CERIecon – CE119

Concept for Stakeholders Engagement

Deliverable D.T1.1.2

Table of Contents

Riccardo Cariani for ENAIP Veneto (*PP4 in the CERIecon project*)

1. Project Summary & document introduction

Change is still needed to make the cities and regions in Central Europe better places to work and live. Daring young entrepreneurs with brilliant ideas could contribute considerably to this change. But they can't. Factors such as a lack of an entrepreneurial culture and mind-set leading to a limited interest in entrepreneurship are hampering their efforts. There is also inadequate training to improve their skills and entrepreneurial competences and innovation in general is being hampered by the lingering effects of the historical east-west divide and the recent economic crisis through an underinvestment in R&D.

And yet, entrepreneurs must be empowered to create change; they "form the majority of business entities and are the biggest employers" in Central Europe. "It is important to provide, at regional level, the right mix of financial and non-financial support to assist entrepreneurs to create new firms." "And this is our goal. *By mid-2019, we will contribute to a change in the way entrepreneurs are inspired, trained and supported through a balanced package of strategies, actions plans, pilot actions, training, and tools to create new-type comprehensive regional innovation ecosystems in seven Central Europe regions*. With our three-step logical project approach (Development – Implementation – Improvement), we want entrepreneurs and SMEs to benefit the most from what we do. But also their regions will benefit because from now on regional smart specialization strategies will be further used to develop novel technologies, and brilliant products and services for economic and social innovation." The joint development of all outputs and a transnational network interlinking the regional ecosystems to improve international skills emphasize the project's transnational character. At present, there is presumably no such state-of-the art innovative support scheme in Central Europe. "That is why everything that we do will be transferable for the benefit of others."

--- ---

WORK PACKAGE T1 is the strategic starting and finishing point in tackling the common territorial challenges and lays the foundation for the change that CERIecon plans to achieve. It provides the smart strategies that will implement the new-type innovation ecosystems incorporating the six domains (*policy, finance, culture, supports, human capital and markets*) that need to interact for target-oriented SME training (D. Isenberg) in the project regions; **RIS3** is the policy domain. It also provides the strategy for the transnational network interlinking these ecosystems in the project area. T1 will produce two outputs to achieve Project Specific Objective 1.

Results: Output T1.1 - **Regional Playparks**: eSmart-strategies for regional innovation ecosystems in CE regions through two activities: (1) Concept Development of eSmart-strategies for regional ecosystems in CE regions, which will be tested and evaluated through pilots/activities in T2 & T3, leading to (2) Strategy Finalisation: eSmart-strategies for regional innovation ecosystems in CE regions. Throughout regional policy level stakeholders will be involved to ensure the viability / sustainability of the strategies and the Playparks after project lifetime. Output T1.2: **Playparks network**: eSmart-strategy for a transnational network of innovation ecosystems in CE

regions through two activities: (1) Concept Development of an eSmart-strategy for a transnational network of innovation ecosystems in CE regions, which will be tested and evaluated through pilots/activities in T2 & T3 leading to (2) Strategy Finalisation: eSmart-strategy for a transnational network of innovation ecosystems in CE regions. Throughout regional policy level stakeholders will be involved. Process-related communication will aim to engage the selected target groups (e.g. policy/support/SME/funding initiatives) as essential partners in output development.

Led by a strong and experienced regional authority (PP3), all project partners will be involved in all WP activities. The WP is logically the basis for the two following thematic WPs.

--- ---

DELIVERABLE D. T1.1.2

PP draft *e-Concepts* how to involve regional stakeholders (policy level) in CE regions

PP develop regional *e-Concepts* how to involve their stakeholders, above all at policy level, in the overall project development and implementation. The concepts will be improved and finalised towards the end of project lifetime (cf. D. T1.2.2).

This document is intended to provide the CERIecon partners with a short guidance on the basic principles of the Stakeholders Engagement process based on the AA1000 Stakeholder Engagement Standard (SES) 2015 - ACCOUNTABILITY (*AccountAbility is a leading global research, consulting and standards organisation providing innovative solutions to the most critical challenges in corporate responsibility and sustainable development* [www.accountability.org]).

At the same time this *eConcept* reports the main features and constraints of the Stakeholders Engagement process as declined for the CERIecon project and then 'customized' by each partner according to their regional peculiarities. Chapter 2 is thus intended to provide the common framework for the engagement process as shared at project level (*setting the basic features and providing the proper guidance*) while Chapter 3 is reproducing the process as customized in each single CERIecon region.

2. Basic principles & guidelines on Stakeholders Engagement

Stakeholders Engagement is a continuous and systematic process by which an organization establishes a *constructive dialogue* and a *fruitful communication* with its key stakeholders. The purpose of involvement is to convey to decision makers' expectations and interests of stakeholders, so that they can take it into account in decision making. The involvement, providing input to power management processes and to assess the impact of operations on those who are affected, it becomes a guiding element for learning and change across the organization. Its added value lies in the creative search for solutions that best fit the specific social and environmental context, the possibility of a confrontation on the field and in the monitoring of the transformations of social relations among all the players involved.

Among the different methodological approaches it should be mentioned the modular based on recent guidelines AA1000 STAKEHOLDER ENGAGEMENT STANDARD (2015) © [1] concerning the Stakeholder Engagement, capable of ensuring transparency in the process through the involvement of all the actors and to create a conscious and shared management of the comparison between them.

For an effective *stakeholders engagement* it is important to manage the involvement with a circular process, with a view to continuous improvement:

1. efining the engagement objectives consistent and integrated with the strategic project objectives,

2. ncluding features and expectations of its stakeholders,

3. ncreasing the ability to respond to the problems,

4. hoosing the most appropriate mode/approach for involvement,

5. giving effective action in response to the findings from involvement in a responsible way towards stakeholders.

---

[1] AA1000 – Stakeholders Engagement Standard – *Ver. 2015* – AccountAbility [www.accountability.org]

The CERIecon *e-Concepts on how to involve regional stakeholders (policy level) in CE regions* is thus following this process in the view of being as much easy and fast to be implemented and followed as possible.

I. Purpose of the Engagement

Stakeholder engagement must have a purpose. It is essential to first think about **why** the organisation is engaging and **what needs to be achieved**. No stakeholder engagement should be initiated without defining a purpose. There are two broad categories of purpose: strategy and operations. That is, stakeholder engagement takes place to develop or improve strategy or to help identify and address operational issues. Building trust-based relationships is inherent to both strategic and operational stakeholder engagement. [2]

CERIECON ENGAGEMENT PURPOSE MATRIX

Objective level	Description
In process-related communication, CERIecon will raise the awareness and increase the knowledge of the **key stakeholders** (*policy / support / SME / funding initiatives i.e. business angels, crowdfunding, etc.*) as essential partners in the development of the smart strategies (the regional Playparks and the Network). Involving funding initiatives from the outset is essential in order that the start-ups in training (T3) can bring their ideas to market and create new firms. This will be part of the financial support offered by the Playparks	
Project [3]	Stakeholders will be involved to ensure the viability / sustainability of the **strategies** and the **Playparks** after project lifetime
Project	Stakeholders will be involved to ensure the viability / sustainability of the **strategies** and the **Transnational Network** after project lifetime
Project	CERIecon has planned for the lasting durability of the WP outputs after project lifetime through the **institutional sustainability** of the partnership architecture and the same stakeholders engagement plan
Project	**Financial sustainability** has to be guaranteed considering that, as for the Plyapark and the Network, the infrastructure, the daily running, and the trainer salary costs will be carried by one or by both partners, also after project lifetime
Project	The **political sustainability** will be secured in T3. The regional political partners will use the outputs to improve their capacities for skills development and their existing policies for entrepreneurial training/support with RIS3 as the basis
Project	[*Operation*] Process-related communication will continue to engage the core stakeholder group, in particular **funding initiatives** towards positive behavior and financial support to create new firms, also raise awareness and increase the knowledge of the new target group
Regional [4]	Besides the above mentioned stakeholders, Vienna region (LP, PP2, ASP24) will also involve relevant schools and educational institutions,

---

[2] *Ibidem.*
[3] Core engagement purposes defined in the Application Form.
[4] Specific / customised engagement purposes in PP regions.

	such as educational authorities to foster entrepreneurship education, and economical and social innovativeness in the region.

II.   Identifying Stakeholders

Relevant stakeholders are those individuals, groups of individuals or organisations that affect and/or could be affected by an organisation's activities, products or services and by the associated performance with regard to the issues addressed by the engagement. An organisation may have many stakeholders, each with distinct attributes and often with diverse and conflicting interests and concerns. Establishing a methodology for systematically identifying stakeholder groups that can contribute to achieving the purpose of the engagement and/or could be affected by its outcome is fundamental to the engagement process. [5]

Organisations should profile stakeholder groups as well as individual stakeholder representatives according to the following features:

Knowledge of the issues associated with the purpose and scope of the engagement	Expectations of the engagement	Existing relationship with the organization (*close or distant*, *formal or informal*, *positive or negative*)
Dependence on the organisation	Willingness to engage	Level of influence
Type (*civil society*, *government*, *consumer*, *etc*.)	Cultural context	Geographical scale of operation
Capacity to engage (*e.g. language barriers, IT literacy, disability*)	Legitimacy and representation	Relationships with other stakeholders

PROFILING & MAPPING RELEVANT STAKEHOLDERS INTO PRACTICE

Stakeholders in Vienna Region	Relevant subject area
Local public authority	Vienna Board of Education, Municipality, labour market entities such as chambers, policy-making entities, local development agencies with a special emphasis on the strategic planning for entrepreneurship, innovation, and local development
Regional public authority	Vienna Board of Education, regional government planning bodies, regional development agencies with a special emphasis on the strategic planning for entrepreneurship, innovation, regional labour market entities such as chambers of commerce, chambers of labour, regional labour office
National public authority	ministry
Sectoral agency, Business support organisation	local and regional development agencies, Business support centers, Enterprise Europe Network

---

[5] *Ibidem.*

Stakeholders in Vienna Region	Relevant subject area
Interest groups including NGOs	business angels´ groups, regional and local stakeholder groups, NGOs for social entrepreneurship, social innovation
Higher education and research	university faculties, college, research institutions, research and innovation clusters
SME	micro-, and small-sized enterprises
Education/training centre and school	primary, secondary school, vocational training, trade schools and academies at secondary schools
Others	Funding initiatives (e.g. business angels, crowdfunding)
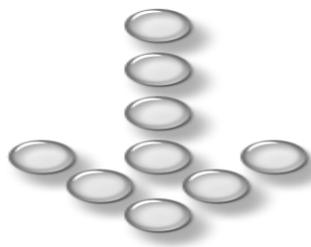
Features [6]	Low intensity	Medium Intensity	High intensity
Knowledge of the issues associated with the purpose and scope of the engagement			
Expectations of the engagement			
Existing relationship with the organization (*close or distant, formal or informal, positive or negative*)			
Dependence on the organisation			
Willingness to engage			
Level of influence			
Type (*civil society, government, consumer, etc.*)			
Cultural context			

---

[6] First stakeholders map according to the level of intensity of their '*relevance*' to the project outcomes and future sustainability (*ref. purpose of the engagement*)

Geographical scale of operation			
Capacity to engage (*e.g. language barriers, IT literacy, disability*)			
Legitimacy and representation			
Relationships with other stakeholders			
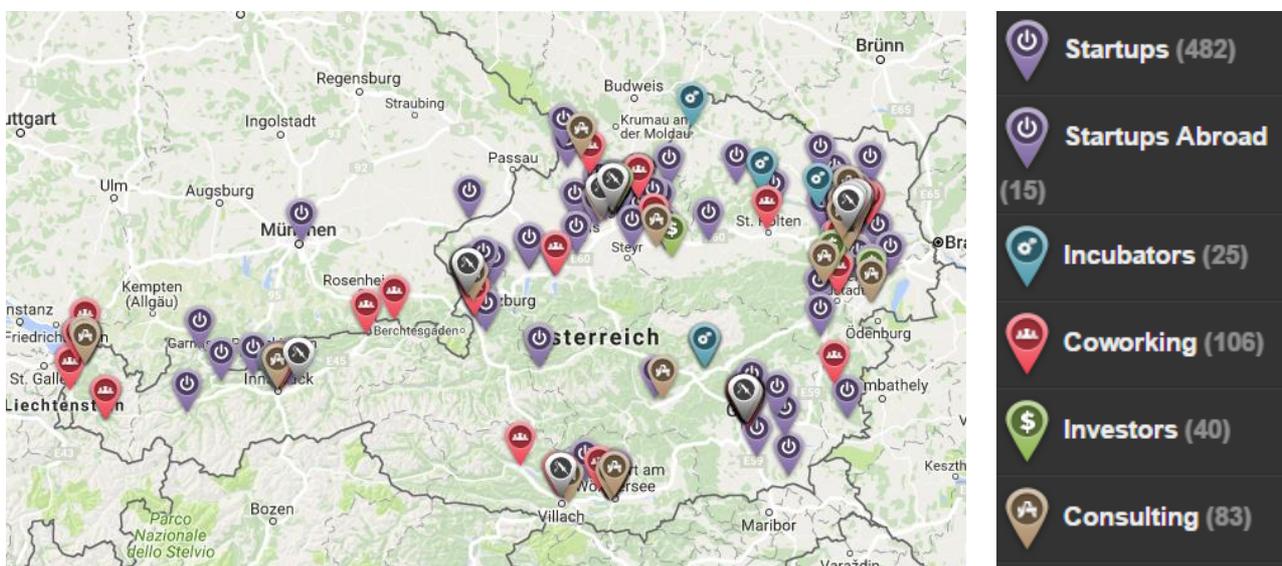
Figure 1: Austrian Startups Map

Source: Austrian Startups, 2016 (http://www.austrianstartups.com/map/, 28.10.2016, 14:20)

Table 1 shows the different stakeholders´ roles in the ecosystem in Vienna, based on their services offered for young emerging entrepreneurs in their idea generation phase, or even before, in their start-up, and growth phases.

Table 1: Stakeholder map in the Viennese ecosystem

Education/Edutainment	Ideation	Start-up	Early	Accelerate	Growth
Schools					
Vienna Board of Education					
´Kreativ Wirtschaft´ - creative labs					
Smart Brunch events in SMART Point Vienna					
		Local public authority			
		Regional public authority			
		National public authority			

Education/Edutainment	Ideation	Start-up	Early	Accelerate	Growth
	Sectoral agencies				
	Interest groups including NGOs				
Higher education and research institutions					
Education/training centres					
			Business support organisations		
	SMEs				
	Innovation hubs				

Source: Own summary, 2016

DETERMINE ENGAGEMENT LEVEL(S) AND METHOD(S)

Engagement may take place at *more than one level*. It can be chosen to engage with the stakeholders in one segment of its stakeholder map at one level and with stakeholders in another segment of the stakeholder map at another. The level of engagement may also change over time as relationships deepen and mature.

The *method of engagement* should be selected to best meet the needs, capacity and expectations of the relevant stakeholders. More than one method may be selected for any given engagement. Different methods may be used concurrently or sequentially.

Involvement levels

Inform	Listen	Consult	Involve	Collaborate
One-way communication: organisation to stakeholder, there is no invitation to reply	One-way communication: stakeholder to organisation	Limited two-way engagement: organisation asks questions, stakeholders answer	Two-way or multi-way engagement: learning on all sides but stakeholders and organisation act independently	Two-way or multi-way engagement: joint learning, decision making and actions

Methods of Engagement [7]

Inform	Listen	Consult	Involve	Collaborate
Bulletins and letters	Media and internet tracking	Surveys	Multi-stakeholder forums	Joint projects
Brochures	Letters / e-mails	Focus groups / Workshops	Advisory panels	Joint ventures
Reports and websites / social media	Second-hand reports from other stakeholders possibly via targeted interviews	Meetings with selected stakeholders / Public meetings	Participatory decision-making processes / Focus groups	Partnerships
Speeches, conference and public presentations	(social) media	Social media	Consensus building processes	Multi-stakeholder initiatives
			Online engagement tools	Online collaborative platforms

---

[7] Not exhaustive list of possible tools for engagement.

III. Defining the Engagement Plan

The engagement Plan is intended first to draw and then to document the engagement process. *Minimum requirements* of a Plan include: tasks and timelines, contact persons, technologies used, ground rules, comfort requirements, engagement risks, resource requirements, budget, channels of communication, monitoring and evaluation, reporting the engagement outputs and outcomes, …

At the same time there are several *factors* that can impede the ability of stakeholders to engage which have to be then taken into consideration, such as: the accessibility and neutrality of the engagement location, capacity to travel, availability of Information and Communication Technologies (ICT), timing, social hierarchies (e.g. caste, gender, wealth), local conflicts, lack of shared understanding of expectations, customs, conventions, culture / specific communication styles, need for language translation, special needs of those with disability, … [8]

THE CERIECON ENGAGEMENT PLAN [9]

Features	Description	Responsibilities
PROFILING & MAPPING	Precise definition of the relevant Stakeholders list (*according to the template*)	All PPs
METHOD OF ENGAGEMENT DEFINITION	Clear identification of the specific engagement methods to be frequently used	WPC responsible + All PPs
ENGAGEMENT TOOLS SET-UP	Set-up of proper engagement tools according to the specific methods selected	WPC responsible + All PPs
ESTABLISHING INDICATORS	Precise quantification of a minimum engagement target starting from the A.F. indications	WPC responsible + All PPs
ENGAGEMENT MATRIX CREATION	Creation of the specific and detailed Engagement Matrix in each region (*according to the template*)	WPC responsible + All PPs
SCHEDULING & TIMING	Clear definition of proper schedule / timing for stakeholders engagement (*starting from the A.F. indications*)	WPC responsible + All PPs
REPORTING	Periodic reporting of the engagement	All PPs

---

[8] *Ibidem.*
[9] Engagement action plan to be customised to project and PP and then to be implemented during the project.

	activities and outputs & outcomes (*starting from the A.F. indications*)	

ENGAGEMENT MATRIX [10]

| Involvement levels |

Stakeholder	Inform	Listen	Consult	Involve	Collaborate
aaa	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... • ....
bbb	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... • ....
ccc	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... • ....
ddd	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... •	• .... • .... • .... • ....

Methods of engagement

---

[10] To be defined at project level and then adapted / customised in each region

IV. Implementing the Engagement Plan

Once the Engagement Plan is settled and shared between all the project actors, each regional partnership should ensure that:

o stakeholders are informed and invited to participate to project activities and progresses reasonably well in advance and that communications are appropriate for each stakeholder (*according to the plan*),

o stakeholders are "live" and active ensuring that all their inputs, views and discussions are captured as appropriate,

o the engagement process / activities and the relevant outputs are well documented,

o the outputs and action plan to participants of the engagement are communicated in an appropriate and timely manner (it is important that reporting back to stakeholders is done in an inclusive and consistent way so that all participants receive consistent feedback).

In the event of project workshop / seminars / roundtables directly involving stakeholders some specific tools (sheets / cards [11] / …) can be used to actively involve them into the discussion / panel and to keep record of all their inputs (*in addition to the normal Minutes as foreseen from the C.E. Programme regulation*).

Frequency, schedule, methods and specific tools for the engagement are the ones settled and agreed on the Engagement Plan itself.

Example of a Stakeholders Card

Along with the implementation of the Plan each regional partnership will have to assure the proper monitoring and evaluation of both activities and results as described as follows.

---

[11] The one here reported has to be consider just as an example of the possible tools to be used.

V. Review the Plan and improve

Monitoring and evaluating is a process that helps to improve performance and achieve results. The objective with regard to stakeholder engagement is to improve current and future management of engagement outputs, outcomes and impact. Each individual engagement should be monitored and evaluated. The information from individual engagements should then be aggregated and evaluated as a whole.

The monitoring and evaluation of outputs (action plan, result of activity) and outcomes (the results of decisions and actions) should be integrated with overall sustainability performance monitoring and evaluation that ultimately feeds back into the strategy development process. [12]

More in details each single regional partnership should systematically monitor and evaluate the overall quality of the stakeholder engagement as well as the quality of individual engagements. In details this should include the monitoring and evaluation of:

- o the commitment and integration level / intensity,
- o purpose, scope and stakeholder participation,
- o the entire process under implementation (*planning, preparing, engaging, acting, reviewing and improving*),
- o outputs and outcomes,
- o reporting (*activity and reports*)

Stakeholder engagement is a process, not an event or a one-off exercise. The monitoring and evaluation step shall provide the input from which each partner can institutionalise the learning and actively look for improvement opportunities. Each partner shall then foster a continual improvement process with stakeholder engagement, namely an ongoing effort to incrementally improve the engagement process with regards to efficiency, effectiveness and impact.

---

[12] AA1000 – Stakeholders Engagement Standard – *Ver. 2015* – AccountAbility [www.accountability.org]

3. Stakeholders engagement into practice

This section is intended to report the concrete Engagement Plan and all its tools as defined in each region and then implemented / used (*leading thus to Deliverable D. T1.2.8*).

--- ---

a. Engagement Purpose

CERIECON ENGAGEMENT PURPOSE MATRIX

Objective level	Description
In process-related communication, CERIecon will raise the awareness and increase the knowledge of the ***key stakeholders*** (*policy / support / SME / funding initiatives i.e. business angels, crowdfunding, etc*.) as essential partners in the development of the smart strategies (the regional Playparks and the Network). Involving funding initiatives from the outset is essential in order that the start-ups in training (T3) can bring their ideas to market and create new firms. This will be part of the financial support offered by the Playparks	
Project [13]	Stakeholders will be involved to ensure the viability / sustainability of the ***strategies*** and the ***Playparks*** after project lifetime
Project	Stakeholders will be involved to ensure the viability / sustainability of the ***strategies*** and the ***Transnational Network*** after project lifetime
Project	CERIecon has planned for the lasting durability of the WP outputs after project lifetime through the **institutional sustainability** of the partnership architecture and the same stakeholders engagement plan
Project	**Financial sustainability** has to be guaranteed considering that, as for the Plyapark and the Network, the infrastructure, the daily running, and the trainer salary costs will be carried by one or by both partners, also after project lifetime
Project	The **political sustainability** will be secured in T3. The regional political partners will use the outputs to improve their capacities for skills development and their existing policies for entrepreneurial training/support with RIS3 as the basis
Project	[*Operation*] Process-related communication will continue to engage the core stakeholder group, in particular ***funding initiatives*** towards positive behavior and financial support to create new firms, also raise awareness and increase the knowledge of the new target group
Regional [14]	Besides the above mentioned stakeholders, Vienna region (LP, PP2, ASP24) will also involve relevant schools and educational institutions,

---

[13] Core engagement purposes defined in the Application Form.
[14] Specific / customised engagement purposes in PP regions.

	such as educational authorities to foster entrepreneurship education, and economical and social innovativeness in the region.

b. Profiling Regional Stakeholders for Vienna Region

Engagement purpose	Relevance for the purpose		
	LOW	MEDIUM	HIGH
Institutional sustainability		AMS für Jugendliche / Wien Industriellenvereinigung	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds) VHS - Volkshochschule Stadtschulrat für Wien Forschungsförderungsgesellschaft (FFG) Blueminds
Financial sustainability		Erste Stiftung The Woman Enterprise Service	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds) The Female Founders Club Erste Bank Gründerzentren AC & Friends GmbH
Political sustainability		Europäische Kommission Vertretung in Österreich	AK Wien/ Abt. Wirtschaftspolitk bmukk
"Operational" sustainability		WU Wien - Institut für Wirtschaftspädagogik Wirtschaftsagentur Wien. Ein Fonds der Stadt Wien. Young Enterprises Gewinn Newspaper ICEP inits	Wirtschaftsuniversität Wirtschaftskammer Österreich WU Wien - Institut für Entrepreneurship und Innovation JW Wien - Jungewirtschaft WIFI Entrepreneurship Center Network (ECN) WU Gründungszentrum Wissens- und Technologietransferzentrum Ost AustrianStartups Pioneers Festival Entrepreneurship Avenue Schools: BHAK/BHAS Völkermarkt, Kärnten BHAK/BHAS Villach, Kärnten BHAK/BHAS Wiener Neustadt, NÖ BHAK/BHAS Laa/Thaya, NÖ BHAK/BHAS Mistelbach, NÖ BHAK/BHAS Neunkirchen, NÖ

	BHAK/BHAS St. Pölten, NÖ
	BHAK/BHAS Ybbs/Donau, NÖ
	BHAK/BHAS Neumarkt/Wallersee, Salzburg
	BHAK/BHAS Salzburg 2, Salzburg
	Höhere Lehranstalt für Mode/Hallein, Salzburg
	Höhere Lehranstalt für Tourismus, Klessheim, Salzburg
	BHAK/BHAS Hallein, Salzburg
	BHAK/BHAS St. Johann/Pongau, Salzburg
	BHAK/BHAS Feldbach, Steiermark
	BHAK und BAKIP Bruck/Mur, Steiermark
	BHAK/BHAS Eisenerz, Steiermark
	BHAK/BHAS Fürstenfeld, Steiermark
	BHAK/BHAS Voitsberg, Steiermark
	Schiakademie Schladming, Steiermark
	BHAK/BHAS Judenburg, Steiermark
	BHAK/BHAS Lienz, Tirol
	BHAK/BHAS Bezau, Vorarlberg
	BHAK/BHAS Bludenz, Vorarlberg
	BHAK/BHAS Feldkirch, Vorarlberg
	Schumpeter BHAK/BHAS Wien 13, Wien
	BHAK/BHAS Wien 22, Wien
	HAK/HAS bfi, Wien
	VBS HAK/HAS Schönborngasse, Wien
	HAK/HAS Sacre Coeur, Wien
prospect	
Enterprise Europe Network	
Impact Hub	
winnovation	
STARTeurope	
Impulszentrum für Entrepreneurship-Education	

c. Mapping & listing Regional Stakeholders

**Map of regional Stakeholders**
ID	Name organisation	Category*	Type	Contact person	Phone	Email	Website	Social media accounts/ addresses	Postal Address
1	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds)	Actors of Knowledge	Instituti onal sust.		+43 1 / 217 48 - 555	bbe@waff.at	www.waff.at		waff – Beratungszentrum für Beruf und Weiterbildung Nordbahnstraße 36 / Stiege 1 / 3. Stock 1020 Wien
2	Wirtschaftsuniversität Wien (WU Wien)	Actors of Knowledge	Operatio nal sust.		+43 01 313360	service.marketing@wu.ac.at	https://www.wu.ac.at/		Wirtschaftsuniversi tät Wien, Welthandelsplatz 1, AD, 1020 Wien
3	WU Wien - Institut für Wirtschaftspädagogik	Actors of Knowledge	Operatio nal sust.		+43 01 313360	service.marketing@wu.ac.at	https://www.wu.ac.at/		Wirtschaftsuniversi tät Wien, Welthandelsplatz 1, AD, 1020 Wien
4	WU Wien - Reginal Centre of Education for Sustainable Development (RCE Vienna)	Actors of Knowledge	Operatio nal sust.				_		
5	Austrian Wirtschaftsservice AWS	P.A. and Agencies	Operatio nal sust.				_		
6	Entrepreneurship Center Network (ECN)	Actors of Knowledge	Operatio nal sust.				_		

			Map of regional Stakeholders						
ID	Name organisation	Category*	Type	Contact person	Phone	Email	Website	Social media accounts/ addresses	Postal Address
7	Forschungsförderungsgesellschaft (FFG)	P.A. and Agencies	Institutional sust.				-		
8	Wissens- und Technologietransferzentrum Ost	Actors of Knowledge	Operational sust.				-		
9	WU Gründungszentrum	Actors of Knowledge	Operational sust.				-		
10	The Female Founders Club	Investors	Financial sust.				-		
11	Entrepreneurship Avenue	Actors of Knowledge	Operational sust.				-		
12	AustrianStartups	Actors of Knowledge	Operational sust.				-		
13	sic! - Student's innovation centre der BOKU	Actors of Knowledge	Operational sust.				-		
14	Blueminds	P.A. and Agencies	Institutional sust.				-		
15	Pioneers Festival	Actors of Knowledge	Operational sust.				-		
16	AC & Friends GmbH	Investors	Financial sust.				-		
17	Erste Bank Gründerzentren	Investors	Financial sust.				-		

				Map of regional Stakeholders				
ID	Name organisation	Category*	Type	Contact person	Phone	Email	Website	Social media accounts/ addresses	Postal Address
18	AK Wien/ Abt. Wirtschaftspolitk	P.A. and Agencies	Political sust.		+43 1 501 65 0	ak-mailbox@akwien.at	https://wien.arbeiterkammer.at/The_Chamber_of_Labour.html		Kammer für Arbeiter und Angestellte für Wien Prinz Eugen Straße 20-22, 1040 Wien
19	Wirtschaftskammer Österreich	P.A. and Agencies	Operational sust.		+43 1 514 50	postbox@wkw.at	www.wko.at		Wirtschaftskammer Wien Hauptgebäude, Stubenring 8-10, 1010 Wien
20	bmukk	P.A. and Agencies	Political sust.		+43 1 53120-0	ministerium@bmbf.gv.at	https://www.bmb.gv.at		Federal Ministry of Education Minoritenplatz 5 1010 Vienna
21	Wirtschaftsagentur Wien. Ein Fonds der Stadt Wien.	P.A. and Agencies	Operational sust.		+43 1 4000 86 70	info@wirtschaftsagentur.at	https://viennabusinessagency.at/		Mariahilfer Straße 20 1070 Wien
22	Young Enterprises	Innovation actors	Operational sust.		+43 1 3695009	office@youngenterprises.at	http://www.youngenterprises.at/		
23	Gewinn Newspaper	Actors of Knowledge	Operational sust.	Sylvia Perl	+43 1 521 24 - DW 44	abo@gewinn.com	http://www.gewinn.com/		
24	VHS - Volkshochschule	Actors of Knowledge	Institutional sust.		+43 1 89174 100 000	info@vhs.at	www.vhs.at		Lustkandlgasse 50 1090 Wien
25	AMS für Jugendliche / Wien	P.A. and Agencies	Institutional sust.		+43 1 878 71	ams.jugendliche@ams.at	www.ams.at		Gumpendorfer Gürtel 2b 1060 Wien

					Map of regional Stakeholders			
ID	Name organisation	Category*	Type	Contact person	Phone	Email	Website	Social media accounts/ addresses	Postal Address
2 6	ICEP	Civil Society Actors	Operatio nal sust.		+43 19690254	icep@icep.at	http://icep.at/		Möllwaldplatz 5 1040 Wien
2 7	inits	Innovation actors	Operatio nal sust.		+43 1 – 715 72 67	office@inits.at	www.inits.at		Maria Jacobi Gasse 1 Media Quarter Marx 3.2, 1.Stock A-1030 Wien
2 8	WU Wien - Institut für Entrepreneurship und Innovation	Actors of Knowledge	Operatio nal sust.		+43/1/313 36/4585	entrep-sekr@wu-wien.ac.at	https://www.wu.ac.at/e ntrep/institut/		Wirtschaftsuniversi tät Wien, Welthandelsplatz 1, AD, 1020 Wien
2 9	prospect	Civil Society Actors	Operatio nal sust.						
3 0	Industriellenvereinigu ng	P.A. and Agencies	Instituti onal sust.	Dr. Raphael Draschta k, Bereichs leiter Marketin g & Kommun ikation	+43 1 711 35/2300	r.draschtak@iv-net.at	https://www.iv-net.at		
3 1	Europäische Kommission Vertretung in Österreich	P.A. and Agencies	Political sust.						
3 2	JW Wien - Jungewirtschaft	Innovation actors	Operatio nal sust.	jungewir tschaftw ien@wk	+43 1 514 50 1347	http://www.jungewirtschaft.a t/wien			

**Map of regional Stakeholders**
ID	**Name organisation**	**Category***	**Type**	**Contact person**	**Phone**	**Email**	**Website**	**Social media accounts/ addresses**	**Postal Address**
				w.at					
33	Enterprise Europe Network	Innovation actors	Operational sust.						
34	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds)	Investors	Financial sust.						
35	Impact Hub	Innovation actors	Operational sust.		+43 (0) 1 522 71 43	vienna.hosts@impacthub.net	https://vienna.impacthub.net/		
36	WIFI	Actors of Knowledge	Operational sust.		+43 (0)5 90 900	office@wko.at	www.wko.at		Wiedner Hauptstraße 63 1045 Wien
37	Erste Stiftung	Investors	Financial sust.		+43 50 100 15100	office@erstestiftung.org	http://www.erstestiftung.org/		Friedrichstraße 10, 4th floor, 1010 Vienna, Austria
38	Stadtschulrat für Wien	Actors of Knowledge	Institutional sust.		+43 1 525250	office@ssr-wien.gv.at	https://www.wien.gv.at/bildung/stadtschulrat/		Wipplingerstraße 28 1010 Wien
39	winnovation	Innovation actors	Operational sust.		+43 (0)660 25 606 03	office@winnovation.at	http://www.winnovation.at/		Karl-Schweighofer-Gasse 12/6 A-1070 Wien, Österreich
40	The Woman Enterprise Service	Investors	Financial sust.	Gerlinde Lonin	+43 1 4000 86160	lonin@wirtschaftsagentur.at	https://viennabusinessagency.at/consulting/frauenservice-7/		

					Map of regional Stakeholders			
ID	Name organisation	Category*	Type	Contact person	Phone	Email	Website	Social media accounts/ addresses	Postal Address
41	STARTeurope	Innovation actors	Operational sust.						Andromeda Tower Donau-City-Straße 6/2 1220 Vienna
42	Impulszentrum für Entrepreneurship-Education	Actors of Knowledge	Operational sust.	Mag. Erika Hammerl	+43-1-804 53 75-20	erika.hammerl@chello.at	http://www.eesi-impulszentrum.at/		Bundesweites Impulszentrum für Entrepreneurship-Education Schumpeter Handelsakademie an der BHAK und BHAS Wien 13 Maygasse 43 1130 Wien
43	TU Wien (Technische Universität Wien)	Actors of Knowledge	Operational sust.		+43-1-4277-0	public@univie.ac.at	https://www.univie.ac.at/		University of Vienna Universitätsring 1 1010 Vienna
44	Universität Wien	Actors of Knowledge	Operational sust.		+43-1-58801-0	webmaster@tuwien.ac.at	https://www.tuwien.ac.at/		Karlsplatz 13 1040 Wien
45	BOKU Wien (Universität für Bodenkultur)	Actors of Knowledge	Operational sust.		(+43-1) 47654-0	boku4you@boku.ac.at	www.boku.ac.at		University of Natural Resources and Life Sciences, Vienna Gregor-Mendel-Straße 33 1180 Vienna, Austria

d. Engagement tools and plan

To be more effective the tools for the Stakeholders engagement plan will be defined and structured according to the official **CERIecon Communication Strategy** as define in Deliverable D.C.1.5

Pool of tools:

- participatory workshops
- regional focus groups events
- semi-structured interviews
- local institutional analysis
- stakeholder map
- joint identification of issues and possible solutions
- stakeholder database
- commitments register
- newsletters
- emails
- phone calls
- press articles
- storytelling leaflets
- videos
- faire/exhibitions/external events
- social media (facebook, twitter)

faire/exhibitions/external events

newsletters

presentation at meetings

trainings

<TBD>

e. Engagement Matrix

ID	Name organisation	Tools *	Frequency of use			Schedule & Timing
			LOW	MEDIUM	HIGH	
1	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds)	emails	X			continuosly
		stakeholder database		X		continuosly
		press articles		X	X	after project lifetime as well
2	Wirtschaftsuniversität	participatory workshops				continuosly
		regional focus groups events				continuosly
		stakeholder database				continuosly
3	WU Wien - Institut für Wirtschaftspädagogik	semi-structured interviews				Reporting Period 1
		storytelling leaflets				continuosly
		participatory workshops				continuosly
4	AK Wien/ Abt. Wirtschaftspolitk	press articles		X		after project lifetime as well
		presentation at meetings			X	after project lifetime as well
		storytelling leaflets				continuosly
5	Wirtschaftskammer Österreich	press articles		X		after project lifetime as well
		presentation at meetings			X	after project lifetime as well
		storytelling leaflets				continuosly
6	bmukk	press articles		X		after project lifetime as well

ID	Name organisation	Tools *	LOW	MEDIUM	HIGH	Schedule & Timing
				Frequency of use		
		presentation at meetings	X			after project lifetime as well
		local institutional analysis	X			after project lifetime as well
7	Wirtschaftsagentur Wien. Ein Fonds der Stadt Wien.	press articles		X		after project lifetime as well
		presentation at meetings			X	after project lifetime as well
		local institutional analysis		X		after project lifetime as well
8	Young Enterprises	regional focus groups events			X	continuosly
		semi-structured interviews		X		Reporting Period 1
		joint identification of issues and possible solutions			X	continuosly
9	Gewinn Newspaper	local institutional analysis		X		after project lifetime as well
		press articles		X		after project lifetime as well
		newsletters				continuosly
10	VHS - Volkshochschule	press articles	X			after project lifetime as well
		presentation at meetings	X			after project lifetime as well
		local institutional analysis	X			after project lifetime as well
11	AMS für Jugendliche / Wien	regional focus groups events				continuosly
		semi-structured interviews				Reporting Period 1
		joint identification of issues and possible solutions				continuosly

ID	Name organisation	Tools *	Frequency of use			Schedule & Timing
			LOW	MEDIUM	HIGH	
1 2	ICEP	regional focus groups events				continuosly
		semi-structured interviews				Reporting Period 1
		joint identification of issues and possible solutions				continuosly
1 3	inits	regional focus groups events				continuosly
		semi-structured interviews				Reporting Period 1
		joint identification of issues and possible solutions				continuosly
1 4	WU Wien - Institut für Entrepreneurship und Innovation	regional focus groups events				continuosly
		semi-structured interviews				Reporting Period 1
		joint identification of issues and possible solutions				continuosly
1 5	prospect	press articles		X		after project lifetime as well
		presentation at meetings		X		after project lifetime as well
		local institutional analysis		X		after project lifetime as well
1 6	Industriellenvereinigung	press articles		X		after project lifetime as well
		presentation at meetings		X		after project lifetime as well
		local institutional analysis		X		after project lifetime as well
1 7	Europäische Kommission Vertretung in Österreich	press articles	X			after project lifetime as well
		presentation at meetings	X			after project lifetime as well

ID	Name organisation	Tools *	LOW	MEDIUM	HIGH	Schedule & Timing
		local institutional analysis	*X*			after project lifetime as well
18	JW Wien - Jungewirtschaft	regional focus groups events				continuosly
		semi-structured interviews				Reporting Period 1
		joint identification of issues and possible solutions				continuosly
19	Enterprise Europe Network	regional focus groups events				continuosly
		semi-structured interviews				Reporting Period 1
		joint identification of issues and possible solutions				continuosly
20	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds)	press articles	X			after project lifetime as well
		presentation at meetings	X			after project lifetime as well
		local institutional analysis	X			after project lifetime as well
21	Impact Hub	regional focus groups events				continuosly
		semi-structured interviews				Reporting Period 1
		joint identification of issues and possible solutions				continuosly
22	WIFI	press articles			*X*	after project lifetime as well
		presentation at meetings			*X*	after project lifetime as well
		local institutional analysis			*X*	after project lifetime as well
2	Erste Stiftung	participatory workshops				continuosly

ID	Name organisation	Tools *	Frequency of use			Schedule & Timing
			LOW	MEDIUM	HIGH	
3		presentation at meetings			X	after project lifetime as well
		newsletters				continuosly
24	Stadtschulrat für Wien	participatory workshops				continuosly
		presentation at meetings			X	after project lifetime as well
		newsletters			X	continuosly
25	The Woman Enterprise Service	regional focus groups events			X	continuosly
		semi-structured interviews			X	Reporting Period 1
		joint identification of issues and possible solutions			X	continuosly
26	STARTeurope	regional focus groups events			X	continuosly
		semi-structured interviews			X	Reporting Period 1
		joint identification of issues and possible solutions			X	continuosly
27	Impulszentrum für Entrepreneurship-Education	regional focus groups events			X	continuosly
		semi-structured interviews			X	Reporting Period 1
		joint identification of issues and possible solutions			X	continuosly
28	winnovation	regional focus groups events			X	continuosly
		semi-structured interviews			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
2	The Woman Enterprise Service	regional focus groups events			X	continuosly

ID	Name organisation	Tools *	LOW	MEDIUM	HIGH	Schedule & Timing
9		semi-structured interviews			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
30	STARTeurope	regional focus groups events			X	continuosly
		semi-structured interviews			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
31	Impulszentrum für Entrepreneurship-Education	regional focus groups events			X	continuosly
		semi-structured interviews			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
32	TU Wien (Technische Universität Wien)	regional focus groups events			X	continuosly
		semi-structured interviews			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
33	Universität Wien	regional focus groups events			X	continuosly
		semi-structured interviews			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
34	BOKU Wien (Universität für Bodenkultur)	regional focus groups events			X	continuosly
		semi-structured interviews			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
3	Entrepreneurship Center Network (ECN)	regional focus groups events			X	continuosly

ID	Name organisation	Tools *	LOW	MEDIUM	HIGH	Schedule & Timing
5		semi-structured interviews			*X*	continuosly
		joint identification of issues and possible solutions			*X*	continuosly
3 6	WU Gründungszentrum	regional focus groups events			*X*	continuosly
		newsletters			*X*	continuosly
		joint identification of issues and possible solutions			*X*	continuosly
3 7	Forschungsförderungsgesellschaft (FFG)	regional focus groups events			*X*	continuosly
		semi-structured interviews			*X*	continuosly
		joint identification of issues and possible solutions			*X*	continuosly
3 8	Wissens- und Technologietransferzentrum Ost	regional focus groups events			*X*	continuosly
		newsletters			*X*	continuosly
		joint identification of issues and possible solutions			*X*	continuosly
3 9	The Female Founders Club	newsletters			*X*	continuosly
		regional focus groups events		x		continuosly
4 0	Erste Bank Gründerzentren	newsletters			*X*	continuosly
		regional focus groups events		x		continuosly
4 1	AustrianStartups	regional focus groups events			*X*	continuosly
		newsletters			*X*	continuosly

ID	Name organisation	Tools *	LOW	MEDIUM	HIGH	Schedule & Timing
		joint identification of issues and possible solutions			X	continuosly
4 2	Entrepreneurship Avenue	regional focus groups events			X	continuosly
		newsletters			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
4 3	Blueminds	regional focus groups events			X	continuosly
		semi-structured interviews			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
4 4	Pioneers Festival	regional focus groups events			X	continuosly
		newsletters			X	continuosly
		joint identification of issues and possible solutions			X	continuosly
4 5	AC & Friends GmbH	regional focus groups events		x		continuosly
		newsletters			X	continuosly
						continuosly

Pool of tools:

- participatory workshops
- regional focus groups events
- semi-structured interviews
- local institutional analysis
- stakeholder map
- joint identification of issues and possible solutions
- stakeholder database
- commitments register
- newsletters
- emails
- phone calls
- press articles
- storytelling leaflets
- videos
- faire/exhibitions/external events
- social media (facebook, twitter)
- faire/exhibitions/external events
- newsletters
- presentation at meetings
- trainings