



## Stakeholder engagement

# Change of perspectives

**Stakeholder engagement: in constant exchange with relevant interested parties**

Interested parties who may influence the attainment of the company's own objectives are designated as the stakeholders or relevant interested parties of a company. If their interests and thus the company's own dependency within society are constantly ignored, then there is hardly any possibility of long-term success. Therefore, it is important to actively integrate various stakeholder perspectives in the business and decision-making processes of a company. This approach is rapidly becoming lived practice as part of corporate responsibility strategies; however it is also necessary for the implementation of major projects such as construction and infrastructure projects.

Stakeholder engagement comprises all the activities in which companies involve the various external and internal interested parties in certain topics systematically and longer term. This is a matter of reflecting their expectations and taking up their ideas. Systematic cooperation with stakeholders and maintaining a partnership-like relationship leads to a smoother execution of projects particularly in the case of complex sociopolitical issues.

The shaping of relationships to stakeholders represents a great opportunity for companies; because trends can be identified at an early stage, networks can be extended and risks detected. Open, trusting and regular exchange is thus one of the main concerns. However this interaction also requires professional conceptualising and steering. navos supports its customers in this process and offers various approaches:

- **Stakeholder mapping**

The main question is to whom companies must and should speak. Identifying all the relevant players (customers, employees, investors, citizens' initiatives, authorities, politicians, science etc.) is therefore one of the first important steps in the analysis. Once the interested parties (stakeholders) have been defined and their key spokespersons identified, they should be clustered according to their potential support or threat.

		Threat potential	
		low	high
Support potential	high	Supportive stakeholder: <b>Involvement</b>	„Mixed“ stakeholder: <b>Cooperation</b>
	low	Marginal stakeholder: <b>Involvement</b>	Non-supportive stakeholder: <b>Cooperation</b>

Classification model for stakeholders with scope of action

- **Stakeholder strategy**

Stakeholder engagement will fail without a strategy and a corresponding concept. Relevant interested parties have to be clearly named and prioritised. They also have to be allocated to relevant topics. navos develops stakeholder programmes on this basis to shape the opinion-forming processes and including vastly differing feedback and dialogue formats: these include opinion polls and studies for example just as much as round table discussions, public dialogue processes or supposedly simple personal discussion.



- **Stakeholder dialogues**

Dialogue processes systematically involving the opinions and assessments of the stakeholders over a defined period and with a defined objective in particular are an excellent opportunity to enter into regular exchange with various interested parties. In doing so, navos takes into consideration both dialogue with individual players and also event formats in which various groups meet and debate issues objectively and with a moderator. Information and documentation media such as websites, newsletters and flyers are among the basic means of communication in dialogue processes to keep all the stakeholders permanently up to date.



There are possible applications for active stakeholder engagement in many areas. Two examples:

- **Stakeholder engagement in infrastructure projects**

Citizens, politicians and authorities want to be more involved in decision-making processes in major projects than is frequently the case. Whether laid down formally through planning permission hearings or initiated informally – companies must include the strategic, chronological and budgetary aspects of civic participation in project planning. navos helps to maintain or open up scope for action with consistent stakeholder engagement.

- **Stakeholder involvement in product development**

Product development at the drawing board is a thing of the past. Instead, developing new products together with customers is a promising approach. This includes firstly: listening exactly to what customers like or don't like. The Web is full of information. The question is: with whom and for whom does a company develop its products? navos identifies relevant stakeholders and involves them in development systematically.

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**navos – Public Dialogue Consultants. Effective PR in dialogue for our clients.**

Our communication habits and infrastructures are changing rapidly. What unites this development is that they encourage and demand dialogue. Each and every individual is becoming increasingly significant in communicative terms and thus also relevant for a company's reputation and economic success. For navos, sustainable, serious dialogue with all stakeholder groups therefore provides the basis of communication. We have mastered the art of conducting essential dialogue and are specialised in stakeholder dialogue, crisis communications and public affairs. navos stands for groundbreaking, contemporary and functional communication. With our 50 employees from our offices in Berlin, Düsseldorf and Hamburg, we particularly work on behalf of clients from the energy, environmental, telecommunications and financial sectors.

**Berlin**

Kurfürstenstraße 87  
D-10787 Berlin  
Fon +49 (0)30 / 467 24 25-0

**Düsseldorf**

Volmerswerther Straße 41  
D-40221 Düsseldorf  
Fon +49 (0)211 / 96 08 17-0

**Hamburg**

Glashüttenstraße 79  
D-20357 Hamburg  
Fon +49 (0)40 / 696 387 64-0

[info@navos.eu](mailto:info@navos.eu)

[www.navos.eu](http://www.navos.eu)

 navos on facebook