

EE ENTRANCE

Stakeholder Analysis

D8.8



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Project Data	
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Executive Summary

This deliverable presents the stakeholder mapping and engagement strategy for the ENTRANCE project, laying the groundwork for inclusive and targeted outreach throughout its implementation. The document outlines the methodology used to identify relevant stakeholder groups, assess outreach potential across countries, and match stakeholder profiles with ENTRANCE's innovative solutions.

The engagement strategy builds on insights from partner input and survey data, integrating communication, dissemination, and co-creation efforts. Special focus is placed on events-based dissemination, including EU-wide demonstrations, national training workshops, stakeholder meetings in pilot countries, and participation in major conferences.



1 Introduction

This deliverable outlines two key activities that contribute to the successful implementation of the ENTRANCE project:

1. **Stakeholder mapping:** Identifying the right stakeholder groups is fundamental to the feedback processes driving the development and testing of the ENTRANCE solutions. This mapping informs the implementation activities across the project, particularly within the pilots but also with most WPs, and contributes to the outreach and exploitation efforts of WP7. An initial stakeholder analysis was performed during the proposal phase and has since been further refined through inputs from all consortium partners through a survey.
2. **Stakeholder analysis and engagement plan:** Once the relevant target groups are identified, it is necessary to define how they will be meaningfully engaged throughout the project. A separate plan covering communication and exploitation-related engagement is detailed in Deliverable D8.1

The objective of this document is to clearly define **who** the key stakeholders are, **why** their involvement is important, and **how** they will be engaged to support the project's goals. Early and continuous engagement is particularly critical to ensure the ENTRANCE solutions are fit for purpose, context-aware, and aligned with the needs of real-world users.

A robust engagement process starts with identifying the most relevant actors for each pilot and innovation area, determining the appropriate forms and timing of involvement, and developing a targeted plan to facilitate their contribution at different project stages.

The deliverable is structured as follows. Chapter 1 outlines the methodology. Chapter 2 presents the stakeholder mapping. The following chapters analyse the outcomes of the partner survey. Subsequent sections describe the engagement plan and related activities. Finally, the deliverable concludes with a summary of findings and an overview of potential risks and barriers

2 Methodology

To support the development of this deliverable and gain a comprehensive understanding of the stakeholder landscape, REHVA launched a survey in Month 6 to gather information from consortium partners regarding their stakeholder outreach and related activities. The survey results, which are annexed to this deliverable, provided essential insights into the breadth and depth of stakeholder engagement across the project.

The stakeholder analysis presented in this document follows a structured approach based on the following steps:



1. Identification of Relevant Stakeholders

Identifying stakeholders is a critical first step, as they are the key actors who can influence and benefit from the project. An initial stakeholder mapping was conducted during the Grant Agreement phase and serves as the foundation for this more detailed analysis.

2. Categorisation of Stakeholders

Stakeholders were grouped into categories to better understand their specific interests, needs, and potential roles in the project. This classification enables a more strategic and targeted engagement approach, ensuring that communications and actions are tailored to each stakeholder type.

3. Analysis of Stakeholder Interests and Influence

Understanding what motivates each stakeholder group—and the extent of their influence on the project—helps shape communication and engagement strategies. This step involved outlining target audiences, identifying the benefits of the project for each group, and defining key messages. The survey conducted by REHVA further informed this analysis by assessing the interest and influence levels of stakeholders across the consortium.

4. Assessment of Consortium Outreach

It was important to evaluate the consortium's existing outreach capacities to different stakeholder groups and across various countries. This helped identify strengths, gaps, and areas requiring more targeted communication efforts. The survey responses provided a clearer picture of where stakeholder engagement is the strongest and where further efforts are needed.

5. Refinement of the Engagement Plan

The insights gained from the analysis enabled the development of a refined stakeholder engagement plan, aligned with the interests, needs, and influence of the identified groups. This ensures that engagement activities are both relevant and effective.

6. Monitoring and Adaptation

Stakeholder engagement is a dynamic process. Ongoing monitoring and iterative updates to the engagement strategy are essential to address evolving stakeholder needs, preferences, and project developments. This ensures sustained interest and commitment throughout the project's lifecycle.

3 Stakeholder Mapping

3.1 Preliminary Stakeholder Mapping

To design a survey aimed at identifying relevant stakeholders, information was drawn from the ENTRANCE Grant Agreement to guide the formulation of questions for project partners. The stakeholder mapping builds on the preliminary identification of target audiences provided in the



Grant Agreement (see table below). This initial mapping outlines key actors along the smart grid-ready building value chain and forms the basis for the engagement strategy presented in this document. It includes solution providers, building and asset owners, end-users, grid operators, policymakers, service providers, and the scientific community as given in Table 1. These groups were selected based on their importance to achieving the project's core objectives, particularly in relation to market uptake, policy alignment, and the effective dissemination and exploitation of results.

Table 1. Target audience in the GA

Audience	Subtype	Why this audience?	Key Messages
Solution providers	Smart product suppliers (BACS, EMS, etc.), technical system suppliers	Facilitate market uptake of ENTRANCE solutions	<ul style="list-style-type: none"> - Innovative, cost-effective solutions - Growing demand for smart grid-ready systems - Commercial and technical material to support market adoption
Building/asset owners	Residential owners, public sector, private companies (offices, industry)	Main adopters of ENTRANCE solutions	<ul style="list-style-type: none"> - Increased resilience and asset value - Lower operational costs and higher comfort - Revenue potential from grid interaction
End-users	Owners, tenants, facility managers, aggregators	Direct beneficiaries of enhanced performance and IEQ	<ul style="list-style-type: none"> - Better energy performance and IEQ - Empowerment and behavioural awareness
Grid operators	TSO, DSO, market operators	Improve grid robustness and integration with buildings	<ul style="list-style-type: none"> - Building-to-grid integration - Flexibility services and energy balancing - Standardised operational solutions



Policymakers	EPBD/RED/EMD implementers and regulators	Responsible for achieving decarbonisation targets	<ul style="list-style-type: none"> - Feedback on policy effectiveness - Recommendations for smart electrification and integrated solutions
Other service providers	Facility managers, ESCOs, energy consultants, certification bodies	Adapt business strategies and support solution deployment	<ul style="list-style-type: none"> - Use of ENTRANCE tools and methods - Inputs for Smart Readiness Indicator updates and services
Scientific community	Academia, other EU-funded projects	Extend research and maximise impact through spillover effects	<ul style="list-style-type: none"> - Knowledge exchange - Input for further research and replication

In addition, a second table from the Grant Agreement outlines three overarching categories of stakeholders: solution providers, solution end-users, and the scientific and policy community as shown in Table 2. For each group, specific expected outcomes and broader impacts were identified. Solution providers—such as SMEs and grid operators—are expected to support the integration of buildings into the energy grid and foster the market uptake of smart-ready, innovative technologies. End-users, including building owners and private occupants, are anticipated to benefit from enhanced resilience, reduced energy costs, and improved indoor environmental quality. Meanwhile, policymakers and scientific actors will be able to leverage the project’s evidence base and methodologies to inform regulatory improvements and drive further innovation.

Table 2. Stakeholder Impact in the GA

Stakeholder Group	Target Groups	Expected Outcomes (EO)	Expected Impacts (I)
Solution Providers	TG1. SMEs (solution providers) TG2. Grid operators TG3. Building owners	EO1. Improved building-grid integration EO2. Increased RES and storage in buildings EO3. Deployment in six pilot countries	I1. Job creation and technological change I2. Strengthened human capital in smart energy R&I I3. Reference method for energy-smart renovations



End-Users	TG2.1 Building owners TG2.2 General public TG2.5 Private building owners	EO4. Solution maintained via spin-off/partner EO5. Replicability across regions EO6. Commercialisation agreements EO7. Energy consulting services	I5. Faster decarbonisation of buildings I6. Sustainable, circular building practices I7. Economic activity boost I8. Mainstreaming of Smart Readiness Indicators
Scientific Community	TG3.1 Academia TG3.2 Research and Technology Centres	EO7. Enhanced Total Concept framework EO8. Dissemination of key results	I8. Stronger collaboration (e.g. BRIDGE) I14. Increased visibility and societal value of EU innovation
Policy-Makers & Public Authorities	TG4. Governments, regulators, EPBD/RED bodies	EO9. Guidelines for policy adoption EO10. Broader policy application	I9. Societal and health impact I10. Better living conditions and reduced energy poverty
Other Service Providers	Utilities (DSOs, ESCOs), energy consultants, certification bodies	EO11. Dissemination of building performance data EO12. Peer-reviewed publications EO13. Contribution to further EU projects	I11. Improved decision-making via updated data I12. Energy dependency reduction I13. Long-term behaviour change

3.2 Stakeholder Identification

Building on the preliminary mapping provided in the ENTRANCE Grant Agreement and further refined through internal consultation and survey development, the following stakeholder categories have been identified as relevant to the project’s co-creation, validation, and dissemination activities. These actors span the entire smart grid-ready building value chain and represent the groups most likely to influence, implement, or benefit from the ENTRANCE solutions.



1. SMEs and Solution Providers

These stakeholders are central to the development, delivery, and commercialisation of ENTRANCE innovations. Their role is critical for enabling integration of smart technologies and for driving market uptake. The following SMEs and solution providers are identified:

- Energy service companies (ESCOs),
- Digital solution developers (e.g. AI, BIM, IoT),
- Building automation and control system providers,
- HVAC manufacturers,
- Data analytics companies and start-ups,
- Renewable energy technology providers,
- Smart metering and monitoring companies,
- Retrofit solution providers.

2. End-Users and Building Owners

End-users include both individuals and organisations that manage or occupy buildings targeted by the ENTRANCE pilots. Their engagement is essential for ensuring the solutions are user-centred, acceptable, and scalable. The following stakeholders in this group are identified:

- Facility managers,
- Real estate owners and developers,
- Housing associations and cooperatives,
- Social housing providers,
- Public building owners (e.g. municipalities, schools, hospitals),
- Private commercial building owners/operators.

3. Building Users

These are the individuals who live, work, study, or spend time in the buildings where the ENTRANCE solutions are or could be implemented. Their needs and behaviours are central to achieving comfort, energy efficiency, and broader societal impacts. These building users can be as the following:

- Office workers,
- Tenants and residents,
- Students and educators,
- Hospital staff and patients,
- Museum and public building visitors,
- Building maintenance personnel.



4. Scientific and Research Community

This group contributes to the project's evidence base and supports the development of robust methodologies and indicators, including those related to the Smart Readiness Indicator (SRI) and IEQ. The following stakeholders are identified in this group:

- Researchers in energy, digitalisation, and buildings,
- Universities and research centres,
- Participants in Horizon Europe and other EU-funded projects,
- Experts in indoor environmental quality (IEQ),
- Behavioural scientists,
- Standardisation bodies (e.g. CEN/CENELEC),
- Consultants conducting applied research.

5. Policy-Makers and Regulators

These actors are key for ensuring that the ENTRANCE results feed into policy, standardisation, and regulatory processes at multiple governance levels and the following stakeholders are identified:

- EU institutions (e.g. DG ENER, DG CLIMA, DG ENV, JRC),
- National ministries for energy, environment, innovation, and housing,
- Regional and local authorities,
- Building code officials and regulators.

4 Analysis of Stakeholder Interest and Influence

Understanding and prioritizing stakeholders based on their level of importance is a critical step in developing an effective engagement strategy. In the context of the ENTRANCE project, this has been done by evaluating both stakeholder interest in the project and their perceived ability to influence its outcomes. Stakeholders were assessed using a **power-interest matrix**, a widely used tool for stakeholder prioritization that categorizes them into four main groups:

- **High power / High interest**
- **High power / Low interest**
- **Low power / High interest**
- **Low power / Low interest**

To conduct this analysis, **REHVA coordinated a survey among consortium partners** (see Annex), asking them to evaluate key stakeholder groups across two dimensions—**power** and **interest**—on a scale from 1 (very low) to 5 (very high). The objective was to understand how



partners perceive the influence and engagement potential of the project's core stakeholder groups.

It is important to note that the survey focused on **primary stakeholders**, meaning those considered the most relevant to achieving the project's objectives. As such, none of the actors were rated as having very low power, reinforcing the central role these stakeholders play in the ecosystem ENTRANCE is engaging with.

The analysis had a dual purpose:

- To identify **perceived differences** in power and interest among the stakeholder groups.
- To **compare these findings with the current outreach capacity** of the consortium, helping to highlight gaps, risks, and areas where further engagement is needed.

The results reflect a **consensus view from across the consortium**, providing a robust foundation for strategic engagement planning. The categorization is as follows:

- **High power / High interest:** These stakeholders are key players—both influential and highly invested in the success of the project. They may include policymakers, institutional investors, and large industry actors. ENTRANCE should maintain close collaboration and involve them in co-creation and decision-making processes.
- **High power / Low interest:** These actors may have significant influence (e.g., regulators or funders) but are not currently engaged. The goal here is to **increase their interest** through targeted communication that demonstrates the project's relevance to their priorities.
- **Low power / High interest:** While these stakeholders may have limited decision-making authority, they often include **building users, SMEs, or local actors** who can be powerful advocates and early adopters. Their insights and feedback are valuable for ensuring practical applicability and acceptance of the project's outcomes.
- **Low power / Low interest:** These stakeholders are not the current focus of engagement efforts. While they should be kept informed, they require **minimal resources** compared to the other categories.

This mapping will be used to **fine-tune the stakeholder engagement strategy** in the coming phases of the project, ensuring resources are directed toward the most strategic relationships and outreach activities.



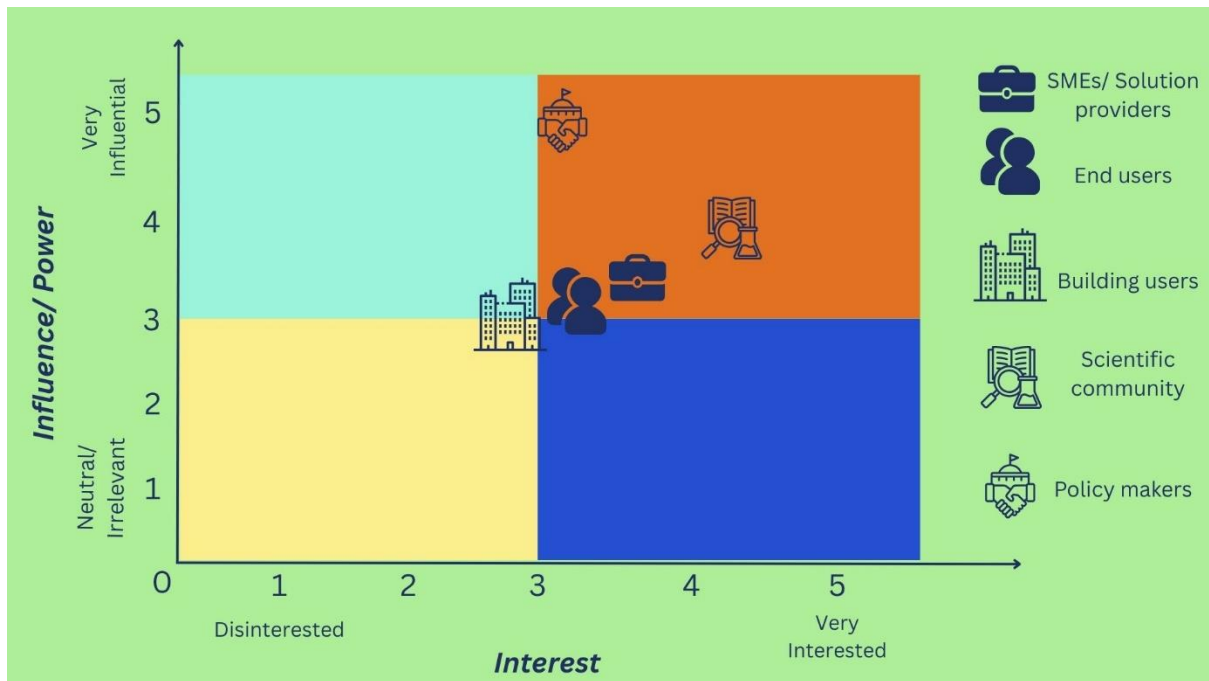


Figure 1. Power versus interest matrix

The results from the partner survey allow us to place the five main stakeholder groups in the power-interest matrix as shown in Figure 1:

- **Scientific Community** falls clearly into the **High Power / High Interest** quadrant. This group is both highly engaged and perceived as influential, likely due to their role in knowledge generation and innovation. They should be actively involved in co-creation, validation, and dissemination efforts.
- **SMEs / Solution Providers** also occupy a position near the **High Power / High Interest** threshold. While not as influential as policymakers, their technical capabilities and market role make them essential players. They should be closely engaged to ensure the relevance and uptake of the project's solutions.
- **End Users** are slightly lower but still moderately high on both axes, placing them near the **Low Power / High Interest** quadrant. This indicates they care about the outcomes but have limited influence. They are key beneficiaries and can provide valuable feedback, making it essential to keep them involved.
- **Building Users** are more clearly within the **Low Power / High Interest** category. Though not highly influential, their engagement is critical for real-world testing, user acceptance, and long-term impact. Tailored engagement strategies should ensure their needs and feedback are captured.
- **Policy Makers** fall into the **High Power / Moderate Interest** quadrant. While they hold significant influence, their relatively lower interest suggests the need for more

proactive engagement. ENTRANCE should target this group with clear messaging that links project outcomes to policy priorities, showing how the project supports regulatory and strategic goals.

5 Assessment of Consortium Outreach

Furthermore, an essential step prior to formulating the stakeholder engagement plan was assessing the outreach potential of the ENTRANCE consortium. Each project partner provided an estimate of the number of relevant stakeholders they could potentially reach in their respective countries. These responses were consolidated and visualised using pie charts, offering an initial overview of the consortium's collective capacity to engage various stakeholder categories across Europe.

To support future engagement activities, such as events and targeted dissemination, a confidential repository of stakeholder contacts could be developed if needed. This internal database could include the names and contact details of key stakeholders identified by partners and continuously updated throughout the project. While the list will not be made publicly available for confidentiality reasons, access can be granted upon request for justified project-related purposes.

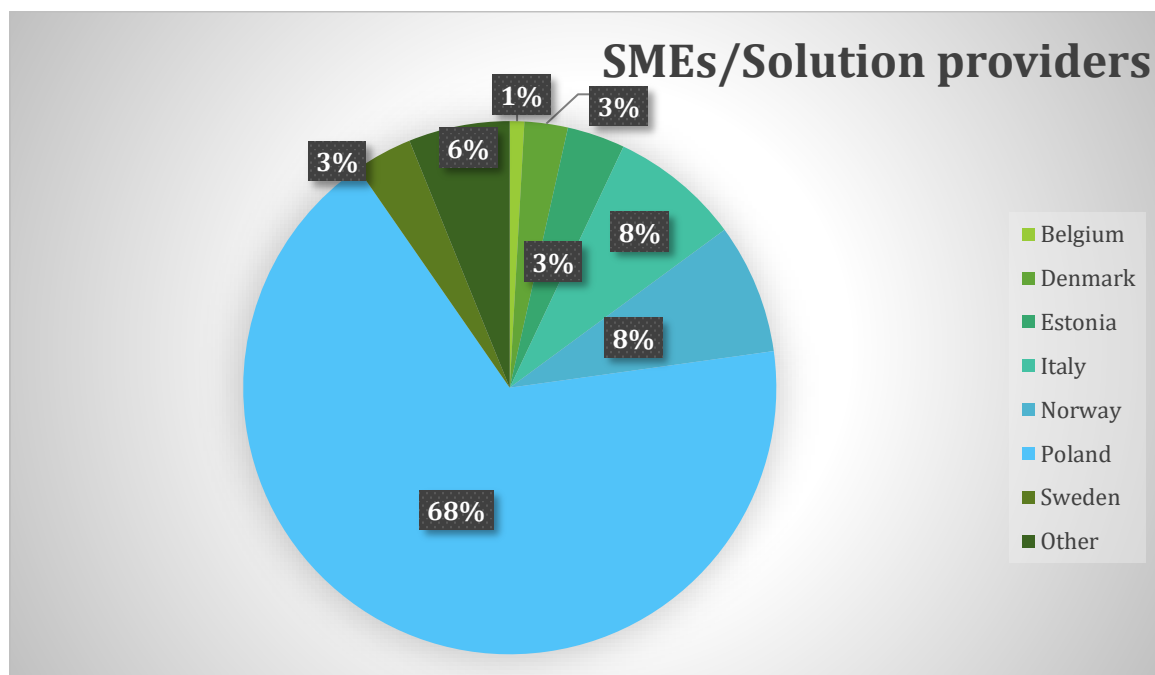


Figure 2. Solution providers outreach



Figure 2 shows that the consortium demonstrates a **strong outreach capacity to SME and solution provider stakeholders**, with a total of **114 contacts identified** across participating countries. The outreach is particularly strong in **Poland**, which accounts for **77 stakeholders**, followed by **Italy and Norway with 9 each**, and **Estonia, Sweden, and Denmark with a combined 11**. **Belgium reported limited outreach** with just **1 stakeholder**. The **"Other"** category adds **7 more contacts** from countries such as **France, Switzerland, Serbia, Finland, Romania, the Netherlands, and Germany**, where REHVA has established ties through its network of **supporting companies**. This indicates a well-distributed potential to engage solution providers across both Western and Eastern Europe.

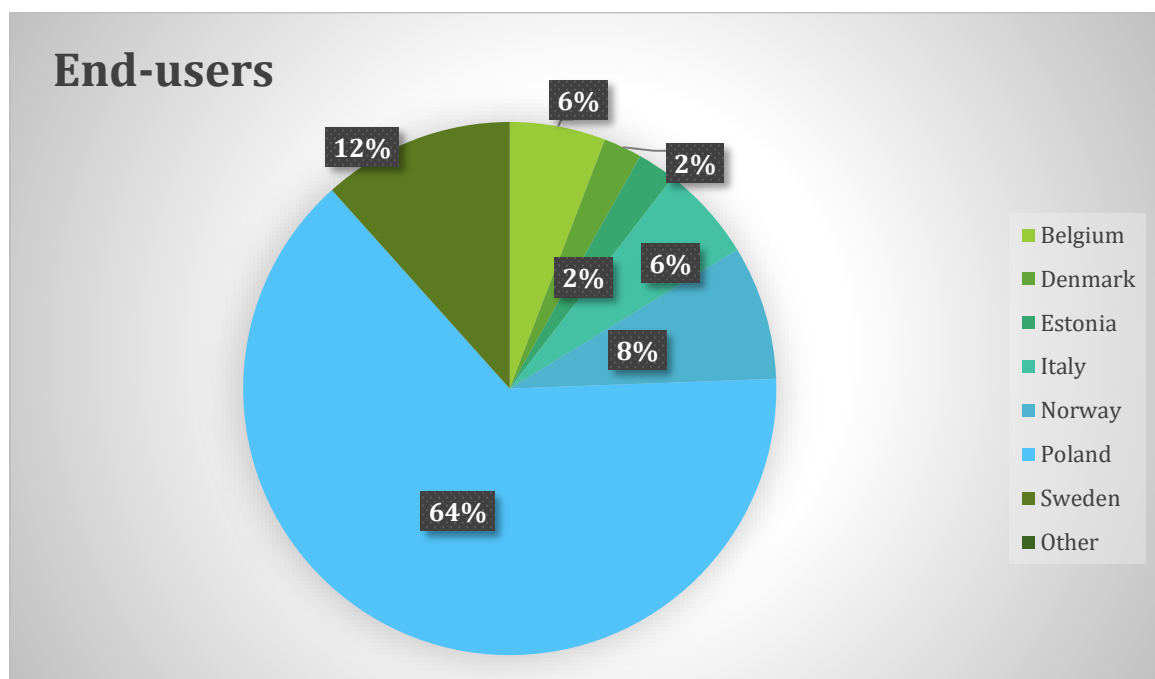


Figure 3. End users outreach

Figure 3 shows that the ENTRANCE consortium has identified a total of **86 end-user stakeholders** across Europe, with **Poland again leading** the outreach potential with **55 contacts**, followed by **Sweden with 10** and **Norway with 7**. **Belgium and Italy** each reported **5 stakeholders**, while **Denmark and Estonia** each listed **2**. Although no entries were submitted under the "Other" category for this group, REHVA's wider network still offers opportunities for future outreach. This distribution indicates a **solid foundation for engaging building owners, facility managers, and other end users**.



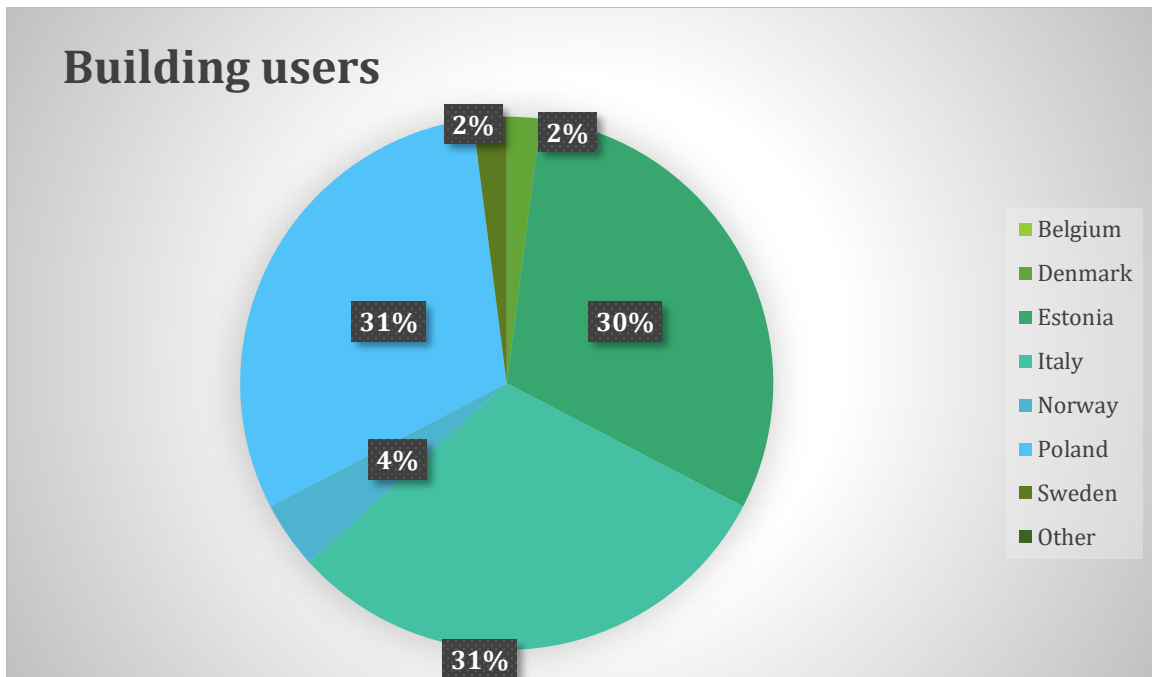


Figure 4. Building users outreach

Figure 4 shows that the ENTRANCE consortium reported outreach to a total of **49 building user stakeholders**. **Estonia, Italy, and Poland** each accounted for **15 stakeholders**, representing the largest shares of this group and demonstrating strong engagement potential in these countries. **Norway** listed **2 stakeholders**, while **Denmark** and **Sweden** each reported **1**. No additional contacts were reported under the “Other” category.



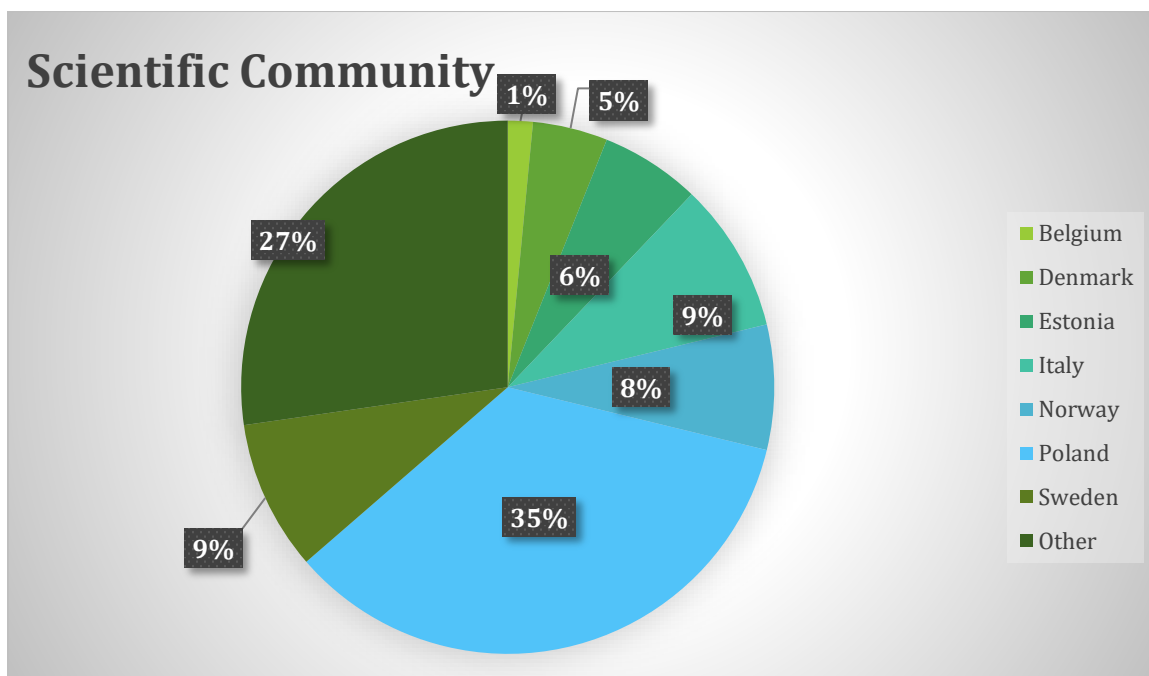


Figure 5. Scientific community outreach

Figure 5 shows that the ENTRANCE consortium reported outreach to a total of **66 stakeholders** from the *Scientific Community*. The highest concentration was in **Poland** (23), followed by **Italy** and **Sweden** (6 each), **Norway** (5), **Estonia** (4), **Denmark** (3), and **Belgium** (1). An additional **18 stakeholders** were listed under “Other,” covering a broad range of countries including France, Romania, Latvia, Moldova, Spain, the UK, Switzerland, Hungary, Lithuania, Serbia, Finland, Portugal, Czechia, Slovakia, Turkey, Germany, and the Netherlands, China and Australia.

Importantly, the consortium includes **four universities** as core partners, and benefits from REHVA’s **expert network spanning across Europe**, making the *Scientific Community* one of the most accessible stakeholder groups. It is worth noting that this figure is likely a **conservative estimate**, as university partners may have a broader network of academic contacts than reported in the survey.



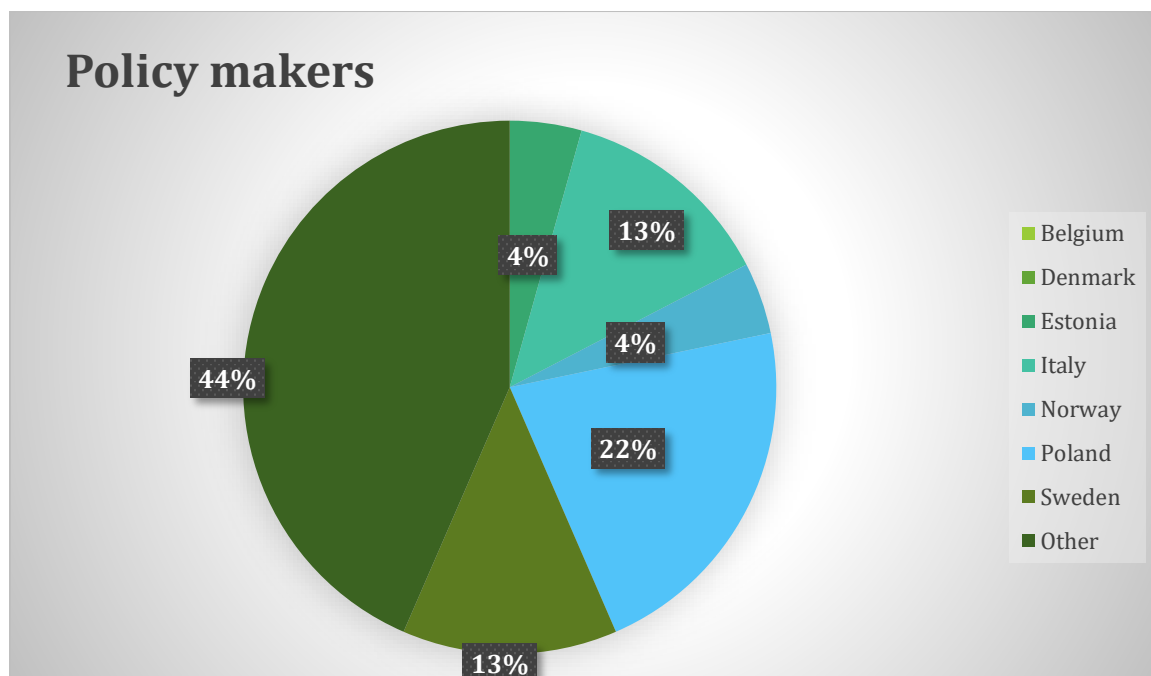


Figure 6. Policy makers outreach

Figure 6 shows that the consortium reported outreach to a total of **23 policy makers**. The highest number came from **Poland** (5), followed by **Italy** (3) and **Sweden** (3). **Estonia** and **Norway** reported 1 policy contact each, while **Belgium** and **Denmark** did not report specific stakeholders in this category. An additional **10 stakeholders** were classified under "Other," primarily representing policy actors from the Brussels bubble and broader EU institutions that REHVA regularly engages with. The relatively lower figures in this category are expected, given the selective and high-level nature of policy-making stakeholders. Nonetheless, the presence of established relationships at EU level provides a strategic entry point for further engagement.

The stakeholder mapping and outreach assessment highlight a strong overall potential within the ENTRANCE consortium to engage key stakeholder groups relevant to the project's goals. SMEs and solution providers, as well as end users, represent the largest outreach potential, especially in countries like Poland, Italy, and Norway. Building users and scientific community stakeholders also show promising levels of reach, supported by the participation of four universities in the consortium and REHVA's Europe-wide expert network—indicating that actual contacts may exceed reported numbers. Engagement with policy makers is understandably more limited, given the high-level nature of these actors, yet key connections exist through REHVA's EU-level activities.

These findings serve as a valuable foundation for prioritizing stakeholder engagement actions, identifying gaps, and fine-tuning communication strategies in the next phases of the project.



5.1 Relevance of ENTRANCE Solutions to Stakeholder Groups

As part of the stakeholder analysis, the survey asked project partners to indicate which of the ENTRANCE solutions are considered relevant to each stakeholder group they identified. This question aimed to establish a clear link between the project's technical offerings and the needs or interests of various stakeholders, allowing for a more targeted engagement strategy. Consortium partners highlighted different ENTRANCE solutions as most relevant depending on the stakeholder group.

Figure 7 shows that for **solution providers**, the focus is on advanced energy management and system optimization, with **Enhanced Flexibility (78.6%)**, **Optimal Design and Operation (71.4%)**, and **Data-Driven Control (71.4%)** leading the list. Cost-effectiveness and seamless system integration are also important, reflected in notable relevance for **Economic Evaluation (50%)** and **Interoperability (42.9%)**.

Which ENTRANCE solutions are relevant to this stakeholder?

Number of responses: 14

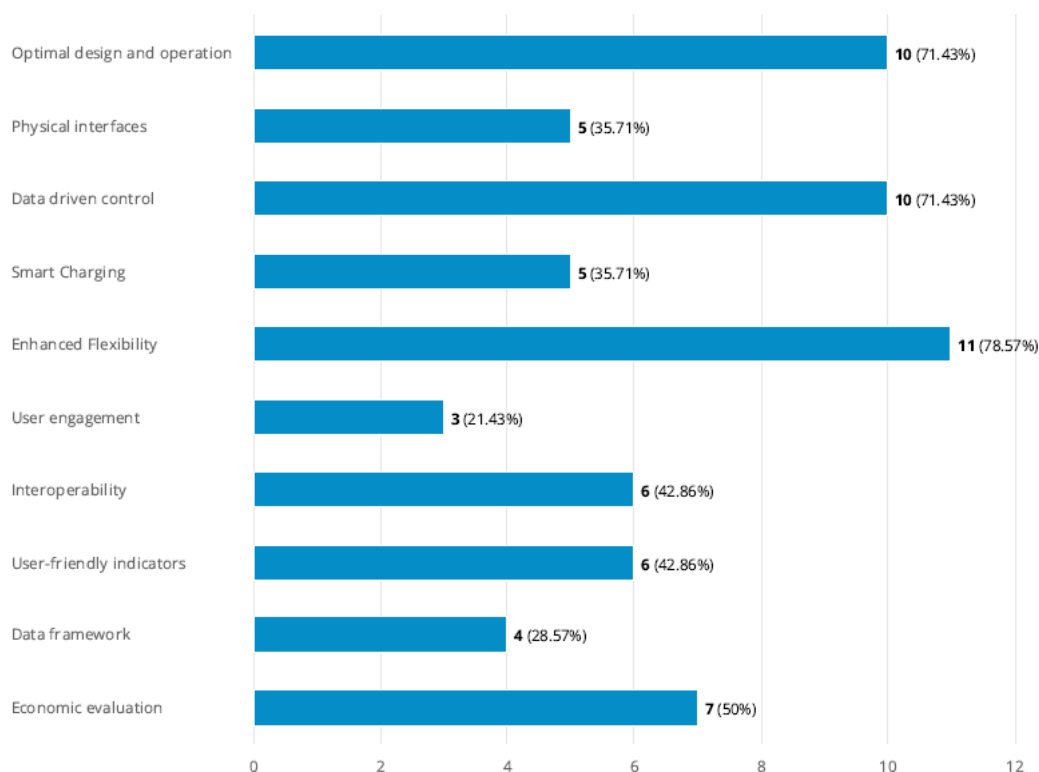


Figure 7. Solutions for SMEs/solution providers

Figure 8 shows that for **end users**, clear information and financial considerations are the key, with **User-Friendly Indicators (85.7%)** and **Economic Evaluation (78.6%)** topping their



preferences. Solutions encouraging active participation and flexible energy use, such as **User Engagement (57.1%)** and **Smart Charging (42.9%)**, also rank highly, while technical solutions like **Optimal Design and Operation (35.7%)** and **Interoperability (35.7%)** are moderately relevant.

Which ENTRANCE solutions are relevant to this stakeholder?

Number of responses: 14

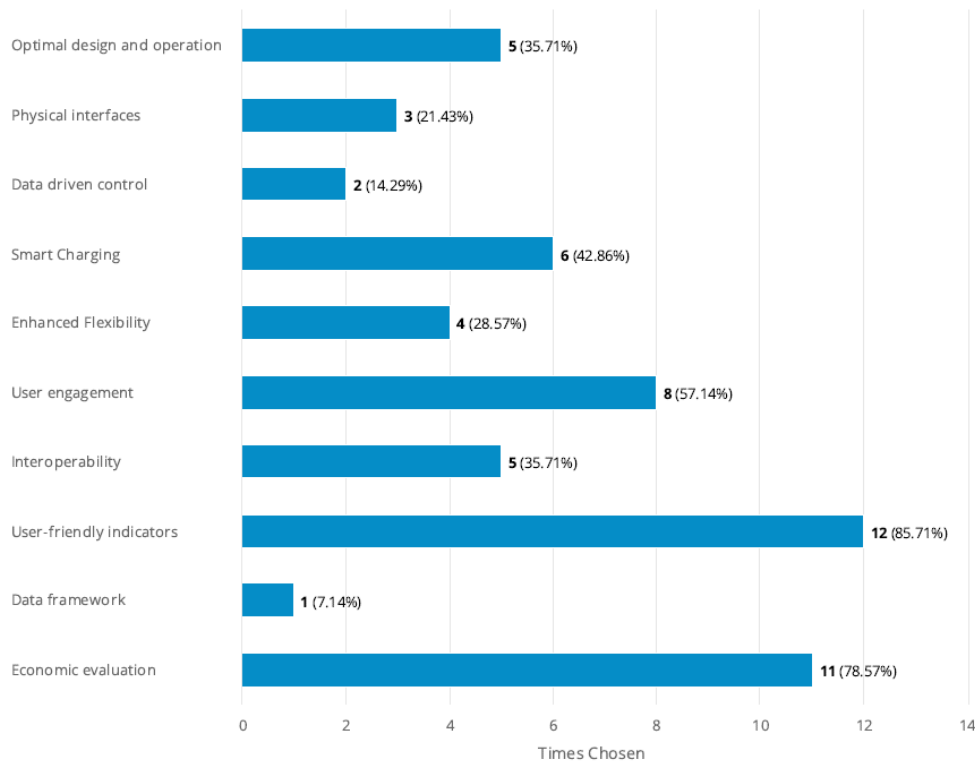


Figure 8. Solutions for end users

Figure 9 shows similarly that **building users** prioritize accessible information and engagement, with **User-Friendly Indicators (76.9%)** and **User Engagement (61.5%)** seen as most relevant. They also value efficient management and cost considerations, shown by mid-level interest in **Optimal Design and Operation (38.5%)**, **Smart Charging (38.5%)**, and **Economic Evaluation (38.5%)**. Other solutions received lower relevance ratings in this group.



Which ENTRANCE solutions are relevant to this stakeholder?

Number of responses: 13

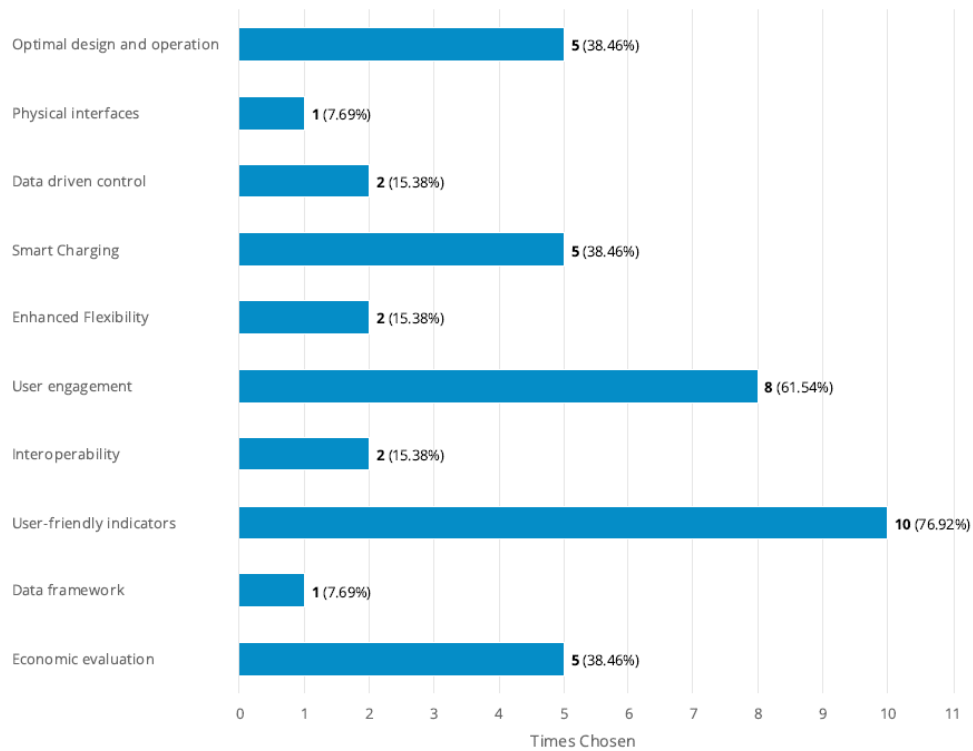


Figure 9. Solutions for building owners

Figure 10 shows that the **scientific community** places strong emphasis on technical and operational solutions, naming **Optimal Design and Operation (92.9%)**, **Enhanced Flexibility (85.7%)**, and **Data-Driven Control (78.6%)** as highly relevant. They also value **Physical Interfaces (71.4%)**, **Smart Charging (64.3%)**, **Interoperability (64.3%)**, and the **Data Framework (78.6%)**, highlighting the importance of innovation and data-driven research.



Which ENTRANCE solutions are relevant to this stakeholder?

Number of responses: 14

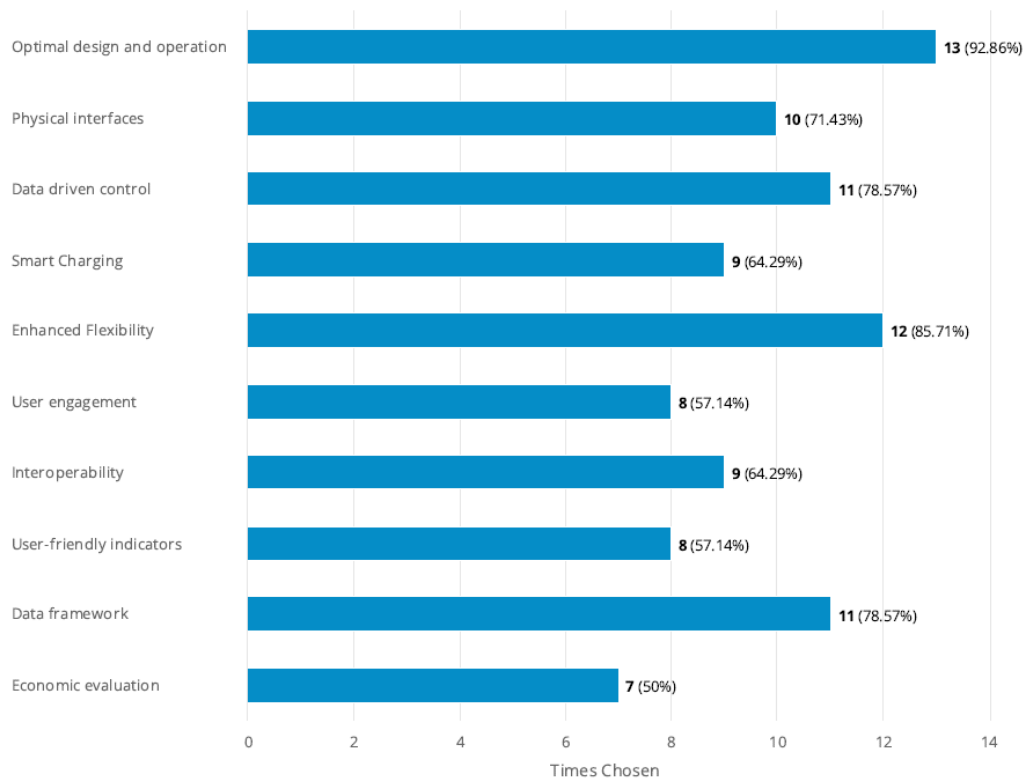


Figure 10. Solutions for the scientific community

Finally, Figure 11 shows that **policy makers** prioritize solutions that support financial viability and adaptable policies, with **Economic Evaluation (92.9%)**, **Enhanced Flexibility (71.4%)**, and **User Engagement (57.1%)** standing out. Other solutions such as **Optimal Design and Operation (28.6%)**, **Smart Charging (28.6%)**, and **User-Friendly Indicators (35.7%)** have moderate relevance, while **Physical Interfaces** and **Data-Driven Control** are less emphasized in this group.



Which ENTRANCE solutions are relevant to this stakeholder?

Number of responses: 14

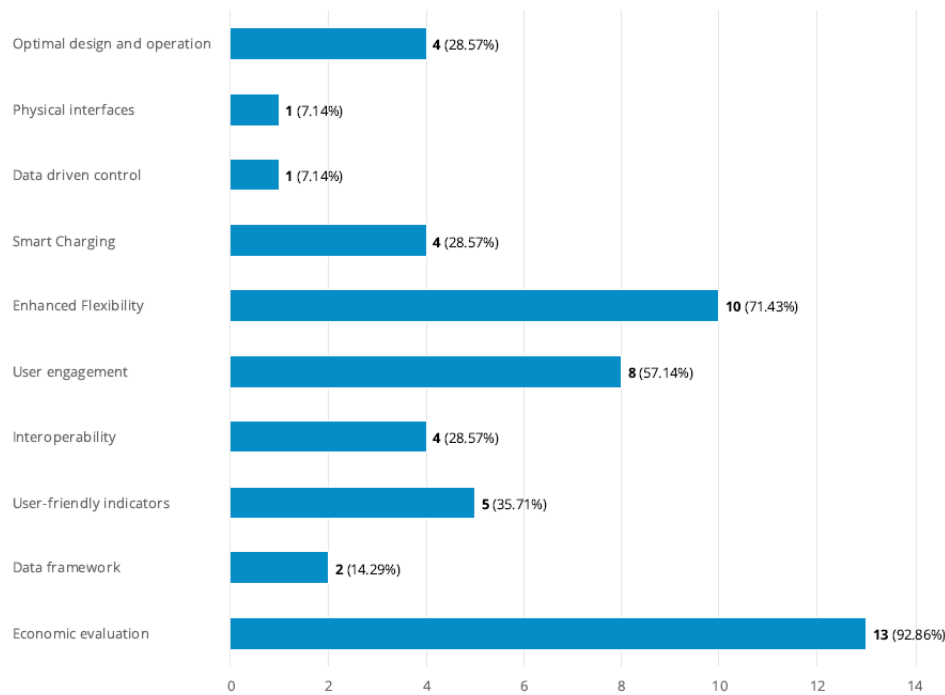


Figure 11. Solutions for policy makers

6 Engagement Plan

The ENTRANCE engagement plan is closely linked to the broader communication and dissemination strategy detailed in Deliverable D8.1. While a wide range of tools—such as social media campaigns, newsletters, and promotional materials—will be used to raise awareness, a strong emphasis is placed on **dissemination events** to foster deeper stakeholder involvement and encourage the uptake of ENTRANCE solutions. These activities are organized around three main formats:

- **Workshops, webinars, and joint events** tailored to targeted stakeholder groups;
- **Scientific and journalistic publications** to reach both expert and broader audiences;
- **Liaising and clustering activities** with related projects and networks to ensure knowledge sharing and policy alignment.

In particular, the following targeted activities will play a central role in stakeholder engagement:



- **6 EU-wide demonstration events** (from Month 28) will showcase ENTRANCE smart solutions to a broad professional audience, including policy makers, industry actors, and potential investors.
- **6 National training workshops** (one in each pilot country) will be directed specifically at **SMEs and solution providers**, providing hands-on guidance on the benefits and application of the ENTRANCE solutions.
- **6 Pilot country stakeholder workshops** will be tailored to engage **local and regional stakeholders**—including municipalities, building managers, and energy agencies—to collect feedback and support regional adoption.
- **Annual participation in major European conferences**, such as the **EU Sustainable Energy Week (EUSEW)** and **Sustainable Places**, will ensure the project maintains a high profile among European policy, research, and industry communities.

Through these engagement activities, ENTRANCE will ensure consistent interaction with all the stakeholder groups, addressing their specific interests and power levels as identified in the stakeholder analysis, and facilitating the co-design and uptake of project solutions.

7 Conclusions, Risks, and Barriers

The ENTRANCE stakeholder mapping and outreach analysis show a broad and diverse reach across stakeholder groups, with particularly strong potential in Poland, Italy, and Norway and the pilot countries. SMEs and solution providers represent the largest share of identified contacts, with substantial outreach also recorded for the scientific community and end users. While policy makers are less numerous, a reflection of their more institutional and selective nature, they remain a key high-power group that ENTRANCE must strategically engage.

The relevance mapping of ENTRANCE solutions across stakeholder categories confirms a differentiated interest in project outcomes. **Solution providers** and the **scientific community** value technically advanced solutions such as **Enhanced Flexibility, Optimal Design and Operation**, and **Data-Driven Control**, pointing to strong alignment with innovation and implementation actors. **End users** and **building users**, while having lower institutional power, show high interest in **User-Friendly Indicators, User Engagement**, and **Economic Evaluation**, confirming the importance of usability and cost transparency. **Policy makers**, despite a lower reported level of engagement so far, prioritize **Economic Evaluation** and **Enhanced Flexibility**, revealing a pragmatic interest in the feasibility and scalability of the solutions proposed.



The power-interest matrix indicates that the **scientific community** is both highly interested and influential within the project, making them an ideal partner for dissemination and technical validation. **SMEs** and **end users** are also highly engaged, but with comparatively less institutional power. Their role will be essential in testing, feedback, and early adoption. **Policy makers**, while powerful, show medium to low interest—representing a **strategic risk**. Their buy-in is crucial for long-term policy alignment and mainstreaming the ENTRANCE outcomes.

7.1 Key Risks and Barriers

The performed stakeholder analysis of the ENTRANCE project revealed the following key risks and barriers:

- **Limited policy maker engagement** could hinder regulatory uptake and broader impact. This calls for intensified communication targeting this group with tailored messages and economic evidence.
- **Uneven stakeholder distribution across countries** (e.g., Poland heavily represented, Belgium and Denmark less so) may lead to imbalances in feedback and visibility. Additional national-level outreach may be needed to ensure broader European representativeness.
- **Event fatigue or low participation rates:** especially for local workshops, may arise unless stakeholders clearly understand the relevance and value of ENTRANCE for their daily work or business model.

To mitigate these risks, ENTRANCE will implement a targeted engagement strategy combining high-level EU outreach, pilot country workshops, and technical demonstrations, supported by clear messaging and stakeholder-specific value propositions.



8 Annex

ENTRANCE- stakeholder mapping

E3 ENTRANCE

ENTRANCE WP8- Stakeholder mapping: Questionnaire for Partners

Please complete the following survey to support the stakeholder mapping activity. The aim is to identify key stakeholder groups across all countries involved in ENTRANCE and assess their needs, interests, and potential involvement in the project. One form should be filled out per stakeholder.

Please indicate your organisation *

Please indicate your organisation's country *

You can select multiple options.

DO YOU HAVE A STRONG OUTREACH TO ANY THE FOLLOWING STAKEHOLDERS? *

You can select multiple options.

SME as solution providers

-
- Energy service companies (ESCOs)
 - Digital solution developers (AI, BIM, IoT)
 - Building automation and control system providers
 - HVAC manufacturers
 - Data analytics/start-ups
 - Renewable energy tech companies
 - Smart metering/monitoring companies
 - Retrofit solution providers

End-users

-
- Facility managers
 - Real estate owners/developers
 - Housing associations/cooperatives
 - Social housing providers
 - Public building owners (e.g. municipalities, schools, hospitals)
 - Private commercial building owners/operators (e.g. airports, shopping centres)

You can select multiple options.

Building users

- ce workers
- Tenants/residents
- Students/educators (in schools/universities)
- Hospital sta /patients
- Museum/government building visitors
- Building maintenance sta

Scientific community

- Researchers (energy, digitalisation, buildings)
- Universities and research centres
- Horizon project participants
- Experts in indoor environmental quality (IEQ)
- Behavioural scientists
- Standardisation bodies (e.g. CEN/CENELEC)
- Consultants conducting applied research

Policy-makers

- EU institutions (e.g. DG ENER, DG CLIMA, DG ENV, JRC)
- National ministries (energy, environment, innovation, housing)
- Regional/local authorities
- Building code officials/regulators

NONE OF THE ABOVE

Other

You can select multiple options.

COULD YOU GIVE US AN ESTIMATE OF THE NUMBER OF STAKEHOLDERS PER SUB-CATEGORY YOU WOULD BE ABLE TO INVOLVE FOR AN INTERVIEW AND/OR WORKSHOP: *

Enter a number (0 is a relevant answer as well).

SME/ solution providers	<input type="text"/>
End-users	<input type="text"/>
Building users	<input type="text"/>
Scientific community	<input type="text"/>
Policy makers	<input type="text"/>
None of the above	

If the stakeholders are solution providers, from which country do they operate?

You can select multiple options.

Italy

Norway

Poland

Sweden

Other

If the stakeholders are end users, from which country do they operate?

You can select multiple options.

You can select multiple options.

<input type="checkbox"/> Belgium
<input type="checkbox"/> Denmark
<input type="checkbox"/> Estonia
<input type="checkbox"/> Italy
<input type="checkbox"/> Norway
<input type="checkbox"/> Poland
<input type="checkbox"/> Sweden
<input type="checkbox"/> Other

You can select multiple options.

If the stakeholders are building users, from which country do they operate?

You can select multiple options.

Italy

Norway

Poland

Sweden

Other

If the stakeholders are scientific community, from which country do they operate?

You can select multiple options.

You can select multiple options.

Belgium

Denmark

Estonia

Italy

Norway

Poland

Sweden

Other

If the stakeholders are policy makers, from which country do they operate?

Italy

Norway

Poland

Sweden

Other

How would you rate the interest of the following stakeholders in the project? *

SMEs/ Solution providers

Disinterested

Very interested

1	2	3	4	5
----------	----------	----------	----------	----------

Which ENTRANCE solutions are relevant to this stakeholder?

Optimal design and operation

Physical interfaces

Data driven control

Smart Charging

Enhanced Flexibility

User engagement

Interoperability

User-friendly indicators

Data framework

Economic evaluation

End users *

Disinterested

Very interested

1	2	3	4	5
----------	----------	----------	----------	----------

Which ENTRANCE solutions are relevant to this stakeholder?

Optimal design and operation

Physical interfaces

Data driven control

Smart Charging

Enhanced Flexibility

User engagement

Interoperability

User-friendly indicators

Data framework

Economic evaluation

Building users *

Disinterested

Very interested

1	2	3	4	5
----------	----------	----------	----------	----------

Which ENTRANCE solutions are relevant to this stakeholder?

Optimal design and operation

Physical interfaces

Data driven control

Smart Charging

Enhanced Flexibility

User engagement

Interoperability

User-friendly indicators

Data framework

Economic evaluation

Scientific community *

Disinterested

Very interested

1	2	3	4	5
----------	----------	----------	----------	----------

Which ENTRANCE solutions are relevant to this stakeholder?

- Optimal design and operation
- Physical interfaces
- Data driven control
- Smart Charging
- Enhanced Flexibility

<input type="checkbox"/> User engagement
<input type="checkbox"/> Interoperability
<input type="checkbox"/> User-friendly indicators
<input type="checkbox"/> Data framework
<input type="checkbox"/> Economic evaluation

Policy makers *

Disinterested

Very interested

1	2	3	4	5
----------	----------	----------	----------	----------

Which ENTRANCE solutions are relevant to this stakeholder?

Optimal design and operation

Physical interfaces

Data driven control

Smart Charging

Enhanced Flexibility

User engagement

Interoperability

User-friendly indicators

Data framework

Economic evaluation

How would you rate the influence of the following stakeholders in the project outcome? *

SMEs/ Solution providers

Neutral/ Irrelevant

Very influential

1	2	3	4	5
---	---	---	---	---

End users

**Neutral/
Irrelevant**

Very influential

1	2	3	4	5
---	---	---	---	---

Building users

**Neutral/
Irrelevant**

Very influential

1	2	3	4	5
---	---	---	---	---

Scientific community

**Neutral/
Irrelevant**

Very influential

1	2	3	4	5
----------	----------	----------	----------	----------

Policy makers

**Neutral/
Irrelevant**

Very influential

1	2	3	4	5
----------	----------	----------	----------	----------

Do you have any remarks on the influence or interest of stakeholders?

THANK YOU FOR COMPLETING THE SURVEY!

EE ENTRANCE



SEE YOU ONLINE:

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Our partners:



Politecnico
di Torino



ReMoni



AALBORG
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TAL
TECH