

Organizational Change: A Case Study Analysis

Revamping A Semi-Rural Country Club and Golf Course

October 11, 2015

Stakeholder Analysis

SAMPLE STAKEHOLDER ANALYSIS REPORT

INTRODUCTION

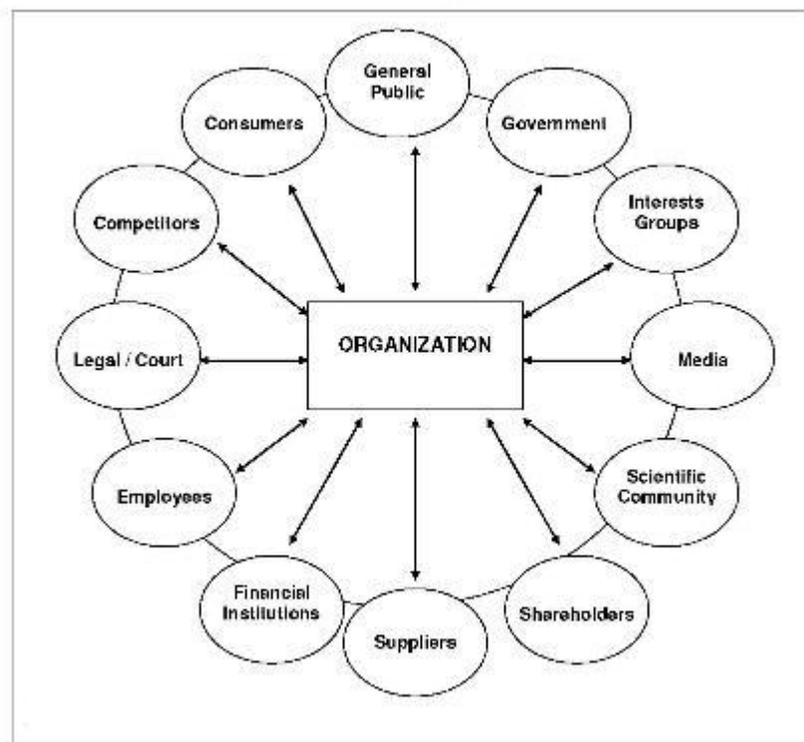
In order to meet the requirements for anonymity, the site identified for examining occurring change is a country club and golf course has been renamed G&CC2015 to shield identification of the site through anonymity. The purpose of the stakeholder analysis is to identify and describe G&CC2015 stakeholders that are the most influential to the needed organizational change and whether individual stakeholders represent homophilous (conditions that facilitate a tendency of individuals to associate and [bond](#) with similar others) or heterophilous (the tendency of individuals to collect in diverse group) groups. Additionally, the analysis is meant to identify their roles in influencing change at the G&CC2015 site, how involved stakeholders might get in implementing change, and whether there might be roadblocks to their involvement in implementing change.

I. G&CC2015 STAKEHOLDERS

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This research is aimed at defining who are the most important stakeholders considered by G&CC2015 are learn how they affect their strategy in the organizational change contemplated. Emphasis is also made on how G&CC2015 will communicate and manage their stakeholders as an exercise in understanding the nature of communication that flows through interpersonal networks (Rogers (2003) p. 305). Marketing strategy can be improved by following the four-step stakeholder management process articulated by Polonsky's Model of Stakeholders Management:

FIGURE 1. Polonsky's Model of Stakeholders Management



This process involves: identifying the relevant stakeholder groups; determining the stake of each group; determining how effectively the “expectations” of each group are met; and developing corporate objectives and priorities that consider the stakeholder’s interests. Through understanding and attempting to socialize key stakeholders, environmental marketing strategy can be made more effective.

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Stakeholders that are the most influential to the needed organizational change at G&CC2015 include.

1.1. Golfers – Golfers constitute a homophilious group, brought together by a shared characteristic of loving the game of golf for enjoyment, exhibition of skill, comraderie, or exercise. They play a critical role in influencing change at the G&CC2015 – no golfers, no customer base. Therefore, golfers are the prime target for focusing membership drives and marketing material that describes the changes taking place at G&CC2015 that will transform the current facilities into an improved destination for their enjoyment of playing golf. A major roadblock to recruiting golfers as members would be a substantial increase in membership fees, the availability of other golf and country clubs in the area that have a cheaper membership, better facilities, offer more options, or are closer. Golfers' views might be at odds with other stakeholders in a conflict with scheduling (they might want to use the facilities when a special event is being held).

1.2 Employees - Employees constitute more of a heterophilious group, brought together by opportunities for employment but having very different skills, experiences and backgrounds. They also play a critical role in influencing change at the G&CC2015, as the site is able to offer options and services based on the availability of employees specifically qualified. Many employees were dismissed when the G&CC2015 fell into disrepair and membership was lost, and those able to remain on payroll have a vested interest in seeing the success of the transformation currently in place. Employees cannot be at odds with other stakeholders, as they engender the professional service needed to attend to members, and when membership grows their employment will be more secure.

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1.3 Consultants (Golf Pros, Yoga Instructors, Event Planners) – Consultants also constitute more of a heterophilious group, brought together by opportunities for offering their services through the auspices of the G&CC2015 and also bringing very different skills, experiences and backgrounds. Like employees, consultants will play a critical role in influencing change at the G&CC2015, as the site is able to offer options and services based on the availability of employees specifically qualified, and like employees, consultants cannot be at odds with other stakeholders, as they engender the professional service needed to attend to members, and when membership grows and events increase their revenue in terms of compensation for services will be more secure.

1.4 Media – Media constitute a homophilious group brought together through communications and a heterophilious group because they represent many different types of media – advertisement, news, print, digital, etc. Media could play a most important role in the success of G&CC2015's organizational change depending on the success of dissemination of information through their outlets.

1.5 Sponsors, Institutions, Organizations as customers – These constitute a heterophilious group with different interests in an association with G&CC2015. An organization such as the local chamber of commerce is mostly heterophilious, as it is made up of diverse businesses, yet homophilious as their members are all interested in promoting their business, thus justifying the fees the chamber might charge. These customers play an important role in the success of G&CC2015's organizational change in bringing in revenue when booking an event, having their members join as members of the site, and promoting the site to their members. There might be conflicts behind the scene when sponsorship is solicited from the competition.

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1.6 Competitors (Other G&CC) – A homophilious group based on the fact that most golf and country clubs have the same mission – providing a venue for golfers and event planners. There will be intense conflict with this group because the pool of members is so small.

1.7 Government Agencies – Both homophilious (in terms of being able to control the environment with rules and regulations) and heterophilious (in terms of differing requirements and purposes), Government Agencies will be the game changer and deal breaker for the success of G&CC. There can be no conflict with other stakeholders, as laws supercede other interests – the only thing certain in life: death and taxes!

1.8 Financial Institutions - Mostly homophilious groups that will provide the capital to make the transformation of G&CC a success, which will contribute to their ongoing success in terms of a return on investment.

REFERENCES

Polonsky, M.J. (1995) "A stakeholder theory approach to designing environmental marketing strategy", *Journal of Business & Industrial Marketing*, Vol. 10 Issue 3, pp.29 - 46

Rogers, E. (2003). *Diffusion of Innovations*. New York: Free Press