

STAKEHOLDER ANALYSIS TOOLBOX

Identify influence. Build alignment.



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What is a stakeholder?



A stakeholder is any person, group or organisation that can affect, influence or be affected by a security outcome.



AFFECTS THE OUTCOME



IS AFFECTED



PROVIDES INFORMATION



HAS AUTHORITY OR INFLUENCE



Why stakeholder analysis matters



Security outcomes depend on coordinated people, responsibilities and decisions

Build the Stakeholder Universe (SU)



Start wide, identify everyone who may affect, influence or experience the security outcome

For professional stakeholder analysis and engagement planning • Illustrative, not prescriptive • Stakeholder assumptions, interests, influence, dependencies and positions should be examined through structured analysis, evidence, professional judgement and appropriate engagement processes.

Stakeholder identification questions



Use structured questions to reveal the people and organisations connected to the outcomes



Stakeholder roles and responsibilities



Different stakeholders contribute authority, information, resources and operational actions

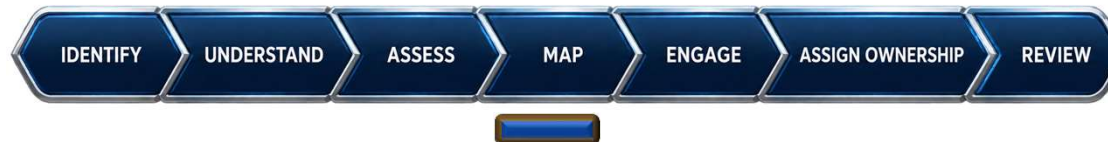


The power-interest matrix



Prioritise engagement by comparing influence with level of interest

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Influence and dependency mapping

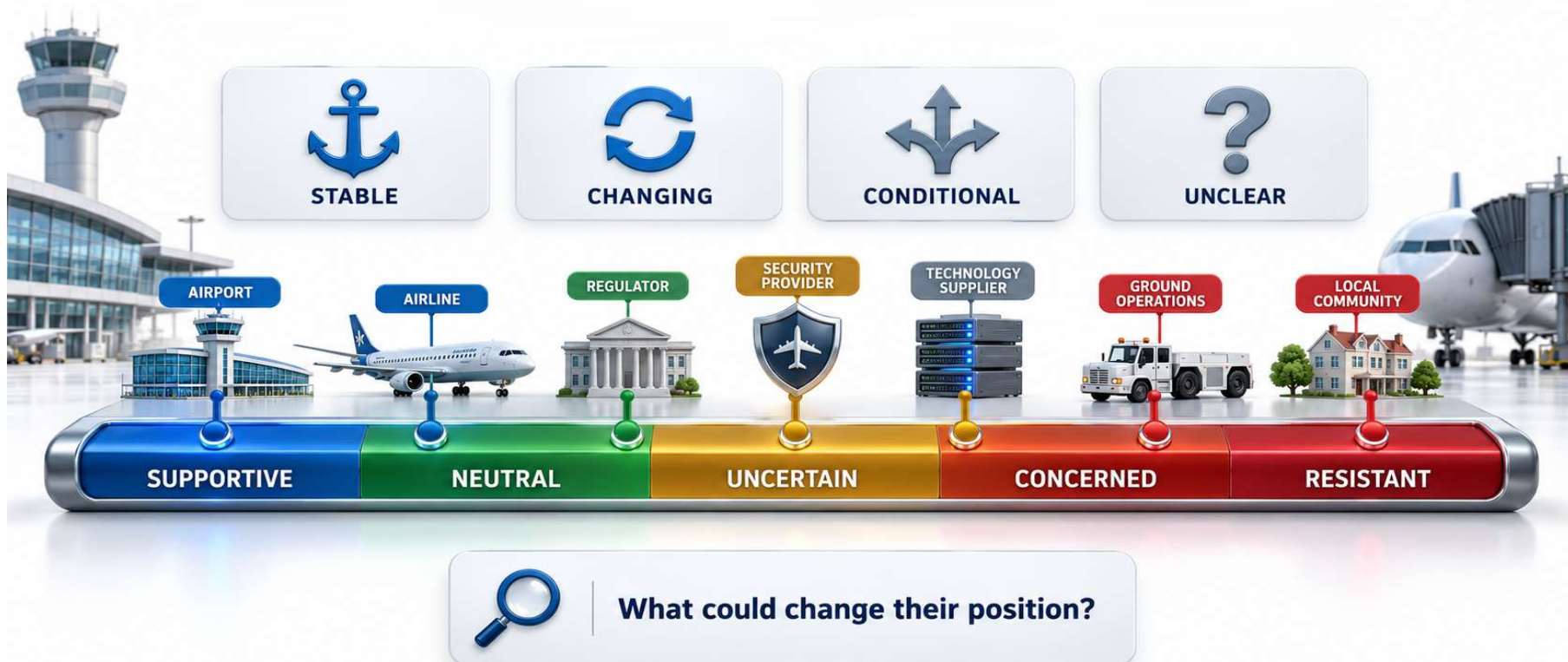


Formal authority is only one source of influence

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Stakeholder position and attitude



Assess both stakeholder's position and whether it may change

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The stakeholder register

KEY CONCERNS

REQUIRED ENGAGEMENT

Stakeholder Register

People together. Safer skies.

LIVE REGISTER

STAKEHOLDER	ROLE	POWER	INTEREST	POSITION	ENGAGEMENT	OWNER	REVIEW DATE
Airport operator	Operate and manage airport	High	High	Supportive	Collaborate	Security team	15 Apr 2025
Airline	Operate flights and ensure safety	High	High	Supportive	Collaborate	Aviation relations	22 Apr 2025
Regulator	Set and enforce aviation security rules	High	Medium	Neutral	Keep informed	Compliance	30 Apr 2025
Security partner	Deliver security services	Medium	High	Supportive	Engage regularly	Security team	18 Apr 2025
Technology supplier	Provide screening and security technology	Medium	Medium	Neutral	Keep informed	Procurement	12 May 2025
Local community	Live and work near the airport	Low	Medium	Concerned	Consult	Corporate affairs	28 Apr 2025

INFORMATION NEEDS

ACTION OWNER

REVIEW & UPDATE

ALIGN ENGAGE DELIVER SAFER SKIES

STAKEHOLDERS STRONGER AVIATION

Turn stakeholder analysis into live a, reviewable management tools



Communication and engagement planning



Matching the engagement approach to the stakeholders' needs and influence

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Managing conflict and competing priorities



Stakeholder may support the same outcome while prioritising different interests

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Practical aviation security example



A new access-control process is being introduced across an international airport



From stakeholder analysis to action



A good stakeholder map becomes useful when it leads to a clear next step

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