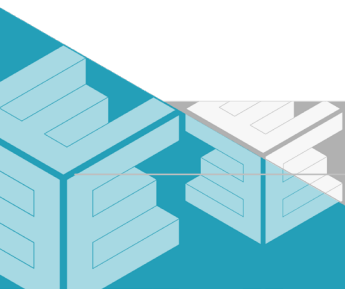


STAKEHOLDER ENGAGEMENT & MANAGEMENT

**Training of the Trainers 1
November 24th, 2021**

Project ref.: 617589-EPP-1-2020-1-AT-EPPKA2-CBHE-JP



AGENDA

- Importance of stakeholder engagement & building a network
- Identification of stakeholders (internal /external)
- Key success factors
- Team Exercise

Why engage with stakeholders?

NETWORKS

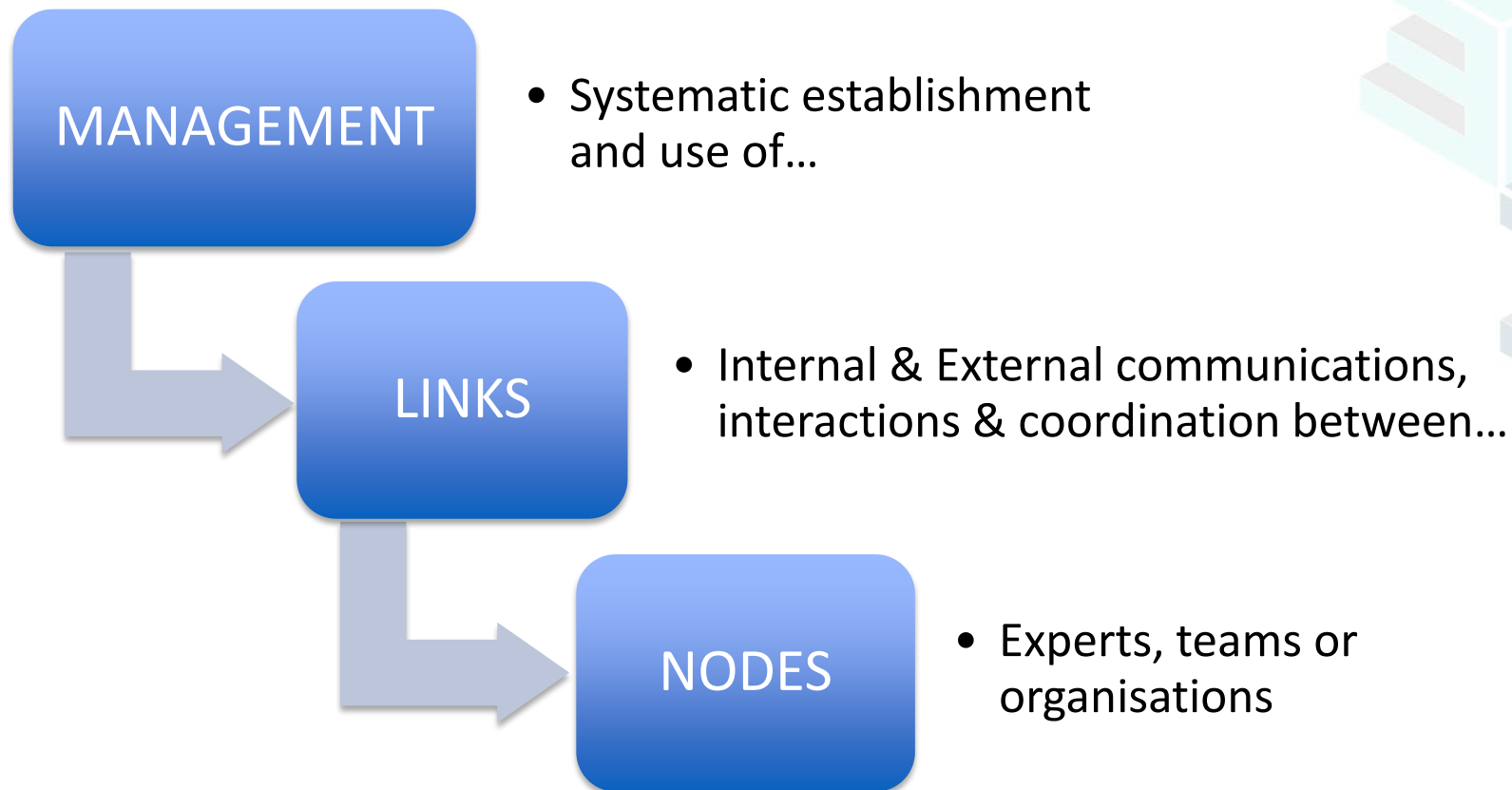
“Are purposeful social entities characterised by a commitment to quality, rigour, and a focus on outcomes. They are an effective means of supporting innovation in times of change.”

In Education, networks promote the dissemination of good practice, enhance professional development, support capacity building in institutions, and assist in the process of re-structuring & re-culturing educational organisations & systems.”

*Networks of Innovation.
OECD 2003*

NETWORKING

TO IMPROVE PERFORMANCE



ADVANTAGES OF NETWORKING

1. Collaborative working **supports professional development** and reduces isolation
2. Allows to find **joint solutions** to shared problems
3. Provides **opportunities** to incorporate external involvement in an institution
4. Efficient network management **increases** an institution's **competitiveness**
5. Networks **provide access** to resources (knowledge, competences, contacts, equipment etc.)

Networks are of high value for both individuals and institutions!

Networks are NOT

01 EASY TO SET UP

Networking requires a lot of effort & dedication.

02 FREE

They require input from the members.

03 SHORT TERM SOLUTIONS

They require time to maintain and develop them further.

04 INDEPENDENT OF THE ACTORS

They require trust between the individual members and institutions.

05 UNI-DIRECTIONAL

Networks create win-win situations.

BUSINESS NETWORKS



BUSINESS NETWORK vs SOCIAL NETWORK

Do not confuse them!

Social networks:

- ✓ Made up of people that you know and who are probably very much like you.
- ✓ They may be individuals with whom you are acquainted, but who do not meet the requirements for a business network

Business networks:

- ✓ Can be counted on to answer your e-mails and job-related questions
- ✓ Offer job-relevant help and provide resources and knowledge

Even a particularly robust social network is no substitute for a business network.

People can be in both: your social network and your business network

DO'S & DONT'S IN BUSINESS NETWORKING

DO'S

- *“Elevator Pitch”* – Be quick, concise and accurate when describing your knowledge center. Ensure you engage your listener from the get-go and make it memorable.
- *Follow up* – Whats the use of meeting people if you don't follow up afterwards?
- *Listen & learn* –Take time to learn from others' experiences.
- *Quid-pro-quo* – You cannot expect to get something without offering anything in return. Offer free help, favors, advice or reduced cost services.
- *Be patient* – Networking is developing strong, long-standing business relationships. Don't expect to reap the rewards immediately. Good things come to those who wait.
- *Prepare questions* – Anticipate the kind of people you are likely to meet and think about what you would like to ask them, what you would like to learn from them.



DO'S & DONT'S IN BUSINESS NETWORKING

DONT'S

- *Don't be timid* – don't only talk to people you already know.
- *Don't only speak to one person* – The more the better.
- *Don't be afraid to ask questions* – Everyone is scared of appearing ignorant or stupid but there's no need. Most people enjoy the opportunity to show off their knowledge and expertise, so go ahead and ask as many questions as you can.
- *Avoid overzealous self-promotion* – this tactic is more likely to annoy than build valuable relationships!
- *Don't forget to follow up*



BUILDING A BUSINESS NETWORK

Figure out who should be in your EKC network.

- Who can help me?
- Who knows what's going on?
- Who can help you overcome some obstacles?
- Who are the critical links in the supply or information chain?

The broader the reach of your network, the more knowledge and information you will be able to access when you need it.

BUILDING A BUSINESS NETWORK

Be aware

- Opportunities are all around you.
- Opportunists are around you also.
- Awareness moves opportunities into possibilities and avoids to being a victim of opportunists.
- Because of all the strengths, skills, information, contacts, and expertise that you have to offer others, and that others have to offer you, your network can create a multitude of opportunities for yourself and others.

Introduce yourself!

BUILDING A BUSINESS NETWORK

Networking *must* be reciprocal

- People in your business network will expect you to help them as needed, and vice versa.
- Do not hesitate to ask for help
- In addition to providing help when it's asked for, you can reciprocate in other ways such as
 - sharing information, you think they will find useful,
 - passing along relevant articles or congratulating them on accomplishments.

BENEFITS OF BUSINESS NETWORKS

Higher quality decision making thanks to communication with stakeholders early on, allow us to better understand their needs

Increase of flexibility of network members thanks to mutual support & stimulation

Synergy effects

- Possibility to focus on core competences
- Increase of innovation and creativity
- Supervision
- Mutual learning and knowledge transfer
- Gaining competitive advantages
- Access to hidden markets

BENEFITS OF BUSINESS NETWORKS

Increased efficiency through assignment accumulation

- Bringing in of strengths of members
- Mutual orders
- Increased financial capacity through cost reductions
- Increase of acquisition area

Appearance as a big organization

- Possibility to aim for higher dimensions
- More capacity to increase offers
- Increase in competence in solution finding
- Uniform appearance
- Improvement of presence for customers (graduates, students, companies)
- Many small actors act as one big player

STAKEHOLDER MAPPING



WHO ARE YOUR STAKEHOLDERS?

Mapping Stakeholders

Who can your EKC connect with?

Different types of stakeholders:

meet different center needs

have different degrees of availability for cooperation

require different types of approach and relationship

demand different strategies: contact, persuasion, exchange, communication, commitment ...

WHO ARE YOUR STAKEHOLDERS?

MAPPING CATEGORIES OF EKC STAKEHOLDERS

INTERNAL

Academics
Higher management
Students
Alumni
Other services /bodies...

EXTERNAL

Business companies
Public administration
Government bodies
Services providers / experts
Third sector organisations
Associations...

Local
Regional
National
...
International

University and
center profile
and mission

WHO ARE YOUR STAKEHOLDERS?

The question:

Who can your EKC connect with?

Framing and identifying categories of relevant stakeholders / partners for networking

Which categories of stakeholders are relevant?

Why and what for are they relevant?

Which challenges and constraints do they raise?

WHO ARE YOUR STAKEHOLDERS?

Which categories of stakeholders?

Internal: Institutions, organizations, administration bodies / Individuals

External: Government organizations / Public administration / Business and service companies / Associations or non profit organizations

WHO ARE YOUR STAKEHOLDERS?

Why is each category relevant?

Define criteria of relevance and clarify in what sense can each category be useful for your EKC's tasks and goals

Access to useful information and databases

Expertise

Mediation: contact with other stakeholders

Job opportunities for students

Training and learning opportunities

Access to funding

.....

OPPORTUNITIES

WHO ARE YOUR STAKEHOLDERS?

Why is each category relevant?

Two complimentary ways of mapping categories:

What are the EKC's needs and goals?



Which type of stakeholders can meet them?

What types of stakeholders are there?



How can each meet the EKC's needs and goals?

WHO ARE YOUR STAKEHOLDERS?

Challenges and constraints each category raise

- Related to stakeholders
- Related to your EKC
- Related to context aspects (financial, political, institutional, professional, cultural, ...)

CRITICAL ISSUES

WHO ARE YOUR STAKEHOLDERS?

Challenges and constraints each category raise

Think also about:

How can I meet stakeholders interests? How can I commit them?

In each category, how can I find the stakeholders relevant for my own interests?

How can I reach stakeholders? Who can help me?

WHO ARE YOUR STAKEHOLDERS?

Bear in mind:

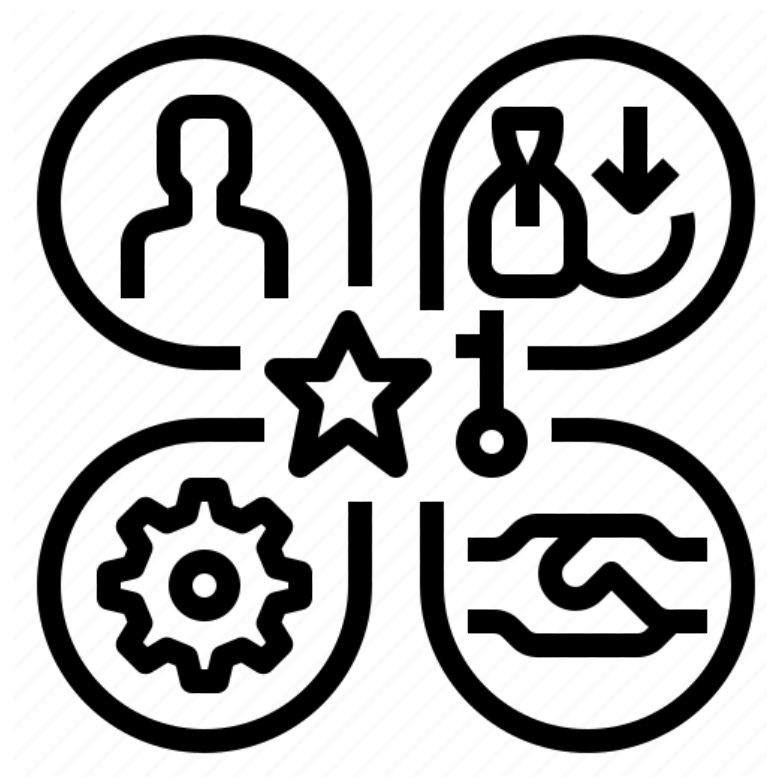
Think strategically: in what measure can each type of stakeholder meet the EKC's needs?

Keep the focus: EKC's goals and tasks

Consider both your work experience / constraints and the general role an EKC should ideally be able to play

The need to articulate the EKC's needs and stakeholders' interests

KEY SUCCESS FACTORS



KEY SUCCESS FACTORS FOR STAKEHOLDER ENGAGEMENT

- Involve the **relevant target** group right from the beginning.
- Choose **partners with high level of expertise**, well connected to the direct target group.
- Make **agreements of collaboration** with stakeholders (mainstreaming).
- Inform the target group and **distribute the product thoroughly** (multiplication).
- For **selling** a product for money, a sound **business plan** is essential.

KEY SUCCESS FACTORS FOR NETWORK MANAGEMENT

- Formulate **clear goals**
- **Regular communication**
- Develop and maintain **trust**
- Create a **Win-Win Situation** for all involved parties
- **Clear contractual relationships**
- **Evaluate your partners** critically
- **Regular controlling** of success



BRAINSTORMING ACTIVITY



UNIVERSITY GROUPS:

*Work on categories of **INTERNAL stakeholders** (collectives, bodies, services, ...)*

*Work on categories of **EXTERNAL stakeholders** (companies, organizations, associations, public administration....)*

Define actions how to reach them



Thank you!

