Mendelow's Matrix

The Mendelow's Matrix is a useful view of where we stand with different stakeholders in an organization. In the FMCG KAM world, this is relatively easy tool to use since the buying organization is well structured and buyer's have relatively high level of empowerment. However, when it comes to Global Account Management, where an above country team is managing the relationship with a global or regional retailer, that is when this tool becomes more complex to use and also more useful. One of my line managers who worked at one of the Big 4 Accounting Firms mentioned how they had upto 80 stakeholders mapped onto Mendelow's Matrix for a big global customer.

1. Stakeholder Prioritization: who is more or less important for you

2. Resource Allocation: who to allocate more or less time, effort and resources to

3. Risk Management: which high power stakeholder may oppose or support your initiatives

4. 4. Communication Planning: right msg to right audience

This mapping exercise needs to be done in a team setting where all the customer facing layers of management feed into the exercise.

List down all the stakeholders who are relevant for your category and plot them on the Power-Interest grid (see below). Power here is organizational power which are usually indicated by the hierarchical position in an organization. However, at times it might even be general influence that they yield in the organization, so there may be at times a certain level of subjectivity. Much more subjective is determining where the stakeholder sits on the other axis: interest. This is how interested they are in your category, brand and organization. You may even want to replace "Interest" with "View of your category, brand or organization" and then plot accordingly. Regardless of whether you choose Interest or "View of..", where you plot the stakeholder is a judgement call, and yet it is extremely valuable, particularly because it's the position of the stakeholders relative to each other that carries utility.

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