

Data Science Workshop

Lecture 6: Stakeholders

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Empathy in business



Who Shot Mr Burns? (Part One) was written by Bill Oakley and Josh Weinstein and directed by Jeffrey Lynch, 1995.

Stakeholders

- Stakeholders are persons or groups that:
 - are not a part of the project team.
 - but we should keep them in touch
 - because the results of the project can touch them.

Meaning of stakeholders

- Stakeholders can:
 - support or negate the project
 - win or lose on the success of the project
 - see the project as a chance or a threat.
- We should identify the stakeholders and decide how to act on them.

Strategy of stakeholders engagement

- The following steps should be taken to engage the stakeholders.
 1. Identification of the stakeholders (Who?).
 2. Creation of the stakeholders' profiles (What?).
 3. Drawing up a strategy of stakeholder's engagement (How?).
 4. Planning up the stakeholders engagement (When?).
 5. *Stakeholders engagement.*
 6. *Effectivity measurement.*

Stakeholders identification

Our Stakeholders

There are a range of stakeholders who we keep in touch with regularly:

- Players, through our Player Hub online platform
- Employees, through our Staff forum, Leadership Team, Corporate Responsibility advisory group
- Government and Parliament, through the Parliamentary Corporate Responsibility (CR) Group, the Department for Culture, Media & Sport (DCMS), and the Department for Business, Energy & Industrial Strategy (BEIS)
- Wider industry through The European Lotteries (EL), World Lottery Association (WLA) and relevant conferences
- Sales agents, through our Retailer Forum
- Suppliers, through our annual engagement and feedback activity
- Academics, through the CR advisory group and individual relationships
- Treatment providers such as GamCare
- Distributors and promoters, through the National Lottery Promotions Unit (NLPUI) and distributors meetings
- Sustainability experts, through Business in the Community, Carbon Trust and Building Sustainability

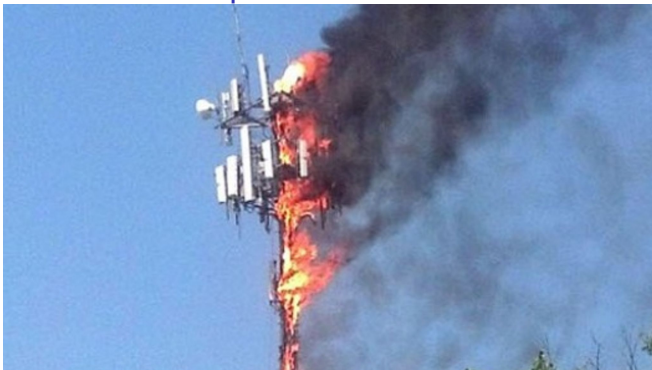
Our regular contact with each of these group enables us to identify 'material' issues – that is, those that are of high concern to our stakeholders and also of high strategic relevance to Camelot – and prioritise them accordingly. These then inform our business strategy, CR strategy, priorities and communications.

<http://www.camelotgroup.co.uk/about-us/governance/our-stakeholders>

Stakeholders profiles

- We must understand how the stakeholders see our project, what is their interest in it, how they can support or disturb it.
 - We must consider both rational and emotional interests.
 - We consider the stakeholders' beliefs even if they are wrong.

Example of stakeholders



Facebook group called 'What Goes Up Mast Come Down'

5G conspiracy theories fuel attacks on telecom workers

<https://www.theguardian.com/business/2020/may/07/5g-conspiracy-theories-attacks-telecoms-covid>

Stakeholders' engagement strategy

- The stakeholders' engagement strategy defines
 - How should we act with the stakeholders effectively.
 - What message should be addressed to them.
 - How should we communicate with them.
 - the content,
 - the medium,
 - the sender and receiver.

Messages



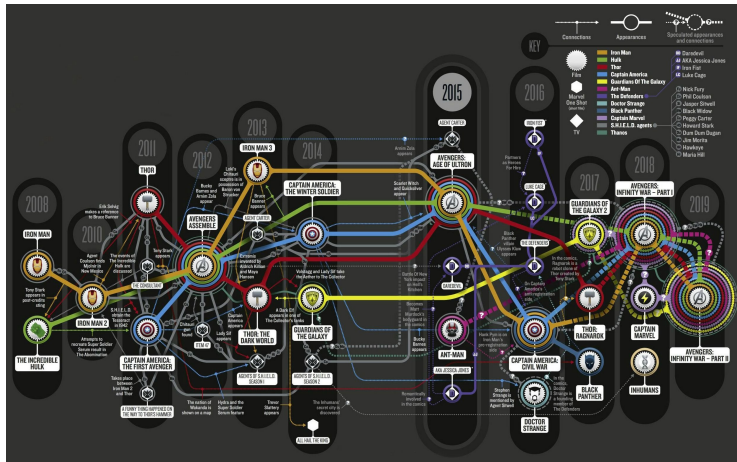
Planning up the stakeholders' engagement

- Planning up the stakeholders' engagement one should
 - determines dates and methods of communication,
 - organises an initial meet (kick-off),
 - arranges the right persons to invite the stakeholders.

Task

- In groups:
 - Prepare the stakeholder engagement strategy for your project.
 - Identify as much stakeholders as you can.
 - For just one group of the stakeholders
 - determine its profile,
 - draw up a strategy,
 - plan the engagement.
1. Identification of the stakeholders (Who?).
 2. Creation of the stakeholders' profiles (What?).
 3. Drawing up a strategy of stakeholders engagement (How?).
 4. Planning up the stakeholders' engagement (When?).

Stakeholders graph



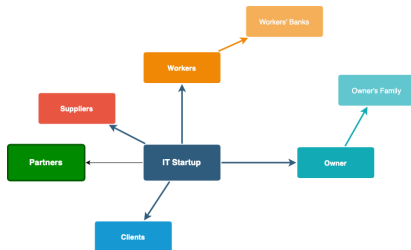
Marvel Universe

Relations with stakeholders

- The relations with stakeholders are defined by
 - a direction of the relation,
 - a strength of the relation,
 - a direct or indirect character.
- We can model the relations using a stakeholders graph.

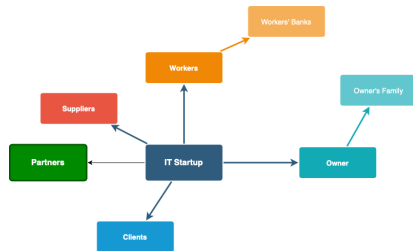
Stakeholders' graph

- The stakeholders' graph is a quick sketch of our relations with the stakeholders.
 - In the middle of the graph is our company/project.
 - The rest of the vertices represent the stakeholders.
 - The edges describe the relations between the stakeholders.
 - One can introduce directions and labels to stress the character of the relations.



Stakeholders graph creation

1. We start with our company.
2. We define direct stakeholders.
 - *Owner.*
 - *Workers.*
3. We define indirect stakeholders.
 - *Workers' bank.*
4. We define relations.
 - *Workers pay their mortgages to the bank.*

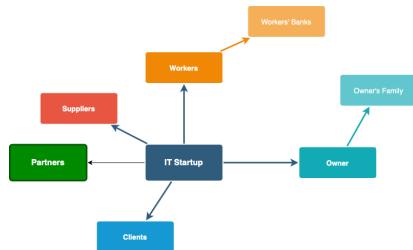


Benefits of the stakeholders' graph

- The graph shows us a broader perspective of our project.
- It helps us to make right decisions, establish priorities and communicate effectively
 - Not all stakeholders hold the same value
 - Which stakeholders do we benefit more?
 - Which stakeholders benefit us more?
 - We can easier show the context to new staff.
- Reveals hidden costs and opportunities
 - Costs: Pupils' parents want to know the children' grades. An electronics grade book must have a parent account.
 - Opportunity: Our workers' bank can give us a loan on better conditions

Task

- In groups:
 - Prepare the stakeholder graph for your project.
 - Identify as many direct and indirect stakeholders as you can.
 - Define relations.



References



A. L. Friedman and S. Miles.
Stakeholders : Theory and Practice.
Oxford University Press, 2006.



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