



Block.IS

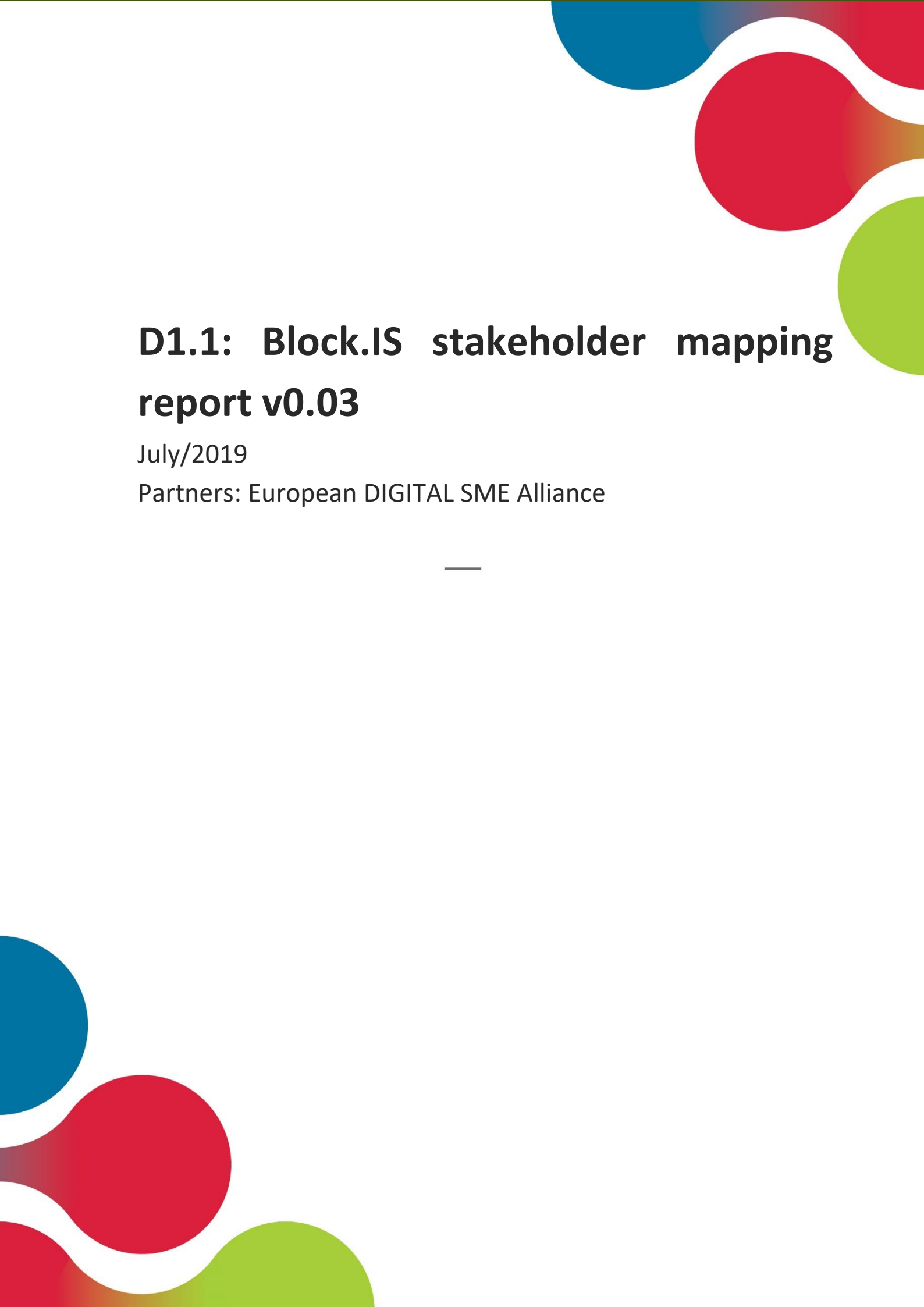
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D1.1: Block.IS Stakeholder Mapping Report v0.03

July/2019



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Block.IS consortium			
Participant Number	Participant organization name	Short name	Country
1	F6S Network Limited	F6S	IE
2	InoSens	INO	RS
3	INTRASOFT international	INTRA	LU
4	Nederlandse organisatie voor Toegepast Natuurwetenschappelijk Onderzoek	TNO	NL
5	International development Ireland	IDI	IE
6	Vojvodina ICT Cluster	VOICT	RS
7	Federación Empresarial de Agroalimentación de la Comunidad Valenciana	FEDACOVA	ES
8	Bavarian IT-Logistics Cluster	IT-Log	DE
9	European DIGITAL SME Alliance	DSME	BE
10	FinTechStage	FTS	UK
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List of acronyms

GDPR – General Data Protection Regulation

ICT – information and communication technology

KPI – key performance indicator

R&D – research and development

SMEs – small and medium enterprises

Introduction

The vision of the Block.IS project is to build an open and collaborative cross-border, cross-sectoral innovation ecosystem that fosters the use of blockchain technology in three sectors: agri-food, logistics and finance. By doing so, it aims to bring together actors (with an emphasis on SMEs and clusters) from these three mentioned sectors, with SMEs and entrepreneurs from the ICT sector. In order to achieve this goal, engagement of the main stakeholders becomes crucial.

Block.IS stakeholder network will contribute to the four key objectives¹ of the project, helping to create the anticipated value (that is, to meet the KPIs) and to achieve the expected dissemination of the project approach, services and results through the project lifetime.

The purpose of stakeholder mapping is to describe Block.IS project's stakeholder network and to set out the general approach that will be taken about stakeholder engagement. Therefore, in this report, we identify the most relevant target groups and carry out the initial mapping among them. In addition, we collect the first contacts which the consortium reaches out to via Block.IS communication and engagement activities. Furthermore, this deliverable explores the needs of the target groups and provides a basis for project's value proposition, which will be further extended in the Content Marketing & Growth Hacking Playbook.

Broadly defined, Block.IS sees its stakeholders as any individual, group, or organisation who may affect, be affected by or perceive itself to be affected by the activities or outcomes of the project. However, it recognises that the stakeholders may have various degrees of interest and influence on the project activities and results, which is taken into account while defining stakeholder mapping methodology. As a result, the initial network of stakeholders, given in this report, concentrates around those stakeholders that were carefully assessed using the identification and mapping methodology described in this report.

It is important to note that Block.IS approach to stakeholder engagement might evolve over time, while new contacts will be made and relations built through the lifetime of the project. That being the case, the proposed stakeholder list will be subject to periodic review and revision as appropriate.

The report is divided into four parts: description of objectives and scope of the stakeholder mapping, its relation to other deliverables; explanation of the stakeholder mapping methodology; presentation of the mapping process and its results; outline of the stakeholders' needs and Block.IS value proposition for each stakeholder group. Finally, annexed is the list of all mapped stakeholders.

¹ As described in the technical project proposal, the four key objectives of Block.IS are: 1) to connect +75 clusters from the three target sectors between them and with ICT players in order to generate new value chains and innovative/competitive solutions; 2) To deliver strong supporting framework (technological and business); 3) to select and engage 90 innovative concepts with high market and growth potential; 4) to ensure post-project sustainability and growth of the Block.IS ecosystem/incubator.

1 Objectives and scope

The objectives and scope of stakeholder mapping are defined by the goals of the Block.IS project, as already mentioned in the introduction. In order to connect clusters, create new industrial value chains, deliver technologic and business support that reflects the needs of SMEs and start-ups, incubate and bring to the market the most creative ideas and ensure project sustainability, Block.IS primarily relies on the potential of its stakeholder network.

Therefore, stakeholder mapping helps to better understand the key stakeholders in the system, their needs and benefits the project can offer, and whereby start building the community which would ensure greater acceptance and wider applicability of the project results.

Accordingly, the main objectives of the Stakeholder Mapping Report are as following:

- to define the stakeholder mapping methodology which would allow to identify relevant stakeholders with interest in and influence over the project results;
- to specify primary and secondary target groups, and seek to represent stakeholders from all these groups;
- to identify the first list of relevant stakeholders which can be enriched during the project lifetime;
- to define needs and key value propositions for all stakeholder categories which will be used for further communication and engagement activities.

2 Relation to other deliverables and tasks

The Stakeholder Mapping Report is a stand-alone document, which explains Block.IS projects approach to stakeholder mapping and engagement and provides the initial list of the stakeholders mapped (Annex I). However, the stakeholder list itself will be continuously revised and new contacts added as a result of various communication and engagement activities, as well as cluster missions, open calls, etc. The final updated Stakeholder list, as an additional Annex of this deliverable, will be presented by the end of the project.

In addition, The Stakeholder Mapping Report also provides a basis for the D4.1 Content Marketing and Growth Hacking Playbook. As the latter concentrates on the exact engagement methods: key communication tools and channels, messages to be delivered, wider engagement activities, events, etc., the Stakeholder Mapping Report gives an initial overview on whom the project engages and communicates to. In addition, it feeds all the communication activities with contacts of the initial stakeholder group to be reached to. At the later stages of the project, Block.IS consortium will continuously populate the Stakeholder List (Annex I of this deliverable), thereof supporting the ongoing communication activities.

Furthermore, this deliverable is also closely linked to D5.3 Data Management Plan. As it gathers personal data (names, contact details of the stakeholders), it will follow data management requirements set out in GDPR, as well as data management principles that will be elaborated in the D5.3

Finally, the Annexed list of stakeholders will serve the purpose of many other activities and deliverables of this project, where involvement of a third party is needed. For example, it will provide audience (clusters and companies) to the Cluster Missions and its annual reports (D1.2); help to better understand stakeholders’ needs regarding technical and business support (which will become part of D2.1 Block.IS technical and business support service design); engage participants to Block.IS Open Calls; etc.

Figure 1. below summarises the described interaction between stakeholder mapping and other tasks/deliverables of the project.

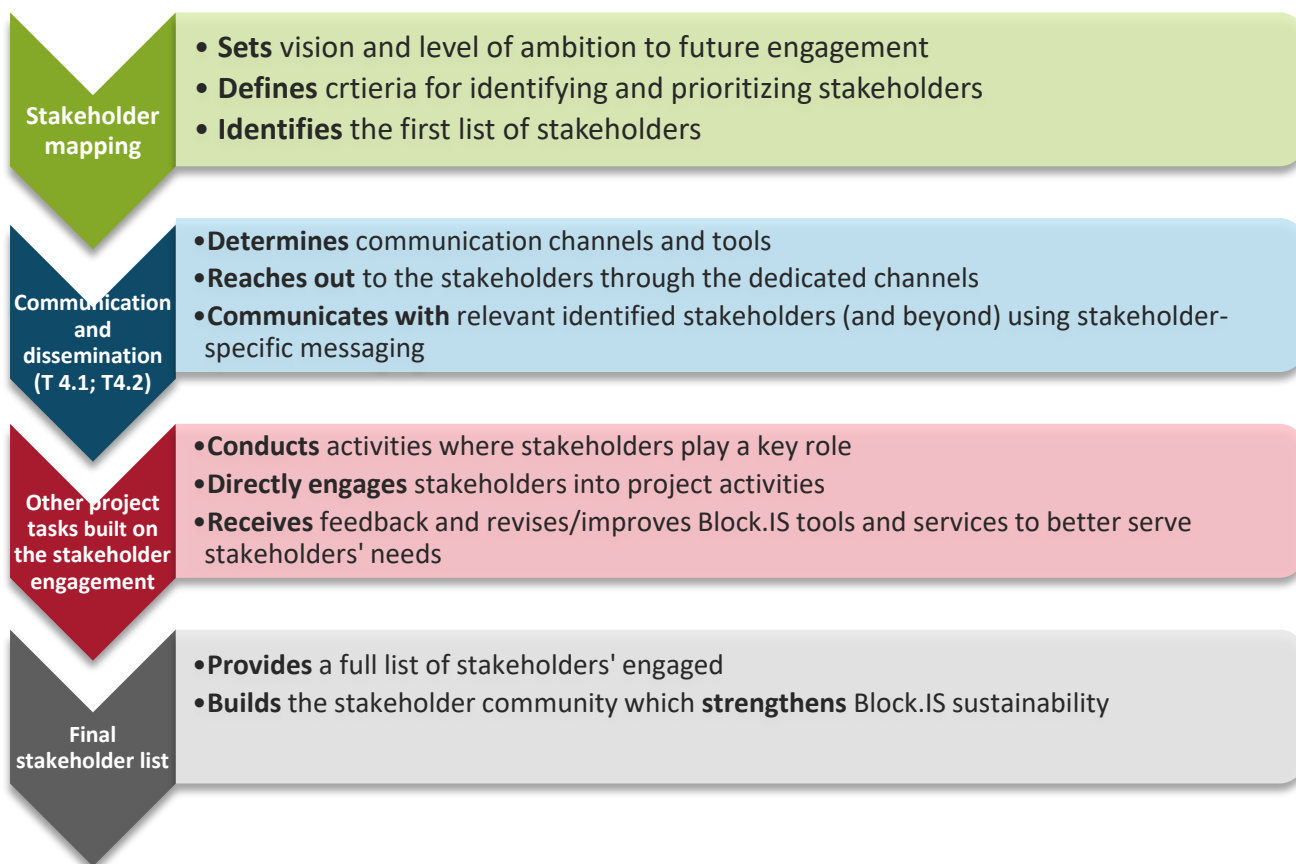


Figure 1. <Stakeholder mapping: relation to other deliverables and tasks>

3 Stakeholder mapping methodology

It is crucial to ensure that Block.IS project engages with the right stakeholders from the early stages of the project, and no effort is being wasted to communicate to the audiences that are less relevant for the project. In addition, it is important to ensure that the Stakeholder List, which is fundamental for Block.IS activities, includes the stakeholders that have a high potential to engage and participate in Block.IS activities.

For these reasons, Block.IS follows a carefully developed methodology for stakeholder identification, analysis and mapping. This methodology allows the consortium to ensure that all the contacts gathered for the Stakeholder List (Annex I) have a high potential to get interested and be engaged to the project.

Block.IS stakeholder mapping follows the three-step methodology as described in Figure 2 below:



Figure 2. <Stakeholder mapping methodology>

At the **identification** stage, the brainstorming of all potential stakeholders takes place without particular screening. Gathered stakeholders at this stage include everyone who might potentially have some interest in Block.IS activities and results (e.g., any blockchain solution providers, any stakeholders involved in logistics, agri-food or financial sectors, etc). At this stage, all project partners get involved, building upon their own contact networks.

Further **analysis** is carried out at the second step to better understand stakeholders' relevance and interest to the project and the perspective they offer. Analysis has been performed by doing a desk research and evaluating stakeholders' recent activities, interest in blockchain technology, innovation in general, digitisation of respective industries (agri-food, logistics or finances), etc. Analysis is done keeping in mind the following criteria:

1. Willingness to participate in Block.IS activities and interest in Block.IS results or actions. The aim is to answer at the following questions: How willing is the stakeholder to engage? How likely is it that the stakeholder will be interested to participate in Block.IS activities or use Block.IS tools?
2. Potential influence of the stakeholder towards Block.IS project and its results. Here, one needs to ask how much influence the stakeholder has on concrete project tasks, actions, results.

Based on these questions, all stakeholders could be easily placed on the Mendelix Matrix, which is slightly modified for the purpose of this stakeholder mapping². It consists of two grids, both referring to the two criteria described above: willingness/interest to engage with Block.IS is represented in the horizontal axis, while potential influence over Block.IS goals – in the vertical axis. This is reflected in the Figure 3 below.

² The Matrix has been first presented by A.L. Mendelow in 1991 in the Proceedings of the 2nd International Conference on Information Systems (Cambridge), in his presentation titled *Environmental scanning: The impact of the stakeholder concept*. It originally refers to Power and Level of Interest in the axes. However, it is often adopted to the context by slightly modifying the grids and referring to, for instance, willingness to participate instead of level of interest, influence instead of power, etc.

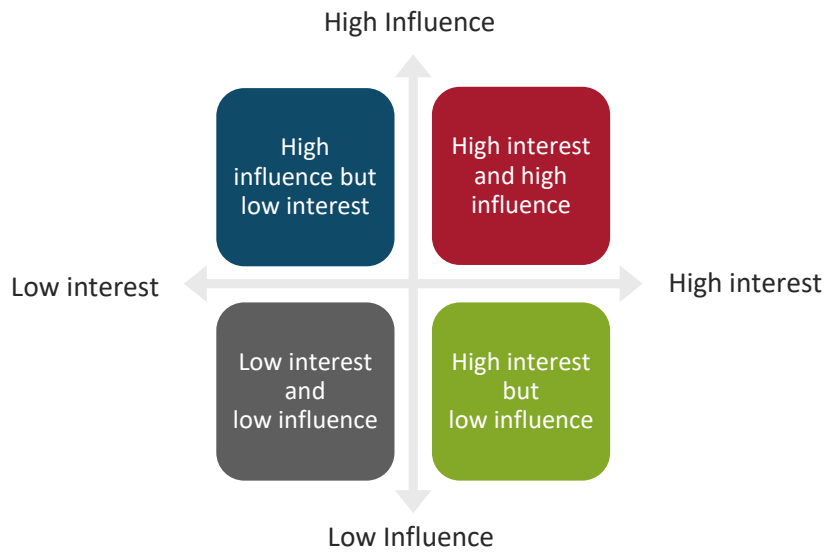


Figure 3. <Mendelix Matrix>

Having assigned values (from low to high) for each of the two criteria, one can see where on the grid each stakeholder can be placed. Based on the stakeholder’s position in the Matrix, certain actions should be taken towards the specific stakeholder, as demonstrated in the Figure 4 below.

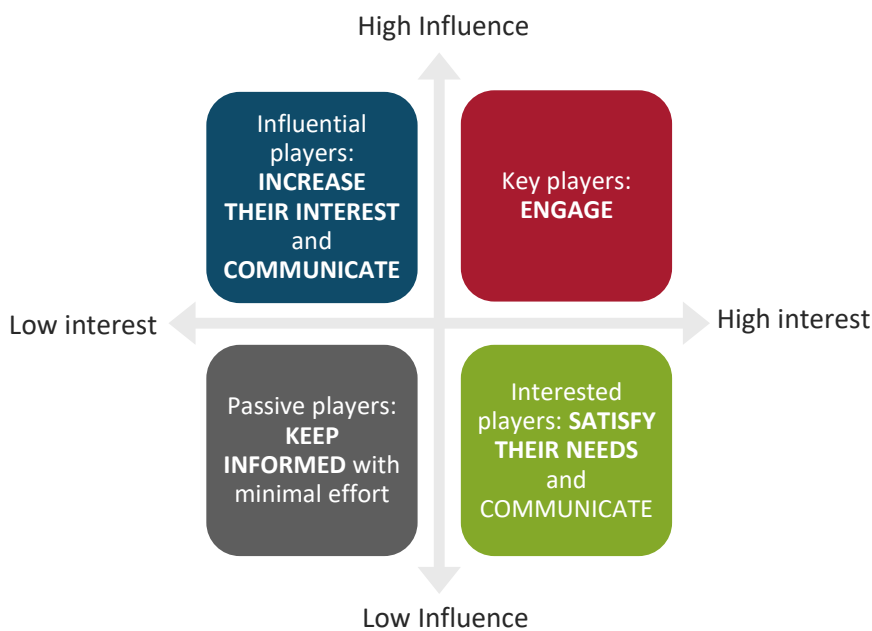


Figure 4. <Actions to be taken towards the stakeholders based on their influence and interest>

The most important, clearly, are those stakeholders that have a high influence over Block.IS project. Therefore, they will be contacted first and most of the active engagement activities will be designed to collaborate with them.

In more detail, the stakeholders with a **high influence and also highly interested** in Block.IS will be actively engaged to the project since its beginning: actively engaged through the social media posts (e.g., by tagging, provoking their comments, etc.), directly invited to participate in the first Cluster

Missions, etc. The main engagement efforts will focus around this group in order to keep them interested and actively involved. Such stakeholders will be regularly contacted, consulted and informed about Block.IS results and activities.

Meanwhile, those stakeholders who have **little interest so far, but have high influence towards** Block.IS, fall under 'Meet their needs' category. The goal here is to move such stakeholders to 'high influence/high interest' part of the Matrix, thereof securing more and more actively engaged stakeholders who are able to exercise their influence in order to benefit the project. It means that the project consortium has the task to better inform these stakeholders and increase their curiosity about the project and its benefits to them.

It is highly unlikely for the project to increase the level of influence that stakeholders have in relation to Block.IS. Therefore, **interested stakeholders** in this category shall be addressed to a lower extent. However, they will be kept informed and consulted. Their knowledge stemming from the Block.IS project might also allow them to move to another Matrix's quarter.

Finally, the least effort will be taken to address **passive identified stakeholders** (low influence and low interest). Informing and trying to engage them would take a lot of effort, while their low influence would not pay off these efforts. Therefore, whenever partners decide that potential stakeholder is the passive one, such stakeholders are not considered further and not included to the Stakeholder list. However, they might still be addressed through generic communication channels (e.g. project website, social media, etc.), thus some of them might move towards becoming an interested stakeholder.

The following Table summarises these four types of stakeholders and actions that consortium will take towards them.

Table 1 <Stakeholder influence/interest and actions taken towards them>

Influence/Interest of the stakeholder	Listed in the Stakeholder list?	Key actions towards such stakeholder
Key stakeholders: high influence and high interest	✓ YES	<ul style="list-style-type: none"> • Goal is to collaborate and closely manage this group • Directly engaged at the earliest possibility (e.g. by contacting them and inviting to the cluster missions) • Continuous communication built by sending project updates, consulting their opinions, inviting to events, etc.
Influential stakeholders: high influence but low interest	✓ YES	<ul style="list-style-type: none"> • Goal is to keep this group's needs satisfied • Efforts taken to make them the Key stakeholders • Communication actions stressing Block.IS benefits and raising curiosity
Interested stakeholders: low influence but high interest	✓ YES	<ul style="list-style-type: none"> • Goal is to keep this group informed • Continuous communication to inform about project progress, actions and results • Potential consultation regarding areas of stakeholders' interest (especially regarding

		specific questions or uncertainties that the project faces)
Passive stakeholders: low influence and low interest	X NO	<ul style="list-style-type: none"> • Goal is to monitor this group with minimum effort • No specific actions taken to address this group • Might get informed through general communication actions of the project (e.g. website)

Mapping is the final step that follows stakeholder analysis. In the context of Block.IS project, mapping refers to the stakeholder being added to the list³: assigning category of influence/interest (which is determined during the analysis stage), indicating their stakeholder group (explained in the chapter below) and a country where the stakeholder is established or operational. The final result of such mapping is the Stakeholder List, provided in the Annex I. Finally, as mentioned above, the passive stakeholders are not being mapped.

4 Stakeholder mapping: practical implementation

Having a clearly defined stakeholder mapping methodology (chapter above), allows Block.IS to proceed with practical stakeholder identification, analysis and mapping. Therefore, this chapter explains all the practicalities that lead to the creation of our initial Stakeholder List: what actions the consortium partners have taken, how the Stakeholder List was created, what groups of stakeholders have been identified, what policies we follow regarding stakeholder's data, etc.

³ For the purpose of this project, an actual 'map' or similar visualisation of the stakeholders is not relevant as it would not provide any information to be used. As it is explained in the first chapters, stakeholder mapping is important mostly for having a list of stakeholders to refer to and having the audience to be involved in the project activities, thus the list better serves such needs.

4.1 Actions taken to map the stakeholders



Figure 5 <Stakeholder mapping actions taken by the consortium>

The stakeholder mapping task started already in the first month of the project, when methodology for the stakeholder mapping was defined and briefly presented in the kick-off meeting by DSME.

Following that, the main partners involved in the task (all the cluster partners and DSME) carried out individual stakeholder mapping. Partners relied on their own networks and eco-systems, and on a thorough desk research in their sectors of expertise (DSME in ICT, FEDACOVA in agri-food, IT-Log – logistics and FTS – finance sector). After having identified their stakeholders, they analysed and mapped them (except of those who were excluded as passive stakeholders after the analysis).

All individual mappings were sent to the lead partner DSME which put together different inputs, checked the information provided and ensured that there are no duplications in the list. In addition, during the consortium meeting in Brussels, all the rest of the project partners were asked to contribute to the list with the potential stakeholders they have in mind.

Once the Stakeholder List was finalised, further analysis has been carried out in order to develop Block.IS value proposition for the different stakeholders, provided below in this report. As already explained above (Chapter 2 Relation to other deliverables and tasks), such analysis is crucial for the following communications and engagement activities, which will define their key tools, channels and messages for all types of stakeholders, based on the stakeholder analysis.

Finally, the comprehensive database of stakeholders was built with the massive list which currently contains 502 individuals. It has to be highlighted, once again, that the list is a living document: names are added when new relevant ones are identified through the project lifecycle. This also means that by the end of the project, Block.IS will deliver an additional and finalised Stakeholder List.

The non-exhaustive list of current stakeholders can be found under the following (invitation only) link: https://docs.google.com/spreadsheets/d/1YyyLXrO_iZ9j1TgB5uyySStBfpLkq-8gGvOW-szKzEI/edit?usp=sharing

This link is only accessible for the project partners and the European Commission for the purposes related to Block.IS project. In this document, project partners will continuously update the Stakeholder List.

4.2 Data management

As the Stakeholder List includes personal data of the stakeholders (such as names, contact details, etc.) and is subject to a certain level of profiling (e.g. influence and interest levels in blockchain and innovation), such data must be managed carefully.

Treating the collected stakeholders' data, Block.IS consortium will strictly follow Data management principles and rules established in the Data Management Plan (D5.3). It will also fully comply with the requirements set out under GDPR.

The main principles that the consortium complies with when handling stakeholders' data can be summarised as the following:

- then (if) transferring personal data across organisations or countries participating in Block.IS, all partners assure the required level of privacy protection, in compliance with the European General Data Protection Regulation (Regulation (EU) 2016/679);
- partners' individual context will dictate how they store, collect and protect data (although always in compliance with GDPR), and partners' Privacy Policy is available in their websites;
- all the stakeholders, whose data will be collected, will be informed (orally or in written) about the project and its purposes, and have a right to request to be removed from any lists at any time.

4.3 Main stakeholder groups

Block.IS project has different impacts on and different value propositions for the diverse stakeholders engaged with the project. This is further elaborated in Chapter 5 Block.IS value proposition for the stakeholder categories.

However, here it is important to stress that Block.IS project has identified 7 stakeholder groups which it will target. These groups are described below and reflected in the Stakeholder List, which also allows to easily filter the stakeholders and see those that are needed for certain activities (e.g. if the partner needs to contact clusters for the Cluster Missions, it can easily use the filter to only see contacts of the clusters).

The three main stakeholder groups that Block.IS will address are:

1. **Multiplying bodies** (with particular attention to clusters) are organisations which associate a group of SMEs and/or start-ups. These stakeholders help to cross-disseminate and widely multiply the key messages and results of Block.IS. In addition, they play a key role in supporting SMEs and/or start-ups, thus their innovation capacity building and experience sharing is also a key to Block.IS project. Although this category includes various multiplying bodies that can

be addressed by the project, such as business associations, trade organisations, chambers of commerce, etc., it mostly concentrates on clusters⁴.

2. **Blockchain providers: SMEs and start-ups** are the innovative companies that offer blockchain solutions. Particular attention will be given to those blockchain solution providers that have interest in offering their products/services to other companies in agri-food, logistics or financial sectors.
3. **Blockchain users: SMEs and start-ups** that operate in agri-food logistics or financial sectors and are interested in new innovative blockchain-based solutions, which could be employed in their daily operations or even used to improve or shift their business models.

In addition, four secondary stakeholder groups are identified. Although these stakeholders will be involved to the project to a rather limited extent (or just informed about the results), they are, however, important to boost the uptake of blockchain technologies and to facilitate the overall blockchain-driven eco-system. These stakeholders are:

1. **Policy makers** – any local, regional, national, European or international bodies or individuals, which can influence the blockchain ecosystem.
2. **Investors** – any type of investors, including business angels, venture capitalists, peer-to-peer lenders, etc., which are potentially interested in investing in innovative blockchain-based solutions.
3. **Academia and R&D community** which are active in studying, innovating and further developing blockchain technologies and its potential implementation. This stakeholder group also includes H2020 community and other H2020 project consortia that are working on blockchain technologies.
4. **Industry** – any companies (especially in ICT, agri-food, logistics and financial sectors) interested in innovation.

4.4 Geographic representation of the stakeholders

Block.IS consortium will ensure that by the end of the project the stakeholders involved represent all the different EU member states. Geographic distribution is also taken into consideration when organising cluster missions and other key activities of the project. In addition, the consortium will also seek to connect with the key players in the countries associated to Horizon 2020.

An additional filter in the Stakeholder List will allow to sort the stakeholders based on their country of establishment (or the main operations). In the current Stakeholder List all the EU-28 countries are represented, with an exception of Cyprus.

4.5 Stakeholder List

The current version (as of the end of the Month 3) of the Stakeholder List is provided in the Annex I of this report. Here, the Stakeholder List is non-filterable. However, as it has been mentioned before, an alternative version is also available online as an Excel file which includes the filters:

⁴ Cluster is understood as a group of specialised enterprises – often SMEs – and other related supporting actors that cooperate closely together in a particular location (based on the definition of the EU Cluster Portal - https://ec.europa.eu/growth/industry/policy/cluster_en)

https://docs.google.com/spreadsheets/d/1YyyLXrO_iZ9j1TgB5uyySStBfpLkq-8gGvOW-szKzEI/edit?usp=sharing

4.6 KPIs

As it is defined in the project proposal, number of cluster organisations mapped by the Block.IS project shall reach at least 200 at the time Stakeholder mapping ends (M32). Although this is the only KPI directly linked to the Stakeholder mapping task, it gives a basis for many other indicators to be reached (e.g., number of applications received in the Open Call, number of SMEs participating in the Missions, etc.).

Currently, the Stakeholder List already includes 122 potentially interested cluster organisations, in addition to 32 business associations which, in principle, might perform very similar functions as clusters (facilitate innovation uptake among their SME members, etc.). However, the continuous efforts will be put to map and then engage as many clusters as possible, as well as other types of stakeholders.

In addition, as it has been mentioned above, Block.IS project aims to ensure geographically representative participation of the stakeholders. That is, to make sure that at least the key stakeholders, clusters, SME innovators and SMEs from the three vertical industries, are covering all 28 EU member states.

5 Block.IS value proposition for the stakeholder categories

As it has been previously indicated, this Stakeholder Mapping Report also allows to better understand different types of stakeholders and explore the main benefits Block.IS can offer to them. This will be further elaborated in D4.1 Content Marketing and Growth Hacking Playbook, which will provide greater details on particular stakeholder engagement mechanisms, tools, messages, etc.



Multiplying bodies, in particular – clusters

Stakeholder's needs:

- be able to support the innovation and business development of the members;
- understand the latest trends and technologies, which might have an impact on its members;
- know where to find relevant information (e.g., on the latest technology trends) or collaboration partners;
- be able connect members with business, technology and policy opportunities (such as investors, innovation managers and consultants, technology providers, etc.);
- know how to effectively transmit their knowledge and latest information to the members.

Block.IS offer to answer the needs of the stakeholder:

- international network and exposure to partnerships through Cluster Missions and other international events;

- possibilities of cross-border and cross-sectoral collaboration with clusters and their members;
- access to new technologies, trends and trainings by using Block.IS solution or having an easier access to technology;
- opportunities to share experiences and learn from the best practice examples;
- special opportunities for the members (participation in Block.IS Open Calls and hackathons);
- regular blockchain policy briefs;
- insights on innovation processes and methodologies.



Blockchain providers: SME innovators and start-ups

Stakeholder's needs:

- better access to potentially interested clients and new sectors;
- understanding of how certain technologic solutions can be used to address actual needs of the potential clients;
- better understanding of other sectors that can benefit from the blockchain solutions;
- access to resources: skills and funding.

Block.IS offer to answer the needs of the stakeholder:

- link with potential customers from agri-food, logistics and financial sectors;
- technologic support allowing to develop customised solutions;
- potential access to funding and investors;
- support of the highly qualified Block.IS experts;
- innovative thinking and best practice examples;
- increased visibility through Block.IS communication channels, especially, social media;
- possibility to network and create new partnerships via cluster organisations.



Blockchain users: innovative SMEs and start-ups in agri-food, logistics and finances sectors

Stakeholder's needs:

- effective & high-quality digital solutions to improve their products/services;
- understanding of fast emerging new trends and technologies;
- understanding of the new and innovative business models;
- links to trusted and SME-friendly ICT solution providers;
- easy-to-use digital solutions which would require fewer digital skills (or training on the usage of such solutions).

Block.IS offer to answer the needs of the stakeholder:

- links to clusters or other SME supporting entities, market experts and ICT SMEs;
- opportunities to co-design and test applications, get the tailored solutions;
- market insights;
- access to diverse new technologies;

- additional visibility to highly engaged innovators.



Policy makers

Stakeholder's needs:

- understanding of the blockchain ecosystem: its main actors, value and benefits of the technology, needs of the key stakeholders, challenges they are facing, etc.;
- practical experience in facilitating, co-developing and executing Blockchain-based public/private services in a multi-actor setting;
- knowledge about existing (worldwide) blockchain regulation, incentives, etc.

Block.IS offer to answer the needs of the stakeholder:

- access to the international network of blockchain experts and other stakeholders;
- regular policy briefs blockchain regulation;
- opportunity to stimulate policy innovation regarding blockchain technologies;
- awareness and insights on effective blockchain regulation or incentives;
- practical and proven solutions to develop blockchain based (public) solutions.



Investors

Stakeholder's needs:

- possibility to find innovative SMEs and start-ups that are able to present perspective solutions and innovative business models, and that have a possibility to scale-up;
- networking and collaboration opportunities with supporting bodies that have access to the most innovative SMEs and start-ups (e.g. with clusters);
- better understand the potential of new emerging technologies.

Block.IS offer to answer the needs of the stakeholder:

- access to the innovative SMEs that are already selected and mentored by Block.IS;
- networking and collaboration opportunities;
- engagement with blockchain experts in order to better grasp a full potential of the technology.



Academia and R&I community:

Stakeholder's needs:

- understand the practical applicability of the research results;
- be able to better commercialise the proposed solutions and understand market's needs;
- visibility of the main achievements/created solutions;
- strengthen cooperation with industry.

Block.IS offer to answer the needs of the stakeholder:

- collaboration opportunities with innovative companies, industry and other stakeholders;
- cross-dissemination of relevant results;
- market insights;
- possibility to participate (or even speak) at Block.IS events and establish contacts with industry and other stakeholders.



Industry

Stakeholder's needs:

- connect with influential and innovative SMEs;
- access to innovation, skills and new technologies;
- new innovative ideas.

Block.IS offer to answer the needs of the stakeholder:

- collaboration with SMEs and SME-supporting organisations (clusters and SME associations);
- innovative product and service concepts and business models;
- overall insights on market, policy environment, research achievements.

Conclusions

Block.IS stakeholders are crucial for the successful project implementation and achievement of its objectives. For this reason, Block.IS consortium has carried out a thorough analysis of the blockchain ecosystem in Europe, identifying and analysing the main blockchain stakeholders. Analysis methodology, explained in this report, allowed project partners to spot the most influential and highly interested stakeholders at the early stages of the project, while not wasting time and effort on the passive ones.

As a result of this initial mapping, a massive list with more than 500 potential stakeholders has been created and is annexed to this deliverable (Annex I – Stakeholder List).

The Stakeholder List is created in a way which allows project partners to easily filter relevant stakeholders by the type of the stakeholder (multiplying bodies - mostly clusters; SME innovators; SME blockchain solution providers, policy makers, investors, industry, academia and R&I community) and their country of operation (or establishment), influence over and interest in Block.IS project. Such list allows to easily sort and quickly find relevant stakeholders, based on partners' needs (e.g., sending out specific event invitations, engaging certain stakeholders to certain activities).

In addition, the Stakeholder Mapping Report provided the first insights on the needs of each stakeholder group and value proposition of Block.IS project for the particular stakeholder group. Based on this value proposition, communication messages can be formed, and further communication and engagement activities defined.

Block.IS Stakeholder List is non-exhaustive and will be continuously updated throughout the project lifetime by all involved partners. As a living and frequently updated document, the final Stakeholder List will bring together a strong blockchain stakeholder community. The final list of active stakeholders will be concluded by the end of the project and available for the project partners and the European Commission.

Annex I : Stakeholder list

See the Excel file. Stakeholder List in Word format will be added next week.