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Office fédéral de l'énergie OFEN  
Ufficio federale dell'energia UFE  
Uffizi federal d'energia UFE



# KTT FOR SWEET – MEETING I 2024



# AGENDA

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13:30      **Welcome and Objectives**

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13:45      **PART I – Input: Stakeholder list and map**  
Practical exercise (30')  
Reflection (10')

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15:00      *Coffee Break*

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15:15      **PART II – Input: td-approach and stakeholder involvement**  
Practical exercise (30')  
Reflection (10')

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16:30      **Plenum: Exchange of experiences regarding stakeholder management**

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16:45      **Conclusion and Outlook**

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17:00      **End**

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**SWEET KTT Workshop: Stakeholdermanagement**

Workshop

April 23 2024, 13.15 - 17.00

Amadea Tschannen, Aline Hänggli (Interface)

## Course of the workshop

1. Welcome and goals
2. Input stakeholder list and map:
  - multipliers and thematic clusters
  - practical exercise (in small groups)
3. Break
4. Input Td approach:
  - functional dynamic stakeholder involvement
  - practical exercise (in small groups)
5. Exchange of experiences regarding stakeholder management
6. Conclusion and Outlook

## 1. Warm-up: introduction round

- Name and Background (field of research, discipline)
- What stage is your consortium at? formed, established, first outputs are ready

## 1. Warm-up

- How often do you deal with stakeholder management?
  1. Daily
  2. Weekly
  3. Monthly
  4. Semi-annually

## 1. Goals

1. The *stakeholder list and map* is presented and can be used for your own consortium (practical exercise: creating a stakeholder list)
2. The "functional dynamic stakeholder involvement" approach from the toolbox is applied and can be used for your own consortium (practical exercise: planning involvement of relevant stakeholders)
3. These two inputs can serve as a basis for planning your further KTT (stakeholder management and involvement) activities.

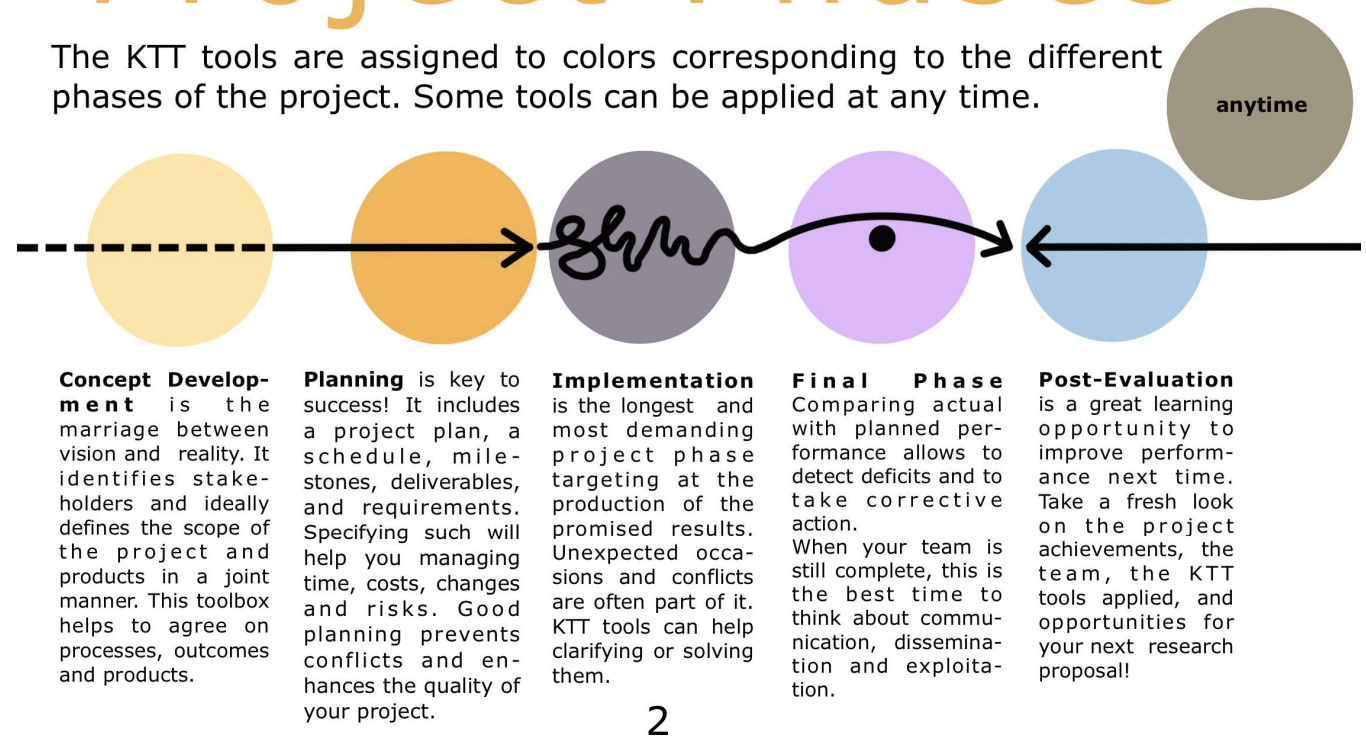
## 2. Input: Stakeholder and knowledge transfer SWEET

Why are stakeholders relevant?

- **Transfer from research to practice**
- **Identification** of partners (practical knowledge) and multipliers (scaling and dissemination)
- Targeted **knowledge transfer** (strengthening the impact)

# Project Phases

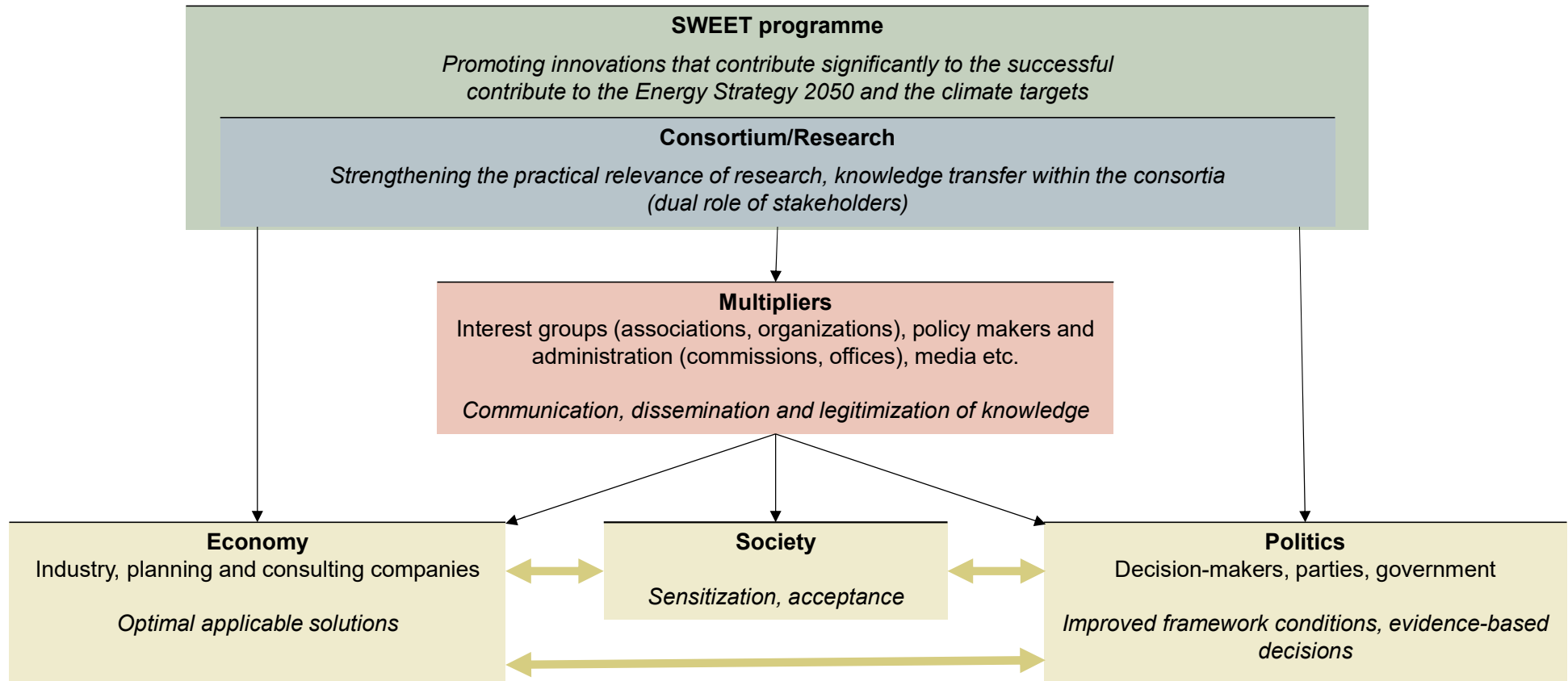
The KTT tools are assigned to colors corresponding to the different phases of the project. Some tools can be applied at any time.

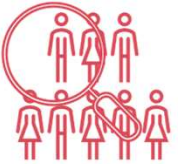


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## 2. Input: Stakeholder and knowledge transfer SWEET

### Objectives of knowledge transfer in the context of SWEET



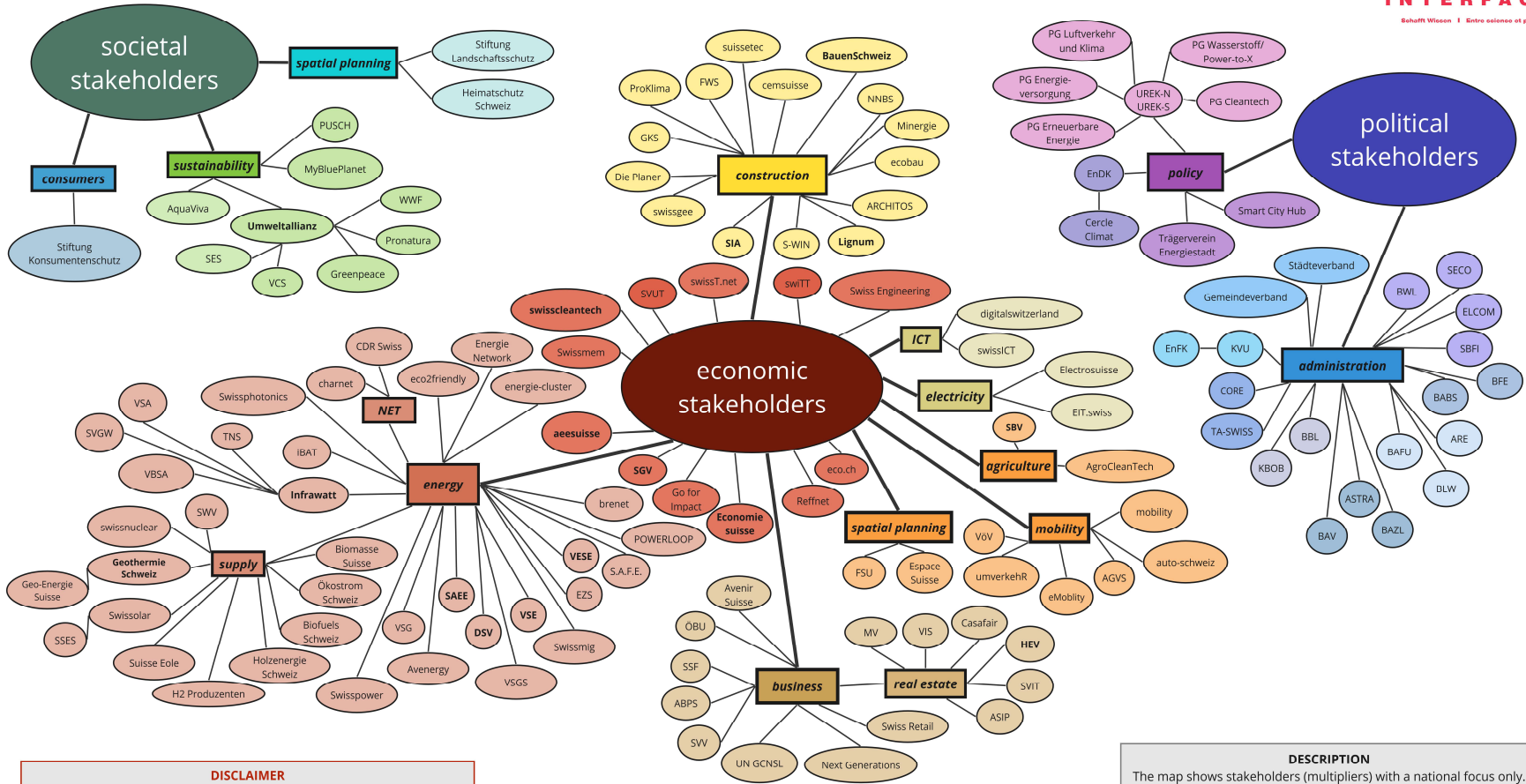


## 2. Input stakeholder list SWEET: Multipliers, roles and thematic clusters

	A	B	C	D	E	F	G
	name short (MAP)	name long	category (MAP)	topic (MAP)	specific topic	organisational form	target group in knowledge transfer
1	WWF	WWF	societal	sustainability	sustainability	organisation	population, government, private companies
2	VSGS	VSGS Verein Smart Grid Schweiz	economic	energy	electricity grids and supply (infrastructure, tariffs, distribution)	association	grid operators, electricity suppliers, parliament/government
3	VSG	VSG Verband der Schweizerischen Gasindustrie	economic	energy	gas energy and technologies, sustainable gas	association	gas industry (suppliers, companies), population
4	VSE	VSE Verband Schweizerischer Elektrizitätsunternehmen	economic	energy	power supply and production, energy policy, environment	umbrella organisation	electricity supply (producers, distribution system operators, cross-linked companies)
5	VÖV	VÖV Verband öffentlicher Verkehr	economic	mobility	mobility, public transport	association	transport companies, industry, economy
6	VIS	VIS Verband Immobilien Schweiz	economic	real estate	real estate	association	institutional property owners
7	VESE	VESE Verband unabhängiger Energieerzeuger	economic	energy	decentralised, independent energy generation	umbrella organisation	solar cooperatives, companies, private system owners
8	H2 Produzenten	Verein der H2 Produzenten	economic	supply	hydrogen, mobility	association	energy suppliers, transport companies, industry
9	Cemsuisse	Verband der Schweizerischen Zementindustrie	economic	construction	cement production, concrete, construction	association	construction industry, cement industry
10	VCS	VCS Verkehrsclub Schweiz	societal	sustainability	mobility	organisation	companies, politics, society
11	VBSA	VBSA Verband der Betreiber Schweizerischer Abfallverwertungsanlagen	economic	energy	waste management as part of energy policy, energy utilisation of waste	association	waste management
12	UREK-S	UREK-S Kommission für Umwelt, Raumplanung und Energie des Ständerats	political	policy national	environment, energy, spatial planning	parliamentary group / commission	parliament, government
13	UREK-N	UREK-N Kommission für Umwelt, Raumplanung und Energie des	political	policy national	environment, energy, spatial planning	parliamentary group / commission	parliament, government
14	UN GCNSL	UN Global Compact Network Switzerland & Lichtenstein	economic	economy	sustainable economy	association	companies
15	Umweltallianz	Umweltallianz	societal	sustainability	sustainability, environmental protection	umbrella organisation	politics, media, population
16	UmverkehR	UmverkehR	economic	mobility	local transport policy, sustainable mobility (infrastructure, society)	association	population, parliament and government, municipalities and cities
17	Trägerverein Energiestadt	Trägerverein Energiestadt	political	policy communal	local energy and climate policy, 2000watt certification	association	cities and municipalities
18	TNS	TNS Thermische Netze Schweiz	economic	energy	thermal networks and district	association	companies and professional groups in contact with district heating,
19	TA-SWISS	TA-SWISS Stiftung für Technologiefolgen-Abschätzung	political	administration national	technology impact assessment	organisation	industry, government, population
20	SWV	SWV Schweizerischer Wasserwirtschaftsverband	economic	supply	water management (hydropower and industry), flood protection	association	operators and industry, hydropower, authorities, specialised agencies, associations, research
21	swITT	swITT Swiss Technology Transfer Association	economic	broad	technologies, knowledge transfer, focus on health	association	companies, industry
22	swissT.net	swissT.net Swiss Technology Network	economic	broad	technologies, innovation	association	industry, associations, politics, research
23	SwissRetail Federation	SwissRetail Federation	economic	business	retail	association	retail, politics
24	Swisspower	Swisspower	economic	energy	energy systems and economy (technologies, efficiency, transition) in urban areas	other organisational form	municipal utilities, energy supply companies
25	Swissphotonics	Swissphotonics Verein Schweizer Laser und Photonik Netz	economic	energy	photonics, laser technology	association	industry, research



## 2. Input stakeholder map SWEET: Multipliers and thematic clusters



**DISCLAIMER**  
There is no claim to completeness regarding the information (stakeholders, connections, categories) provided in this map. The presented stakeholder map is primarily based on the guiding themes of existing SWEET calls. Depending on future calls it is likely that further topics will be added and thus additional focus areas and stakeholders will become relevant.

**DESCRIPTION**  
The map shows stakeholders (multipliers) with a national focus only. Most names and abbreviations of the stakeholders are in German. The stakeholders are organized and coloured according to the three overarching categories: Societal, economic and political stakeholders. The focus areas (rectangles) summarize stakeholders under one topic. Umbrella associations are shown in bold font.



## 2. practical exercise: identify and prioritise stakeholders

**Goal:** identify and prioritize stakeholders for your consortium

**Output:** 3-4 most relevant stakeholders are selected for exercise 2

**Mode:** 1; 3; all = go through the questions individually, present your results to colleagues and discuss, reflection in plenum

**Time:** 30'

### 1. Step: determine areas of impact

- which economic sectors, fields of society and policy areas are relevant/affected/decisive for the results of the consortium?
- => *for potential thematic clusters see map*

### 2. Step: identify stakeholders

- who are potential end users of the outputs and which multipliers represent their interest?
  - can an output (e.g. a technology) have negative effects on an industry, certain groups of society or the environment and if so, which multipliers represent these interests?
  - who defines the legal framework (policy) and who is responsible for the implementation? Does federalism play a role?
- => *for multipliers see the list and/or map*

### 3. Step: assess and prioritise stakeholders

Assess the identified stakeholders by using the following criteria:

- Economic and social influence e.g. size of a company, reach of an association
- Political influence 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)?

=> *You can use other criteria, there is no right or wrong*



## 2. Plenum: practical exercise reflection

- Do you all have a clear result?
- What was difficult/challenging?
- Which steps were easy?

### 3. Break

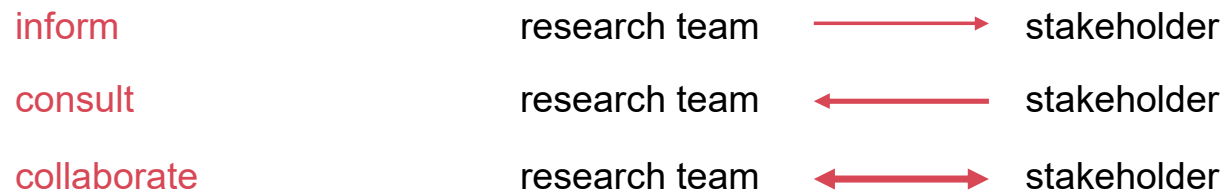


**15min.**



## 4. Input TD approach: functional dynamic stakeholder involvement

- The functional-dynamic concept defines **which stakeholders** should be involved in a transdisciplinary project and **why, when**, in relation to **which** aspects and **how**.
- Stakeholders are visualized in a diagram that shows the **intensity of involvement** during the different stages of a project.



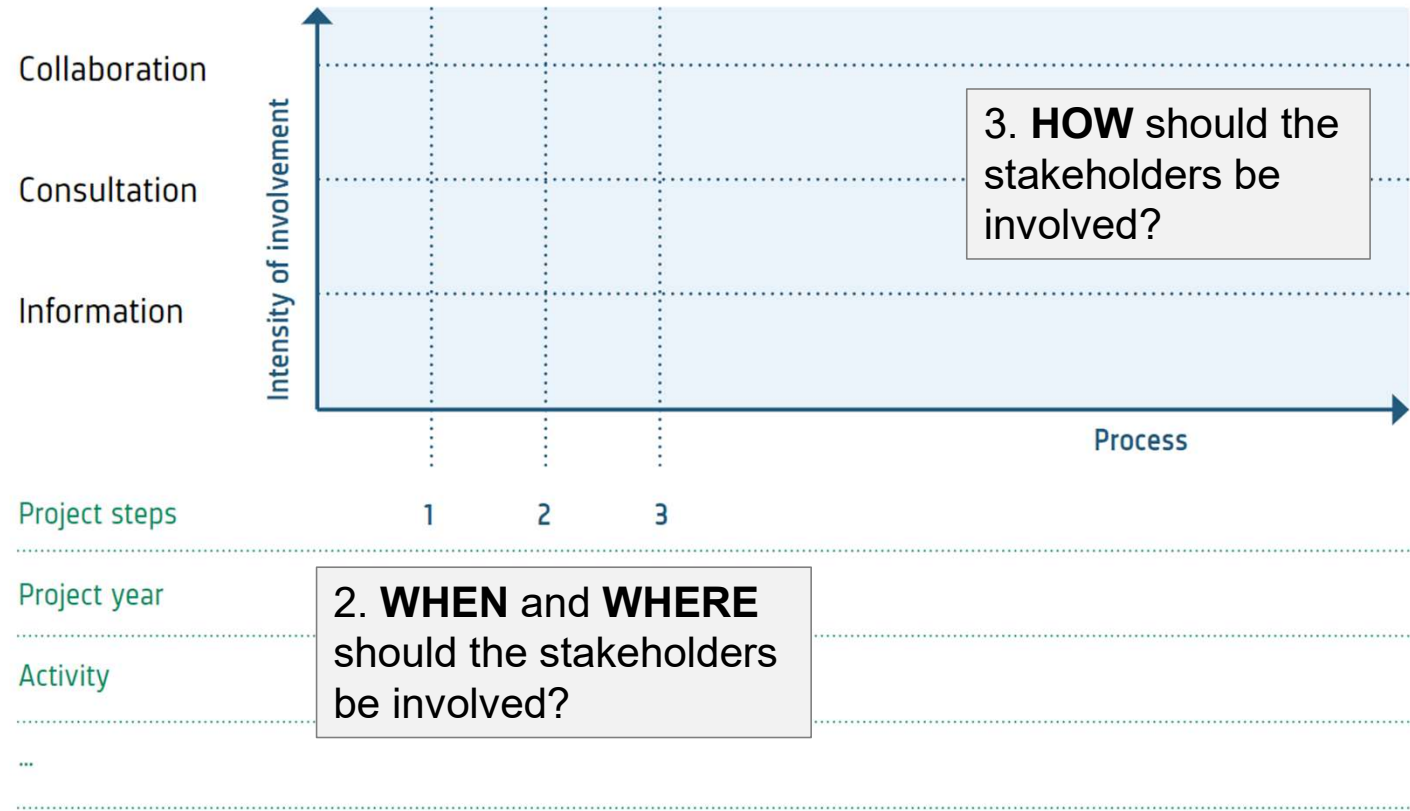
→The functional-dynamic diagram helps to plan and manage meaningful points of co-production, communication with stakeholders and expectations between the stakeholders and the research team.

Krütli P 2021. functional-dynamic stakeholder involvement. td-net toolbox (18). Swiss Academies of Arts and Sciences: td-net toolbox for co-producing knowledge. [www.transdisciplinarity.ch/toolbox](http://www.transdisciplinarity.ch/toolbox). doi.org/10.5281/zenodo.4627081



## 4. Input TD approach: functional dynamic stakeholder involvement

1. **WHO** / Which stakeholders should be involved and **WHY**?

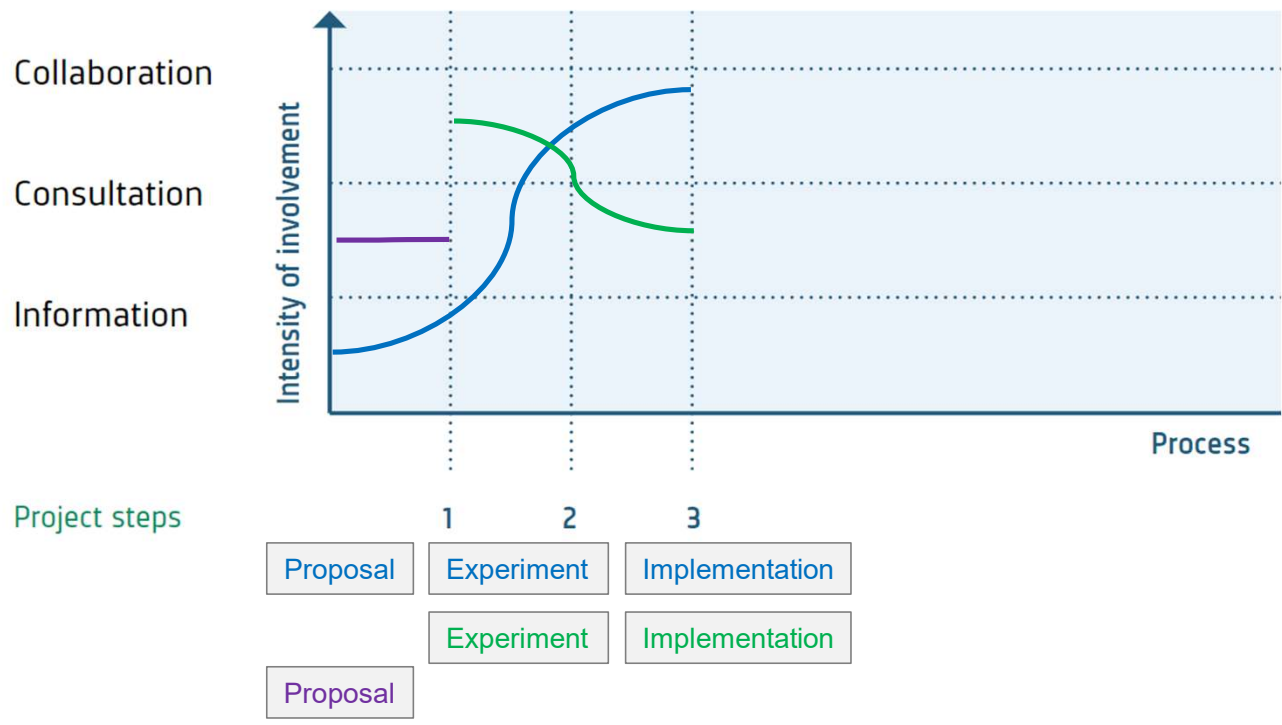


Krütli P 2021. functional-dynamic stakeholder involvement. td-net toolbox (18). Swiss Academies of Arts and Sciences: td-net toolbox for co-producing knowledge. [www.transdisciplinarity.ch/toolbox](http://www.transdisciplinarity.ch/toolbox). doi.org/10.5281/zenodo.4627081



## 4. Input TD approach: functional dynamic stakeholder involvement - example

Stakeholder A  
Stakeholder B  
Stakeholder C



Krütli P 2021. functional-dynamic stakeholder involvement. td-net toolbox (18). Swiss Academies of Arts and Sciences: td-net toolbox for co-producing knowledge. [www.transdisciplinarity.ch/toolbox](http://www.transdisciplinarity.ch/toolbox). doi.org/10.5281/zenodo.4627081



## 4. Input TD approach: practical exercise

**Goal:** identify opportunities of stakeholder involvement for your consortium

**Output:** diagram for TD approach is filled in for the most important 3-4 stakeholders

**Mode:** 1; 3; all = go through the questions individually, present your results to colleagues and discuss, reflection in plenum

**Time:** 30'

### 1. identify 3-4 stakeholders (WHO) → write stakeholders on post-its

- Stakeholders from exercise 1, additional stakeholders?

### 2. describe rationale of involvement (WHY) → keywords for each stakeholder

- Why should these stakeholders be involved in the project?
- How can these stakeholder contribute to (parts of) the project?
- How may these stakeholders be affected by the project? (see exercise 1)

### 3. identify points of involvement (WHEN/WHERE) → match post-its with project step(s) and intensity

- List project steps on x-axis using your project plan
- When and where should the identified stakeholders be involved? (see also WHY)
- For each stakeholder and each project step: what is the level of involvement? *None, inform, consult, collaborate*

### 4. If time allows it: think about ways of involvement (HOW)

- What do you already know about working with the identified stakeholders?
- What are their expectations, interests, needs and justifications regarding their involvement?

*Next steps: look for methods on how to involve stakeholders (e.g. toolbox WTT), create concept for stakeholder involvement/management*



## 2. Plenum: practical exercise reflection

- Do you all have a clear result?
- What was difficult/challenging?
- Which steps were easy?



## 5. Plenum: Exchange of experience regarding stakeholder management

- What are challenges (e.g., identification, involvement, communication etc.)?
- What are success factors?



Thank you

For further information and tools regarding TD see: <https://transdisciplinarity.ch/en>

For further information regarding map und list see: <https://www.bfe.admin.ch/bfe/en/home/forschung-und-cleantech/foerderprogramm-sweet/ueberblick-ausschreibungen/sweet-call-1-2024.exturl.html/aHR0cHM6Ly9wdWJkYi5iZmUuYWRtaW4uY2gvZW4vcHVibGljYX/Rpb24vZG93bmxvYWQvMTE2OTE.html>