Results of discussions in groups, Malmö April 2024

# Planning of a network meeting (presented by Arne)

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| **Advantages** | **Disadvatages** |
| Work approach:  Scheduling wisely: planning for many breaks makes it work. Schedule can be design for optimal interaction between stakeholders | Work approach:  Personal priorities can win over - scheduling for longer breaks can lead to that’s participants prioritize personal issues and even leave earlier |
| Stakeholders:  Pre mapping of stakeholders, getting to know their needs is crucial | Stakeholders:  Pre engaging with participants for recruitment is time consuming |
| Stakeholders:  Pre engaging participants- investment in contacting people in person leads to having motivated participants; important to get results (good soil makes a good growth). Personal contact in recruitment lead to higher participation rate. | Work approach:  Language barrier: How to make people come together when they are nervous to do this because of the language issue? |
| Work approach:  Design for networking broadly with others made getting new contacts efficiently. | Work approach:  Format resembling conference, a once off, not a network. |
| Work approach:  A social event as icebreaker to make people comfortable- helped to feel being a member in the group: | Learning:  Other ways of sharing knowledge not utilized |
| Work approach:  Fun during activities leads to good work; important to have less rigid forms |  |
| Work approach:  Lessons learned are applicable on any different types of meetings |  |
| Stakeholders:  International settings brings the glam aspect increases importance if someone travels to see you |  |
| Stakeholders:  Clear support of board /directors and internal commitment justified what was supposed to do |  |

# Running a structured network (presented by Ingela)

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| **Advantages** | **Disadvatages** |
| Work approach:  Clear goals, attractive offer and set expectations makes easy to work together | Financial issues:  May be too rigid if you need to combine different approaches |
| Stakeholders:  Build for limited number of participating companies | Financial issues:  Limited reach, Limited number of companies |
| Financial issues:  Tangible results work as a good motivator. In most cases results are translated to direct savings- what makes even better motivator | Financial issues:  Time and effort demanding for SMEs to participate |
| Financial issues:  Saving money for participants: good motivator | Financial issues:  Some may questioned why it should be financed by participating companies |
| Financial issues:  Participation fee- only something that costs you something you put worth on | Financial issues:  Fees: Can be though to find a critical mass |
| Financial issues:  Costs means commitment from both coordinator and participants | Financial issues:  External financing needed |
| Financial issues:  External financing make it possible to build and hold a structure over time | Financial issues:  Short term program, not a network  How to secure continuation when the program is over |
| Work approach:  Step approach: Use your and your colleagues network | Stakeholders: Hard to recruit companies that can make commitment |
| Work approach:  Comprehensive tool for self evaluation |  |
| Learning:  Visiting other companies of value. Learn from each other without fear of competition, mutual trust (hight ceilings, thick walls) |  |
| Stakeholders/Work approach:  Good to workshop with other companies |  |

# Running long term network (presented by Johannes)

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| **Advantages** | **Disadvatages** |
| Time perspective:  Long term effort on building a network | Work approach:  Perhaps unavailable yet to drive H2 demand by public investments |
| Stakeholders:  Important role played by authorities as orchestrating efforts | Work approach:  Not just one decision will be of importance: H2 vs diesel |
| Stakeholders:  Wide groups of stakeholders involved: good to cooperate with experts to ensure reliable outlook and data | Work approach:  Hard to work only for H2 in transoirtation in the same way- many questions are valid for municipalities: H2, biogas, BEV |
| Stakeholders:  Important to have big/important players: the ensure powerfulness of network | Work approach:  Patience is needed- it takes a long time to reach the goals, maybe the goals need to be changed over time |
| Stakeholders:  Good to gather the “coalition of the willing” | Work approach:  Integrated approach: energy, fuel |
| Work approach:  Both individual counselling and network meetings ensures willingness to participate | Time perspective:  Driving a network is a long term solution to changing goals/methods within a political agenda and it takes time to see effects |
| Work approach/Learning:  To make a picture of networking organisations as puzzle makes it easy to understand own importance, where your organisations fits and gives a common vision | Stakeholders:  Challenges with recruitment- you need the big players to create “importance” of the issue |
| Work approach:  Can be operative on any subject, not only biogas |  |
| Work approach:  Clear structure makes willingness to participate |  |
| Work approach:  Low risks for involvement: you gain a lot, invest little |  |

# Lobbying to change the political agenda (presented by Kees)

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| **Advantages** | **Disadvatages** |
| Work approach:  Making an appointment to person who was in charge: makes you focus your idea to key facts | Work approach:  You need to know the decision makers |
| Work approach:  You learn to be convincing | Work approach:  You need to know your enemies |
| Work approach:  One on one strengthen your position | Time perspective:  Political frame/goals- hard to change political goals |
| Work approach:  Show the advantages; do not be against: show the solutions | Work approach:  It is not building on personal relations |
| Stakeholders:  Bringing a professional lobbyist on board: keeps the focus, makes access easier to relevant persons | Work approach:  Difficult to keep attention of decision makers over long term |
| Work approach:  Professional approach. Think big | Work approach:  Staff rotation makes is vulnerable |
| Work approach:  Tiny house as an artefact for communication | Work approach:  Changing political context makes it vulnerable |
| Stakeholders:  Continuity of staff and people involved | Work approach:  A lot of effort for a result: you get all or nothing |
| Work approach:  Commitment- stick to the plan | Time perspective:  Takes time, you need to be patient |
| Stakeholders:  Ensure commitment of your own organisation | Stakeholders:  You need to be standing for yourself and you can’t do it alone |
| Work approach:  Fun while working means people want to belong to | Work approach:  It can be difficult to find a right person/right company to help you |
| Work approach:  Great with structure for work and division into steps/parts | Stakeholders:  Few stakeholders, few resources |
| Learning:  You build up competence of the subject | Work approach:  You make yourselves enemies |
| Learning:  Your organisation gets knowledge |  |
| Work approach:  Idea/method could work anywhere |  |
| Stakeholders:  Commitment within your organisation and other companies |  |
| Learning:  Trained to be a lobbyist at your job, learn to make a difference  Learning:  You become professional and secure |  |
| Learning:  You become professional and secure |  |
| Work approach:  You become professional and secure  Nice to have a checklist |  |