

ADVOCACY **2023** SUMMIT

[RE]DEFINE



10.10.23-10.12.23



Little Rock, AR, USA

Developing Stakeholder Engagement

Identifying, Mapping &
Engagement

Developing Stakeholder Engagement

Stakeholder management is the process of identifying, mapping, and managing stakeholders to achieve a specific goal.

- ✓ Garnering legislative or political support
- ✓ Activating grassroots advocates
- ✓ Fostering relationships
- ✓ Coalition building
- ✓ Raising awareness

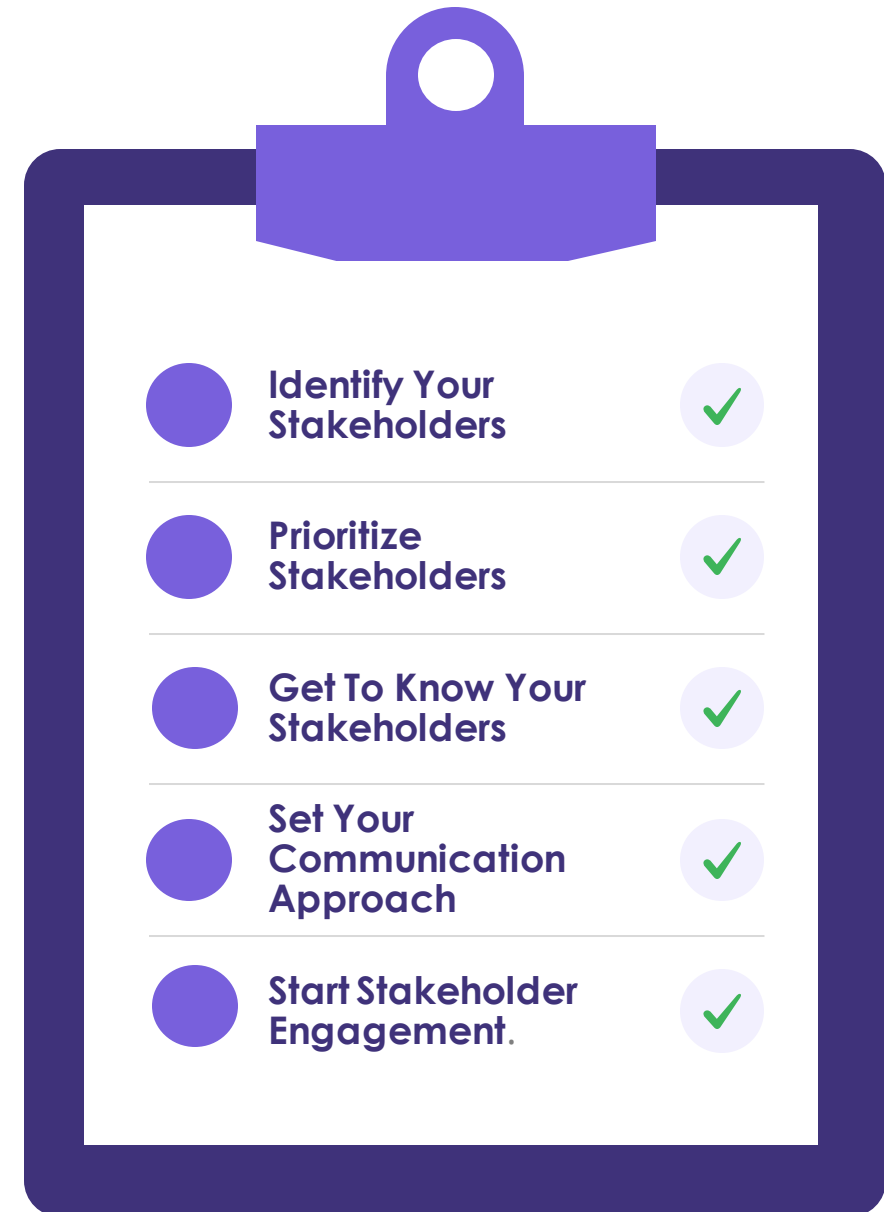


DEFINE YOUR OBJECTIVE

What is your goal for your stakeholders? Are you looking to activate them and have them advocate on your behalf? Just looking to keep tabs on them to inform your own practices? Write out your objective of engaging stakeholders here.

The Stakeholder Management Process

Here are the basic steps to creating a successful stakeholder management strategy



1) Identify Your Stakeholders

Generally, stakeholders are individuals or organizations that have a stake in your policy issue and can affect your ability to achieve your goals.

Stakeholders can include elected officials, community leaders, ambassadors, policymakers, nonprofits, corporations, coalition members, community organizers, or other third-party contacts.



1) Identify Your Stakeholders

Remember, stakeholders include both supporters **AND** detractors.



1) Identify Your Stakeholders

To identify your stakeholders, ask these simple questions:

- ✓ Who are you reporting your progress to?
- ✓ Who are you meeting with to advance your organization's goals?
- ✓ Which relationships are crucial to achieving success?
- ✓ Who are potential detractors who could inhibit your success?
- ✓ Who has a financial stake in the policy outcomes of your issue area?



IDENTIFY YOUR STAKEHOLDERS

What roles do your stakeholders hold in the community? When building a list from scratch, what identifying qualities are important about their backgrounds? Here are a few examples of who your stakeholders may be—highlight the ones that fit your organization.

- ✓ Policy: elected officials, policymakers, public authorities, etc.
- ✓ Board of Directors
- ✓ Corporate: Hospitality Industry, Chamber of Commerce members, major industries, universities and colleges, health care, etc.
- ✓ Industry: labor unions, NGOs, press
- ✓ Community: organizers/activists, schools, resident associations, religious organizations
- ✓ Region(s): federal, regional, province/state, local, international
- ✓ Other: _____

2) Prioritize Stakeholders

The next step to managing your stakeholder relationships is to identify different types of stakeholders and prioritize them; this step is often called stakeholder mapping.



2) Prioritize Stakeholders

It is an important part of your stakeholder engagement strategy to prioritize your stakeholders by:

1. Their classification as Champion, Neutral, or Detractor.
2. Their interest in being involved with your organization.
3. Their level of influence on particular issues.

This can help segment your engagement.



2) Prioritize Stakeholders

- ✓ Champion
- ✓ Neutral
- ✓ Detractor

Using tags of champion, neutral, or detractor makes it easier to segment your audience so you can send targeted stakeholder communications as scale.

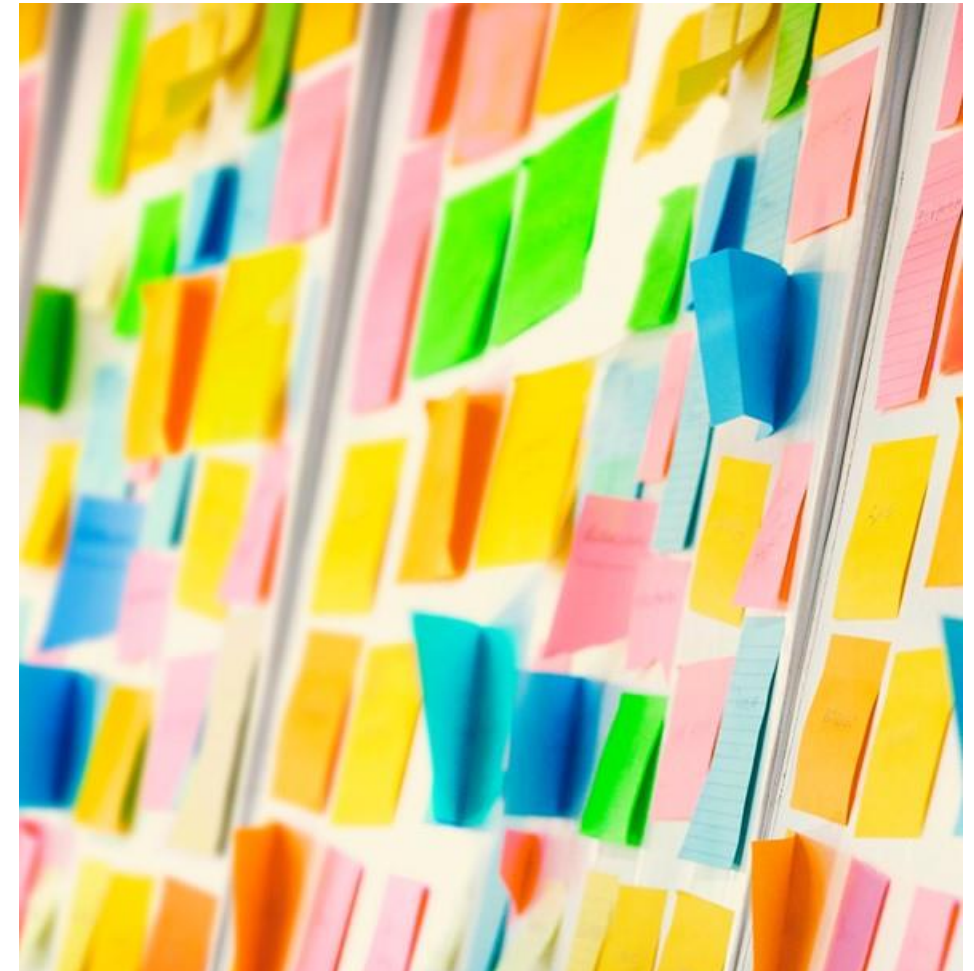


2) Prioritize Stakeholders

Interest

If a stakeholder is less interested in being involved, you may want to be more limited in how often you communicate with them.

A tiered system assigning a number to stakeholders based on their level of engagement — for example, 1 for the most involved stakeholders and 3 for the least involved stakeholders can help you organize the list.

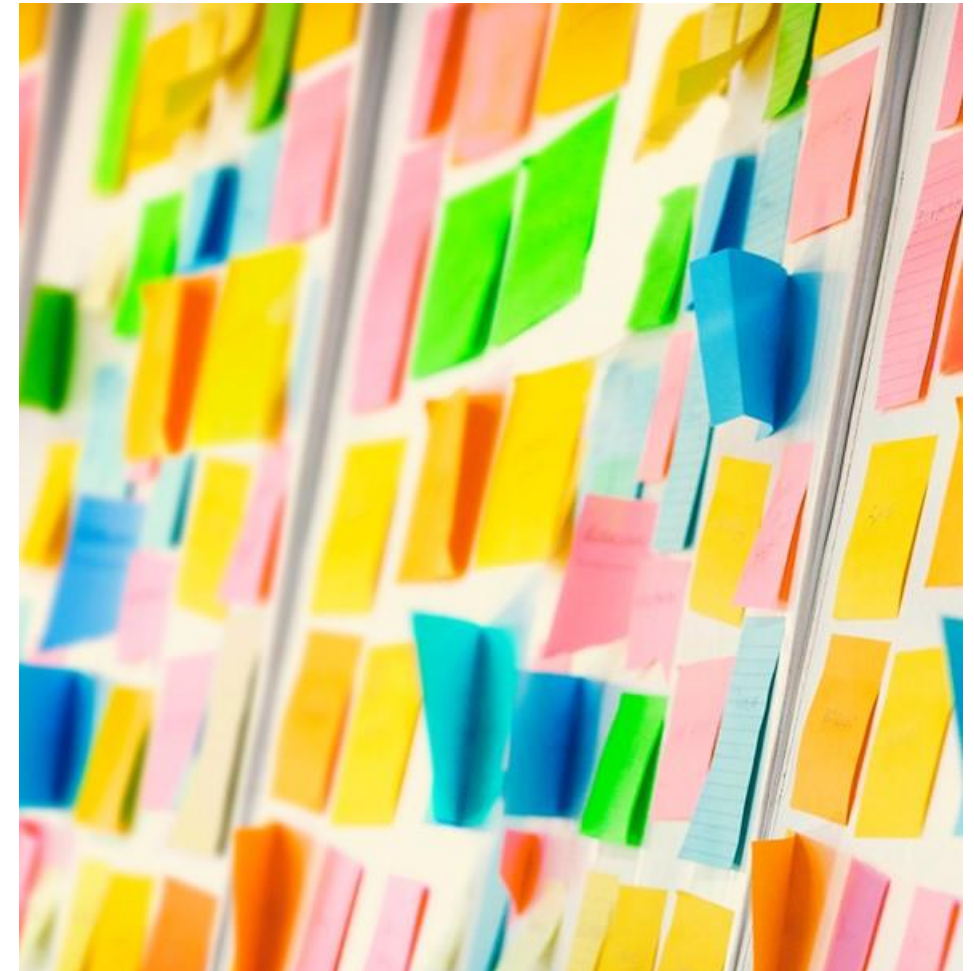


2) Prioritize Stakeholders

Influence

For stakeholders that have a lot of influence, you may want to be more personal with your outreach so that they are more excited about working with you.

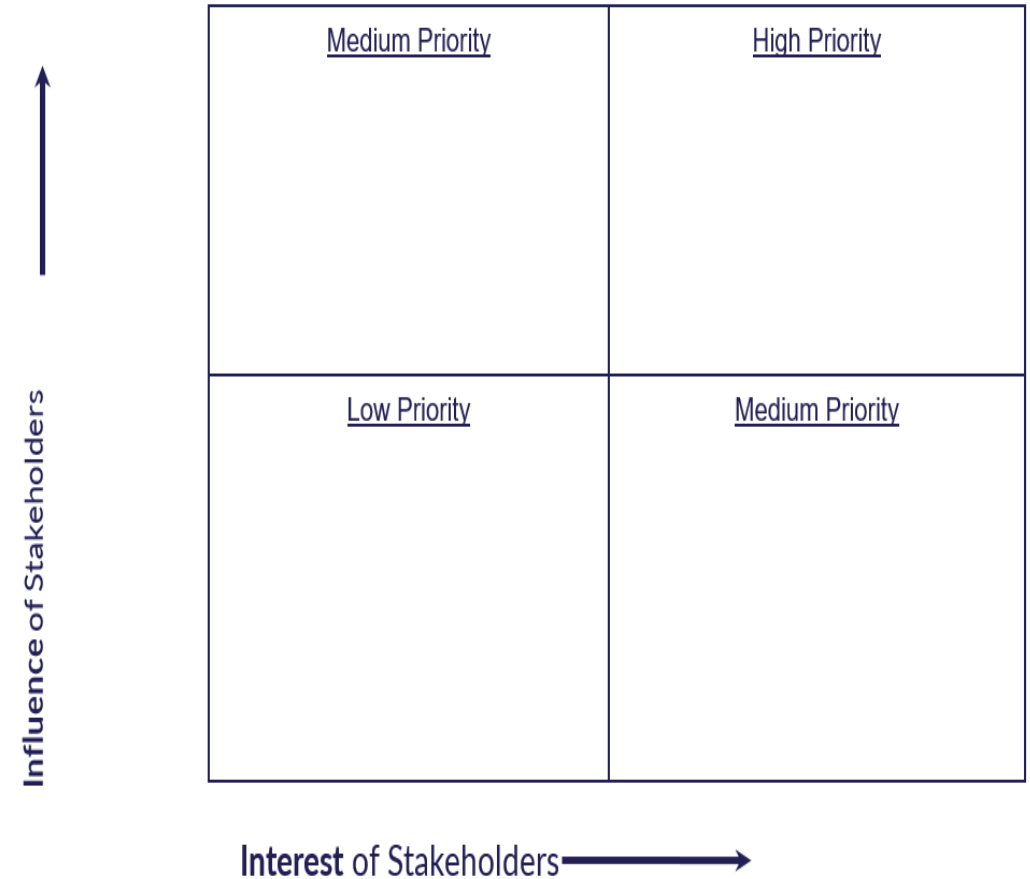
A tiered system also works here - assigning a number to stakeholders based on their influence - for example, 1 for the most influence and 3 for the least influential can help you organize the list.



PRIORITIZE YOUR STAKEHOLDERS

Now that you've identified all your stakeholders, it's time to prioritize.

Using can use a spreadsheet or a quadrant to map your stakeholders by their interest and their potential influence to help you achieve your objective.



3) Get To Know Your Stakeholders

Now that your stakeholders are organized, it's time for additional research to learn more about their interests.

Learning more about your stakeholders is crucial for crafting effective communications.



3) Get To Know Your Stakeholders

Your stakeholders likely have existing personal relationships with legislators that you may not be aware of.

Perhaps they went to college together, were neighbors growing up, or their kids play on the same soccer team.

By surveying stakeholders, you can learn what relationships exist in your network and use them to amplify the issues you care about.



3) Get To Know Your Stakeholders

But you want to also know if your stakeholder was personally affected by your issue - you'll want to know that when speaking with them.

On the flip side, if your stakeholder doesn't even know about your subject, you'll need to focus on additional education.



BIO YOUR TARGETS & MATCH WITH STAKEHOLDERS

1. **Alma Mater:** If the stakeholder or someone in their network attended the same college or university as the elected official, this could serve as a conversation starter and build an initial rapport.
2. **Hometown or Current Residence:** Knowing where the elected official grew up or currently resides can provide a shared point of interest, especially if the stakeholder has connections or interests in those places.
3. **Previous Career:** Understanding an elected official's career before they entered politics can offer insights into their interests and expertise and might offer another avenue for connection.
4. **Personal Hobbies or Interests:** Whether it's a love for golf, painting, or classical music, knowing an elected official's hobbies can give the stakeholder something to talk about and relate to outside of the main topic they wish to discuss.
5. **Social Organizations or Clubs:** If the elected official is a part of a particular organization or club (e.g., Rotary, Freemasons, a charity), and the stakeholder has a similar affiliation, this can be a point of common interest.

BIO YOUR TARGETS & MATCH WITH STAKEHOLDERS

- 6. Religious or Spiritual Beliefs:** If the stakeholder shares similar religious or spiritual beliefs with the elected official and it's appropriate to discuss, this can create a stronger personal connection.
- 7. Family:** If the elected official often speaks publicly about the importance of family, and the stakeholder also places a high value on family, this can be a commonality worth mentioning.
- 8. Publications or Articles:** If the elected official has written articles, books, or has favorite books that they often reference, reading these materials can offer insights into their viewpoints and can serve as a discussion point.
- 9. Sports Affiliations:** Whether it's being a fan of a particular sports team or having played sports in the past, sports can offer a less contentious topic to break the ice.

BIO YOUR TARGETS & MATCH WITH STAKEHOLDERS

- 10. Philanthropic Interests:** Understanding the causes that the elected official is passionate about can offer another avenue for dialogue. If these align with the stakeholder's own interests or initiatives, it can further strengthen the relationship.
- 11. Military Service:** If the elected official is a veteran and the stakeholder also has military experience, this shared background can form the basis for mutual respect and dialogue.
- 12. Political Role and Responsibilities:** Understand the official's current role, their specific duties and responsibilities, and the level of government they work in (local, province/state, federal).
- 13. Political Affiliation and Ideology:** Their political party and ideological leanings will strongly influence their views, priorities, and decision-making.

BIO YOUR TARGETS & MATCH WITH STAKEHOLDERS

- 14. Constituency:** The demographics, values, and concerns of the people they represent will be a significant factor in their decision-making.
- 15. Legislative Priorities:** Identify the policy areas they focus on or have shown interest in. These could be issues they've spoken about, legislation they've sponsored, or committees they serve on.
- 16. Voting Record:** A history of their voting on relevant issues can provide insights into their views and potential areas of agreement or disagreement.
- 17. Influencers:** Understand who influences their opinions and decisions. This could include advisors, fellow politicians, advocacy groups, constituents, or media outlets.

4) Set Your Communication Approach

Building a communication plan is essential to running a successful project.

And remember, email isn't the only communication channel out there.

Your plan should also include in-person and virtual events, social media outreach, text messaging, etc.



4) Set Your Communication Approach

Information sharing is crucial.
Regular updates and check-ins helps build trust.

It also that your stakeholders
have a stronger stake in your
success.



4) Set Your Communication Approach

For this step, create stakeholder groups based on the mapping exercise in the previous step.

Segmenting your audience allows you to customize your messages.

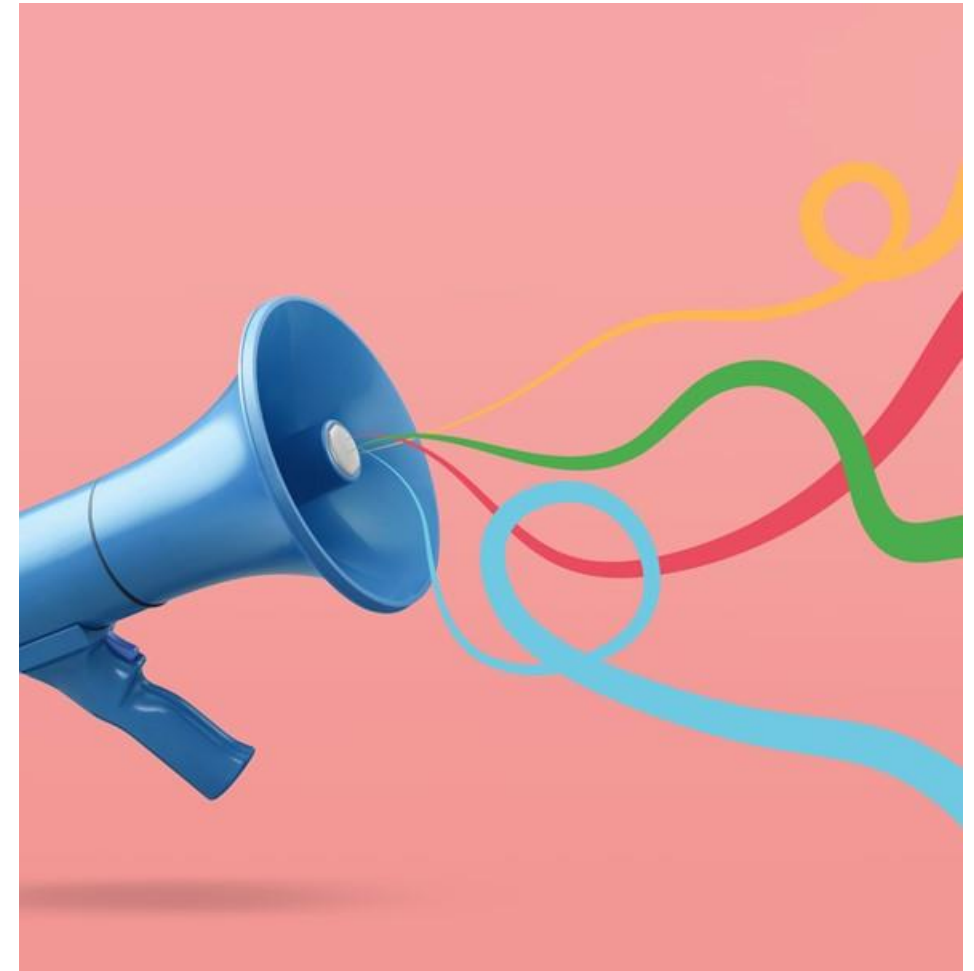
The message you send to a detractor will be much different than the message you send to a high-influence champion.



5) Start Stakeholder Engagement

Once you've mapped your stakeholders and built out your communications plan, it's time to start engaging with your stakeholders.

The most common channels for stakeholder engagement include email, phone calls, events, and social media.



5) Start Stakeholder Engagement

Effective stakeholder engagement means juggling a lot of different relationships.

You want to record every stakeholder interaction, from email (pay attention to whether they have opened the email) to in person meetings and events.



Key Reminders

Always to remember the why — the purpose of your destination organization.

A destination organization's purpose is to help the community achieve its goals by leveraging the power of destination promotion.

Remembering this will help you focus on the goal and create something that adds value for everyone involved.



Key Reminders

It is important to be reflective — look back at what happened in each interaction and note areas for improvement.

Also, reviewing your stakeholder management strategy on a quarterly or annual basis ensures your organization is always prepared to engage with stakeholders at a moment's notice.



Key Reminders

Two-way communication is key.

Make sure all stakeholders feel comfortable providing honest feedback.

Remember, this is a relationship, meaning you need to listen just as much as you need to talk.



Thank You For Your Attention

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