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Advise

Invest

Advocate



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WEBINAR

Stakeholder Engagement
in a Contentious Digital Era

21 JULY 2020

Online meeting instructions

Please note the following webinar instructions:

- You can change your **name**, but it's better for everyone to know who you are!
- You are automatically **muted** – use the chat function and presenter may invite to speak or relay your question
- Your **camera is automatically turned off** to save bandwidth and minimize our collective carbon footprint for attending this event
- You are welcome to **invite other participants**
- Feel free to use social media including **@Ksapaorg** so that everyone may track the discussion
- The **participant list** is accessible through LinkedIn
- A short **poll** will be activated. Please contribute so we may improve future webinars and connect participants as necessary!



Mute



Start Video



Invite



Participants



Share Screen



Chat



Record

Introducing Ksapa

- Our team and extended global network of experts
- Our 3 core services lines

Ksapa (Sioux language): Discernment, Wisdom, Soundness, Reasonableness

Our purpose is to participate in shifting the economic world towards operating and investment models performing economically, socially and environmentally.

Ksapa draws on sustainability and finance expertise and combines **ESG & Interdisciplinary Sustainability consulting** and **Innovative Impact Investment services** to design and implement scalable solutions to build more resilient, inclusive and competitive operating models.



We Advise

Ksapa provides strategic advice helping companies and investors to generate competitiveness with resilience and inclusiveness

- ESG / SDG Materiality
- Sustainability & Business Strategy
- ESG Risks assessment & Due Diligence



We Invest

Ksapa provides scalable innovative financing solutions and impact investing programs generating return and accelerating impact on Global Goals

- Impact Investing Fund
- Sustainability-themed Investment Program
- Active Ownership



We Advocate

Ksapa is a social purpose corporation sharing insights to show businesses and investors why and how to embed resilience and inclusiveness across investment and business decisions

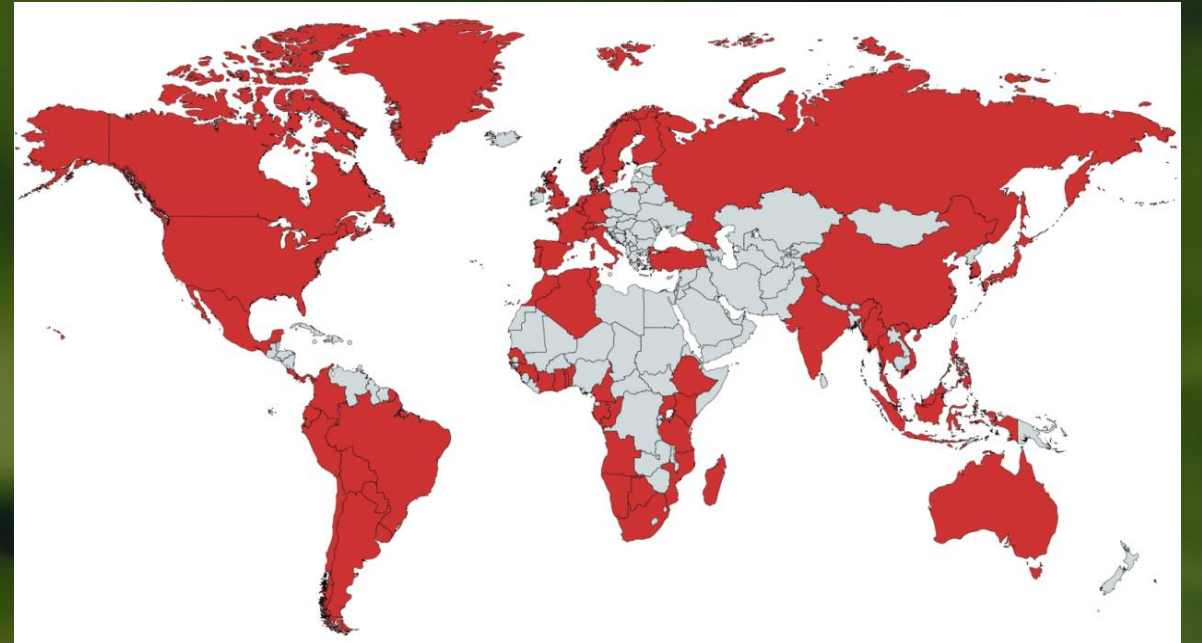
- Media
- Social Media
- Blog
- Reports & Briefing Papers
- Webinars

A purpose-native company headquartered in Paris

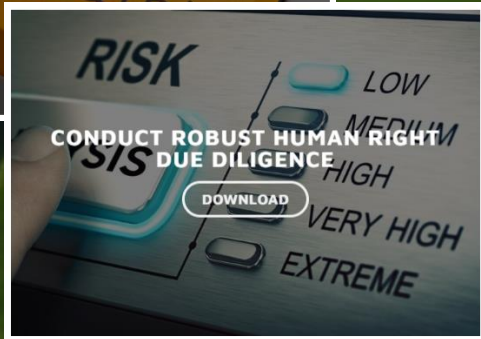
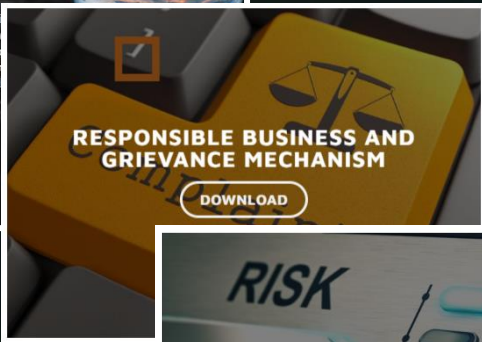
A core team of 10 complementary experts

A network of 150+ partnering experts worldwide

Ksapa offers close contextual and operational support, delivering high-quality results to global players



REPORTS & BRIEFING PAPERS



ILLUSTRATIVE LIST OF BLOG ARTICLES

- [Climate Disobedience and Stakeholder Engagement](#)
- [Boards of Directors and Adaptation to Climate Transformations](#)
- [Legally Binding Instrument to Regulate Business & Human Rights on its Way. 6 Areas to Monitor](#)
- [Just Transition Offers the Opportunity to Take Responsibility on Climate](#)
- [How to Scale Up Tech Solutions and Amplify Their Sustainability Impacts](#)
- [Fighting Deforestation Across Agricultural Commodity Supply Chains is Calling for Social Performance](#)
- [What To Learn From France's and UK's Human Rights Due Diligence Laws?](#)
- [Elimination of Child Labor: 5 Concrete Approaches for Companies](#)
- [Human Rights, a Source of Legal Instability for Business? Not Really. What's at Stake is More Profound](#)

REGULAR WEBINARS



Sep 08

WEBINAR: Human Rights Risk Remediation Across the Supply Chain



Sep 29

WEBINAR: Walking the talk: Empowering Value Chains to Effect Climate Action

Tune in at:

- 11-12am (NYC, Toronto)
- 4-5pm (London)
- 5-6pm (Paris, Brussels, Berlin)

Stakeholder Engagement in a Contentious Digital Era

- 5 Key Challenges in Stakeholder Dialog
- Clarifying Goals for Stakeholder Engagement
- Mapping (relevant) Stakeholders
- Structuring Tactical Engagement
- Ensuring a Timely Roll-out and Follow-up

5 Major Questions to Address in (re)Structuring Stakeholder Dialog

Businesses face a growing number of opinions, voiced through more and more channels and on increasingly conflicting issues.

The **methods** behind designing **engagement goals** and the **processes** to select relevant stakeholders must therefore change to handle **structured** and **long-term stakeholder engagement**.

- 1** **Managing Multiple Players** → How can different organizations coordinate approaches?
- 2** **Harnessing Social Media** → How do teams ensure continuity and timeliness?
- 3** **Addressing Topical Diversity** → How do teams juggle multiple issues with limited resources?
- 4** **Building Strategic Alignment** → What are the goals? Who are the relevant stakeholders? To what end?
How do teams sustain engagement?
- 5** **Developing Competence** → How do businesses develop the adaptation, active listening and communication skills necessary to ensure continuity in stakeholder dialog?

Clarifying Goals for Stakeholder Engagement

NOT an extension of corporate communications

- Structure mutual understanding
- Collaboratively identify solutions for the complex socio-environmental and ethical issues linked to corporate activities

NOT a mouthpiece for the best-known or most vocal stakeholders

- Include strategy and expertise to balance dynamic dialog – often with external stakeholders and granular scope – through generally internal processes
- Activate dialog as a lever for change and an opportunity to nurture employee awareness on CSR issues

1

Why Reach Out To Stakeholders?

2

What Can We Learn From Past Attempts?

3

Which Quantitative Or Qualitative Targets Can We Hit Through Dialog?

4

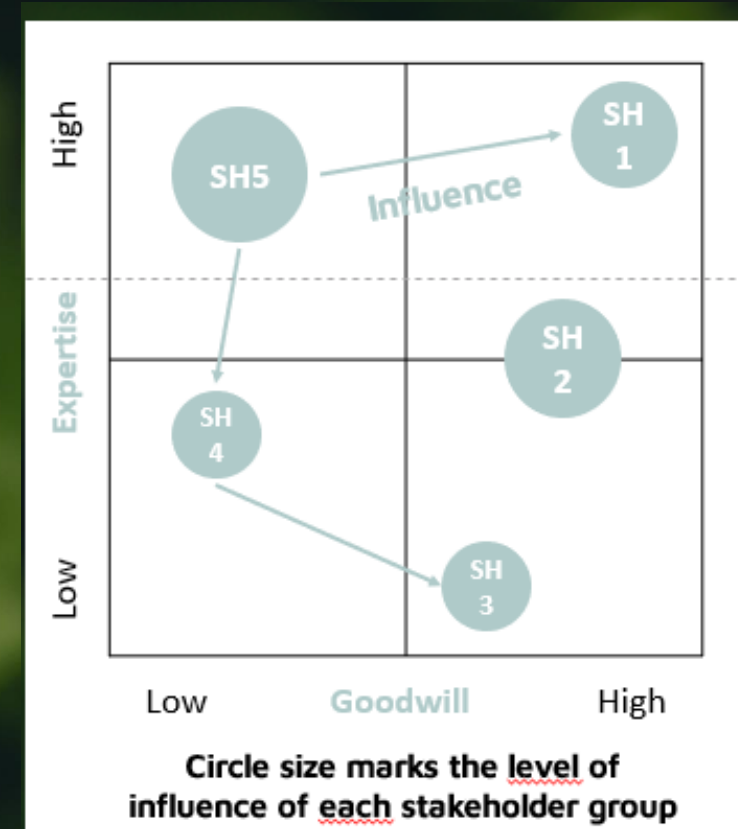
To What Extent Are Our Issues Sensitive To Stakeholders?

5

Can Our Engagemengt Process Be Both Simple And Effective?

4 Key Phases to Map (Relevant) Stakeholders

- 1 Identify groups, organizations and individuals to engage proactively
- 2 Analyze stakeholder feedback based on their respective level of expertise, position, history, activity...
- 3 Map your stakeholders, to visualize the links between engagement goals and stakeholder groups
- 4 Prioritize stakeholders based on how much they might influence your goals and to monitor their activities

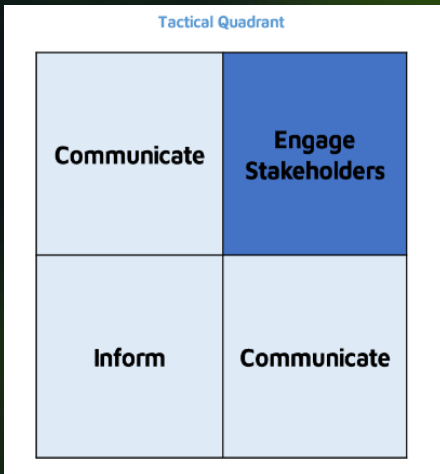
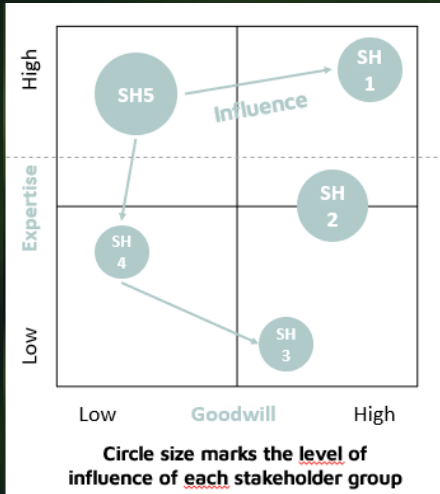


3 Key Deliverables

- Your most relevant stakeholders are clearly identified, to focus engagement efforts
- Your teams understand the underlying dynamics between different key players
- Your company has streamlined its engagement tactics

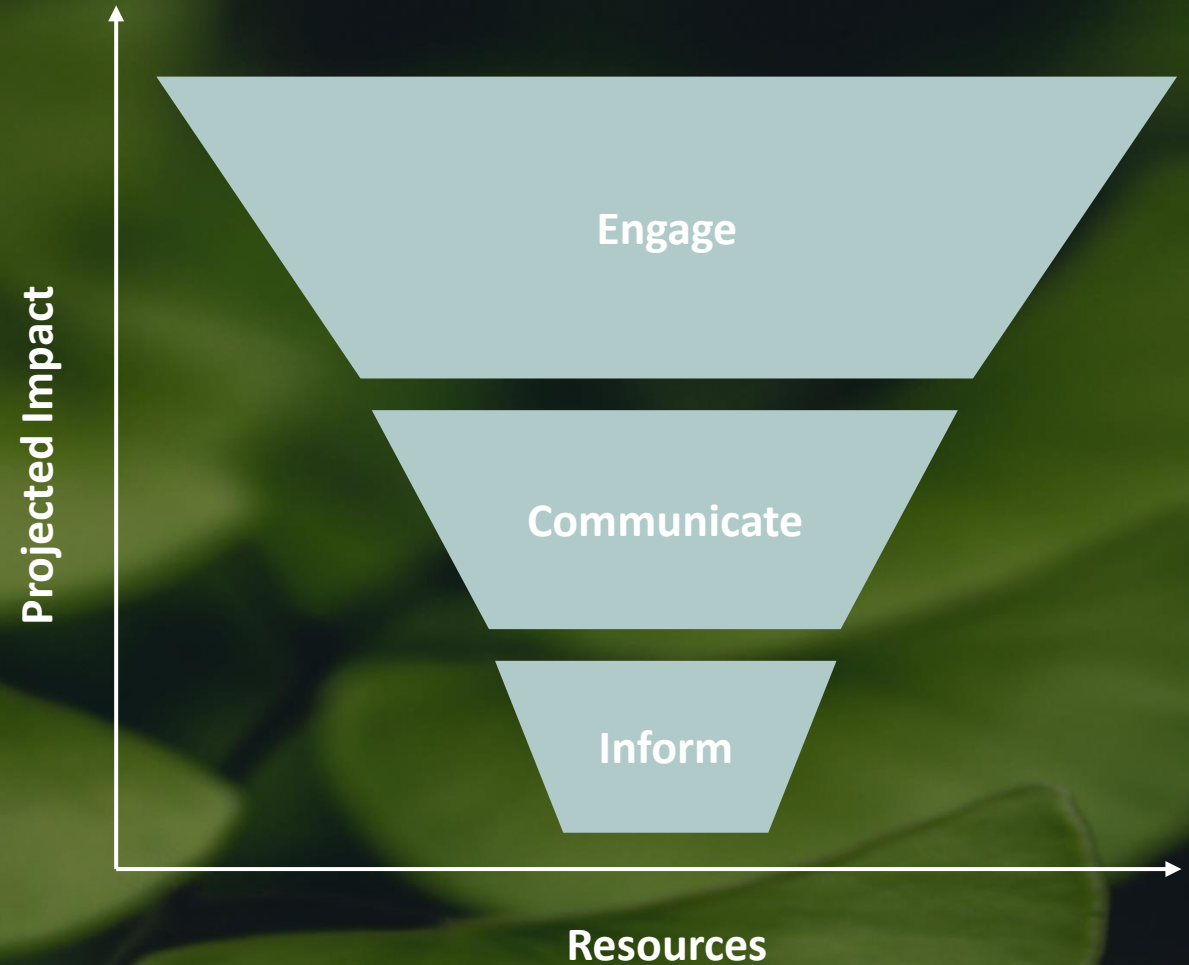
Structuring Tactical Engagement

Organizing your engagement tactics



- **Engage** = channel stakeholder feedback as a lever for continuous improvement and encourage them to make progress as well
- **Communicate** = ensure stakeholders fully grasp your information transfer
- **Inform** (and be informed): keep each other apprised of new developments

Calibrating your resources and expectations



Structuring Tactical Engagement

Adapting formats to your resources and goals



Ensuring a Timely Roll-out and Follow-up

Companies Often Engage In Dialog
But Fail To Document Results

Provide regular feedback to
the stakeholders
you engage

Seek advisory to tap into
methodological approaches
and expertise

Design engagement action
plans open to continuous
improvement

NEXT STEPS

1

How do teams coordinate action
and manage information without
resorting to overly complex
procedures?




2

How do teams process from
stakeholders, to tap into megatrends
and weak signals and inform strategic
decision-making?

3

Can teams near-continuously
update stakeholder mapping
to adapt engagement tactics and
secure long-term relationships

Summary: Stakeholder Engagement in a Contentious Digital Era

Focus	Illustrative Action Plans	Ksapa Solutions
<p>1 Clarify Engagement Goals</p>	<p>Focus efforts on material issues for your business and your priority stakeholders = limit the risk of failure</p> <p>Measure the value of investing in engagement strategy to calibrate resources = control expenditure</p> <p>Simplify engagement procedures = proceed efficiently and cost-effectively</p>	 <p>Stakeholder Engagement Strategy Design and Activation</p>
<p>2 Anticipate Conflictual Issues</p>	<p>Learn from past experiences to set realistic expectations and clarify engagement goals = avoid frustrations</p> <p>Bring all stakeholders to the same level of understanding, particularly on technical or contentious issues = ensure constructive exchanges</p> <p>Identify risks across your value chains, address the local ramifications = develop effective remediation measures</p>	 <p>Impact investment model structuration and animation to mobilize available liquidities</p>
<p>3 Harness Social Media</p>	<p>Embed community management in your engagement strategy to identify, monitor and address relevant stakeholders or issues</p> <p>Harness the power of social media to ensure the continuity and timeliness of your stakeholder engagement strategy</p>	 <p>Collaborative Initiative Development and Coordination</p>

Facilitation: Farid Baddache, CEO, Ksapa

1

Clarifying
Engagement
Goals

2

Anticipating
Conflictual
Issues

3

Harnessing
the Power of
Social Media



Le dialogue inter-parties
prenantes à l'ère du
conflit social et du digital

Intervenants



CÉLINE SOUBRANNE WEBER
CHIEF SUSTAINABILITY OFFICER



JAKOB PUCHINGER
TITULAIRE CHAIRE ANTHROPOLIS
IRT SYSTEMX ET CENTRALE SUPÉLEC
CO-DIRECTEUR DU
FUTURE CITIES LAB, CENTRALE PÉKIN



Chaire Anthropolis : Vers une mobilité durable intégrant les enjeux de la vie urbaine



GROUPE RENAULT

AnthroPOLIS
HUMAN CENTERED MOBILITY



PARIS SACLAY
Communauté d'agglomération

NOKIA
Bell Labs



Territoire



Mobilité future & Vie urbaine

Expériences de voyage pour les personnes et les biens en fonction des évolutions sociétales



Mobility as a Service (MaaS)

Formes de gouvernance, création de valeur durable, modèles d'affaires basés sur les nouvelles technologies

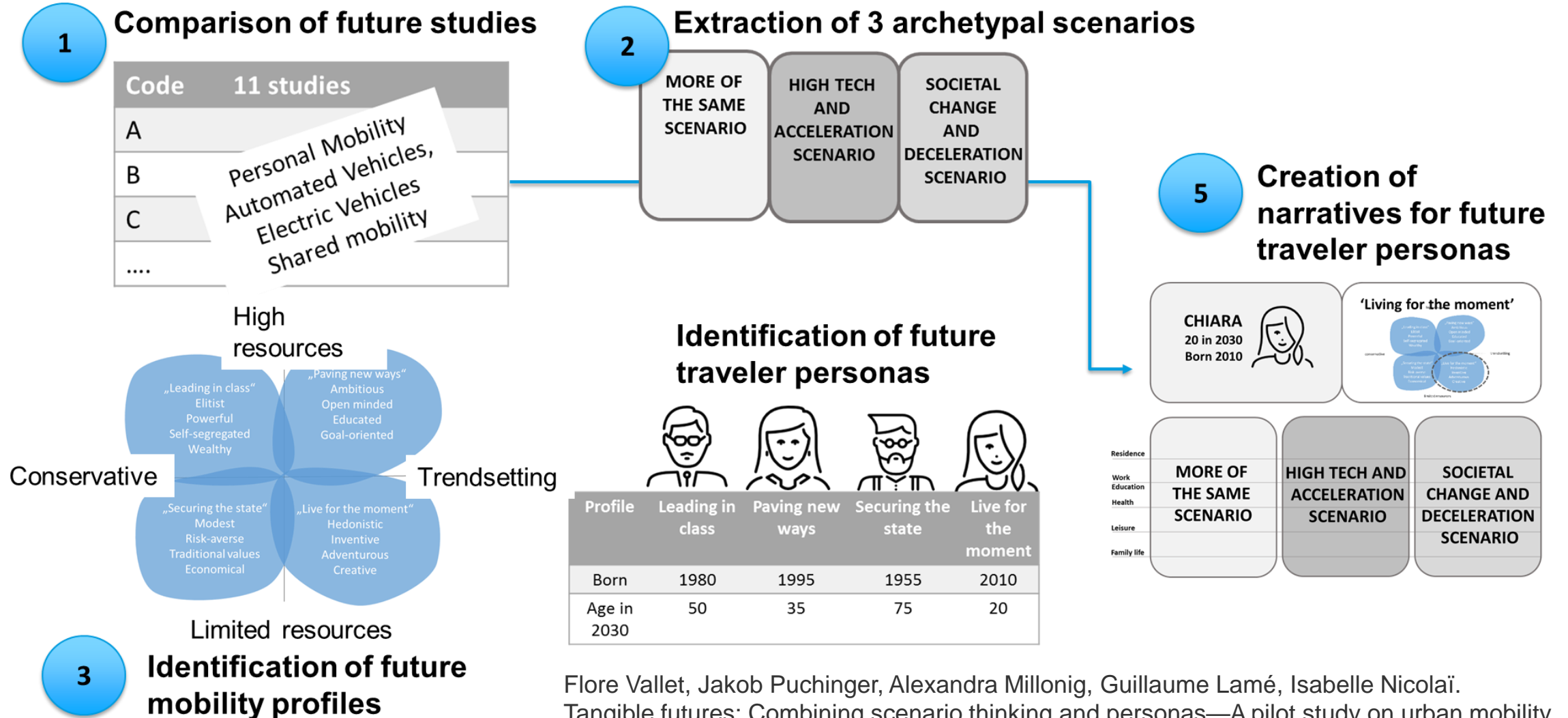


Infrastructures futures

Les services de mobilité et leur impact sur le partage de l'espace public, les rues, le stationnement, les réseaux de recharge

Défis d'une mobilité durable
Dimension internationale

Combining personas and future scenarios: Overview



Flore Vallet, Jakob Puchinger, Alexandra Millonig, Guillaume Lamé, Isabelle Nicolaï.
Tangible futures: Combining scenario thinking and personas—A pilot study on urban mobility.
Futures, Elsevier, 2020, 117. <https://hal.archives-ouvertes.fr/hal-02446157>



<https://www.irt-systemx.fr/>

<https://www.chaire-anthropolis.fr/>

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@japu00

Stay Appraised of New Developments

Upcoming Ksapa Webinars



Stay tuned for a follow-up on Inclusive Growth
Leadership Lessons of the Great Recession
Tuesday 1st September, 11h NYC / 4pm London / 5pm Paris
– with the Harvard Belfer Center



Sep
08

WEBINAR: Human Rights Risk
Remediation Across the Supply
Chain



Sep
29

WEBINAR: Walking the talk:
Empowering Value Chains to
Effect Climate Action



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Questions & Answers

Getting in touch

Tel: +33 9 50 85 48 48
10, rue de Louvois – 75002 Paris – France
Ksapa.org – contact@ksapa.org

Farid Baddache: fb@ksapa.org / + 33 6 21 50 60 89



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