

The Compounding Value of Engagement Data

From records to organisational insight



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- **Expertise:** Engagement data governance for infrastructure, utilities, transport, energy, and public sector clients
- **Core Focus:** Transforming engagement data into strategic value
- **Background:** Over a decade working in stakeholder engagement data and SRM systems in Canada before returning to Ireland to build Easca

Compound Interest

$$A = P(1 + r)^n$$

Sort of...

What it would look like to
treat engagement data like
a long-term strategic asset?

The Cost?

Mining: Loss per month to
community conflict

\$20M

per week

Gartner: Cost of poor data
quality

\$12.9M

per year

Infra & Projects Authority:
poor stakeholder
management

23%

per year

Anything that matters enough
to affect a decision leaves a
trace somewhere.

THE IDEA, FROM DOUGLAS HUBBARD

The Impact of Not Compounding



Cost

Redoing work another project already did.



Risk

Concerns raised with no documented response.



Missed Learning

Decisions that could have been better with what was already known.

What This Looks Like in Practice



Regulatory Friction

Engagement rejected by regulators due to insufficient records, despite successful execution.



Institutional Amnesia

Years of established relationship history are lost and reset the moment a key point person moves on.



Information Disconnect

Stakeholders receive conflicting answers from different departments, creating confusion and loss of trust.

Ireland doesn't learn from
infrastructure failures, we
repeat them.

IRISH TIMES

Organisations could look back at what they've already learned and use it to move forward in a more informed way.

What Engagement Can Learn From Engineering



The Fragmented Past

Information siloed in isolated drawings, physical disconnected records, lacking shared standards and lifecycle continuity.



The Structured Present

Managed under ISO 19650 standards, utilizing structured approach connected across the entire asset lifecycle.

COULD WE APPLY THE SAME THINKING TO ENGAGEMENT DATA?

One Project: The Engagement Overview

Stakeholders Engaged

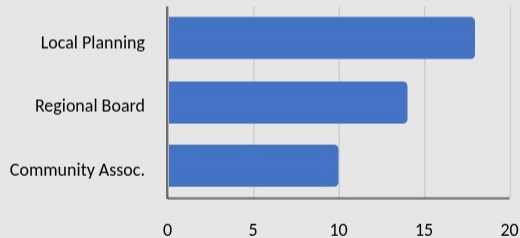
42

stakeholders engaged

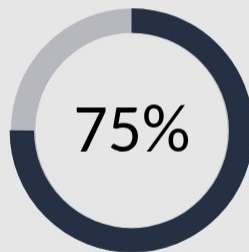
Issues Raised



Engagement by Stakeholder Group



North River District Coverage



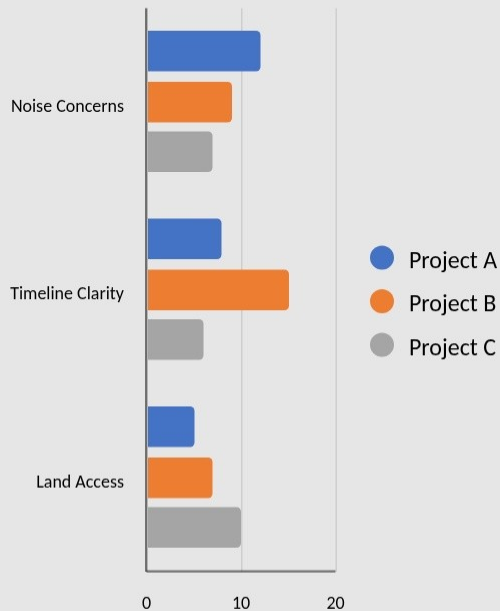
Monthly Engagement Trend



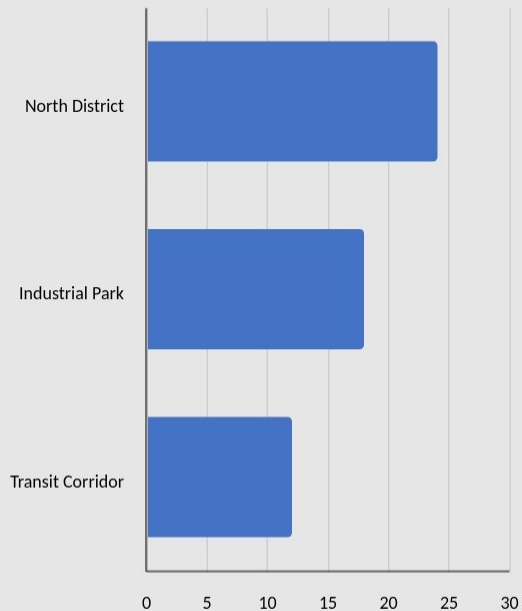
Multiple Projects: Spotting Patterns

Analyzing recurring issues, community engagement, and stakeholder inquiries across active projects.

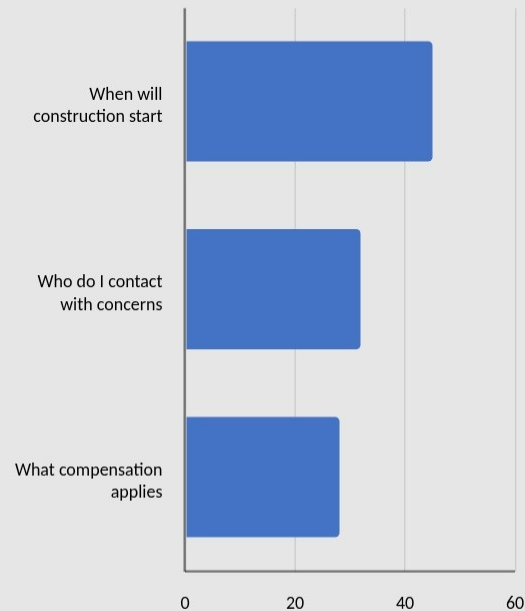
Recurring Issues Across Projects



Communities Engaged Repeatedly



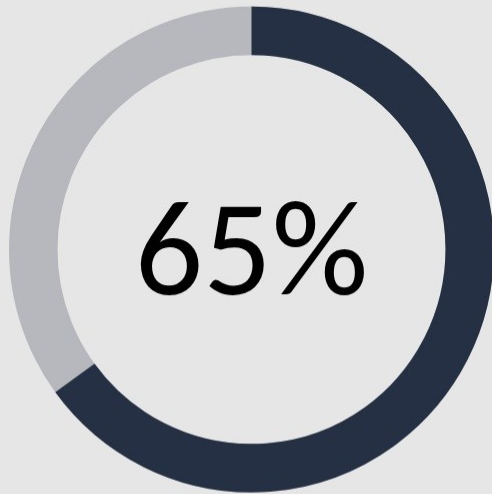
Top Recurring Stakeholder Questions



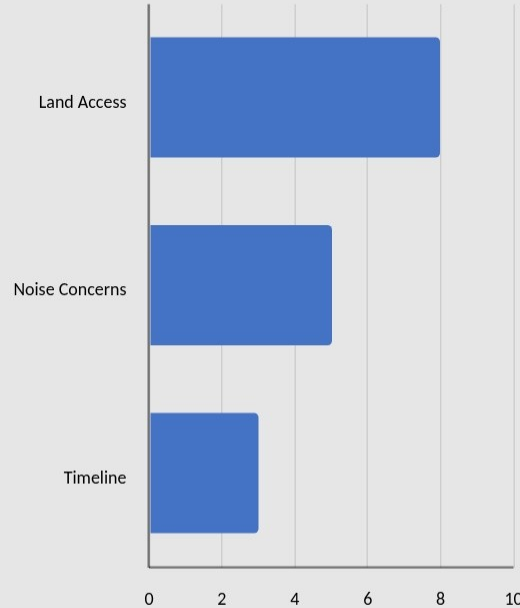
The Compounding View

Analysis of Stakeholder Overlap and Tier One Mitigation Strategies

Stakeholder Overlap



Tier One Issues

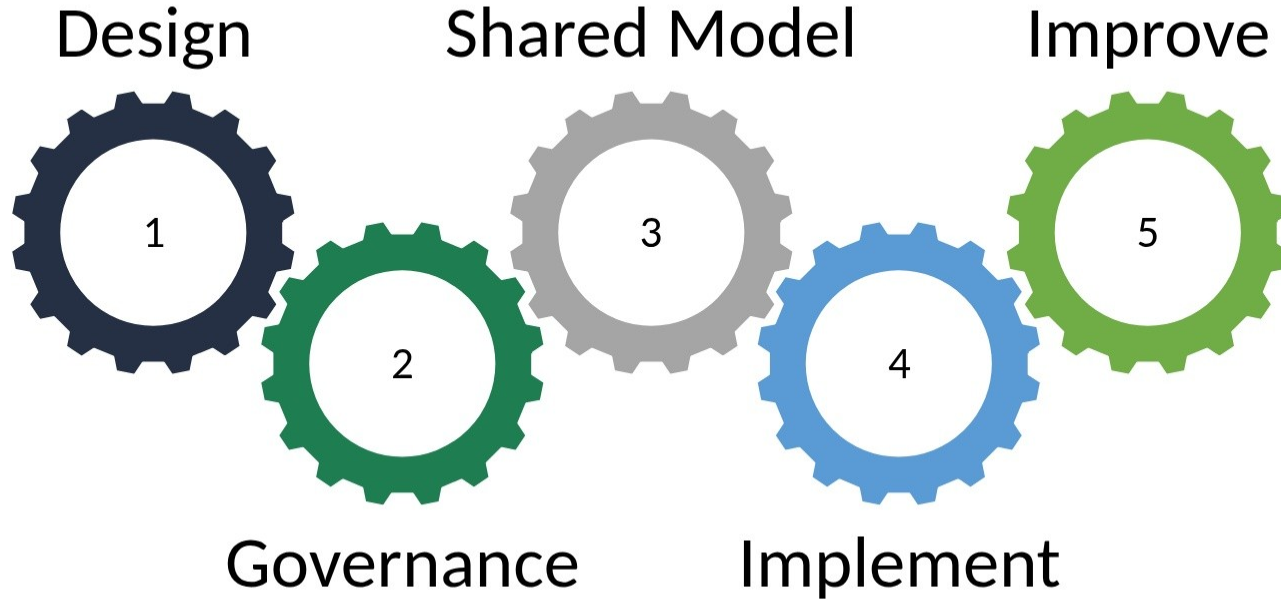


Mitigation Performance

Land Access (Early Consultation):
72% Success Rate | Noise Concerns
(Revised Hours): 58% Success Rate |
Timeline (Phased Scheduling): 61%
Success Rate

The Reality: Legacy Systems,
Silos....Spreadsheets!

Start with Design



Technology as an Enabler,
People as the Orchestrator

The Obstacles



Retention

Delete with intent, not by default.



Leadership

The goal without the discipline to deliver it.



Culture

A dedicated role can't succeed without the culture to support it

Making the Business Case



The Chicken and Egg

We need data to prove value, yet it is difficult to secure the resources and governance necessary to build that data without prior proof. This creates a cycle where measurement is starved by the lack of evidence it aims to provide.



The Way Through

Don't count the relationship; count the trace it leaves. Focus on tangible metrics like hours spent rebuilding trust or the volume of meetings required to reach previous baselines.

If we were better at evidencing the impact of engagement, it would go a long way to getting the resourcing and capacity to do it well.

Data + Continuity + Learning
= Compounding Value

Thank You
