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The Role Of Stakeholders Management On Project Results

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Author’s Photos



Author's short biographies

Roberto Sbragia

Roberto Sbragia holds a degree in Business Administration from the University of São Paulo (1974), a Master's degree in Administration from the University of São Paulo (1977) and a PhD in Administration from the University of São Paulo (1982). He holds a postdoctoral degree in Management of R&D from Northwestern University/Technological Institute/Department of Industrial Engineering and Management Sciences. He is currently a senior professor at the University of São Paulo, working with the Department of Administration of the School of Economics, Administration and Accounting (FEA), where he participates in the study group of PGT/USP - Policy and Management of Innovation. He is also a professor of the Professional Master's Degree at FIA-Fundação Instituto de Administração and coordinator of GPRO- Núcleo de Gestão de Projetos. He is a member of the International Advisory Board of IAMOT- International Association of Management of Technology, University of Miami, USA, and of the Advisory Committee of GFPM - Global Forum on Project Management, University of Texas at Dallas, USA. He works mainly on the following topics: management of technological innovation and project management.

Carlo Giglio:

Carlo Giglio, Ph.D., is Senior Research Fellow in Business&Management Engineering (University of Calabria-Italy), Visiting Prof. at University of Sao Paulo, Brazil, and at University of Science and Technology of China, Hefei City. He has several experiences abroad including: Imperial College Business School (UK); Technical University of Denmark-DTU; Université Lille1-France. He was Principal Investigator of EU/national projects on Collaborative Economy nominated by WIRED&AUDI and acted in the European Commission's ETP-ALICE and as EU projects' evaluator. He holds editorial roles (Associate Editor, European Journal of Innovation Management; Editorial Board, Journal of Open Innovation). He is Ph.D. Jury member in universities in France and India.

Ananda C. Pimenta

Ananda Carvalho Pimenta is PhD in Business Administration at FEA-USP in the área of Project and Innovation Management (2019). She earned a master´s degree in Business at PUC SP (2014) and a bachelor´s degree in Business Administration at FEA –USP (1997). Also holds a post graduate degree in Marketing (2003) and an MBA in Finance at FGV- Fundação Getulio Vargas SP (2010). Former consultant at PWC.

Introduction

- Project management is one of the most suitable instruments to face current and future corporate challenges in a project-based economy, called Project Economy (PMI, 2018).

- The Stakeholder Management process was included in the PMBOK® in 2004 and discussed stakeholder engagement in projects

- In the current version, 2020, it is the results of projects that represent competitive advantage and value creation, which can improve business results

Therefore, for this study the following research problem was defined: **Do stakeholder management practices contribute to the performance of projects carried out in organizations?**

The Literature Review

Regarding the literature consulted, the study was based on 3 main theoretical axes:

1- The Success or achievement of projects: here we can see an evolution of the concept over several years, towards a multi-dimensional model, with multi-temporal criteria, understood as immediate (scope, deadline, cost and quality), mediate (client, team satisfaction, etc.) and ultimate/final criteria, such as sales, profits, and organizational growth (Shenhar, 1997; Shenhar&Dvir, 2007);

2- Stakeholder Management: here is a more recent concern with the topic, especially regarding its multiplicity, diversity, and heterogeneity of interests in relation to the projects conducted by organizations. Consistently, management practices have evolved, with great emphasis on their identification and analysis (Oliveira and Rabechini, 2019);

3- Finally, the literature demonstrates a gap in the investigation of the possible effects that **good STH management can have on the success of projects**, in light of different situations, such as the company, the projects, and the teams involved. This is the gap targeted by this study in order to better clarify it.

Methodology

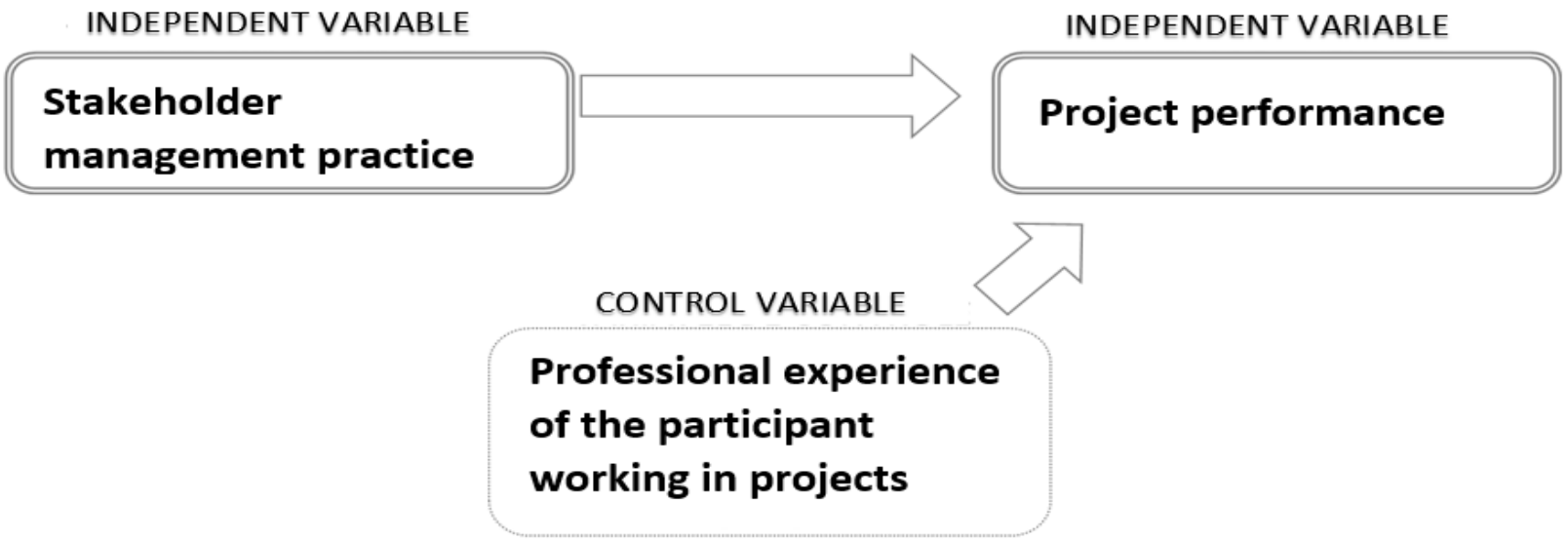
Methodological Procedures

Method	*Survey*
Focus	Quantitative
Research Unit	Projects
Sample	Non-probabilistic of 105 projects
Collection	Electronic questionnaire (QuestionPro® tool) containing 113 items and pre-test
Data treatment and analysis	• Structural Equation Modeling (Partial Least Squares)

Methodology

Methodological Procedures

Final conceptual model

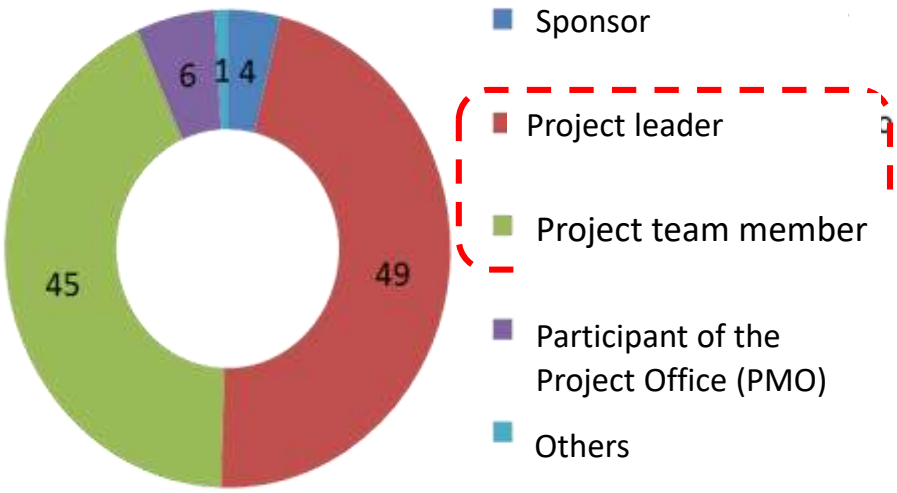


For the **conceptual final models Final**, only the control variable **Professional experience of the participant** working on projects was considered for the analysis of results, since it is **the only statistically significant one among several others included.**

Profile of participants/respondents (n= 105)

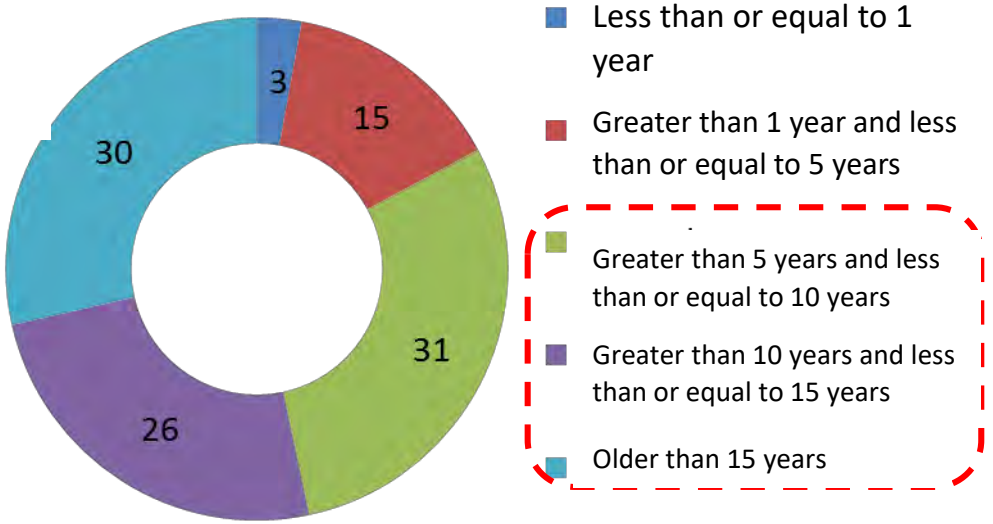
Role in the Project

63% are Sponsors and Project Leaders



Professional Experience

87% have more than 5 years of experience, 56% more than 10 yrs



Analysis and discussion of the results

Univariate Analysis: Stakeholder Management Practices

FIRST-ORDER CONSTRUCTS	Stakeholder Identification	Stakeholder Analysis
AVERAGE (0-10)	5,86	5,68
DEGREE OF AGREEMENT ON THE USE	REGULAR	REGULAR

- In the respondents' evaluation, regarding the distribution of the perception about the degree of utilization, there was a **slight predominance of the Stakeholder Identification activities relative to the Analysis activities**, which confirms the assumptions of a more holistic than structured process (Grimble and Wellard (1997)

Analysis and discussion of the results

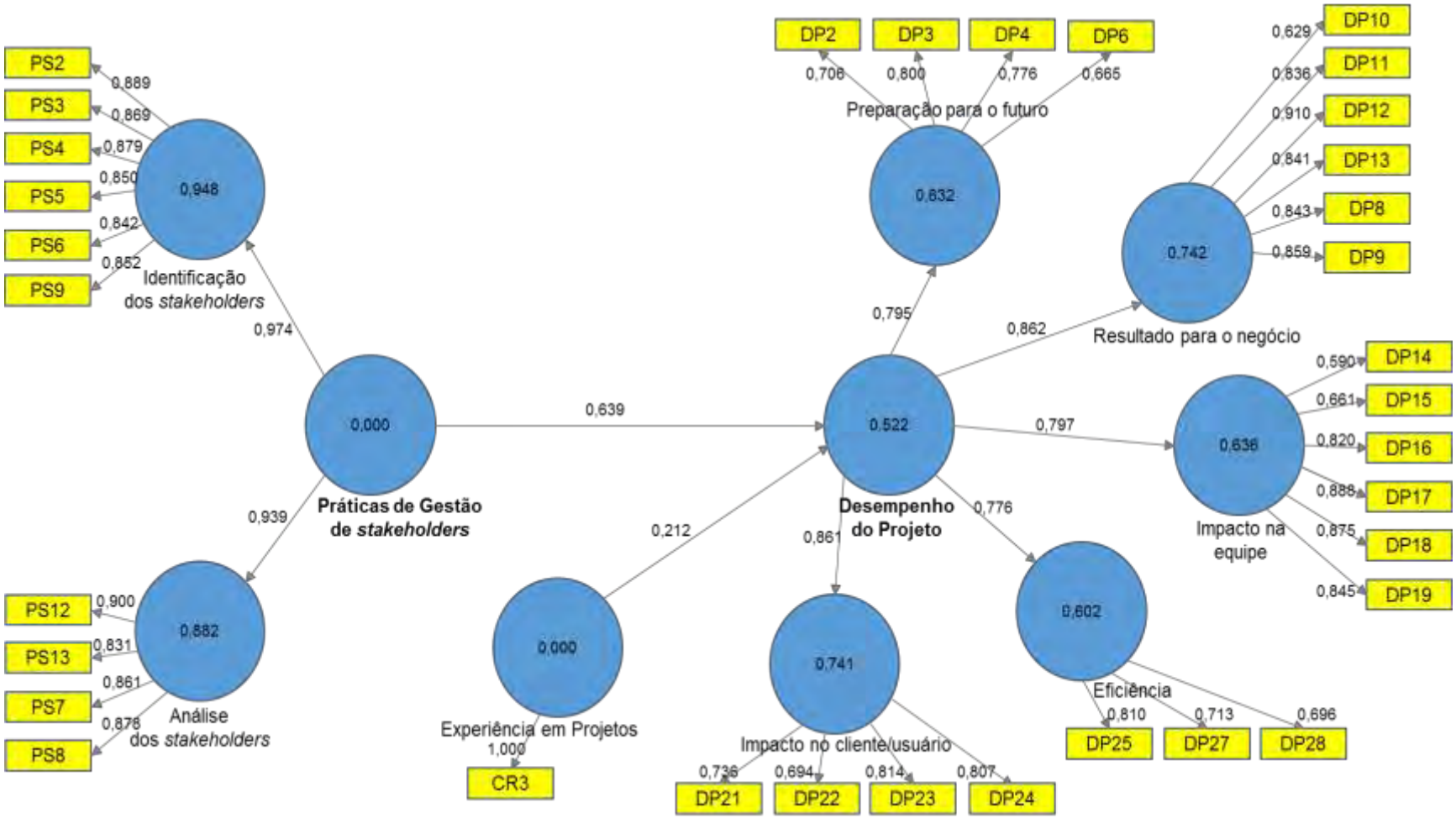
Univariate Analysis: Project Performance

FIRST-ORDER CONSTRUCTS	Project Efficiency	Client Impact/ user	Impact on the team	Result for the business	Preparation for the future
AVERAGE (5-10)	5,65	7,68	7,36	6,37	6,43
DEGREE OF AGREEMENT	REGULAR	HIGH	HIGH	HIGH	HIGH

As for the distribution of the respondents' perception of the success of the projects, there was a **greater appreciation of the Impact on the client/user as a performance criterion, as well as the Impact on the team**, the most recent dimension proposed by Shenhar and Dvir (2007).

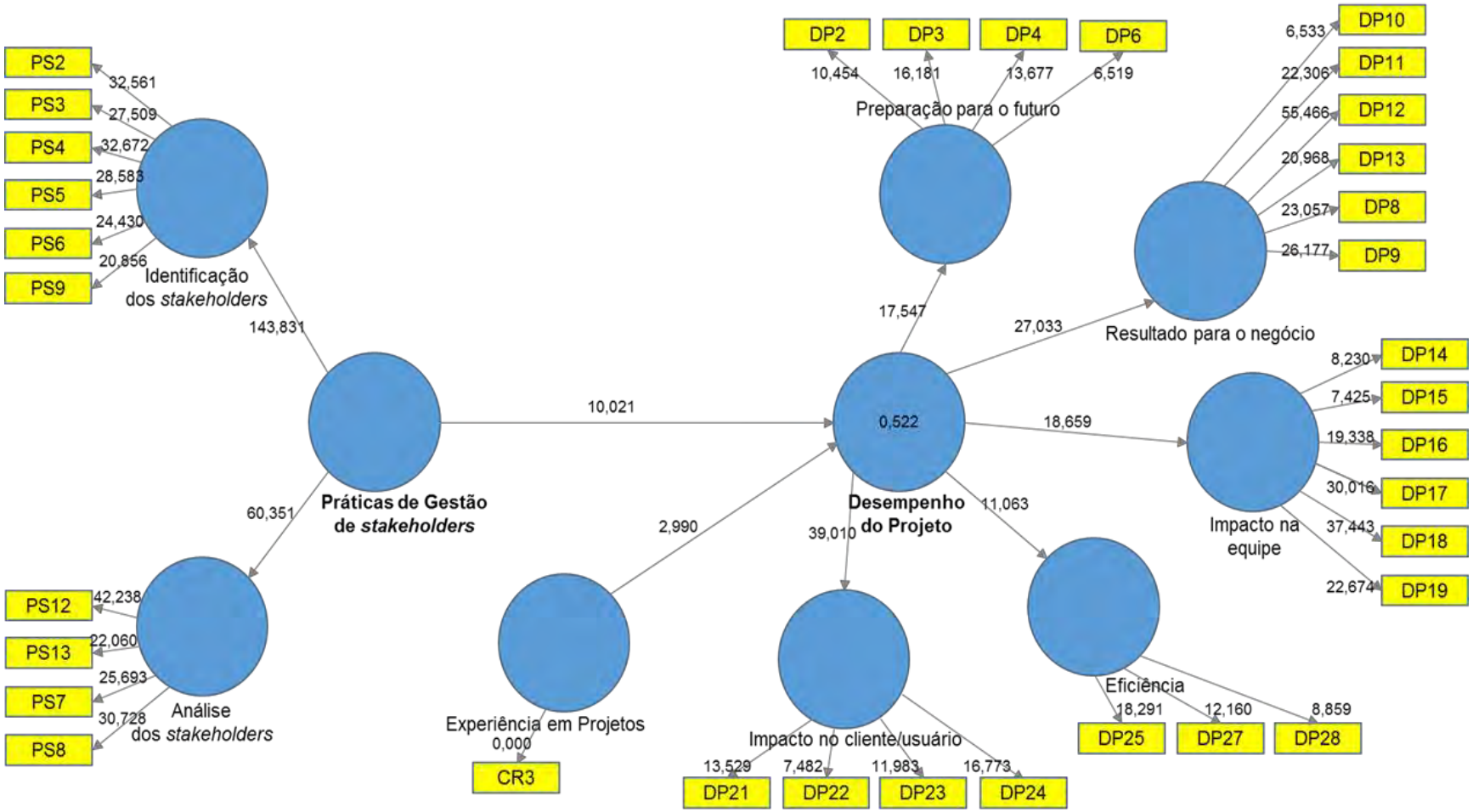
Analysis and discussion of the Results

Multivariate Analysis: Final Model, Path Coefficients



Analysis and discussion of the Results

Multivariate Analysis: Final Model, Statistical Significance (T-test) of Path Coefficients of the Structural Model



Analysis and discussion of the Results

Multivariate Analysis: Final Model

	Path Coefficient	Statistical Significance	R^2
Main Relation Analysis: Stakeholder management practices → Overall Project Performance	0,639	10,021	
Control Variable Analysis: Professional experience of the participant working on projects → Overall Project performance	0,212	2,990	52,2%

Analysis and discussion of the Results

Multivariate Analysis: Concurrent Model (direct relationship between the construct Stakeholder management practices and the five variables of the construct Project performance)

		Path Coefficient	Statistical Significance	R^2
Stakeholder management	→ Efficiency	0,500	4,865	28,4%
Project Experience		0,098	0,923	
Stakeholder management	→ Impact on the team	0,481	5,166	26,2%
Project Experience		0,092	0,843	
Stakeholder management	→ Impact on the client/user	0,581	10,280	41,1%
Project Experience		0,162	2,163	
Stakeholder management	→ Result for the business	0,554	8,850	46,6%
Project Experience		0,284	4,026	
Stakeholder management	→ Preparation for the future	0,539	7,358	40,6%
Project Experience		0,230	2,800	

Analysis and discussion of the Results

Multivariate Analysis: Final and Concurrent Models

- **Stakeholder management practices associated with Professional experience working on projects** are important to explain project performance, **accounting for 52.2% of the variation of these** according to the final model;
- Some of the **dimensions of project performance** are **more influenced and/or explained by Stakeholder Management Practices**, such as **Business Outcome, Customer/User Impact and Future Readiness.** And **the least influenced** by them are **Efficiency and Impact on the team**, as discussed by the Concurrent Model.

Conclusions and Final Considerations

The study allowed to conclude, considering several constraints, that:

- The exercise **of stakeholders' management practices**, associated with the **professional experience of the participant working in projects, contribute to the project performance in a positive and satisfactory way**, corresponding to more than 50% according to the statistical model used.
- It also highlights the impact of **stakeholder management practices on the dimensions Customer/user satisfaction, Results for the business and Preparation for the future.**

Limitations and Recommendations for further studies

The use of **unique data** from multiple projects	→	**Triangulate** project perspectives with more than one respondent per project
The **electronic** and remote application of the **questionnaire**	→	Apply the questionnaire **face-to-face** in a controlled environment
The invitation to a **restricted base** of respondent participants	→	Access associations of project practitioners to **maximize responses**

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