



Total Resource and Energy Efficiency
Management System for Process Industries

Deliverable 8.9

Report on stakeholders observatory – 1st year

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1. Introduction

Stakeholder participation plays an increasingly important role in achieving a successful project outcome, improving the relevance or utility of the research to users and beneficiaries, thus increasing the likelihood that project results are adopted and applied.

Stakeholders are all individuals, groups or organizations who are likely to hold an interest in the project outcomes, including those who have power to influence the uptake of the research findings.

Since stakeholders have different expectations and influence on the project results, it's vital to the project's successful completion to accurately identify its stakeholders, set the relevant levels of engagement and communicate accordingly.

This document presents the stakeholder engagement strategy for MAESTRI as well as the activities undertaken during the first year of the project within Work Package 8.4 – Dissemination and Communication – Dialogue with stakeholders.

2. Objectives and approach

Stakeholder engagement strategy must be designed in line with the MAESTRI project dissemination and communication main objectives, i.e., increase validity in project results and deliverables, promote dissemination of the project among third parties, spread replication and boost the exploitation results.

For this purpose, an international network of stakeholders is being developed which includes policy makers, industries, businesses, industrial clusters and associations, scientific community, NGO's, social media and general public.

All these stakeholders will have different levels of engagement as explained further in this document, according to their different interests/concerns in the research and influence on the MAESTRI project activities and results, including those who have power to influence the uptake of the research findings.

In order to achieve the refereed objectives, the main contributions expected from the stakeholders during and after MAESTRI project duration phases are:

- a) Methods and data review in order to increase the robustness of the outputs (mainly process industry);
- b) Process validation;
- c) Data provision;
- d) Assist in defining and developing tools
- e) Implementation of results – testing outputs of the research (e.g. tools, new methodologies, strategies)



- f) Define, develop and help deliver knowledge exchange activities and publications
- g) Networking and awareness raising with non-contributory stakeholders
- h) Review project success, including stakeholder engagement approach
- i) Publicity, promotion, via channels such as websites, academic materials, research reports, newsletters, books, guidelines, social media and the general media;
- j) Identify future information, tools and research needs
- k) Develop stakeholder-led monitoring and networking beyond MAESTRI project life.

Different methods for stakeholder engagement were selected according to the different levels of engagement and expected role of each stakeholder, and taking also into consideration the project objectives and timing of the project activities.

The adopted stakeholder engagement strategy is described in the following chapters.

3. Stakeholder engagement strategy for MAESTRI

3.1 STAKEHOLDER IDENTIFICATION AND CATEGORIZATION

MAESTRI stakeholders were grouped in the following categories, according to their interests and influence:

- Process industries;
- Other industries and or businesses across different activity sectors;
- Industrial and entrepreneurial parks;
- Industrial associations, agencies and clusters;
- Academia, research and scientific community (universities, R&D Centers, etc.);
- Policy makers (European Commission, Member states governmental agencies, national, regional and local authorities);
- Environmental Non- governmental associations (NGOs);
- General public.

Relevant stakeholder organizations (and their respective contact points) which will be asked to participate in the several engagement activites further described, have already been identifiyed by each project partner. This information is being compiled and organized by SINERGIE for future dissemination and communication activities. 5

MAESTRI has already the support from relevant European and national organizations namely, DHC (EU), DECHEMA (DE), PRODUTECH (PT), ENERGYIN (PT), ENEA (IT), PROPLAST (IT), SACMI (IT)



3.2 LEVELS AND METHODS OF STAKEHOLDER ENGAGEMENT

Stakeholders must be prioritized according to a set of guiding questions which are used to establish their importance and influence:

- Whether they have a high or low interest in the project;
- Whether they have a high or low influence on the project;
- How will stakeholders be affected by the project results;
- Stakeholder connections to policy.

Bearing this in mind, stakeholders were further classified according to the 'level' of engagement, from the lowest level ('inform'), through the middle levels ('consult', and 'involve') to the highest level ('collaborate') as shown in the following figure.

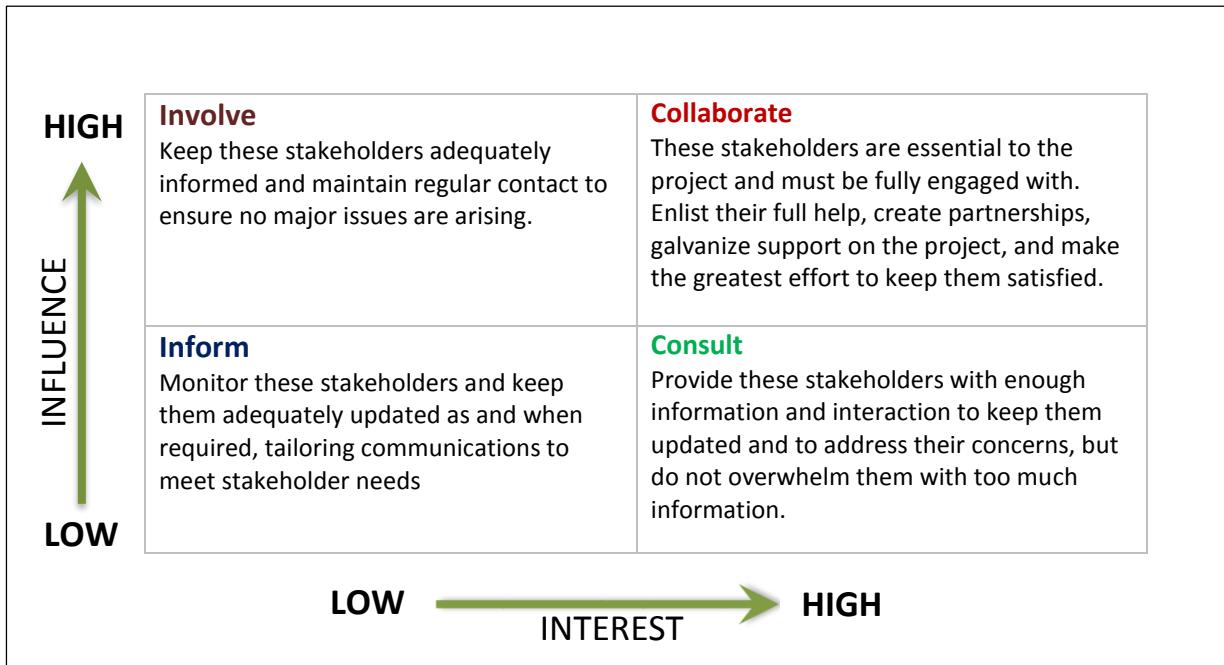


Figure 1 - Levels of Stakeholder engagement

[Source: Stakeholder Engagement Handbook, Biodiversa, 2014]

For each type of engagement level there are several communication methods considered most appropriate. The following table presents the overall level of engagement defined for each MAESTRI stakeholder category, as well as the methods that were considered most suited, taking into consideration the project objectives and the main contributions expected from the stakeholders.

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Table 1 – Levels and Methods for stakeholder engagement in MAESTRI project

Level of engagement	Informative (one way)			Participative (two-way)					
	Inform		Consult	Involve	Collaborate				
Method of engagement	Website	Newsletters	Social Media	Website portal	Workshops	Stakeholder forums	Networking	Demonstrations	Interviews
Stakeholders									
Process Industries	X	X	X	X	X	X		X	X
Academia, research and scientific community from the same discipline	X	X	X		X	X	X		
Policy makers	X	X	X		X	X	X		
Other industries	X	X	X	X	X				
Industrial clusters and associations	X	X	X	X	X	X			
NGOs	X	X	X						
General Public	X	X	X						

A description of the activities already undertaken and or previewed according to the project work program in each of the above referred methods of communication, is shown below.

3.3 DESCRIPTION OF ACTIVITIES

3.3.1. Website

MAESTRI website has been launched on February 2016 and is being prepared to receive information on project events, activities and public documents, well as other relevant information related with the follow-up on the state-of-the-art of resource efficiency methodologies and tools, industrial symbiosis, management systems, and other relevant issues related with MAESTRI project scope of work.

Also a system of user registration shall also be implemented to allow every visitor to register 7 in order to receive via e-mail regular information on project activities and post comments on the website. After this functionality becomes operational, all partners will send an e-mail to their global contacts list in order to present the MAESTRI project and with a link to the website, in order to boost the number of visitors and registered users.

Whenever a document, article or news item is uploaded, an automatic e-mail is sent to all registered users.



3.3.2. Newsletters

Biannual newsletters will be issued and uploaded in the project website, reporting project activities and main outcomes. The first newsletter was already issued on April 2016, presenting MAESTRI and its partners, the project vision and objectives, the workplan and the exploitation and dissemination strategy.

3.3.3. Social Media

As LinkedIn is one of the most active professional networks today, a new Group on the project was created as an open forum for discussion about all aspects and as a place to share and collaborate. In addition, a Twitter profile was also created to share website contents.

MAESTRI videos will be produced and uploaded in the project website and official youtube channel. Three videos will be produced, one presenting the project (5 minutes) and two others, of approximately 15 min long, will be produced promoting the findings of WP3. These videos will be in English, subbed in all partners local languages.

3.3.4. Web portal

A specific web portal (e.g. cloud services such as Google Drive) will be created for document distribution and industry out-reach activities, with the objective to engage process industries and other relevant stakeholders into process and data validation as well as data provision for project activities.

The access to this web portal shall be restricted to a group of relevant organizations, invited or accepted by the MAESTRI consortium members. Access is made upon login of registered users.

3.3.5. Workshops

During the project execution, each partner country will organize at least 2 workshops to present project activities and results, covering the project research areas: eco-efficiency, industrial symbiosis, management systems, motivation strategies and IoT.

Presently 3 workshops are foreseen in each country, in the following periods:

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- the first to be held on the 2nd trimester of 2017 (Year 2, Q7), in order to present the project and its first results to the stakeholders;
- the second to be held on the 1st trimester of 2018 (Year 3, Q10) in order to present project developments;
- the third to be held on the 2nd trimester 2019 (Year 4, Q15) to present the project results.

All these workshops will be followed by a stakeholder exchange forum (see 3.2.6.).



At the end of the project an international conference will be organized in Portugal.

MAESTRI project will also mark its presence in other relevant national and international conferences on sustainability and resource efficiency related issues, as a way to disseminate the project and its results through the scientific community.

3.3.6. Stakeholder forums

In each partner country, a stakeholder forum will be organized after each project workshop, where a group of predefined stakeholders will be invited to further discuss, among other relevant issues:

- MAESTRI research methodologies;
- Architecture of the toolkits and IoT platform;
- Potentialities and limitations of the platform in real industrial environments and for specific activity sectors;
- Project outcomes and future research activities.

Each session will promote direct and proactive interactions between a group of invited stakeholders from process industries, academia, industrial associations and policy makers. A set of predefined questions will be presented to the participants, who will be asked to discuss them in groups, driven by a moderator. Opening out and exploring techniques, such as brainstorming, carousel or mind-mapping might be used.

3.3.7. Networking with other R&D projects

Contacts were already made with coordinators of SPIRE-04 projects addressing the development of resource efficiency and sustainability assessment tools, namely the projects MEASURE (Metrics for Sustainability Assessment in European Process Industries), SAMT (Sustainability assessment methods and tools to support decision-making in the process industries) and STYLE (Sustainability Toolkit for easY Life-cycle Evaluation).

These projects are entering their final phase and a workshop will be held in Brussels, in October 2016 to present the project results to the stakeholders. A representative of MAESTRI will be present in this event in order to exchange knowledge and experience and identify future research needs. The networking with other projects will be an opportunity to multiply the impacts of the each project, leveraging on their specific audiences.

Networking is also planned with the SPIRE-06 projects EPOS (Enhanced energy and resource Efficiency and Performance in process industry Operations via onsite and cross-sectorial Symbiosis), SHAREBOX (Secure Management Platform for Shared Process Resources) and SYMBIOPTIMA (Human-mimetic approach to the integrated monitoring, management and optimization of a symbiotic cluster of smart production units). 9

The coordinators of these 3 projects as well as A.SPIRE will shortly be contacted by MAESTRI coordinator in order to discuss how the networking can be accomplished, namely through the organization of a joint workshop.



3.3.8. Interviews

Within Work Package 4 “Industrial Symbiosis”, initiated by UCAM in December 2015, the analysis of the State-of-the-Art was undertaken through the identification of an initial set of research gaps and challenges for the implementation of Industrial Symbiosis in process industries.

In order to complement the academic review, a suite of practitioner interviews to relevant stakeholders has been performed, encompassing both companies within MAESTRI and others who are not presently involved. These interviews helped provide insight into practitioner's current understanding and engagement with Industrial Symbiosis and elicit challenges to be addressed in future MAESTRI activities.

Short interviews were undertaken by UCAM during March and April 2016. The scope of the interviews is broad in terms of countries involved and characteristics of the companies (size, sector and stage in symbiotic exchanges implementation) in order to provide a wider perspective on challenges that may arise in MAESTRI industrial cases at later stages, and help enhance the wider applicability of the tools and concepts.

3.3.9. Demonstration

Demonstration of project results will be achieved through the provision of Total Efficiency Framework training courses to industrial community.

These courses will be based on the previous developed training modules which were provided to the MAESTRI industrial pilots and will be oriented to teach the industrials to use MAESTRI managerial tools and methodologies.

The courses will be addressed two target groups inside the industrial community, middle management and top-management. Then, two different courses will be organized as class lessons and will be left open for the participation to all industrials sectors.

At least 20 training sessions will be provided during the project, 2 of each training courses will take place on the 5 MAESTRI countries. It is expected 20 persons per course.

4. Stakeholder engagement work program

Stakeholder engagement		Year 1				Year 2				Year 3				Year 4			
	Activity	T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12	T13	T14	T15	T16
Website	Launch		■														
	Upload updated information on project activities and state-of-the-art observatory					■	■										
	Registration system for visitors					■											
	Dissemination mailings					■				■				■			
	Regular updates		■	■	■	■											
Newsletters	Biannual newsletters			■	■	■								■	■		
Social-media	LinkedIn updates	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Twitter feeds	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Videos (website, youtube)					■								■			
Web portal	Launch					■											
	Regular updates and notification to registered users						■	■	■	■	■	■	■	■	■	■	■
Interviews	Interviews to process industries			■													
Workshops	Portugal						■										
	United Kingdom							■									
	Italy							■									
	Germany								■								
	Poland								■								
	International conference in Portugal									■							
Stakeholder forums	Portugal						■										
	United Kingdom							■									
	Italy								■								



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	Germany														
	Poland														
Demonstration (training sessions)	4 in Portugal														
	4 in United Kingdom														
	4 in Italy														
	4 in Germany														
	4 in Poland														
Networking	Contacts with SPIRE-04 projects														
	Contacts with SPIRE-06 projects for definition of furthernetworking activities														

5. Concluding remarks

Stakeholder engagement activities developed in the first year of MAESTRI, included the launch of the project website and the presence in social media networks. The statistics of the dissemination and communication activities in these internet platforms are presented in the Report on communication activities – 1st year (Deliverable D8.2).

The first project newsletter was issued on April 2016. The second is foreseen for October/November 2016.

The engagement of the scientific community was undertaking through networking with relevant SPIRE-04 projects in the areas of resource efficiency and sustainability assessment tools. Also, the partners have participated in several events (please see D8.2 for a full description).

Interviews to relevant stakeholders within WP4 – Industrial Symbiosis were also conducted by UCAM and the corresponding results discussed in the Report on challenges and key success factors and gap analysis for industrial symbiosis (Deliverable D4.1).

Stakeholder engagement shall be intensified in the second year of MAESTRI, as the first project results are being delivered. This document presented the stakeholder engagement strategy considered more effective according to the project objectives and its stakeholders interests and influence.

6. References

- [1] Stakeholder Engagement Handbook, "Best practice guidelines for stakeholder engagement in research projects", BiodivERsA, Paris, 2014.