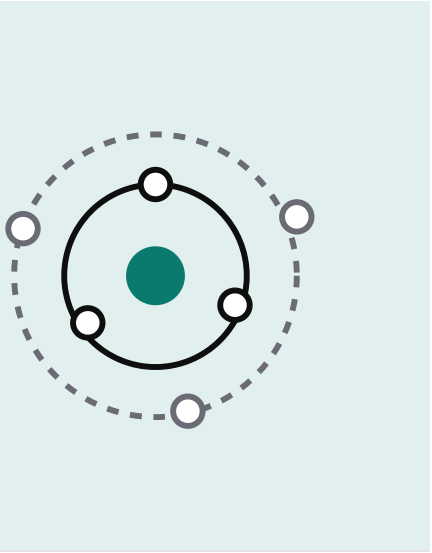
Method

Stakeholder map

A representation of the people, groups and organizations that can influence a project or be affected by it, with their weight and relationships.



In Spanish
Mapa de actores

Origin
Freeman (1984); Mendelow (1981)

Output
A map of stakeholders and their relationships

What it's for

Avoids discovering too late someone who could block the project or who should have taken part.

Key elements

Affect or be affected
Both those who decide and those who bear the consequences count.

Not only insiders
Customers, suppliers, regulators, communities and those who don't use the service also count.

Power and interest
Note how much each stakeholder can influence and how much the project matters to them, to know who to talk to first.

How it's done

1

List everyone who can influence or be affected.

2

Place each stakeholder by their power and interest.

3

Connect the relationships and what they exchange.

Applications in design

When to use it

When starting a project, to decide who to interview, who to invite and who to keep informed.

Avoid

Doing it once and never looking at it again: stakeholders and their power change.

Don't fall for it

A stakeholder is not just a job title: note specific groups and what matters to them.

Connections

Used by

- Service design
- Transition design
- Systemic design
- Social design

Related to

- Co-design
- Value sensitive design
- In-depth interview
- Ecosystem map

Authors and works

1984	**R. Edward Freeman**	Defined stakeholders as those who can affect an organization's objectives or be affected by them.
1981	**Aubrey L. Mendelow**	Proposed analyzing stakeholders by their power; power-interest matrices later grew out of that idea.

Sources

Original sources

- Freeman, R. E. (1984). Strategic management: A stakeholder approach. Pitman.
- Mendelow, A. L. (1981). Environmental scanning: The impact of the stakeholder concept. In ICIS 1981 Proceedings (art. 20). Association for Information Systems. View source (https://aisel.aisnet.org/icis1981/20)

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