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What?

A stakeholder is a person or organisation who have a “stake” in the problem you are trying to solve, and who could influence or be influenced by your innovation. A useful stakeholder is someone who has at least some “skin in the game”. When your product succeeds, they benefit from it. When it fails, they share the pain with you.

Why?

Identifying who your stakeholders are and how to manage and involve them is important when shaping your innovation and preparing for successful implementation. If you have missed to inform, listen to, and involve important actors this might influence your ability to implement the product/service later on in the process.

How?

The Stakeholder Map is based on the premise that stakeholders vary in both their stake in the product/service as well as their influence over it. “Influence”, in this case, refers to the power that someone outside the team has to affect the success of your innovation.

When mapping the stakeholders, you could ask yourselves:

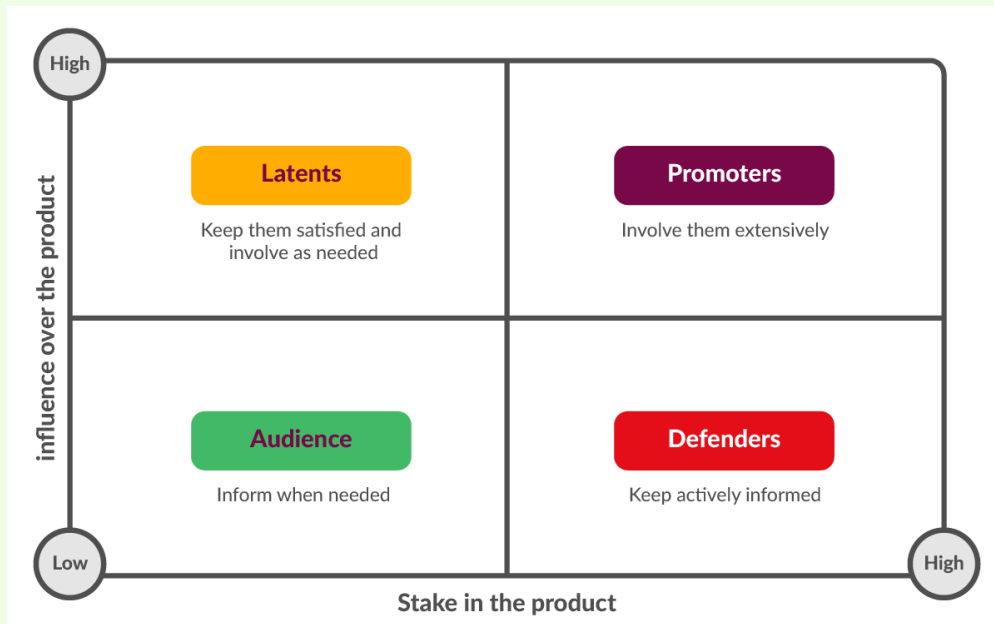
Who should we include, involve, or give a voice when we decide over what is valuable for our innovation?

Who would benefit the most from the problem being solved?

Who will pay for our solution?

Who needs to approve our product/service?

Who can promote our innovation?



Picture: When you plot both dimensions onto a map, you get this stakeholder map.

Based on their distribution, stakeholders end up in different quadrants. Each quadrant suggests which kinds of strategies are most helpful:

- **Promoters** are the stakeholders that have a significant stake in the product and a lot of influence over its shape. For example, they could be vocal and important users, key customers or big investors. These are the people that you want to involve extensively, for example by meeting with them frequently to identify new needs and validate assumptions.
- **Defenders** are the stakeholders that have a significant stake in the product and a moderate or low influence over it. For example, they could be frequent users of your product or people that made smaller investments. “Defenders” tend to be regular users of your product, so in general, keep them up-to-date on your progress. They’ll be happy to support you.
- **Latents** are the people that have significant influence over your product but don’t have a significant stake in it – they are not investing their own time or budget into development. For example, this can be department managers, decision makers, regulatory bodies or an important customer of other products of your company. Although Latents don’t have an immediate stake in your product, you want to keep them satisfied nonetheless. When you do a good job, they may eventually become “Promoters”.
- Your **audience** is the group of people that neither have a stake in your product nor influence over it. It's often enough to inform this group when needed. For example, in the form of an article in the company newspaper or a press release. You can recruit “Defenders” from this group by more actively involving parts of the audience or tapping into their needs.

The distribution of stakeholders across the map is a snapshot. It's entirely likely that stakeholders shift into other quadrants over time as your team focuses on different needs.

Resources/Sources:

[How To Find Your Stakeholders. Use a Stakeholder Map to better manage... | by Christiaan Verwijs | The Liberators | Medium](#)



1.2 Validate needs

1.4 Analyse the context

