The communications channels may need to be worked to engage stakeholders who cannot be engaged directly by the programme. In such cases working through partners, industry groups, volunteer organisations etc. may be required.

One of several techniques for analysing stakeholders is to consider each stakeholder in terms of their influence on the programme and their potential interest in the programme outcomes and plot these on a matrix. The level of their importance to the programme and its impact on them will determine the level and type of Stakeholder Engagement the programme should undertake with them. For example, in the programme to exploit an international sports complex illustrated in Figure 6.4, the sports minister will have **high** importance to the programme, and also **high** influence upon it and so is a **key player** and should be treated accordingly, whereas the local residents, despite having a similarly high interest in the legacy of the sports complex, don't have so much direct influence on the programme or its outcomes; hence the primary mode of engagement is active consultation.

As stakeholders may move on the matrix as the programme progresses and capabilities are delivered, it is important to rework the stakeholder analysis regularly. For example in Figure 6.4 the importance of engaging the tourists towards the latter stages will become more crucial to the success of the main event being staged in the complex and they should therefore be moved towards **maintain interest** (or higher) in the matrix.

Another kind of analysis examines stakeholder attitude. The attitude of a stakeholder towards the programme might be negative. The aim of the targeted elements of the Programme Communications Plan (Step 4) might well be to influence that stakeholder to an at least neutral position.

The Stakeholder Map can be enriched and developed further such that power, strength of interest and attitude values from the analysis can be included in each cell, or against each stakeholder row.

Collectively, all the identification and analysis information, in the form of a Stakeholder Map, an influence/interest matrix or any kind of similar analysis, is gathered together into the Stakeholder Profiles document.
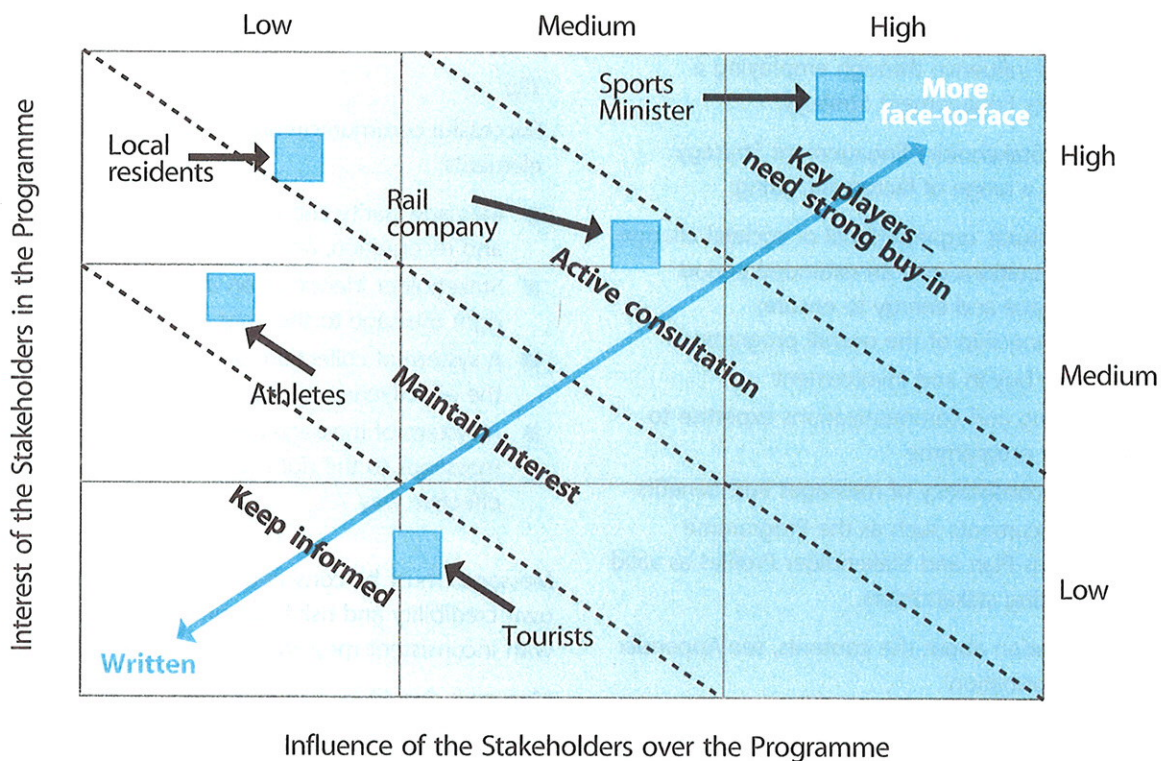

Figure 6.4 **Influence/interest matrix of a sports-complex programme**