

Stakeholder Analysis

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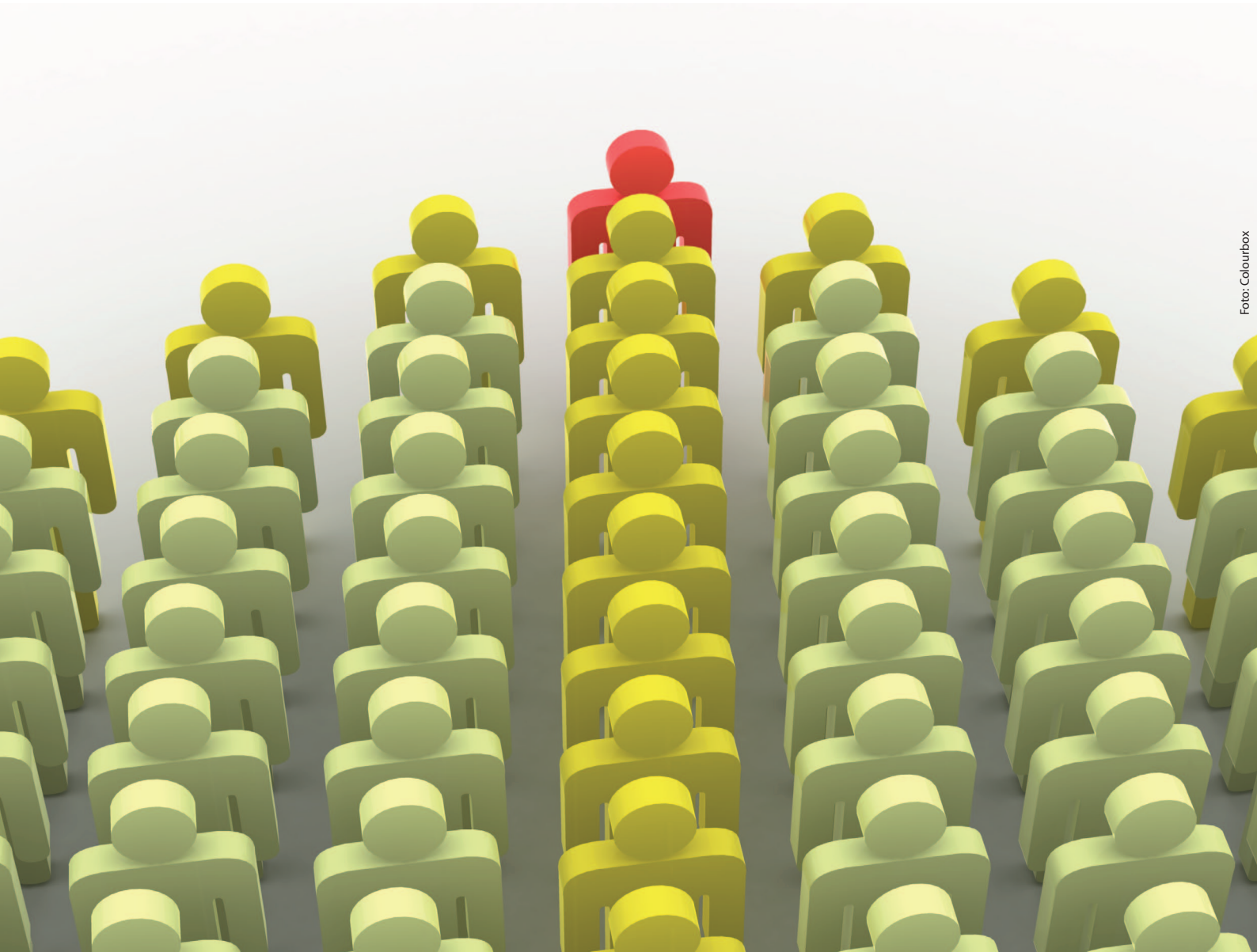


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1. Summary

This is the stakeholder analysis for the project e-harbours. The analysis has been made in the start up of the project (from October 2010 till February 2011). The overall stakeholder analysis is an important input for the communication plan.

Parallel to this general stakeholder analysis the e-harbours partners are defining their local showcases, in which the approach of this general analysis will be implemented. The stakeholder analysis is one of the instruments the project needs to make a successful implementation of the foreseen activities.

During the e-harbours project execution this document will be used as main guideline. Therefore this baseline document is a 'point of departure'. The stakeholder analysis consists of local stakeholder analyses from all seven showcases performed by the project partners. The stakeholder analyses will support the execution of the local showcases and needs to be adjusted when the showcases changes over the project period.

This document provides an analysis with a project wide scope. The overall stakeholder analysis is one of the e-harbours project deliverables.

Out of the project wide stakeholder analysis several conclusions have been made. The most important identified stakeholders are Local decision makers, Harbour authorities & companies, DSO's and Renewable energy producers. The stakeholders' positions vary among each other in the beginning of the project, if the e-harbours project is successful the positions will change over time.

Thanks to the e-harbours stakeholder analysis we know which stakeholders to communicate with, which motives they have, how important they are, how to handle them and finally also how to reach them. This information will be translated into communication measures in the communication plan that is another deliverable of the e-harbours project.

2. Introduction e-harbours

The project e-harbours is a European initiative in which different harbour cities around the North Sea cooperate. The project is funded by the Interreg 4B North Sea Region Programme. Harbours are important engines of the economies and Northwest Europe hosts some of the largest in the world. Harbour cities are also large energy consumers and large polluters related to the large amount of industries and logistics present.

Harbour cities face a great challenge regarding energy consumption, CO2 emissions and renewable energy. In the e-harbours project nine partners work together to see how intelligent energy management can contribute to these challenges.

The main challenge of e-harbours is to create a more sustainable energy model in harbour regions on the basis of innovative intelligent energy networks (smart grids). E-Harbours focuses on 3 objectives:

- Increase the production and use of renewable energy in harbour cities. Harbour cities have extensive industrial areas with a great potential for development of sustainable energies; from wind, solar PV, tide, waves and the reuse of industrial waste, heat or cooling available;
- Increase the use of energy smart grids. Attuning demand and supply of energy by flexible demand management, instantaneous load shedding (both directions), energy labelling, intelligent storage;
- Increase the use of electric transport, a perfect partner to connect to large scale renewable energies and leading to a more healthy environment in the harbour regions.

3. Definition and goal e-harbours stakeholder analysis

A stakeholder is any person or organization, who can be positively or negatively impacted by, or cause an impact on the actions of a government, an organization or a company.

Project managers use this stakeholder analysis to identify the key actors and to assess their knowledge, interests, positions, alliances, and importance related to the implementation of each Show Case in e-harbours. This allows policymakers and managers to interact more effectively with key stakeholders and to increase support for a given policy or program.

This analysis is conducted to ensure this policy implementation. Policymakers and managers can detect and act to prevent potential misunderstandings about and/or opposition to the e-harbours project. This stakeholder analysis and other envisaged tools are used within e-harbours to guide the implementation. All e-harbours partners are drafting a Show Case, where renewable energy and smart consumption is connected. Several partners focus on electric mobility, others on industrial or household appliances for energy consumption and storage.

This joint stakeholder analysis yielded useful and accurate information about those persons and organizations that have an interest in or are affected by e-harbours. This stakeholder analysis is performed because there is a need to clarify the consequences of changes such as identified at the start of the e-harbours project. For the envisaged Show Case and proper future operational implementation the organizational impacts can be better assessed.

This stakeholder analysis clarifies how to obtain the maximum return from the different stakeholders. The stakeholder analysis is a component in the communication plan. It facilitates the process of obtaining improved insight in which interest are relevant at local level. This information will be used to provide input for action plans to increase support for 7 the e-harbours Show Cases and to guide a participatory, consensus-building process.

The local stakeholder analyses are identifying all the local, regional, national and international stakeholders that will have an impact on the successfulness of the e-harbours project. The Stakeholder Analysis is a very important tool for the project to ensure we are taking the proper actions to maximize the impact of the project in NSR cities.

4. Planning

The information generated from this stakeholder analysis served several purposes:

- To gain support and to guide a participatory, consensus-building process;
- To provide input and knowledge for further Show Case implementation;
- To inform the development of action plans to increase support for the e-harbours Show Cases.

Policymakers and managers use the results of the overall stakeholder analysis to develop their Show Case level project implementation plans. Policymakers and managers use the results in open discussions with stakeholders in an effort to build necessary support.

This allows stakeholders to see where they are relative to others and encourages discussion on how to address the concerns. This is useful as the number of local stakeholders is small and manageable and consensus-building is a goal of the analysis.

The local e-harbours partners ensure that common understanding exists among the policymakers as to the purpose of the analysis, its proposed users, and the intended use of the results.

5. e-harbours policy

This stakeholder analysis focuses on the e-harbours project as a whole. All partners have executed a local stakeholder analysis and this document supports the further steps. The e-harbours partners have ambitious environmental goals. Demonstration of operational examples within the North Sea Region is a main project goal. E-harbours strives to a symbiosis between the European and regional objectives & activities.

The EU has identified a clear energy policy, it is important to ensure that the policy in question is an appropriate topic for a stakeholder analysis. The e-harbours policy is focusing generally at local implementation, while the knowledge and experiences gathered do have a wider North Sea Region and European scope. The policy level is thus bi-directional focused, practical at municipality level and strategic at European scale. This document addresses mainly the project wide analysis. Each Show Case working group will work individually with policymakers to refine the ideas and concepts. The basic ideas, not the details of the policy, are explained to the stakeholders later in the process, and simple, concise definitions are made.

6. Overview of e-harbours key stakeholders at North Sea Region level:

The positions of the different identified key stakeholder groups aggregated is visualised in the matrix below. During the implementation of the e-harbours showcases the positions may change. If the Show Cases are successful the behaviour regarding motivation and cooperation differs and the positions in the matrix are changing.

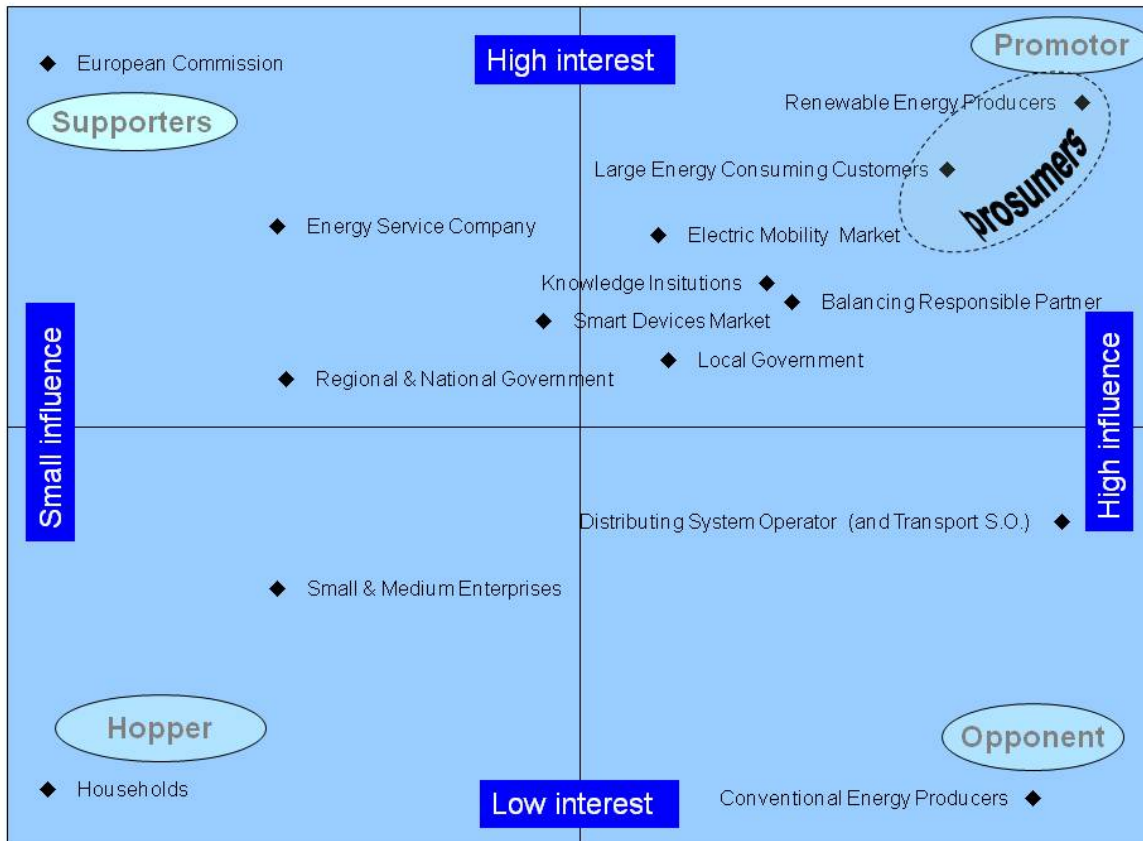


Figure 1. Stakeholder Analysis Matrix, e-harbours project overall.

Usually in stakeholder analysis identifies in the assessment four different groups:

Promoter: Early involvement in project decisions, active participation, full information

Supporter: Inform about project objectives, support with regard to contents, making resources available

Hopper: Monitoring = not actively involved, but monitored in terms of decision or influence changes, undecided, by appropriate measures can become a supporter

Opponent: Distaste for the project, Consult, understand objections, and awaken positive interest

The e-harbours project has identified the main players at a European level; and the local stakeholders have been identified in the local stakeholder analyses.

7. The e-harbours stakeholder table

The overall project priority stakeholders have been addressed by e-harbours. It includes the stakeholders' positions on the policy, goals or objectives of the organizations the stakeholders represent, the position of the stakeholders within their organizations and any data on the quantity or type of resources available to the stakeholders or their organizations.

This step of the process involved detailed information arranged into a more concise and systematized format (to highlight the most significant information). Besides the matrix the stakeholder analysis results are aggregated in the table. The local stakeholders circumstances are varying among the partners due to the differences in energy policy, regulations and resulting contracts.

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
Energy companies (grid and trading)	All	Business opportunities, innovative projects, good reputation	Very	Extensive dialogue	Personal meetings. Use existing networks.	
EU networks	All	Exchange, good examples	Moderate	Networking	Conferences, networking	
European Union	All	Good examples	Moderate	Networking	Reporting, conferences, publicity	
General public	Later	Less nuisance, local knowledge	Very	Communication, publicity	Local media, on-site information	
Inhabitants in affected areas	Later	Tank filling/charging points, Local knowledge	Very	Communication and publicity, taxes	Direct mailing, publicity through local media, municipal channels, on-site information	Examples of included groups: Polluting boat-owners
Local companies	All	Business opportunities, deliver charging points	Moderate	Inform, involve, consult	Mail/phone and letters	Examples: Producer charging points
Media	Later	Stories	Very	Press relations	Press briefings, press releases	
Municipal staff	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	Political will City Council
National authorities	All (follower)	Less nuisance, Clean air, Good examples	Very	Negotiations and talking	Conferences, networking	Depends on political will
NGO:s	All	CO2 reduction, environmental protection, sensitisation, sustainable development pathes	Moderate	informative meetings, brochure, website, progress reports	Reporting, conferences, publicity, perhaps meetings	
Politicians	All	Good examples	Very	Extensive dialogue	Thorough ordinary political board channels	
Similar projects	All	CO2 reduction, sensitisation, sustainable development pathes, good examples	Moderate	Dialogue, networking	Networking, conferences, personal meetings, study visits	
Supporting organizations	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	
Trade branches? E.g. European Seaports Organization (ESPO)	All	Good examples	Very	Networking, publicity	Networking, conferences, publicity	
Universities	All	sensitisation, new/follow-up projects, reputation/image, graduate transfer, strengthen education	Moderate	Communication and publicity	Networking, publicity	
Electric mobility dealers	When implemented					First adopters: Boat Owners
Electric mobility users	When implemented	user	more charging point for boats	very	Communication and discount on tax	letters/ email/internet
Harbour authority	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	
Harbour companies	All	low operating costs, CO2 reduction, environmental protection, reputation/image	Very	Extensive dialogue	Personal Channel in form of informative meetings, contact to decisionmakers	
Logistics and freight goods	All	low operating costs, CO2 reduction, environmental protection, reputation/image	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press, informative meetings, brochure, website	
Owners of loading points	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Shipping companies	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Smart grid related producers hard ware	All	innovative business concepts, reputation/image, (CO2 reduction), young academics	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Smart Grid related producers software	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Water authority	All	Good examples, low operating costs, CO2 r	Moderate	Networking, publicity	Personal Channel in form of informative meetings, contact to decisionmakers	

The e-harbours overall table is visualised above, while the individual partner contributions are included (ANNEX I).

By doing this, e-harbours developed comparisons among the different Show Cases. Local authorities and harbour authorities and companies have been identified as the most relevant stakeholders by almost all e-harbours project partners.

It is useful to have members participate in this process because they can generally recall the context within which certain stakeholders' statements were made. The stakeholder table has been analyzed, the analysis focused on comparing information and developing conclusions about the stakeholders' relative importance, knowledge, interests, positions, and possible allies regarding the policy in question.

From the information in the stakeholder table, e-harbours concluded the following:

- The most important identified stakeholders are Local decision makers, Harbour authorities & companies, DSO's and Renewable energy producers.
- Other stakeholders with high importance are; General public, Inhabitants in affected areas, Media, Municipal staff, Nation authorities, Supporting organizations, Trade branches and Electric mobility users.
- The stakeholders' knowledge within the domain of policy is in a rather initial phase.
- The stakeholders' positions vary among each other in the beginning of the project, if the e-harbours project is successful the positions will change over the project period, this is part of the not scientific evaluation.
- Several stakeholders might be interested to form alliances with e-harbours, especially the electric mobility sector, renewable energy producers and large energy consumers. All these stakeholders have a direct benefit from demonstration projects which do reduce energy in peak time, reduce emissions and optimise renewable integration.

8. Conclusion and implementation

The local stakeholder analyses that have been gathered into the project wide stakeholder analysis forms a good base for the communication activities of the e-harbours project. Since the e-harbours project needs effective communication to achieve the project goals identifying the most relevant stakeholders early in the process is crucial.

The project wide stakeholder analysis is a project deliverable. But the local stakeholder analyses will need to be updated when local Show Cases are changed over the project period. The project wide stakeholder analysis matrix have identified several very important stakeholders, some with high influence and some with lower influence, these positions will also change over time and hopefully the e-harbours project can raise the interest for these issues.

Thanks to the e-harbours stakeholder analysis we know which stakeholders to communicate with, which motives they have, how important they are, how to handle them and finally also how to reach them. This information will be translated into communication measures in the communication plan that is another deliverable of the e-harbours project.

Stakeholder analysis table

Partner: e-harbours overall / aggregate

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
Energy companies (grid and trading)	All	Business opportunities, innovative projects, good reputation	Very	Extensive dialogue	Personal meetings. Use existing networks.	
EU networks	All	Exchange, good examples	Moderate	Networking	Conferences, networking	
European Union	All	Good examples	Moderate	Networking	Reporting, conferences, publicity	
General public	Later	Less nuisance, local knowledge	Very	Communication, publicity	Local media, on-site information	
Inhabitants in affected areas	Later	Tank filling/charging points, Local knowledge	Very	Communication and publicity, taxes	Direct mailing, publicity through local media, municipal channels, on-site information	Examples of included groups: Polluting boat-owners
Local companies	All	Business opportunities, deliver charging points	Moderate	Inform, involve, consult	Mail/phone and letters	Examples: Producer charging points
Media	Later	Stories	Very	Press relations	Press briefings, press releases	
Municipal staff	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	Political will City Council
National authorities	All (follower)	Less nuisance, Clean air, Good examples	Very	Negotiations and talking	Conferences, networking	Depends on political will
NGO:s	All	CO2 reduction, environmental protection, sensitisation, sustainable development paths	Moderate	informative meetings, brochure, website, progress reports	Reporting, conferences, publicity, perhaps meetings	
Politicians	All	Good examples	Very	Extensive dialogue	Thorough ordinary political board channels	
Similar projects	All	CO2 reduction, sensitisation, sustainable development paths, good examples	Moderate	Dialogue, networking	Networking, conferences, personal meetings, study visits	
Supporting organizations	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	
Trade branches? E.g. European Seaports Organization (ESPO)	All	Good examples	Very	Networking, publicity	Networking, conferences, publicity	
Universities	All	sensitisation, new/follow-up projects, reputation/image, graduate transfer, strengthen education	Moderate	Communication and publicity	Networking, publicity	
Electric mobility dealers	When implemented					First adopters: Boat Owners
Electric mobility users	When implemented	user	more charging point for boats	very	Communication and discount on tax	letters/ email/internet
Harbour authority	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	
Harbour companies	All	low operating costs, CO2 reduction, environmental protection, reputation/image	Very	Extensive dialogue	Personal Channel in form of informative meetings, contact to decisionmakers	
Logistics and freight goods	All	low operating costs, CO2 reduction, environmental protection, reputation/image	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press, informative meetings, brochure, website	
Owners of loading points	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Shipping companies	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Smart grid related producers hard ware	All	innovative business concepts, reputation/image, (CO2 reduction), young academics	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Smart Grid related producers software	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Water authority	All	Good examples, low operating costs, CO2 re	Moderate	Networking, publicity	Personal Channel in form of informative meetings, contact to decisionmakers	

Stakeholder analysis table

Partner: Amsterdam Contribution

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
Energy companies (grid and trading)	contactor	deliver electricity	moderate	instructions	mail/phone/letters	Electric network company
General public	on the side line	less nuisance	very	Communication	local newsletters/papers/ internet and other information canals	Cit
Inhabitants in affected areas	interested or not interested	charging point near there boats so that they can	very	communications and a higher tax for there boat	local newsletters/papers/ internet and other information canals and direct mailings	polluting boat owners
Local companies	contractor	deliver charging points	moderate	instructions	mail/phone and letters	producer charging points
National authorities	follower	cleaner air and less nuisance	very	negotiate and participate	negotiations and talking	Political will City Council
Electric mobility users	user	more charging point for boats	very	Communication and discount on tax	letters/ email/internet	First adopters: Boat Owners

Stakeholder analysis table

Partner: Malmö Contribution

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
Energy companies (grid and trading)	All	Business opportunities	Very	Extensive dialogue	Personal meetings, email, phone	
EU networks	All	Good examples	Moderate	Networking	Conferences, networking	
European Union	All	Good examples	Moderate	Networking	Reporting, conferences, publicity	
General public	Later	Local knowledge	Moderate	Communication and publicity	Publicity through local media, municipal channels, on-site information	
Inhabitants in affected areas	Later	Local knowledge	Moderate	Communication and publicity	Publicity through local media, municipal channels, on-site information	
Local companies		Business opportunities	Very	Extensive dialogue	Personal meetings, email, phone	
Media	Later	Stories	Very	Press relations	Press briefings, press releases	
Municipal staff	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	
National authorities	All	Good examples	Moderate		Conferences, networking	
NGO:s	All	Good examples	Moderate	Communication and publicity	Conferences, networking	Political will City Council
Politicians	All	Good examples	Very	Extensive dialogue	Thorough ordinary political board channels	
Similar projects	All	Good examples	Moderate	Extensive dialogue	Networking, conferences, personal meetings, study visits	
Supporting organizations	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	
Trade branches? E.g. European Seaports Organization (ESPO)	All	Good examples	Very	Networking, publicity	Networking, conferences, publicity	
Universities	All	Case studies	Moderate	Communication and publicity	Networking, publicity	
Harbour authority	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	
Harbour companies	All	Business opportunities	Very	Extensive dialogue	Personal meetings, email, phone	
Logistics and freight goods	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Owners of loading points	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Shipping companies	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Smart grid related producers hard ware	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	
Smart Grid related producers software	All	Business opportunities	Moderate	Communication through supporting organizations	Outreach through supporting organizations, trade press	First adopters: Boat Owners
Water authority	All	Good examples	Moderate	Networking, publicity	Conferences, networking	

Stakeholder analysis table

Partner: Antwerp Harbour Contribution

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
Energy companies (grid and trading)	Later	Business opportunities, contract negotiations	Very	Inform, involve, consult	Mail/phone and letters, conferences, networking	
EU networks	All	Exchange good examples and best practices	Moderate	Networking	Reports, Conferences, networking	
European Union	All	Exchange good examples and best practices	Moderate	Networking	Reports, Conferences, networking	
General public	No	-	-	-	-	
Inhabitants in affected areas	No	-	-	-	-	
Local companies	All	Business opportunities, innovative projects, good reputation	Very	Inform, involve, consult	Mail/phone and letters	
Media	All	Telling the story	Very	Press relations	Press briefings, press releases	
Municipal staff	No	-	-	-	-	
National authorities	All	Good examples, policy recommendations	Moderate	Negotiations and talking	Reports, Conferences, networking	Political will City Council
NGO:s	No	-	-	-	-	
Politicians	Later	Good examples, policy recommendations	Moderate	Negotiations and talking	Reports, Conferences, networking	
Similar projects	All	Information exchange	Very	Personal contacts	Mail/phone and letters, conferences, networking	
Supporting organizations	All	Good examples	Very	Extensive dialogue	Personal meetings, email, phone	
Balancing Responsible Party	Later	Business opportunities, contract negotiations	Very	Inform, involve, consult	Mail/phone and letters	
Companies interested in being a partner of a balancing group	Later	Business opportunities, contract negotiations	Very	Inform, involve, consult	Mail/phone and letters	
Distribution System Operator	All	Power requirements	Moderate	Inform, involve, consult	Mail/phone and letters	
Electric mobility dealers	No	-	-	-	-	
Electric mobility users	No	-	-	-	-	First adopters: Boat Owners
Harbour authority	(project partner)					
Harbour companies	(see local companies)					
Information platforms on sustainability	No	-	-	-	-	
Logistics and freight goods	No	-	-	-	-	
Owners of loading points	No	-	-	-	-	
Public Transport	No	-	-	-	-	
Shipping companies	No	-	-	-	-	
Smart grid related producers hard ware	Later	Business opportunities	Very	Inform, involve, consult	Mail/phone and letters	
Smart Grid related producers software	Later	Business opportunities	Very	Inform, involve, consult	Mail/phone and letters	
Transportation System Operator	No	-	-	-	-	
Water authority	No	-	-	-	-	

Stakeholder analysis table

Partner: VITO Contribution/ VPP simulation

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
Energy companies (grid and trading)	end (or all when cooperating)	See what they can gain with new contract types	very	extensive dialogue	personal meetings	
EU networks	none					
European Union	none					
General public	none					
Inhabitants in affected areas	none					
ISG	none					
Local companies	all	Business opportunities	moderate	dialogue, cooperation	Final reports, meetings	
Media	all	news, stories	very	press releases	press releases	
Municipal staff	none					
National authorities	all	Positive showcase	moderate/low	extensive communication	Networking, Progress reports, external communication	Political will City Council
NGO:s	none					
Politicians	none					
Similar projects	on the side line	knowledge, learn from showcase	low importance for this project	support	Progress reports, external communication	
Supporting organizations	none					
Trade branches? E.g. European Seaports Organization (ESPO)	none					
Universities	none					
Balancing Responsible Party	end (or all when cooperating)	see what they can gain with new contract types	very	extensive dialogue	personal meetings	
Companies interested in being a partner of a balancing group	all	save money, do something for the environment	extremely	extensive dialogue, cooperation	personal meetings	
Distribution System Operator	depends on the project	more efficient grid operation	depends on the project	dialogue	personal meetings	
Electric mobility dealers	none					
Electric mobility users	none					
Harbour authority	all	efficient energy use in harbour	depends on the task to perform	extensive dialogue, cooperation	personal meetings	
Harbour companies	all	DRA, efficient energy use, cost savings	very	extensive dialogue, cooperation	personal meetings, company visits	
Information platforms on sustainability	none					
Logistics and freight goods	none					
Owners of loading points	none					
Public Transport	none					
Shipping companies	none					
Smart Grid related producers software	none					
Transportation System Operator	none					
Water authority	none					

Stakeholder analysis table

Partner: PURE Contribution

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
Energy companies (grid and trading)	All	Lower production costs, increased RE, lower infrastructure costs, more control of their energy balance system	Very	Dialogue, partnership	Personal meetings	
EU networks	All	Good examples	Low	Networking	Websites, conferences	
European Union	All	Information, Case studies	Very	Reporting, communication	Websites, conferences, lobbying	
General public	After implementation	General info	Low	Information	Newspapers, websites, radio, public talks	
Inhabitants in affected areas	During and after implementation	Information on costs and benefits, how will it affect their daily lives?	Very	Through building company, through the community	Through the building company	
ISG	All	Information, case studies, progress	Very	Communication, meetings, reporting	Personal channels	
Local companies	During and after implementation	Local business, maintenance contracts etc	Very	Get information from them	Face to face, afterwards email etc	
Media	All	Newsworthy stories	Very	Personal contacts	Personal contacts	
Municipal staff	All	Better and stable grid, more RE	Very	Keep abreast with councillors	Personal contacts	
National authorities	All	Lobbying power to demonstrate that smart grids could benefit the general public	Very	Identify associations that can feedback to governments	Networking	Political will City Council
NGO:s	In the end	Ability to install RE for income generating projects	Low	Information	Email, websites	
Politicians	All	Lower costs for their local inhabitants	Very	One to one meeting	Personal contacts	
Similar projects	All	Information, benchmarking, type of framework	Very	Networking	Email, personal communication, conferences	
Supporting organizations	All	Increase RE, better grid management systems	Very	Attend their meetings, becoming board member	Board meetings, present at their workshops	Shetland renewable energy forum
Trade branches? E.g. European Seaports Organization (ESPO)	All	Lower CO2 harbours	Very	Networking	Conferences	
Universities	All	Research	Very	Personal meetings	Personal contacts	RGU
Distribution System Operator	All	More information on how to stabilize the grid	Very	Meetings	Personal contacts	
Harbour authority	All	Cleaner and more sustainable harbour	Very	Meetings	Personal contacts	
Harbour companies						
Smart grid related producers hard ware	All	Business opportunities	Very	Provide business	Biddings	
Smart Grid related producers software	All	Business opportunities	Very	Provide business	Biddings	
Water authority	Towards the end	Be able to use their land to produce RE	Very	Personal contacts	Website, emails	
Airport	Beginning till end	Reduce their energy bills and CO2 emissions	Very	Personal contacts	Networking, emails, conferences	

Stakeholder analysis table

Partner: Hamburg Contribution : Implementation of a VPP in the harbour of Hamburg

Stakeholders	What do they want?	Constraints	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
Energy companies (grid and trading)	innovative business concepts, CO2 reduction, reputation/image	effort personal/financial, competition, afford own resources (personal, financial), project aims are not core business	+	Promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Hamburg Energie
Energy companies (grid and trading)	innovative business concepts, CO2 reduction, reputation/image, stable grid operation	effort personal/financial, competition, afford own resources (personal, financial), project aims are not core business	+	Opponent or Promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Vattenfall
Energy companies (grid and trading)	innovative business concepts, CO2 reduction, reputation/image	effort personal/financial, competition, afford own resources (personal, financial), project aims are not core business	+	Opponent or Promotor	Personal Channel in form of informative meetings, contact to decisionmakers	E.ON
EU networks	sensitisation, sustainable development pathes, new/follow-up projects, exchange		o	Supporter		Interreg community
Local authorities	CO2 reduction, environmental protection	effort personal/financial, afford own resources (personal, financial), project aims are not core business	-	Promotor	Personal Channel in form of informative meetings, contact to decisionmakers, progress reports	Behörde für Stadtentwicklung und Umwelt (authority for urban development and environment)
Local authorities	low operating costs	effort personal/financial, afford own resources (personal, financial), project aims are not core business	-	Hopper	informative meetings	authority for economy
Local authorities	environmental protection, sensitisation, sustainable development pathes	effort personal/financial, afford own resources (personal, financial), project aims are not core business	-	still not clear	informative meetings, contact to decisionmakers, progress reports	Urban administration of Hamburg-Mitte (district to which the harbour belongs)
Local authorities	CO2 reduction, sensitisation, sustainable development pathes	project aims are not core business	-	Hopper		Energy agency Hamburg
NGO:s	CO2 reduction, environmental protection, sensitisation, sustainable development pathes		-	Supporter	informative meetings, brochure, website, progress reports	Zukunftsrat Hamburg (network for sustainable development)
NGO:s	reduction of emissions, sensitisation, reputation/image	scepticism towards industry, project aims are not core business (except Greenpeace)	-	Supporter (Greenpeace Energy could be a Promotor), Other public societies Hopper	informative meetings, brochure, website, progress reports	Environmental associations NABU, BUND, Greenpeace Rettet die Elbe e.V.
Similar projects	CO2 reduction, environmental protection sensitisation, sustainable development pathes	project aims are not core business	o	Supporter	progress report, website	Green capital
Universities	sensitisation, new/follow-up projects, reputation/image, graduate transfer, strengthen education		o	Supporter	-	Hochschule für Angewandte Wissenschaften Hamburg (HAW)
Harbour authority	low operating costs, CO2 reduction, environmental protection, reputation/image	Data protection, reliability, shutdown, saving resources, project aims are not core business	+	Promotor/ key stakeholder	Personal Channel in form of informative meetings, contact to decisionmakers Possible contact persons: Mr Miller (knowledge manager HPA)/ Ms Liebermann/ Mr Westermann/(Mr Glindemann) Electronic channels: Website	Own properties (n = 200), harbour rail, infrastructure, META/silt exhauster, lock/pumps, Opening new contacts Hamburg Port Authority (HPA): contact partner for all inquiries arising with regard to infrastructure, navigational and operational safety and port security, property management and economic conditions in the port
Harbour companies	low operating costs, CO2 reduction, environmental protection, reputation/image	Data protection, reliability, shutdown, saving resources, project aims are not core business	+	Promotor (Opponent)	Personal Channel in form of informative meetings, contact to decisionmakers	chemical industry (refineries), heavy industry (metalls. Building materials) Primary Industry
Harbour companies	low operating costs, CO2 reduction, environmental protection, reputation/image	Data protection, reliability, shutdown, saving resources, project aims are not core business	+	Promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Cold storage
Harbour companies	low operating costs, CO2 reduction, environmental protection, reputation/image	Data protection, reliability, shutdown, saving resources, project aims are not core business	o	Hopper	Personal Channel in form of informative meetings, contact to decisionmakers	ventilation Remaining Stock Ventilation

Harbour companies	low operating costs, CO2 reduction, environmental protection, reputation/image	Data protection, reliability, shutdown, saving resources, project aims are not core business	o	still not clear	Personal Channel in form of informative meetings, contact to decisionmakers	Food industry/Processes
Harbour companies	low operating costs, CO2 reduction, environmental protection, reputation/image	Data protection, reliability, shutdown, saving resources, project aims are not core business	+/o	Promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Hamburger Hafen und Logistik AG (HHLA): state-of-the-art container terminals, outstanding transport systems and comprehensive logistics services, complete network between overseas ports and the European hinterland.
Information platforms on sustainability						
Logistics and freight goods	low operating costs, CO2 reduction, environmental protection, reputation/image	Data protection, reliability, shutdown, saving resources, project aims are not core business	o	Hopper/Supporter	informative meetings, brochure, website	Logistik-Initiative Hamburg e.V.
Smart grid related producers hard ware	innovative business concepts, reputation/image, (CO2 reduction), young academics	effort personal/financial, competition, afford own resources (personal, financial)	+	At least supporters, maybe promotors	Personal Channel in form of informative meetings, contact to decisionmakers	Companies for energy/ building infrastructure: IMTECH, Siemens, HOCHTIEF
Water authority	low operating costs	effort personal/financial, Off-topic, afford own resources (personal, financial), project aims are not core business	o/-	Promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Hamburg Wasser (municipal water treatment)
Water authority	low operating costs, CO2 reduction, environmental protection, reputation/image	Data protection, reliability, shutdown, saving resources, project aims are not core business	+/o	Supporter/Promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Hamburg Wasser: wastewater treatment plant, drainage
Initiatives working on onshore power supply	low operating costs, CO2 reduction, environmental protection, reputation/image	Data protection, reliability, shutdown, saving resources, project aims are not core business	o/-	Hopper/Supporter	Personal Channel in form of informative meetings, contact to decisionmakers	
energy consulting companies: sumbi, ENVIDATEC	innovative business concepts, reputation/image, (CO2 reduction), young academics	effort personal/financial, afford own resources (personal, financial)	+	Promotor, supporter	-	

Stakeholder analysis table

Partner: Zaanstad Contribution : Implementation of a VPP and Smart Grid G2V in the City of Zaanstad

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
Imtech	all	innovative business concepts, CO2 reduction, reputation/image	high interest high importance	promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Installing a smart-grid technique in the parking garage owned by Imtech Exploring further the lessons learned by installing the smart grid; possibly gaining knowledge about VPPs
Q-park	all	innovative business concepts, CO2 reduction, reputation/image	medium interest high importance	promotor or op	Personal Channel in form of informative meetings, contact to decisionmakers	Operator of the station facility and infrastructure of the electric car park from Zaanstad
Zaanstad	all	CO2 reduction, sensitisation, sustainable development pathes	high interest high importance	promotor	Personal Channel in form of informative meetings, contact to decisionmakers, progress reports	a reliable and cost effective way to upload their electric cars enhancing RE, enhancing electric transportation, reliable uploading of electric vehicles internal departments like ICT and Internal Services
Green IT Amsterdam	develop	innovative business concepts, CO2 reduction, reputation/image	high interest medium importance	promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Amsterdam regional foundation involving ICT companies, striving to the greening of IT and the greening by IT
Greenwheels	develop	CO2 reduction, reputation/image	high interest medium importance	promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Company which is introducing electric cars on a 'pick-up and return to its spot' renting basis
NS	develop	CO2 reduction, reputation/image	medium interest medium importance	promotor or op	Personal Channel in form of informative meetings, contact to decisionmakers	selling excess electricity possible electricity excess, input for VPP
ECN	develop	innovative business concepts, CO2 reduction, reputation/image	high interest high importance	promotor	Personal Channel in form of informative meetings, contact to decisionmakers	Energy Centre Netherlands reseach/knowledge institute with experiences on the smartgrids field
AgentschapNL / EZ	develop	innovative business concepts, CO2 reduction, reputation/image	high interest high importance	promotor	Personal Channel in form of informative meetings, contact to decisionmakers, progress reports	stimulating electric transport in the Netherlands
HVC	develop	innovative business concepts, CO2 reduction, reputation/image	high interest high importance	promotor or op	Personal Channel in form of informative meetings, contact to decisionmakers	Introducing electric refuse collection vehicle Interested in acquiring an electric refuse collection vehicle
Parteon	develop	innovative business concepts, CO2 reduction, reputation/image	medium interest medium importance	promotor or op	Personal Channel in form of informative meetings, contact to decisionmakers	Introducing electric cars Interested in acquiring electric cars
Liander	develop	innovative business concepts, CO2 reduction, reputation/image	high interest high importance	promotor or op	Personal Channel in form of informative meetings, contact to decisionmakers	Knowledge about future developements in the region in order to anticipate
stichting E-laad	develop	innovative business concepts, CO2 reduction, reputation/image	high interest low importance	promotor	Personal Channel in form of informative meetings, contact to decisionmakers	realising upload point in the Netherlands
WCI	develop	innovative business concepts, CO2 reduction, reputation/image	high interest medium importance	promotor	Personal Channel in form of informative meetings, contact to decisionmakers	realising wind turbines in the region
ZEK	develop	innovative business concepts, CO2 reduction, reputation/image	high interest low importance	promotor	Personal Channel in form of informative meetings, contact to decisionmakers	stimulating RE in the municipality

Stakeholder analysis table

Partner: RGU contribution

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
EU networks	After implementation	Benchmarking of showcases and appraisal of performance	Low	Networking	Websites, conferences	
European Union	All	Benchmarking of showcases and appraisal of performance	Very	Reporting, communication	Websites, conferences, lobbying	
General public	After implementation	Benchmarking of showcases and appraisal of performance	Low	Information	Newspapers, websites, radio, public talks	
Inhabitants in affected areas	After implementation	Benchmarking of showcases and appraisal of performance	Medium	Through building company, through the community	Through the building company	
ISG	All	Benchmarking of showcases and appraisal of performance	Very	Communication, meetings, reporting	Personal channels	
Media	After implementation	Benchmarking of showcases and appraisal of performance	Very	Personal contacts	Personal contacts	
National authorities	After implementation	Benchmarking of showcases and appraisal of performance	Very	Identify associations that can feedback to governments	Networking	
NGO:s	After implementation	Benchmarking of showcases and appraisal of performance	Low	Information	Email, websites	
Politicians	After implementation	Benchmarking of showcases and appraisal of performance	Very	Information & networking	Email, personal communication	
Similar projects	All	Hybrid ferries project - exchange of knowledge	Very	Information and Networking	Conference, email and personal communication	CMAL
Supporting organizations	All	Hybrid ferries project - exchange of knowledge	Medium	Information and networking	seminars, meeting	HITRANS
Trade branches? E.g. European Seaports Organization (ESPO)	After implementation	Benchmarking of showcases and appraisal of performance	Very	Networking	Conferences	
Universities	All	Research	Very	information and information dissemination	conference papers and refereed journal articles	
Harbour authority	All	Hybrid ferries project - exchange of knowledge	Medium	Information and networking	seminars, meeting	
Harbour companies	All	Hybrid ferries project - exchange of knowledge	Medium	Information and networking	seminars, meeting	CMAL
Public Transport	All	Hybrid ferries project - exchange of knowledge	Medium	Information and networking	seminars, meeting	HITRANS, CMAL
Shipping companies	All	Hybrid ferries project - exchange of knowledge	Medium	Information and networking	seminars, meeting	
Transportation System Operator	All	Hybrid ferries project - exchange of knowledge	Medium	Information and networking	seminars, meeting	HITRANS, CMAL

Stakeholder analysis table

Partner: Uddevalla Feasibility studie of a Smart CHP-plant

Stakeholders	In which phase of the project are they involved?	What do they want?	How important are they?	How to handle them?	Which channels to reach/communicate with them?	Other information
General						
Energy companies (grid, heat and power production)	All	innovative business concepts	++	Promotor, Key Stakeholder	Personal Channel in form of informative meetings, contact to decision	Trollhattan Energy, Project partner (District heating in Trollhattan)
Energy companies (grid, heat production)	All		+	Promotor	Personal Channel in form of informative meetings, contact to decision	Vattenfall, Project partner (District heating in Vanersborg)
EU networks	All	Good examples	0	Networking	Conferences, networking	
European Union	All	Good examples	0	Networking	Reporting, conferences, publicity	
General public	Later	Local knowledge	0	Communication and publicity	Publicity through local media, municipal channels, on-site information	
General public	Later	Public information	0	Supporter	Virtual information centre for public education and information	Energy and environmental adviser at Uddevalla kommun
Inhabitants in affected areas	Later	Local knowledge	0	Communication and publicity	Publicity through local media, municipal channels, on-site information	
Local companies	Later	Case studies	-	Communication and publicity	Personal Channel in form of informative meetings, contact to decision	Rabaldshede kraft (Wind energy company)
Local companies	Later	Case studies	-	Communication and publicity, supporter	Personal Channel in form of informative meetings, contact to decision	RagnSells (Biogas)
Media	Later	Stories	+	Press relations	Press briefings, press releases	
Municipal staff	Later	Good examples	+	Communication and publicity, supporter		
National authorities	All	Good examples	+	Communication and publicity, supporter	Personal Channel in form of informative meetings, contact to decision	Länsstyrelsen
NGO:s	Later	Information	0	Information	Information meetings	Local environment organisations
Politicians	All	Good examples	+	Extensive dialogue	Thorough ordinary political board channels	Vänersborgs kommun, Trollhättan stad & Uddevalla Kommun
Similar projects	Beginning	Good examples, Literature studies	0	Extensive dialogue	Networking, conferences, personal meetings, study visits	
Supporting organizations	All	Case studies, modelling	+	Support	Networking, Personal Channel in forms of informative meetings	Consulting companies
Trade branches	Later	Good examples	0	Support	Networking, publicity	Svensk Fjärrvärme, Svensk Energi
Universities	All	Case studies	0	Communication and publicity, supporter	Networking, publicity	Possible Universities are of Calmers Gothenburg and KTH, Stockholm
Distribution System Operator	All	Case studies	+	Supporter	Personal Channel in form of informative meetings	Trollhättan Energi Elnät AB
Distribution System Operator	All	Case studies	+	Supporter	Personal Channel in form of informative meetings	Vattenfall
Distribution System Operator	All	Case studies	+	Supporter	Personal Channel in form of informative meetings	Uddevalla Energi Elnät AB
Companies interested in being a partner of a balancing group	Later	Good examples, local knowledge	0	Hopper	Networking, Personal Channel in forms of informative meetings	VG-regionen, Fyrbodal kommunalförbund
Smart grid related producers hardware	Later	Information, case studies, simulations	0	Hopper		
Smart Grid related producers software	Later	Information, case studies, simulations	0	Hopper		
Water authority	Later	Case studies	-	Hopper		Pipe from Väneren to sea coast

