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SWEET Programme

Programme-Level Stakeholder Mapping

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1 Introduction

The aim of the SWEET programme is to contribute to achieving the goals of Switzerland's Energy Strategy 2050 and the long-term climate strategy by promoting interdisciplinary/transdisciplinary consortia. Effective knowledge and technology transfer (KTT) from the consortia into the economy, politics and society is therefore key. The prerequisite for this is identifying the relevant stakeholders, involving them in a targeted manner and ensuring that the outputs produced by the consortia can be used and further developed.

In close cooperation with the SWEET Office, Interface Politikstudien Forschung Beratung AG has conducted a stakeholder analysis and produced a stakeholder mapping for the SWEET programme as part of a consultancy mandate. This document is addressed to current and future SWEET consortia and intended to support them in their stakeholder management. Stakeholder management refers to the systematic planning, coordination and control of all activities aimed at managing relationships with a project's stakeholders. The purpose of this document is to present a stakeholder mapping at the programme level, describe the approach that was used to produce it, and explain how consortia can adapt the mapping to their needs and use it for stakeholder management. This document is intended to complement the document "Support for Improved Implementation of Inter-/Transdisciplinarity in SWEET", which contains information and resources on topics such as conducting stakeholder analyses and is referred to as the "ID/TD Support document" in the following.

First, we define relevant terms and summarise the main findings from the stakeholder mapping process. We then provide information on how the stakeholder mapping and associated table can be adapted to the needs of each consortium. Finally, based on the findings from stakeholder interviews, we give recommendations for knowledge transfer and the identification of potential partners.

2 Important terms

In the context of stakeholder management, various terms are often used interchangeably and there is no clearly defined vocabulary. To avoid confusion, the meanings assigned to important terms and how they are used in this document are stated in the following:

- *Stakeholders* are persons, groups or organisations that either have a legitimate[1] interest in or concerns about activities of the SWEET programme and SWEET consortia or have knowledge that the consortia need to attain their objectives. ("Legitimate" means that the stakeholders are positively/negatively affected by and have a positive/negative effect on the outputs and expected outcomes of the consortia.[2]) Stakeholders can be individual actors such as citizens, members of an association or politicians, but also organisations such as companies, associations or administrative bodies.
- *End users*[3] are those stakeholders that ultimately are intended to use the outputs of SWEET consortia.
- *Multipliers* are those stakeholders that disseminate information to end users and can thus help SWEET consortia to achieve a greater reach for its outputs. Multipliers represent the interests of a specific group of end users and reach them or influence their aggregated behaviour.

[1] How "legitimate" is defined depends on the objectives of a consortium. It is important that stakeholders are identified based on clear criteria and that the selection process is plausible.

[2] The terms "output" and "expected outcomes" are used here in the context of the five-stage impact model, which distinguishes between inputs, activities, outputs, outcomes, and impacts. Please note: An impact model serves to illustrate the process and the impact logic of a programme or project. Therefore, assumptions are made regarding the development of the effects. In the SWEET programme, the five stages are interpreted as follows: "inputs" are the SWEET calls and the associated funding; "activities" are the research, innovation, and KTT activities of the consortium; "outputs" are the immediate results of the activities; "outcomes" are the effects of the outputs on the consortium's stakeholders; and "impacts" are the effects of the outcomes on whether and when the targets of Energy Strategy 2050 and the long-term climate strategy are achieved.

[3] The term is often used synonymously for target groups of information or recipients of recommendations.

Multipliers can be associations, foundations, commissions, federal or cantonal offices, or networks, for example.

- A *stakeholder analysis* is a structured process for identifying, assessing and prioritising stakeholders. The aim is to develop a comprehensive understanding of their knowledge, perspectives, interests, needs, expectations and degrees of influence. The stakeholder analysis acts as an initiating step that leads to the creation of a stakeholder mapping.
- A *stakeholder mapping* is a visual representation that shows the various stakeholders of a project as well as their relationships with each other. The mapping makes it possible to, for example, categorise stakeholders, identify their importance and power dynamics and develop strategies for effective communication and involvement.

It should be noted that in this document, “project” is a synonym for an extended SWEET consortium and that “partners” is a synonym for the members and collaboration partners of an extended SWEET consortium[4].

3 Stakeholder analysis at the programme level

Carrying out a stakeholder analysis at the SWEET programme level is challenging because the programme has many and very diverse stakeholders and each SWEET call is of interest to a subset of the stakeholders at the programme level. Therefore, attention was focused on multipliers with a national reach. The steps followed to produce the stakeholder analysis were:

1. Identification of stakeholders: Based on inputs from SWEET programme and other funding instruments of the SFOE, an initial list of stakeholders was compiled. This list was continuously updated[5] and served as the starting point for the mapping. A simplified form of this list is available as an Excel file.
2. Categorisation of stakeholders: The stakeholders were divided into three broad categories (economic, political, societal) and discussed with experts in a workshop. As a result of the workshop, additional stakeholders were added to the list. The categorisation is addressed in Section 4.
3. Stakeholder interviews: Selected multipliers from each category were asked about their practices in knowledge transfer to their end users (members of associations, politicians, parliament). The results show that multipliers have different amounts of resources available for communication. They also pursue different objectives when disseminating information (lobbying, networking, sharing expertise, sensitization). The target group(s) of their communication, the channels used and the requirements regarding form and content of the disseminated information vary accordingly. Selected findings from the stakeholder interviews are presented in Section 7.

4 Categorisation of stakeholders at the programme level

Figure 1 shows the categorisation of stakeholders of the SWEET programme and summarizes the topics and issues relevant for the multipliers and the end users.

- **Economic multipliers** follow a thematic spectrum: *umbrella and industry associations* have a broad thematic focus and represent a large number of members[6]. *Professional associations and interest groups*[7], on the other hand, specialise in one topic and are often also members of

[4] Starting with SWEET Call 1-2024, the term "collaboration partners" replaces the term "cooperation partners". With this change, the SFOE wants to stress the need for research and implementations partners to work together toward *common* objectives as opposed to working together toward their own *separate* objectives.

[5] There is no claim to completeness, see the disclaimer in Section 5.

[6] Examples: aeesuisse, Swissmem, Infrawatt, VSE, Economiesuisse, SGV, SIA, suissetec, Swiss Engineering (STV), energie-cluster.ch, swissT.net.

[7] Examples: Holzenergie Schweiz, Ökostrom Schweiz, Biomasse Schweiz, Electrosuisse.

umbrella associations. Some of the associations focus specifically on representing the interests of their members in politics. Others concentrate more on networking and professional dialogue among their members and share specific specialist information for the development, application and scaling up of solutions.

- **Political multipliers** can be roughly divided into decision-makers and administration/implementation actors across the three levels: federal, cantonal, communal. *Decision-makers* set framework conditions and exchange information on the need for regulation, regulatory challenges or opportunities. They are also influenced in their decision-making by multipliers outside politics and within the administration. Members of the *administration* are tasked with advancing the political goals of the Energy Strategy 2050 and the long-term climate strategy and, above all, require specific implementation knowledge to do so. Multipliers and their form of exchange (cantonal conferences, parliamentary groups/commissions) in the political category hardly vary. However, these stakeholders have a dual role: they pass on information (multiplier) and at the same time utilise it themselves (end user).
- **Societal multipliers** are non-profit organisations (mostly foundations and associations) that represent the values and interests of their members or patrons in various areas of politics. At the same time, societal multipliers aim to raise awareness for their goals and concerns. Here too, there are multipliers who have a specific thematic focus and others who are more broadly interested. In general, these multipliers are primarily interested in the social and ecological effects of the energy transition.

Frontrunners[8] or innovation boosters[9], labels, scientific exchange forums[10] and the media are further categories of multipliers. They also generate, synthesise, and communicate knowledge. In this study, they were not examined in depth to reduce the complexity of the stakeholder mapping. Furthermore, certain sectors such as information and communication technologies (ICT) and agriculture, though considered in some SWEET calls, have not been addressed by dedicated SWEET calls and were thus not included in the analysis.

Figure 1: Categorisation of stakeholders in knowledge transfer: multipliers and end users

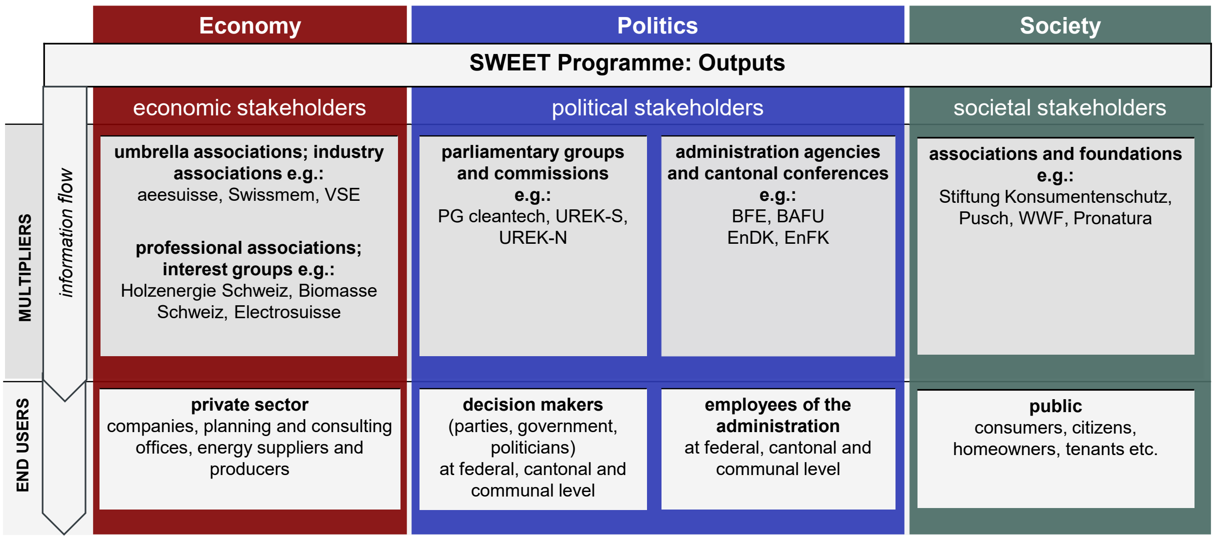

Figure Interface.

[8] For example, high-profile federal organisations such as SBB or Swiss Post. However, they can also be large companies with their own research centers or departments that are open to new solutions and demonstrate implementation options and areas of application.

[9] For example, start-ups, labs and networks that specifically promote innovation through networking or funding.

[10] In particular, the Swiss Academies of Arts and Sciences and their competence centers.

5 Stakeholder mapping at the programme level

The stakeholder mapping shown in Figure 2 and the stakeholder list at the programme level should be used as a basis for consortia to carry out their own stakeholder analyses and develop their own stakeholder mappings. This mapping shows Swiss multipliers only, whose names and abbreviations are given in German to avoid confusion. As stated above, the stakeholders are organised and coloured according to the three categories. The rectangles indicate focus areas. The list provides further information about each stakeholder.

Disclaimer: There is no claim to completeness regarding the stakeholder mapping or the stakeholder list. They are based primarily on the guiding themes of existing SWEET calls. Depending on the guiding themes of future SWEET calls, it is likely that further focus areas and stakeholders will become relevant.

6 Recommendations for stakeholder mapping at the consortium level

To ensure that relevant stakeholders are among the members and collaboration partners, a preliminary stakeholder analysis should be carried out during the formation of an extended consortium. In line with an inter-/transdisciplinary approach, it is essential that stakeholders are involved and considered in the problem framing, problem analysis and the impact exploration. A stakeholder analysis and the stakeholder mapping derived from it may also support the successful organization of the KTT. Examples of and information about stakeholders at the programme level can be found in the mapping and the list (especially useful for the questions below that are marked with an asterisk). To produce a stakeholder mapping at the consortium level, the following steps are recommended, which are complemented by the information and resources provided in the ID/TD Support document.

Step 1: Determine focus areas

Within the constraints imposed by a SWEET call's guiding theme, research challenges, and requirements attached to the research challenges, SWEET consortia are free to formulate expected outcomes and outputs and select appropriate approaches. Based on the associated decisions, certain focus areas become relevant, which may be determined by answering the following questions:

- Which economic sectors and society and policy areas are relevant for and affected by the expected outcomes and outputs?*
- Which sector is most important for the scaling and implementation of technologies/solutions/processes?
- What political and/or legal framework conditions need to be considered when scaling and implementing technologies/solutions/processes?
- Which societal interests need to be considered when scaling and implementing a technology/solution/process?

Step 2: Identify stakeholders

In a second step, stakeholders in the focus areas are identified. Here the description of multipliers and end users in Section 2 may be of help. Depending on the research challenge, the selected approach, the outputs, and the expected outcomes, one category of stakeholders may be more relevant than others. The following questions may be helpful:

- Who are the potential end users of the outputs? *E.g., private sector companies, politicians, administrative staff, consumers.*
- Which multipliers represent the interests of these end users?*

Figure 2: Stakeholder mapping: Multipliers (ellipses) and focus areas (rectangles)

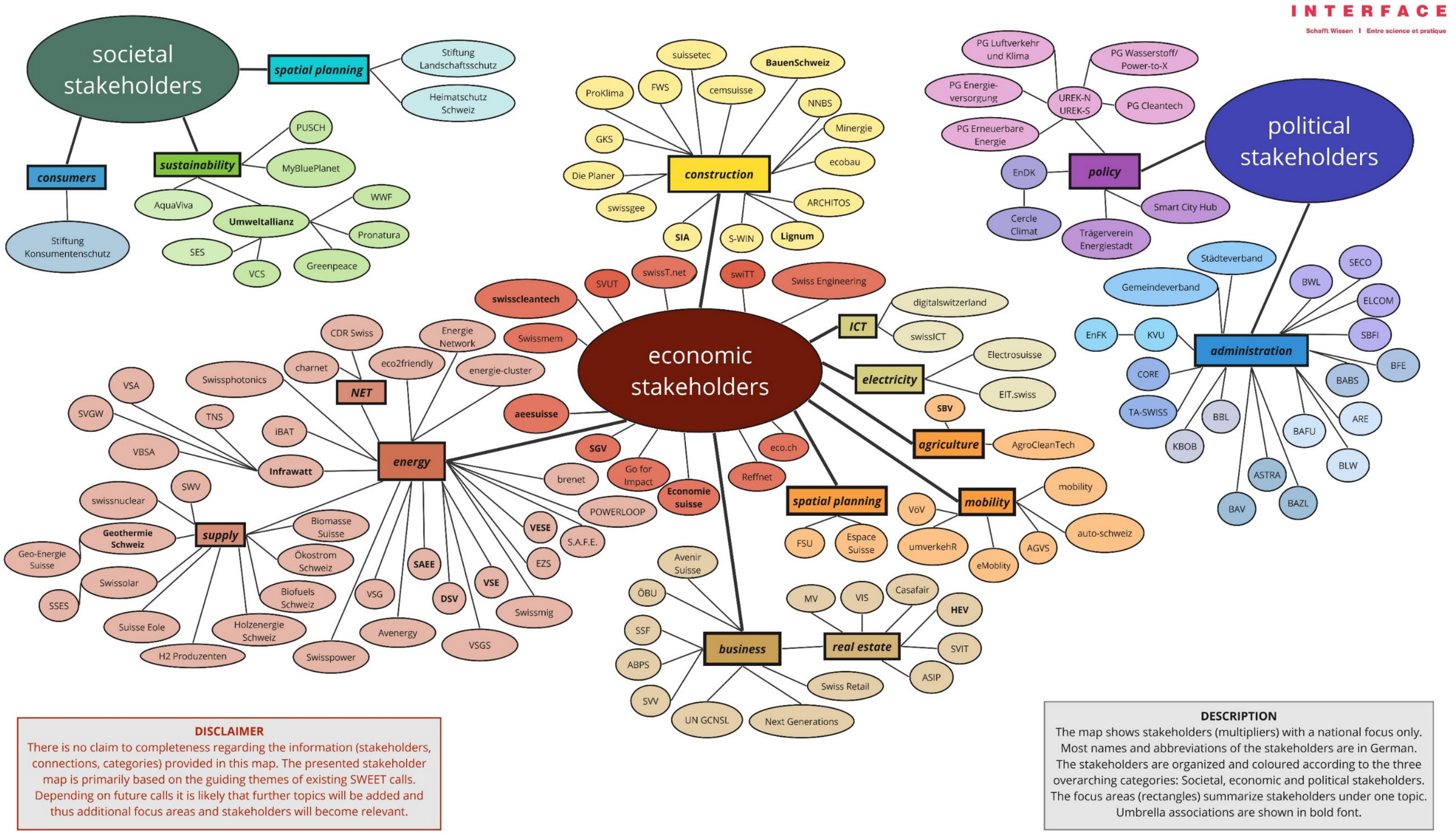

Figure Interface. The abbreviations correspond to those in the Excel list. Umbrella associations are shown in bold font.

- May an output (*e.g., a technology*) also have negative effects on an industry, certain groups in society or the environment?
- Which multipliers represent the interests of these industries, groups, or the environment?*
- Who defines the legal framework (policy) and who is responsible for the implementation?
- To what extent do the levels of federalism (federal, cantonal, communal) play a role? *E.g., spatial planning (regulated by municipalities), building requirements (regulated by cantons).*

Step 3: Assess and prioritise stakeholders

The identified stakeholders are assessed using standardised criteria and prioritised where possible. The goal of the prioritisation is to reduce the number of stakeholders and thereby make the stakeholder management and KTT more efficient. Examples of criteria are:

- Economic and social influence: What influence do the identified stakeholders have in their sector/industry or society? *E.g., size of the companies, expertise or reach of an association*
- Political influence: How great is their influence regarding the political and legal framework conditions? *E.g., political majorities or decision-making competences*
- Interest: What is their attitude towards the goals of your consortium? Do they benefit from the changes/solutions (winners) or are they potentially affected by negative impacts (losers)?

Step 4: Visualise the selected stakeholders

Then the list of identified stakeholders may be visualised. Creating a stakeholder mapping usually starts by defining dimensions (e.g., influence vs. interest) or clusters (e.g., focus areas as in the mapping on the programme level shown in Fig. 2), and assigning the stakeholders within these dimensions.

After these steps, concrete measures should be defined for effective communication, involvement and interaction with the stakeholders. Sufficient financial and time resources should be reserved for this purpose and the mapping should be updated regularly (e.g., when first outputs are available). To plan and manage the involvement of stakeholders, the advice and suggestions in Section 5.1 of the ID/TD Support document may be used.

7 Findings from stakeholder interviews

From the stakeholder interviews (see Section 3), three findings can be used by consortia to identify partners and transfer knowledge.

First, the interviewed multipliers are generally very willing to pass on information to their members or politicians. However, as they pursue different interests, the knowledge should be prepared to be as *stakeholder-oriented as possible.* Furthermore, different information is relevant depending on the stakeholder category:

- For parliamentary groups, it is crucial that the information is relevant in current political debates. In this sense, a translation must take place: What does the information mean for current legislative revisions or consultations?
- Certain professional associations are quite selective and only pass on information to their members that directly concerns their business or sector while ignoring all other information.
- Due to information overload, stakeholders usually only pay attention to information that is offered in an appropriate and clear format (e.g., language) with the right level of detail. A broad overview with context that also contains links to reports (for those interested in details) is particularly suitable.

Second, the majority of multipliers want the *most applicable knowledge* possible regarding the implementation of the energy transition and its effects (opportunities and risks). Thus, statements on implementation and impacts should be prepared according to the context of the stakeholders. "Applicable" in this context also means paying attention to the dimension of time:

- Industry associations like to know what the output means in terms of industry development over the next 5-10 years, e.g., where do investments need to be made and to what extent are the presented measures or solutions already economically feasible?
- For political stakeholders, it is crucial to understand the political and social acceptance of a finding and which factors (e.g., costs, need for legislative reforms) influence it.

Third, multipliers can support a consortium in *finding partners*. Most of the multipliers surveyed are interested in the programme and its findings and are willing to connect consortia with suitable partners (e.g., member companies) on request. The following points should be taken in account:

- Since the programme is not widely known among potential practice partners, the consortia should actively approach the relevant multipliers. Contacts to the responsible specialists in the organisation or administrative office are usually available on their website.
- Expectations by a consortium regarding the commitment and involvement of partners in the project (e.g., how often and through which channels are they informed and involved) should be communicated openly from the beginning.