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UNDERSTAND THE DIFFERENT TYPES OF STAKEHOLDERS

Guidelines to understand which are the different types of stakeholder, their motivations, skills, expectations toward the project

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Who are stakeholders?

"Stakeholders are those people, groups, or individuals who either have the power to affect, or are affected by the endeavour you're engaged with. They range from the head of your organisation to the man on the street who may experience the effects of what you set out to do. Stakeholders are affected and can affect your endeavours to varying degrees, and the degrees should be considered when analysing and mapping out the stakeholder landscape." (Interaction Design Foundation).

Internal and external stakeholders

If you're a project initiator, one of your tasks will be to understand, manage, and bring together different stakeholders affected by your service, both internally and externally.

- **Internal stakeholders** are groups or individuals who work within an organization or project; people whose interest in an organization or company comes through a direct relationship, such as employment, ownership, or investment (e.g. employees, owners, managers, investors).
- **External stakeholders** are those who do not directly work with a company but are affected somehow by the actions and outcomes of the business.

Which stakeholders should be considered in a co-production process?

In a co-production process, different stakeholders groups should be considered:

Government and public bodies

- Public bodies, administrations interested in innovating public services
- Public servants who would benefit from the co-produced service in their work, e.g. by simplifying their regular duties.
- Policy makers

Industry and business

- Private businesses and non-profit organisations

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- SME who are looking for new business opportunities and ways to utilize their skills and technology.
- Freelancers who are looking for new customers and ways to demonstrate the benefits of their services.
- Large companies who are looking for new customer relationships (with involved PA or companies), investment opportunities or ways to improve their brand or corporate image.
- Private non-profit organisations (e.g. foundations, charities) who are willing to support the service.

Civil society and citizens

- Potential end-users who would benefit from the co-produced service directly as an end-user and/or want to help in creating a service which they believe to be useful. They bring in experiential knowledge, valuable in (re-)designing a service. These can be individual or organised in groups (associations).
- Expert citizens who enjoy participating in co-creation projects and have the relevant skills to take on a more specialist role (knowledge activists).

Research organisations and academia
- Universities and other research organisations who support the service as part of their research mission.
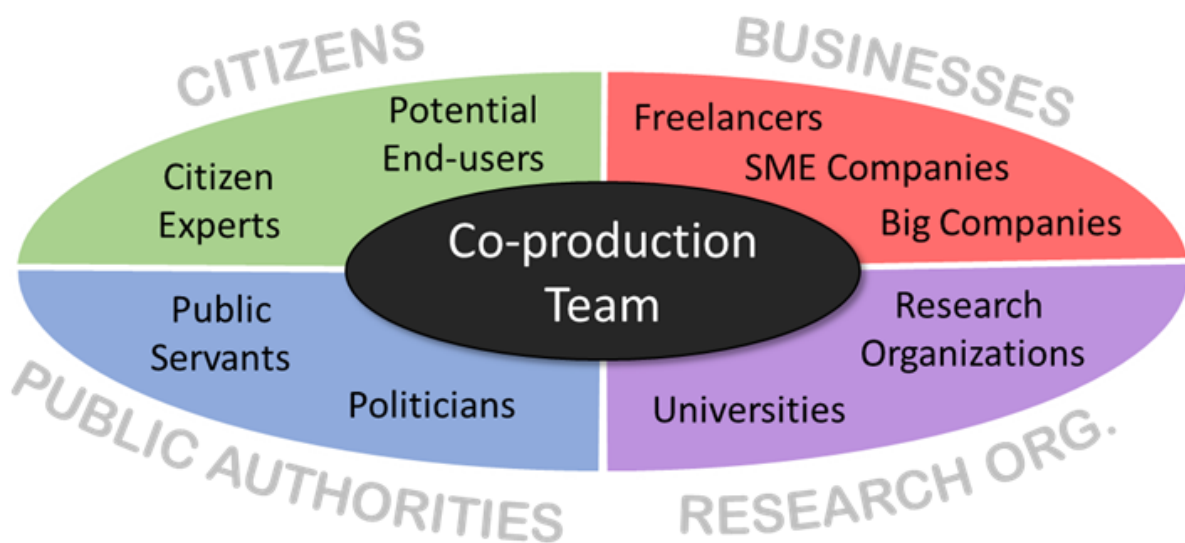
Which are the expected benefits of stakeholders?

In order to establish meaningful relationships with the different groups of stakeholders, it is important to identify basic objectives of the different target groups, their motivations and values.

Each stakeholder group has their own reasons and motivations to participate. It is very important to understand the motives of different stakeholders and ensure that they receive the kind of benefits they are looking for.

Expected benefits from co-production can be divided into the following categories:

Personal benefit

A person participating in co-production would benefit directly from the co-produced service by:

- using it personally or for family members
- receiving benefits when others use it, e.g. simplified duties for public servants or for service deliverers
- getting rewards for their participation (e.g. bonuses, social coin)
- learning by doing
- advertising personal skills, e.g. to find a job
- social acceptance/reputation, e.g. becoming famous
- having a fun hobby

Society benefit

Participating in co-production for the sake of common good which could bring benefits to the whole society, e.g. by:

- more acceptable and adopted stakeholder-driven public services
- solving a common problem/need or improving an existing solution
- helping a specific group of people in everyday life

Financial benefit

Participating in co-production should bring clear financial benefits to justify the effort, such as:

- short- or long-term revenue to businesses

- funding for research organizations, e.g. as a research project
- new business partnerships
- intellectual properties that could be licensed
- revenue sharing opportunities
- improved corporate image
- proof-of-concept for a new technology or service
- opportunity to learn or practice skills needed in other business

Governance benefit

The co-produced service would help in governance, e.g. by:
- helping public servants to fulfill their daily duties
- allowing citizens to participate in governance related tasks, e.g. by providing feedback and information or expressing their opinions
- improving communication between public servants and citizens
- elegantly solving something that must be done by the governance and would be complex, slow and/or expensive without the co-produced service
- from "command and control" to "propose, guide and support"
- improving acceptance and adoption of new services

Research benefit

Participating co-production projects brings research opportunities and benefits, such as:
- new research projects
- academic publications
- theses
- identification of new research challenges
- opportunity to evaluate new innovations in practice
- research cooperation with citizens, businesses and public authorities
- applied science for society benefit
- justification of benefit brought back to society by financed research
- demostrate social impact of research...

REFERENCES

Interaction Design Foundation

https://www.interaction-design.org/literature/article/map-the-stakeholders

Freeman, R. Edward. Strategic Management: A Stakeholder Approach. Cambridge, UK: Cambridge University Press, 2011.