



RItrain

Driving Leadership for
Research Infrastructures

ERIC Forum Policy Seminar ‘Socio-Economic Impact of ERICs’

Block 2 - Stakeholders’ perspectives

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IMPACT



How we measure impact adopting a stakeholder perspective



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Stakeholder Scorecard

Suppliers

<i>Contributions</i>	<i>Inducements</i>
Goods	Income
Services	Relationship
Assistance	Ongoing business

Users

<i>Contributions</i>	<i>Inducements</i>
Income	Goods
Repeat Business	Services
Needs & Wants	Value

Stewards

<i>Contributions</i>	<i>Inducements</i>
Leadership	Compensation
Governance	Career
Management	Power
Strategy	Legacy

Employees

<i>Contributions</i>	<i>Inducements</i>
Time	Compensation
Effort	Benefits
Ideas	Relationships
Results	Career

Investors/Lenders

<i>Contributions</i>	<i>Inducements</i>
Capital	Return/Dividends
Operating Funds	Interest

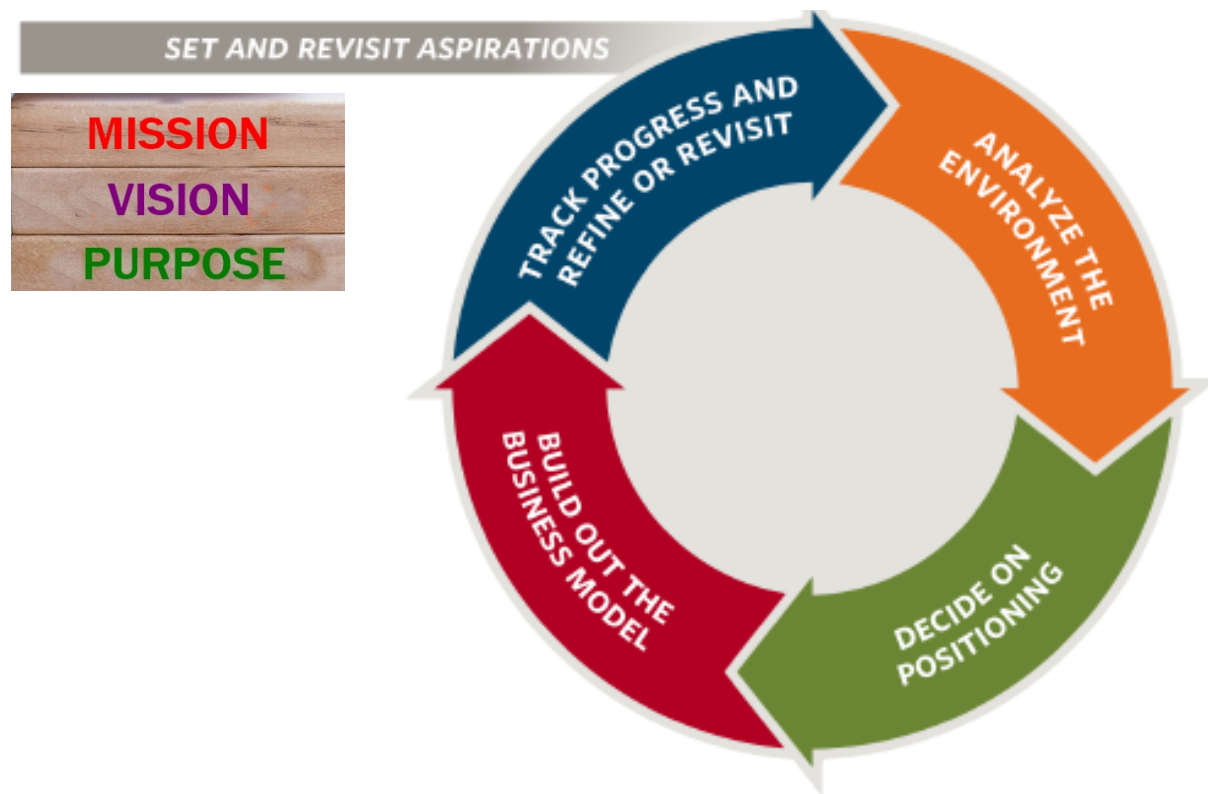
Community

<i>Contributions</i>	<i>Inducements</i>
Tax Breaks	Employment
Labor Market	


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Where impact originates – from circularity of impact



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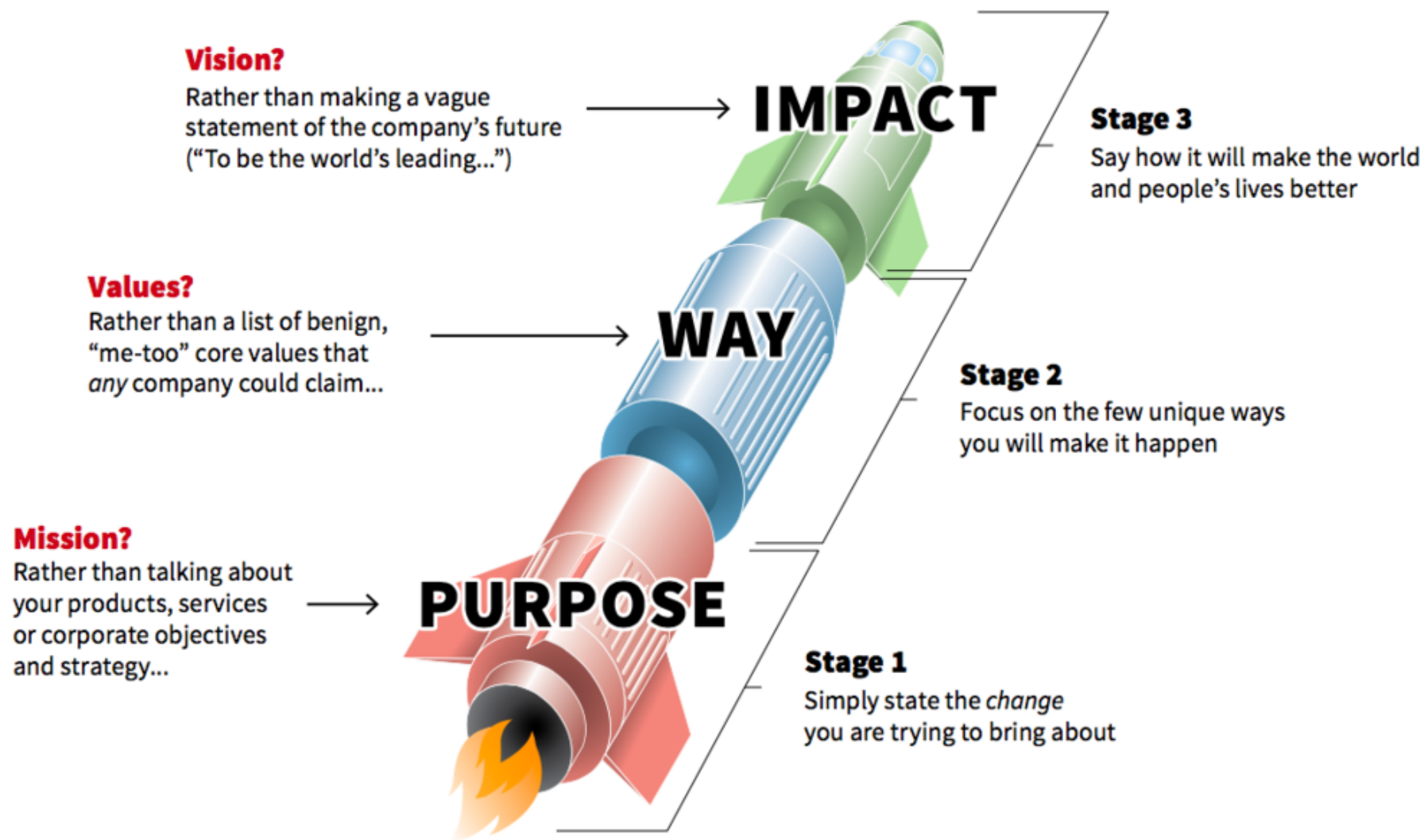
Ramon Casadesus-Masanell, Core Reading: Setting Aspirations — Mission, Vision, and Values, HBP No. 8114 (Boston: Harvard Business School Publishing, 2014). Copying or posting is an infringement of copyright. Call 1-800-545-7685 or go to custserv@hbsp.harvard.edu.

To skyrocketing impact



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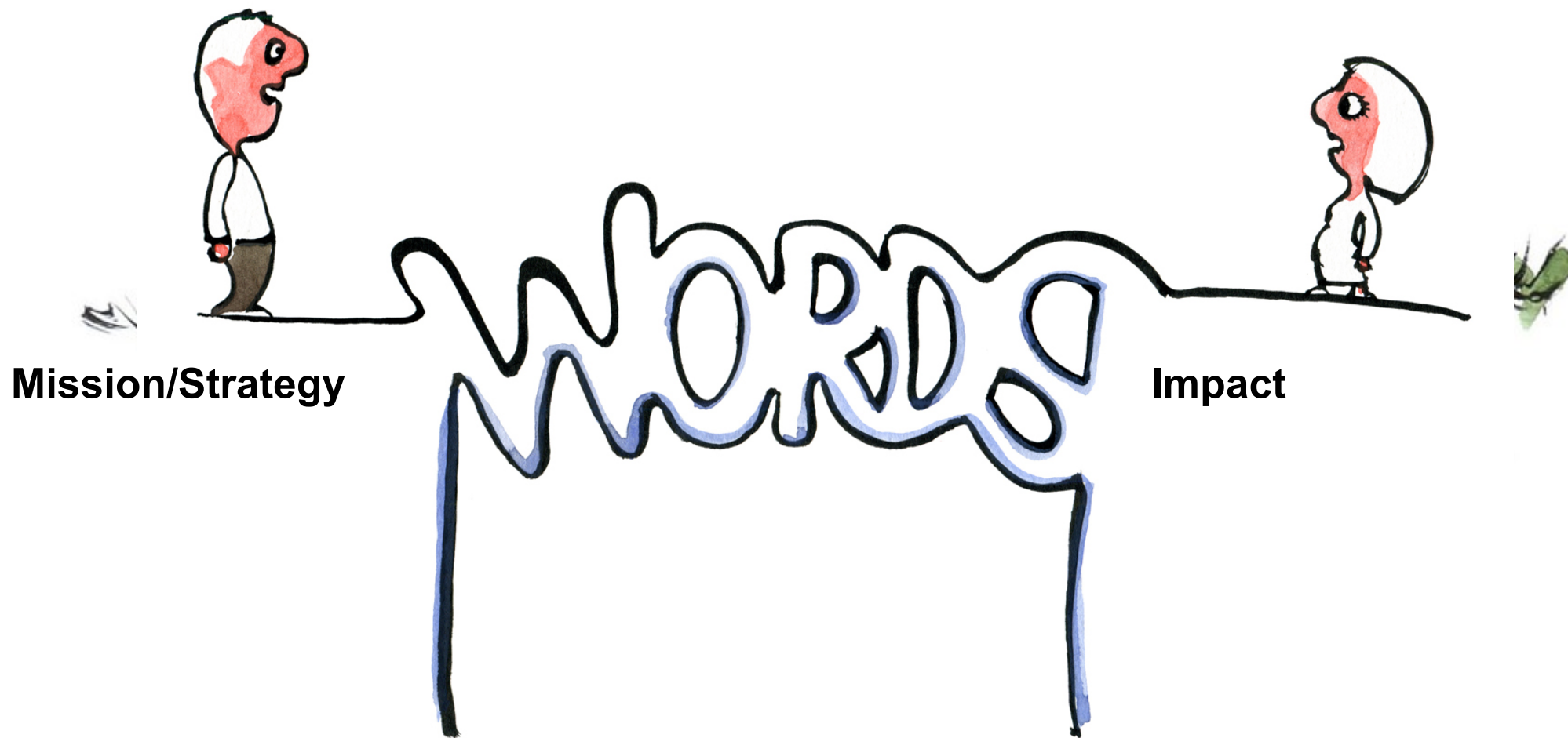


Communication as a bridge between mission/strategy and impact



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By Frits Ahlefeldt

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What does communication mean in RI's'

- Meaningful and shared language (scientific, managerial, political, economic,....)
- Sharing experience (involve and engage stakeholders on a continuous base on projects and activities)
- Communication builds perceptions (actual impact and perceived impacts should go hand in hand), therefore investing in communication is key

