

# Minimum Requirements for a Project Charter

*Module 2: Value Proposition*

Topic 3: Questions 2 & 3 - Stakeholders & Differentiation



## Charter Question 2: Which Stakeholder Groups Benefit?

The Charter asks you to identify who gains value from your Node's existence.

**NOT: A generic list of everyone (researchers, funders, policymakers...)**

**But: Specific stakeholder groups who gain distinctive value from your Node**

## Stakeholder Analysis Framework

Not all stakeholders are equal. Strategic analysis requires assessing:

- **Power:** Can they influence your Node's success?
- **Legitimacy:** Do they have a valid claim to benefit?
- **Urgency:** How critical is their need?

**Q**

*"Should mission statements reference all stakeholder groups or emphasise a few key differentiators?"*

**A**

Be selective. Mention stakeholders where you create distinctive value, not everyone.

## Five Stakeholder Categories for EOSC Nodes

### 1. Research Communities (Primary Users)

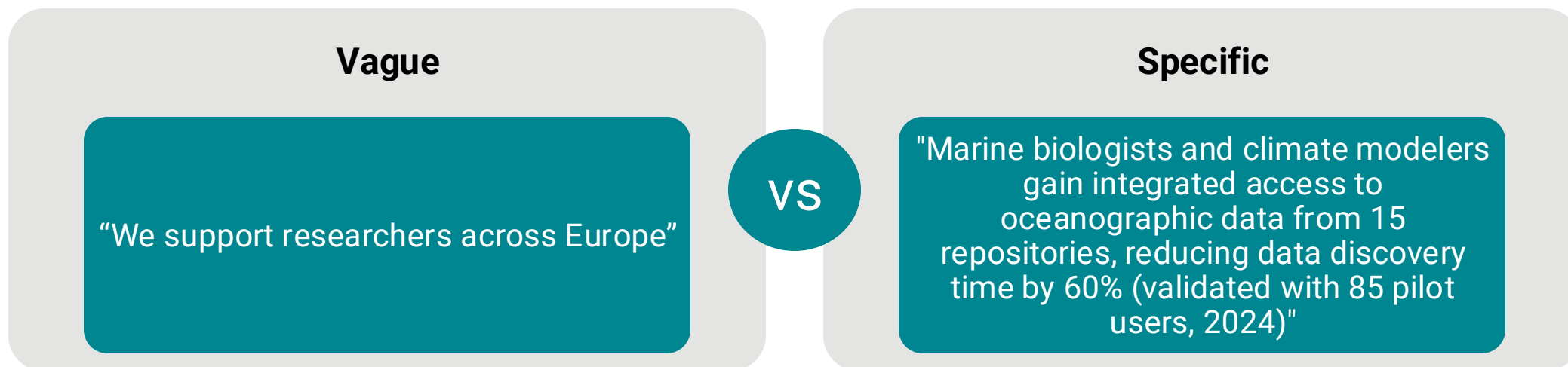
#### Who they are:

- Specific disciplines or research domains
- Cross-disciplinary researchers
- Early-career vs. established researchers

#### What to specify:

- **Which** research communities (not "all researchers")
- **What problem** you solve for them
- **What outcome** they achieve
- **Evidence** of benefit (usage, testimonials, metrics)

#### Example:



## Five Stakeholder Categories for EOSC Nodes

## 2. EOSC Federation (Ecosystem)

### What to specify:

- **What gap** do you fill in Federation coverage?
- **How** do you strengthen interoperability?
- **What** can other Nodes learn/adopt from you?

### Example:

"EOSC Federation gains comprehensive marine data infrastructure for Central Europe (geographic gap) and reusable ISO 19115 metadata standards that other environmental science Nodes can adapt (ecosystem strengthening)"

## Five Stakeholder Categories for EOSC Nodes

### 3. Service Providers (Contributors)

**Who they are:**

- Third-party organisations onboarding to your Node
- Research infrastructures contributing services
- Data repositories integrating with Federation

**What to specify:**

- **Why** would they join your Node vs. another?
- **What support** do you provide?
- **Evidence** of partnerships

**Example:**

"Oceanographic data providers access curated research communities of 420 active users, increasing data deposit rates from 23% baseline to 65% (pilot results), while receiving technical support for FAIR metadata adherence"

## Five Stakeholder Categories for EOSC Nodes

#### 4. Institutional Stakeholders (Enablers)

**Who they are:**

- Your host institution(s)
- National funders or ministries
- Research councils

**What to specify:**

- **What strategic value** do they gain?
- **Why** do they support your Node?
- **Evidence** of commitment

**Example:**

"Host institutions gain recognised leadership in European marine data infrastructure, influencing EU marine policy development. National funders benefit from €380k investment visibility across 12-country research network."

## Five Stakeholder Categories for EOSC Nodes

## 5. Policy Actors (Context Shapers)

### Who they are:

- European Commission
- National governments
- Science policy organisations

### What to specify:

- **Which EOSC objectives** does your Node advance?
- **How** does this align with policy priorities?

### Example:

"Advances EC data sovereignty priorities by providing European-hosted marine data infrastructure, reducing researcher dependence on non-EU platforms"

## Stakeholder Prioritisation

**Not all stakeholders belong in your one-page Charter Section 2.**

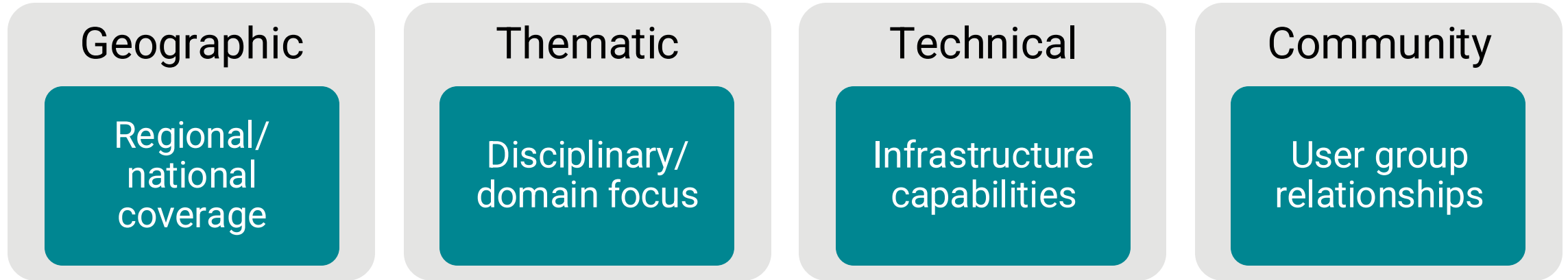
**Prioritise stakeholders who:**

- Gain **significant, measurable** value from your Node
- Provide **critical support** (funding, users, legitimacy)
- Represent value **other Nodes don't provide**

Typically: Focus on 2-3 stakeholder groups maximum in Section 2

## Charter Question 3: What Makes You Different?

The Charter explicitly asks for differentiation across four dimensions:



**You don't need differentiation on ALL four dimensions.**

Focus on your 1-2 strongest where you have clear, verifiable distinction from other Nodes.

Organisations differentiate by positioning in different "strategic groups" - clusters of organisations competing on similar bases.

## Understanding the Four Differentiation Dimensions

### Geographic Differentiation

Regional/  
national  
coverage

#### When to emphasise:

- You're the only or primary Node serving a specific region/country
- You have unique cross-border agreements in your region
- You fill a geographic gap in Federation coverage

#### Example:

"Only Node providing comprehensive AAI infrastructure for Dutch research institutions, enabling seamless access to European services for 50,000 researchers across 14 universities"

**Q**

*"Could another Node easily serve this region?"*

**A**

- If no: Strong geographic differentiation
  - If yes: Not your differentiator

## Understanding the Four Differentiation Dimensions

### Thematic Differentiation

Disciplinary/  
domain focus

#### Example:

"20-year established expertise in oceanographic metadata (ISO 19115); only Node providing comprehensive marine science data infrastructure, validated through partnerships with 15 European marine research institutes"

#### When to emphasise:

- You have deep domain/discipline expertise few others have
- You serve a research community underrepresented in EOSC
- You've built specialised tools/standards for your domain

**Q**

*"Do other Nodes serve this discipline as comprehensively?"*

**A**

- If no: Strong thematic differentiation
  - If yes: Not your differentiator

## Understanding the Four Differentiation Dimensions

### Technical Differentiation

Infrastructure capabilities

#### Example:

"National quantum computing access integrated with HPC infrastructure; only EOSC Node providing quantum algorithm development environment for European researchers"

#### When to emphasise:

- You have specialised infrastructure others lack
- You have developed novel technical solutions
- You provide unique technical capabilities

**Q**

*"Can other Nodes access/provide this technology?"*

**A**

- If no: Strong technical differentiation
  - If yes: Not your differentiator

## Understanding the Four Differentiation Dimensions

### Community Differentiation

User group relationships

#### Example:

"Established legal frameworks with 8 national health data custodians; only Node enabling cross-border clinical data access with full GDPR compliance, trusted by ethics boards and health agencies"

#### When to emphasise:

- You have unique trust/relationships with user groups
- You serve communities with special requirements (e.g., sensitive data)
- You have built user community others can't access

**Q**

*"Can other Nodes build these relationships quickly?"*

**A**

- If no: Strong community differentiation
  - If yes: Not your differentiator

## Combining Dimensions for Stronger Positioning

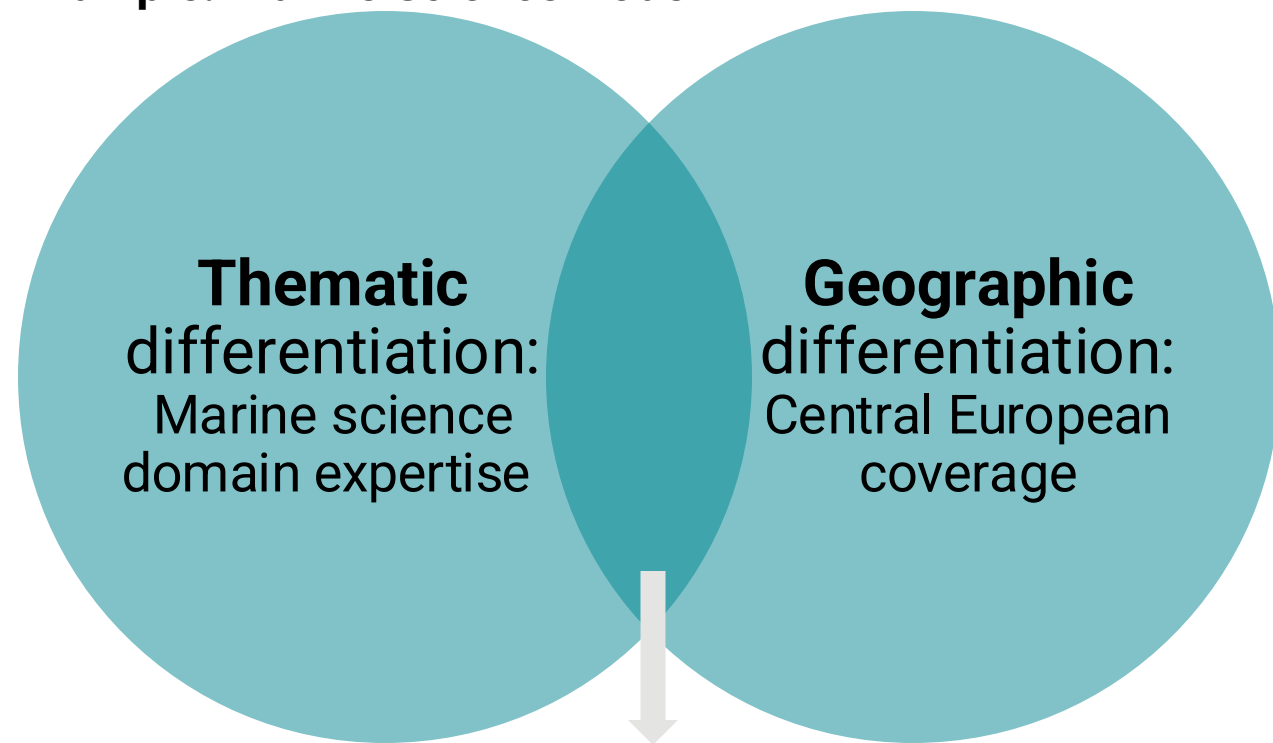
"To avoid vagueness of the generic, mission statements should combine specific elements for stronger positioning."

### Why this is stronger than single dimension:

- Thematic alone: Other marine Nodes might exist elsewhere
- Geographic alone: Other Central European Nodes might exist in different domains
- Combined: Intersection is unique

**Most compelling differentiation combines dimensions:**

**Example: Marine Science Node**



"Only Node combining deep marine science expertise with comprehensive Central European regional infrastructure"

Use Strategic Positioning Canvas Parts 4 and 5 for this exercise.

## Part 1: Stakeholder Benefit Mapping (Canvas Part 4)

### Stakeholder Prioritization

High Priority (include in Charter):

- Stakeholders who gain significant, measurable value
- Stakeholders who provide critical support
- Value that other Nodes don't provide

Lower Priority (may omit):

- Generic benefits anyone could claim
- Weak or aspirational connections
- Stakeholders with unclear value proposition

For each stakeholder group (2-3 maximum), complete:

Stakeholder:

Specific benefit they gain:

Evidence this benefit is real:

How this strengthens EOSC ecosystem (beyond individual benefit):

Use Strategic Positioning Canvas Parts 4 and 5 for this exercise.

## Part 2: Differentiation Analysis (Canvas Part 5)

Identify your 1-2 strongest differentiation dimensions:

### Dimension Assessment

| Dimension  | Your Distinction | Evidence | Strong or Weak |
|------------|------------------|----------|----------------|
| Geographic |                  |          |                |
| Thematic   |                  |          |                |
| Technical  |                  |          |                |
| Community  |                  |          |                |

## Synthesis: Draft Your Statements

Stakeholder Benefits Statement (for Charter Question 2):

Differentiation Statement (for Charter Question 3):

These answer:

**Question 2:** "Which stakeholder groups benefit from your Node's existence?"

**Question 3:** "What makes you different from other Nodes?"

Thank you!