

Stakeholder matrix and example of filling it within the Task 2 of the exercise E 1.2 Stakeholder analysis

ANNEX

List of Stakeholders	Category	Needs/Expectations	Relevance of stakeholder relationship to the business / priority topics			Level of importance of the stakeholder (scale 1 to 4*)
			Economic	Environmental	Social	
	Internal					
	External					

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			Economic	Environmental	Social	
Original brand owners (family business)	Internal	<ul style="list-style-type: none"> · Long term overall sustainability of the business, social responsibility · Good brand name of the whole group the dairy is part of · Preempt upcoming environmental regulations in a cost-effective way · Excellent governance by the top management 	<ul style="list-style-type: none"> · Further develop competencies and commitment of management and all company members · Modernization through win-win solutions using RECP approach; RECP as one of the bases for the desired business expansion 	Environmental excellence as an integral part of the brand	<ul style="list-style-type: none"> · To increase “ownership” feeling of company members over “their” company · Recognition as an important employer and wealth creator 	4
Shareholders		<ul style="list-style-type: none"> · Long term financial sustainability of the business and maximization of profit · Extension of the existing markets · Excellent company management 	<ul style="list-style-type: none"> · Competing on good ratio quality / price, good marketing strategy 	Win-win solutions		4
Company top management		<ul style="list-style-type: none"> · Increasing profit · Satisfaction for shareholders and brand owners · Legal compliance · Innovation 	<ul style="list-style-type: none"> · Increase productivity · Extend market · Secure source of financing for innovations 	<ul style="list-style-type: none"> · Legal compliance through win-win solutions (RECP) · Elimination of local pollution 	<ul style="list-style-type: none"> · Satisfaction of company staff members · More involvement of company staff to decision making · Favorable conditions for expansion of the business 	4

Top management of sister companies within the group		<ul style="list-style-type: none"> · Competitive advantage of the brand · Exchange of knowledge and capacity building · Common negotiation power (with financial or governmental organisations) 	<ul style="list-style-type: none"> · Common strength in the market 	<ul style="list-style-type: none"> · Support in permit negotiation · Win-win solutions 		2
Employees		<ul style="list-style-type: none"> · Decent working conditions and job stability · Sustainability of their enterprise · Occupational health and safety conditions · Good relationships 	<ul style="list-style-type: none"> · Job stability and enterprise sustainability as a common interest with an important overlap to the local community 	<ul style="list-style-type: none"> · Be connected with an environmentally friendly brand 	<ul style="list-style-type: none"> · Support of creativity and engagement of employees · Ensure decent and safe working conditions to all 	4
Customers		<ul style="list-style-type: none"> · Stable and good quality supplies, trust · Flexibility · Innovation · Proactive attention for clients' needs · Product safety 	<ul style="list-style-type: none"> · Good and stable ratio quality / price · Introduction of relevant quality standards 	<ul style="list-style-type: none"> · Introduction of relevant environmental standards · Reduction of GHG emissions 	<ul style="list-style-type: none"> · Very good communication · Innovation 	4
Suppliers	External	<ul style="list-style-type: none"> · Stable business in the long term, clear conditions, trust · Guidance in ensuring high quality of supply on a reasonable price 	<ul style="list-style-type: none"> · Decent price · Quality standards in place · Check of supplied milk quality 	<ul style="list-style-type: none"> · Environmental standards in place 	<ul style="list-style-type: none"> · Building partnership with suppliers · Supporting suppliers' capacities 	3
Financial institutions		<ul style="list-style-type: none"> · Stable innovative business with a long-term perspective · Investment projects with good parameters · Support of social responsibility within their investments 	<ul style="list-style-type: none"> · Good investment projects · Evidence of company financial health 	<ul style="list-style-type: none"> · Investments with environmental benefits · Compliant company with no environmental risks · Reduction of GHG emissions 	<ul style="list-style-type: none"> · Innovation · Socially responsible investments including concern for company employees 	3

Government		<ul style="list-style-type: none"> · Compliance with legal requirements · Transparency 	<ul style="list-style-type: none"> · General economic prosperity · Source of tax income 	<ul style="list-style-type: none"> · Compliance with environmental legislation (discharge of whey to waterbodies) · Proactivity · Transparency · Reduction of GHG emissions · 	<ul style="list-style-type: none"> · Social responsibility (solidarity, job creation, environmental protection) · Availability of transparent information 	4
Local community		<ul style="list-style-type: none"> · Local employment · Environmental protection and reduction of transport · Safety of the population · Compliance with legal requirements · Transparency · Global responsibility 	<ul style="list-style-type: none"> · Stable source of well paid jobs · General economic prosperity of the region 	<ul style="list-style-type: none"> · Improving local transport routes in case of enterprise expansion and reduction of local environmental impact · Reduction of GHG emissions 	<ul style="list-style-type: none"> · Good public image · Social responsibility (solidarity, job creation, environmental protection) · Availability of transparent information 	3