

# BIMplement

Towards a learning building sector by setting up a large-scale and flexible qualification methodology integrating technical, cross-craft and BIM related skills and competences.

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**Report:** **D5.4 stakeholder map**  
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**Partners involved** RIMC, AVE, ISSO, HIA, MOW



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## Executive Summary

This report is part of the Exploitation and Replication workpackage of the BIMplement project. The scope of this work is to identify and analyse external international stakeholders vital for BIMplement in order to positively affect the exploitation and replication phase well beyond the project lifetime of BIMplement.

The project overall objective is to achieve an improved quality for nearly Zero Energy Building (nZEB) construction and renovation by using BIM as a tool to facilitate the learning process. BIMplement is setting-up training, Continuous Professional Development and BIM-enhanced qualification schemes. The main training topics are building ventilation and airtightness. These topics are taught with a direct hands-on approach and using BIM enhanced learning tools. The target audience is construction professionals of the entire value chain.

This report is divided into five sections. The first section is a brief introduction into stakeholder matrix analysis. This is followed by a section explaining the development of the work. The third section presents the external stakeholder matrix developed for the BIMplement project. The fourth section describes the actions performed in the in M1-M24. The fifth and last section recommends future actions and management strategies for different stakeholder groups in order to bring a positive impact for the exploitation and replication of the project.

This report is part of task 5.6 “Development of the relationship with umbrella associations and suppliers through EU networks” and will consider exclusively external international stakeholders, as defined in section 2. The external national stakeholders will be identified and managed by task 6.6 and are not in the scope of this work.

# 1.Introduction

External international stakeholders are usually defined as individuals or groups that are not part of the project consortium, but are affected by the project results and actions.

The stakeholder identification is a starting point for the stakeholder analysis, and the outcome is usually a stakeholder matrix. The matrix is a visual tool that categorise the project stakeholders by their level of interest and their influence in the project (Vogwell, 2003).

Figure 1 depicts a stakeholder Matrix qualified in four different categories; high influence and high interest (“Manage closely”), high influence and low interest (“Keep satisfied”), low influence and low interest (“Monitor”) and low influence and high interest (“Keep Informed”).

The most important group for any project is the “Manage closely”. This group has priority and actions should be taken to keep them engaged in the project on a regular basis. On the other hand, the less important group is the “Monitor”. This group should be monitored only. Actions towards this group are not priority. However, it is a good strategy to keep them updated in order to raise their interest in the project.

The two remaining groups are “Keep Satisfied” and “Keep Informed”. The first should be kept engaged and updated about the project in order to raise their interest in the project. The latter should be kept informed and involved in the project, as they can be helpful supporters.

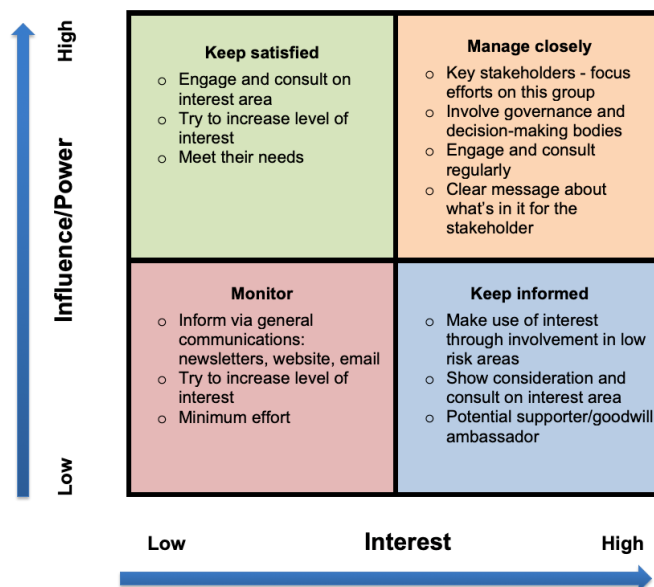


Figure 1 Stakeholder matrix analysis. (University of Winsconsi - Extented Campus, n.d.)

## 2. Development Process

The following section describes the process followed in order to identify, analyse and finally create the external international stakeholder matrix for the BIMplement project. The development process set out with the letters of support during the proposal stage, followed by the partners workshop in the second consortium meeting in Valencia (M6), the addition of data from Build Upon platform (<http://buildupon.eu>) led finally to the development of the external international stakeholders matrix.

The identification of the stakeholders started early on in the project, during the proposal development. At that point in time, 19 organisations had formally expressed interest in the project (Table 1). In the first month of the project these were divided into two groups; the external international stakeholders and the external national stakeholders. The first includes any organization on the European or International level. The latter includes any organization on national levels in all European Member States. Only the three external international stakeholders (highlighted in table 1) were considered for the purpose of T5.6.

*Table 1 stakeholders who provided the Letter of Support*

No.	Organisation	Country
1	Dutch Building Information Council	Netherlands
2	AGA CAD	Lithuania
3	Lithuanian Association of Civil Engineers	Lithuania
4	National Passive House Association Lithuania	Lithuania
5	Lithuanian Open BIM initiative	Lithuania
6	Polish Association of Construction Employers	Poland
7	Dutch Ketenstandard	Netherlands
8	BESCA, Spain	Spain
9	CYPE, Spain	Spain
10	Universitat Politècnica de València	Spain
11	Federacion Valenciana de Empresarios de la Construcción	Spain
12	Innovacion tecnologica BIM	Spain
13	building SMART, Spanish Chapter	Spain
14	Eurogypsum	Belgium
15	Housing Europe	Belgium
16	STABU	Netherlands
17	BPIE	Spain
18	AVS	Spain
19	COACV	Spain

During the 2nd General Assembly meeting in Valencia in February 2018, a workshop was run in order to receive inputs from the partners on the external stakeholders for BIMplement project (Figure 2).



*Figure 2 Workshop at BIMplement second meeting in Valencia*

The workshop was divided into three steps. The first step was to write the project external international stakeholders the project partners could identify on sticky notes. The second step was to assess these stakeholders regarding their influence and interest in the project. The third step was to place them in one of the four quadrants of the matrix: high influence and interest, high influence and low interest, low influence and high interest, and low influence and low interest (Figure 3).




*Figure 3 Workshop result - External stakeholder matrix done during the meeting*

As a result, 18 external international stakeholders for the project were identified (Figure 4). The most important group (high power and high influence) includes EU BIM Task group, Federation of European Heating, Ventilation and Air Conditioning Associations (REHVA), European Commission - DG Employment, European Ventilation Industry Association (EVIA). The group with high influence and low interest includes Architects' Council of Europe (ACE), European Builders Council (EBC), Energy cities, European Commission - DG Energy, International Union of Property Owners (UIPI), European Commission - DG Climate action, Air Infiltration and Ventilation Centre (AIVC), Covenant of Mayors. The group with high interest and low influence includes another mentioning of the Covenant of Mayors, The European Alliance of Companies for Energy Efficiency in Buildings (EuroACE) and suppliers. Finally,

the group with low influence and low interest includes again the International Union of Property Owners (UIPI), The European Cement Association (CEMBUREAU), European Parliament, Industry, Research and Energy Committee (ITRE), European Construction Industry Federation (FIEC), The European Alliance of Companies for Energy Efficiency in Buildings (EuroACE), and the World Green Building Council (WGBC). Figure 4 depicts the written results of the brainstorming process.

**RESULTS OF VALENCIA MEETING.**  
**POWER INTEREST**

Meet their needs (HIGH POWER/LOW INTEREST)	Key players (HIGH POWER/HIGH INTEREST)
ACE (2)	EU BIM Task Group (2)
EBC (European Builders Confederation)	REHVA (3)
Energy cities (2)	DG Employment
DG Energy	EVIA European Ventilation Industry Association
International Union of Property Owners	
DG Climate action	
AIVC	
Covenant of Mayors	
Low priority (LOW POWER/LOW INTEREST)	Keep informed (LOW POWER/HIGH INTEREST)
UIPI	Covenant of Mayors
	EUROACE (EU Alliance for companies of energy efficient cities)
CEMBUREAU	Suppliers (individual or associations)
ITRE	
FIEC	
EUROACE (EU Alliance for companies of energy efficient cities)	
WGBC	

 BIMplement

*Figure 4 Transcript of the Workshop result*

The matrix shows that some partners named the same stakeholders, though placed them in different categories, due to a different interpretation of the stakeholders influence and interest. This analysis was later revised in the final external international stakeholder matrix the next section.

Overall, the exercise was a good starting point for the external international stakeholders identification and also an opportunity to raise the project partners' awareness about the stakeholder management in order to produce a positive impact for the project.

After the workshop in Valencia, the identification of the stakeholders continued to be developed. The Build Upon (Build Upon Consortium, 2017) project was an important source of information. From the project database, additional external international stakeholders were identified and added to the list. As a result, in total 62 stakeholders were identified and analysed by their level of influence and interest in the project. The result was the matrix presented in the following section.



### 3. Matrix of external and international stakeholders

The external international stakeholder matrix was generated after the analysis of the influence and the interest in the project of all 64 stakeholders identified. The analysis of these two criteria considered a four-point scale (Figure 5 and 6). Stakeholders not very influential or not very interested in the project were given points from 0 to 1.25. Stakeholders somewhat influential or somewhat interested in the project were given point from 1.26 to 2.5. This side of the scale defines the stakeholders with low influence or low interest in the project.

Stakeholders very influential and very interested in the project were given points from 2.51 to 3.75. And Stakeholders extremely influential and extremely interested were given points from 3.76 to 5. This side of the scale defines the stakeholders with high influence or high interest in the project.

Stakeholder assessment proposed is not quantitative, but it is qualitative. The points given to each stakeholder were based on the expertise of the project consortium partners.



Figure 5 Four point scale – Influence criteria



Figure 6 Four point scale – Interest criteria

The chart displays the following stakeholders and their approximate coordinates (Interest, Influence):

- European Parliament, Industry, Research and Energy Committee: (0.2, 4.8)
- European Commission, DG Research and Innovation: (1.2, 4.8)
- European Commission, DG Environment: (1.5, 4.6)
- European Commission, DG Energy: (1.8, 4.5)
- European Commission, DG Employment: (2.0, 4.8)
- European Commission, Joint Research Centre: (2.5, 4.8)
- European Commission, DG...: (2.8, 4.8)
- Executive Agency for Small and Medium-Sized Enterprises: (3.0, 4.8)
- European Training Foundation: (3.5, 4.8)
- BUILD UP: (4.0, 4.8)
- BuildingSmart: (4.5, 4.8)
- European Centre for development of vocational training: (4.8, 4.8)
- World Green Building Council: (2.5, 4.2)
- European Network of Building Research Institutes: (3.0, 4.2)
- CEN TC 442 on BIM: (3.5, 4.2)
- EU BIM Task Group: (4.0, 4.2)
- Architects' Council of Europe: (4.5, 4.2)
- Air Infiltration and Ventilation Centre: (4.8, 4.2)
- BIMAlliance: (4.5, 3.5)
- International Confederation of Inspection and Certification...: (4.8, 3.5)
- European association for...: (5.0, 3.5)
- European Construction Industry...: (4.5, 3.0)
- European Union Centre for Facility...: (3.0, 3.0)
- European Smart Metering...: (3.5, 3.0)
- European Construction Forum: (3.8, 3.0)
- European Federation of Building and Woodworkers: (4.2, 3.0)
- European Ventilation Industry Association: (4.5, 3.0)
- European Committee of Air Handling and Refrigeration Equipment Industries: (3.5, 2.5)
- European Alliance to Save Energy: (3.0, 2.5)
- Air Conditioning and Refrigeration European...: (3.5, 2.5)
- Association of the European Heating Industry: (4.0, 2.5)
- European Union of Developers and House Builders: (4.5, 2.5)
- European Building Automation and Controls Association: (4.8, 2.5)
- European Council for Construction Research, Development and Innovation: (3.5, 3.5)
- Federation of European Heating, Ventilation and Air Conditioning Associations: (4.0, 3.5)
- European Heat Pump...: (4.5, 3.5)
- European Council of Civil Engineers: (1.5, 2.5)
- Eurocities: (1.8, 2.5)
- ManagEnergy: (2.0, 2.5)
- European Association for External Thermal Insulation Composite...: (2.2, 2.5)
- European Federation of National Engineering...: (1.5, 2.2)
- European Network of Construction Companies for Research and Development: (2.0, 2.0)
- European Plaster and Plasterboard Manufacturers Association: (1.8, 1.0)
- The European Cement Association: (1.2, 0.5)
- The European Concrete Platform: (0.5, 1.5)
- European Council of Engineering Chambers: (1.0, 1.5)
- Committee for European Construction Equipment: (0.2, 1.5)
- Energy Cities: (0.5, 1.2)
- ICLEI Europe: (0.8, 1.2)
- European Photovoltaic Industry Association: (0.5, 1.0)
- URBACT: (0.8, 1.0)
- Covenant of Mayors: (0.5, 0.8)
- European Federation of Engineering Consultancy Associations: (1.0, 0.8)
- International Union of Property Owners: (1.5, 0.8)
- European Insulation Manufacturers Association: (1.8, 0.8)
- Housing Europe: (2.0, 0.8)
- European Construction Technology Platform: (1.2, 5.0)
- European Climate Action: (1.5, 5.0)

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To better identify each stakeholder group, the matrix was divided into four quadrants. Figure 8 shows the stakeholders with high influence and high interest in the project. They are the high priority stakeholders and should be involved and engaged in the project exploitation and replication actions.

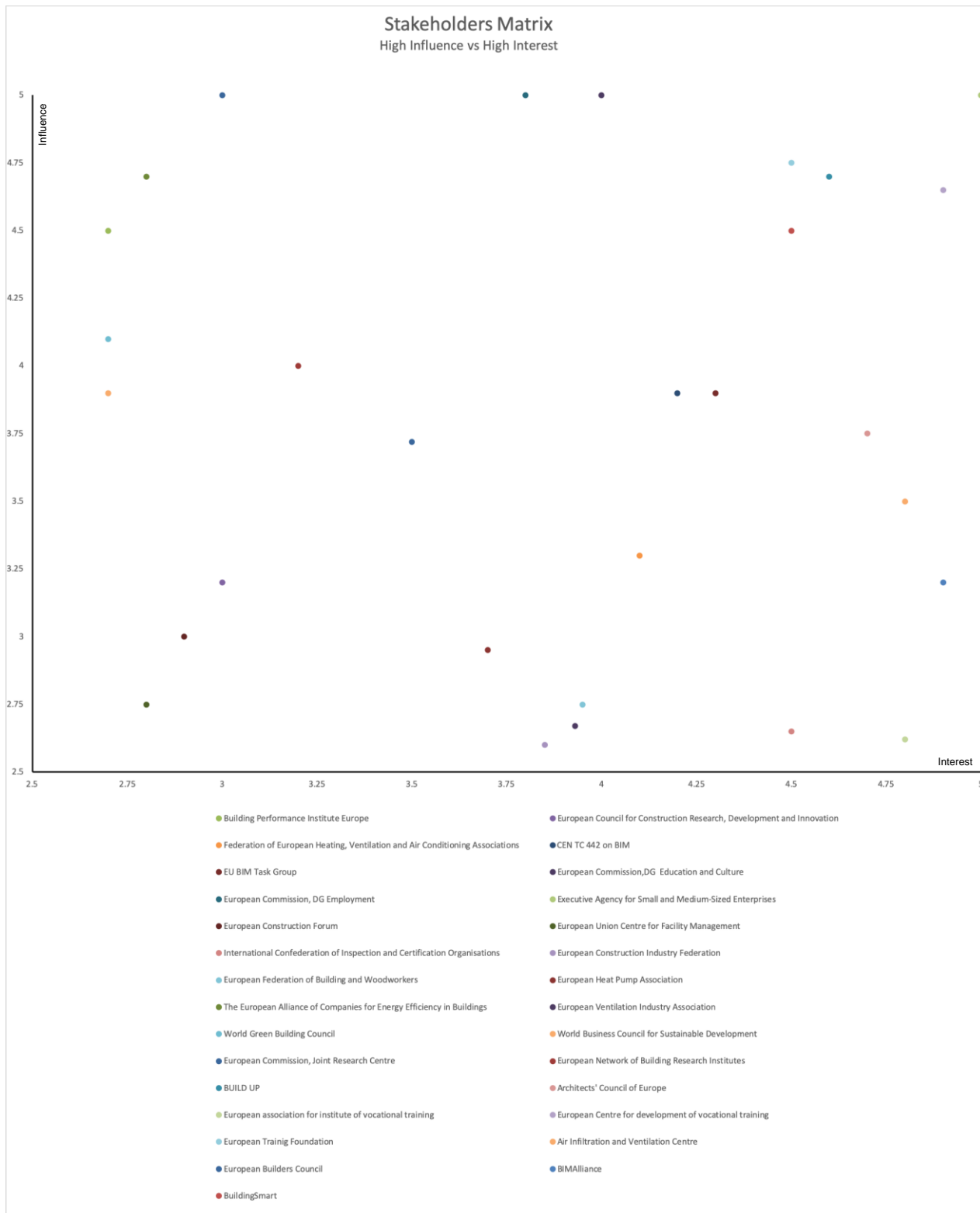


Figure 8 Stakeholder Matrix - High influence vs High interest

Figure 9 shows the stakeholder with high influence but low interest. This group should be informed and engaged in the project, ideally raising their interest in the project actions for exploitation and replication in the project.

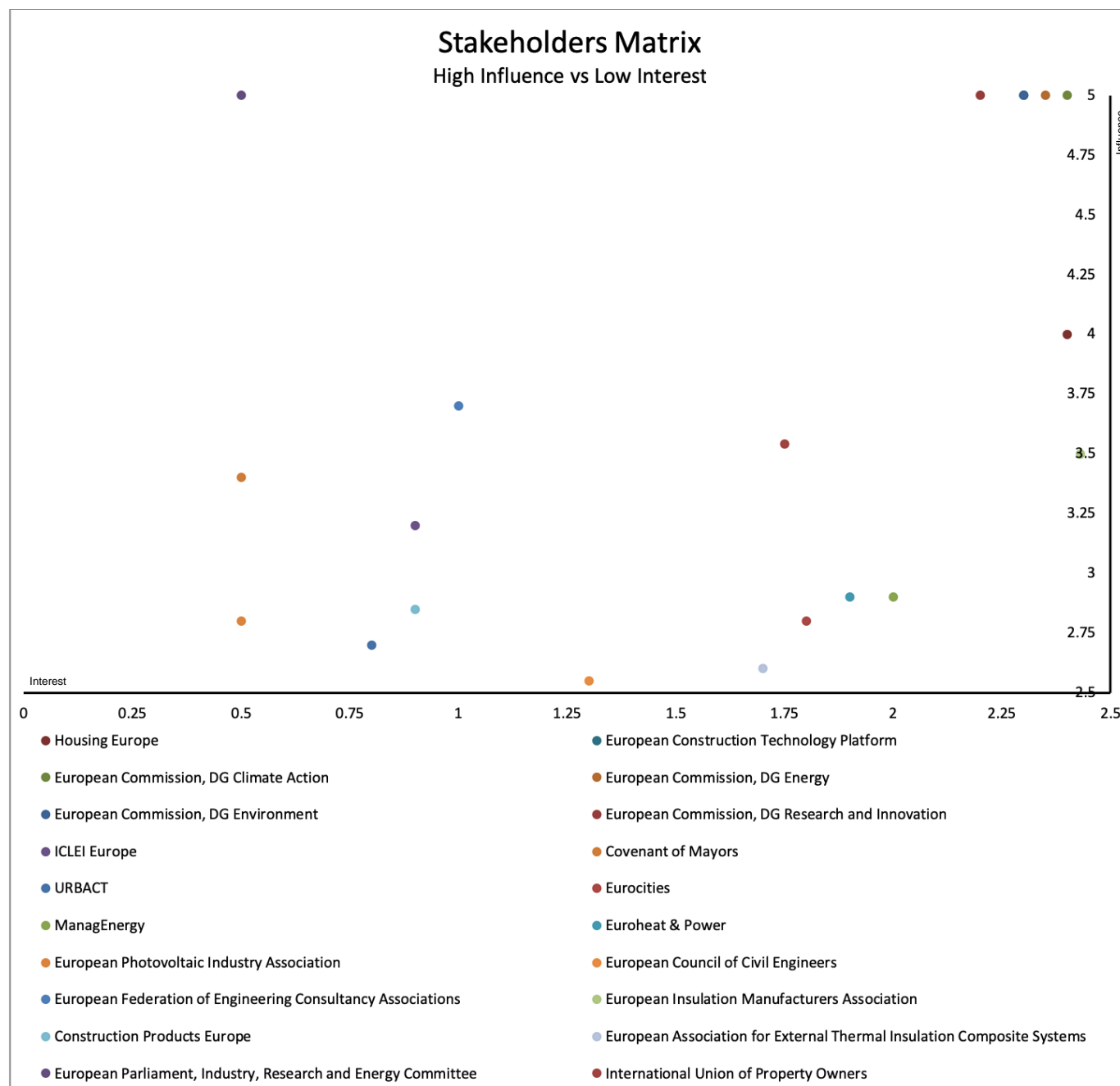


Figure 9 Stakeholder Matrix - High influence vs Low interest

Figure 10 show the stakeholders with low influence and high interest in the project. They are ideal candidated to be the project supporters in the replication and exploitation actions.

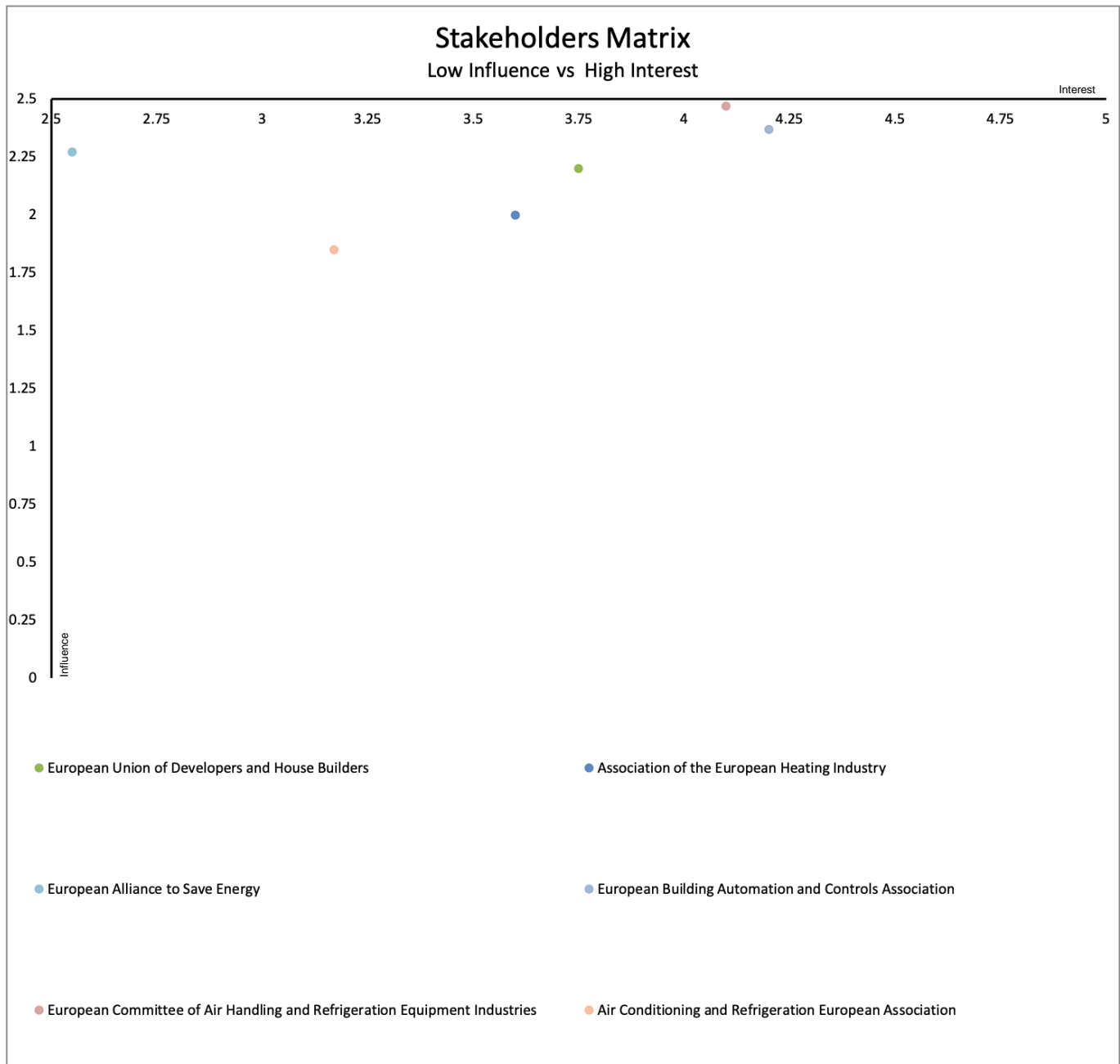


Figure 10 Stakeholder Matrix – Low influence and High interest

Figure 11 shows the stakeholders with low influence and low interest in the project. They would have low priority in the project actions. However, they should still be informed about the project in order to attract their interest in the replication and exploitation actions.

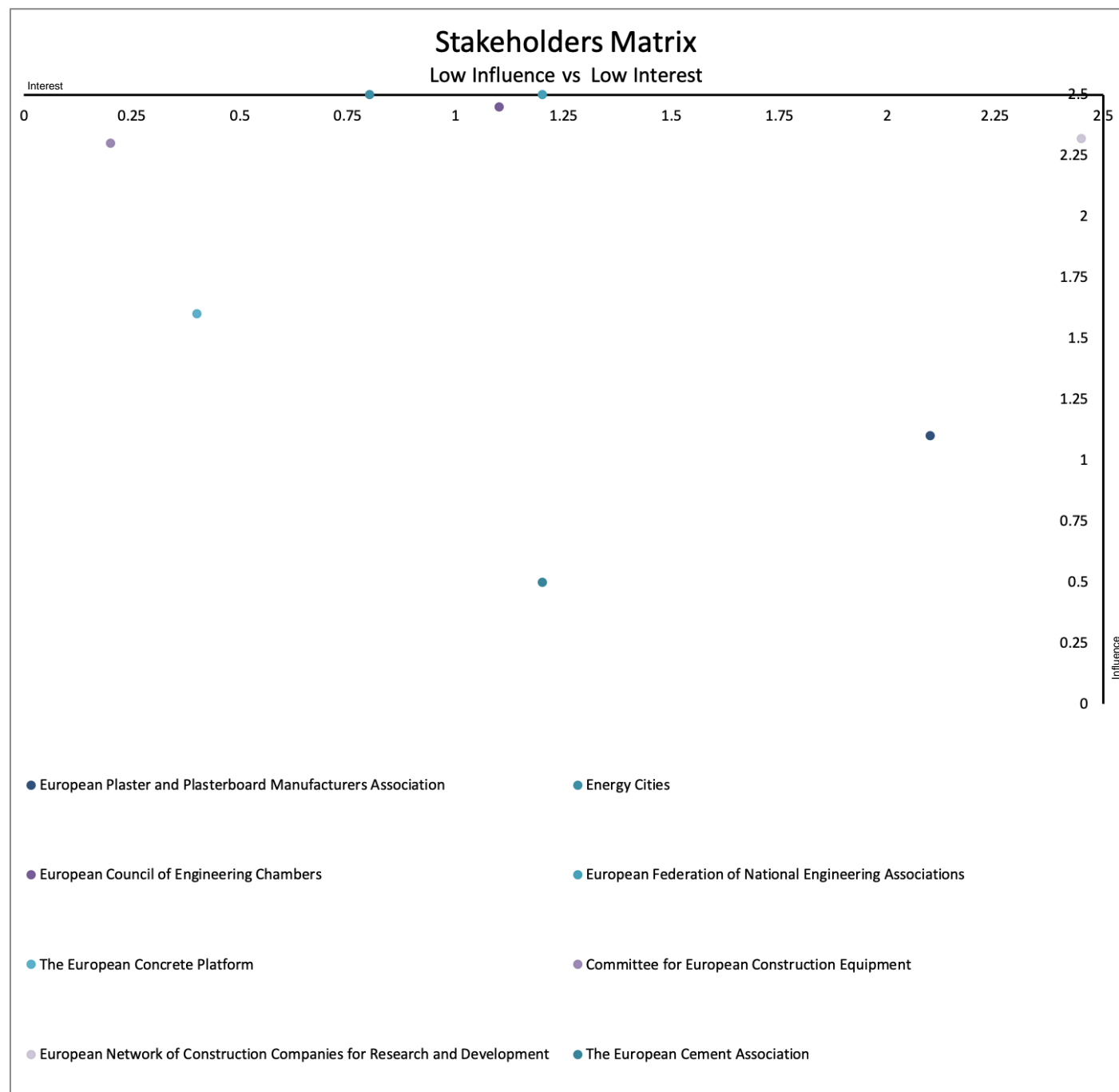


Figure 11 Stakeholder Matrix low influence and low interest

## 4. Undertaken actions up to M24

Along the first 24 months of BIMplement project several actions were taken in order to facilitate the exploitation and replication of the projects. Several meetings with European Plaster and Plasterboard Manufacturers Association (EUROGYPSUM), Federation of European Heating, Ventilation and Air Conditioning Associations (REHVA), Building Performance Institute Europe (BPIE), European Construction Industry Federation (FIEC), BuildUP, European Council for Construction Research, Development and Innovation (ECCREDI) members were organised/ attended in order to disseminate and promote BIMplement within these stakeholders.

Two workshops were also organised in order to promote and dissemination BIMplement with the external and international stakeholders. The first workshop was done at ACE second General Assembly in 2017 during the public ACE BIM conference. The second was done at ACE energy day in 2019 in which BIMplement project were presented and synergies with other sister project were explored. Important stakeholders with high influence and high interest such as Executive Agency for Small and Medium-Sized Enterprises (EASME), Build Up platform, European Builder Council (EBC) and Building Performance Institute Europe (BPIE) attended to this workshop.

A third workshop is planned with the ECCREDI in May 2020. In addition, two webinars will be organised in the last year of the project.

BIMplement also participate in several conferences such as BIM in Europe (2017) in Brussels, 1st European conference “BIM and energy performance of buildings” (2017) in Brussels, the CLIMA 2019 in Bucharest, Romania, SP 2019: Sustainable Places 2019 in Cagliari, Italy.

## 5. Conclusion and Recommendation on how to proceed

The future actions should involve the stakeholders with high influence and high interest in the project in order to facilitate the exploitation and replication of the project. Stakeholders with low influence but high interest should also be involved in replication activities and they could contribute as supporters of the project. Stakeholders with high influence and low interest should be informed about the project. Stakeholders with low interest and low influence should not be priority in these actions.

In the forthcoming months there will be two webinars that will target high influence and high interest stakeholders and also low influence and high interest stakeholders in order to show BIMplement results and involve them in the actions for replication and exploitation. These webinars can also be used in order to receive feedback on the work undertaken and currently on-going. It depends on the other consortium partners, which input they would like to achieve from the external stakeholders.

There will be also a third workshop during the European Council for Construction Research, Development and Innovation (ECCREDI) meeting in May 2020. During this occasion BIMplement results will be presented.

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