Education for Digitalization of Energy

Deliverable 3.2

Stakeholder's Map in order of importance within each area

Author(s):	**Michela Cremona (E.DSO), Carlos Mateo Domingo (COMILLAS), Belen Sanchez (COMILLAS), Orestis Andreadis (NTUA), Ondrej Cerny (E.DSO)**
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Abstract:

Once identified and evaluated the analysis can be represented with a visual map, presented as a grid or matrix that show influence and interest.

Keywords:

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	Participant organization name	Short	Country
01	UNIVERSIDAD PONTIFICIA COMILLAS	COMILLAS	Spain
02	NATIONAL TECHNICAL UNIVERSITY OF ATHENS	NTUA	Greece
03	RHEINISCH-WESTFAELISCHE TECHNISCHE HOCHSCHULE	RWTH	Germany
04	FOSS Research Centre for Sustainable Energy – U. of Cyprus	FOSS	Cyprus
05	Politecnico di Milano – METID	POLIMI	Italy
06	Kungliga Tekniska Högskolan	KTH	Sweden
07	Fundación Obra Social y Monte de Piedad de Madrid – Escuelas Profesionales Padre Piquer	PIQUER	Spain
08	Centrul Roman al Energiei	CRE	Romania
09	REPSOL SA	REPSOL	Spain
10	IBERDROLA	IBERDROLA	Spain
12	DNV-GL	DNVGL	Spain
13	EDSO for Smart Grids	E.DSO	Belgium
14	NTT Data Italia SPA	NTT	Italy
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16	University of Cologne Business School	UCBS	Germany
17	Institute of Energy Economics at the University of Cologne	EWI	Germany

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Date	Reviewer's name	Affiliation
15/07/2022	Maria Durán	IBERDROLA
17/07/2022	Andreas Stavrou	FOSS

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Executive Summary

The aim of this deliverable *3.2.Stakeholder's Map in order of importance within each area* is to map different stakeholder groups identified according to their average interest in the EDDIE project against the average influence the consortium thinks these same stakeholder groups have on the project, in order to identify, describe and indicate priorities for the improvement or the establishment of new qualifications (job profiles and skills needed) and strategic network building with a strong industry-driven approach. In chapter four of this deliverable one will see five different graphs, one for each possible strategic action of EDDIE, followed by an evaluation of said graphs. Having said the latter, in this deliverable 3.2. the following points are addressed in the next sections of this document:

- An overview of the Stakeholder Mapping discussing why and how the EDDIE consortium identified the stakeholders and also explaining how each stakeholder group would be interested in the different marketplaces.
- A description of the methodology used in order to identify the stakeholders interest in order for the consortium to have the ability to produce the maps.
- Graphs depicting Stakeholder Interest VS Stakeholder influence per marketplace, including a critical analysis of each.

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1.   Introduction

With the global population expected to increase by about two billion over the next two decades, and with improving standards of living, it is estimated that by 2040 electricity generation is expected to increase by 52%. The latter, coupled with the unforeseen circumstances, the world is going through both with the COVID -19 pandemic and the current war in Ukraine, the need for the digitalization of the energy sector in our society is becoming even more important, especially when taking into consideration our economy, as said digitalisation is what is giving us the ability as a society to keep up with our day-to-day activities when it comes to our professions. The European Commission has established that it is necessary for our energy systems to adapt to these changes, as can be seen through multiple initiatives being taken, including the 'Clean Energy for all Europeans' Package, The Paris Agreement showcasing the EU 2050 target of decarbonisation. With the latter in mind, employment in the energy sector will dramatically expand as economies decarbonize.

One of the main goals of EDDIE is to build a strategic network, which starts by performing a Stakeholder Mapping. The Stakeholder map will act as a database of stakeholders that will interact and engage with the course of the project, assist in identifying needs in occupations and job profiles along with skills content analysis as well as set the ground for a strategic sectoral cooperation in order to design and build an effective network for delivering targeted objectives.

The stakeholder mapping aims to identify all relevant stakeholders that would be interested in getting involved in the EDDIE project but who would also be relevant to it. This was done mainly through desk research to identify institutions, companies, organizations, and all other interest groups that are relevant to the energy transformation system in Europe. The main aim in this deliverable is to identify the needs of these stakeholders, through the methodology explained in Section 3.

The second key objective of this deliverable is to provide a sustainable framework that allows education providers to define and update educational programmes responding to industry changes that are based on stakeholder needs. The stakeholder map will be the basis to provide a monitoring system able to make continuous adjustments for new developments and environments.

In this deliverable 3.2. the following points have been addressed in the next sections of this document:

- -   An overview of the Stakeholder Mapping discussing why and how the EDDIE consortium identified the stakeholders that it did and also explaining how each stakeholder group would be interested in the different marketplaces.
- -   A description of the methodology used in order to identify the stakeholders interest in order for the consortium to have the ability to produce the maps.
- -   Graphs depicting Stakeholder Influence VS Stakeholder influence per marketplace, including a critical analysis of each.

2. Overview of Stakeholder Mapping

The stakeholder mapping analysis is a crucial task for the success of the Sector Skills Strategy, proposed by the EDDIE project. It will engage key stakeholders early on the development of the strategy to gather critical input and support in order to get the initiative off the ground. Moreover, an efficient analysis can improve communication throughout the project so that understanding is established among stakeholders, to align them with EDDIE's goals and plans, and maintain support throughout the process. Through the network building activities, the needs of the interested stakeholders can be identified providing feedback on the development process and fostering a more efficient process of developing the various aspects of the blueprint strategy. This way, the EDDIE project will be able to describe and identify priorities for the improvement or the establishment of new qualifications (job profiles and skills needed) and strategic network building with a strong industry-driven approach.

In order to achieve diversity and adequate representation of all the different stakeholders, an analysis is being performed, distinguishing stakeholders based on different sections and subsections as follows:

- **Industry**

 An industry is the economic activity that processes raw materials and manufactures goods in factories. They are a group of companies that are related to EDDIE based on the activities that they perform.

The Industry sector has been divided into the following sub-categories for the purposes of EDDIE project:

- Energy. The energy industry is pivotal in EDDIE strategy, covering all forms of energy, from electricity, to oil, gas, and heat and cooling. Distributed & smart assets are also included in this category, ranging from storage and smart grid components to renewables and co-generation.

- ICT technologies. In the context of digitalization, ICT technologies play a major role. In this framework, ICT technologies involve communication systems, real-time control systems, hardware and software applications, as well as techniques required for system integration.

- Equipment or infrastructure. In the context of EDDIE, this industry contributes with manufacturing, installation, repairing, commercialization and retailing. This industry provides the basic components required for the actual deployment of energy networks.

- Engineering. This covers a wide set of engineering services, ranging from consultancy to maintenance, operation, monitoring, logistics, etc, including also aspects more general like research & development, training and skill certification and quality assessment. These services are necessary to improve the functioning of energy networks.

- **Education**

The Education sector has been divided into the following sub-categories:

- Universities: Universities' primary role and challenges lie on the organization of an effective academic environment, fulfilling both student and educator stakeholder requirements. In addition, they delegate and direct competitive research initiatives, and thereby comply with the requirements for research. Universities are one of

the main education providers for the energy sector, therefore the relevance for the EDDIE project is high. The bachelors, masters and courses offered in universities must be correctly adapted to the changes in the energy sector in order to be correctly aligned with the jobs that are needed and will be needed in the future.

- VET schools: In the vocational and technical (VET) school system that exists in European countries, students are trained in technical fields, engineering, crafts and design. They also receive a general education similar to general secondary education. Just like secondary schools, which are equivalent to high schools, the diploma they receive entitles them to be admitted by universities and post-secondary colleges. Graduates of a university or technical college teach the technical subjects, and work experience in the field is a common requirement. VET Schools are relevant for the EDDIE project since they provide lots of relevant courses that train the potential workforce of the energy sector.

- On-line platforms: These predominantly commercial websites are created and operated for the exclusive purpose of providing educational material online, adapting to the current changes of the market and moving towards digitalization. They are of vital importance for the EDDIE project as more types of courses, bachelors or any type of education will be available for students worldwide, avoiding residential and moving costs and making country borders irrelevant.

- Research institutes: In addition to universities, research institutes are organizations that are mainly concerned with research and development. They often combine research and development with its application and are thus often in close exchange with industry, policymakers and others. The Research Institutes are important for EDDIE as they provide up to date and adapted information about the current state of the sector. There are many research institutes that investigate the energy sector and provide essential knowledge for its correct development.

- **Administration**

The broad group of the different administrations, whether at the European or national level, determine the action policies for the development of the different areas of EDDIE project, whether at the industry level, as well as education. In that way the Administration group ranges from regulation institutions defining the framework for activities in monopoly (like transmission and distribution) and verifying the correct functioning of activities carried out in competence (e.g. wholesale market), to educational certification authorities dealing with, for instance, the definition and recognition of VET curricula, or the accreditation of professors, institutions or programmes.

For the Administration, EDDIE develops interesting applications. With a multi-sectoral point of view, it is configured as a means to match the different skill needs that energy companies have and the content that educational systems should cover. It will influence both the educational framework and certification, identifying best practices. In this way, appropriate mechanisms can be promoted to facilitate their implementation, from the European context to a national, regional or local context.

The Administration sector has been divided into the following sub-categories:

- European Administration

- National Administration

- Regional Administration

- Local Administration

In general, EDDIE is mostly focused in European and National Administration, because they cover larger territories and may thus have higher impact.

- **Social and others**

The Social and others sector has been divided into the following sub-categories:

- Social networks: These are dedicated websites or applications, that enable users to communicate with each other by posting information, comments, messages, images, and so on. This is relevant mainly to the dissemination of the EDDIE project.
- Unions: These societies or associations are usually formed by people with a common interest or purpose. Unions could be of use to the EDDIE project and its upkeep by uploading research, job postings etc.
- Alumni associations: These alumni associations are usually an association of graduates or, more broadly, of former students or former members part of a particular group. These associations can be active in the EDDIE project by still being able to upload content, research papers, job vacancies from current employments and so on.
- Employment-related companies (Head Hunters/ Recruitment agencies): As the name implies these companies aim at recruiting employees for certain companies or even the other way round, help find employment to job seekers. Given the way towards which the EDDIE project is headed, these types of companies can be useful, especially on *Jobs Marketplace* and *Training Programmes Marketplace* platforms.
- NGOs: Non-governmental organisations can take up various forms, however at the essence of it, they are often engaged in research, education and training and therefore their relevance is closed to educational and research institutions, and apart from the latter they still need personnel to fill vacancies, publish opinion pieces and more, which can easily be uploaded to the EDDIE website eventually.

This group was included with the aim of encompassing as many other relevant parties as possible that would positively impact the EDDIE project. All of the above sub-groups should have the resources to influence the EDDIE project but to also have a vested interest in it.

The EDDIE project aims to develop a Sector Skills Strategy as an "Entity" which will encompass a set of services for the whole stakeholders' value chain. Therefore, the stakeholders' analysis, mapping and network building is tailor made to the specific services that "The Entity" will offer.

As a first step, stakeholders that need to reskill or upskill their employees or themselves will be able to find appropriate training programmes via the *Training Programmes Marketplace.* Moreover, education stakeholders

from the whole spectrum of education and training will have the opportunity to develop and publish targeted training programmes, benefiting from the network of stakeholders.

In addition, there will be a *Research and Dissemination Portal*, aiming to foster the exchange of state-of-the-art research material and new research and innovations initiatives. The *Research and Dissemination Portal* will be of most use to the education stakeholders, such as universities and research institutions, but it can also serve the industry and other stakeholders, such as policy makers and administration.

Furthermore, the *Jobs Marketplace* will bring together stakeholders that are offering occupational opportunities. Industrial, academic and other stakeholders will be able to communicate about open vacancies to a network of skilled individuals and professionals, that will in turn have a tool to find appropriate occupations where their skills and knowledge will be utilized. Even though there are several recruiting platforms, the *Jobs Marketplace* will offer an energy focused alternative, where digitalization will play a key role.

Apart from *Training Programmes Marketplace*, the *Tools and Systems Marketplace* related to energy will have a marketplace of their own, so that the providers can meet the users' needs and offer their products. Other services that may emerge in the future will be also available through this marketplace. These services may range from educational to industrial and administrative services e.g. certification processes for educational programs providers and reskilling and upskilling activities.

In the following chapters, the needs of all the stakeholders' categories are taken into account and for each of the proposed services, a stakeholder map is produced, describing the needs and business models and depicting relevant stakeholders.

Through the below graphs in the section entitled Stakeholder Mapping one will be able to see how the different stakeholder groups ranked their interest with regards to the different marketplaces. How useful do the different stakeholders the different marketplaces are? On the other end we have the ranking by the Consortium members themselves depicting how influential to the EDDIE project, the consortium members think that the different stakeholder groups are. The end result of the 4 graphs is intended to show us the interest of the different stakeholder groups vs the influence of the same stakeholder groups, thus ultimately providing the reader with a clear picture of which stakeholders poise the most potential.

3.   Methodology

The stakeholder mapping for the database has two dimensions, interest and influence. These dimensions try to measure how much the stakeholders can contribute to EDDIE and what their level of willingness when it comes to collaboration is. More specifically, the influence dimension measures how much influence and power the stakeholders have, and how aligned they are with the purposes of the project. This dimension is provided by the EDDIE consortium, whose decision is based on the importance of these stakeholders to the objectives of the project. Having said the latter, the influence dimension alone would not be sufficient since some stakeholders could be more interested in pursuing different objectives than others. Therefore, this dimension has to be complemented with the

'interest dimension' which portrays the interest that these stakeholders have with regards to EDDIE and their willingness to contribute to the objectives of EDDIE. The interest dimension has to be provided by the stakeholders themselves.

Therefore, for the purpose of collecting the relevant information, two surveys were prepared. The first survey was curated for the stakeholders and the main question that needed to be answered was how interested different stakeholder groups were in the EDDIE project, thus covering the interest dimension of the mapping mentioned above. The second survey was prepared to cover the influence dimension. This was aimed at the consortium members and the question asked was how influential the different identified stakeholder groups were to the EDDIE project. Both surveys were then mainly disseminated via email. The stakeholder survey was also presented during two meetings where stakeholders could answer the survey. The first meeting being of the Innovation and Research Committee of E.DSO and the second meeting being the International Advisory Board of the project. At both meetings, stakeholders were encouraged to further disseminate the questionnaire to other members of their entities if applicable.

3.1 Dimensions

The stakeholders are to be mapped in terms of their potential impact and their influence. According to these two dimensions, shown in Figure 1, we can observe the following categories of stakeholders:

- High interest and low influence. These will be stakeholders willing to participate but that do not have much influence. In this case, the directive is to maintain them motivated and active.
- High interest and moderate influence. These will be stakeholders willing to participate and have moderate influence. In this case, the directive is to plan on them, but not take actions yet.
- High interest and high influence. These are the stakeholders willing to participate and having high influence. This is the most valuable type of stakeholders. In this case, the directive is to leverage on them, making the most of their collaboration capabilities.
- Low interest and low influence. These stakeholders cannot invest much time in the collaboration and do not have a significant influence. In this case, the directive is to have them subscribed to EDDIE, but not take actions yet.
- Low interest and moderate influence. These stakeholders will not invest much time in the collaboration, but they have a moderate influence. In this case, the directive is to invest resources in engaging them.
- Low interest and high influence. These stakeholders will not invest much time in the collaboration, but they have a high influence. In this case, the directive is to commit them as much as possible in the project without overwhelming them with tasks and work.
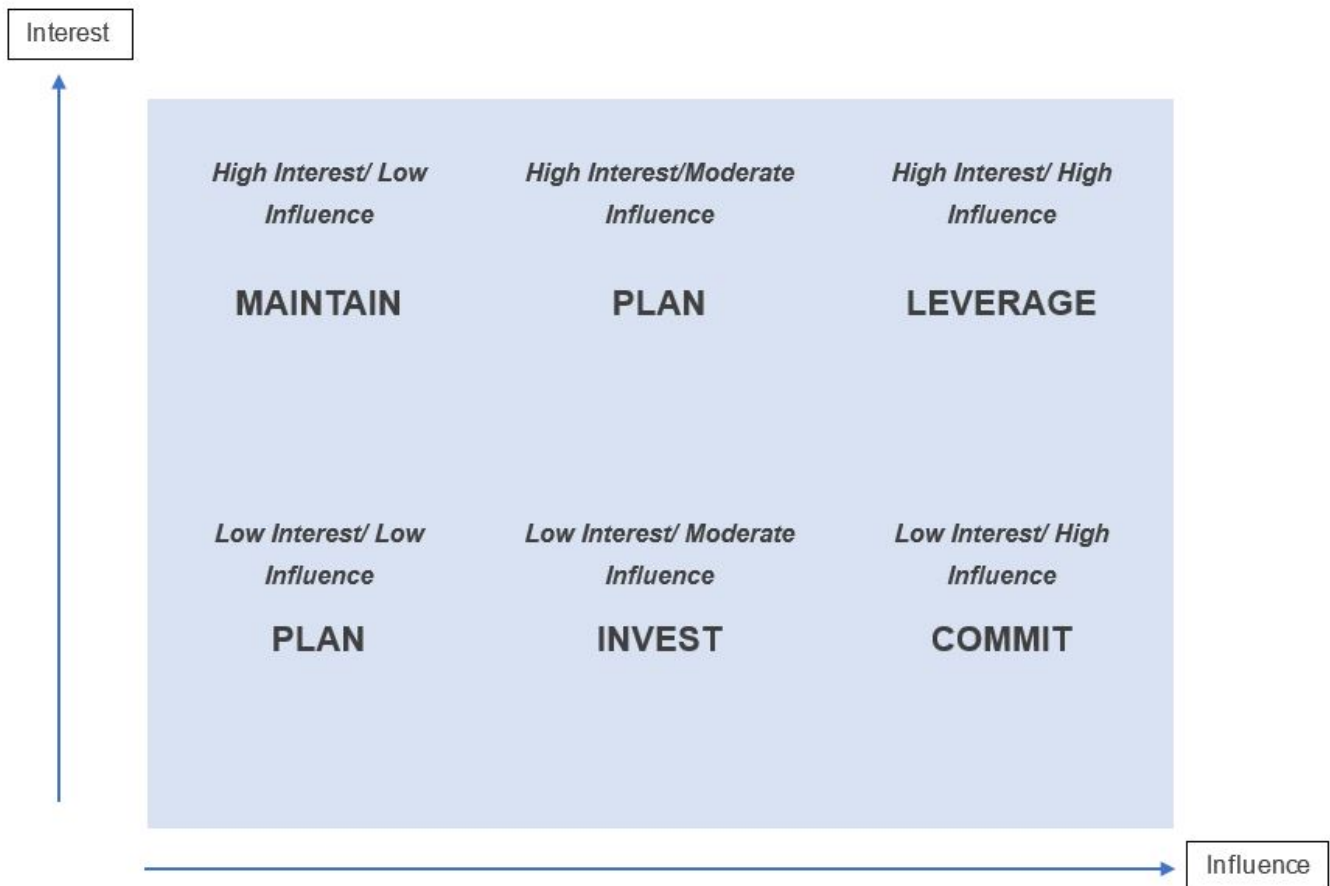
Figure 1: Stakeholder Mapping Matrix

3.2   Surveys

3.2.1 Survey to Stakeholders

As explained above, to collect the information about the stakeholders, a survey was prepared. The survey designed was short and simple to minimize the time required to fill it in, seeking and encouraging the participation of stakeholders, while trying to obtain the information that is most valuable for the consortium. The survey titled *EDDIE Project - Stakeholders group* was answered by fourty-eight stakeholders. All stakeholder groups identified and mentioned in section two of this deliverable were represented in this survey. The full survey is available at https://ec.europa.eu/eusurvey/runner/EDDIE_SHG [1]

The questions presented were as follows:

1) To what stakeholder group does your entity belong?
- Industry-Energy

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[1] Link to survey can be disabled at any moment

- Industry-ICT technologies
- Industry-equipment/infrastructure
- Industry-engineering/services
- Education
- Administration
- Social & others
- Individuals

2) **What is the name of your organization?**

3) **In which country is your organisation based?**

4) **In your opinion, what services of this entity/association would have more added value for your organization, or for the education or energy sectors in general? Rate 1-5**

- Research and dissemination portal
- Jobs marketplace
- Training programs marketplace
- Tools and systems marketplace
- Marketplaces for other services

5) **Is there any other service that we have not mentioned, that would be useful for your organization or for the education and energy sectors in general?**

6) **Would you like to receive news regarding the results of the questionnaire?**

7) **Would you like to receive news and updates regarding the EDDIE project?**

3.2.2 Survey to Consortium

The survey sent out to the consortium members was also kept as simple and as direct as possible. The survey titled: *The EDDIE Project. The Consortium's opinion with regards to different Stakeholder Groups* had a total of nineteen responses from different colleagues making up the EDDIE consortium. The full survey is available at https://www.surveymonkey.com/r/L97BVVZ[2]. The questions presented were as follows:

1. **What is your entity's name?**

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[2] Link to survey can be disabled at any moment

2. **What is your work email address?**

3. **How valuable do you think the following Stakeholder Groups are to the EDDIE project with regards to the Research and Dissemination Portal?**
   - Industry – Energy
   - Industry – ICT Technologies
   - Industry – Equipment/ Infrastructure
   - Industry – Engineering/ Services
   - Education
   - Administration
   - Social & Others

4. **How valuable do you think the following Stakeholder Groups are to the EDDIE project with regards to the Jobs Marketplace?**
   - Industry – Energy
   - Industry – ICT Technologies
   - Industry – Equipment/ Infrastructure
   - Industry – Engineering/ Services
   - Education
   - Administration
   - Social & Others

5. **How valuable do you think the following Stakeholder Groups are to the EDDIE project with regards to the Training Programs Marketplace?**
   - Industry – Energy
   - Industry – ICT Technologies
   - Industry – Equipment/ Infrastructure
   - Industry – Engineering/ Services
   - Education
   - Administration
   - Social & Others

6. **How valuable do you think the following Stakeholder Groups are to the EDDIE project with regards to the Tools and Systems Marketplace?**
   - Industry – Energy
   - Industry – ICT Technologies
   - Industry – Equipment/ Infrastructure
   - Industry – Engineering/ Services
   - Education
   - Administration
   - Social & Others

7. **How valuable do you think the following Stakeholder Groups are to the EDDIE project with regards to the Marketplace for other services?**
   - Industry – Energy
   - Industry – ICT Technologies
   - Industry – Equipment/ Infrastructure
   - Industry – Engineering/ Services
   - Education
   - Administration
   - Social & Others

3.3   Data collection and stakeholder representatives

The definition of the matrix for all the identified stakeholders could be very time consuming and complex. To simplify it and facilitate representing it, the proposed approach calculates an average of each stakeholder category. The average is taken for each stakeholder category, and mapped to the matrix, results being applied to all the stakeholders belonging to the same category. Using this concept, it is feasible to extend the concept of stakeholder mapping to a broader set of stakeholders.

It must be highlighted that the stakeholder mapping matrix may be dependent on the activity/topic (business model) being addressed. For example, for VET education certification, administrative stakeholders related to education may play a major role and have high influence, while their influence in industry related topics may be low. Therefore, the survey has been designed to collect information differently for each business model, and the information from the consortium about the influence of each stakeholder also differentiates between stakeholder categories. Therefore, in the subsequent sections of the document, the different activities are recognised and a different matrix is obtained for each business model, depending for example on whether the analysed activity is more industry focused, or more related to the education. Thus, the following chapter is dedicated to represent the stakeholder mapping matrix in each of the business models.

- Research and dissemination portal
- Jobs marketplace
- Training Programmes marketplace
- Tools and Systems marketplace
- Marketplaces for other services

3.4   Further information

With the data collected, the consortium will eventually be able to develop additional information related to how the different stakeholder groups impact the EDDIE project, based on the feedback collected.

NAME OR GROUP	Industry, Education, Administration, Social & others, individuals
ROLE	
PREDISPOSITION	Current commitment profile: resistant, ambivalent, neutral, supportive/committed
ANTICIPATED INVOLVEMENT	What level of involvement is expected?
ANTICIPATED ISSUES	Known/ potential issues
MOTIVATION / DRIVERS	Why is the stakeholder invested in the project's success?
EXPECTATIONS OF EXCHANGE	What is the stakeholder's predicted input?
MILESTONES	At what point in the change effort is this stakeholder's involvement required?
ACTIVITIES	What activities directly involve or impact the stakeholder?

RESPONSIBLE PARTY	Team member(s) responsible
DATE DUE	Task/involvement needs to be met by
STATUS	What activities directly involve or impact the stakeholder?

4. Stakeholder Mapping

In this chapter four, five maps pertaining to the five different business models will be presented. As explained in the previous chapters the axes are stakeholder interest in the project vs stakeholder influence in the project. Each map is accompanied by a strategic evaluation with the aim of providing a better understanding of the mapping matrix. In order to ensure a user-friendly reading of the below graphs, answers have been adapted in a way so that '1' represents low interest or low influence according to each axes respectively, and '5' represents high interest or high influence according to each axes respectively.
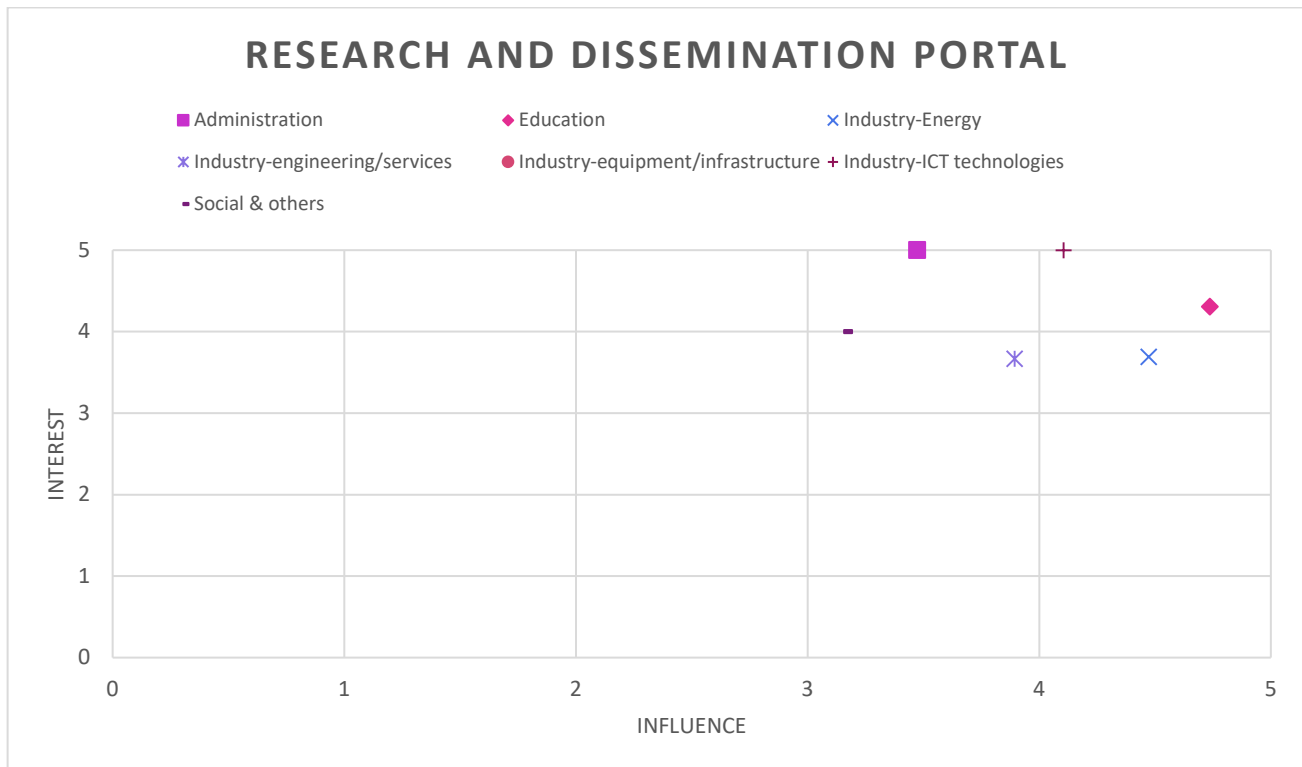
4.1   Research and Dissemination Portal

Figure 2: Research and Dissemination Portal Map

4.1.1   Strategic Evaluation

As can be seen in our first graph above, when comparing the latter to 'Figure 1' all points fall within the *High Interest/ High Influence* portion of the graph. As described in Chapter 3, in the case of the Research and Dissemination Portal, these stakeholders are willing to participate actively in the EDDIE project and the consortium has rated them as possibly, being highly influential to the project. In this case, the directive is to leverage on them, making the most out of their collaboration capabilities. The highest interest in the Research and Dissemination Portal comes from the Administration stakeholder group and the Industry – ICT technologies group. On the other axes, the consortium is of the opinion that the Education stakeholder group could be the most influential to EDDIE followed closely by the Industry – Energy stakeholder group.
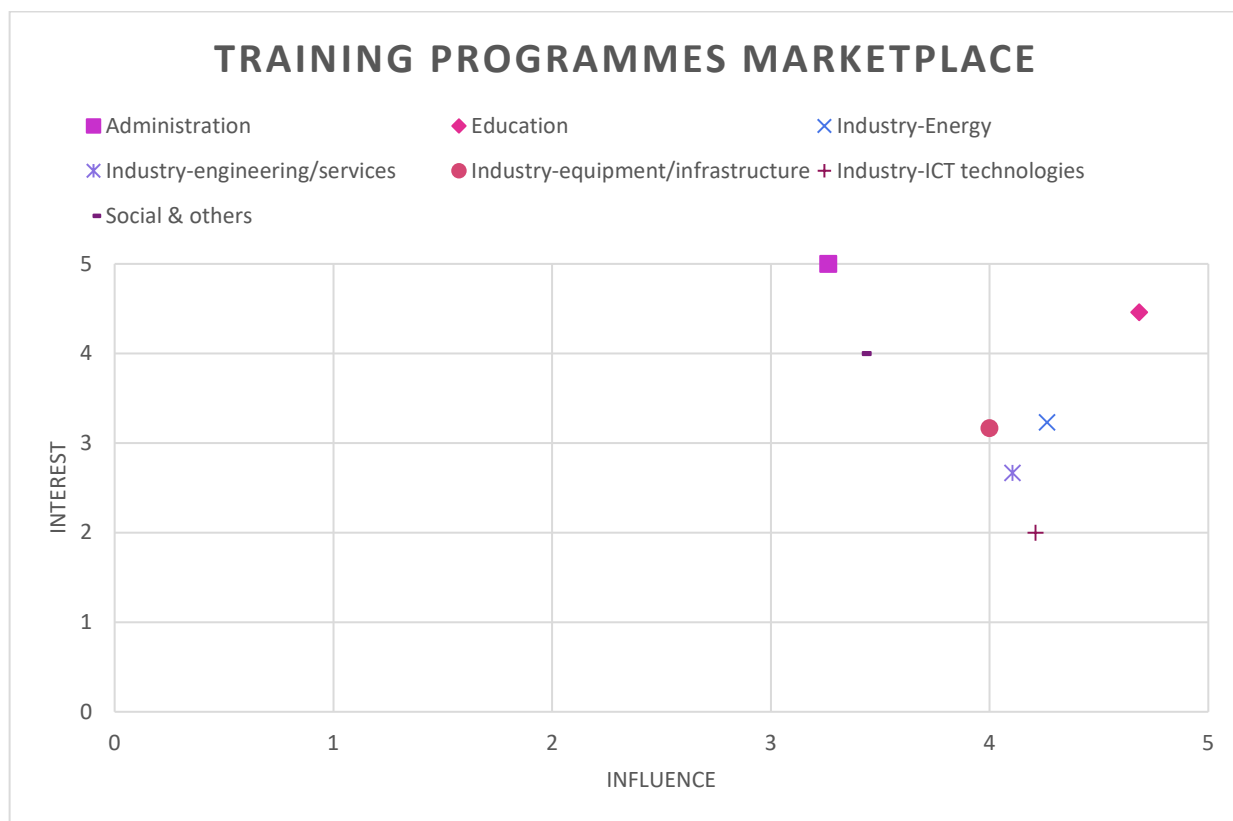
4.2   Training Programmes Marketplace

Figure 3: Training Programmes Marketplace Map

4.2.1   Strategic Evaluation

In the Training Programmes Marketplace Map, all stakeholder groups fall in within the high influence category. With regards to interest, they range from high interest to low interest. Highest interest was again here shown by the Administration stakeholder group, followed by the Education sector. The Consortium has again classified the

education sector as the most influential followed by Industry – Energy stakeholder group. Again, the plan with the stakeholders found in the *High Interest/ High Influence* section is to use them to their highest potential and with regards to the stakeholder groups found in *Low Interest/ High Influence* there is a probability that these stakeholders will not invest much time in the collaboration, but they have a high influence. In this case, the directive is to commit them as much as possible in the project without overwhelming them with tasks and work.

4.3   Jobs Marketplace
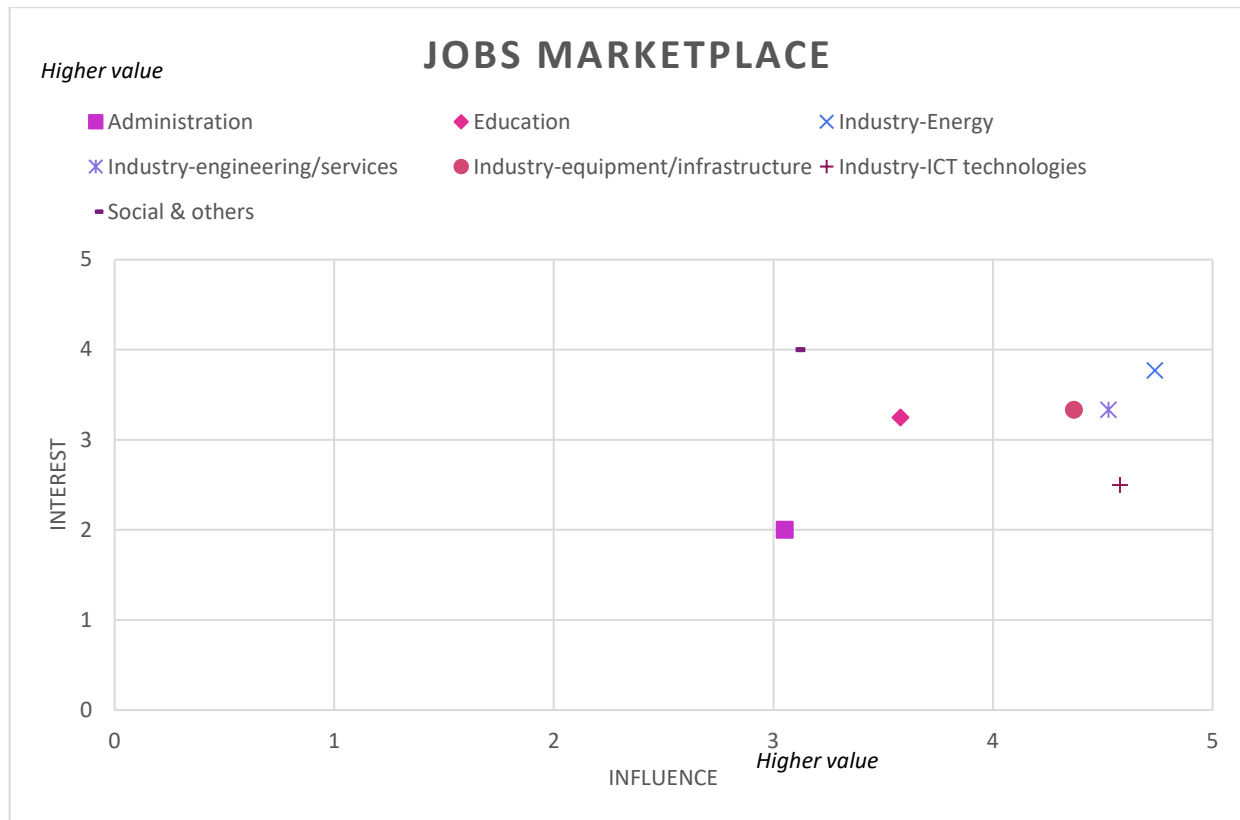
Figure 4: Jobs Marketplace Map

4.3.1   Strategic Evaluation

In this section, points range from *High Interest/ High Influence* to *High Interest/ Moderate Influence* to *Low Interest/ Moderate Interest.* With stakeholders in the high interest and moderate influence sections the directive is to plan on them, but not take actions yet. With regards to low interest and moderate influence, stakeholders will not invest much time in the collaboration, but they have a moderate influence. In this case, the directive is to invest resources in engaging them. Highest interest in the jobs marketplace came from the Social & Others stakeholder group followed by the Industry – Energy. Highest influence would be again Industry – Energy, followed closely by the Industry – ICT Technologies stakeholder group.
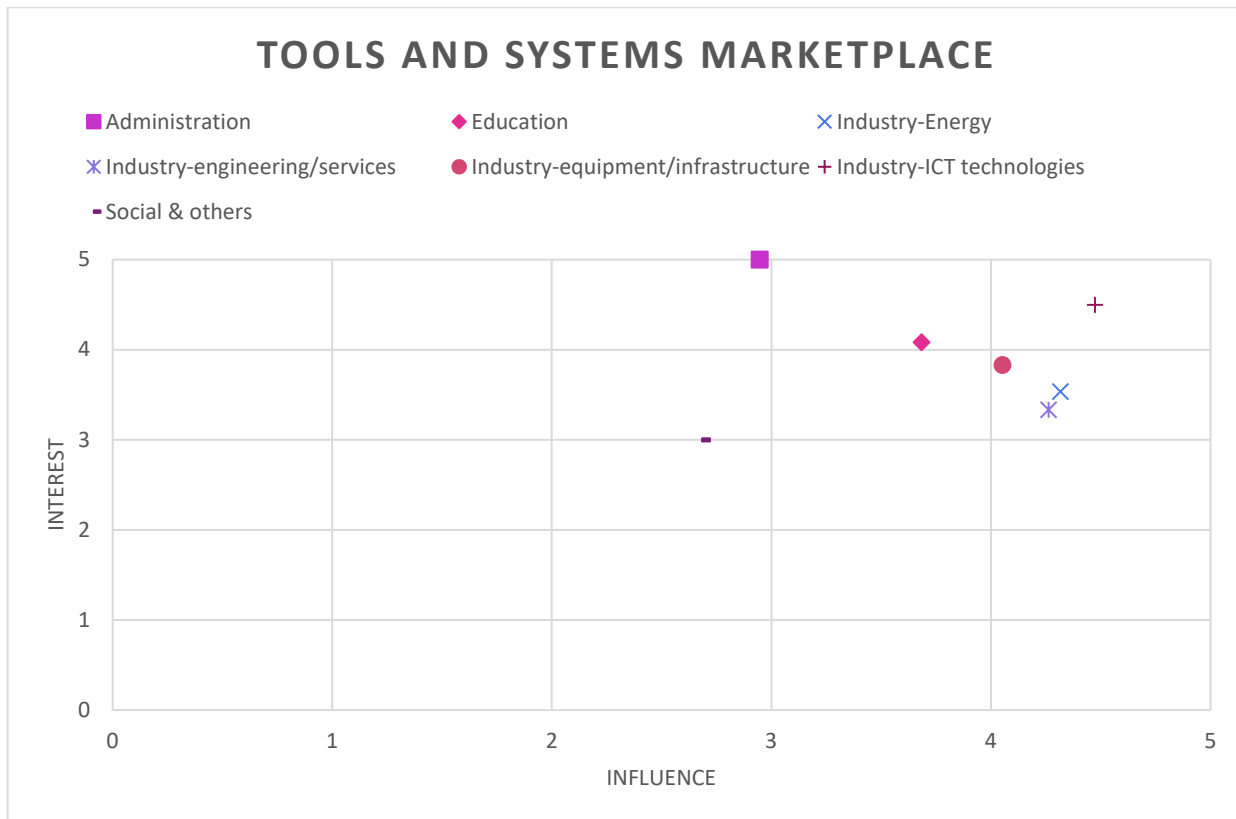
4.4 Tools and Systems Marketplace

Figure 5: Tools and Systems Marketplace Map

4.4.1 Strategic Evaluation

As with the previous maps, most of the stakeholder groups fall within the *High Interest/ High Influence* part of the map. However we also have Social & Others falling on *Moderate Interest/ Moderate Influence*, having more interest and influence in the previous marketplaces than in this one. Most interest shown in Tools and Systems Marketplace was by the Administration stakeholder group followed by Industry – ICT Technologies. Consortium is of the opinion that Industry – ICT Technologies is also the most influential stakeholder group when it comes to the Tools and Systems Marketplace followed by Industry – Energy. According to these results, the Administration could be more involved in the Tools and Systems, Training Programmes, and Research and Dissemination marketplaces than in the Jobs Marketplace.
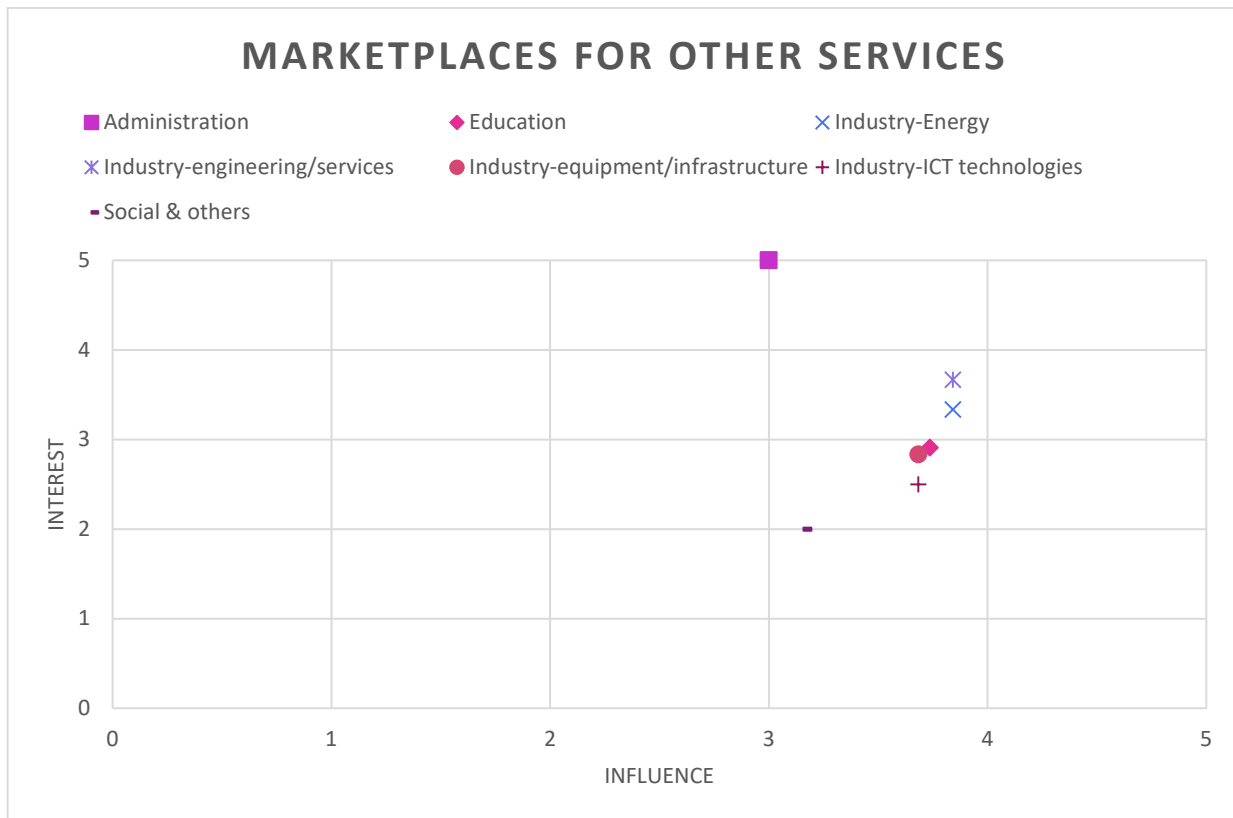
4.5   Marketplaces for other services

Figure 6: Marketplaces for Other Services Map

4.5.1   Strategic Evaluation

This marketplace represents other potential marketplaces that could be designed in the future, thus ultimately representing the potential expansion of the different marketplaces on the EDDIE project. Interest for these future marketplaces, ranged from low to high. The consortium logically ranked almost all stakeholder groups similarly with regards to influence, given that the nature of these future marketplaces is not yet known. Most interest was shown by the Administration stakeholder group, followed by Industry – Engineering/Services.
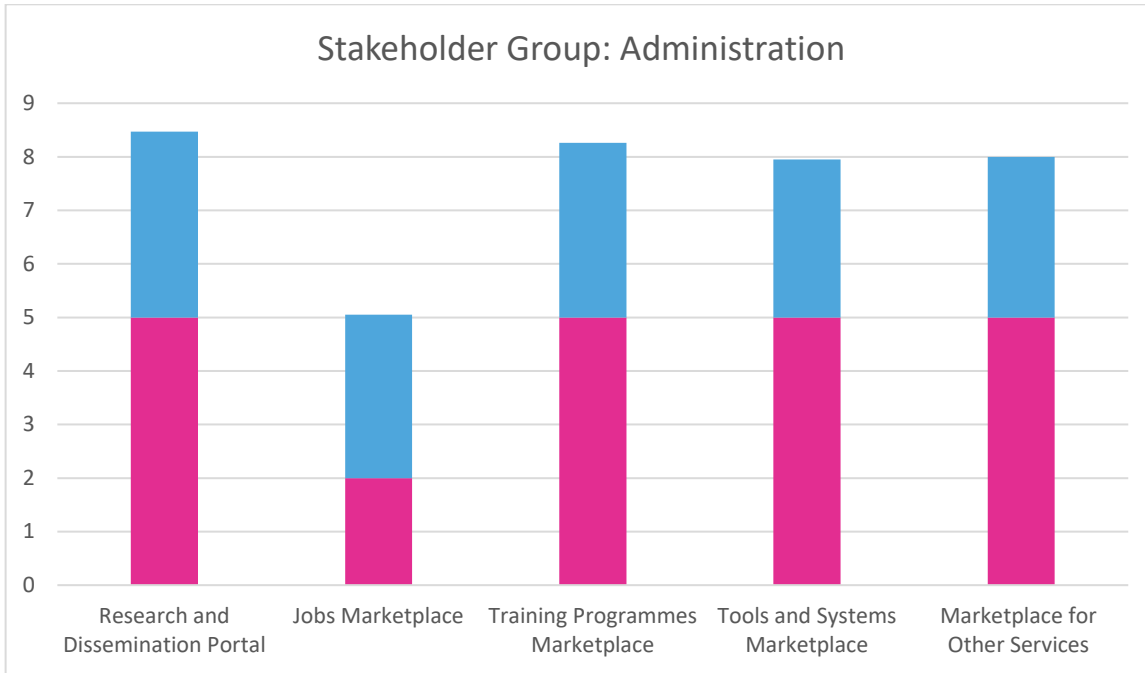
5.   Conclusion

As can be seen in the above five graphs presented, interest for the project can be considered high. The Marketplace or portal generating the most interest at the time of the drafting of this deliverable, is the *Research and Dissemination Portal* followed closely by the *Tools and Systems Marketplace.* As explained in the introduction the aim of this deliverable is to present a visual map that shows the interest against the influence of the stakeholder groups identified in Deliverable 3.1 *Identification of Stakeholders in each Area* and now following the work presented in this deliverable, we move onto Deliverable 3.3 *Strategic Network Building* which aims to build a strategic network with the stakeholders, keeping in mind the results of this deliverable especially with regards to which stakeholder groups require more time and attention.

From this deliverable we extracted various conclusions. Starting with the *Administration* stakeholder group, it can be concluded that they are highly interested in all almost all the marketplaces, with an exception being the Jobs Marketplace, where they do not seem to expect significant interaction. The *Education* stakeholder group showed the most interest in the Research and Dissemination Portal, the Training Programmes Marketplace, and the Tools and Systems Marketplace. The responses of the *Industry* stakeholder group varied amongst sectors, but in general the most interest was shown in the Research and Dissemination Portal, and about moderate to less interest in the Training Programmes Marketplace. However, the interest of the Industry in the Training Programmes Marketplace is expected to grow in the coming years with the massive deployment of digitalization in the energy systems and the need for personnel upskilling in the sector. *Social & Others* stakeholders are mostly interested in all marketplaces except the Tools and Systems, which might stem from the fact that they seem to find it too technical, and they see significant potential in developing additional marketplaces that could be more related to their group.

6.   Annex 1

In this Annex 1, one finds seven graphs corresponding to the seven different stakeholder groups identified. Firstly, each graph depicts a particular stakeholder group's interest in the different marketplaces or portals, thus giving us a clear depiction what each stakeholder group is mostly interested in and on the other hand, what each stakeholder group is least interested in (can be found in pink.) Secondly each graph also depicts how the consortium members rated a particular stakeholder group in the different marketplaces and portals (this can be found in blue.)
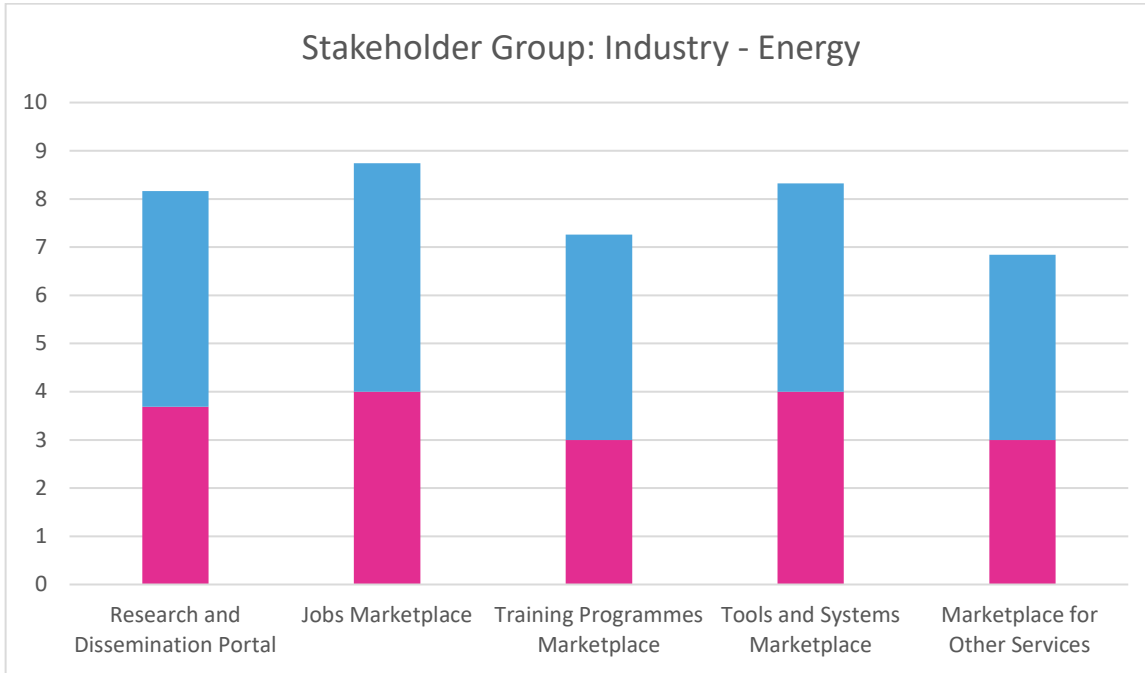
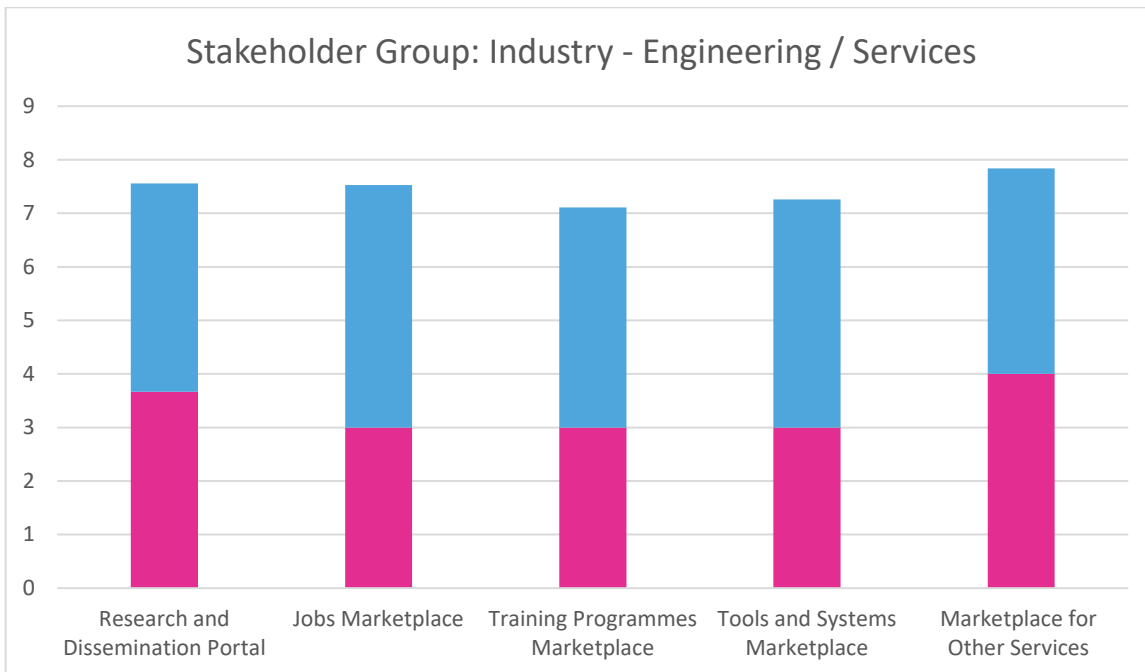**Figure 7: Administration – Interest/ Influence in the Different Marketplaces**
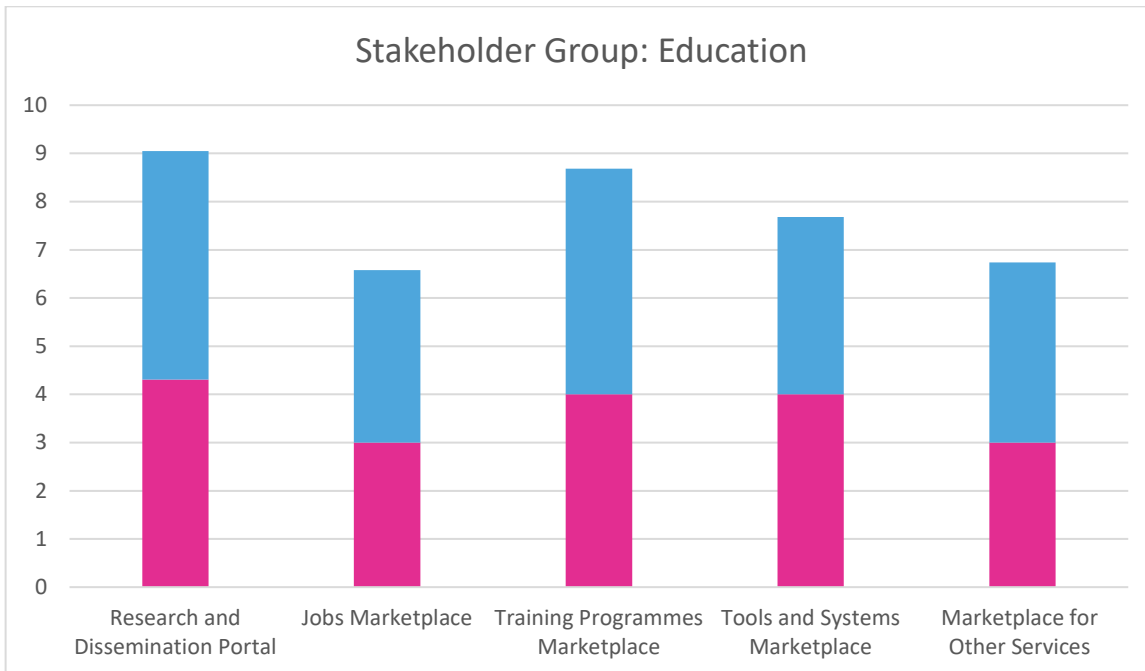
Figure 8: Education – Interest/ Influence in the Different Marketplaces

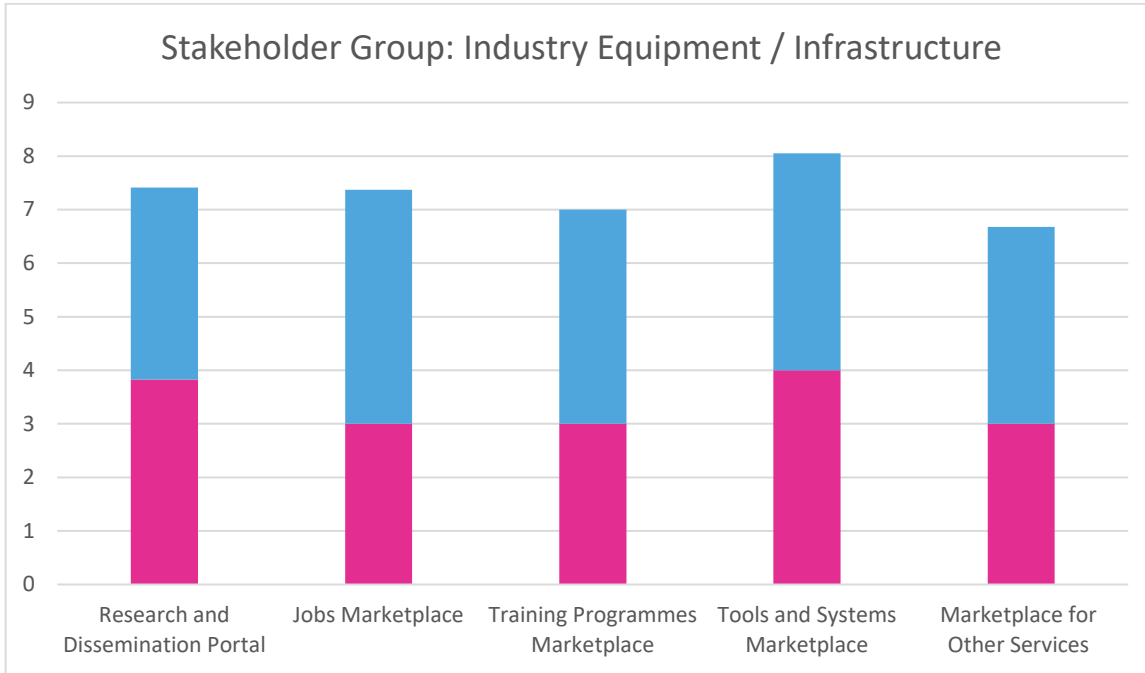## Stakeholder Group: Industry - Energy

Figure 9: Industry Energy - Interest/ Influence in the Different Marketplaces

Stakeholder Group: Industry - Engineering / Services

Figure 10: Industry Engineering / Services – Interest/ Influence in the Different Marketplaces
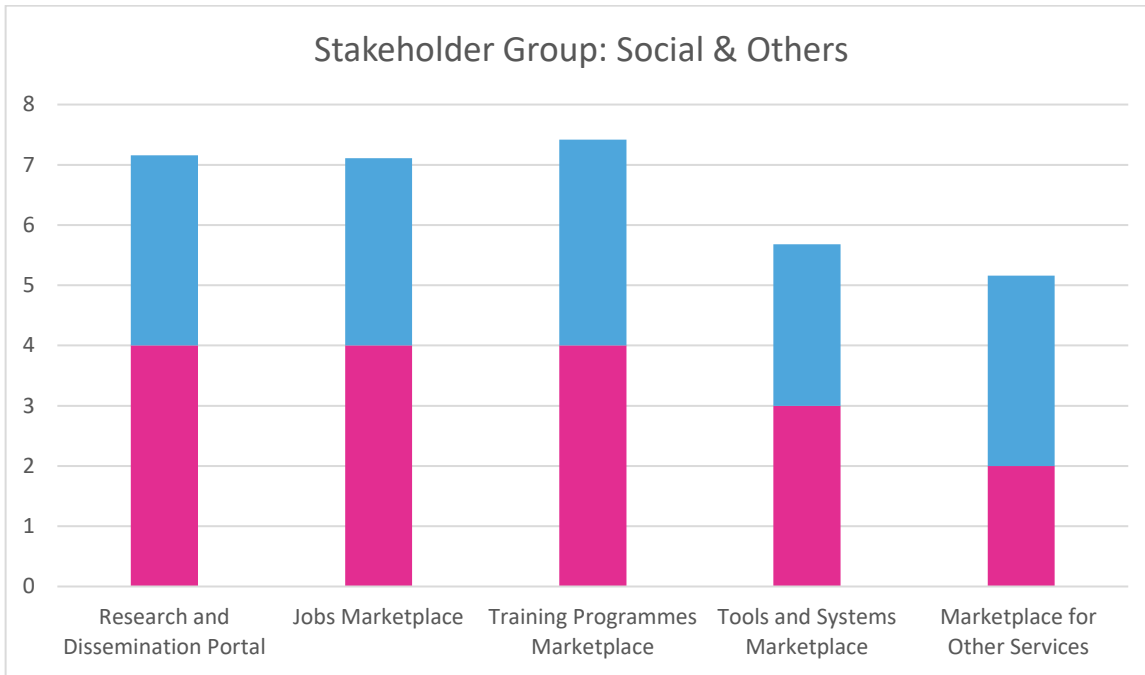
Stakeholder Group: Industry Equipment / Infrastructure

Interest
Influence

Figure 11: Industry Equipment/ Infrastructure – Interest/ Influence in the Different Marketplaces

Stakeholder Group: Industry - ICT technologies
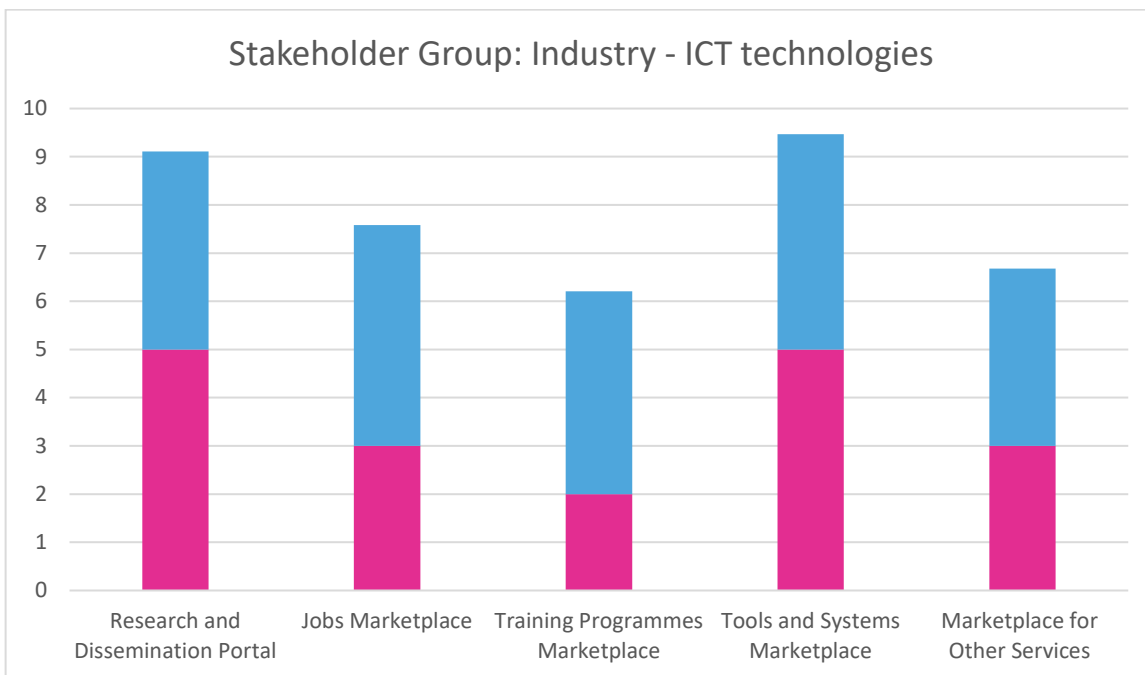
Interest
Influence

Figure 12: Industry ICT technologies – Interest/ Influence in the Different Marketplaces

Figure 13: Social & Others – Interest/ Influence in the Different Marketplaces