

# WP 5.3 Lighthouse of Competences

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# Analysis of stakeholder interviews

## Stakeholder Analysis English

Procedure:

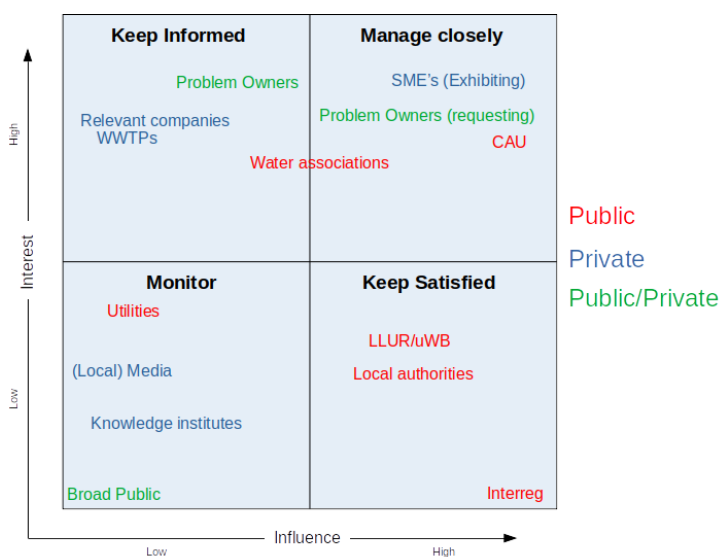
1. **Identify the stakeholders.**
  - a. Who is the target group in the Digital Lighthouse of Competences?
  - b. Alexander, Dirk, Agnes and Henry add stakeholders to the list
2. **Stakeholder diagram**
  - a. Give the different stakeholders a value to the project
3. **Interview guide related to entrepreneurs and SME's (8 pcs) + municipalities, and supply companies (2 pcs) – focused on the idea of a digital lighthouse**
  - a. How do we reach the target group? (Understanding their interests)
  - b. When is this applied?
  - c. How are we recruiting them?
  - d. Who is the regular reader?
  - e. How can we upscale the concept? Marketing strategy etc. (LinkedIn)
4. Making the interviews in February/March
5. Evaluate the stakeholders, diagram and stakeholder list
6. Evaluate the concept of the Digital Lighthouse of Competences

### Identify the stakeholders

Who is the target group for a Digital Lighthouse of Competences?

- Entrepreneurs
- SMEs
- Municipalities

### Stakeholder diagram



## Description of the stakeholders

### Manage closely:

In this part of the Stakeholder diagram, the stakeholders that influence and defines the concept of a digital Lighthouse of Competences has to be determined. These Stakeholders have a direct impact on the Lighthouse of Competences and what (and how it) should be promoted for potential exhibitors. The companies have different interests for a digital Lighthouse of Competences and these have to be fulfilled.

SMEs can contribute to public projects, which can increase the public interest in the society. The digital Lighthouse of Competences create opportunities by generating networking and activity in the region that potentially could influence other/different concepts.

### Exhibiting SME's (conceptual and/or video)

- The SME's who shows their results on the Digital Platform
- It will be an advantage that the SME' can present their results to problem owners and the interested public. This results in knowledge exchange and advertising for the exhibitors.
- Variation in types of innovative SME', that covers different areas of water tech. This could potentially create synergies between the SME' and networking to different kinds of problem owners, potential partners, & knowledge institutes.

### Requesting problem owners

- Problem owners who request for solutions to upcoming Problems
- SME's get in contact with problem owners, if they offer a solution to a problem.
- Previously unresolved problems trigger discussion and possible cooperation between SME's

### CAU

- As project partner co-defining the framework of the concept.
- Organization values and network will be included in the concept. In addition, the results from the innovation collaborations (with CAU's participation) will be shown.

### Water associations

#### Wasserverband Nord

### Keep informed:

This part of the diagram is relevant partners that could make some kind of value for the SME', since this concept is about networking and creating opportunities. This is the target group, and they should be identified in relation to the displayed SME'. Furthermore, this group could also be relevant when building a bigger network.

- Problem Owners

### Justification for placement in the stakeholder chart:

- The problem owners can be private and public.
- Stakeholders who have a challenge that SMEs can potentially help to solve
- When SME's exhibit their technologies, problem owners can be inspired in the process of finding new solutions and get in contact with the right problem-solving companies
- Can get more out of the LoC if they describe their concrete problems and request solutions (see requesting problem owners)
- Other relevant companies (e.g., WWTP and companies in the value chain of the selected SMEs)

### Justification for placement in the stakeholder chart:

- German companies (but also Danish companies could be relevant)
- Differentiate between type of company regarding size and geographical location

- The companies are stakeholders relevant in every part of the value chain of the selected companies. The SME's must be selected before the stakeholder chart-placement can be further clarified.

### Monitor:

The monitor group is the minimum effort group, the stakeholders in this group is more “nice to have” than “need to have”. These stakeholders should have the opportunity to participate in the concept, but there should not be used an extensive effort to include them. However, later in the process one might reconsider the position of these stakeholders, as their role can shift easily.

- Utilities

### Justification for placement in the stakeholder chart:

- As problem owners they have an interest in learning about the new technology
- Local Media
  - Media coverage that will help get more website visitors and attention for the broad public
  - Can potentially create network, funding, contact to NGO's or other relevant stakeholders
- Knowledge institutes
  - CAU and FH Kiel
  - EUF Flensburg
  - Uni and TH Lübeck
  - FH Heide

### Justification for placement in the stakeholder chart:

The aim is to create innovation between SMEs and knowledge partners. Maybe these stakeholders will have higher priority in the long run.

- Other visitors
  - Students
  - Entrepreneurs
  - NGO's
  - Interested Public

### Keep satisfied:

Inform these stakeholders, and talk to them to ensure that no major issues are arising. This group can be essential of defining the concept, and might be relevant to interview. This group is not interested in the details of the concept, but wants to be informed and might contribute with ideas and priorities that could benefit the concept. As an example, interreg is funding the project, but is not interested in the details.

- LLUR (Landesamt für Landwirtschaft, Umwelt und ländliche Räume) and uWB (untere Wasserbehörde)
- Local authorities
- Kreise
  - Political interests in attracting business activities to the region
  - Generate networking and activity in the region that potentially could influence other activities (making opportunities)

- The stakeholder does not have a direct impact on the project
  - The stakeholder interest is to be informed about the events in the region
  - May contribute to the marketing of the digital Lighthouse of Competence
- Interreg
  - Is the financial contributor
  - Is not going to have an important role in the decision-making process

### Questions for problem owners:

1. Wenn Sie innerhalb der Gemeinde/des Wasserversorgungsunternehmens mit Problemen konfrontiert sind, die Lösungen mit Schwerpunkt auf Wasser und Klimaanpassung erfordern - an wen wenden Sie sich, um diese Probleme zu lösen?
  - a. Suchen Sie bei der Lösung von Problemen im Zusammenhang mit Wasser und Klimaanpassung nach neuen Lösungen, oder konzentrieren Sie sich auf bereits etablierte Lösungen?
  - b. Konzentrieren Sie sich auf den Kreis bekannter Unternehmen?
  - c. Wie würde Ihr Kontakt zu den SMVs aussehen?
  - d. Ist etwas besonderes zu beachten? Z.B. 3 Angebote nötig oä
  - e. [Spielen die AGBs in diesem Prozess eine Rolle?]
  
2. Denken Sie ein digitales Kompetenzzentrum könnte ein Teil dieses Prozesses sein? Bzw. Würden Sie sich an ihn wenden?
  - a. Wenn nicht, was wäre nötig, um ein solches Konzept für Sie relevanter zu machen?
  - b. Was würden Sie von einem digitalen Kompetenzzentrum erwarten?
  - c. Was sind ihre must-haves bei einer solchen digitalen Plattform? Probleme schildern, Lösungen lesen oder auch ein Chat?
  - d. Haben Sie bereits ein ähnliches Modell ausprobiert, oder ist dies eine neue Möglichkeit?
  
3. Sehen Sie für sich einen Vorteil bzw. eine Chance durch eine solche Plattform grenzüberschreitend auch mit dänischen Unternehmen in Kontakt zu treten?
  
4. Wie schätzen Sie das allgemeine Interesse an einem digitalen Leuchtturm der Kompetenz ein?
  
5. In Dänemark gibt es an einigen Orten eine physische Ausstellung als Leuchtturm der Kompetenz. Wie sehen sie die Chancen dort Lösungen zu auftretenden Problemen zu finden? (unabhängig von der Umsetzbarkeit)
  - a. Wenn Sie an das Einzugsgebiet SH denken, was wäre ein geeigneter Ort für eine solche Einrichtung?
  
6. Möchten Sie noch etwas hinzufügen oder haben Sie noch eine Frage?

### Verabschiedung:

Vielen Dank für Ihre Bereitschaft die Fragen zu beantworten und uns bei der Analyse zu unterstützen ob ein solches digitales Leuchtturm der Kompetenz einen Mehrwert für SIE bringen kann. Wir werden Ihre Rückmeldung berücksichtigen und bei überwiegend positiver Rückmeldung versuchen innerhalb des NEPTUN Projekts einen ersten Prototypen ins Leben zu rufen. Dabei können erste innovative Lösungen, welche beispielsweise innerhalb des NEPTUN Projekts entstehen, aber auch ihre offenen Schwierigkeiten beschrieben werden.

### Questions for solution providers:

1. Welches der Elemente - Konferenz und Ausstellung, Geschäftsentwicklung und Marketing - ist Ihrer Meinung nach für Sie als Unternehmen am wichtigsten?
  - a. Wieso ist das so...?
  - b. Was wäre nötig, damit die anderen Elemente an Bedeutung gewinnen?
  - c. Wie nehmen Problemeigner mit Ihnen Kontakt auf?
  
2. Würden Sie sich an einen solchen digitalen Leuchtturm der Kompetenz wenden, wenn Sie Lösungen zu gängigen Problemen hätten?
  - a. Wenn nicht, was wäre nötig, um ein solches Konzept für Sie relevanter zu machen?
  - b. Was würden Sie gerne in einem solchen Leuchtturm darstellen können? Was sind *must-haves*? Kommunikation mit Problemeignern via Chat?
  - c. Haben Sie bereits ein ähnliches Modell ausprobiert, oder ist dies eine neue Möglichkeit?
  
3. Sehen Sie für Ihr Unternehmen einen Vorteil bzw. eine Chance durch eine solche Plattform grenzüberschreitend auch mit dänischen Unternehmen/Problemeignern in Kontakt zu treten?
  
4. Wie schätzen Sie das allgemeine Interesse an einem digitalen Leuchtturm der Kompetenz ein?
  
5. In Dänemark gibt es an einigen Orten eine physische Ausstellung als Leuchtturm der Kompetenz. Wie sehen sie die Chancen dort Problemeigner zu ihren Lösungen zu finden? (unabhängig von der Umsetzbarkeit)
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## Problem owners

1. When you face issues within the community/water utility that require solutions focused on water and climate adaptation - who do you turn to?

Basically, it depends on the type of problem. Often google, the DWA or other problem owners are contacted first (via mailing lists or at events) to ask if other problem owners already faced similar problems and how it could be solved. This includes authorities, associations, other districts/cities. Overall, the problem search often remains within the 'Bubble' of problem owners. Therefrom a network has already been formed.

If it is known that there is a solution to this problem and who offers it, it sometimes comes to contact with these companies. However, economic neutrality is a prerequisite for all public institutions, which means that there is already a barrier when contacting companies. If a problem owner has already worked successfully with a company, the contact is established more quickly and without greater inhibitions.

Whether innovative solutions are sought depends on the nature and urgency of the problem. Innovative solutions are pursued with interest (e.g. at fairs/events) and would be used on occasion by the institutions surveyed.

2. Would you turn to such a digital lighthouse of competences of expertise if you had problems to solve?

In principle, all respondents would turn to such a LOC if they had a problem, however, it would be interesting to be able to discuss issues in the problem owners' round first. In addition, the type and extent of use depends on the maintenance of the platform. The opportunity is seen for a better networking of problem owners and also with companies. In addition it can save a lot of time compare to google research.

What are must haves and nice to haves?

A clear structure should be given with the separation according to subject areas, since water management is very complex.

Interesting components would be to have a compilation of best practice examples (problem-solution database), a keyword search and a company register with their specific competences and contact data.

Opinions are divided on the subject of chatting.

The competence center should be implemented in German, because the language barrier definitely plays a role. Unfortunately, English competence is not always a given in municipal administrations.

3. Do you see an advantage or a chance to get in contact with Danish companies through such a platform?

In principle, a central digital competence center could create a better connection to Danish companies, but the central question of communication would have to be clarified. With good translation (into German), a presentation of Danish companies would be possible, since for Danish or English presentations the language barrier would be somewhat larger.

Nevertheless, there have already been some joint projects with Danish partners. However, such a platform could lower the inhibition threshold somewhat.

4. How do you assess the general interest in a digital lighthouse of competence?

The interest in a digital competence center is seen as positive, as it would be available everywhere and at any time and has the potential to present interesting solutions to common problems in a clear way, in order to save other problem owners a long search. Apart from the content, there is great potential through good

networking, to which the lighthouse can definitely contribute. However, it has to be designed interesting and quickly become known to have a long-term influence.

5. In Denmark there is a physical exhibition as a lighthouse of competence in some places. How do you see the chances of finding solutions to problems that arise there? (independent of the feasibility)

Singular trade fairs or events are interesting, as there is interaction between problem owners and solution providers. A permanent exhibition, on the other hand, is not considered attractive to the problem owners surveyed. In addition a physical competence center makes less sense for 'immobile' problems than a digital version. After the initial contact (e.g. via such a platform), the solution can be viewed directly in reality. This is more interesting than 'blindly' visiting an exhibition.

Additional Note: On the German side, cooperation with the DWA should be considered, since the DWA is the first point of contact for the TBZ, for example.

## Solution Providers

1. Which of the elements - conference and exhibition, business development and marketing - do you think is most important for you as a company?

That totally depend on the scale!

Most of the contracts between public institutions and companies usually get through tenders. However, many can apply and the cheapest gets the contract. The difficulty is the obligation to tender, since companies are not allowed to know what is involved before the tender. In order to maintain neutrality, public institutions rarely contact companies directly. From a certain size, a planning office is required, through which the tender is made. The other part of the customers are existing customers, where smaller tasks and maintenance are done.

For external presentation and marketing there are various exhibitions such as the IFAT fair in Munich. This generates visibility but no new customers. In addition targeted meetings directly with the problem owners are interesting to exchange needs and existing opportunities.

OCF Consulting has been interviewed as an example of a consulting agency, which does not focus on existing companies but compares solutions and recommends the 'best' technology that suits the problem owners needs.

2. Would you turn to such a digital lighthouse of competences to present solutions to common problems?

In principle, the companies would turn to such a lighthouse, but they see the added value only to a limited extent due to the given restrictions. The level of consideration (different POVs) of the platform would be of crucial importance for OCF to participate.

So far, most of the companies surveyed has not heard of such a platform existing or being used. Comparable but with a slightly different target group is the platform that emerged from the KUR project (with the aim of citizen education).

The question of what the must-haves of such a platform would be should be posed to problem owners, but it is clear that the platform must be actively advertised and promoted. However, it must be continuously maintained and filled with life in order to maintain the impact. There should be a clear structure of the platform. Apart from that, a chat function (minor interest), the presentation of best practice examples, a general keyword search for specific technologies and the invitation to events seem interesting.

3. Do you see an advantage or a chance for your company to get in touch with Danish companies/problem owners across borders through such a platform?

So far, the experience has been that the Danish side prefers to work with Danish companies, which makes it virtually impossible to get a contract in Denmark. The best opportunities are expected in cooperation with Danish companies. This contact could arise through such a platform.

4. How do you assess the general interest in a digital lighthouse of competence?

The interest in a digital competence center is seen as positive, since such a platform does not yet exist. However, it can only function if there is public funding for whoever runs the competence center. Since international partnerships rarely exist in public institutions, it should not be assumed that all users are good in English.

5. In Denmark, there is a physical exhibition in some places as a lighthouse of competence. How do you see the chances of finding problem owners to your solutions there? (independent of the feasibility)

A physical exchange is always interesting, as it is easier to come into contact. However, it is difficult to make a statement about the added value in terms of contracts. Exhibitions on single days are then similar to fair events and are associated with a manageable effort. As soon as a permanent exhibition is to be implemented, there must be a long-term concept, marketing and dynamism in the program to keep the competence center attractive. This is easier with a digital platform. In addition, there are language barriers when thinking about joint exhibitions/events with Danish partners.