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**iBRoad stakeholders  
as real driver of  
positive change**

**Step 1: Identification  
process across Europe**

INZEB – Institute of  
Zero Energy Buildings

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## Executive summary

In this report, the stakeholder identification and analysis for the European funded Project iBRoad is presented. The participating countries in this project are Austria, Belgium (Flanders region), Bulgaria, Germany, Greece, Poland, Portugal, Romania, and Sweden. The partners that participate in this project are: the Technische Universität Wien (TU WIEN) in Austria, The Buildings Performance Institute Europe (BPIE), the Flemish Energy Agency (VEA) and the Blue Planet Academy & Consulting (BPAC) in Belgium, Energy Efficiency Center – EnnefectFoundation (ENEFFECT) in Bulgaria, the Institut für Energie und Umweltforschung Heidelberg GmbH (IFEU) in Germany, Sympraxis team and INZEB - Institute of Zero Energy Buildings in Greece, Polish National Energy Conservation Agency (KAPE) in Poland, Agência para a Energia (ADENE) in Portugal, Institutul National De Cercetare-Dezvoltare In Constructii Urbanism Si Urban-Incerc Dezvoltare Teritoriala Durabila Urban-Incerc (URBAN INCERC) in Romania and AB Alingsås Rådhus (PHC) in Sweden.

iBRoad aims to take the individual building renovation roadmaps to the next level, by being a development of the Energy Performance Certificates and energy audit systems. It will be a tool that includes renovation plans with customised recommendations and a repository of building-related information. The main aim of iBRoad is to create a positive impact. This impact will be created as well through the stakeholders' engagement. Stakeholders will be the ones to make iBRoad a reality. Thus, in order for the impact to be created, stakeholder engagement is a prerequisite.

Stakeholder engagement is a process that depends on the proper identification. This is a report describing how the national partners, identified iBRoad's stakeholders per participating country and in an EU level. The results of this process are also presented in visual maps. Visual maps are provided for every participating country and for EU as a whole.

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## 1. Introduction

iBRoad aims to be a real driver of positive change by taking the individual building renovation roadmaps to the next level. Practically iBRoad is a development of the Energy Performance Certificates (EPCs) and energy audit systems. As a tool, it will entail detailed renovation plans with customised recommendations that fit the “needs” of individual buildings, as well as include a repository of building-related information.

In a project like iBRoad that mainly aims at creating a positive impact, through improving a situation that affects every social group, stakeholders need to be the real driver of change and the required impact has to come from and reflect on them. That is the case, because of the fact that, on the one hand, stakeholders possess all the information, and on the other hand they need to be engaged and taken into consideration in order to share this information so that the aim of the project can be fulfilled.

Nine European countries are participating in iBRoad. They namely are: Austria, Belgium (Flanders region), Bulgaria, Germany, Greece, Poland, Portugal, Romania, and Sweden. Identifying and engaging stakeholders, in a project of such a big range can be challenging, mainly because of the different conditions and norms that exist in each country. Thus, in order to include a sufficient number of stakeholders from all the plausible segments of the economy and the society in each country, the involvement of national partners that have the knowledge and experience to do so in a national level, is required. In all countries participating in the project, the project partners are contributing with their knowledge and handle the stakeholder management issues. These partners are namely and in an alphabetical (country wise) order: the Technische Universität Wien (TU WIEN) in Austria, The Buildings Performance Institute Europe (BPIE), the Flemish Energy Agency (VEA) and the Blue Planet Academy & Consulting (BPAC) in Belgium, Energy Efficiency Center – EnnefectFoundation (ENEFFECT) in Bulgaria, the Institut für Energie und Umweltforschung Heidelberg GmbH (IFEU) in Germany, Sympraxis Team and INZEB - Institute of Zero Energy Buildings in Greece, Polish National Energy Conservation Agency (KAPE) in Poland, Agência para a Energia (ADENE) in Portugal, Institutul National De Cercetare-Dezvoltare In Constructii Urbanism Si Urban-Incerc Dezvoltare Teritoriale Durabila Urban-Incerc (URBAN INCERC) in Romania and AB Alingsås Rådhus (PHC) in Sweden.

In order for this kind of innovation to be successfully implemented and for societal and environmental value to be created, the stakeholders that need to be identified and engaged have to belong to a wide variety of segments from the economy and the society (i.e. governments, industries, research institutes, building associations, the civil society and others). All the partners, each one on a national level used their expertise on stakeholder management, analysis and engagement to separately come up with an exhaustive list of all the national stakeholders of the project.

In order for the procedure of identifying all the stakeholders to be effective and actually inclusive, a set of guidelines, serving as methodology was discussed and agreed upon by all the partners. The methodology employed, is based on 4 basic steps, identification, analysis,

prioritisation and mapping and was actually performed from all the partners by using a customised excel file (as depicted in annex). The identification step is the process of including all the relevant groups, organisations and people, it should be noted that this process is not static but rather dynamic and include every interested party. The analysis step entails understanding the identified stakeholders' perspectives and relevance to the project. The prioritisation step includes the classification of the stakeholders according to the above-mentioned relevance to the project. The mapping step includes the visualisation of the stakeholders. What also should be kept in mind is when identifying stakeholders is forward thinking and diversity concerning who is to include in the list.

To more effectively identify and stakeholders as analysed above, the partners discussed and agreed on classifying the stakeholders in 16 categories that represent all the possible categories an organisation could fall under. Each category can include a wide variety of stakeholders. These categories namely are: EU Public Authorities, National Public Authorities, Regional/Local Public Authorities, EU Association, Building Associations, Consumers Associations, Other National Associations, Energy Sector Businesses, Energy Sector Engineers, Construction Industries, Financial Services, Research and Academia, Think Tanks and NGOs, Media and Individuals. They all are important in relation to the project and have valuable input to add. The authorities, either they are in an EU or in a national, regional or local level, can make the project a reality by enhancing the political framework or support the required legislative framework. The associations are the ones that would welcome the innovation and the value it can create. Stakeholders that are interconnected with such an innovation are the energy sector businesses and engineers, and generally the construction industry that needs to readjust when the project will be actually implemented. All the institutions related to providing financial services and any other funding schemes are going to be the ones to support the action and maybe recognise a potential investment opportunities. Research and Academia, Think Tanks and NGOs could look into the actual results of the project, Media can be the ones to disseminate and spread the news and last by not least individuals could be the ones to actually implement and accept it.

The aforementioned represent in which segment of the society or economy stakeholders fall under. Apart from that, stakeholders are also classified according to the description they have in relation to the scope of their activities or their mission. This description can be one of the following: collaborator, campaigner, influencer, implementation expert. These descriptions were chosen because they cover a wide range of characteristics that stakeholders in this specific project would be desirable to have. Particularly, collaborators are the ones that when engaged properly they are going to support the partners and take action to actually make the project a reality. Campaigners are the ones that will properly explain the aim and the scope of iBRoad to a wider audience or to their members (e.g. in a case of a member based organisation or an association) and disseminate all the related information. Influencers are the ones that lead the market and create trends that could influence a wider audience and disseminate the information. Finally, implementation experts are going to be the ones that have the technical expertise to actually implement the requirements of the project by using the new tools the project provides.

Furthermore, all the partners provided further data regarding the identified stakeholders. Some of them are: the main aim or activity of the stakeholder (organisation or individual), a contact person that could be reached to make communication more personalised, how the specific stakeholder will benefit from iBRoad and how the input provided from the stakeholder is of importance to the viability of iBRoad, if the main aim of iBRoad is somehow aligned with the aim of the stakeholder and whether the stakeholder would be willing to be involved in iBRoad.

When all the required information for the identification of the stakeholders were gathered for all the participating countries of the consortium, an analysis of the data was performed. The analysis, covering the initial overview of all the people, organisations and entities that needed to be reached and engaged, for each country and for EU is presented in the following section.

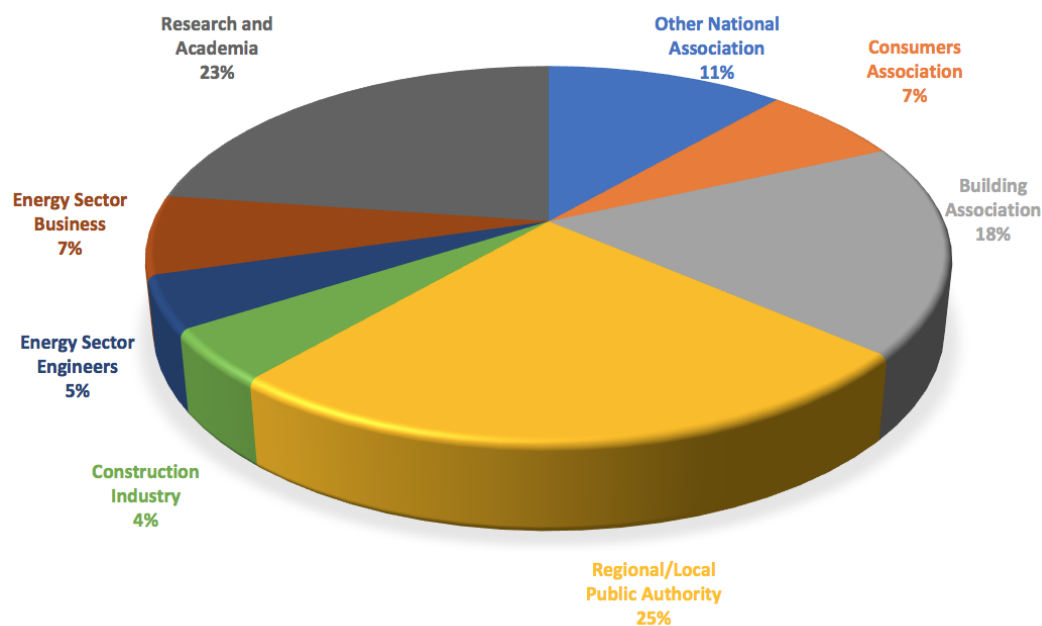


## 2. Analysis of the stakeholders per participating country and in an European Union level

In this section, a concise overview of the identified stakeholders per country and in an EU level is provided. An analysis is given, specifically the different types of stakeholders, their description and whether they would be interested in any way in the scope of iBRoad is presented. Initially the analysis is provided for the EU and then for all the participating countries.

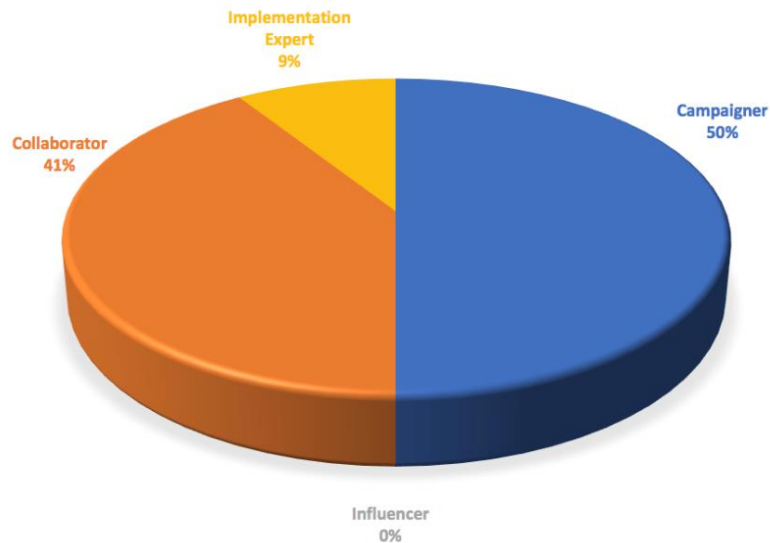
### 2.1 European Union (EU)

The identification process in an EU level resulted in 44 stakeholders. Most of them fall under the category of regional/local public authority, followed by the ones that fall under the category of Research and Academia and building association. The rest almost equally fall under the categories of other national association, consumers association, energy sector business, energy sector engineers and construction industry.



Graph 1: Different types of stakeholders and their percentage in an EU level

In Graph 2 a classification of the stakeholders based on their description is given. Half of the stakeholders are described as campaigners, while almost half are described as collaborators and the remaining are implementation experts and no influencers have been identified.

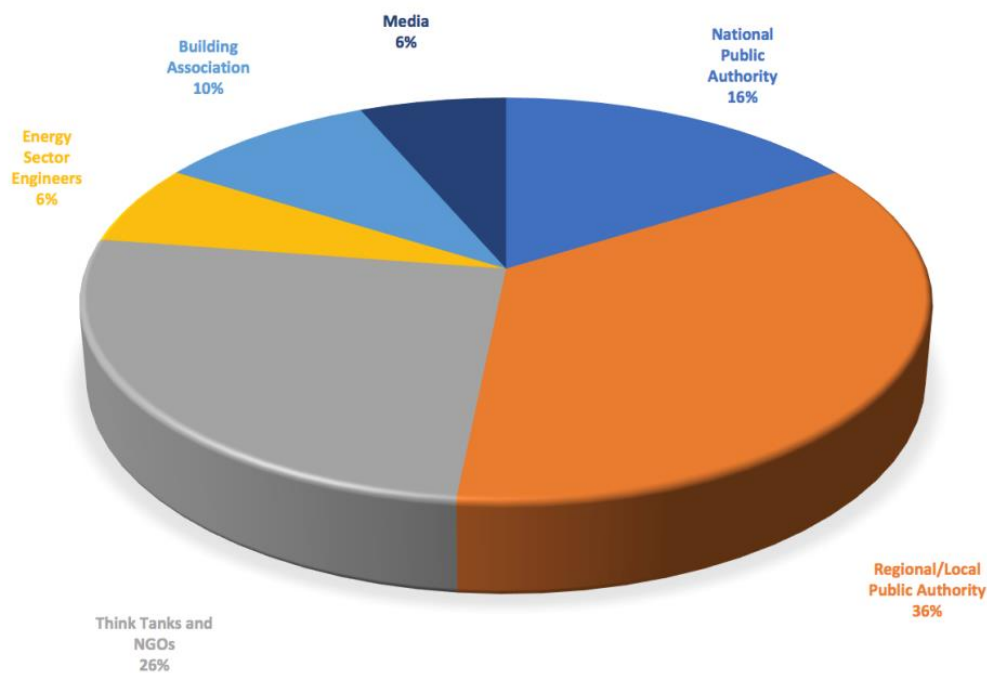


*Graph 2: Description of the stakeholders in an EU level*

In an EU level the stakeholders that are described as Campaigners also fall under the categories of building association, construction industry, other national association, consumers association and regional/ local public authority. Similarly, the collaborators also fall under the categories of: energy sector engineers and business, regional/ local public authority and Research and Academia. Implementation experts fall under the category of regional/ local public authority.

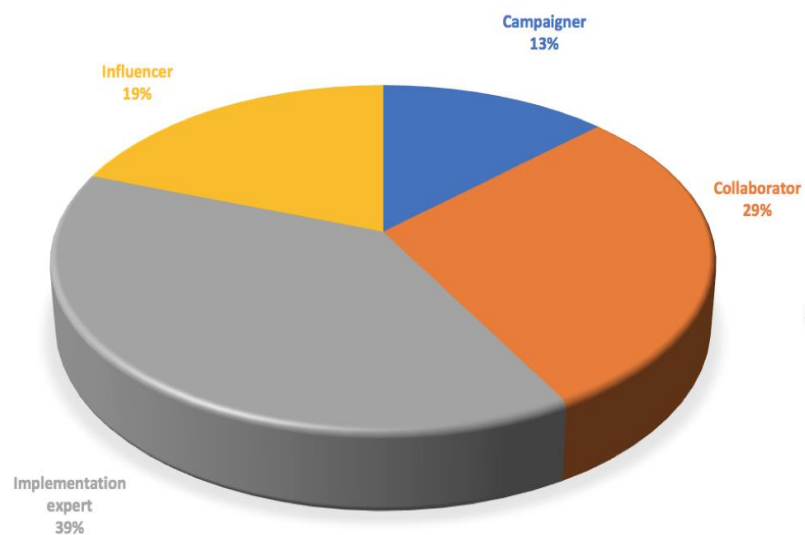
## 2.2 Austria

The identification process in Austria resulted in 31 stakeholders. In the pie chart below (Graph 3) the categorisation according to the scope of activities of the organisation is depicted. In Austria, the majority of the identified stakeholders fall under the category of regional/local public authority, followed by the stakeholders that fall under the category of think tanks and NGOs. The rest of the stakeholders belong to national public authority, building association, energy sector engineers and media.



Graph 3: Different types of stakeholders in Austria

In Graph 4 the stakeholders are classified by the description they were given. In Austria, the majority are characterised as implementation experts, followed by collaborators, influencers and campaigners.



Graph 4: Description of the stakeholders in Austria

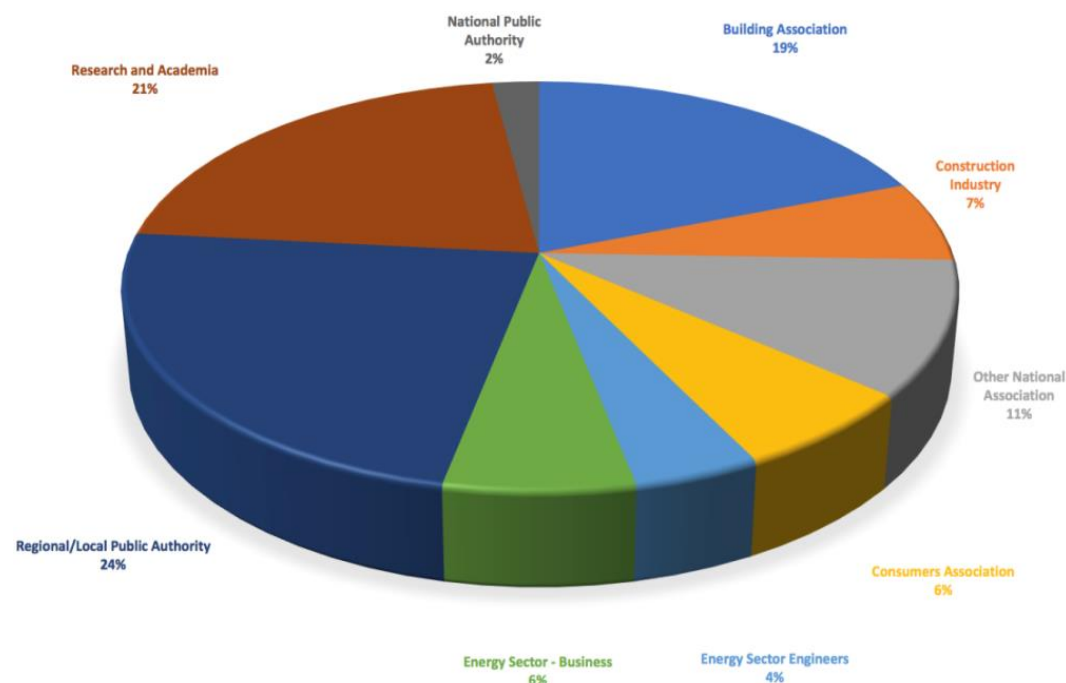
The stakeholders that are characterised as Implementation Experts also fall under the categories of national public authority and regional/local public authority. The collaborators come from various categories such as national public authority, energy sector engineers, and think tanks and NGOs. The stakeholders described as Influencers also fall under the category

of national public authority, building association and think tanks and NGOs. The campaigners fall under the categories of think tanks and NGOs, and media, the influencers under the categories of national public authority and building association.

TU Wien, in charge of identifying stakeholders in Austria perceives the vast majority of the identified stakeholders to be of extreme importance if iBRoad is to become a reality. The vast majority of the identified stakeholders are perceived to have the technical expertise that iBRoad requires. Also, the vast majority of them are perceived to be interested in the matter that iBRoad is addressing. Also, stakeholders in Austria seem to have supported similar to iBRoad projects and to believe that they (in their majority) as stakeholders will contribute to its implementation but also that their involvement is a prerequisite if the project is to be successful.

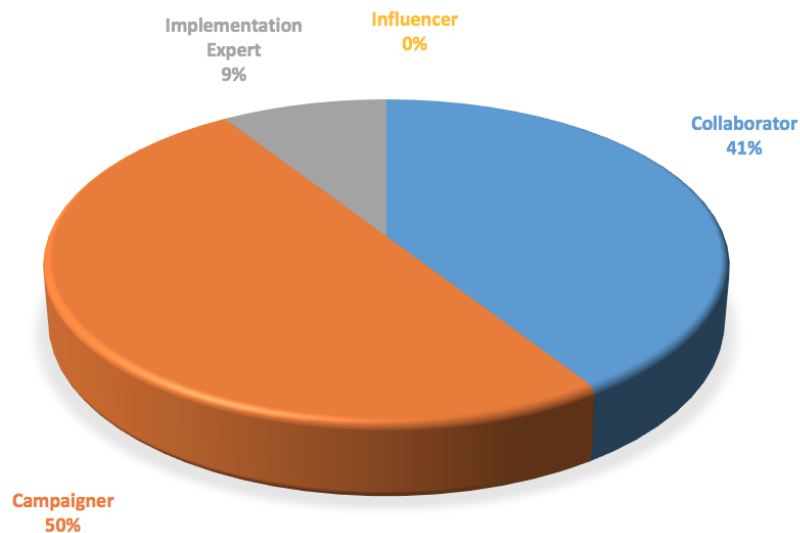
## 2.3 Belgium

In Belgium, the identification process resulted in 47 stakeholders. The majority of the stakeholders fall under the category of regional/local authority and Research and Academia, followed by those that fall under the category of building association. The rest of the stakeholders (in almost an equal distribution) fall under the following categories: other national association, construction industry, consumers association, energy sector business, energy sector engineers and national public authority (as depicted in Graph 5).



Graph 5: Different types of stakeholders in Belgium

As presented in Graph 6 the vast majority of stakeholders in Belgium are considered to be campaigners and collaborators, while few are considered to be Implementation Experts and there are no Influencers.



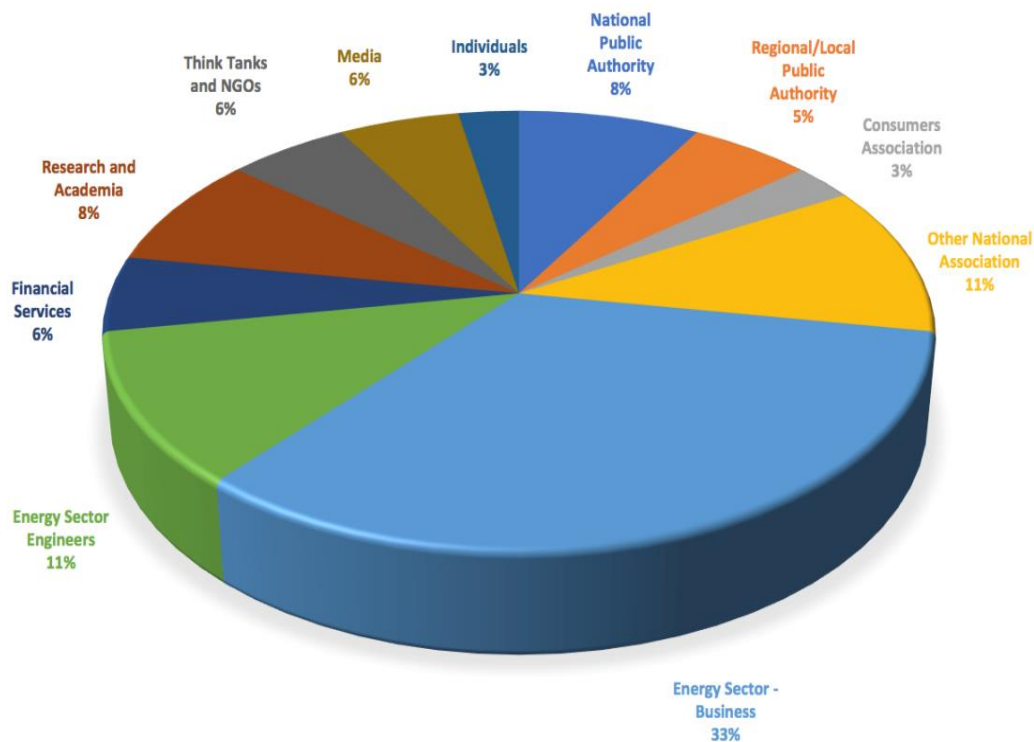
*Graph 6: Description of the stakeholders in Belgium*

The stakeholders that are described as Campaigners also fall under the categories of other public authority, building association, consumers association, other national association, energy sector business and construction industry. The ones that are described as collaborators, also fall under the following categories: regional/local public authority, energy sector engineers and Research and Academia. The implementation experts also fall under the category of regional/local public authority.

VEA the partner in Belgium, but also BPAC identified the Belgian stakeholders and consider that the engagement of at least one fourth of the identified stakeholders is a prerequisite, in order for iBRoad to be successful. Specifically, the vast majority of the identified stakeholders are considered to be somehow experts on the matter. It should be mentioned that in Belgium- Flanders, the project is already taking place.

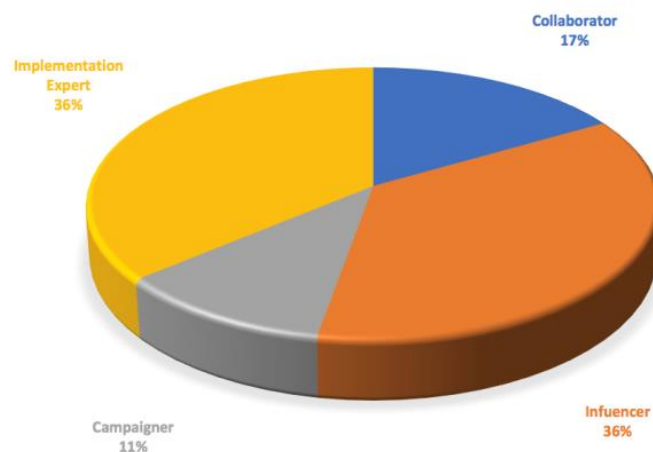
## 2.4 Bulgaria

In Bulgaria, the identification process resulted in 36 stakeholders. Most of them fall under the category of energy sector-business, followed by the ones that fall under the category of energy sector engineers and other national association. The rest of the stakeholders almost equally fall under the categories of Research and Academia, national public authority, financial services, think tanks and NGOs, media, individuals and consumers association.



Graph 7: Different types of stakeholders and their percentage, in Bulgaria

As depicted in Graph 8, most of the stakeholders in Bulgaria are considered to be implementation experts and influencers, followed by collaborators and campaigners.



Graph 8: Description of the stakeholders in Bulgaria

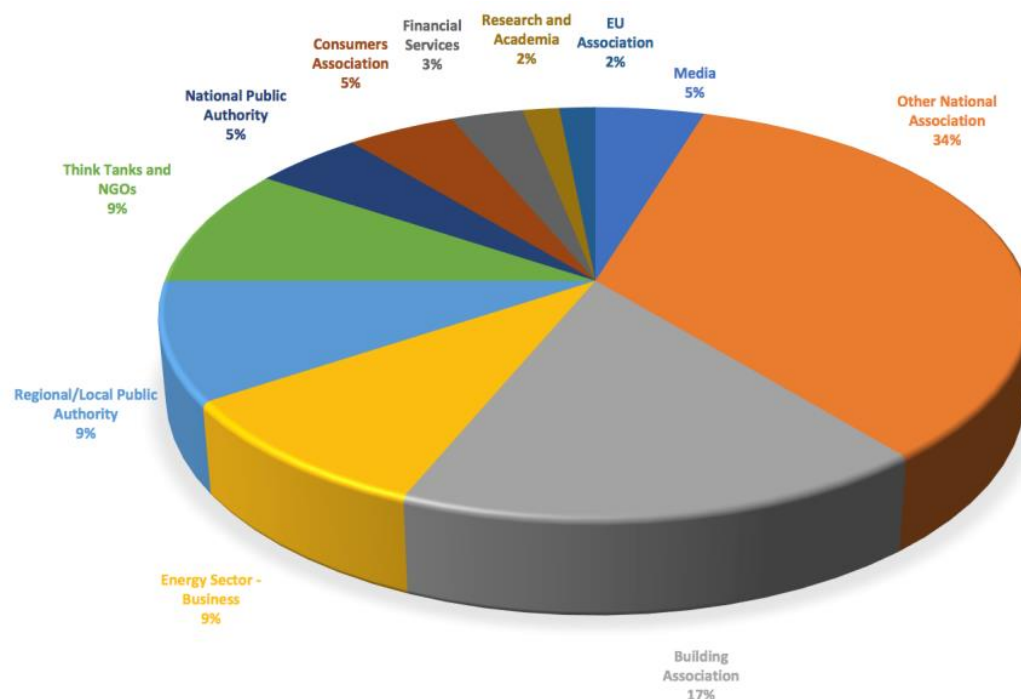
Furthermore, stakeholders that are given the description of collaborators also fall under the categories of regional/ local authority, financial services and think tanks and NGOs. The ones that are given the description of influencers also fall under the categories of national public authority, regional/local public authority, other national association, energy sector business,

energy sector engineers. The campaigners also fall under the categories of consumers association, media and individuals. The implementation experts also fall under the category of energy sector engineers.

Eneffect the Bulgarian partner, that identified stakeholders in Bulgaria, considers the involvement of the vast majority of the stakeholders to be important to the implementation of iBRoad. Most of the stakeholders are also considered to have the technical expertise or knowledge that the project requires if it is to be implemented. Also, the majority of the stakeholders are interested in the matter iBRoad aims to address. Some of them have somehow already participated in similar projects and most of them, are considered to have valuable input to provide.

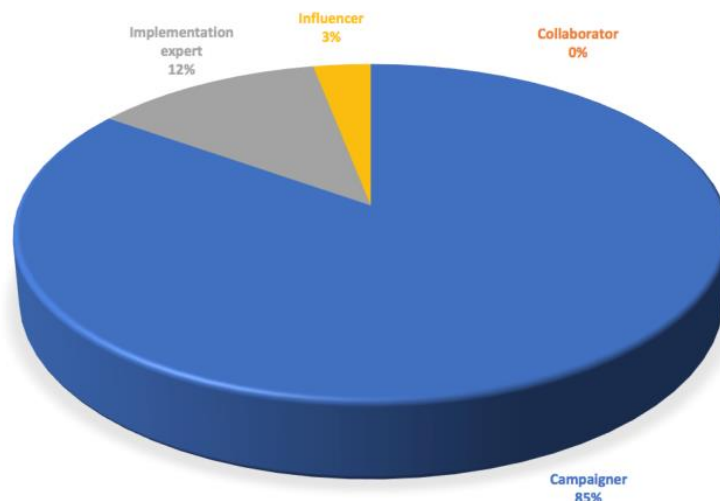
## 2.5 Germany

The identification process in Germany resulted in 66 stakeholders. Most of them fall under the category of other national association, followed by building association, energy sector business and regional/ local public authority. The rest of the stakeholders almost equally fall under the categories of think tanks and NGOs, national public authorities, consumers associations, media, financial services and EU associations (Graph 9).



Graph 9: Different types of stakeholders and their percentage in Germany

In Graph 10 a categorisation of the stakeholders in Germany based on their description is given. The vast majority of them are described as Campaigners, fewer as Implementation Experts and some as Influencers, while there are no Collaborators identified. It should be noted that in Germany the concept is developed and implementation process has started.



*Graph 10: Description of the stakeholders in Germany*

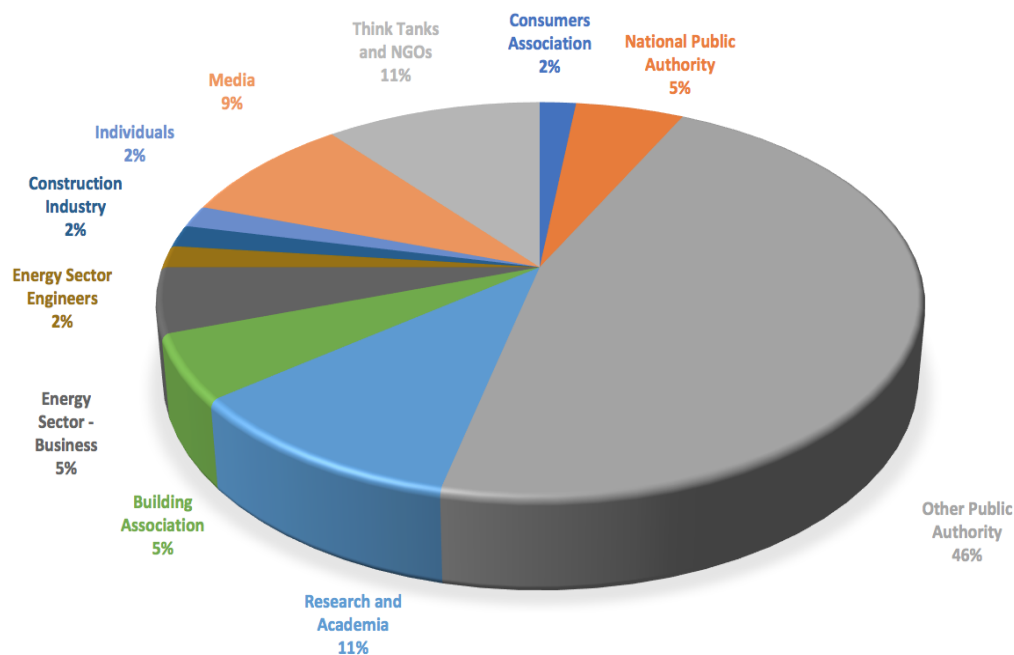
In Germany, the stakeholders that are described as campaigners also fall under various categories which namely are: regional/local public authority, other public authority, EU association, building association, consumers association, other national association, energy sector – business, construction industry, Research and Academia, think tanks and NGOs, and media. The implementation experts fall under the categories of regional/local public authority, other public authority and financial services. The Influencers also belong to the categories of other national association and individuals.

IFEU the partner that identified and analysed the stakeholders for Germany, considers the involvement of the vast majority of the stakeholders crucial to the successful implementation of the project. What is more, almost half of the stakeholders are considered to have the expertise the project requires in order to be implemented, also the vast majority of them is interested in the issue the project addresses.

## 2.6 Greece

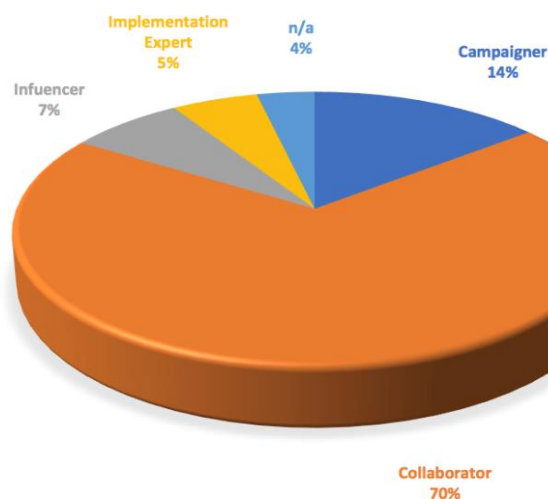
The identification process in Greece resulted in 56 stakeholders. They fall under a variety of categories. Most of them fall under the category of Other Public Authority. The rest almost equally fall under the following categories: Research and Academia, think tanks and NGOs, national public authority, building association, energy sector- business, media, energy sector engineers, construction industry, consumers association and individuals (Graph 11).





Graph 11: Different types of stakeholders and their percentage, in Greece

As depicted in Graph 12, the vast majority of the identified stakeholders in Greece are given the description of collaborators, the rest are described as campaigners, influencers and implementation experts, while a very small percentage cannot take these descriptions.



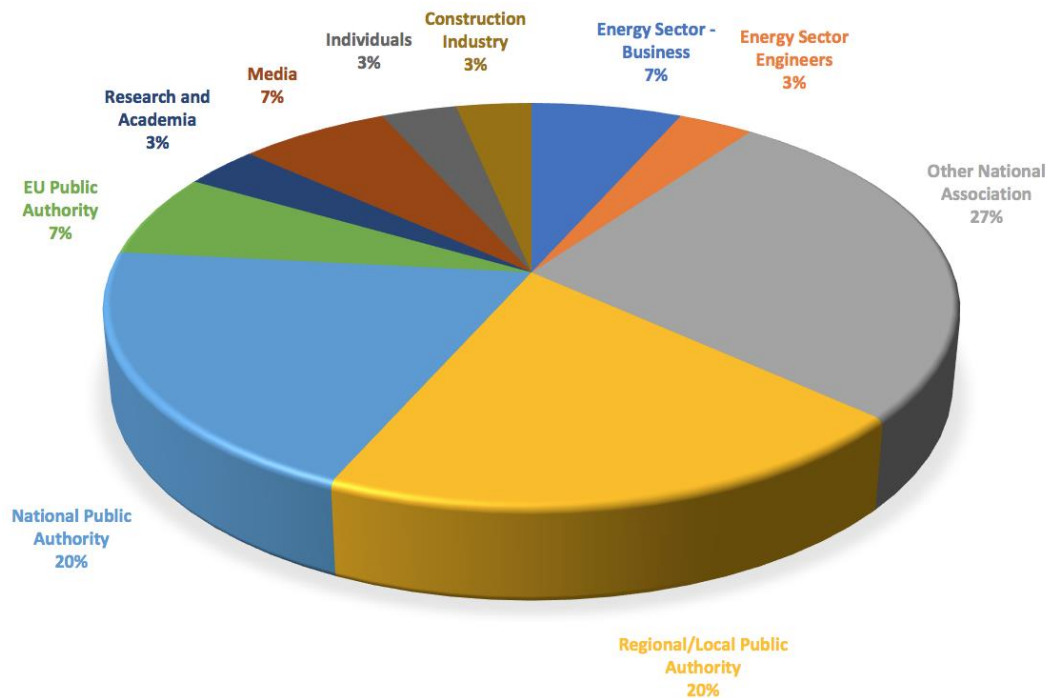
Graph 12: Description of the stakeholders in Greece

Stakeholders described as Campaigners also fall under the categories of media, think tanks and NGOs and building associations. The ones described as collaborators also fall under the categories of consumers association, other public authority, energy sector business, construction industry, think tanks and NGOs and Research and Academia. The Influencers fall under the category of national public authority and energy sector business. The implementation experts fall under the categories of individuals and energy sector engineers.

INZEB, the partner that identified and analysed the stakeholders in Greece, finds the involvement of the vast majority of them of extreme importance if iBRoad’s aim is to be fulfilled. What is more, the majority of the identified stakeholders are considered to be experts in matters related to iBRoad and to be interested in the matters that iBRoad is addressing. The stakeholders’ input is considered somewhat important for iBRoad to be successful.

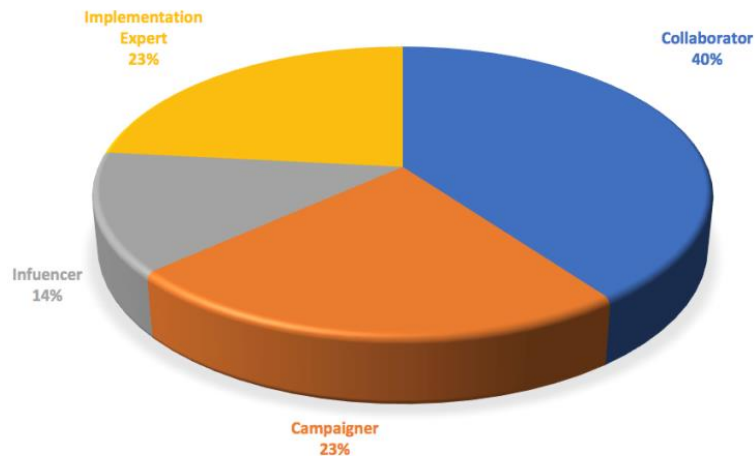
2.7 Poland

The identification process in Poland resulted in 30 stakeholders. The majority of the identified stakeholders fall under 3 categories of other National association, regional/local public authority and national public authority. The rest are almost equally distributed in the following categories: energy sector business, media, EU public authority, construction industry, energy sector engineers, research and academia, construction industry and individuals (Graph 13).



Graph 13: Different types of stakeholders and their percentage, in Poland

As depicted in Graph 14, in Poland most of the stakeholders are described as collaborators, followed by campaigners and implementation experts, and lastly influencers.



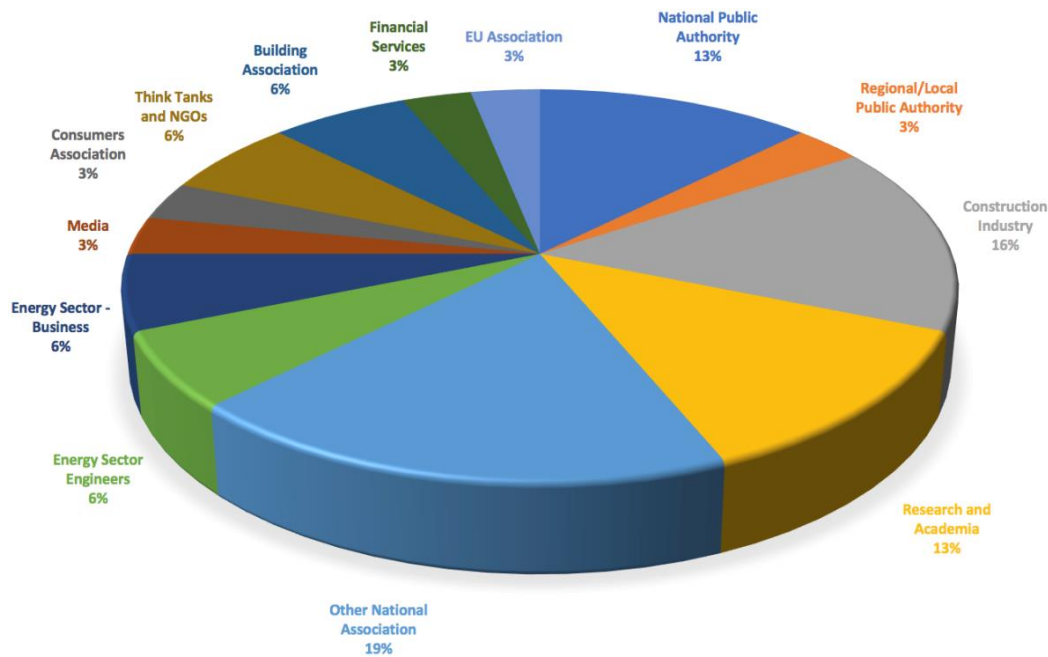
*Graph 14: Description of the stakeholders, in Poland*

Furthermore, stakeholders described as campaigners also fall under the categories of national public authority, other national association, construction industry, think tanks and NGOs and media. Similarly, collaborators also fall under the categories of national public authority, other national association, energy sector – business, energy sector engineers and think tanks and NGOs. Implementation experts also fall under the categories of regional/local public authority and other national association and influencers under the categories of energy sector – business, Research and Academia, think tanks and NGOs and media.

What is more, KAPE, the Polish partner, considers that it is important for all the identified stakeholders to be engaged in iBRoad, in order for its aim to be fulfilled. Most of the identified stakeholders are also considered to have the required expertise to handle the technical issues of iBRoad. Most of them are also considered to be somehow interested in the project and to somewhat want to contribute within the scope of their abilities.

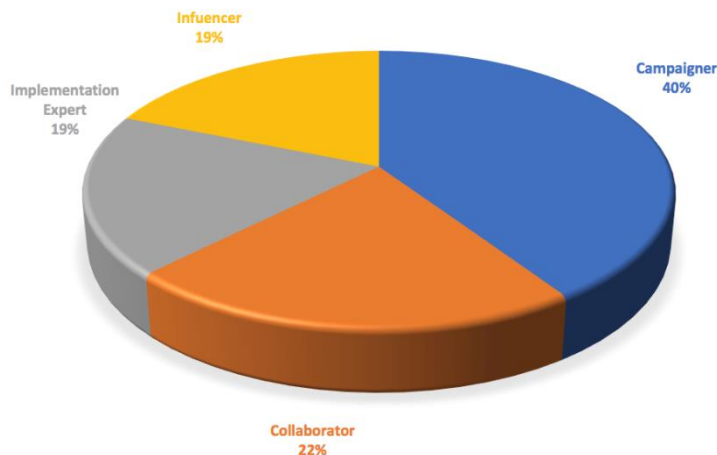
## 2.8 Portugal

The identification process in Portugal resulted in 32 stakeholders. As depicted in Graph 15 the stakeholders fall under a wide variety of categories, most of them fall under the categories of other national association, construction industry and Research and Academia. The rest almost equally fall under the categories of energy sector engineers, energy sector business, media, consumers association, think tanks and NGOs, building association, financial services, EU association, national public authority, regional/local public authority.



Graph 15: Different types of stakeholders and their percentage, in Portugal

Most of the stakeholders, as depicted in Graph 16, are described as campaigners, followed by collaborators, influencers and implementation experts. The stakeholders that are described as Collaborators also fall under the following categories: national public authority, regional/local public authority, construction industry, and Research and Academia. Campaigners fall under the categories of EU association, energy sector- business, Research and Academia, think tanks and NGOs and media. Influencers fall under the categories of building association, energy sector- engineers and Research and Academia, implementation experts also fall under the category of national public authority and other national association.



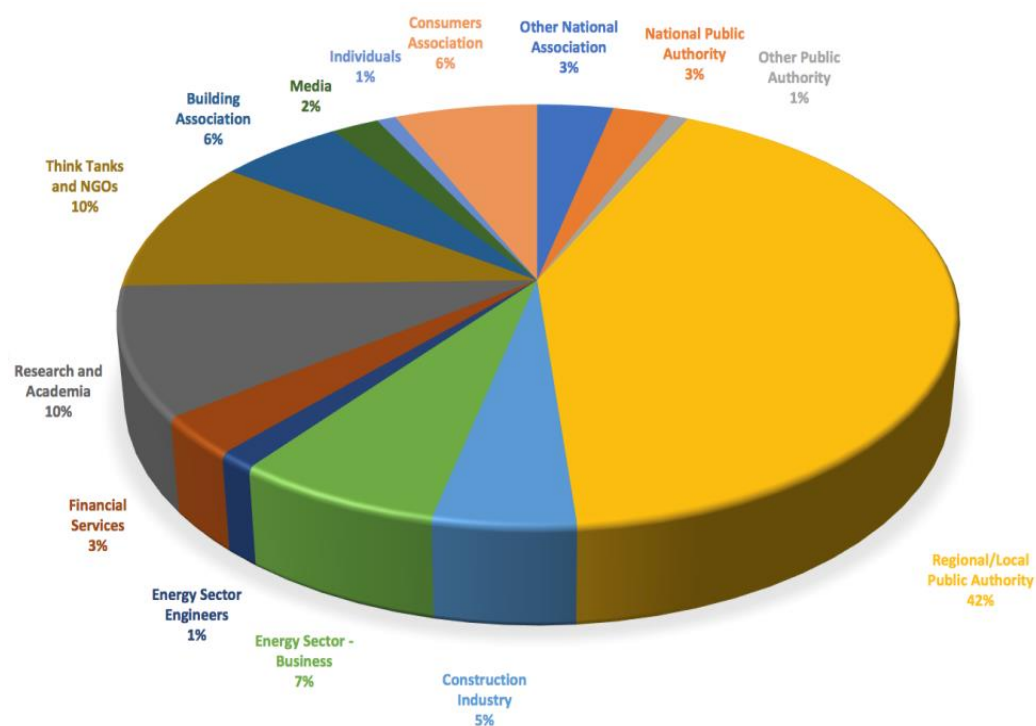
Graph 16: Description of the stakeholders

ADENE, iBRoad's partner in Portugal, that is in charge of identifying and analysing the Portuguese stakeholders considers that the vast majority of the stakeholders need to be engaged in order for iBRoad to be successful. What is more, most of the stakeholders are considered to be somewhat interested in the matter that iBRoad addresses. Similarly, the

stakeholders are also considered to in some level have the expertise to respond to the technical issues of iBRoad.

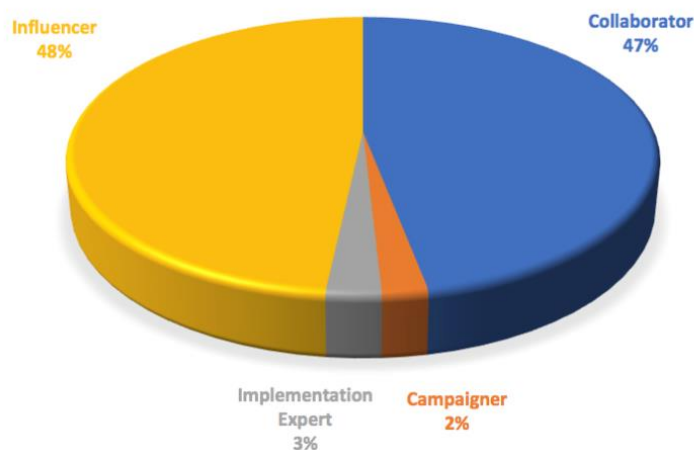
## 2.9 Romania

In Romania, the identification process resulted in 232 stakeholders. As presented in Graph 17, the vast majority of them fall under the category of regional/local public authority. The rest cover 13 of the 16 provided categories and namely are: national public authority, other public authority, building association, other national association, energy sector – business, energy sector engineers, construction industry, financial services, Research and Academia, think tanks and NGOs, media, individuals.



*Graph 17: Different types of stakeholders and their percentage in Romania*

As presented in Graph 18 the vast majority of the identified stakeholders are almost equally described as influencers or collaborators, while there are also a few implementation experts and campaigners.



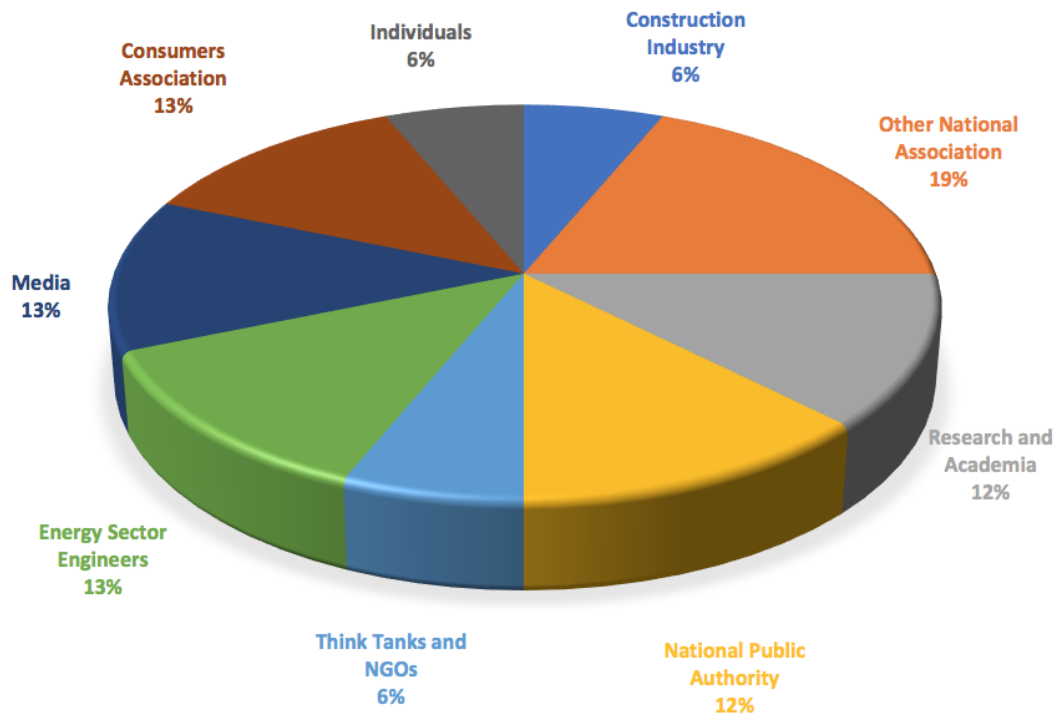
*Graph 18: Description of the stakeholders in Romania*

The stakeholders that are described as collaborators also fall under the following categories: building association, other national association, energy sector – business, energy sector engineers, construction industry, financial services, Research and Academia, think tanks and NGOs, media, individuals. Similarly, the ones described as Influencers also fall under the categories of national public authority, regional/local public authority, other public authority, other national association, energy sector – business, construction industry, financial services. The ones described as campaigners also fall under the category of media and the implementation experts’ fall under the categories of regional/local public authority and individuals.

INCD Urban Incerc, the Romanian partner in charge of identifying and analysing the stakeholders in Romania considers that the vast majority of the identified stakeholders need to be engaged if the project is to be successful. Also, the majorities of them are considered to somehow have the technical knowledge required in iBRoad and are somewhat interested in fulfilling the aim of iBRoad. The majority of the stakeholders are considered to have valuable input to provide to the project.

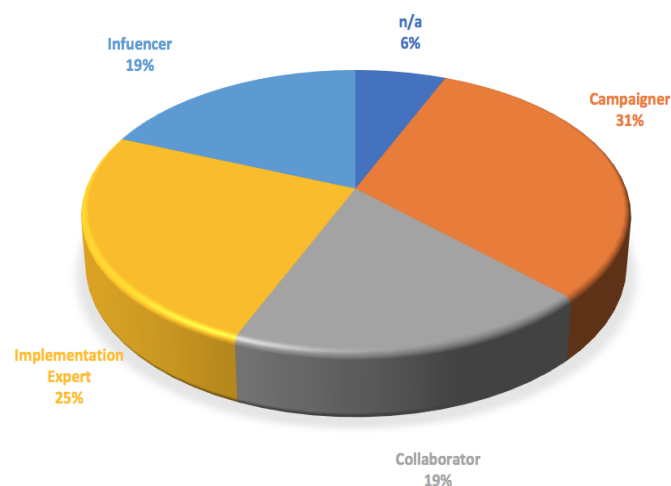
## 2.10 Sweden

In Sweden, the identification process resulted in 16 stakeholders. The stakeholders are almost equally distributed among nine of the sixteen given categories, that namely and in a descending (size-wise) order are: other national association, consumers association, national public authority, media, energy sector engineers, Research and Academia, individuals, construction industry and think tanks and NGOs (Graph 19).



Graph 19: Different types of stakeholders and their percentage, in Sweden

As depicted in Graph 20, most of the stakeholders are given the description of campaigners followed by implementation experts, influencers and collaborators, while there is a small percentage of stakeholders that cannot take the aforementioned description.



Graph 20: Description of the stakeholders, in Sweden

What is more, the stakeholders that are given the description of campaigner also fall under the categories of consumers association, other national association, energy sector engineers, Research and Academia, media. Similarly, collaborators fall under the categories

of construction industry, Research and Academia and think tanks and NGOs. Implementation experts fall under the categories of national public authority, other national association and energy sector engineers. Influencers fall under the categories of other national association, Research and Academia and individuals.

In Sweden, PHC considers that the vast majority of the stakeholders must be engaged if the project is to be successful. What is more, the majority of the stakeholders are also considered to have the required expertise in relation to iBRoad and they are at some extent interested in the issues the iBRoad is addressing.

### 3. Visual Representation

The aforementioned analysis of the stakeholders is explanatory; however, it cannot by itself provide all the complex information associated with stakeholders. The main characteristic of stakeholders is that they are very dynamic in the sense of changing and evolving over time. The information related to stakeholders can be complicated and interconnected. Thus, in order for the analysis to be more explanatory a visual representation is required.

In this chapter, the visual representation of the stakeholders is provided, in a form of a map, for all the participating countries but also in an EU level. In order to create the map, Kumu tool ([www.kumu.io](http://www.kumu.io)) was used. Kumu is a data visualisation platform used to organise complex information into interactive relationship maps. The visualisation of the stakeholders is going to allow us to keep track of the evolving individuals and organisations that are already identified as stakeholders, but also to figure out potential “gaps” in the stakeholder analysis, that could allow us to identify more stakeholders as the project keeps developing.

Kumu is an online tool, so in this section the maps will be presented in a picture format, accompanied by the link where the whole map can be found. In each map, each stakeholder is represented by a node. The node is then colored differently, according to the classification the stakeholders were given by the partners. Specifically, the associations (EU, Other National, Consumers, and Building) are given a shading of purple, the authorities (EU, National, Regional/Local, Other Public) are given a shading of red, the construction industry and energy sector buildings and engineers, are given a shading of blue, and Research and Academia, media and think tanks and NGOs are given a shade of green. The financial services are given the color orange and individuals yellow. At the same time the size of the node differs according to the technical skills the stakeholder has in relation to the technical requirements of iBRoad. The bullseye in the center of the node represents how crucial is the input of the stakeholder, the darker the shade of the bullseye the more important is the stakeholder’s input. Below the maps of the participating countries and for EU are provided.

In the following picture, in the information provide for each identified stakeholder is presented. By clicking each node, the full name of the stakeholder is shown, as well the type, the acronym and the website.



# Directorate-General for Energy

EU PUBLIC AUTHORITY

ACRONYM	DG ENER
NAME	Directorate-General for Energy
TYPE	Collaborator
WEBSITE	<a href="https://ec.europa.eu/energy/">ec.europa.eu/energy/</a>

#ibroad-eu/directorate-general-for-energy | permalink

 Search



Picture 1: Appearance of node and available information per stakeholder

### 3.1 Stakeholder visual map, EU

The below map represents the EU level stakeholders. The link where the map with more information can be found is: [Visual Map EU](#)



Map 1: Visual representation of stakeholders in EU

### 3.2 Stakeholder visual map, Austria

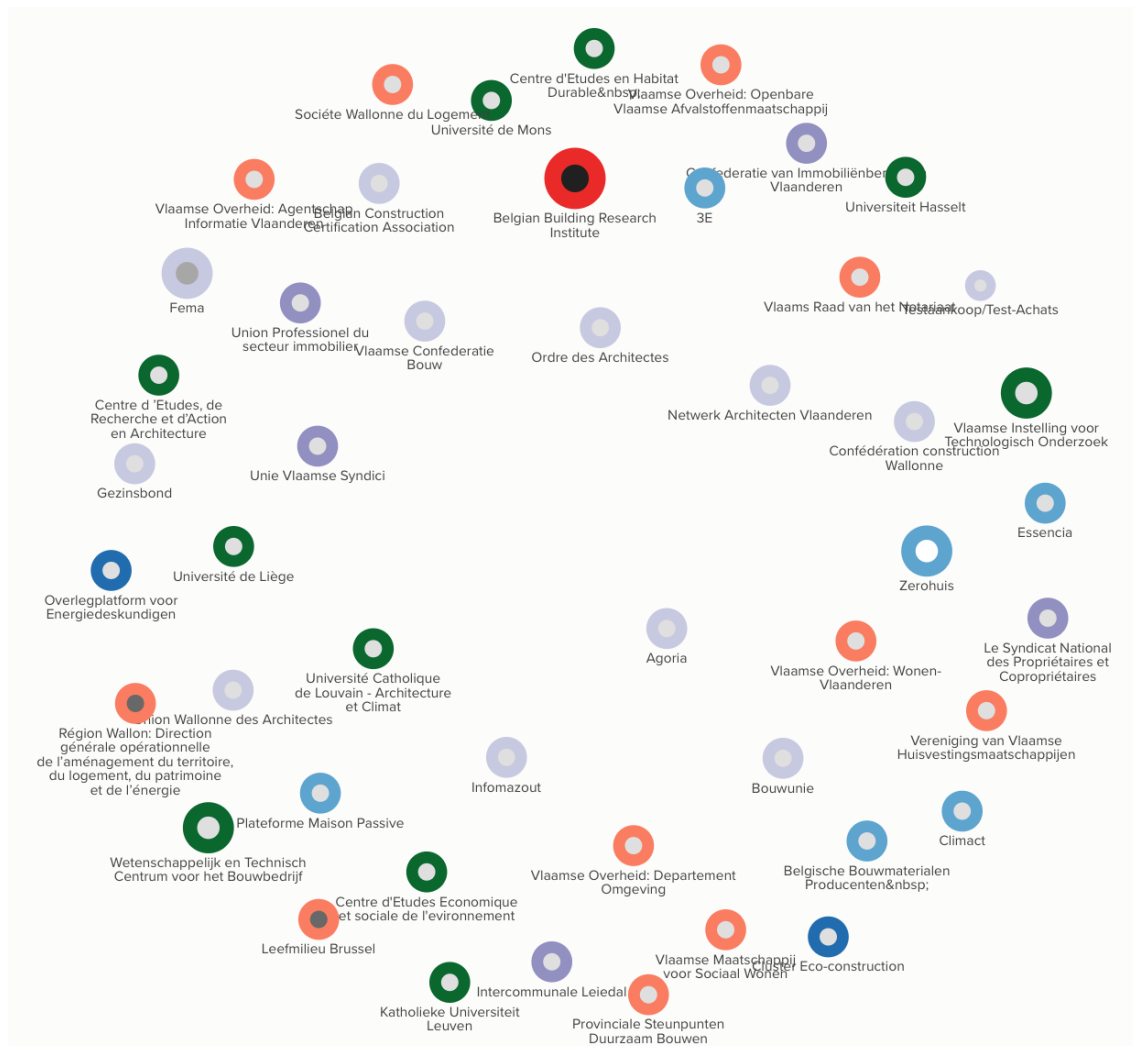
The below map represents the stakeholders Austria. The link where the map with more information can be found is: [Visual Map Austria](#)



Map 2: Visual representation of stakeholders in Austria

### 3.3 Stakeholder visual map, Belgium

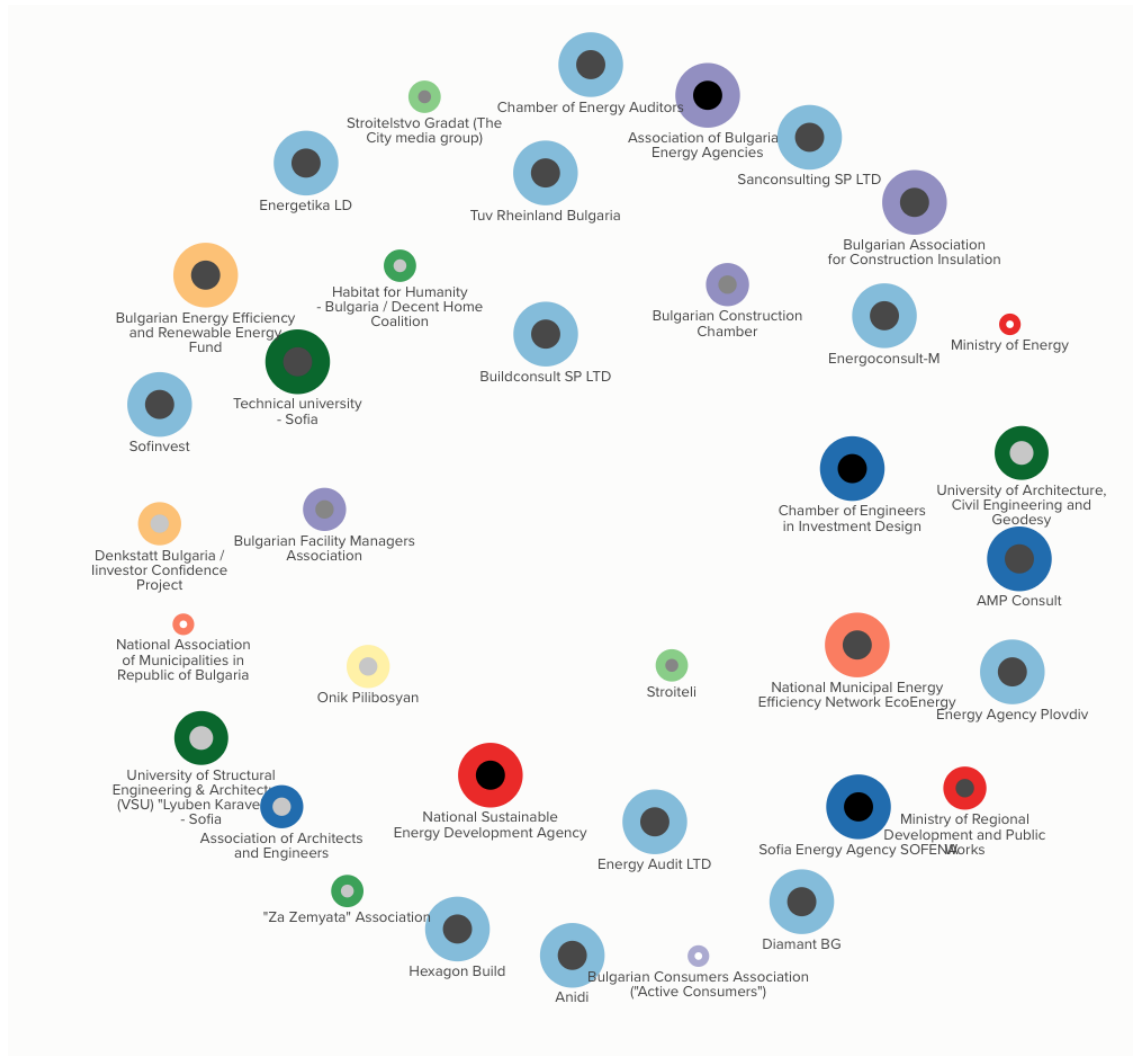
The below map represents the stakeholders Belgium. The link where the map with more information can be found is: [Visual Map Belgium](#)



Map 3: Visual representation of stakeholders in Belgium

### 3.4 Stakeholder visual map, Bulgaria

The below map represents the stakeholders Bulgaria. The link where the map with more information can be found is: [Visual Map Bulgaria](#)



Map 4: Visual representation of stakeholders in Bulgaria

### 3.5 Stakeholder visual map, Germany

The below map represents the stakeholders Germany. The link where the map with more information can be found is: [Visual Map Germany](#)



Map 5: Visual representation of stakeholders in Germany

### 3.6 Stakeholder visual map, Greece

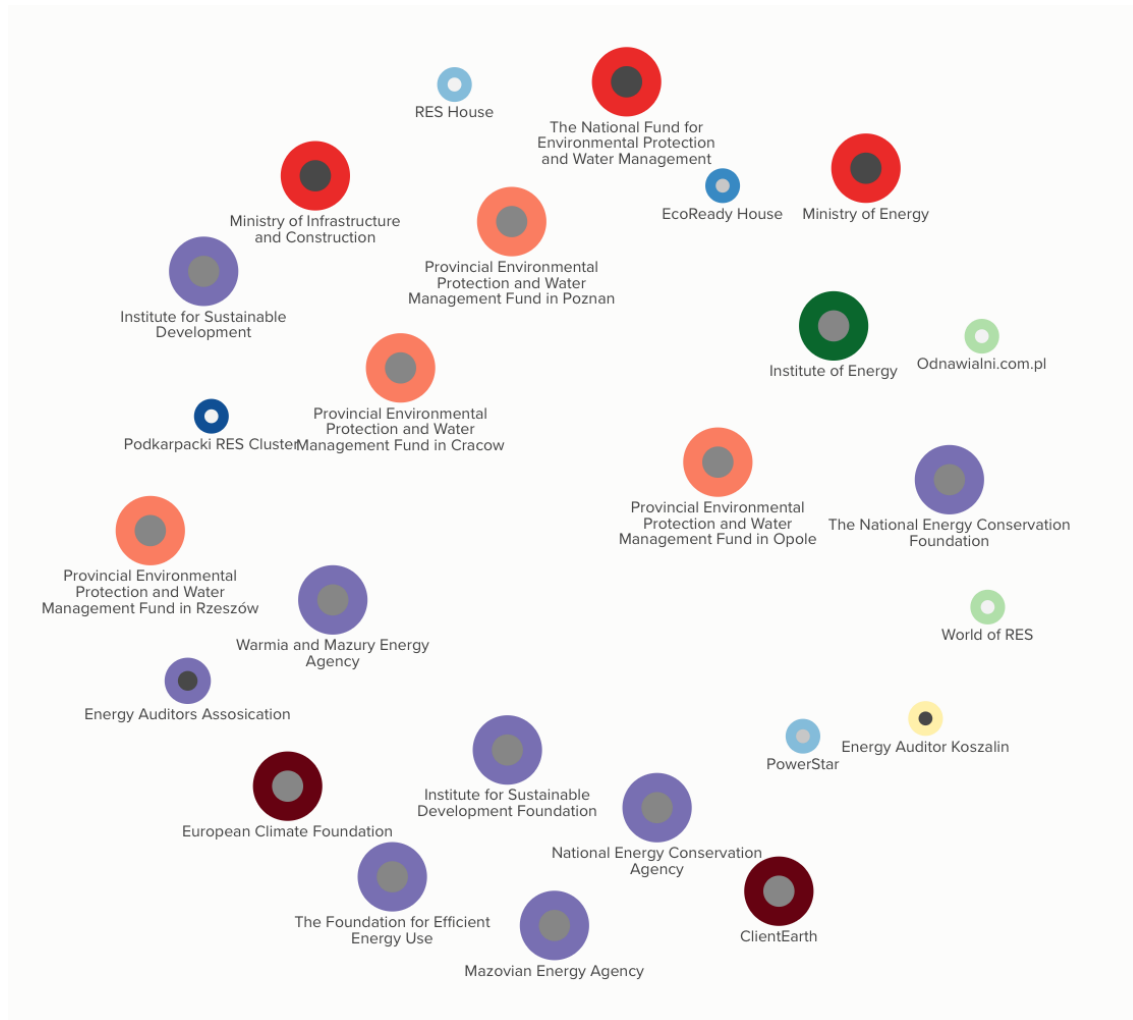
The below map represents the stakeholders Greece. The link where the map with more information can be found is: [Visual Map Greece](#)



Map 6: Visual representation of stakeholders in Greece

### 3.7 Stakeholder visual map, Poland

The below map represents the stakeholders Poland. The link where the map with more information can be found is: [Visual Map Poland](#)

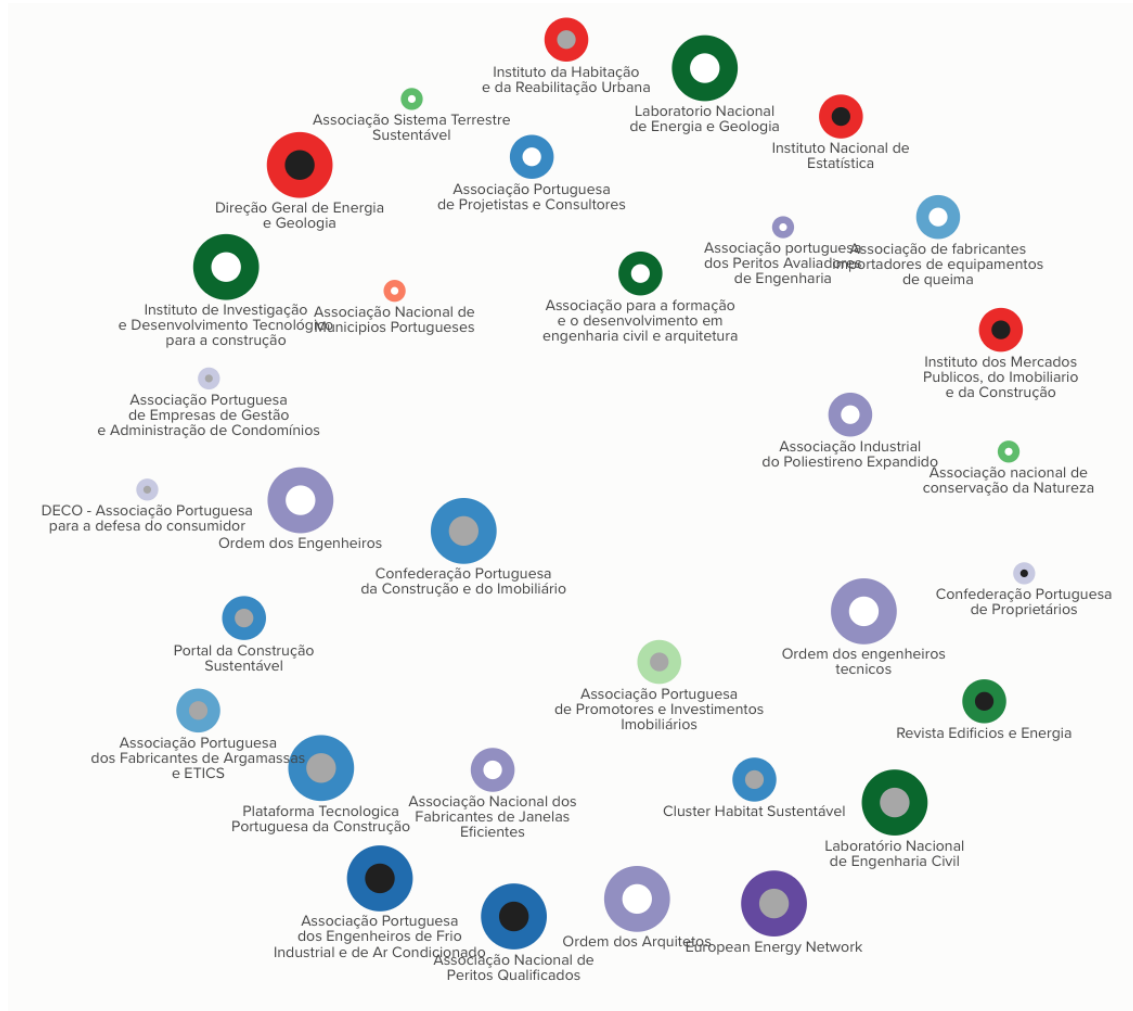


Map 7: Visual representation of stakeholders in Poland



### 3.8 Stakeholder visual map, Portugal

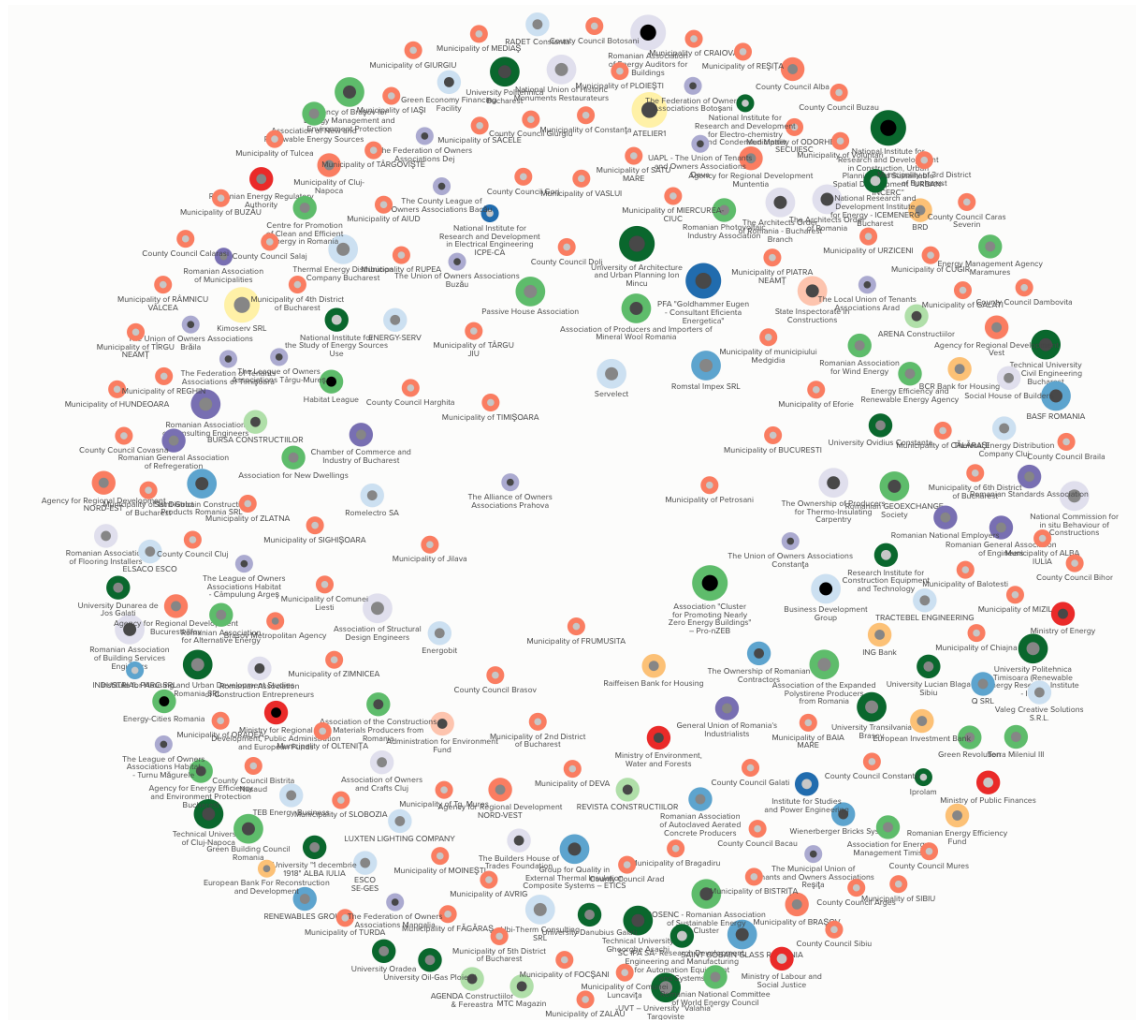
The below map represents the stakeholders Portugal. The link where the map with more information can be found is: [Visual Map Portugal](#)



Map 8: Visual representation of stakeholders in Portugal

### 3.9 Stakeholder visual map, Romania

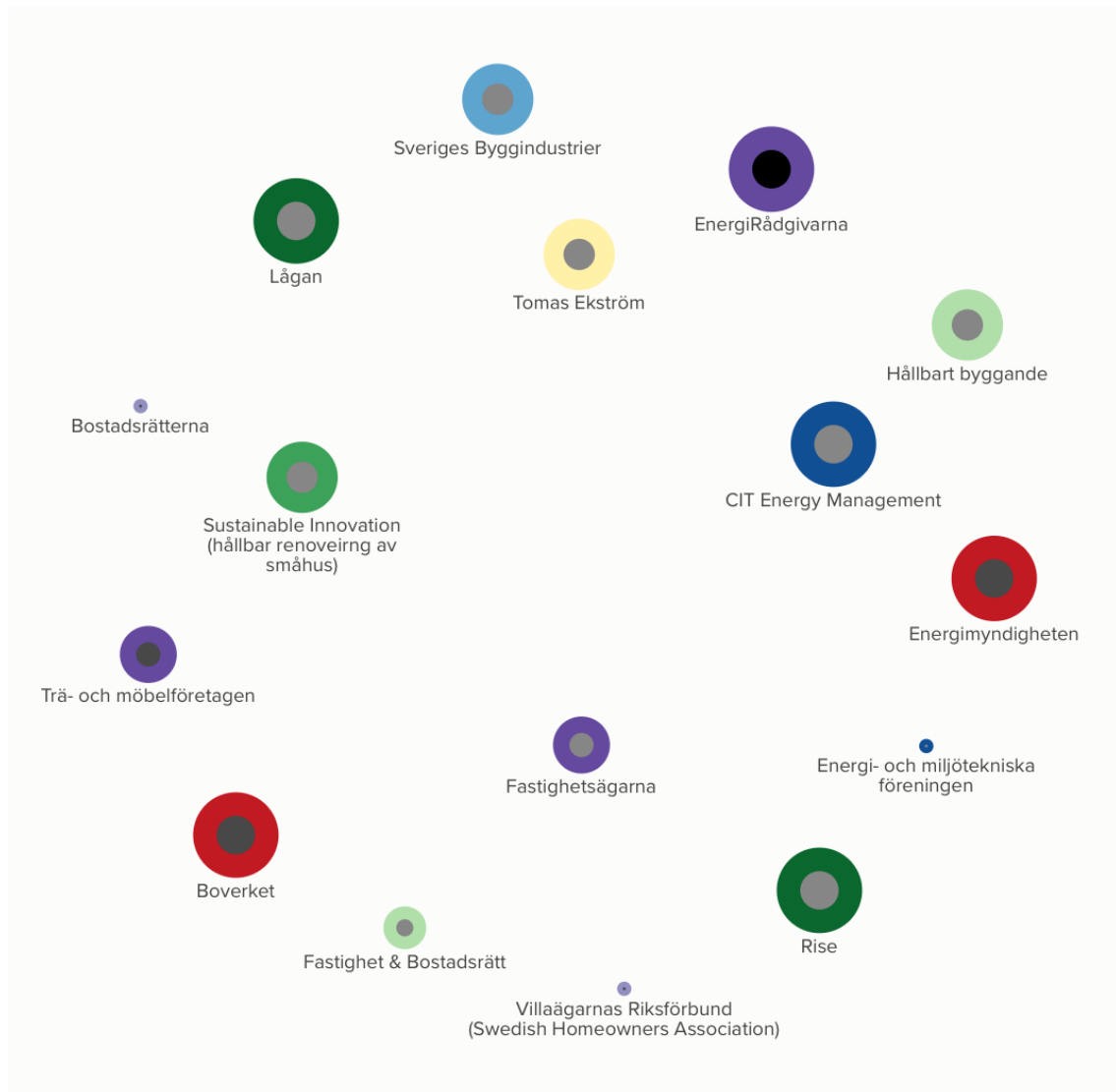
The below map represents the stakeholders Romania. The link where the map with more information can be found is: [Visual Map Romania](#)



*Map 9: Visual representation of stakeholders in Romania*

### 3.10 Stakeholder visual map, Sweden

The below map represents the stakeholders Sweden. The link where the map with more information can be found is: [Visual Map Sweden](#)



Map 10: Visual representation of stakeholders in Sweden

## 4. Conclusion

Stakeholder identification can be a challenging task. It requires a deep knowledge of how procedures and institutions work in specific countries and even in specific regions. Regarding iBRoad, that is a project aiming at creating a positive impact, a stakeholder identification that includes as many stakeholders as possible is a prerequisite.

The proper identification is of extreme importance and of high priority for the consortium as a whole. The procedure was ongoing for several months and was finalised through extensive discussions among the partners. However, it should be mentioned that the main characteristic of stakeholders is that they are dynamic, meaning that they continue to evolve and change over time. That is why, even though the process of identifying the stakeholders is considered completed, the visual stakeholder maps will change over time, and stakeholders will be added.

In this report, an overview of the stakeholders as they are identified until now is presented. Both the qualitative data but also a visual representation is provided. In order for the stakeholder management and analysis to progress some form of communication with the stakeholders will take place so that a suitable and efficient stakeholder engagement process can take place.

All the above results are considered as supporting material for the procedures to be followed in the next task (6.2.) The next steps will include the development of an engagement strategy plan that will be the result of the already performed analysis and the communication with the stakeholders themselves. The engagement strategy is of extreme importance in order to actually evaluate the level of the present and future engagement of the stakeholders, thus it will be formulated carefully.

## 5. Annex

The form of the excel file used for the stakeholder identification.

[H2020 iBROAD] [WP 6] Stakeholders Engagement: From Design to Delivery

Country:

Partner:

Main contact for this task:  
e-mail:

0. Stakeholder Info						
A/A	Stakeholder	Acronym	Website	Contact Person	Position	e-mail
	Name the organisation or individual (full name)	If applicable	Provide url	Name the main contact person	What is the position of the contact person	Avoid info@, contact@ etc. It is important to have the main(s) contact e-mails. Use the general ones, only if you don't have established relation with potential stakeholder

Figure 1: Initial information and contact details.

1. Identifying Assessment Part A'						
Type of Stakeholder	More information on stakeholder's type	Has the stakeholder participated/contributed/supported other EU projects?	Which word describes better the stakeholder?	How can the stakeholder contribute during iBROAD's development?	How can the stakeholder and/or its members/network (if any) benefit from the results/findings of iBROAD?	Initial assessment of stakeholders value in relation to iBROAD
Choose the type that describes <u>better</u> the stakeholder. Choose from the drop down menu by clicking inside the cells	Describe in one - two sentences the main aim/activity of the stakeholder	Choose from the drop down menu by clicking inside the cells	Choose from the drop down menu by clicking inside the cells	Give a one sentence simple answer	Give a one sentence simple answer	Choose from the drop down menu by clicking inside the cell

Figure 2: Identifying the stakeholders.

2. Analyzing Assessment Part B'				
Level of Expertise	Level of Interest	Level of Influence	Willingness to engage (commitment)	Necessity of involvement (Value)
Rank the stakeholder's level of expertise in relation to the project. Choose from the drop down menu by clicking inside the cell. [0=lowest - 5=highest level] Use n/a when a clear answer can not be provided.	Rank the stakeholder's level of interest in relation to the project based on your own assumptions according to the answers you provided in previous questions. Choose from the drop down menu by clicking inside the cell. [0=lowest - 5=highest level] Use n/a when a clear answer can not be provided.	Rank the stakeholder's level of influence in general. Choose from the drop down menu by clicking inside the cell [0=lowest - 5=highest level] Use n/a when a clear answer can not be provided.	Rank the stakeholder's willingness to engage, based on previous engagement activities in other similar projects. Choose from the drop down menu by clicking inside the cell. [0=lowest - 5=highest level] Use n/a when a clear answer can not be provided.	Rank the stakeholder's necessity of involvement, based on your organisations views and opinions. Choose from the drop down menu by clicking inside the cell [0=lowest - 5=highest level] Use n/a when a clear answer can not be provided.

Figure 3: Analysing the stakeholders.

