

support human rights’ is not. This exercise may identify the same individuals in different categories and groupings, but it is often a useful way of differentiating between stakeholders with multiple interests.

6.6.2 Creating and analysing Stakeholder Profiles

Identifying stakeholders is only the first step. Analysis means gaining an understanding of the:

- Influences, interests and attitudes of the stakeholders towards the programme’s outcomes
- Importance and power of each stakeholder.

Gathering this information together into a single source can reveal important insights about a programme’s stakeholders.

Stakeholder Map

Such a document will contain a list and analyses of stakeholders. This will show the different interest areas in the programme. For example, some stakeholders will be concerned with how the programme will affect their working environment while others will be concerned about how the programme will change the way customers are handled. The Stakeholder Map in Figure 6.3 compares the various stakeholders against their interests in a programme dealing with urban regeneration following the construction of an international sports complex.

Because of the evolving and potentially volatile nature of a programme, the Stakeholder Map should be regularly revisited and checked to see whether other stakeholders have now appeared, new interests have emerged and whether earlier assessments of stakeholders should now be changed. As with all documents in MSP, the objective is not creating the map, but using it to inform decisions, so revising it throughout the programme is key to ensuring its maximum contribution.

Further analysis

Stakeholders’ influence and interests, whether rational and justifiable or emotional and unfounded, must all be taken into account. They will affect the business change process and hence the programme. Fears may be unfounded or perceptions mistaken, but must be addressed.

It is useful to analyse the significance and potential influence of each stakeholder against their areas of interest. This analysis will also help:

- Prioritise stakeholder engagement
- Focus programme resources to contribute the most towards successful outcomes
- Ensure communication channels are well exploited
- Align message content, media, frequency of engagement and level of detail to meet the relevant needs of the stakeholders.

Interest Areas:	Sports Facilities	Transport Infrastructure	Public Transport Service	City Image/Prestige	Local Economy	Housing	Hotel Accommodation	Local Environment	City Taxes
Stakeholders									
Planning Department		U			U	U		U	
City Mayor	U	U	U	U	U	U		U	U
City Government	U	U	U	U	U	U	U	U	U
Transport Department		U	U		U				
Sports Minister	U	U	U	U			U	U	
National Government	U	U	U	U	U	U	U	U	U
Local Residents	U	U	U		U	U		U	U
National Sports Council	U						U	U	
Tourists	U	U	U	U			U	U	
Athletes	U			U			U		
Rail Company		U	U		U				
Local Businesses	U	U	U	U	U	U		U	U

Figure 6.3 Example Stakeholder Map of a sports-complex programme