

# EURINFLUENCE

## Business Game



A game for the integration of the stakeholders and of their influences in  
Economical, scientific and technological questions

by JC & B Frezal



Concept methods and tools sourced in "Influence & Systems"

Frezal B, J-C, Leininger-Frezal C, Mathia T.G and Mory B, adapted into English by Wendy Leslie.

### TARGET:

**Learning time for  
trainee**  
4 hours (3,5 h)

**Spatial Mode**  
**Presential**

**Temporal  
Modality**  
**synchronous**

**Collaborative Mode**  
**In a team**

**Type of Activity**  
**Cooperation**

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### 1 Pre-requisite

Industrial experience and/or interest in industry as a career, as well as international exposure are highly desirable

### 2 Objectives

The aim of this game is to broaden the vision of the players on the environmental dimensions that consider stakeholders. The goal is to provide the basis of a methodological framework for analysis to create optimal conditions for making strategic decisions.

### 3 Activity

**Trainee Activity**

by JC & B Frezal



## Instruction(s)

In teams of 4 to 6, representing the Eurinfluence consultancy, learners have to study and map the relational situation around the issue addressed by the business case and carry out the following tasks:

- Link the actors (card description) to build a cartography of the relations between them.
- Audit: analysis and diagnosis of existing and prospective situation and context, assessing issues
- Monitoring: Collection and processing of information to help make decisions
- Strategic development and formalization of tools: modeling the positions of opinion leaders, identification of the relevant actors
- Implementation favoring relations and contacts: a dialogue (formal or informal) with decision-making centers in the interests of service. (elected officials, administrations, businesses, unions, professional associations, scientists, academics etc.).

## Teaching materials

The text of the case study (2 pages), one per trainee

The PPT presentation EURINFLUENCE Guideline 2017

The set of 60 cards, one set per team



Actors and organizations related to EFSA  
44 including 8 empty cards to supplement if necessary



Theory and concepts  
12 cards



4 information cards

Per team the following materials are needed:

- a table large enough to allow the team to work all together
- a flipchart or whiteboard by team
- depending on the media, cello tape or Pins
- “post it”
- white paper A3
- whiteboard pen
- scissors
- If necessary a ball of wool (for the mapping)

## Complement(s)

The room must be large enough to allow the trainers to go from one group to another during the case study and to allow the whole bunch of students to gather around successively each team to hear the expose of each team.

## Trainer activity

## Instruction(s)

The animation of this case study requires the presence of at least one teacher in management and an industrial

manager. The teacher in management will see to it that the theory and concepts are understood, and the industrial manager will at the end of the game will come back to his own experience relative to business influence and answer to all the question on an extended scale. Of course, both will help the trainees during the

On a 4 hours' basis:

**Step 1: 15 minutes Key questioning of the case:** each one gathers around his team' table, reads the text of the game, then the team discusses to understand the expectations of the game and formulate ONE key question on the case

**Focus on Cards: Eurinfluence Card N°15 and Information Cards N° 57-58-59-60**

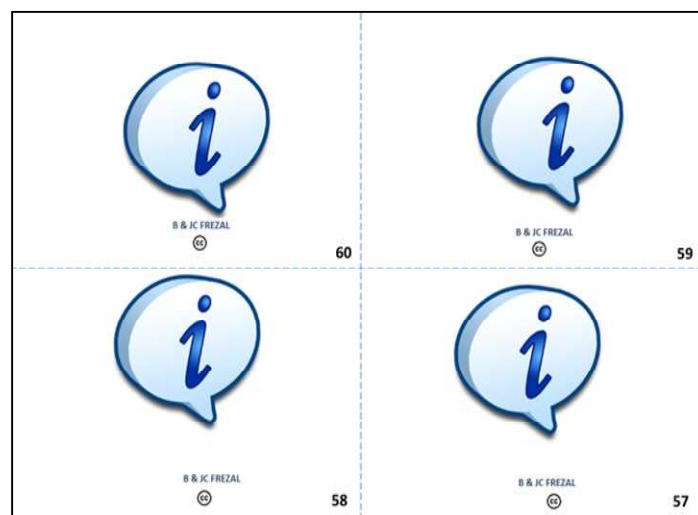
## EURINFLUENCE

Our goal: advise you, accompany you to reveal and develop your influence among your stakeholders

We are a consulting firm in influence strategy.

Our activities :

- **Audit:** analysis and diagnosis of existing and prospective situation and context, assessing issues,
- **Monitoring:** Collection and processing of information to help make decisions
- **Strategic development and formalization of tools:** modeling the positions of opinion leaders, mapping of the relevant actors
- **Implementation favoring relations and contacts:** a dialogue (formal or informal) with decision-making centers in the interests of service. (elected officials, administrations, businesses, unions, professional associations, scientists, academics etc.).



### Energizing drink

An energy drink is a type of beverage containing stimulant drugs, chiefly caffeine, which is marketed as providing mental and physical stimulation. After problems on the French market Red Bull did not get market approval in France at once. This market approval was challenged in the European Court of Justice in 2004, and consequently lifted. Norway did not allow Red Bull for a time, although this restriction has recently been relaxed. Today, Red Bull is legal but the new version in Norway France and UK has reduced B-vitamin and includes a warning against its consumption by children and pregnant women

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### HORIZON 2020 Framework for SME's



Medium-sized Enterprises that are EU-based or established in a country associated to Horizon 2020 can now get EU funding and support for innovation projects .

- Business innovation grants for feasibility assessment purposes
- Business innovation grants for innovation development & demonstration purposes
- Free-of-charge business coaching
- Access to a wide range of innovation support services and facilitated access to risk finance

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### FRANCE



**CIFRE** : Boost your performance by recruiting a PhD student

The CIFRE process has been initiated by the French Ministry of Higher Education and Research and run by the ANRT (National Agency for Technological Research). The CIFRE programme is a partnership between a French company, a laboratory and a graduate.

For over 30 years, the device CIFRE - Industrial Agreements for Training through research - subsidizes any company under French law that hires a doctoral student to place at the heart of a research collaboration with a public laboratory. The work will result in the defense of a thesis in three years.

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### Food Drink Europe professional union of beverages manufacturer



The Board of Directors is composed of 17 Directors, all of whom are CEOs of food and drink companies, including four from SMEs. It defines FoodDrinkEurope's vision, policies and priorities. FoodDrinkEurope coordinates the work of more than 700 experts through its Committees and Expert Groups around four themes: food and consumer policy (food safety and science, nutrition and health), environmental sustainability and competitiveness.

Through these Committees and Expert Groups, Europe's food and drink manufacturers contribute to FoodDrinkEurope positions on key issues <http://www.fooddrink-europe.eu/about-us/index/>

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## Step 2: 20 minutes Discovery of 4 stakeholder theory concepts

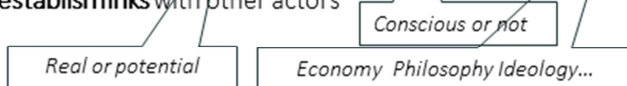
Focus on Concept Cards N° 45-46-47-48-

Actor – Stake – Bet (Wager)- Object



### Stakeholder Theory and concepts ACTOR

An actor is **an individual** or **a group** within an organization and to a given situation of uncertainty, has a position to defend a role, the **need to mobilize external energies** or to **establish links** with other actors



Crozier M & Friedberg E- *Actors and Systems* (Chicago: University of Chicago Press, 1980).

### Stakeholder Theory and concepts OBJECT

The object of the stake is **a situation, a fact, an activity** that may **interact** with an individual, community, group or organization **directly or indirectly**

*A formulation without links with actor & bet.*

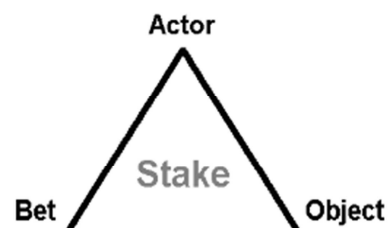
### Stakeholder Theory and concepts BET (Wager)

The bet (amount wagered) is a part or characteristic of the resources of the actor engaged in a subsystem and is exposed to the vagaries of the subsystem.

That's what the actor can hope or fear to win or lose because of commitment or not of its resources in a situation.

*The bet more or less clear and conscious explain in part the behavior of individuals*

### Stakeholder Theory and concepts STAKE



The notion of "stakeholder" lies in a trilogy of interrelations between an object, an actor and a bet which together formulate a stake and constitute a system.

by JC & B Frezal



by JC & B Frezal





2.1 The trainers allow some minutes to the teams to discover the 4 cards

2.2 Each team proposes ITS OWN definitions applied to the case of Actor, Object and Bet

2.3: The trainers share the case formulation of the “trainers guideline” and ask to the team to formulate THEIR OWN DEFINITION of the STAKE for the syrup company

### Stakeholder Theory and concepts ACTOR

An actor is **an individual** or **a group** within an organization and to a given situation of uncertainty, has a position to defend a role, the **need to mobilize external energies** or to **establish links** with other actors

In this case Syrup company is the actor that your company Eurinfluence (a consulting agency) is advising.

### Stakeholder Theory and concepts OBJECT

The object of the stake is **a situation, a fact, an activity** that may **interact** with an individual, community, group or organization **directly or indirectly**

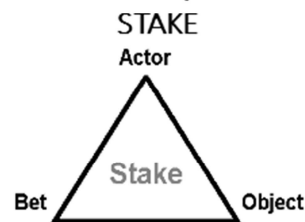
The object is to identify actors, organizations, bodies, methods...who (which) are a potential support for a risk free product design by the Syrup company.

### Stakeholder Theory and concepts BET (Wager)

The **bet** (amount wagered) is what the actor can hope or fear to win or lose because of commitment or not of its resources in a situation.

In this case the Syrup company needs to insure that all the investment made for the development of the new product won't be lost by a veto from European safety authorities

### Stakeholder Theory and concepts



The stake of the Syrup company is to reduce the risk of loss all the futures investments by the set-up of a plan to managed the relation with European safety authorities

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2.4 The trainers share the case formulation of the “trainers guideline” of the STAKE for the syrup company and make sure that everyone has understood these first definition and the goal of the game.

### Step 3: 40 minutes Mapping of the actors

3.1 The trainers allow some minutes to the teams to discover the 4 cards then Q&A

#### Focus on Concept Cards N° 49-50-51-52

#### Proximity, Power, Ground, Cartography



#### Stakeholder Theory and concepts PROXIMITY

The Proximity is the distance between the actors. Sociology recognizes four types of proximity:

- **Cognitive**- sharing a vision of the situation
- **Organizational**- affiliation with a community
- **Spatial**- geographical distance
- **Temporal**-sharing a common era

#### Stakeholder Theory and concepts POWER

Power is the faculty or ability to have, to do or to receive. It can be assessed through the nature of its resources and through consequences:

- **The field**: the area in which control is exercised,
- **The subjects**: the elements upon which power is exercised **Means**: power is expressed through actions or information.
- The **impact** is the consequence of exercising power on the "subjects".

#### Stakeholder Theory and concepts GROUND

They are real or virtual fields in which the actors position their stakes, their forces in order to modify their resources.

#### Stakeholder Theory and concepts Cartography rules \*

Link	—	a link between ...X...and...Y.....
Action	↔	X in interaction with Y X is acting on Y....
Control	→	X is controlled at least partially by Y
Membership	→	is the property of at least partially...

\* Influence & Systems - Frezal B and J-C, Leininger-Frezal C, Mathia T.G and Mary B.- A Provisional Introduction to the Theory of Influence and Manipulation - Ed L'interdisciplinaire Sep 2011 211 p

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### 3.2 The trainers share the case formulation of the “trainers guideline” of the concepts of Proximity, Power and Ground

#### Stakeholder Theory and concepts PROXIMITY

The Proximity is the distance between the actors.  
Sociology recognizes four types of proximity:

- **Cognitive** - sharing a vision of the situation
- **Organizational** - affiliation with a community
- **Spatial** - geographical distance
- **Temporal** - sharing a common era

In this case Syrup company the proximity is organizational (same company, same working group, same body) and cognitive (same topics of expertise)

#### Stakeholder Theory and concepts POWER

Power is the faculty or ability to have, to do or to receive. It can be assessed through the nature of its resources and through consequences:

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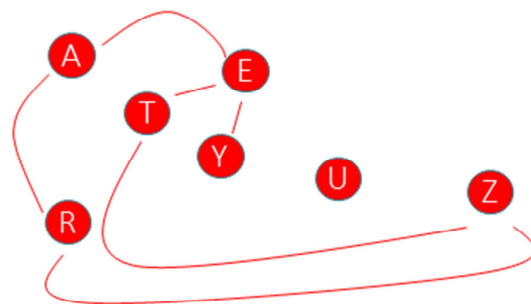
In this case the power is collective and owned by European working groups.

#### Stakeholder Theory and concepts GROUND

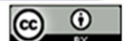
They are real or virtual fields in which the actors position their stakes, their forces in order to modify their resources.

In this case Syrup company the grounds are the working groups where are the decision makers.

#### Stakeholder Theory and concepts *Cartography method*



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### 3.3 Design of the stakeholders mapping or cartography

#### Focus on Concept Cards N° 1 to 36

#### Actors, groups, companies ... Organizations



#### National Food Institute



L'Institut national de l'alimentation met l'accent sur la santé publique en relation avec la nutrition humaine, la sécurité alimentaire, la technologie alimentaire, l'environnement et la santé. Les activités comprennent les aspects des produits alimentaires tout au long de la chaîne alimentaire, de la production agricole primaire et de la transformation industrielle à la préparation dans la maison du consommateur et l'évaluation de l'impact sur la santé humaine. Les principales disciplines sont la nutrition, la chimie, la microbiologie, la technologie, la toxicologie et l'épidémiologie. Nos activités comprennent la recherche, des évaluations scientifiques des risques et des services de conseil aux autorités danoises et internationales et à l'industrie. Nous surveillons les habitudes de consommation alimentaire et la situation nationale en matière de sécurité sanitaire des aliments et fournissons des services de diagnostic et d'analyse basés principalement sur des méthodes d'analyse accréditées et normalisées. Nous faisons partie du plan national d'urgence en matière de sécurité sanitaire des aliments et sommes le laboratoire national de référence pour la salubrité des aliments chimiques et microbiens.

<http://www.food.dtu.dk/english>

by JC & B Frezal

#### TNO



Appliquer les connaissances scientifiques dans le but de renforcer le pouvoir d'innovation de l'industrie et du gouvernement. TNO est un organisme de recherche indépendant dont l'expertise et la recherche apportent une contribution importante à la compétitivité des entreprises et des organisations, à l'économie et à la qualité de la société, un ensemble. La position unique de TNO est attribuable à sa polyvalence et sa capacité à intégrer ces connaissances.

[https://en.wikipedia.org/wiki/Netherlands\\_Organisation\\_for\\_Applied\\_Scientific\\_Research](https://en.wikipedia.org/wiki/Netherlands_Organisation_for_Applied_Scientific_Research)

by JC & B Frezal

#### INRA



L'Institut national de la recherche agronomique est un institut de recherche public français dédié à la science agricole. Il a été fondé en 1946 et est un établissement public de recherche scientifique et technique sous l'autorité conjointe des ministères de la recherche et de l'agriculture.

L'INRA mène des projets de recherche ciblée pour une agriculture durable, un environnement préservé et une alimentation saine et de qualité. Basé sur le nombre de publications dans les sciences agricoles / les cultures et les sciences animales, l'INRA est le premier institut pour la recherche agricole en Europe, et le deuxième dans le monde. Il appartient au top 1% des instituts de recherche les plus cités

<http://www.inra.fr/en/Scientists-Students>

by JC & B Frezal

#### Institute for Risk Assessment



"« Identifier les risques - Protéger la santé » - tel est le principe directeur du travail de l'Institut fédéral d'évaluation des risques (BfR) dans le domaine de la protection de la santé des consommateurs.

L'Institut a été créé en novembre 2002 pour renforcer la protection de la santé des consommateurs. C'est l'organisme scientifique de la République fédérale d'Allemagne qui est chargé de préparer les rapports d'experts et les avis sur la sécurité des denrées alimentaires et des aliments pour animaux, ainsi que sur la sécurité des substances et des produits. Dans ce contexte, l'Institut joue un rôle important dans l'amélioration de la protection des consommateurs et de la sécurité alimentaire.

BfR relève du Ministère fédéral de l'alimentation, de l'agriculture et de la protection des consommateurs (BMELV). Elle jouit d'une indépendance en ce qui concerne ses évaluations scientifiques et ses recherches..

[http://www.bfr.bund.de/en/the\\_federal\\_institute\\_for\\_risk\\_assessment\\_bfr\\_572.html](http://www.bfr.bund.de/en/the_federal_institute_for_risk_assessment_bfr_572.html)

by JC & B Frezal



**Alojz STAAN**

- 0 : Expert en Biotechnology  
Pharmacology
- 1 : Employé par University of Belgrade
- 2 : Consultant pour Ministry of Science
- 3 : Membre de JECFA (Joint FAO/WHO expert committee on Food Additives)  
EFSA Panel Working Group A



**Bob TOBUL**

- 1 : Employé par Katholieke Universiteit Leuven
- 2 : Consultant pour Carrefour, SGS Group
- 3 : Membre de Enzymes working group  
Federation of Food Industries  
Institute of Food Technologists  
National Nutrition and Health  
EFSA Panel Working Group B



**Blagoya VERNA**

- 0 : Expert en Food  
Toxicology
- 1 : Employé par Ministry of Agriculture & Ministry of Health of Bulgaria
- 3 : Membre de National Centre of Public Health Protection  
EFSA Panel Working Group B



**Gerrit WOUUD**

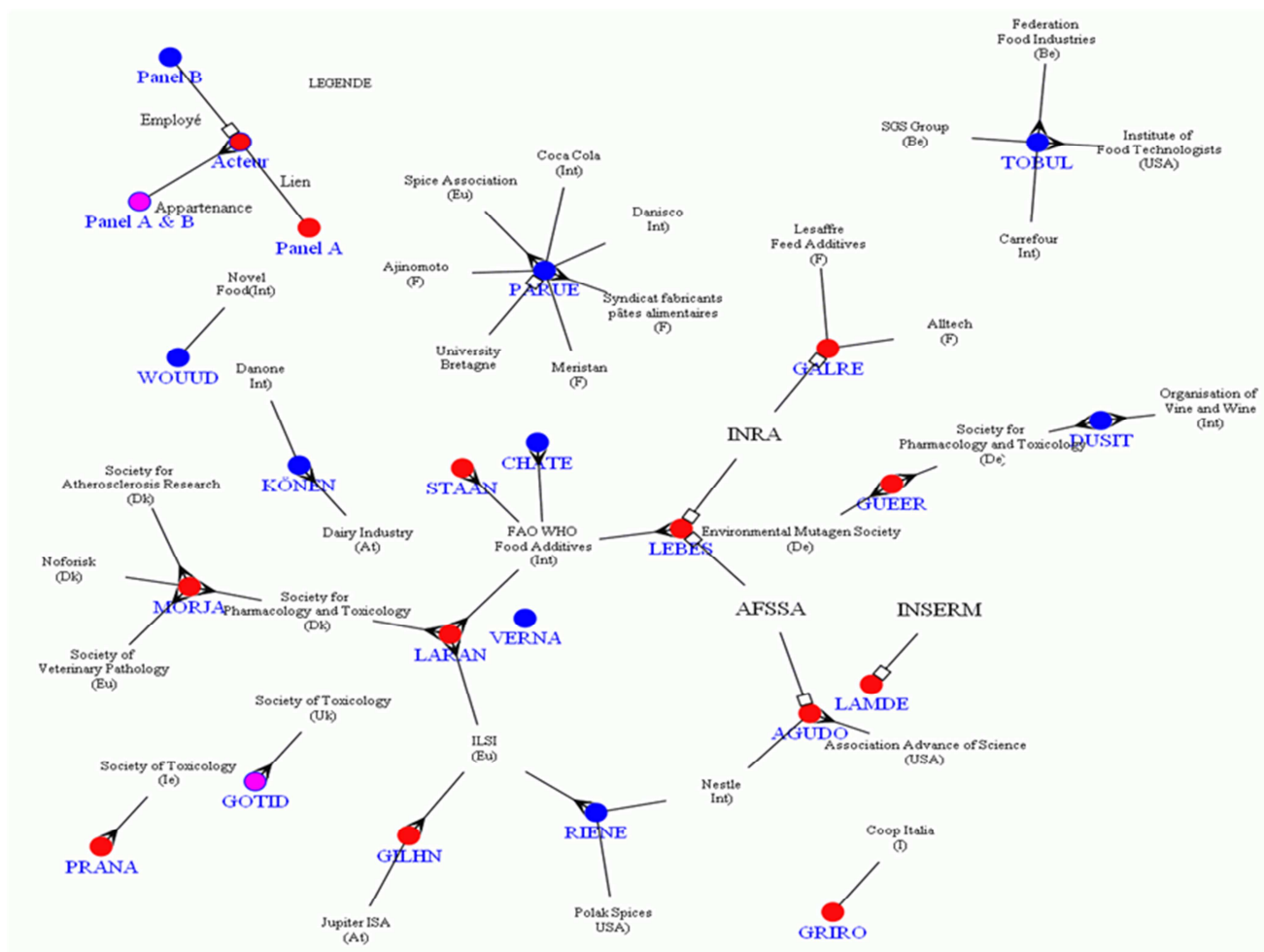
- 0 : Expert en Pharmacology  
Toxicology
- 1 : Employé par TNO
- 2 : Consultant pour Novel Food
- 3 : Membre de Health Council  
Wageningen University  
EFSA Panel Working Group B



The trainers remind that the team must design a cartography (mapping) of the interrelations between the actors and not fill boxes or create piles. At first the team draws the links without any methods other than a basic line between actors, this with a pencil or a ball of wool and a cello tape. After the drawing of a first map done without a priori, then the team undertakes a new drawing to understand the relational functioning with critical thinking and analytical vision

### 3.4 sharing one cartography

The trainers show on the “trainers guideline” one cartography applied to the case as an example of how the students could have done, but each team uses its own cartography for the rest of the case



by JC & B Frezal



Pause: 15 minutes

by JC & B Frezal



## Step 4: 20 minutes Stakeholders strategy

### Focus on Concept Cards N° 53-54-55-56

#### Actor potential roles – Commitment- Legitimacy and Power consequences



#### Stakeholder Théorie et concepts Rôles possibles des acteurs

Le **joueur** est concerné par la mise.  
Le **spectateur** est concerné par la partie.  
L'**arbitre** est concerné par le respect de la règle  
L'**indifférent** est non impliqué dans le jeu, mais pourrait le devenir.

by JC & B Frezal

#### Stakeholder Théorie et concepts Conséquences du pouvoir

Nature Impact	Connaissance	Possession
Cree ou Détroit	Pouvoir de nuisance	Pouvoir de vie ou mort
Modification	Pouvoir d'influence	Pouvoir de Modification

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#### Stakeholder Théorie et concepts LEGITIMITEE

L'évaluation de la légitimité consiste à définir les liens éléments / acteurs reconnus légitimité et à analyser la raison de cette reconnaissance:

La légitimité **institutionnelle** (loi, réglementation)  
La légitimité de l'**usage** (une habitude ...).  
La légitimité **déléguée** (partis politiques ..etc  
La légitimité **bâtie** (pour changer la loi ... etc.).

by JC & B Frezal

#### Stakeholder Théorie et concepts ENGAGEMENT

**Seuls les actes nous engagent.** Nous ne sommes donc pas engagés par nos idées ou nos sentiments, mais par nos actes. L'engagement est le lien entre un individu et ses actions. C'est un phénomène **d'adhésion durable à l'action de la personne agissante**. Nous ne sommes engagés que par des actes et des décisions que nous avons pris avec un sentiment de liberté, la seule condition qui peut créer les effets de l'engagement.

by JC & B Frezal

4.1 The trainers allow some minutes to the teams to discover the 4 cards then Q&A. They ask the team how they perceive and understand this increase in complexity

4.2 The trainers show on of the “trainers guideline” these 4 concepts applied to the case

### Stakeholder Theory and concepts

#### Actors potential roles

- The **player** is interested in the bet.
- The **spectator** is interested in the game.
- The **arbitrator** is interested in respect for the rules.
- The **indifferent individual** is not involved in the game, but could become involved at a later time.

**In this case Syrup company you are requested to respect the role and the ethics of the actors (no political or governmental interference, no bribe, respect of fiscal and legal rules)**

### Stakeholder Theory and concepts

#### Power consequences

Nature Impact	Knowing	Owing
Create or Kill	Power of nuisance	Power of life or death
Modification	Influence	Modification

### Stakeholder Theory and concepts

#### LEGITIMACY

Assessing legitimacy consists of defining the elements/actors connections in the recognition of legitimacy, and analyzing the reason for such recognition:

- The **institutional legitimacy** (law, regulating)
- The **legitimacy of use** (a habit ...).
- The **delegated legitimacy** (political parties ..etc)
- The **built legitimacy** (to change the law .. etc.).

**You are requested to only ask for a legitimate support from the expert you will try to commit for supporting your innovation in the European decision process**

### Stakeholder Theory and concepts

#### COMMITMENT

**Only acts commit us.** We therefore are not incurred by our ideas or our feelings, but by our acts. The **commitment** is the link between an individual and his actions. It is a phenomenon of adherence of the action to the acting person. We only are engaged by acts and decisions we have taken **with a feeling of freedom**, the only condition which can create the effects of commitment.

**You are requested to fix the targeted actors and precise what kind of action you advise to the Syrup Company to have the support of these actors or even more to get their collaboration in a working group.**

by JC & B Frezal





### **Step 5 Each team prepares the deliverable 45 minutes**

Their relational influence strategy by proposing and justifying approach of the environment (or milieu), choose targeted actors and develop possible actions,

The teams are requested to fix their targeted actors and precise what kind of action they advise to the Sirup Company to put in place to have the support of these actors or even more to get their collaboration in a working group.

The teacher and the industrial managers go from one table to another, advising the teams

### **Step 7 Presentation of each team's recommendation 20**

The teacher and the industrial managers and the whole group of students go from one table to another and listen to the propositions looking at the mapping on the wall. Questions from all and remarks from the teacher and the industrial manager.

### **Step 8: Wrap up 30 minutes**

From the students: what have I learnt from this game, what could I apply to my Thesis?

From the industrial manager: This situation exists in real life, these tools are useful, and he takes an example from his professional experience