



Green Transformation! A policy tool for Regional Smart Specialisation

**Region: *fill in here***

**The GRETA project aims to develop policy tools for sustainable Smart Specialization innovation strategies in BSR, supporting green transformation of society and economy in ways which are aligned with the EU Commission Green Deal (EGD). We have realized that in the partner regions these strategies vary in their scope, depth and level of sophistication. They might be advanced or emerging.**

**GRETA aims to build on and transform experiences with methods to support green transformation in two areas of the EGD, energy and circular economy.**

**Partners are making the stakeholder analysis from the point of view of the green transformation in the intervention areas. Green transformation (GT) means transformation towards climate neutral and sustainable society with zero net greenhouse emissions.**

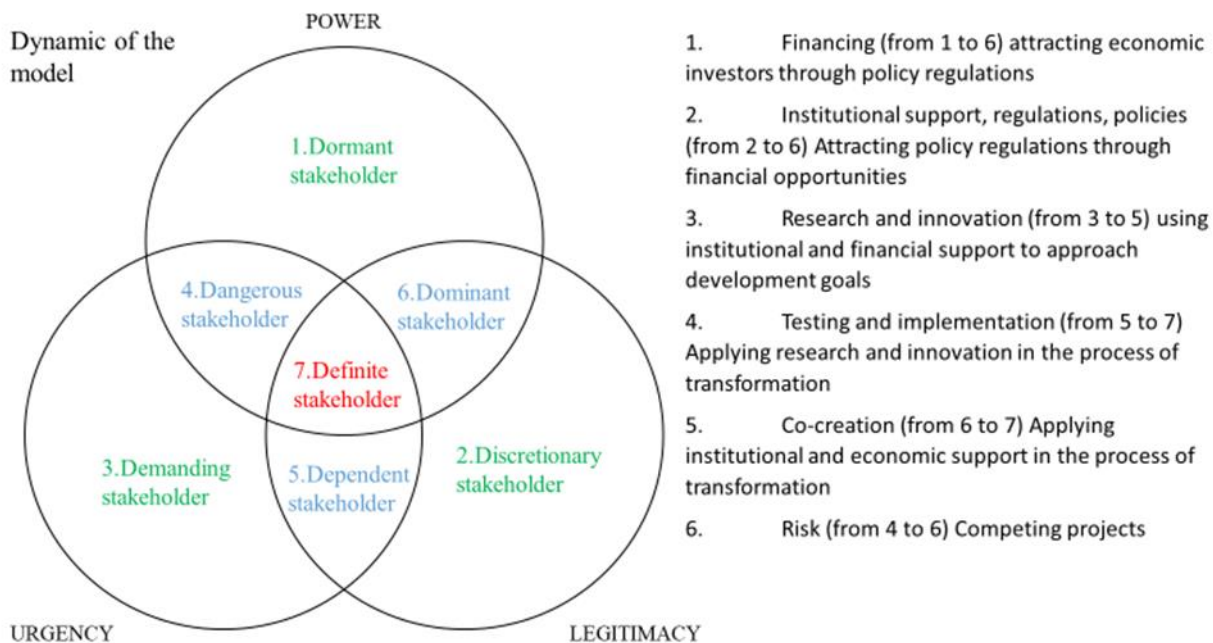
### **Guidance for stakeholder analysis in GRETA**

Guidance for the analysis of stakeholders is based on expert interviews done by the WP2 leader, the background paper of GRETA, as well as the guidance for selection of environmental experts which was sent to you 4<sup>th</sup> of February.

The stakeholder analysis in GRETA differs from that in LARS in several aspects. Importantly, we are not collecting primary data directly from stakeholders. Instead of interviewing informants selected through stratified sampling from all four helix organizations (public sector institutions, NGOs, businesses and universities) made in Lars, GRETA focuses on **the relevant stakeholders in relation to successful Green Transformation strategies in your region today and in the future**. We realize that GT strategies are formulated and organized in different ways in different regions.

**Data on stakeholders are filled in and provided by GRETA partners, according to the 3 templates below.**

As shown in the figure below and in the background paper, the most relevant and powerful stakeholders may be driving the green strategy, they may be supporting the green strategy, they may oppose the green strategy, or they may be ignorant or neutral, but they are nonetheless important to future success, because they have power, legitimacy or political influence (urgency). **We expect that your stakeholders belong to some of the 7 categories (see the figure below) and helices**. Since we are not collecting primary data from stakeholders, you may include as many as you want, but you might want to focus on the most important when you fill in the attached forms. The figure below is explained in the background paper:

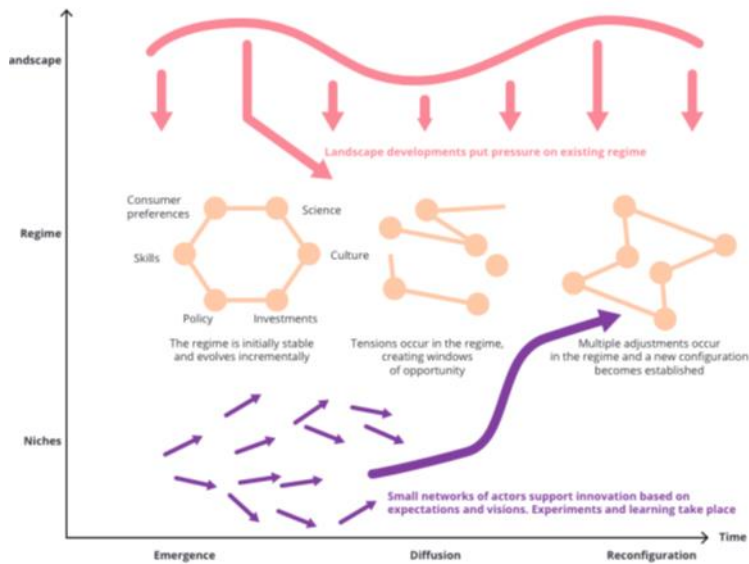


GRETA is collecting information of these stakeholders in the following steps:

1. Partners select minimum 7 relevant environmental policy experts to be interviewed. The experts have knowledge on the topic of green transformation in your chosen intervention area and can represent any helix, as described in our mail 4t of February. (maybe you have already done that?)
2. Partners select the stakeholders relevant for GT (**minimum of 10**), classify them, give them scores according to the below forms, and submit your data and analysis to the WP2 leader. The stakeholders of the intervention area can be located in the target region or outside it. They can be from global, EU or national levels, for instance. In classification and giving scores to the stakeholders, you can of course use relevant informants and refer to them.
3. The WP2 leader will calculate the regional GRETA profiles (see below) and submit the profiles to the partners, together with a questionnaire to the environmental policy experts. This questionnaire will be an extension relating to the GT strategy and process of implementation based on your input (see the background paper).
4. The regional profiles will be verified and the questionnaire completed through minimum 7 environmental policy expert interviews undertaken by the partners. We expect that interviews with experts might lead to improvements of your data and this analysis.
5. Partners will submit a report of their process to the WP2 leader, who will write the concluding WP2 report, which will be input for WP3.

The stakeholders will be evaluated based on their legitimacy, power and urgency (strength) as well as their ability to act as a GT driver (relevance), which consists of two aspects; stakeholders ability to work in diminishing unsustainable system/promoting sustainable system and their influence in niche, regime and landscape level. Successful green transformation means that the regime is changing, because the GT process grows stronger. This means that the positions of the stakeholders are expected to be dynamic.

This figure is explained in the background paper:



**This means that there will be three tables to fill (use same stakeholders in all of them):**

1. Strength of stakeholders (power/legitimacy/urgency) of making GT
2. Stakeholders way of making GT (sustainable/unsustainable systems)
3. Stakeholders influence on the process (niche/regime/landscape level)

Stakeholders who are strong in the intervention area in terms of power and legitimacy might be outside or ignorant of GT. Stakeholders who are outside GT might have an urgent need to protect carbon-based solutions. When all the strong stakeholders in the region are in the core of the mobilization for GT, GT is a success.

GT strategy of mobilization		Stakeholder <b>relevance</b> for GT		
		0 (outside the GT process)	1 GT supporter or enemy	2 GT driver
Role in the intervention area ( <b>strength</b> inside the regime)	0	Probably irrelevant (sleeping giant)	Weak supporter or enemy, do not waste time.	GT is weak
	1	Take into consideration, do not waste time	Nice to have as a supporter or partner	GT is struggling/emerging
	2	Potential future supporter or enemy. strategic attention. Move from 1 to 2 properties	Strong supporter, potential driver. Establish close day-to-day partnership, recruit to core.	GT has won! Congratulations!

## DEADLINE

Make the stakeholder analysis and send it to UNI Vaasa. **Deadline is 26.2**

## TEMPLATES

### 1. STRENGTH OF STAKEHOLDERS

Stakeholders are evaluated similarly as in LARS in order to see how urgent, legitimate and powerful they are in Green transformation. The stakeholders of the intervention area can be located in the target region or outside it. They can be from global, EU or national levels, for instance.

#### **Urgency (Environmental will)**

*Companies:* Change material flows, create new networks and value chains, new products.

*Universities:* Research, education and dissemination on topics relevant to Green Transformation

*Public organisations:* Regulations and policies promoting transformation of landscapes and regimes

*NGO:* Activities enhancing GT

#### **Legitimacy (Regulation)**

*Companies:* The activities are desirable or proper from the green transformation point of view

*Universities:* The education and research programs of the universities match with green transformation

*Public organization:* Preparation, decisions and implementation of GT development programs and regulations

*NGO:* Environmental / GT focus

#### **Power (Funding)**

*Companies:* Able to act independently; make market decisions on its own

*Universities:* Power to implement education and research activities

*Public government:* Setting rules and norms for environmental issues

*NGO:* Ability to actively engage decision makers; active lobbying and wide support-base

#### **Relevance in GT**

We ask for short descriptions regarding why you have chosen the stakeholder

#### **Timeline**

Stakeholders will be evaluated also with a timeline (5 years ago, now, in 5 years) as we aim to see how the dynamics between stakeholders is developing

Example from Ostrobothnia's intervention area (please remove from your final report)

Stakeholder	Stakeholder's strength in intervention area									Relevance in green transformation (stk type)
	Urgency			Legitimacy			Power			
	5 years ago	now	in 5 years	5 years ago	now	in 5 years	5 years ago	now	in 5 years	
Wärtsilä	1	2	2	1	1	1	2	2	2	Dominant; Global market leader in sustainable energy solutions
ABB	1	2	2	1	1	1	2	2	2	Dominant; Global energy solution company
Vaasan Sähkö (local electric company)	1	2	2	1	1	2	1	1	1	Dependent; Regional electric company; active in new energy solutions
University of Vaasa	1	2	2	1	1	2	1	1	1	Dependent; Active in energy solutions
VAMK (University of Applied Sciences)	1	2	2	1	1	2	1	1	1	Dependent; Has been developing robotization
Centria (UAS)	1	2	2	1	1	2	1	1	1	Dependent; Active in digitalisation solutions
City of Vaasa	1	2	2	2	2	2	1	1	1	Dependent; City labelled as "Energy capital in the Nordic countries"
Regional Council of Ostrobothnia	1	2	2	1	1	2	1	1	1	Dependent; Regional developer; in charge of EU funding
Ministry of economic affairs and employment	0	1	2	2	2	2	1	2	2	Dominant; focus on employment & economic growth
Ministry of Finance	0	1	1	2	2	2	2	2	2	Dominant; focus on economy and balance of national budget
EU (energy policy)	2	2	2	2	2	2	2	2	2	Definitive; Shows the way for future investments and regulations
Merinova (energy technology development organisation)	2	2	2	1	1	1	1	1	1	Dependent; Energy-based development organisation
Ostrobothnia Chamber of Commerce	1	1	2	1	1	1	1	1	1	Dormant; Representative of regional companies
Vaasan ympäristöseura (local environmental association)	2	2	2	2	2	2	1	1	1	Demanding; Regional environmental association

## Template 1 for partners to fill

Stakeholder	Stakeholder's strength in intervention area									Relevance in <b>Green transformation</b> (stk type)
	Urgency			Legitimacy			Power			
	5 years ago	now	in 5 years	5 years ago	now	in 5 years	5 years ago	now	in 5 years	
Company 1										
Company 2										
Company 3										
University 1										
University 2										
University 3										
Public org. 1										
Public org. 2										
Public org. 3										
NGO 1										
NGO 2										
NGO 3										

**Note:** Feel free to add more/remove rows. "Now"-columns are marked, because it is easier to start from those and then think back and forth 5 years.

## 2. STAKEHOLDER'S RELEVANCE FOR GT

One way of looking at stakeholders and how they are relevant for green transformation is through their activities and how they help in making a green transition. In this it is important to see that green transformation can happen through two main routes: by promoting solutions for more sustainable systems or by diminishing the effects of existing, unsustainable practices.

### Promoting sustainable systems (seeing opportunity)

Is the chosen stakeholder actively building/promoting/looking for new, more sustainable solutions? For example new solutions for green energy, or solutions to enhance circular economy?

### Diminishing unsustainable system (reducing the threat)

Is the chosen stakeholder actively trying to remove/act against/solve old, more unsustainable solutions? For example replace existing processes or products with more sustainable ones?

Based on this information, please evaluate how stakeholders (chosen in the previous section) are relevant regarding green transformation.

### Use scale from 0-2 to evaluate the relevance of stakeholder

0=Stakeholder is not promoting sustainable systems/diminishing unsustainable systems

1= Stakeholder is promoting sustainable systems/diminishing unsustainable systems

2= Stakeholder is definitely promoting sustainable systems/diminishing unsustainable systems

**Please note:** Sometimes new sustainable solutions are also linked with diminishing unsustainable systems; for example, a new type of filter (new opportunity) to remove factory pollution (threat). In this case, mark both.

## Timeline

Stakeholders will be evaluated also with a timeline (5 years ago, now, in 5 years) as we aim to see how the dynamics between stakeholders is developing.

Example from Ostrobothnia's intervention area (please remove from your final report)

Stakeholders	Promoting sustainable systems			Diminishing unsustainable system		
	5 years ago	now	In 5 years	5 years ago	now	In 5 years
Wärtsilä	2	2	2	2	2	2
ABB	2	2	2	2	2	2
Vaasan Sähkö	1	2	2	1	1	2
University of Vaasa	2	2	2	2	2	2
VAMK	2	2	2	2	2	2
Centria	2	2	2	2	2	2
City of Vaasa	1	2	2	1	2	2
Regional Council of Ostrobothnia	2	2	2	1	1	2
Ministry of economic affairs and employment	1	1	2	1	2	2
Ministry of Finance	0	1	1	1	1	1
EU (energy policy)	2	2	2	2	2	2
Merinova	2	2	2	1	1	1
Ostrobothnia Chamber of Commerce	1	1	1	1	1	1
Vaasan ympäristöseura	2	2	2	2	2	2

## Template 2 for partners to fill

Stakeholders	Promoting sustainable systems			Diminishing unsustainable system		
	5 years ago	now	In 5 years	5 years ago	now	In 5 years
Company 1						
Company 2						
Company 3						
University 1						
University 2						
University 3						
Public org. 1						
Public org. 2						
Public org. 3						
NGO 1						
NGO 2						
NGO 3						

**Note:** Feel free to add more/remove rows, according to your previous selection of stakeholders.

### 3 STAKEHOLDERS' LEVEL OF INFLUENCE

Different stakeholders operate at different levels. (niche, regime and landscape, see background paper). Some companies may have a good product for green transformation, but they have just started and the product is not well known yet ("niche"). Or the public organization might act more on a regional level ("regime") and be tied by legislation to mostly focus on these activities. On the other hand, the university might be well known in circular economy research and have international recognition ("landscape"). We therefore focus on the sustainability transition processes and ask whether the stakeholders are able to make a difference in limited (niche), regional (regime) or national/EU-level (landscape). Please, think this also as an exercise concerning how influential (combination of urgency, legitimacy and power) the stakeholders actually are; how likely they are to affect the different levels.

#### Stakeholder is affecting a niche level (regional level)

Stakeholder is an important actor at regional scene and has networks to other regional stakeholders.

#### Stakeholder is affecting regime level (national level)

Stakeholder is an important actor at national scene and has networks to other national stakeholders.

#### Stakeholder is affecting landscape level (EU level)

Stakeholder is an important actor at EU (Green deal) scene and has networks to other European stakeholders.

#### Use scale from 0-2 to evaluate the relevance of stakeholder

0=Stakeholder doesn't have influence in niche, regime or landscape -level



1= Stakeholder does have influence in niche, regime of landscape -level

2= Stakeholder does definitely have influence in niche, regime of landscape -level

Example from Ostrobothnia's intervention area (please remove from your final report)

Stakeholders	Stakeholder is affecting on niche level (product level)			Stakeholder is affecting regime level (regional level)			Stakeholder is affecting landscape level (national/EU level)		
	5 years ago	now	In 5 years	5 years ago	now	In 5 years	5 years ago	now	In 5 years
Wärtsilä	2	2	2	1	1	1	2	2	2
ABB	2	2	2	1	1	1	2	2	2
Vaasan Sähkö	1	2	2	1	1	1	1	1	2
University of Vaasa	2	2	2	1	1	1	1	1	2
VAMK	2	2	2	1	1	1	1	1	2
Centria	2	2	2	1	1	1	1	1	2
City of Vaasa	2	2	2	1	1	1	0	0	0
Regional Council of Ostrobothnia	2	2	2	1	1	1	0	0	0
Ministry of economic affairs and employment	2	2	2	2	2	2	2	2	2
Ministry of Finance	2	2	2	2	2	2	2	2	2
EU (energy policy)	2	2	2	2	2	2	2	2	2
Merinova	2	2	2	1	1	1	0	0	1
Ostrobothnia Chamber of Commerce	2	2	2	1	1	1	0		1
Vaasan ympäristöseura	1	1	1	1	1	1	0	0	1

**Template 3 for partners to fill**

Stakeholders	Stakeholder is affecting on niche level (product level)			Stakeholder is affecting regime level (regional level)			Stakeholder is affecting landscape level (national/EU level)		
	5 years ago	now	In 5 years	5 years ago	now	In 5 years	5 years ago	now	In 5 years
Company 1									
Company 2									
Company 3									
University 1									
University 2									
University 3									
Public org. 1									
Public org. 2									
Public org. 3									
NGO 1									
NGO 2									
NGO 3									

**Note:** Feel free to add more/remove rows, according to your previous selection of stakeholders.