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D7.3 Stakeholder Mapping

WP7 – Dissemination of project results

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1 INTRODUCTION

The following document represents the deliverable D7.3 – Stakeholder Mapping, which has been developed in the framework of Task 7.2 - “Stakeholder mapping, and organization of ≥ 2 stakeholder workshops”, part of Work Package 7 - Dissemination of project results.

The aim of this report is to:

- Describe the value chain defined for the project solutions, from which stakeholders should be selected;
- Introduce the methodology for stakeholders’ engagement;
- Introduce the aim and draft structure of the first workshop.

Within the Task T7.2, it is foreseen the organization of stakeholders’ groups and events to continuously debate the SPOTLIGHT objectives and results from perspectives out of the project consortium.

The stakeholders’ engagement strategy for the SPOTLIGHT project is composed by different steps, as follow:

1. creation of a sign-up page on the project website;
2. creation of a database with the subscribed stakeholders;
3. creation of ad hoc campaigns on social media to promote the T7.2 activities and to encourage the subscription of the stakeholders;
4. creation of an ad hoc newsletter/email for the stakeholders, keeping them informed on the main activities;
5. organization of the first dedicated stakeholders workshop;
6. share the material of the event and present the planned activities related to T7.2 to them.

2 SPOTLIGHT VALUE CHAIN

2.1 METHODOLOGY

In this chapter, we present the methodology for Stakeholders' engagement, proposed for SPOTLIGHT, which involves the following aspects:

- Identification, assessment and prioritization of stakeholders;
- Timing for stakeholder engagement;
- Methods for engagement;
- Monitoring of engagement.

2.2 STAKEHOLDERS ENGAGEMENT: IDENTIFICATION, ASSESSMENT AND PRIORITIZATION OF STAKEHOLDERS

2.2.1 Identification of stakeholders

A commonly used definition of stakeholder is “anybody who can affect or is affected by an organization, strategy or project”. This impact can include financial, operational, service, technical, and regulatory consequences, depending on the stakeholder background, the level of seniority and the purpose of its relationship. Stakeholders can be internal or external to a certain organization; external stakeholders comprise distinct groups, driven by different needs and requiring tailored approaches in engagement. In the field of fuels and energy, at least these groups should be included:

- Sales operators (e.g. utilities, distributors...);
- Enterprise customers;
- Consumers;
- Regulators and policy makers;
- Equipment manufacturers and infrastructure builders;
- Engineering and special services providers.

Other stakeholders that could be relevant, depending on themes and objectives, are: media, students, general public, landowners, local communities and professional groups/associations.

There is a number of tools available to identify the most relevant stakeholders, such as internal brainstorming and the analysis of relevant statistics or position papers. An interesting approach for stakeholder identification is the creation of a “mind-map”, a graphical way to represent a target and link, in a structured way, all the aspects that could have an impact on it. Stakeholders will be selected to cover all or most of these aspects. Another innovative way to select stakeholders is the “social network snowball sampling”, where stakeholders selected on a professional social network (e.g. LinkedIn) suggest further stakeholders, until no additional new stakeholders are identified.

2.2.2 The mind-map method

A mind map is a graphical way to represent ideas and concepts¹. Thanks to this visual thinking tool, it is possible to link different subjects with structured information, in order to better analyze, comprehend, synthesize, recall and generate new ideas.

In a mind map, as opposed to traditional note taking or a linear text, information is structured in a way that resembles much more closely how human brain actually works. Here is an example of a mind map, created around a central theme: “Climate Change”.

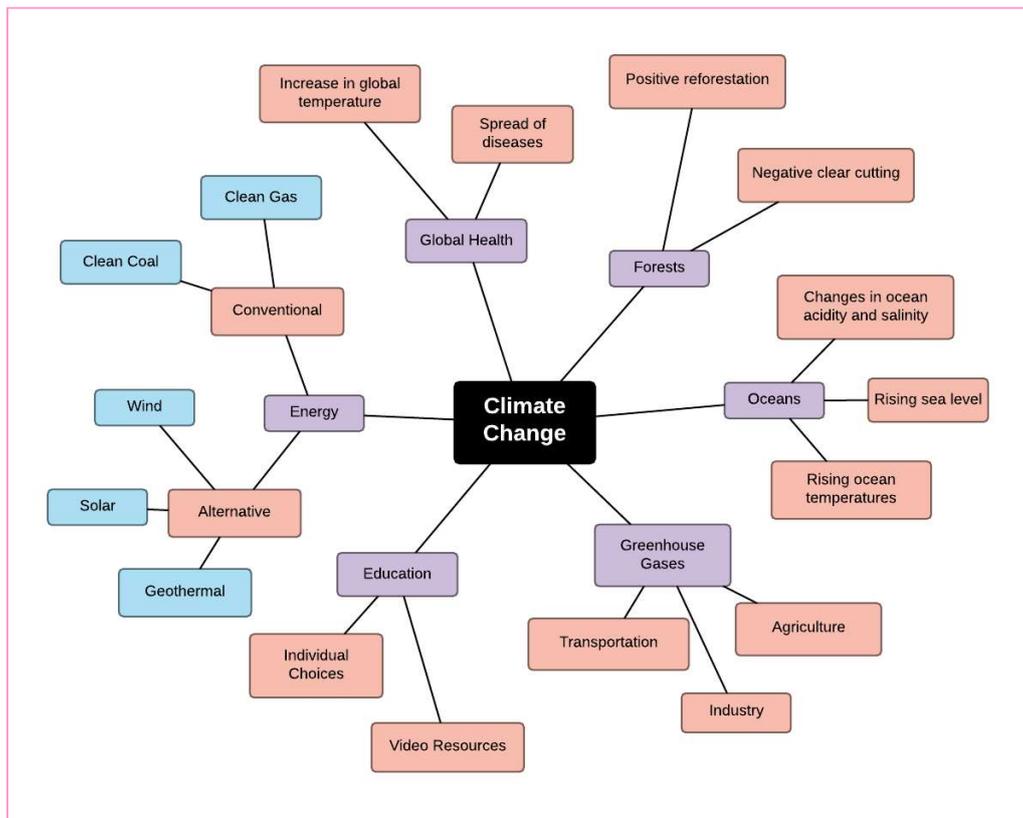


Figure 1 – Example of a mind map about “Climate Change”

In the center, there is the main argument (i.e. Climate Change); then the map evolves in a number of ramifications that explore different arguments with a deeper and deeper level of information. Not all ramifications are supposed to reach the same granularity of information, it depends on the scope and on the themes themselves.

In July 2021, a dedicated internal workshop involved all partners of SPOTLIGHT, with the aim of drafting the value-chain. This value chain, represented on a mind map is the first tool used to map the relevant stakeholders.

¹ University of Adelaide: “Mind Mapping”, 2014



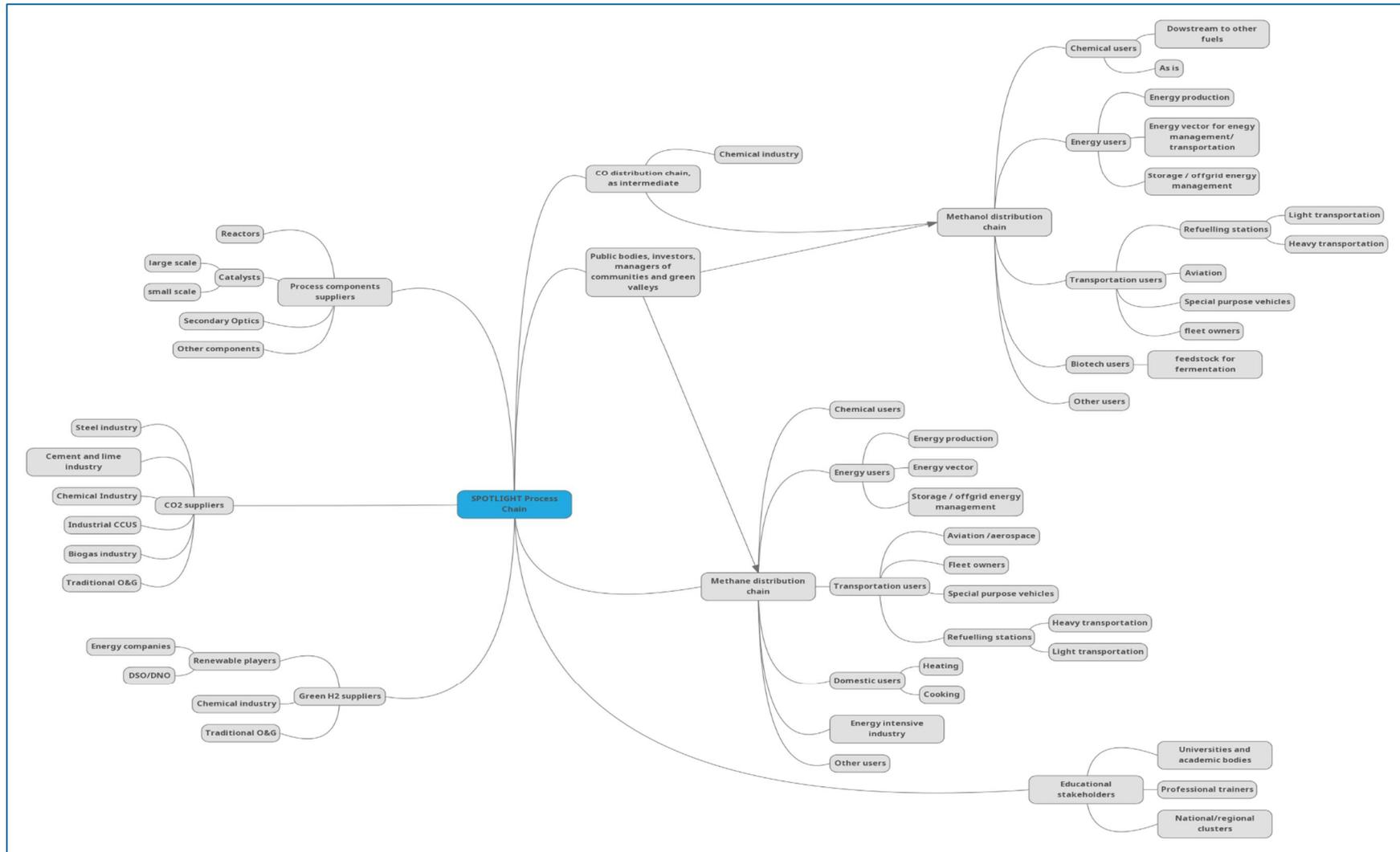
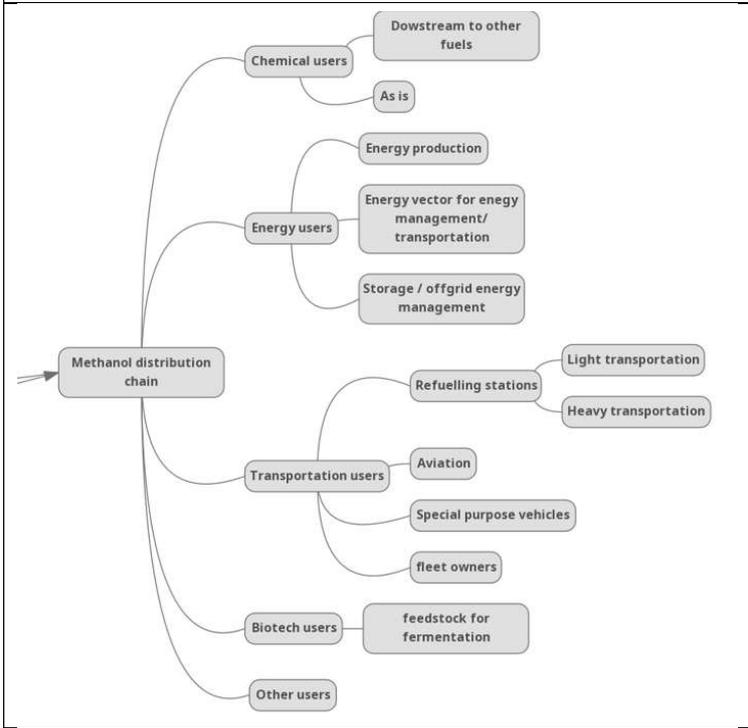
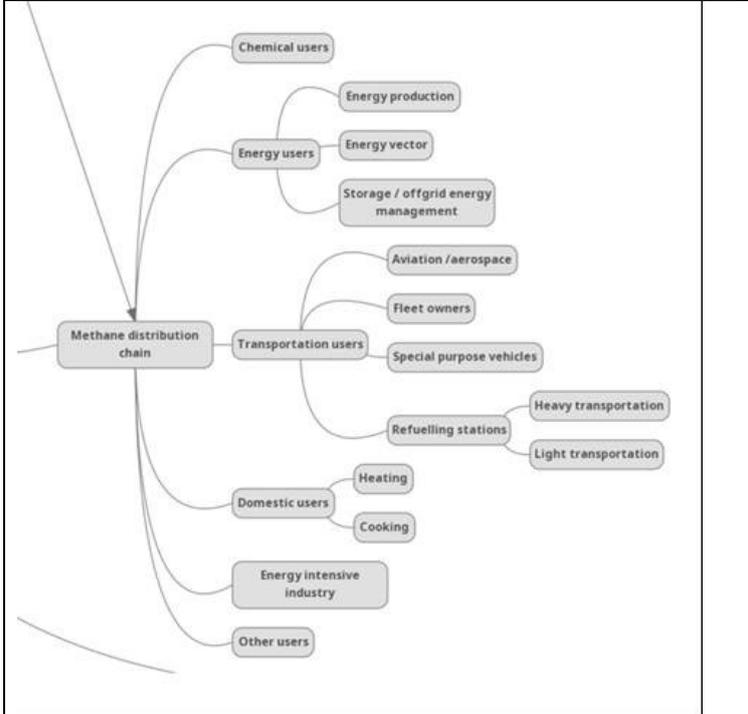


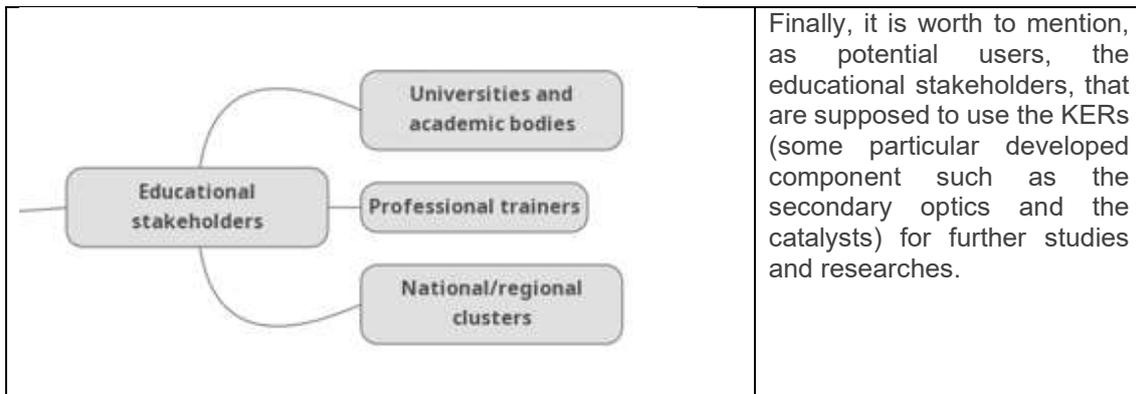
Figure 2 - SPOTLIGHT value chain: the Mind-Map

The value chain is further presented in the following table:

Supplier side	
<pre> graph LR PC[Process components suppliers] --- R[Reactors] PC --- C[Catalysts] C --- CS[large scale] C --- SS[small scale] PC --- SO[Secondary Optics] PC --- OC[Other components] </pre>	<ul style="list-style-type: none"> • Most of the SPOTLIGHT partners can be considered as suppliers in the future value chain; • Here we can find most of the KERs (Key exploitable results) which are currently under development: <ul style="list-style-type: none"> ○ The reactor ○ The catalysts ○ The secondary optics;
<pre> graph LR CO2[CO2 suppliers] --- SI[Steel industry] CO2 --- CIL[Cement and lime industry] CO2 --- CI[Chemical Industry] CO2 --- ICCUS[Industrial CCUS] CO2 --- BI[Biogas industry] CO2 --- TOG[Traditional O&G] </pre>	<ul style="list-style-type: none"> • One important feedstock for SPOTLIGHT process is CO₂; • The mapping brought to the identification of a number of suppliers- (most of them not included in the original consortium) that may be interested to provide CO₂. Among the others: <ul style="list-style-type: none"> ○ Steel industry ○ Cement industry ○ Chemical industry ○ Biogas industry ○ Traditional Oil&Gas industry (refineries) <p>For all of them, SPOTLIGHT is a clear opportunity for the valorization of side products.</p>
<pre> graph LR GH2[Green H2 suppliers] --- RP[Renewable players] RP --- EC[Energy companies] RP --- DSO[DSO/DNO] GH2 --- CI[Chemical industry] GH2 --- TOG[Traditional O&G] </pre>	<ul style="list-style-type: none"> • Similarly, also suppliers of green H₂ are important stakeholders; • One key element is that the H₂ supplied shall be certified as “green”, in order not to impact on the sustainability of solar fuels. For this reason, the most suitable stakeholders from this group are: <ul style="list-style-type: none"> ○ Renewable energy producers; ○ Chemical industry ○ Traditional Oil&Gas industry (green H₂ to be checked) <p>For all of them, SPOTLIGHT is an opportunity for diversifying their businesses.</p>

Customers and users side	
 <p>The mind map for 'Methanol distribution chain' branches into five main categories: <ul style="list-style-type: none"> Chemical users: Downstream to other fuels, As is Energy users: Energy production, Energy vector for energy management/transportation, Storage / offgrid energy management Transportation users: Refuelling stations (Light transportation, Heavy transportation), Aviation, Special purpose vehicles, fleet owners Biotech users: feedstock for fermentation Other users: (empty box) </p>	<ul style="list-style-type: none"> • There are two direct markets for SPOTLIGHT. The first one is that of methanol. One of the key advantages of solar fuels is that, being chemically and physically equal to fossil gas, they do not have special technical needs and they can be used by the same users of traditional fuels, with no change in technology or behavior. • Among the final users of methanol, we identified as most relevant: <ul style="list-style-type: none"> ○ Chemical industry; ○ Energy users; ○ Transportation; ○ Biotechnology users.
 <p>The mind map for 'Methane distribution chain' branches into five main categories: <ul style="list-style-type: none"> Chemical users: (empty box) Energy users: Energy production, Energy vector, Storage / offgrid energy management Transportation users: Aviation / aerospace, Fleet owners, Special purpose vehicles, Refuelling stations (Heavy transportation, Light transportation) Domestic users: Heating, Cooking Energy intensive industry: (empty box) Other users: (empty box) </p>	<ul style="list-style-type: none"> • The second key market is that of methane. Respect to methanol, this gas is more widely used, with application in also different fields. • Among the final users of methane, we identified as most relevant: <ul style="list-style-type: none"> ○ Chemical industry; ○ Energy users; ○ Transportation; ○ Domestic users; ○ Energy intensive industry.





2.2.3 The snowballing sampling method

The method of “Snowball sampling”² is used to directly involve participants in the early stage of the engagement process, to recruit other participants for building a test-group. It is used whenever the argument is not well-known by the proposer or when a very high degree of granularity is necessary.

It’s called snowball sampling because once the “ball” is rolling, it picks up more “snow” along the way and becomes larger and larger. Snowball sampling is a non-probability sampling method. It doesn’t have the probability involved, with say, simple random sampling (where the odds are the same for any particular participant being chosen).

In the stakeholders’ engagement process, the Snowball sampling consists of few simple steps:

- **Identify the initial potential stakeholders, related to a certain theme (or sector, or market).** Often, it may be necessary to identify only two or three stakeholders initially, e.g. starting from the developed mind-map;
- **Ask those stakeholders to identify other people.** The initially involved stakeholders will be asked to make a list of all the potential stakeholders they have in mind, giving either a name or a profile. Whenever it’s possible, the initial stakeholders can start contacting the ones they suggested as further involved people;
- **The new identified stakeholders are asked to provide a list of further potential stakeholders as well.** These steps are repeated until the needed sample size is found or when no further new profile of potential stakeholders emerges from the snowballing.

This methodology can be combined with the mind-map. As soon as new stakeholders are identified, a mind map can be created, putting the profiles, or names or sub-topic of the identified stakeholders on a blank page. In this way, it is possible to have a clear picture of the group that is forming and, eventually, interact with the snowballing to insert profiles that did not emerge.

In the era of social networks, the snowballing sampling method for recruiting stakeholders can be very fast. It is possible to use a professional network (e.g. LinkedIn) to launch the first “snowball” and ask to direct contacts to provide a list of people or relevant profiles. The added value of using

² Mahin Naderifar: “Snowball Sampling: A Purposeful Method of Sampling in Qualitative Research”, 2017

social networks is that it is possible to leverage on a wide database of potential stakeholders and get a direct contact with the right person that could be effectively engaged.

2.2.4 Stakeholders prioritization

The list of the identified stakeholders is now ready for the prioritization process. Not all stakeholders have the same weight in the co-development process: they will have a different level of interest in the project objectives as well as importance in the success of the project. The proposed matrix is an example of how to cluster stakeholders according to their levels of engagement³. The matrix is composed by four boxes, that represent the level of stakeholders engagement, ranging from the lowest level ('inform'), through the middle levels ('consult', and 'involve') to the highest level ('collaborate'):

- **Collaborate – high priority.** These stakeholders are those from which the project expect most contributions. Whenever the objective of the engagement is a strong co-development of a product, service or business model, these are the ones which it is likely to be most beneficial to engage. They are supposed to share relevant information, permissions and resources and/or they can be a primary target for the project results exploitation;
- **Involve – medium/high priority.** Those in the 'involve' box are highly influential, but have little interest in the project or low capacity and/or resources to engage. As such, the project manager shall plan particular effort to support this group of stakeholders in being involved in the process and start planning their engagement as soon as possible. Despite the higher efforts for involving them, their influence can be crucial for the implementation of final results and thus their priority is medium/high;
- **Consult – medium/low priority.** These stakeholders have a high level of interest in the project but, for different reasons, they don't have a significant influence. The priority for their engagement is medium/low and it is particularly efficient to involve them in the beginning, to consider their interest and perspective when the core concept of the project must be defined and the main strategic decisions shall be taken. Their influence after the initial phases of the project can be negligible;
- **Inform – low priority.** In this box, the stakeholders have small interest and low influence. Their priority is low. However, it could be useful to keep them informed, especially in case their level of interest could increase when results will be effectively implemented.

³ Figure has been adapted from work conducted by the National Health Service UK: "Stakeholder Engagement Guidelines" (2009) and the University of Edinburgh: "Stakeholder engagement" (2008)



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2.3 THE LEVEL OF ENGAGEMENT

As anticipated in the previous table, there are four levels of stakeholders' engagement: Inform, Consult, Involve, Collaborate.

Obviously, the efforts requested to the stakeholders increase as the level of engagement increases and also the framework has an increasing complexity.

Issues of confidentiality, privacy, management of background, protection and exploitation of emerging IP, conflicts between competitors must be regulated before the engagement process starts, as they will be strictly dependent on the level of engagement. The full description of the governance of stakeholders will be provided in the deliverable D2 however, initial tips on IP management and exploitation is here reported, in each level of involvement:

- **Inform** – adequately update interested third parties with balanced and objective information to assist them in understanding the problem, identifying alternatives, recognizing opportunities and discovering potential solutions. However, information must be tailored to stakeholder needs. **Initial tips on IP and exploitation:** These stakeholders could have access to confidential information and thus they are requested to sign a non-disclosure agreement. Also, this information shall not be used against competitors and other stakeholders not involved in the project. They are not supposed to access to IP before these are secured. No exploitation agreement is foreseen;
- **Consult** – obtain feedback and provide adequate information to interested third parties on relevant aspects of the design, methodologies, analysis, alternatives, decision making, and desired outcomes of a project. Care should be taken not to overwhelm stakeholders with information outside of their area of interest. **Initial tips on IP and exploitation:** with respect to the previous group, these stakeholders are likely to be involved in the definition of early concepts, eventually taking part to the process of new IP generation. A dedicated agreement on Intellectual property and future exploitation must be signed;
- **Involve** – work directly with interested third parties throughout the project lifecycle to ensure that their concerns and aspirations are understood, considered and, where appropriate, incorporated into decision making. **Initial tips on IP and exploitation:** same as previous.
- **Collaborate** – work in partnership with individuals, or groups, in relevant aspects of the decision-making process, including the development of alternative methods and the identification of preferred solutions or outcomes to ensure these stakeholders remain fully satisfied. **Initial tips on IP and exploitation:** respect to the previous groups, these stakeholders are most probably active part of the future value chain. For this reason, an initial commercial plan is worth to be discussed with this group.

3 STAKEHOLDERS OF SPOTLIGHT

After the first mind-mapping activity, the consortium worked to identify specific profiles in line with the project requirements, that could have an active role in the development of the project. According to the presented methodology, three main actions have been performed:

- Creation of a web-platform for stakeholders and of dedicated contents;
- Collection of profiles from partners' networks;
- Design of a LinkedIn campaign.

3.1 WEB PLATFORM FOR STAKEHOLDERS

SPOTLIGHT consortium created a dedicated field in the website (<https://spotlight-project.eu/>), to facilitate people to subscribe to our newsletter and be involved in the future project activities.

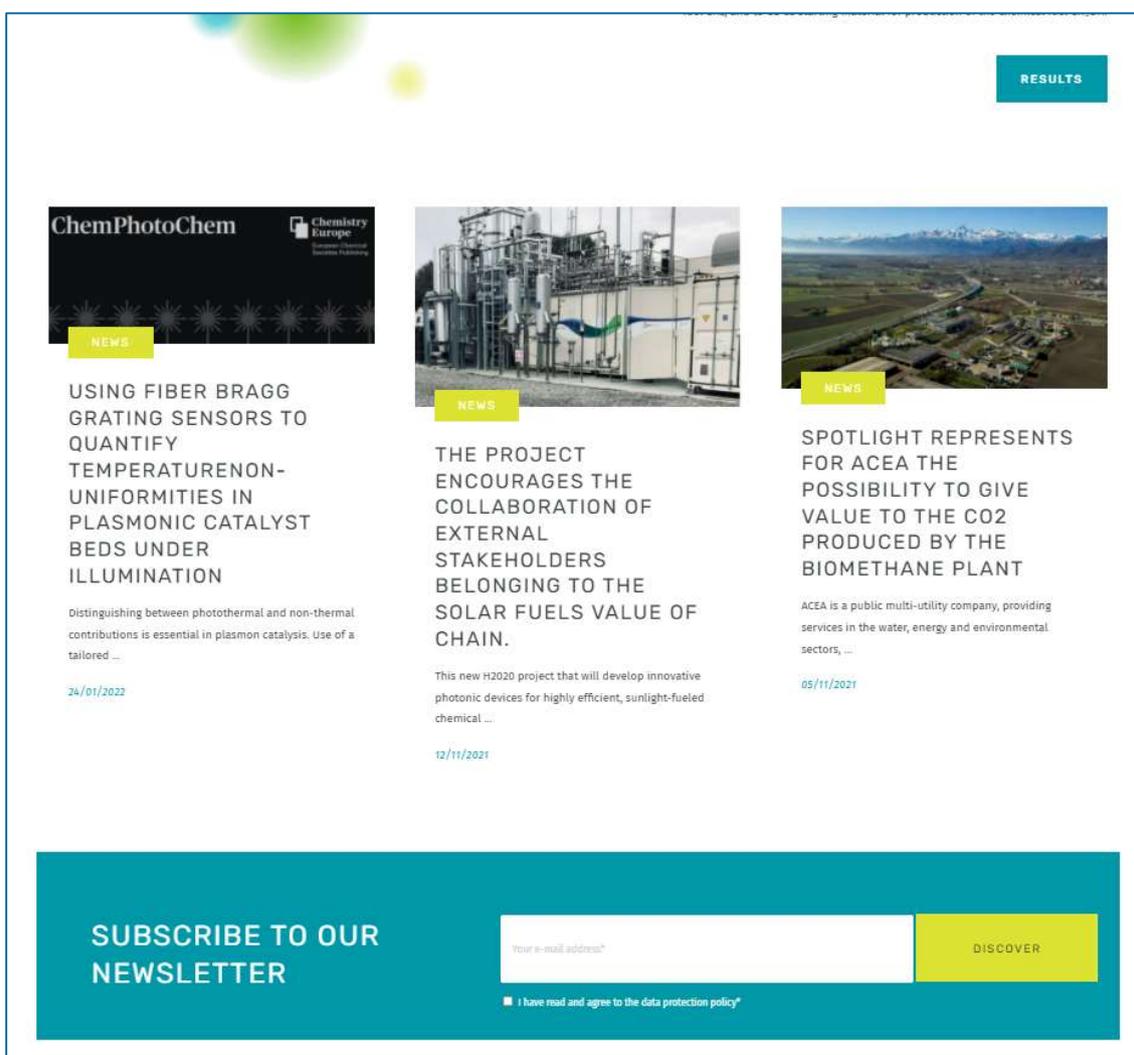


Figure 3 - SPOTLIGHT website, stakeholders landing page

Subscribers can access to a wider part of the website and to specific contents, including brochure, downloads and newsletters.

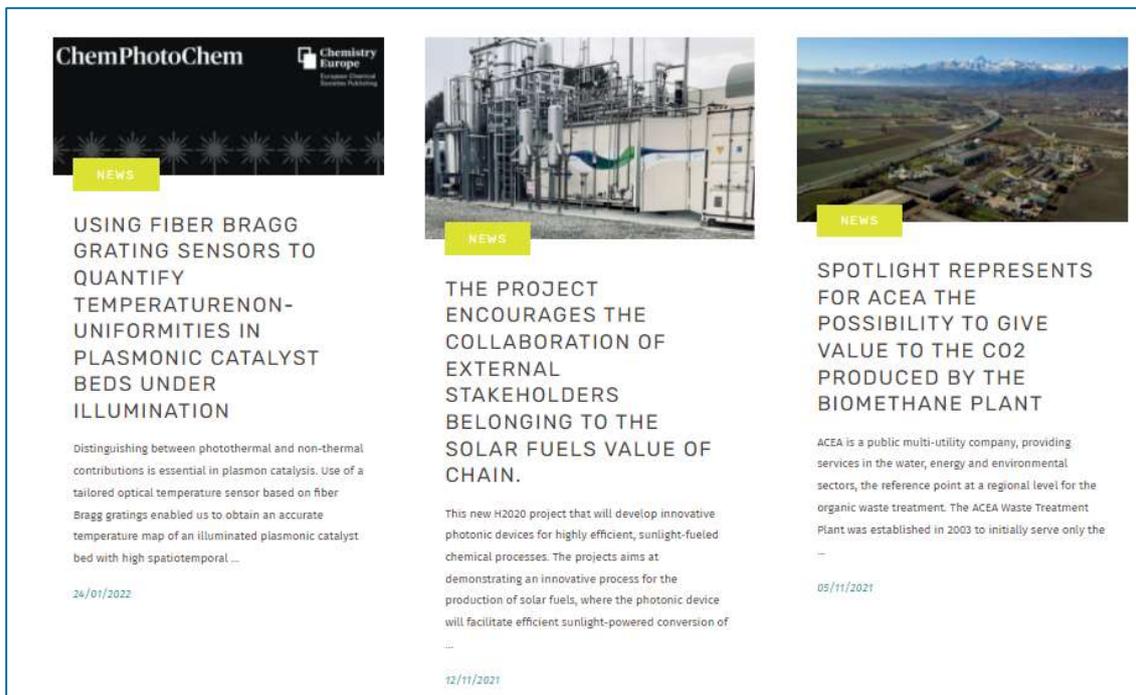


Figure 4 - news page for stakeholders

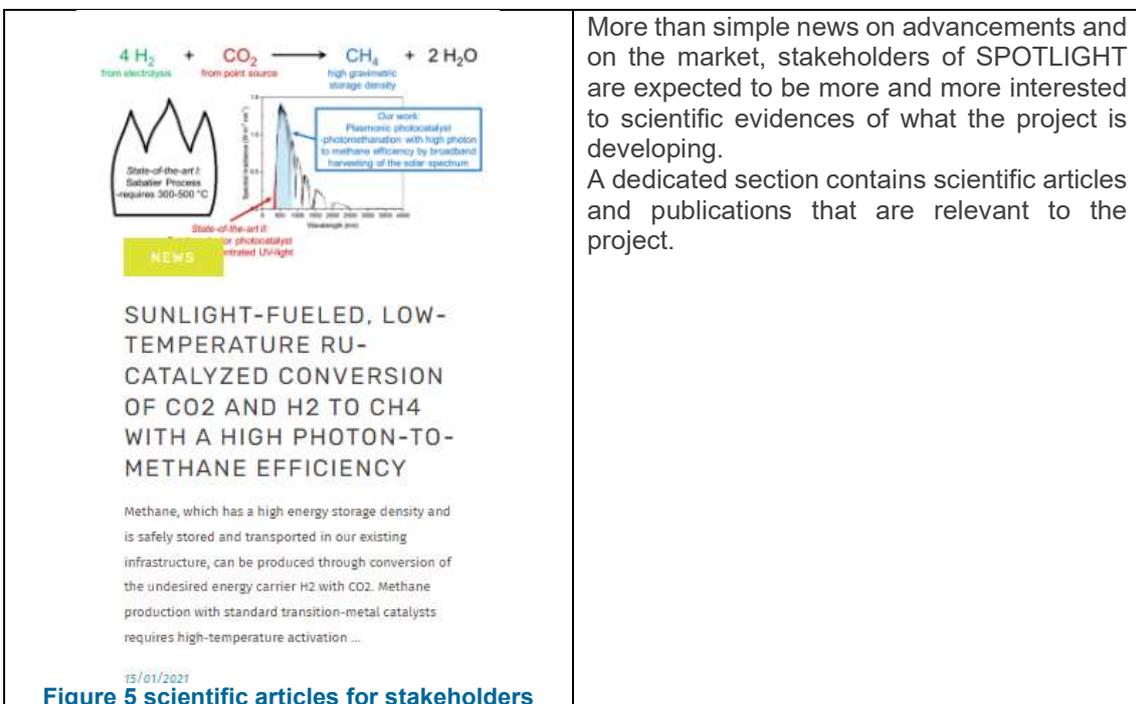


Figure 5 scientific articles for stakeholders

More than simple news on advancements and on the market, stakeholders of SPOTLIGHT are expected to be more and more interested to scientific evidences of what the project is developing. A dedicated section contains scientific articles and publications that are relevant to the project.



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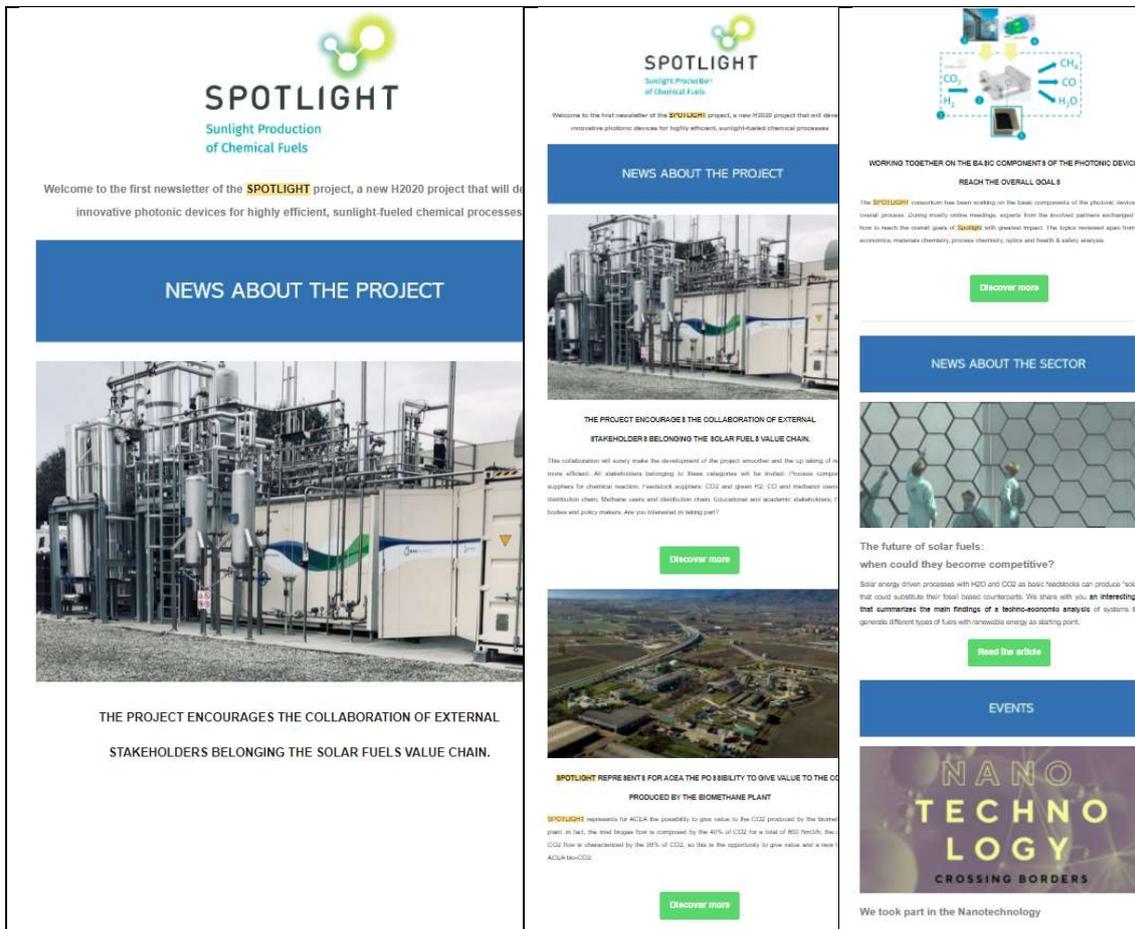


Figure 6 - SPOTLIGHT newsletter

Subscribers are now receiving newsletters with updates on the project and on the relevant markets.

The stakeholders’ section of the website is continuously updated. The aim is to create a common on-line platform that, according to our experience in past stakeholder engagement activities, it is very useful to increase the effectiveness of consultations. The platform is basically structured to have at least a repository of information, to which stakeholders can access, depending on their permission (i.e. according to the level of involvement and to the agreements signed), a shared working space, a blog where stakeholders can interact in real time and a shared calendar for planning meetings and consultations. New releases of the website will consider some of these advancements. Thanks to the platform, the stakeholders should be able to:

- **“Inform” Group:** register themselves, receive newsletters, download certain contents and media, write on the blog and provide feedback on the whole process;
- **“Consult” Group:** register themselves, receive newsletters, download and upload contents and media, write on the blog, access to the shared calendar and provide feedback on the whole process;
- **“Involve” and “Collaborate” Groups:** register themselves, receive newsletters, wide access to all types of contents and media, write and create new groups on the blog, access to the shared calendar and provide feedback on the whole process.



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3.2 PROFILES OF STAKEHOLDERS

The involvement of stakeholders started with the finalization of the value chain. Then, it has been shared among the consortium, to let every partner identify, among its network, the customers, suppliers, partners which profiles were most aligned. The screening was carried on according to GDPR rules, so that personal information of potential stakeholders were not disclosed, until he/she gave permission (e.g. by subscribing to the newsletter).

Every partner invited his/her own relevant contacts to join the community with an invitation letter that include a like to land on the website – stakeholders' page.

Currently there are 44 subscribers, that represent entities from:

- Chemical sector;
- Bio-chemical sector;
- Hydrogen sector;
- Energy sector;
- Universities and research centres;
- Engineering.

3.3 DESIGN OF A LINKEDIN CAMPAIGN

With the aim to arise interest in the SPOTLIGHT project a dedicated LinkedIn page was set up (<https://www.linkedin.com/in/spotlight-eu-project-01a599215/>). To further promote the page and reach the right target audience for the first workshop, a dedicated paid campaign is planned between spring and summer 2022. The setting up of this campaign foreseen three main steps:

- Creation of a LinkedIn account (already in place)
- Determination of the final objective: selecting the objective is the first step to streamline and customize the campaign creation
- Launch the campaign: once the objective is identified, it will be possible to build an audience, set a budget and upload a creative content

This campaign has a twofold aim: (i) the content of the campaign will focus on the engagement of the stakeholder for the first workshop; (ii) stakeholders interested in the workshop will automatically follow the LinkedIn page increasing visualization, debating and level of post sharing. This process will definitely boost also newsletter registrations and drive awareness about the project.

In order to increase the rate of success of this campaign, internal stakeholders will be invited to share and promote its content directly in their network.

4 STAKEHOLDERS ENGAGEMENT: TIMING FOR STAKEHOLDERS ENGAGEMENT

4.1 STAKEHOLDERS ENGAGEMENT TIMING

Timing for the engagement depends on different factors: the “distance” of objectives – in terms of how far from the current situation they are, the complexity of the theme, the requested number of stakeholders, the level of details of results, the overall duration of the project...

The timing also depends on the level of engagement of the stakeholders, i.e. on the prioritization matrix created in the previous step of the methodology.

In order to maximize the benefits of stakeholder engagement, it is in fact important to take into consideration their role, their expected contributions and the timing when they are necessary.

The desired contributions or roles that stakeholders are expected to play can be assigned to various stages of the project, keeping in mind that roles may vary as the project progresses. For example, stakeholders assisting in early development of the project will be involved at inception, whereas those involved with disseminating or using results will mainly be involved at a later stage. Some can be involved in all steps.

In general, it is also useful to plan some disengagement of the stakeholders (temporary or complete) and a contingency plan. It is also useful to assess the possibility of temporary or complete disengagement, for whatever reasons, and how this can be managed and how it will impact on the outcomes of the project.

In the proposed methodology, a table provides a chronological list of the development stages for the project and it shall be used to match them with the list of stakeholders identified. This list of chronological events is just a simplified version of how the project evolves in the reality, where stages might have a different order, or overlap, and there are several feedback loops to implement lessons learnt and contingencies. However, this could represent a starting point to plan the recruitment of stakeholders. In addition, longer term relationships (after the end of the project) with stakeholders might be important requirement, especially if new opportunities of cooperation are possible, and this might also influence the level and timing of involvement of particular stakeholders.

According to its dissemination and communication strategy, SPOTLIGHT communication strategy is divided into 3 phases:

1	Awareness (M1-M12): the objective is to attract potential stakeholders mainly through communication activities (promotion of project press release and news items on partners' communication channels, participation and organization of webinars,...)	First workshop
2	Consideration (M12-M24): the objective is to produce valuable dissemination contents that can be interesting and useful for the stakeholders in order to convince them to finally become part of the SPOTLIGHT community (scientific/technical magazines and oral/poster presentations at conferences, seminars, workshops, etc.).	
3	Decision (M24-M42): the objective is to retain stakeholders through valuable contents, such as a digital project publication with all collected results and organization of final event	Second workshop



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4.2 STAKEHOLDERS WORKSHOPS

The stakeholders workshops are a key passage of the project both for external dissemination and for gathering relevant information from potential players of the value chain.

According to the project plan, there will be two workshops:

- The first one will be organized within M24 and will serve to gather information and further ideas to be integrated in the development of components and technologies;
- The second workshop, instead, will be held by the end of the project and it will allow partners to show the results (the pilot plant) designed and built during the project.

The partners have been engaged in two technical meetings to discuss about the aim, the format and the timing of the first workshop. Below a summary of the decisions taken so far by partners is reported.

4.2.1 Objectives of the first workshop

The first workshop is going to be organized while the development phase is still in its early stage and designs are not yet accomplished. This is a crucial point to determine the main objective of the workshop.

In fact, having a group of stakeholders available to discuss the features and applications of the process is a very good opportunity to integrate in the design the “voice from customers”. For this reason, the objective of the first workshop is on one hand to share the (non-confidential) plans for development, the early results so far achieved and the potential barriers found, on the other to gather from stakeholders suggestions, early feedback or requirements that can still be integrated in the development plan.

4.2.2 Location and format

At the time of the publication of this deliverable, a final decision has not been taken yet on the format. There are basically two main options for the workshop: a remote meeting or a physical meeting. The consortium will continue to monitor the international scenario and will take a final decision by M16.

Physical meeting. This format is generally preferred. First of all, it is easier to manage the group and keep stakeholders’ attention high thanks to several available tools. Also the level of interactivity is generally higher than remote meetings. However, there are barriers and limitations to consider, starting from the available budget. The project cannot cover logistic costs of stakeholders, that should pay for themselves travel and accommodations. A possible solution to this barrier is that the workshop is organized within or as a side event of a larger conference or trade fair, where relevant stakeholders have already planned to go. In this scenario, the agenda must be shaped so that it doesn’t conflict with main events and allow the maximum flexibility to participants.

Among to potential events so far screened, we have:

- AICHEM (<https://www.achema.de/en/>), August 2022;
- ICCDCS (<https://waset.org/carbon-dioxide-conversion-systems-conference-in-september-2022-in-prague>), September 2022;



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- IUPAC (<https://www.rsc.org/events/detail/43407/9th-iupac-international-conference-on-green-chemistry-hybrid>), September 2022;

The other risk is still related to COVID pandemic, that could limit travels for some stakeholders or cause general restrictions as in the recent past. Existing conferences will be continuously monitoring to check the possibility to organize a side event in autumn 2022.

Remote meeting. This scenario is probably less appealing but, at the same time, it would be easier to manage both for organizers and participants. With a remote meeting it is expected a probably lower level of interactions between parties but a higher number of participants. The risks connected to pandemic are completely solved, as well as those regarding budget. The main challenge in this scenario is to create an ad hoc, efficient web campaign to promote the workshop and reach as many stakeholders as possible. There are several platforms for meetings, possibly it will be used TEAMS or Gotomeeting.

4.2.3 Tentative agenda

Independently from the format, a tentative agenda has been prepared.

SPOTLIGHT – first Stakeholders workshop agenda		
Date: tbd	Venue: tbd	Organizer: RINA
Duration 09:00-13:00		
Content	Speaker	Time
Introduction	TNO	09:00-09:15
Management of the workshop and tools	RINA	09:15-09:30
Presentation of WP2 contents and results	TNO	09:30-10:30
interactive feedback session	RINA	10:30-11:00
Break		11:00-11:15
WP3 and WP4: presentation of future plans and vertical development	DLR +UHA	11:15-12:15
interactive feedback session	RINA	12:15-12:45
Conclusions: roles of stakeholders from now on, what the stakeholders should expect	TNO	12:45-13:00

4.2.4 Engagement tools

Depending on the number, type, background of stakeholder, the theme objectives, the total duration of engagement etc, the consortium will select the most suitable method(s) of engagement, among a number of alternatives:

- Mind-Mapping techniques;
- Multi-Criteria Evaluation, a decision-support tool for exploring issues and making decisions that involve multiple dimensions or criteria;
- Swot Analysis;
- Delphi study;
- Ranking;

The stakeholders are supposed to work as single or together as working groups. Besides traditional face-to-face workshop sessions or interviews, innovative ways to involve them are:



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- Serious gaming;
- Mobile groups (e.g. social networks, WhatsApp, forums);
- Online pools.

The definition of quick guidelines for stakeholders will make the entire consultation more efficient and time-effective.

During the feedback sessions, for closed questions (alternative options) a checklist tool will be used. For open questions, online tools will be used, as an example:

- Mural.co
- StormBoard
- Miro.com
- Whiteboard.com
- Slido

5 CONCLUSIONS

This deliverable reports the methodology adopted by the SPOTLIGHT project to carry on an efficient plan for active engagement and involvement of stakeholders.

As this activity is strictly linked to the dissemination and communication tasks, from now the consortium will continue working on:

- The continuous update of material;
- The creation of a full set of video teasers, to support online engagement campaigns (the first video teaser has been already published on the SPOTLIGHT channels);
- The creation of valuable dissemination material, especially on vertical themes of interest among stakeholders.

In the next months, the final decision of dates and format of the workshop will be taken and the organization will follow.

All activities performed from now on will be included in the next deliverable D7.5 Final Dissemination and Communication report, due on M36.