
SME AND COLLABORATION ORIENTATION

STAKEHOLDER MAP

A visual map of stakeholders and their roles

0. Name of the phase

SME and collaboration orientation

1. Name of the tool

Stakeholder Map

2. Duration

40-60 minutes

3. Materials used

- Pens and markers of different colors
- A sheet of paper, minimum size A3, a whiteboard or a flipchart
- Sticky notes and markers of different colors

4. What is this tool, and what are its purpose and benefit?

A stakeholder map is a visual representation of the stakeholders linked to a company or an organization. A stakeholder is any individual who is directly or indirectly linked to an organization or a company, such as a subcontractor, a client, a raw material provider, a transportation company, and also workers inside the company.

A stakeholder map can be used for visualizing internal and external stakeholders, their position, roles, and value in relation to the organization, and also connections between them. It can be used for a specific case that students are working on or to make them understand the stakeholders of an organization in general, for example at the early stages of a project to understand the parties involved, to address communication or other activities towards them, or developing and understanding value chains and networks. Overall, a stakeholder map helps manage stakeholders and weight their attention to different activities.

5. Steps how to use this tool in practice

1. Identify stakeholders for the case or company you are working on. These can be external stakeholders both internal and external.
 2. Draw 2 or more nesting circles and add the company at the center of it.
 3. Start adding stakeholders to the map. Add those closest to the company closest to the center and further ones the furthest. This creates a natural prioritizing of them. You can first add stakeholders on sticky notes, so it will be easier to reposition them when needed.
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4. Have a look at your stakeholders and analyze and organize the map by looking at patterns and roles between stakeholders. The criteria may change by case, but here are some criteria that are used often:
 - Which ones are similar or have similar interests?
 - Who has an elemental role for running (daily) activities?
 - Are their stakeholder chains for running a certain activity or delivering something? What happens if something happens in the chain?
 - What relations are between stakeholders?
 - Who has the biggest impact?
 - Who has the biggest influence?
 - Who can be replaced?
 - Which ones depend on you?
5. Draw relationships between stakeholders and you.
6. Discuss about your findings. What kind of networks and patterns you can identify from this? What kind of value they give to you and to each other? How large is the impact network of the company? For which activities could you use such stakeholder patterns and chains? What other interesting findings arise from it?
7. Make a summary of the main findings.

6. Tips and hints for using this tool

A stakeholder map can also be used to plan and implement a company's communication.
