanding an area of interest, allowing you to identify populations affected by a problem with a stake in the outcome and helps to refine the development of problem statements and population definitions and can provide clarity over the outcomes for those stakeholders.

Prioritise your Stakeholders

Consider:

- Some of the stakeholders identified may have the power either to block a new product or service, depending on the benefits and outcomes for them.
- Some may be interested in what you are doing, while others may not care, so you need to work out who you need to prioritise.
- Who you might include in co-creating solutions with to ensure that the solution developed meets your key stakeholders' needs.

Outcomes and Outputs

Stakeholder mapping allows you to: -

- Identify the key players and their influence on your project and its success.
- Focus on those who benefit most.
- Have a game plan - a Stakeholder Map gives you a good idea of who you're trying to satisfy when building this project / solution.
- Identify who might be against any change, due to their strength and position in your supply chain.