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DESTINATIONS



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Stakeholder maps and guidelines for boosting the role of public and private stakeholders

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Abstract

This report comprises two main aspects:

- 1) Stakeholder mapping: methodology used to identify and prioritise key urban mobility and tourist actors, including the maps emanating from the CIVITAS DESTINATIONS sites and analysis of most important players; and
- 2) Guidelines for boosting the role of public and private stakeholders in the design and sustained delivery of CIVITAS DESTINATIONS measures

It is the first part of a two part Deliverable.

The latter will contain insights from the validation in the DESTINATIONS cities of both the methodology and the guidelines and hence be revised and improved. This will follow the kick off training in Task 8.2.

This is a reference document for DESTINATIONS sites to follow to undergo their stakeholder identification and engagement activities. The methodology can also be transferred to any city embarking upon the planning and piloting of new sustainable urban mobility measures, to maximise the chances of success.

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Site abbreviations:

ELB - Elba

LIM – Limassol

LPA – Las Palmas

MAL – Malta

MAD - Madeira

RET – Rethymno

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1 Executive Summary

This deliverable belongs to Work Package 8 Innovation Management which is specifically designed to build capacity among the six DESTINATIONS sites. It draws from the outputs of Task 8.1.1 which focussed on the identification of key stakeholders in the sites through a careful mapping exercise, followed by a process of breaking them down into categories and ranking them in order of **power** and **interest**. This has provided the sites with stakeholder maps for each measure. These maps help to identify the different groups, their nature, background, interest, requirements and constraints. The process helps to identify potential investors in the measures to support long term implementation as well as potential partners and competitors in the market.

This report makes conclusions on the cross-site stakeholder analysis, identifying common actors who are deemed to play an important role for the successful delivery of the measures in different sites and the integration of tourist and urban mobility planning and services.

This work has allowed the sites to identify the likely measures for which they wish to develop business models. Those which require partnership working, resources, revenue streams and a clear customer base to succeed on a long terms basis. This in turn will strengthen the design of the measures themselves.

This report summarises the stakeholder mapping methodology used which can be replicated in future projects.

It contains guidelines that Site Managers and Measure Leaders can apply in the engagement activities of key stakeholders in each site, with the aims of fostering their commitment to DESTINATIONS and to unlock investment that will help guarantee the long term sustainability of innovative mobility measures.

This work has been undertaken in collaboration with the development of Sustainable Urban Mobility Plan in the sites, where stakeholders have common roles and interests.

2 Introduction

2.1 What are stakeholders?

A stakeholder can generally be defined as a group, organisation or individual affected by, or who can affect, a project and its implementation, whether directly or indirectly.

2.2 Rationale for stakeholder engagement in transport and mobility

It is often cited that a lack of coordination between mobility stakeholders is one of the main causes for poor performance of transport and mobility services. It is quite possible to design an innovative service, with a strong business model that meets user needs, but if an assessment is not made on which local, regional and national organisations stand to gain or lose out, a measure is unlikely to maximise its impact, or may even fail altogether.

This is especially important in CIVITAS DESTINATIONS, where diverse stakeholders from the mobility and tourist sectors need to be successfully engaged to fulfil their potential on improving urban mobility services. Successful collaborative working is based on careful identification and engagement of actors and clear justification of the added value of working together for mutual benefits.

One key aspect for all DESTINATIONS measures is that they are designed, implemented and evaluated within the framework of their Sustainable Urban Mobility Plans (SUMP). That way they can be better integrated into the wider transport strategy, for sustained implementation.

The benefits of involving key actors can include:

- Streamline the implementation of a measure;
- Identify potential conflicts in advance and bring forward measures to mitigate these;
- Identify key partners with skills and resources that may help joint-deliver a measure;
- Identify potential competition and consider avoiding market disruption by redesigning the measure and setting up alliances;
- Broaden the options on revenue streams and even find private sector organisations to take over the operation of a transport service, lowering costs on the city;
- Better understand potential user needs and customer segments (notably residents and tourists);
- Allow business models to be developed for new transport products and services.

3 Stakeholder mapping

3.1 Methodology

The methodology of identifying and mapping stakeholders is taken from a combination of two reputable sources: one from the transport industry and the other from cross-sector corporate development. The FP5 project GUIDEMAPS¹ (Gaining Understanding of Improved Decision Making and Participation Strategies) represents best practice in stakeholder engagement for sustainable transport solutions. It is combined with the industry standard MindTools Stakeholder analysis tool² which is relevant and used across many different sectors.

Following this desktop review and discussions with site managers, it was agreed to develop a stakeholder map for each measure, instead of a map per site. This allows for a more precise breakdown and hence a better understanding of the measures for engagement, such as the different nature of the pilots and hence the involvement of different main actors.

There are four steps for the stakeholder engagement process.

- Step 1: Identify your stakeholders:
- Step 2: Understanding key stakeholders:
- Step 3: Stakeholder mapping:
- Step 4- Prioritise your stakeholders.

3.2 Step 1- Identification of stakeholders

The first step is to invite several key colleagues to a brainstorming session to identify organisations which may have some level of involvement in the urban mobility measures, be it major or minor. This is best done measure by measure to capture even those which may have a narrow remit. To help steer the discussions, the GUIDEMAPS methodology (see Figure 1 below) suggests considering the following four categories and listing relevant stakeholders in turn:

- Government/ Authorities;
- Businesses / Operators;
- Communities / Neighbourhoods;
- Other.

At this point it is a good idea to list the names and details of any contacts you have in these organisations as well as names of the key personnel you will need to liaise with.

¹ <http://www.eltis.org/resources/tools/good-practice-stakeholder-engagement>

² https://www.mindtools.com/pages/article/newPPM_07.htm

Typical stakeholder groups involved in transport projects based on GUIDEMAPS			
Government/ Authorities	Businesses/ Operators	Communities/ Local Neighbourhoods	Others
European Union	National Business Associations	National Environmental NGOs	Research institutions
Ministry of Transport	Major Employers	Motorist Associations	Universities
Other National Ministries	Private Financiers	Trade Unions	Training institutions
Regional Government	International/national business	Media	Experts from other cities
Local Authorities	Regional/local business	Local Authority Forums	Foundations
Neighbouring Cities	Local Business Associations	Local Community Organisations	
Local Transport Authority	Small Businesses	Local Interest Groups	
Traffic police	Retailers	Cycle/Walking Groups	
Other Local Transport Bodies	Utility services (e.g. electric, telecoms)	Public Transport User Groups	
Other Local Authority Bodies	Engineers/contractors	Transport Users	
Politicians	Transport Operators/providers	Citizens	
Other Decision-Makers	Transport Consultants	Visitors	
Partnership bodies	Car sharing companies	Citizens in Neighbouring Cities	
Project Managers	Bicycle rental operators	Disabled People	
Professional Staff	Other mobility providers	Landowners	
Emergency services		Transport Staff	
Health & Safety executives		Parents/children	
		Older people	

Figure 1: Stakeholder categories relevant for the transport sector

A version of the table with larger text can be found under [Activity 1.6](#) in the online version of the SUMP Guidelines

3.3 Step 2- Understanding key stakeholders

With a full list of stakeholders split into the above categories, the next step is to assess each stakeholder for their level of power and their level of interest in the urban mobility measures. Some may have the power to provide financial support or on the other hand, block a measure. Some may be very interested due to shared or opposing objectives, whereas others will not have an interest yet, if they are unaware or uninformed. Using your understanding of the industry, consider whether they have high and low levels of power and interest.

Questions to help understand stakeholder power and interest	
Power	Interest
Who has political responsibility to approve or object (E.g. mayors or councillors)? They need to be managed carefully	What do they currently think of your transport activities and projects in the cities? Do they see you positively or negatively?
Who has the financial resources to invest (public and private funds) to help with scaling up the size of a measure?	What are their current priorities / business plan? Do these compliment or conflict with the measure?
Who has the skills and expertise to draw from to help implement the measure (public administrations, universities, tourist sector, IT, media, private sector)?	What financial interest do they have in the outcome of the measure (positively or negatively)? E.g. increased retail footfall from improved accessibility

3.4 Step 3- Mapping of stakeholders

Once the status is known for each of the named stakeholders, we expect that those classified as *Manage Closely* and *Keep Satisfied* will command most of our engagement time. If an organisation has high power and low interest, there is still much potential since interest can be raised through a simple series of meetings. In turn this could lead to a new partner that can bring additional skills and investment options to help facilitate delivery of the mobility measure.

But first it is helpful to transpose the names of identified stakeholders onto a graph, which is a useful visualisation exercise to validate your rankings and also to see where natural partnerships or competitors may exist. This is especially helpful in a workshop to induce debate and agree on priorities. The map template below is taken from MindTools³

Using the rankings assigned, the stakeholders for each measure can be plotted onto the map template (Figure 3) in one of the corresponding four status quadrants.

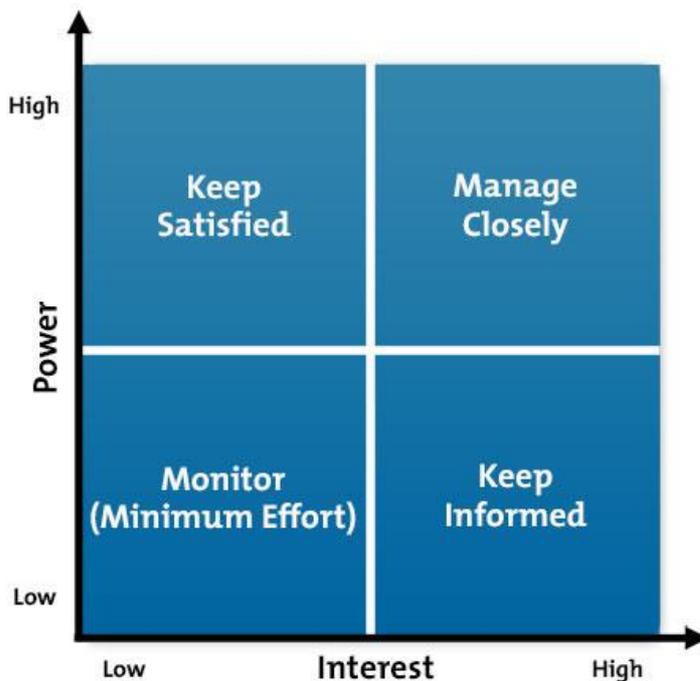


Figure 3: Stakeholder Map template

Stakeholders with high power will be plotted into the top half of the graph (*Manage Closely* or *Keep Satisfied*). These are of the most concern. Those with low power will reside in the bottom half of the graphs (*Keep Informed* or *Monitor*). These are of lesser concern.

3.5 Step 4- Prioritisation of stakeholders

Whilst many stakeholders may have the same ranking such as 2 for Power and 2 for Interest, it is important to consider which ultimately are the most important within each of the graph quadrants. When ranking the relative importance of stakeholders, one important

³ https://www.mindtools.com/pages/article/newPPM_07.htm#Interactive

consideration is to identify those stakeholders that are involved in the delivery of more than one measure. These organisations may, therefore, help enable the integrated planning of measures.

The stakeholders are then ordered to reflect the importance ranking on the map, assisted by the visualisation this graph provides. Figure 4 shows an example of where the stakeholders relevant to a Green Credits Scheme have been prioritised within their respective quadrants. The text colourings also indicate the categories to which they relate. This also offers a strong way to review whether public or private sector organisations are the most highly considered.

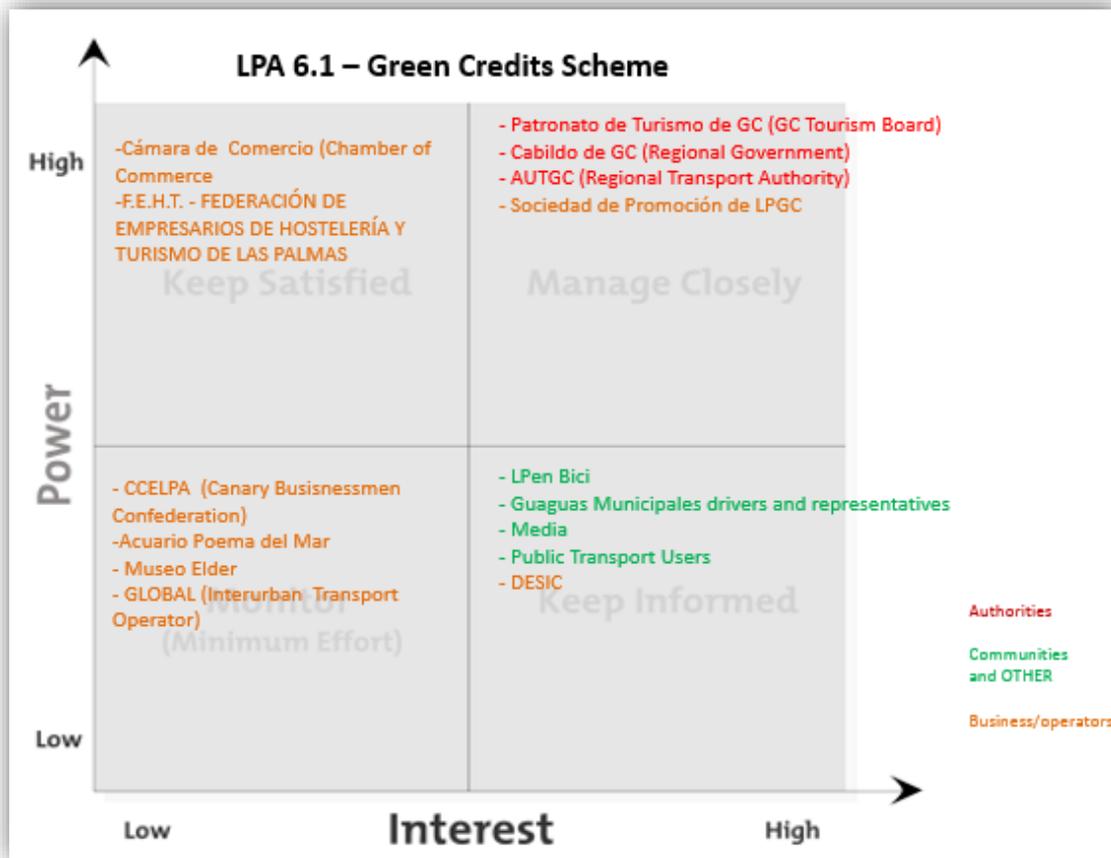


Figure 4: Example of complete stakeholder prioritisation graph

Key stakeholders derived from this process should be included in the SUMP, business models and communications plan

At the end of this step a full list of stakeholders has been identified, ranked by status and prioritised for future engagement.

3.6 Cross-site analysis and summary

The six DESTINATIONS sites followed this process, leading to a wealth of information about key stakeholders.

A cross-site analysis has been conducted showing where sites have similar organisations identified within the categories *Manage Closely* and *Keep Satisfied*. This can be fed into the cross-site fertilisation activities of WP10 as where engagement has been successful, the

winning approaches will be shared with fellow sites to expedite the process.

MAD	Municipality of Porto Santo	Electric cars and charging point operators	National association of electric cars	Association for visually impaired	Hotels
LPA	Regional government	Chamber of Commerce	Tourism Board	Regional Transport Authority	Entrepreneur association
RET	Regional unit of Rethymno	Energy Group	Tourism Directorate Crete	Public transport operators	Chamber of commerce
LIM	Limassol Municipality	Electricity authority of Cyprus	Cyprus Tourism Organisation/ multiple tourist boards	LIM Bus Company	Cyprus cycling association
MAL	Local Councils Association	General retailers association	Ministry of Tourism	Transport Malta integrated Transport	Malta hotel associations
ELB	Local Authorities Portoferraio and Marina	Local business association	Local interest groups	Local Public Transport operator	Cycle/ walking groups

Table 3: Summary Map 1: Common key stakeholders from the six sites: High Power and High Interest

This exercise has proven useful in showing that many of the stakeholders identified as both high power and high interest across the six sites are the same types of organisations. This is indicated in the colour coding in Table 3 which shows the following common groups who are the priority to fully engage and consult regularly, ultimately satisfy and involve in the decision-making process:

- Local and regional authorities;
- Public transport authorities;
- Electricity authorities and EV operators;
- Tourist boards / ministries;
- Chambers of commerce.

Others identified as high power and high influence, but individual to a site included:

- LPA - Harbour Authority;
- RET - Spatial Planning Directorate of Crete;
- RET - University of Crete;
- MAD - Regional Education Authority;
- LIM - National tourism organisation named as a key stakeholder, but also the tourist boards of neighbouring Ammochostos, Nicosia, Pafos, Larnaca;
- MAL - Multiple ministries – reflecting the size of the country, national level actors play greater importance side by side with local authorities.

	Stakeholder categories with high power and high influence	Main stakeholder
LIM	All authorities except one business (bus company)	Authorities
ELB	Good mix of authorities, business and community actors	Business / Communities
LPA	Majority authorities with some business	Authorities
MAD	Equal mix of communities, authorities and business	Business / Communities
MAL	Majority authorities with some communities	Authorities
RET	Good mix of authorities, business and others	Authorities

Table 4: Stakeholder categories

The next summary table focusses on our secondary priority audience who have high power but low interest. These stakeholders should be *Kept Satisfied* and their interest raised over the course of the project to add valuable advocates of the measures. This approach will help to boost their potential positive impact and reduce risks.

MAD	Schools	University of Madeira	Communication channels	Police
LPA	City Sightseeing company	Aquarium	Media	Electric Vehicle Users Association
RET	Municipal Port Authority	Ministry of Infrastructure and Transport	Intermediate Managing Authority of Crete	
LIM	Cyprus Ports Authority	Hermes Airports	Chamber of Commerce	
ELB	Car sharing and Bike rental companies	Disabled people	Media	Transport users

Table 5: Summary Map 2: Common key stakeholders from the six sites: High Power and Low Interest

Table 5 shows fewer common stakeholders across the sites than in Table 4 but some interesting trends can be seen. Rethymno and Limassol both view their port authorities as worth engaging to increase their interest levels, in view of their power and importance when it comes to tourist movements in their towns. Limassol identifies the airports for the same reasons. It would be beneficial for these two sites to share the successes they may have in these endeavours.

Las Palmas rightly identifies the tourist attractions (aquarium, city sightseeing company), that may not yet know about the DESTINATIONS projects, but whom could be interested in advertising their tourism products and services through the future mobility measures. They also list the Electric Vehicle Association (like most sites in Table 4) as worthy of increasing interest to facilitate the delivery of their related electromobility measures.

Elba identifies car sharing and bike rental companies with whom they will collaborate in the delivery of their related measures and so it is again important that their interest levels are increased as soon as possible, by illustrating the potential benefits.

After the sites completed their first assessment of stakeholders, a webinar was held to review the inputs and allowing sites to share which actors they may have omitted.

MAL - STAKEHOLDERS FULL LIST	Stakeholder Category	POWER 2 = High 1 = Low	INTEREST 2 = High 1 = Low	total	Status - SEE COMMENT
Ministry for Sustainable Development, Environment and Climate Change	Government	2	2	4	MANAGE CLOSELY 2+2
Ministry for Tourism	Government	2	2	4	MANAGE CLOSELY 2+2
Ministry for Transport and Infrastructure	Government	2	2	4	MANAGE CLOSELY 2+2
Transport Malta, Integrated Transport Strategy Directorate	Authorities	2	2	4	MANAGE CLOSELY 2+2
Transport Malta, Operators' Licences	Authorities	2	2	4	MANAGE CLOSELY 2+2
Transport Malta, Land Transport Directorate	Authorities	2	2	4	MANAGE CLOSELY 2+2
General Retailers and Traders Union	Communities	2	2	4	MANAGE CLOSELY 2+2
Local Councils Association	Communities	2	2	4	MANAGE CLOSELY 2+2
Malta Hotels and Restaurants Association - MHRA	Communities	2	2	4	MANAGE CLOSELY 2+2
Malta Tourism Authority - MTA	Authorities	2	2	4	MANAGE CLOSELY 2+2

Figure 5: Example of the template showing the top 'Manage Closely' stakeholders in Malta

This work on stakeholders is taken forward via a carefully crafted engagement strategy composed of a series of different components.

4 Guidelines for boosting the role of public and private sector stakeholders

4.1 Introduction

With stakeholders fully identified it is now essential to engage them successfully. These guidelines can be used by Site Managers and Measure Leaders to facilitate the necessary activities to gain support from key actors.

4.2 Engagement strategies

Sites should prioritise resources and engagement actions with those stakeholders positioned in quadrant *Manage Closely*. In addition, they will also be encouraged to increase the interest levels of stakeholders whose starting position is *Keep Satisfied* since, thanks to the influence of these actors, their support could be valuable in the success of measure delivery over the longer term.

Stakeholders positioned in the two quadrants *Monitor* and *Keep Informed* should be kept abreast of measure implementation – such as through general communications and the press - but major efforts to enlist their participation should normally only commence if there is a newly identified need (such as a shift in company priority), or if resources allow.

Each site should set up an engagement strategy composed of diverse mediums through which to make positive contact with the organisations, which have already been divided into the four categories in order of importance. Full use should be made of existing forums, meetings and seminars to attract organisations who will be allured by different offerings. Within the context of the business modelling work, key public and private sector stakeholders should be invited to the Kick-Off Training meetings (Task 8.2), which will in particular act as a forum for increasing the awareness and hence interest of the *Keep Satisfied* organisations.

4.2.1 Stakeholder engagement tips

Stakeholder engagement tips	
Ranking	Status
High Power (2) High Interest (2)	MANAGE CLOSELY: Key player with which to fully engage and regularly consult. Consider involving in the governance, decision making process and the design of measure. Scope out potential for investment. Fully analyse business plan / strategic objectives and highlight synergies but also potential conflicts. Engagement activities and messages shaped by whether there is a positive or negative audience. Support could be essential for measure success. Priority engagement group.

High Power (2) Low Interest (1)	KEEP SATISFIED: Second most important stakeholder group to engage and consult. Objectives should be set to increase their interest level from 1 to 2 points and as such to become <i>Manage Closely</i> (see figure 6). This could be through one to one meetings, group briefings or through tailored workshops where their input is formally sought. But first identify potential synergies with their operations so mutual benefits can be offered such as a sponsorship deal or shared skills.
Low Power (1) High Interest (2)	KEEP INFORMED: Keep adequately informed, ensuring no major risks to the measures. This might include a cycling NGO that might wish to perform role of a champion in view of complementary objectives on active travel measures. This organisation could offer an alternative voice to the council and hence engage different segments of the population. Consider involving them in low risk activities.
Low Power (1) Low Interest (1)	MONITOR: Least critical stakeholder group and receives least effort. Inform via general communications, newsletters, and press releases and try to increase interest level if resources allow.

Table 6: Stakeholder engagement tips

Part of the engagement strategy should be to increase the interest levels of those stakeholders starting in *Keep Satisfied* so that they fulfil their potential benefits and are then *Managed Closely*.

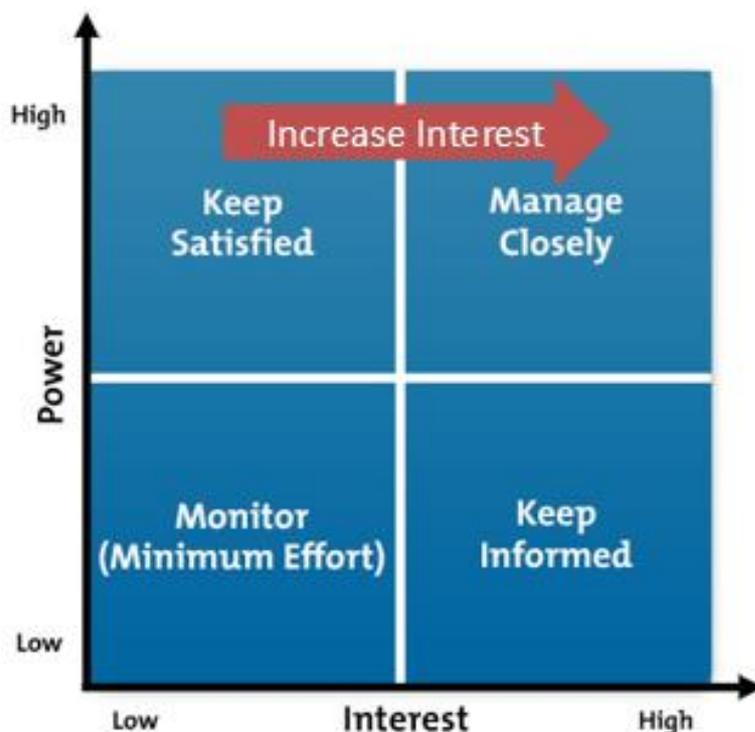


Figure 6: The desired shift of stakeholders from Keep Satisfied to Manage Closely through the increase of overall interest in the urban mobility measure

4.2.2 Key Performance Indicators

Key Performance Indicators should be set to monitor the relative “success” of the engagement. These should form part of the stakeholder engagement strategy and assist in resourcing and prioritisation of activities.

During the course of the project as key stakeholders are engaged, the success factors in enlisting their support will be drawn out and transferred to other sites to help speed up the process and overcome barriers across the project. They can include:

- Value of external investment secured;
- Partnerships established to joint deliver a measure, e.g. Joint Venture;
- Alliances set up with market competitors to avoid direct competition in service delivery;
- Resources or skills shared by stakeholders to facilitate design and implementation;
- Number of *Keep Satisfied* stakeholders becoming *Manage Closely*, resulting from the increased interest gained from engagement activities;
- Number of engagement activities / events held and feedback gained;

Conclusions will be drawn on whether public or private sector stakeholders were the most receptive to engagement techniques. This in turn will help shape future approaches.

4.2.3 Engaging selected stakeholder groups and increasing interest

As concluded by the GUIDEMAPS project, engaging stakeholder groups as part of an engagement strategy can help to:

- Create active participation, interaction and engagement;
- Encourage open discussion and debate;
- Encourage ownership of the new service and buy-in;
- Help to reach a consensus on possible mutual benefits of partnership working;
- Help avoid competition or conflict with other service providers or business;
- Gather a range of ideas, issues, opinions, concerns and options;
- Draw on local knowledge;
- Attract hard to reach groups.

Table 7 below shows useful sets of events that can be employed within the DESTINATIONS project to successfully engage stakeholders, both one to one and in larger groups.

Interactive engagement events	
Information events	Exhibition, information centre, information session and briefing Public meeting, topical events
Engaging selected stakeholder groups	Community visits and study tours, focus group, workshop Citizen juries, technical working party
Engaging large groups	Stakeholder conference, transport visioning event, weekend event, open space event

Table 7 Stakeholder Engagement Tools⁴

4.2.4 Media and Communications

The engagement strategy should be linked with media activities which can have a significant and rapid impact on connecting with groups and increasing interest.

The first step in this regard is to find out if your organisation has an existing structure to interact with these groups and develop a coordinated approach.

Inputs, comments and concerns from stakeholders should be carefully considered as constructive criticism can improve the project.

It's important to provide feedback to individuals or groups of any changes made, based on their comments and suggestions, so that they feel engaged in the process and empowered by it. This is particularly important for public figures who may be approached for their opinions on the way the project is progressing.

You will need to adapt your engagement activities for different groups. For instance, the provision of press releases and offers to undertake interviews can be ways of approaching the media, while engaging with politicians can benefit from a personalised approach, which show that the objectives of the mobility measure address policy areas that are of particular concern to them also.

4.3 Business Modelling

One of the most strategic ways of engaging public and private sector stakeholders is through the development of a business model for a particular new service or product. In DESTINATIONS, this work is being conducted as part of the preliminary actions for Task 8.2 and involves the identification of key potential partners and competitors in the market that could help or hinder success. To provide a summary of the approach, through the use of the CANVAS business modelling template the user is led through a series of considerations to picture the design and delivery of a new service, many of which have a direct bearing on your internal or external stakeholders. Factors taken into account include the identification of potential revenue streams, communication channels and skills, staffing and resourcing needs.

⁴ GUIDEMAPS Concepts and tools http://www.eltis.org/sites/eltis/files/trainingmaterials/guidemaps_volume_1_colour.pdf

Figure 7 is an example of the CANVAS template, completed during the early stages of development of a Business Model for a new smartphone Mobility App. The highlighted sections show how this can help to reveal organisations and individuals which may not have been previously considered as important protagonists.

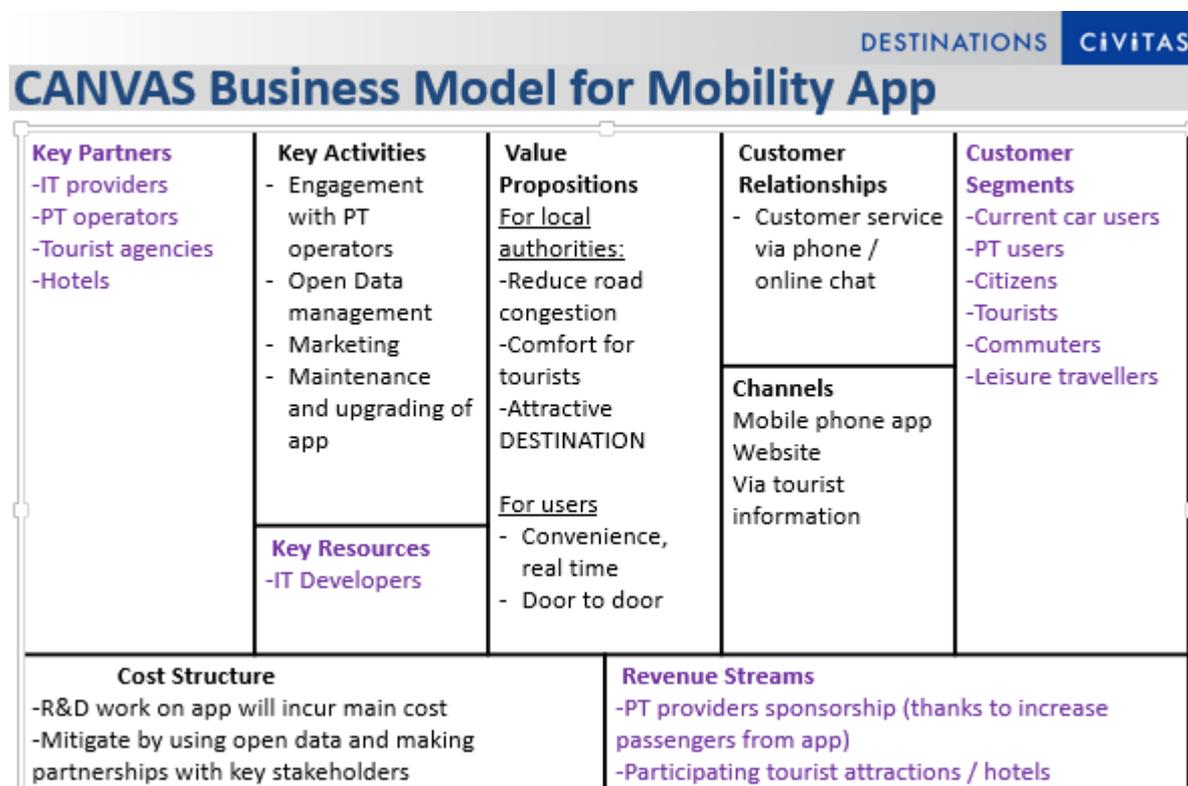


Figure 7: CANVAS template

Developing business models will also help some sites to identify where private sector companies could be involved in the operation of a new mobility service, potentially helping to secure successful long term implementation. Business models may involve external actors to help in the trialling of a new scheme, before the city commits to a full investment in the pilot itself. External experts may also be able to offer advice and overcome any technical issues experienced with new schemes.