

BUSINESS SOLUTIONS

G³ Stakeholder Hub

A unique solution to support effective stakeholder management

Growth through people¹, planet² and profit³



Table of contents

■ Business case	3
■ What is the G ³ Stakeholder Hub?	7
■ Stakeholder maps	7
■ Stakeholder profiles	9
■ Relationship dynamics	12
■ Engagement protocol	13
■ The library	14
■ Stakeholder engagement resources	15
■ Subscription costs	17



Business case

Introduction

Corporates have increasingly recognised that managing stakeholders critical to their business needs is integral to the overall business management. Strategic stakeholders usually have a direct bearing on a company's achievement of its strategic goals.

Not paying the necessary attention to strategic stakeholder relationships can be equated to leaving the realisation of business imperatives to chance. Companies which manage their stakeholders haphazardly make the company vulnerable to unnecessary reputational risks.

Wise companies plan, coordinate and manage stakeholder relations with prudence – and as such, avoid reputational risks -at all accounts. There is a strong business case for stakeholder management, when it entails deliberate thinking through what an organisation wants to achieve through relations with key strategic stakeholders, rather than the odd wining and dining or indiscriminate “networking”. Engagement with stakeholders should be carefully timed, content for discussions carefully thought through and geared to achieve a specific goal and set of objectives aligned with the organisation's business goals.



The prerequisites for effective stakeholder management

The effective management of stakeholder relations depends on the systematic and ongoing process of stakeholder mapping, analysis and engagement - a process that entails:

- Knowing who your stakeholders are and understanding their stakes in your organisation or in issues of common concern
- Articulation of the relationship dynamics between the company and the stakeholder
- Setting a goal towards which the company aspires in engaging the stakeholder
- Identifying the interfaces or touch points for engagement
- Describing when who should engage which stakeholder– the conditions for each interface
- Following best practice in stakeholder engagement

Stakeholder engagement entails “talking and listening” to stakeholders and the outcome is enhanced mutual understanding, improved relationships, greater goodwill and loyalty. Stakeholder engagement does not pre-suppose that the organisation and its stakeholders will agree on all matters of strategic relevance. Instead of aiming stakeholder relationships towards consensus building, the best practice is to build relationships robust enough to tolerate disagreement without a breakdown in engagement.

Following the process described above results in an accumulation of information, or rather intelligence (information interpreted for the company), about a company’s stakeholders.

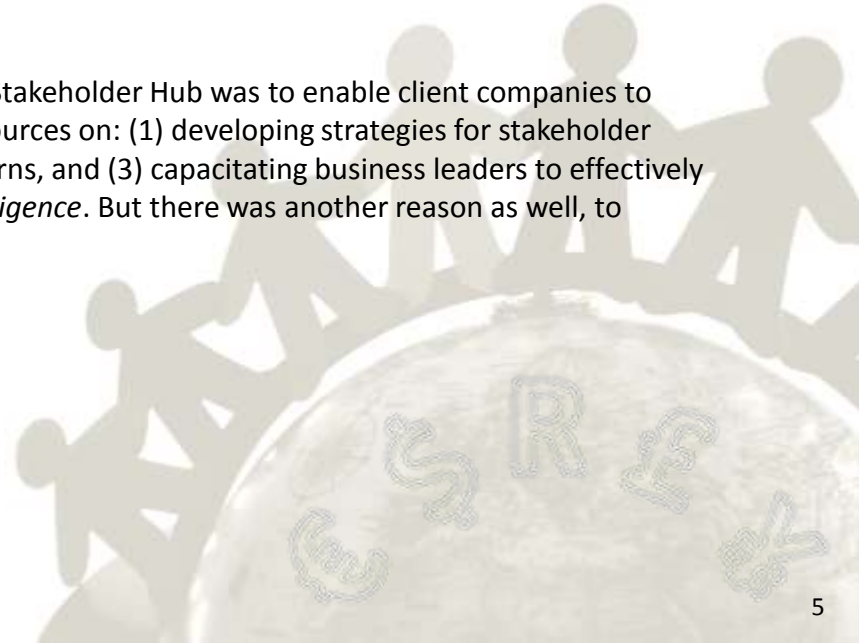
The role of stakeholder intelligence in stakeholder management

Optimising the available stakeholder intelligence means safe storage of the information, clever organisation of the information, easy access to the information, and, above all: regular updating to ensure continuing relevance and incorporating the constant changes in any stakeholder landscape.

Even though business often realises the value of stakeholder intelligence as the most logical foundation for effective stakeholder management, management of this information can easily become a full time job necessitating dedicated personnel, budget, specific competencies, and above all else, time.

Once a stakeholder map is developed, and stakeholders are accordingly profiled, somebody needs to keep monitoring the stakeholder environment to ensure that changes per stakeholder get captured on their map, and managed accordingly. It takes continuous scanning of the stakeholder environment to keep up with developments that could impact a company, or affect the way the company impacts its stakeholders.

One of the key drivers behind G³'s decision to develop and host the G³ Stakeholder Hub was to enable client companies to manage their stakeholders effectively - that is: to focus their scarce resources on: (1) developing strategies for stakeholder management, (2) responding to emerging stakeholder issues and concerns, and (3) capacitating business leaders to effectively engage, *while having easy access to regularly updated stakeholder intelligence*. But there was another reason as well, to embark on this exciting venture.



The changing political landscape

In a developing economy like South Africa's, political legitimacy is not to be underestimated. In such an economy, aligning with Government's agenda and priorities has become a strategic imperative.

Corporates therefore seek to engage Government, understanding that talking to the right people and being "heard" at the right time for the right reasons, makes a difference between staying in business, or otherwise.

Recognising that Government impacts all business, and that the change in administration after the 2009 elections will demand of companies to go back to the drawing board in response to substantial changes in this stakeholder grouping, G³ Business Solutions has developed a generic government stakeholder map as part of its Stakeholder Hub – fast tracking organisational learning in this regard.

Not all government portfolios matter to everyone to the same extent, at all times. Nonetheless, some matter sufficiently to be cause for concern when a brand new administration takes up the reins, and new incumbents occupy the positions strategic to one's business.



What is the G³ Stakeholder Hub?

Stakeholder maps

The G³ Stakeholder Hub consists of portals (**stakeholder maps**) providing access to comprehensive intelligence about the most strategic (and priority) stakeholders of an organisation. The hub is intended for use by the given organisation's senior managers to facilitate and help coordinate stakeholder engagement across the organisation.

The generic government stakeholder map is already developed and depicts provinces and government departments graphically. Government departments are arranged as part of the primary and secondary clusters to which they belong. Selecting any department provides one access to the profile of the relevant minister, and/or deputy ministers – newly appointed into the Jacob Zuma administration. The same is true of the premiers in provinces.

But apart from the generic government stakeholder map, the G³ Stakeholder Hub offers the functionality for a company to upload any number of its own stakeholder maps with the related stakeholder intelligence in a safe and protected environment where the information will be maintained, updated and improved by G³ Business Solutions. If your company does not already have its own map, help is at hand (from G³ Business Solutions) to co-create such a map with you.

There are a number of possible best practice methodologies to identify, prioritise and visually depict stakeholders on a stakeholder map.

Clicking on a particular stakeholder on the stakeholder map will give access to

- a profile (background information) of the stakeholder
- the nature and health of the relationship
- the relationship or engagement goal
- the ultimate relationship owner, various interfaces and the purpose/conditions for engagement with that stakeholder, as well as
- stakeholder protocols (the do's and don'ts for engagement with that stakeholder)

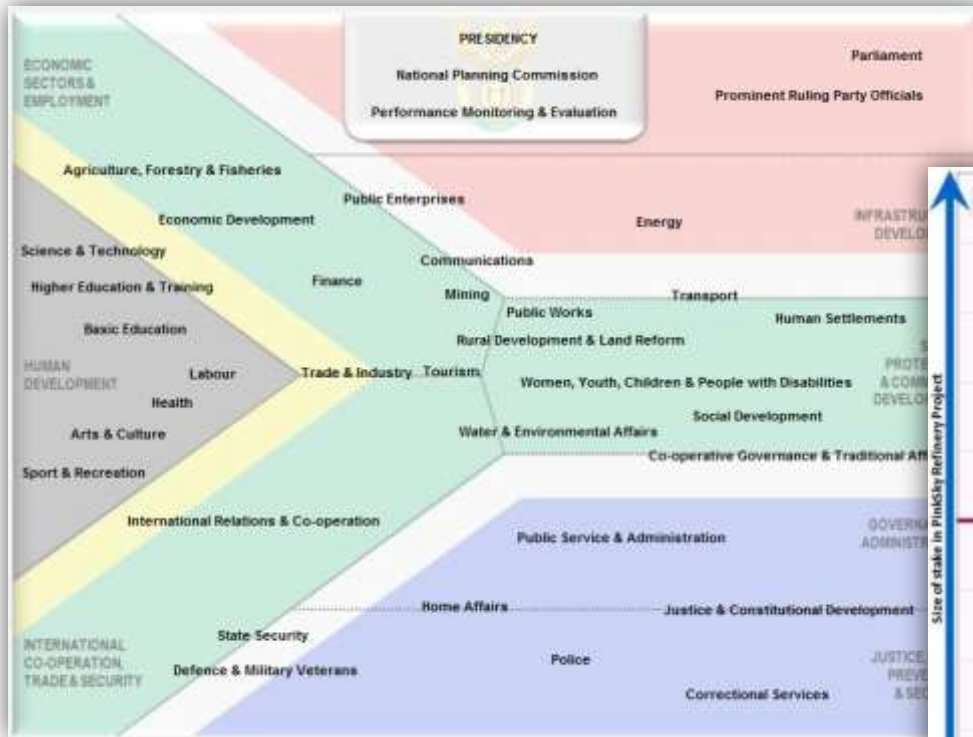


What is the G³ Stakeholder Hub?

BUSINESS SOLUTIONS

Stakeholder maps (continued)








The following are examples of **1)** the generic government stakeholder map and **2)** a stakeholder map for a fictitious company, called PinkSky.



What is the G³ Stakeholder Hub?

Stakeholder profiles

Each profile offers the following information:

-  Background information
-  Track record
-  Position on issues
-  Priorities
-  Likely impact on the functioning of specific department
-  Preferred engagement mode
-  Personal information such as hobbies and interests

Example of a government Stakeholder Profile *(continued over next two pages)*

Name	Nomvula Phola Mokonyane
Position	Gauteng Premier
Early history	
Place of birth	Kagiso
Marital status	Married
Children	Three
School education	Matriculated at the Masupatsela High School
Post school education	Local government and planning in Sweden Economics at Pennsylvania University Economics and finance at Harvard University
Other details	Known as “Mama Action”

What is the G³ Stakeholder Hub?

Stakeholder profiles *(continued)*

Political/career history

Nomvula Phola Mokonyane has served in the Gauteng legislature since 1994 in various capacities. She has served as MEC for agriculture, safety and security and, more recently, housing since 2004. She became politically active in the early 1980s when she joined the Young Christian Students group and was a founding member of the powerful Congress of South African Students (COSAS). She was also active in the United Democratic Front and several other women's and civic groups in her hometown of Krugersdorp. She is the national coordinator for the ANC Women's League and a central committee member of the SACP.

Key influences

Her succession of Mashatile has not won her friends within the powerful, provincial ANC Youth League who backed him to continue as Premier. A party loyalist who refused to take sides in the run-up to the ANC's Polokwane conference in 2007, her standing at a national level is excellent and she was even touted as a potential successor to Lindiwe Sisulu as national housing minister.

Personal agenda in the past

Mokonyane's credentials as a gender activist are legendary. In the mid 1980s she was detained just 11 days after her wedding and spent two months in solitary confinement, while pregnant, for her activities with the Federation of Transvaal Women. She even made a heartfelt submission to the Truth and Reconciliation Commission about the role of women in the struggle, particularly in the 1980s, when dissent was not tolerated and key members of the movement were either jailed or forced into exile. She also revealed how district surgeons were used to terminate pregnancies of jailed activists and told of the humiliation women underwent while in prison. As housing minister she was not averse to getting her hands dirty and was known to have physically helped build RDP houses, while as safety boss she used to make unannounced visits to underperforming police stations. As a gender activist she encouraged women to get involved in the construction sector - to the extent that she ordered her senior staff to ensure that women and women's groups — as part of departmental policy - are included in all tenders going through her department.

What is the G³ Stakeholder Hub?

Stakeholder profiles *(continued)*

<p>Likely agenda in new position</p> <p>One key criticism of Paul Mashatile was his alleged propensity to dish out lucrative tenders in Africa’s biggest economic hub to a select group of friends and acquaintances.</p> <p>Mokonyane has also been accused of this in the past but her track record in the various capacities she’s served ensured that she is finally given the opportunity to lead the province.</p> <p>She was not named Premier to simply fulfill the ANC’s gender equity drive but because of her sterling track record. Party bosses have overlooked some minor indiscretions and believe she is the perfect person to deliver on its election promises.</p> <p>The cutback on infrastructure spending - especially with the World Cup and the launch of the Gautrain soon to occur - also mean there is less room for graft at a provincial level.</p> <p>She is keen to get cracking on the Gauteng 2055 plan - a forward-looking programme to position the province for the future - as a way of maintaining the province as the continent’s economic hub.</p> <p>Crime is also high on her agenda and she has been known to question her safety and security successor on numerous alleged failings at provincial cabinet level.</p>
<p>Current close alliances</p> <p>Mokonyane is extremely close to Winnie Madikizela-Mandela, Jessie Duarte, Lindiwe Sisulu, Tokyo Sexwale, Ayanda Dlodlo, Maite Mashabane, Blade Nzimande and even her predecessor Paul Mashatile.</p>
<p>Personality traits</p> <p>She is hard-working and hands-on - sometimes to the extent of micromanaging staff.</p>
<p>Hobbies/interests</p> <p>She is a self-proclaimed staunch member of the Catholic Church, crediting her strong moral upbringing to nuns in Catholic schools through which she was nurtured during her formative years. She says her philosophies were shaped by her elderly women friends that she has always looked up to in her life.</p>
<p>Engagement preferences</p> <p>She concedes that she has a demanding schedule in her new portfolio, but that she will still create time to engage with the people of Gauteng, for the betterment of lives of all.</p>

What is the G³ Stakeholder Hub?

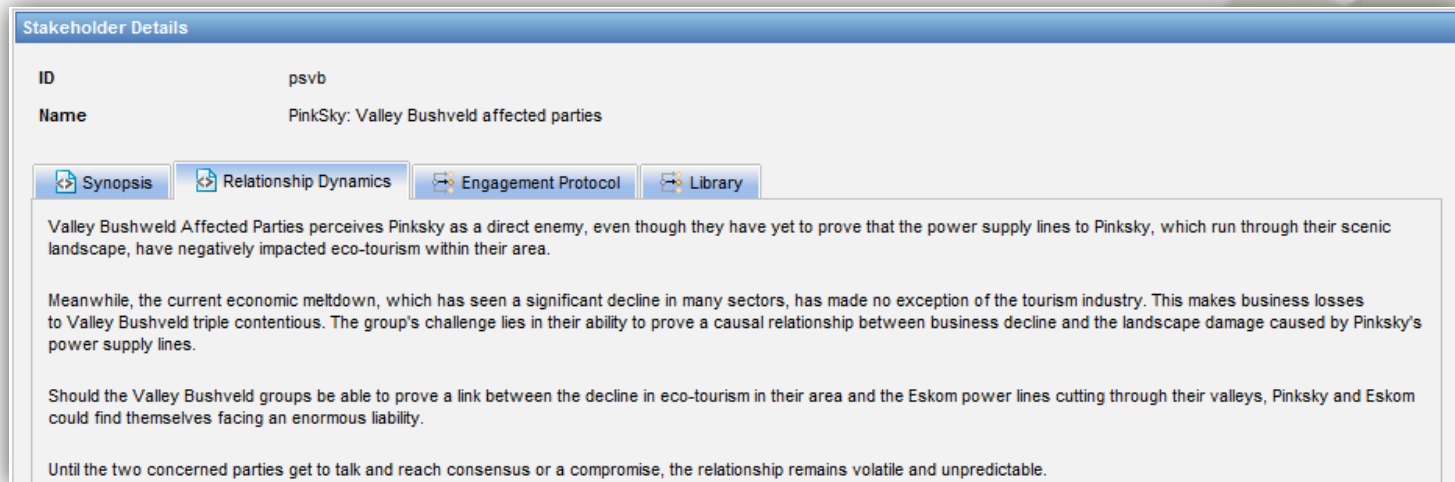
Relationship dynamics

This is a programmed field linked to each stakeholder profile, making provision to describe the nature of the relationship between a company and the specific stakeholder.

If the company is aware of the stakeholder's material concerns, it is in this domain that those concerns will be documented, with suggestions to what the company needs to do to address/resolve the issues, meet expectations or mitigate any adverse impact perceived or anticipated on the part of the stakeholder. Relationship dynamics also include cautions that the company should be aware of, in engaging a particular stakeholder.

Relationship dynamics are seldom stagnant. They evolve as the company engages a stakeholder, and when such changes occur, they need to be captured in the relevant domain of the stakeholder's profile. This information provides guidelines to members of the company's management team who interface with that stakeholder – on what to watch out for – and even more importantly, how to deal with the emerging issues in the stakeholder environment.

An excerpt of Relationship Dynamics between Pinsky (Pty) Ltd (a fictitious company) and one of their stakeholders



Stakeholder Details

ID: psvb
Name: PinkSky: Valley Bushveld affected parties

Synopsis | Relationship Dynamics | Engagement Protocol | Library

Valley Bushveld Affected Parties perceives Pinsky as a direct enemy, even though they have yet to prove that the power supply lines to Pinsky, which run through their scenic landscape, have negatively impacted eco-tourism within their area.

Meanwhile, the current economic meltdown, which has seen a significant decline in many sectors, has made no exception of the tourism industry. This makes business losses to Valley Bushveld triple contentious. The group's challenge lies in their ability to prove a causal relationship between business decline and the landscape damage caused by Pinsky's power supply lines.

Should the Valley Bushveld groups be able to prove a link between the decline in eco-tourism in their area and the Eskom power lines cutting through their valleys, Pinsky and Eskom could find themselves facing an enormous liability.

Until the two concerned parties get to talk and reach consensus or a compromise, the relationship remains volatile and unpredictable.

What is the G³ Stakeholder Hub?

Engagement protocol

This programmed field is also linked to the profile of a specific stakeholder and provides for the company's ultimate engagement goal pertaining to that specific stakeholder. It spells out the relationship owner in so far as this stakeholder is concerned; the individuals who interface with the stakeholder, and the conditions/purposes for which engagement happens, on the various identified levels of need. This domain also spells out the rules of engagement (protocols or do's and don'ts) pertaining to this specific stakeholder – where such rules exist.

In the absence of such invaluable information – management can use a wrong approach or breach protocol imperatives, risking the company's reputation in the relationship.

An Engagement Protocol between Pinsky and one of its stakeholders

Stakeholder Details

ID: psvb
Name: PinkSky: Valley Bushveld affected parties

Synopsis | Relationship Dynamics | **Engagement Protocol** | Library

Owner: Pinsky's Managing Director: Sarah Hatman
Relationship goal: Positioning Pinsky as an environmentally sensitive, and responsible corporate, empathetic to, and prepared to mitigate adverse effects of its oil refinery on the local environment.

Client interface	Stakeholder interface	Conditions	Means	Action
Sarah Hatman	Peter Hampshire, Chairman of Valley Bushveld, who is also General Manager of Blaauwbosch private reserve	To demonstrate that development is an inevitable phenomenon, and that it has been a long time coming to their area	An initial one-on-one meeting between Sarah Hatman and Peter Hampshire. An appointment has been confirmed in this regard for 2nd July, 2009	View
		To present to the affected parties, the results of an environmental impact assessment study conducted in the affected area, and share measures being taken to mitigate the impact of environmental damage	An initial meeting between Sarah Hatman with her General Manager: Environmental Affairs with the Affected Party communities, in their area, to present the EIA results and Pinsky's mitigation plan.	
		To convince the Valley Bushveld Affected Parties to rather become partners to monitor with Pinsky, the developments which will inform on-going engagement to find win-win solutions to mutual problems.	Regular meetings between Pinsky's General Manager: Environmental Affairs and the Affected Party communities, at intervals to be agreed between the two parties.	

What is the G³ Stakeholder Hub?

The library

The final field linked to a stakeholder's profile is, as the name implies, a repository onto which all important documents pertaining to a stakeholder, are uploaded. The importance of the information is determined by the client company – on the basis of the strategic objectives to which this stakeholder relationship is relevant. Adding information to the library is a service provided by G³ Business Solutions, once we understand the linkages between a subscriber and their stakeholders.

An excerpt from the library of one of Pinsky's stakeholders

Stakeholder Details

ID psvb
Name PinkSky: Valley Bushveld affected parties

Synopsis

Relationship Dynamics

Engagement Protocol

Library




Id	Name	Description	Media type	Action
valdoc1	Valley Bushveld safaris	A brief description of an example of eco-tourism offered by the Eastern Cape's Valley Bushveld, which the Affected Parties perceive as being highly threatened by the Eskom power lines to Pinsky's oil refinery.	application/msword	View Download (124 KB)

Needless to say, stakeholder intelligence – when accurately sourced and captured, offers more than sufficient armoury for someone planning to reach out to an entity for engagement purposes. In the absence of such invaluable information – management can use a wrong approach or breach important (and often sensitive) protocol imperatives, risking the company's reputation in the relationship.

What is the G³ Stakeholder Hub?

Stakeholder engagement resources

Over and above providing stakeholder intelligence in the way already demonstrated with examples, G³ provides an additional value-added service through the stakeholder hub - by way of a resources section including three elements, namely

-  A glossary of terms
-  A list of frequently used acronyms
-  Best practice stakeholder engagement templates, tools and guidelines

A glossary of terms: a list of definitions for stakeholder management related terminology used on the hub. The glossary has been provided for the benefit of subscribers to whom this terminology is not everyday language.

Glossary Search Results				
Term	Definition	Last modified on	Last modified by	Action
Stakeholder	A stakeholder is any person or group impacted by an organisation's actions, or who can potentially have an impact on the achievement of the organisation's goals. A strategic stakeholder is defined as a person/group whose support is vital to the company's survival. If this support were to be withdrawn, the company's existence would be threatened.	5/20/09 7:42:25 AM	admin	View Edit
AccountAbility AA1000 Stakeholder Engagement Standards	Internationally recognised standards for stakeholder engagement, based on the principles of Materiality, Completeness and Responsiveness. The AA1000SES define different levels of engagement between any organisation and its various stakeholder groupings.	5/20/09 7:43:48 AM	admin	View Edit

What is the G³ Stakeholder Hub?

Stakeholder engagement resources *(continued)*

Acronyms: a list of acronyms, including those frequently used in the government environment.

Acronym Search Results				
Term	Definition	Lmod date	Lmod user	Action
DOAFF	Department of Agriculture, Forestry and Fisheries	5/19/09 8:48:16 AM	admin	View Edit
DOAC	Department of Arts and Culture	5/19/09 8:49:16 AM	admin	View Edit
DBE	Department of Basic Education	5/19/09 8:50:56 AM	admin	View Edit
DOC	Department of Communications	5/19/09 8:51:48 AM	admin	View Edit

Best practice tools and templates: internationally proven standards of good practice in stakeholder management – which G³ Business Solutions obtains through research, thus enabling subscribers to apply cutting-edge stakeholder management methodologies.

Resource Folders					
	Id	Name	Description	Media type	Action
International Standards & Guidelines	ifc_guide	Stakeholder Engagement Handbook compiled by the IFC	Stakeholder Engagement Handbook compiled by the International Finance Corporation, aimed at companies doing business in emerging markets.	application/pdf	Download (2,656 KB)
	AA1000SES	AccountAbility's AA1000 Stakeholder Engagement Standards	Released in 2005, AccountAbility's standards for stakeholder engagement are aimed at improving the quality of the design, implementation, assessment, communication and assurance of stakeholder engagement.	application/pdf	Download (2,324 KB)

« « 1 2 3 » »

Option 1: Three months subscription package

- Secure, password protected access to the SA Government stakeholder map, plus a minimum of 45 government profiles, developed and hosted on the Hub by G³ Business Solutions
- Weekly updates on government profiles by G³, and notification of updates performed
- Use of the Relationship dynamics, and Engagement Protocol fields for subscriber information regarding its engagement with government stakeholders
- Best practice engagement tools and templates
- In addition to the government stakeholder map, inclusion of the subscriber's own stakeholder map, *if available*, and development of profiles for any 12 stakeholders on this stakeholder map, provided that information on these stakeholders is available in the public domain, or from the subscriber
- Development of a new stakeholder map or additional profiles can be done at G³'s normal consultation fees
- Cost: Total of R35,000** (plus VAT), payable within 30 days of subscription commencement date

Subscription costs

Option 2: Twelve months subscription package

- Secure, password protected access to the SA Government stakeholder map, plus a minimum of 45 government profiles, developed and hosted on the Hub by G³ Business Solutions
- Weekly updates on government profiles by G³, and notification of updates performed
- Use of the Relationship dynamics, and Engagement Protocol fields for company-unique information regarding its engagement with government stakeholders
- Best practice engagement tools and templates
- In addition to the government stakeholder map, inclusion of the subscriber's own stakeholder map, *if available*, and development of profiles for any 15 stakeholders on this stakeholder map, provided that information on these stakeholders is available in the public domain, or from the subscriber
- Frequent updates on the subscriber's stakeholder profiles initiated by G³, with up to five updates per month upon request of the subscriber (where applicable)
- Development of a new stakeholder map or additional profiles can be done at G³'s normal consultation fees
- Cost: R9,500 per month (plus VAT)**, payable in four payments: 40% within 30 days of subscription commencement date, and the remaining amount payable in three quarterly instalments thereafter.

Contact details

Dr Annelie Naude

a.naude@g3biz.co.za

Cell: +27 (0)82 332 8635

Retha Groenewald

r.groenewald@g3biz.co.za

Cell: +27 (0)82 468 2168

Mateboho Green

m.green@g3biz.co.za

Cell: +27 (0)72 807 4677

Gawie le Roux

g.leroux@g3biz.co.za

Cell: +27 (0)84 428 9253

www.g3biz.co.za

Office:

2nd Floor West Tower

Nelson Mandela Square

Maude Street

Sandton, Johannesburg

