



The Alignment, Interest, Influence Matrix (AIIM)

What is it for?

The Alignment, Interest, Influence Matrix (AIIM) is a strategic tool used in policy advisory work to map and analyze stakeholders. It helps you understand who is relevant to your policy goal, how influential they are, what their interests are, and how aligned they are with your objectives.

By using AIIM, you can:

- Prioritize stakeholders based on their potential to support or block your policy initiative
- Tailor your engagement strategies based on their level of alignment and interest
- Identify opportunities to build alliances or mitigate resistance

References:

[Caroline Paulick-Thiel, et al. \(2020\), *Öffentliches gestalten*](#)

Johannes Kern (2021) Ursache-Wirkungs-Diagramme erfolgreich einsetzen: Das Ishikawa-Diagramm in Theorie und Praxis

Step by Step

- 1 Map your stakeholders**

Place your stakeholders in the 2x2 Alignment–Interest–Influence Matrix based on their position relative to your policy objective.
- 2 Document your reasoning**

Note the reasons for each stakeholder’s placement. Why are they aligned or interested? How does this show in their behaviors?
- 3 Identify possible actions**

Start to consider what you might do with specific actors. This initial analysis should give you early ideas for engagement strategies.
- 4 Prioritize key actors**

Highlight the most important and most accessible stakeholders using two different colors to distinguish them.
- 5 Plan a pathway of change**

Develop an intended pathway of change for your target audiences based on their current position and desired shift.

Note: Further important points often emerge at a later stage (after meetings, interviews, etc.). Additions are useful.

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Alignment:

- Do they agree with our approach?
- Do they agree with our assumptions?
- Do they want to do the same things that we think need to be done?
- Are they thinking what we are thinking?

Interest:

- Are they committing time and money to this issue?
- Do they want something to happen (whether it is for or against what we propose)?
- Are they going to events on the subject?
- Are they publicly speaking about this?

