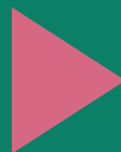




Stakeholder mapping process: An approach for meaningful stakeholder engagement

Start here

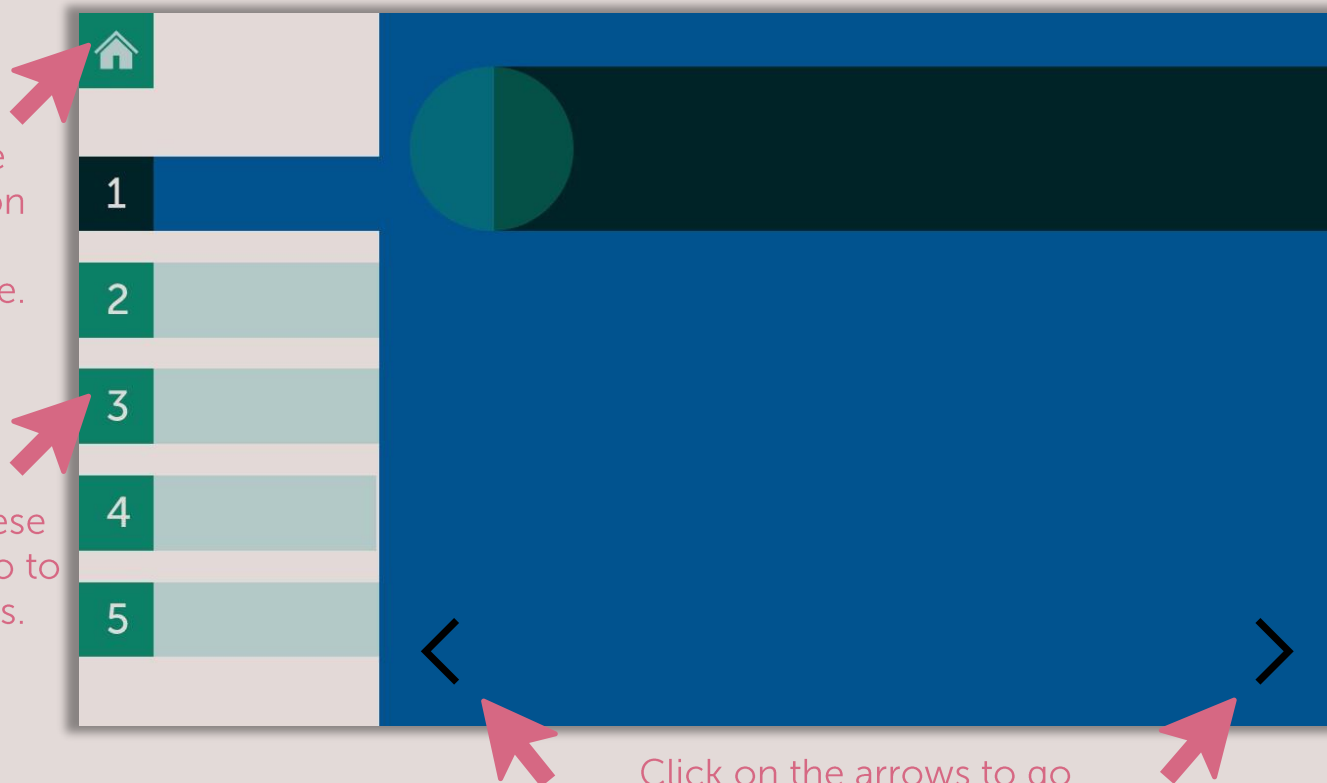




How it works



This module is presented as an interactive PDF, providing you with a seamless navigation experience. You can easily move to different topics by simply clicking on them. In addition to the visible navigation buttons on the side of each page, you will also find clickable sections within the module. These clickable sections are identified within the text.



Click on the home button to return to the first slide.

Click on these blocks to go to the chapters.

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You also have the option to view this PDF in a continuous scrolling mode if you prefer.





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LEARNING OBJECTIVES

After completing this module, you can:

1

Explain the significance of stakeholder mapping.

2

Identify and prioritize the most important stakeholders in your project.

3

Utilize a stakeholder matrix and consider essential factors while mapping your stakeholders.





1. WHAT IS STAKEHOLDER MAPPING?





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WHAT IS STAKEHOLDER MAPPING PROCESS?

Stakeholder mapping process is an approach used to create a **visual representation** of the stakeholders in your project. It involves placing all individuals or groups that have a direct or indirect interest in a project on a map. This includes anyone who can influence the actions and decisions of the organizations involved, or who can be positively or negatively affected by the project.

[Click here for an example](#)





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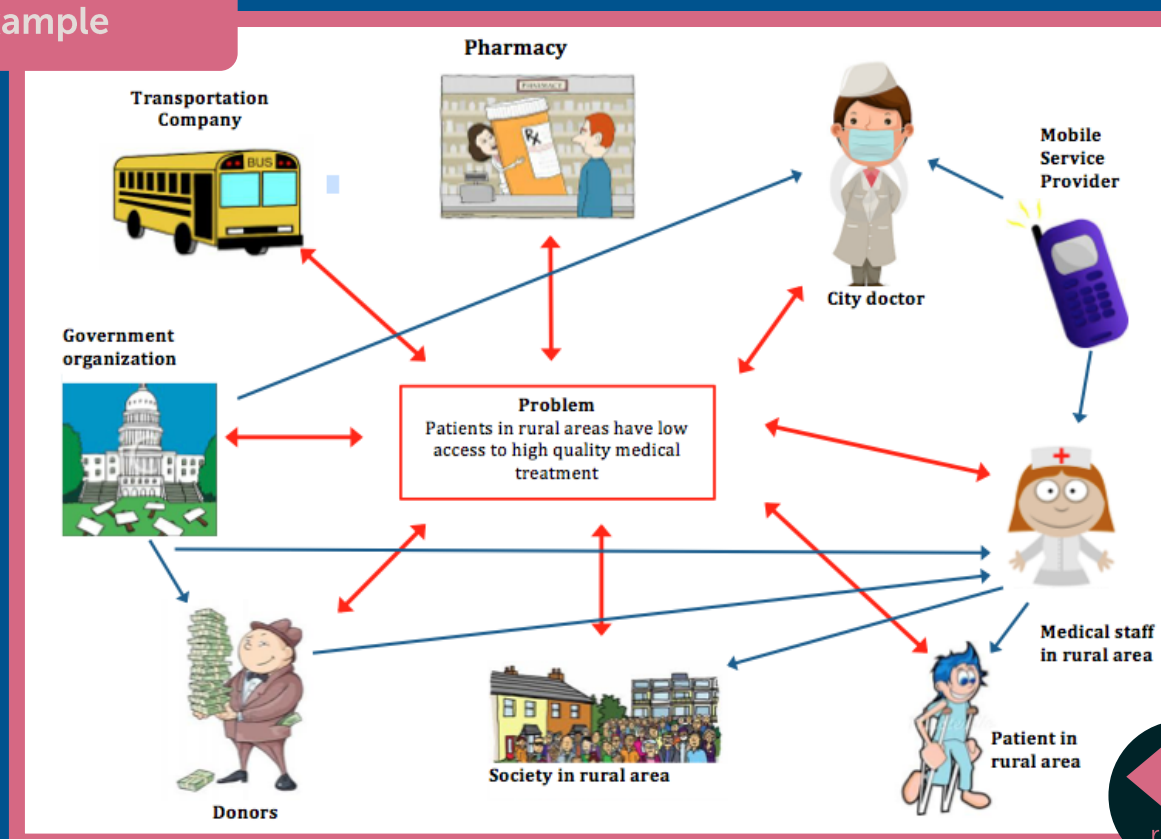
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WHAT IS STAKEHOLDER MAPPING PROCESS?

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WHAT IS STAKEHOLDER MAPPING PROCESS?

The benefit of stakeholder mapping is that you can have an **overview of everyone who can influence your project and the relationships between them**. For example, you can map what their role is in the challenges, what their role might be in a solution, and which parties should be considered when developing a solution.





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WHAT IS STAKEHOLDER MAPPING PROCESS?

The benefit of stakeholder mapping is that you can have an **overview of everyone who can influence your project and the relationships between them**. For example, you can map what their role is in the challenges, what their role might be in a solution, and which parties should be considered when developing a solution.

By mapping your relevant stakeholders, you can also **improve your stakeholder engagement** by intentionally building relationships with key stakeholders in your project.





2. WHY SHOULD STAKEHOLDER MAPPING BE APPLIED?





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WHY SHOULD STAKEHOLDER MAPPING BE APPLIED?

Stakeholder mapping is helpful in several ways:

It identifies all relevant stakeholders, including both critics and supporters of a project





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WHY SHOULD STAKEHOLDER MAPPING BE APPLIED?

Stakeholder mapping is helpful in several ways:

It identifies all relevant stakeholders, including both critics and supporters of a project

It highlights potential barriers and facilitators to project implementation.





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WHY SHOULD STAKEHOLDER MAPPING BE APPLIED?

Stakeholder mapping is helpful in several ways:

It identifies all relevant stakeholders, including both critics and supporters of a project

It highlights potential barriers and facilitators to project implementation.

It categorizes stakeholders based on their influence, priorities or contributions.





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WHY SHOULD STAKEHOLDER MAPPING BE APPLIED?

Stakeholder mapping is helpful in several ways:

It identifies all relevant stakeholders, including both critics and supporters of a project

It highlights potential barriers and facilitators to project implementation.

It categorizes stakeholders based on their influence, priorities or contributions.

It provides valuable insights on how to effectively engage stakeholders to foster local ownership and sustainable development, especially during the project planning phase.





3. HOW DOES STAKEHOLDER MAPPING WORK?





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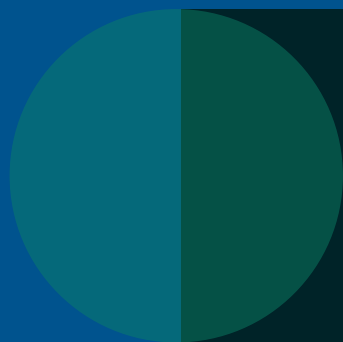
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HOW DOES STAKEHOLDER MAPPING WORK?

The stakeholder mapping process involves three essential steps to ensure thorough stakeholder engagement and management:



Brainstorming



Categorization and Prioritization



Stakeholder Communication





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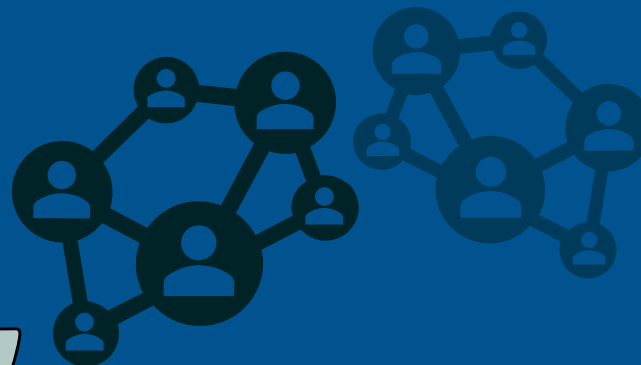
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Brainstorming

Start by identifying all the potential stakeholders — people, groups, or organizations that will be affected by your project, have influence over it, or have a vested interest in its success.





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Brainstorming

The **PESTLE** model can help to create a comprehensive list of potential stakeholders. PESTLE is an acronym for **Political, Economic, Social, Technological, Legal, and Environmental** factors. Employing this model can help identify stakeholders and aids in exploring different categories where potential stakeholders for the project might exist.

While the model is effective in identifying various stakeholders, it's essential to emphasize the importance of users or target groups, as they are central to any project or intervention.

See the next page to learn more about the PESTLE model.





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Brainstorming

**The
PESTLE
model**



Click on the
icons to see
examples



Political



Economic



Social



Technological



Legal



Environmental

Have you
seen the
examples?

Click for
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Brainstorming

The PESTLE model



Click on the icons to see examples



Political

Examples of factors:

- Government departments who may be able to provide funding.
- Lobby groups who might advocate for or against the project.





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Brainstorming

The PESTLE model

Click on the icons to see examples



Economic



Examples of factors:

- Funding agencies or donors who might support the project.
- Local businesses that might receive more (or less) business due to the project.





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Brainstorming

The PESTLE model

Click on the icons to see examples



Social

Examples of factors:

- Specific cultural or ethnic groups that might be empowered or marginalized by the project.
- Gender groups that might react differently to the project.





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Brainstorming

The PESTLE model

Click on the icons to see examples



Technological

Examples of factors:

- Companies whose equipment needs to be purchased.
- Skilled tradesmen who may be needed to repair any broken equipment.





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Brainstorming

The PESTLE model

Click on the icons to see examples



Legal

Examples of factors:

- Government departments who may be required to 'sign-off' on local projects.





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Brainstorming

The PESTLE model

Click on the icons to see examples



Environmental

Examples of factors:

- There is a growing view that the environment itself and its potential gains or losses from a given project should be considered a stakeholder.





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Brainstorming

Besides the PESTLE model, it's important not to overlook **academic stakeholders**, such as university researchers, teachers, and students who possess expertise in the subject related to the project.





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Brainstorming

Besides the PESTLE model, it's important not to overlook "**academic**" stakeholders, such as university researchers, teachers, and students who possess expertise in the subject related to the project.

After identifying these stakeholders, involve and consult with as many stakeholders as possible to gain a **better understanding of their relationship with the project**, points of view, and roles. Workshops, group discussions, and individual interviews are effective methods for collecting information, in addition to reaching out to stakeholders via email, Zoom, phone, or social media platforms.





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Categorization and Prioritization



Categorization and Prioritization

Now it's time to organize the results of your brainstorming, **grouping stakeholders** according to their roles, influence, and interests.

When you're dealing with a complex project with many stakeholders, it's very important to **prioritize them** so you can create a plan for communicating with them.





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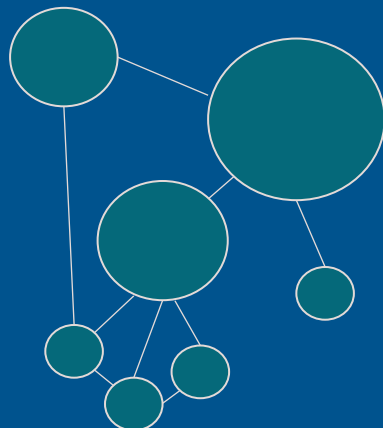
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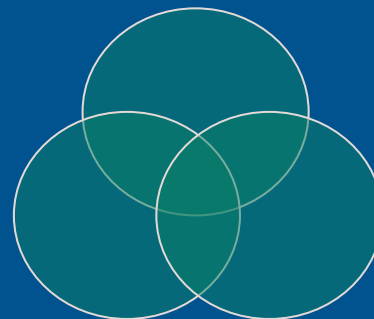
Categorization and Prioritization

There are several stakeholder mapping methods that can be applied to categorize and prioritize stakeholders. The choice of a stakeholder mapping method depends on various factors, including the purpose of the mapping and the type of project. Some of the most common stakeholder mapping methods are:

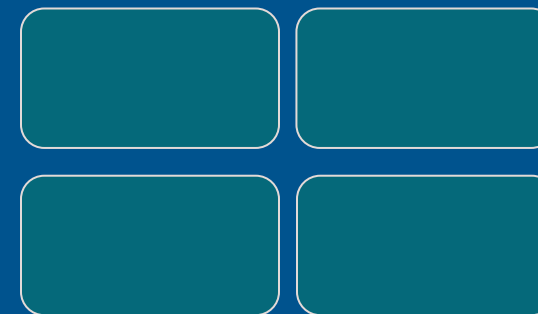
The sociogram



The salience model



The influence-interest matrix





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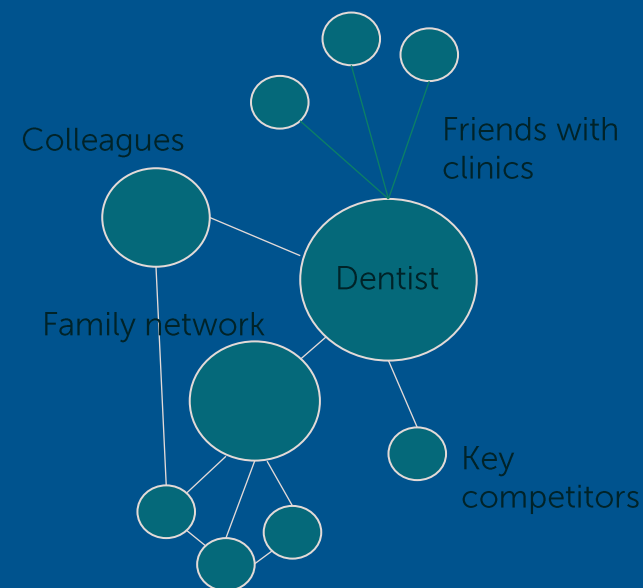
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Categorization and Prioritization

The sociogram

This is the most typical stakeholder mapping method. It involves creating a visual representation of stakeholders and their relationships, **highlighting the connections and interactions between different groups**. This method is often used to quickly identify key players and their influence within a network.





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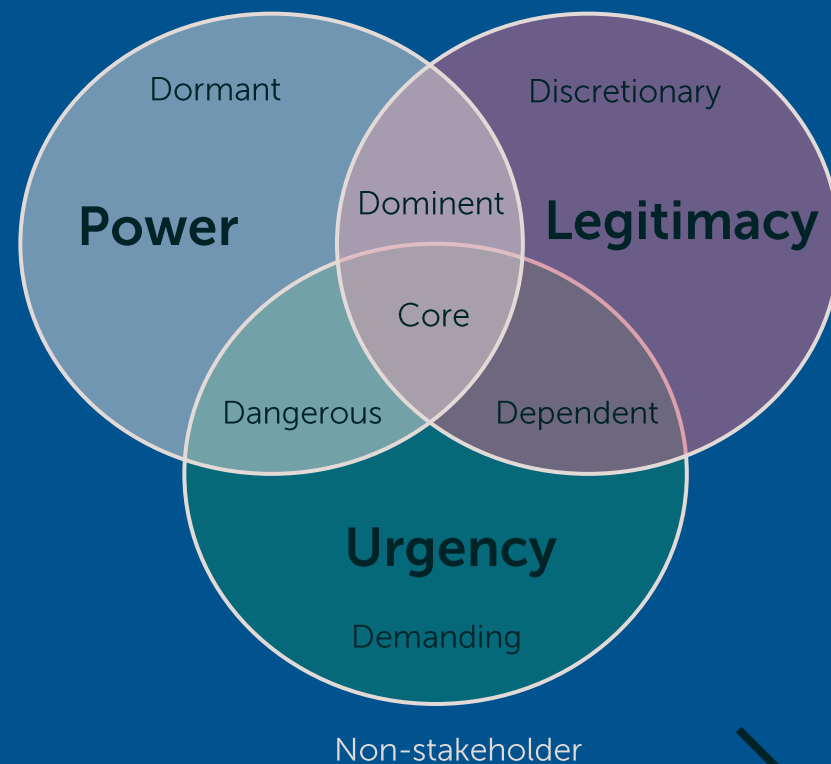
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Categorization and Prioritization

The salience model

This stakeholder mapping method focuses on identifying and prioritizing stakeholders based on three key attributes: **power**, **legitimacy**, and **urgency**. It helps determine which stakeholders should receive the most attention by analyzing how much influence they have, how legitimate their claims are, and how urgently they need to be addressed.





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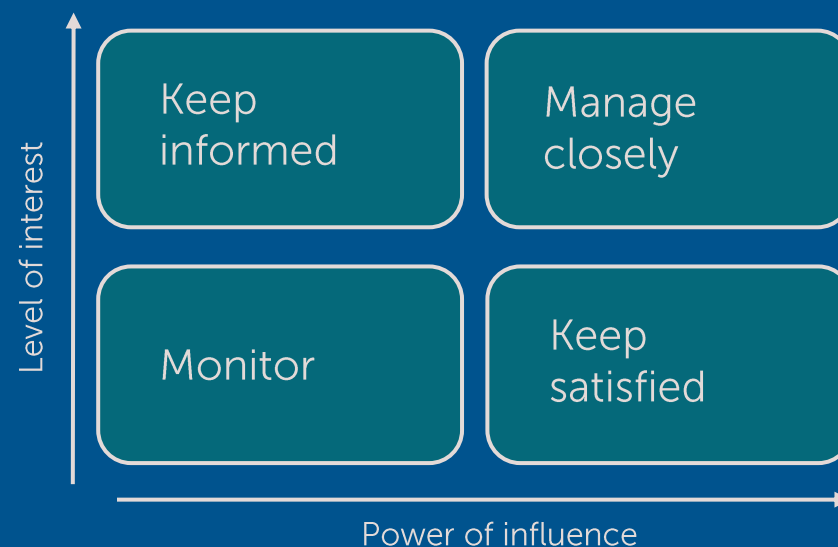


Categorization and Prioritization

The influence-interest matrix

This stakeholder mapping method is particularly valuable for understanding the communication needs and potential resistance from stakeholders.

By mapping stakeholders according to their influence and interest, this method helps **prioritize engagement efforts**, ensuring that key players are effectively managed and communicated with throughout the project lifecycle.





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Categorization and Prioritization

The influence-interest matrix

For this module, we will focus on how to create an **Influence-Interest Matrix**. After consulting with various stakeholders and gathering relevant information, you are ready to create the matrix. This matrix allows you to specify each stakeholder's level of interest and influence:

- **Interest:** The level of concern or stake a stakeholder has in the project's outcomes.
- **Influence:** The ability of a stakeholder to affect the project's outcomes or decisions.





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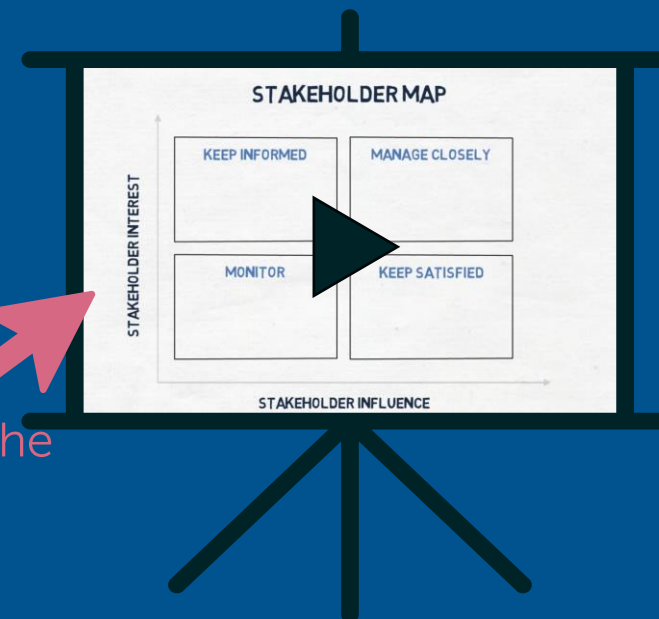
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Categorization and Prioritization

The influence-interest matrix

In this video, you will learn how to create a stakeholder matrix and effectively use the information it provides.



Click to open the video in your browser





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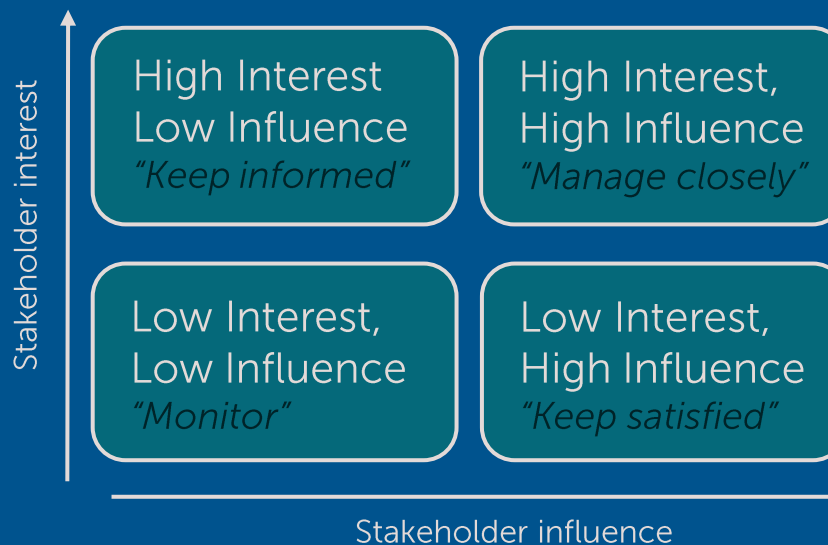
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Categorization and Prioritization

The influence-interest matrix

You will end up with four quadrants in your matrix, with different stakeholders on each of them.





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Stakeholder Communication



Stakeholder Communication

Once your stakeholder map is completed, and your priorities are defined, you are ready to come up with a stakeholder engagement strategy.





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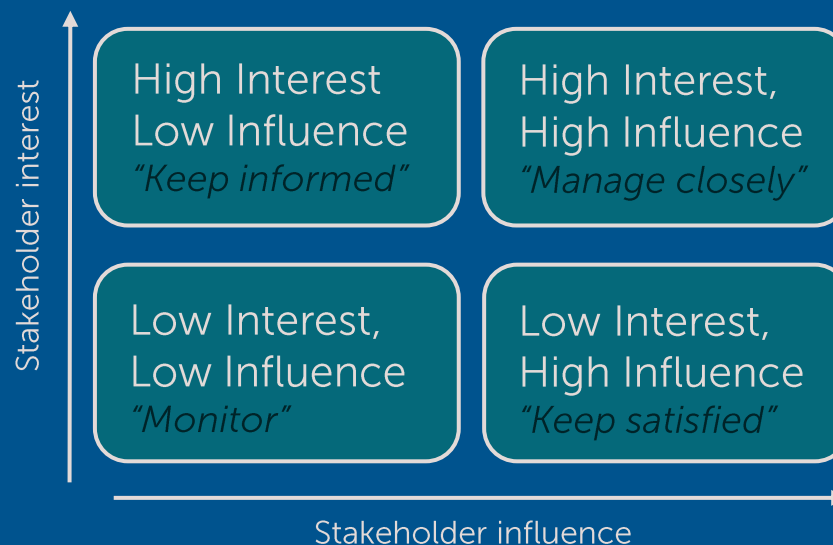


Stakeholder Communication

Communication methods

To explain how you develop such an engagement strategy, we will use the matrix that was explained in this module.

In this matrix, depending on the position of the stakeholder, there are different ways in which you can involve them.





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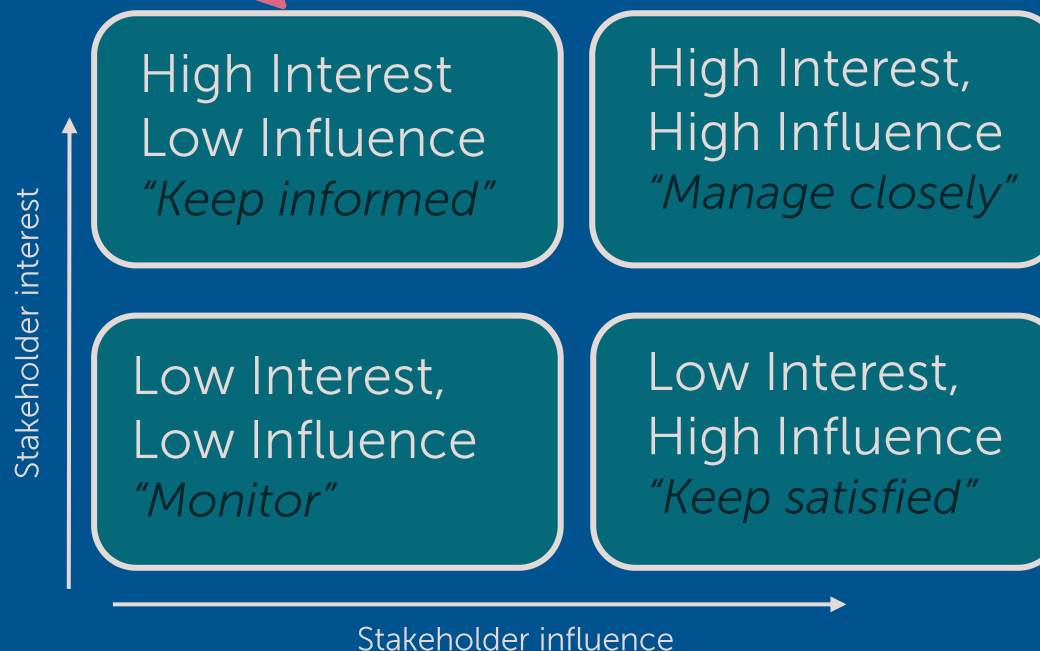
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Stakeholder Communication

Click on a one of the boxes to learn more about these communication methods.



Click for the next chapter





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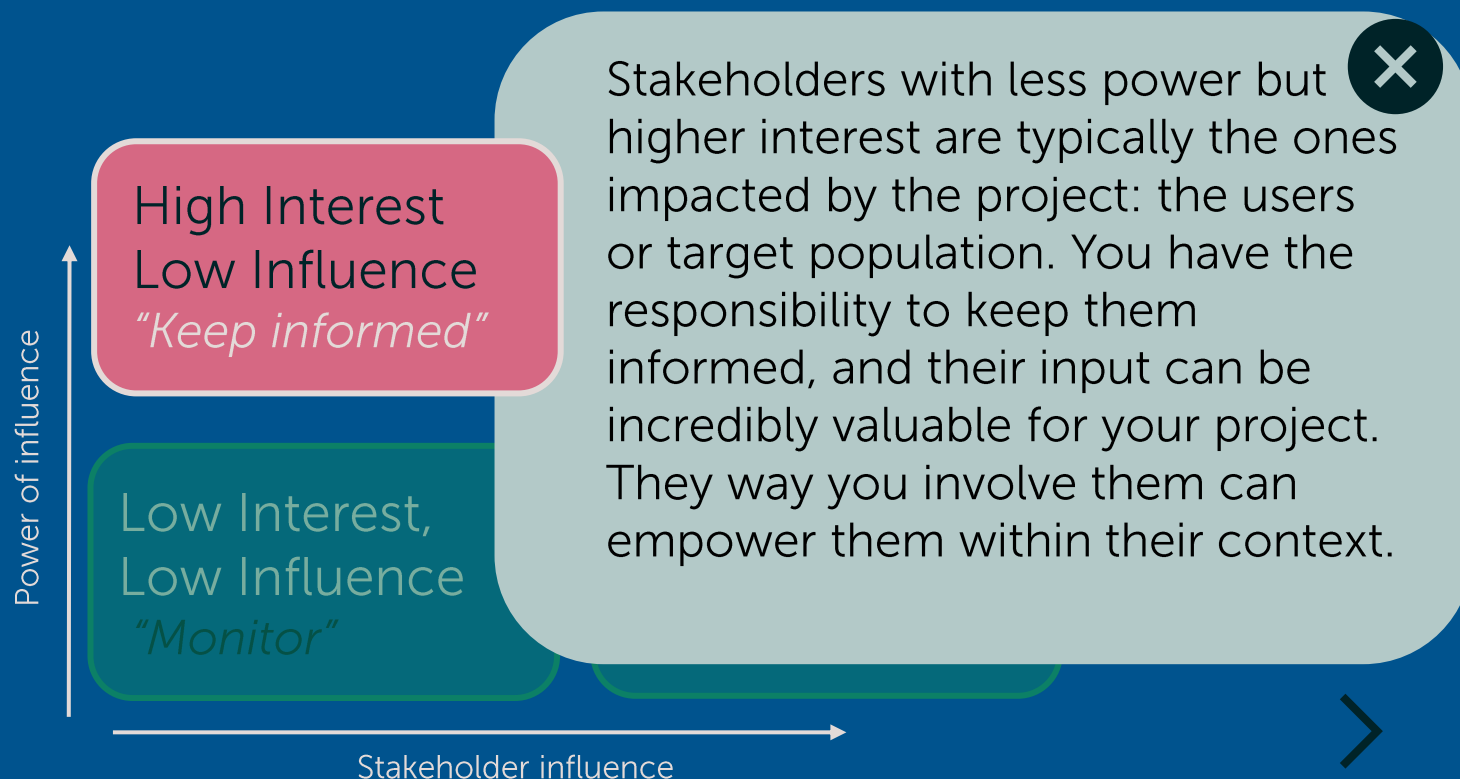
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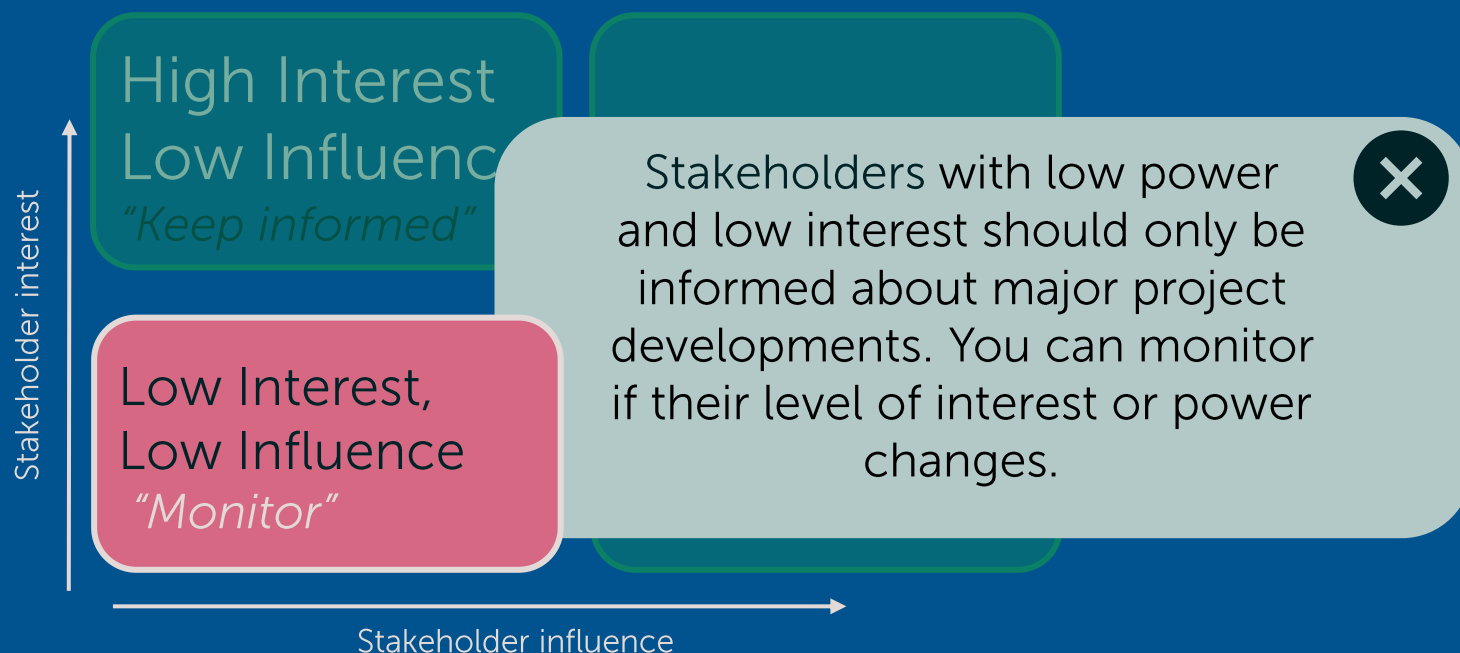
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Stakeholder Communication





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Stakeholder Communication

A stakeholder who holds both high power and high interest is a “key player”, requiring close management of their expectations concerning the project. Schedule frequent meetings with these stakeholders both to inform them and to receive their feedback, which will be key for decision making.



High Interest,
High Influence
“Manage closely”

Low Influence
“Monitor”

Low Interest,
High Influence
“Keep satisfied”

Stakeholder influence →



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Stakeholder Communication

If a stakeholder holds a lot of power in the project but lacks interest, ensure they are satisfied with your work. Provide them with updates to show the value of your project and consider their feedback if they have any.



High Interest,
High Influence
"Manage closely"

Low Influence
"Monitor"

Low Interest,
High Influence
"Keep satisfied"

Stakeholder influence



4. WHAT TO CONSIDER IN STAKEHOLDER MAPPING?





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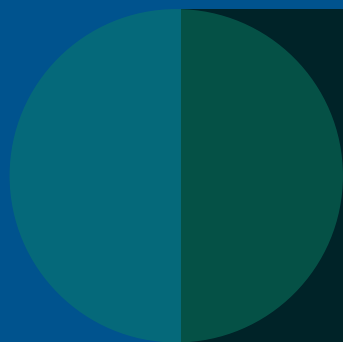
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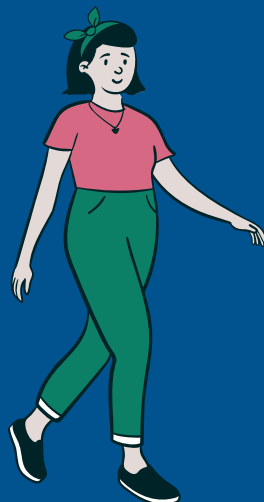
WHAT TO CONSIDER IN STAKEHOLDING MAPPING?

Tip 1

Take your time and get it right



Read more



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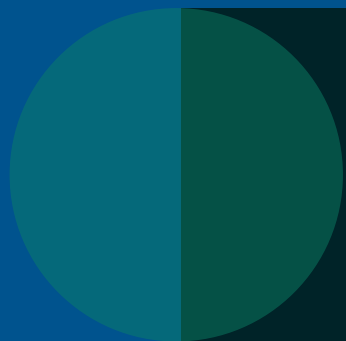
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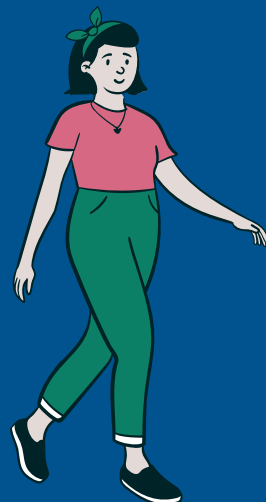
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WHAT TO CONSIDER IN STAKEHOLDING MAPPING?

Tip 1

Take your time and get it right



While creating a stakeholder map early on may cause some hesitation, it proves to be a valuable investment. This approach provides clarity on responsibilities, communication, and priorities that ultimately boosts project efficiency later on.





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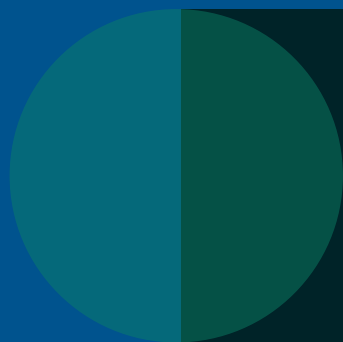
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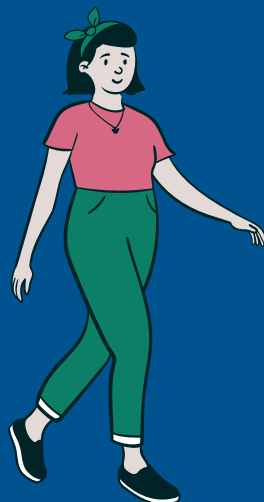
Tip 1

Take your time and get it right

Tip 2

Embrace inclusivity

Read more



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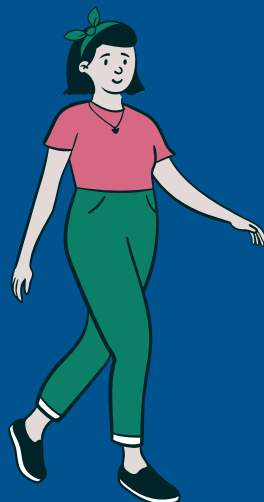
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WHAT TO CONSIDER IN STAKEHOLDING MAPPING?

Tip 2

Embrace inclusivity



Do not restrict your identification of potential stakeholders. Instead, adopt a broad and creative approach when adding stakeholders to your initial map. Subsequently, refine and adjust as necessary.

Use your critical thinking when discussing about interest/power dynamics. Make the most out of the different opinions within your team, making sure you are being consistent with your values.



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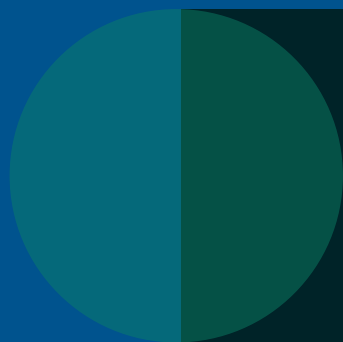
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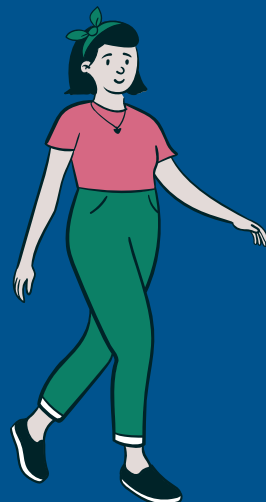
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WHAT TO CONSIDER IN STAKEHOLDING MAPPING?



Tip 1

Take your time and get it right

Tip 2

Embrace inclusivity

Tip 3

Maintain clear communication

[Read more](#)



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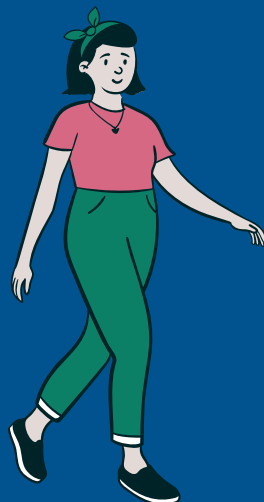
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WHAT TO CONSIDER IN STAKEHOLDING MAPPING?

Tip 3

Maintain clear communication

Referring to your stakeholder map as a guide can assist in effective communication with all stakeholders. When uncertain, contact key players to prevent confusion and reduce excessive communication during project development.



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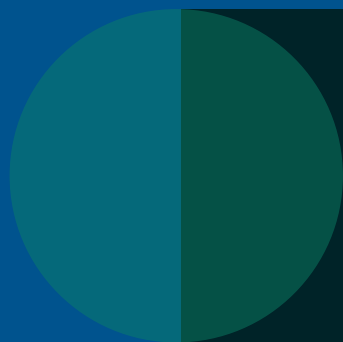
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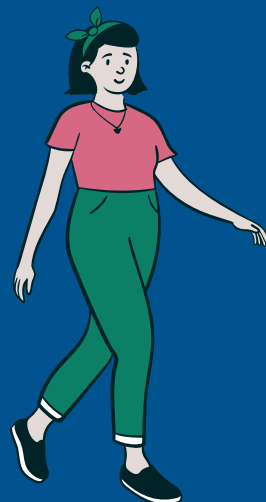
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WHAT TO CONSIDER IN STAKEHOLDING MAPPING?



Tip 1 Take your time and get it right

Tip 2 Embrace inclusivity

Tip 3 Maintain clear communication

Tip 4 Frequent reference to your map

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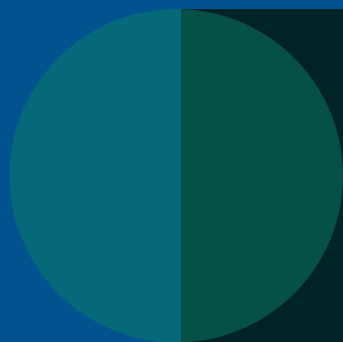
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Final steps

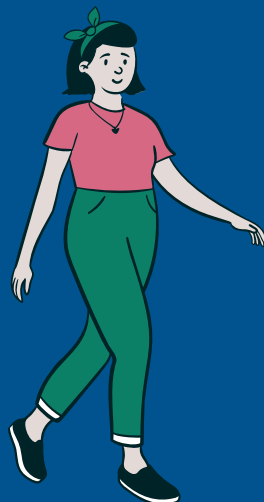


WHAT TO CONSIDER IN STAKEHOLDING MAPPING?

Tip 4

Frequent reference to your map

When in doubt, refer to your map! The connections and roles you have defined are valuable. Keeping the map up-to-date as the project advances helps you stay on course and linked with stakeholders.





5. FINAL STEPS





Literature

References

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About this e-module

AUTHORS

The content of this module was developed by [Dr. Crystal Smit](#) Assistant Professor (project lead) and [Denise Levy](#), learning innovator, both from the Erasmus University Rotterdam



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CONTEXT

This e-module is intended to be used in impact-driven courses where students collaborate with external stakeholders such as non-profit organizations, municipalities, health institutions, youth initiatives, schools, and others.

DESIGN

The instructional design of this e-module was developed by Akke van der Laan, Learning & Development Expert at L&D talents. The graphic design is done by [Risbo](#).

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