

Developing Methodology for Stakeholder Management to Achieve Project Success

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ABSTRACT: Stakeholders play a significant role in project success or failure. The effective management of stakeholders in construction projects has a great contribution to the project success. This importance of effective management is due to the conflict among Stakeholders which is considered as a traditional construction aspect. The probability that the project will be completed successfully is reduced due to conflict between the project team and one or more stakeholders which means that Lack of Stakeholders Management. This paper provides an approach for effective management to the stakeholders of construction projects in Egypt.

Different factors affecting the trend of stakeholder's management were extracted through literature review for more than 100 references aiming to cover the chief objective of the research which is how to do efficient management for stakeholders in construction projects. (30 factors were elected for conducting the research) those factors were included into 6 groups (Precondition, Stakeholder Identification, Stakeholder Assessment, Decision making, Continuous support & a General factors group) to facilitate the process then a face to face interviews with recommended experts in the field of project management for the validation of the questionnaire prior distribution were conducted accordingly a wide range survey was provided for collecting individuals' responses concerning the factors importance for the sake of prioritizing them according to their effectiveness and influence.

The Survey was emailed through an online survey web site to 136 selected professionals & 19 surveys were handed manually to represent different directions & opinions in construction industry to share their experience extracting the most factors affecting the process of stakeholder's management.

Selected professionals have been either contacted through an on line specific web sites groups represent Stakeholders Management or selected manually trying to reach the most valuable opinion according to professionalism and experience for each individual person . Out of 136 & 19 participants 100 responses (64.5%) were received than the manual printed surveys were manually entered in the online survey to allow dealing with one type of data (Computerized based).

The result of this survey indicates that the most effective ten factors that has a great influence on proper and effective stakeholders management include: Managing Stakeholders with social responsibilities, Defining & formulating a clear statement of Project Missions, Formulating appropriate strategies to manage stakeholders, Build trust between project top management and the most engaged stakeholders in the project, Exploring stakeholders needs and constraints in projects, Ensuring effective communication for all project stakeholders, Identifying stakeholders, Promoting a good relationship with stakeholder, Understanding the areas of stakeholders interests & Prioritize Stakeholders by their power and influence on the project.

KEYWORDS: Critical factors; Briefing stage; Public private partnership; Stakeholder; Construction management; Factor analysis, construction projects, rankings.

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I. INTRODUCTION

Now days Mega construction projects are everywhere for a several proposes such as business wise or countries development, this situation generates the need of highly experienced management teams in these projects through all the stages to achieve success.

Stakeholder management is one of the most important project management tools; although there has been some success in areas such as manufacturing industry, the construction industry still has a poor record of stakeholder management during the past decades.

It is a concept that has become very important in the successful management of projects. Multiple project players and the complex environment in which projects are often implemented in is making it necessary for the adoption of established stakeholder management processes in a bid to manage projects successfully.

The research seeks to establish further the importance stakeholders play in the successful management of projects.

Already, many modern organizations such as Pfizer pharmaceuticals and Boeing have long moved from function-based management structures to become “Projectized” organizations, with outstanding results.

These projectized organizations employ integrated use of project management best practices and critical success factors (CSFs) to ensure successful delivery of organizational projects. The results of deploying such CSFs on projects, are the improvement of operational efficiency, competitiveness (Bredillet, 2005 [1]), and overall organizational effectiveness (Boynton & Zmund, 1984 [2]; Walker & Dart, 2011) [2]. “Reaching project success point is different from the point of view of each stakeholder. A project that may seem to be successful to the client but on the other hand the same project maybe completely unsuccessful for both the contractors and the end users” (Toor and Ogunlana,) that’s why we are searching for a better stakeholders management to be sure of success from everybody perspective.

II. RESEARCH METHODOLOGY

In order to achieve the objectives of this research the following steps were applied respectively .Collecting and identifying critical factors that directly affect stakeholder management. Face-To-Face interviews with project management experts were conducted. Questionnaire survey was distributed than a complete analysis for the collected Responses using statistical Package for Social Science (SPSS) program was conducted.

Finally ranking the factors based on the previous analysis to show the most influencing factors on the stakeholder management and providing recommendations on how to manage the selected factors to enhance the stakeholder's management process in construction project.

III. OVERVIEW FOR THE SELECTED FACTORS

1. Undertaking social responsibilities.

Carroll (1991)[3] suggests there is a natural fit between the ideas of corporate social responsibility and an organization’s stakeholders, as the stakeholder concept personalizes social responsibilities by delineating the specific groups or persons that business should consider in its orientations and activities relevant to corporate social responsibility.

2. Defining project missions.

The identification of a clear mission for projects at different stages is widely considered to be essential for the effective management of stakeholders (Winch,2000)[4] . Before every activity of stakeholder management, the project manager should have a good understanding of the tasks and objectives at each particular stage of the project lifecycle, Jergeas et al. (2000) [5] further proved that “setting common goals, objectives and project priorities” is significant for improving stakeholder management.

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3. Identifying stakeholders.

Most researchers studying stakeholder management (e.g. Karlsen, 2002[6] ; Olander, 2006[7]) have pointed out the significant importance of stakeholder identity in this field. The project stakeholders can be divided into different types, according to various criteria and can be classified and therefore managed, once such stakeholder identities are clear.

4. Understanding the areas of stakeholder interests.

As a consequence of 'identifying stakeholder', construction projects stakeholders have various interests which, as indicated in Section 4.3.3 above, have to be identified and considered in order to assess stakeholder concerns (Cleland, 1999) [8]. Interests include such as product safety, new product services, and financial returns (Freeman et al., 2007) [9].

5. Exploring stakeholder needs and project constraints.

Exploring stakeholder needs and project constraints regarding the projects are to anatomize areas of stakeholder interests and list the detailed issues of stakeholder concerns (Freeman et al., 2007)[9]. During the project process, all of the stakeholder needs should be assessed "so that a satisfactory and realistic solution to problems (e.g. conflicts of need) being addressed can be obtained" (Love et al., 2004). Homoplastically, Kocak (2003) [10].

6. Assessing stakeholder behavior

The behavior of stakeholders has been found to be not necessarily co-operative. They have the capacity and maybe even willingness to jeopardize the success of project teams. This capacity, according to Savage et al. (1991)[11] should be measured during the stakeholder management process. Stakeholder behavior can be classified into three categories: (1) observed behavior, (2) cooperative potential, and (3) competitive threat (Freeman, 1984)[12]. Freeman et al. (2007)[9] state that project managers need to clearly understand the range of stakeholder reactions and behavior.

7. Predicting stakeholder influence

Project management procedure is affected by project stakeholders (Olander, 2007)[13]. Therefore recognizing the stakeholder influence is important as regards the ability to "plan and execute a sufficiently rigorous stakeholder management process" (Olander and Landin, 2005)[14].

8. Assessing stakeholder attributes

Stakeholder attributes need to be properly assessed by project teams (Mitchell et al, 1997 [15]; Bourne, 2005)[16]. Mitchell et al. (1997) [15] revealed three attributes in their study: (1) power, (2) urgency, and (3) legitimacy. Power means the ability to "control resources, create dependencies, and support the interests of some organization members or groups over others" (Mitchell et al., 1997)[15]. Bourne and Walker (2005)[16] believe that successful project managers should have the ability to understand the "invisible power" among stakeholders.

9. Analyzing stakeholder conflicts and coalitions

Conflict occurs whenever disagreements exist in a social situation. Analyzing conflicts and coalitions among stakeholders is an important step in stakeholder management (Freeman, 1984)[12].

10. Compromising conflicts

Since there are various conflicts among stakeholders, finding decision compromises regarding these conflicts is important for project managers (Freeman, 1984)[12]. A positive relationship between conflict resolution and satisfaction of stakeholders by a questionnaire survey. The making of a "multi-win" compromise solution is a problem faced by project teams.

11. Promoting a good relationship

Successful relationships between project management team and its stakeholders are vital for the successful delivery

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of projects and for meeting stakeholder expectations (Cleland, 1986[17]; Savage et al., 1991[11]; Jergeas et al., 2000[5]). Trust and commitment among stakeholders (good relationships) can be built and maintained by efficient relationship management (Pinto, 1998[18]; Bourne, 2005[16]; Karlsen et al., 2008[19]).

12. Formulating appropriate strategies

Schwager (2004)[20] points out that the central question of stakeholder management was “what are the strategies that organizations use to deal with the issues raised by stakeholders”. A similar result is obtained by Karlsen (2002) [6] from a survey; he states that there are different types of the strategies, but basically stakeholder management strategy is the attitude with which the PM team treats different stakeholders. In order to identify different kinds of strategies, enacted by organizations in response to the demands presented by external stakeholders.

13. Predicting stakeholder reactions

‘Stakeholder reactions to the strategies’ is an important factor to be considered by project managers. The results of his application of the fuzzy set method, emphasized the feasibility and acceptability of strategies for stakeholders, and therefore, encouraged the promotion of the policy for project teams to predict stakeholder behavior during strategy implementation.

14. Analyzing changes of stakeholder interests and relationships

The concepts of stakeholder change in dynamics were acknowledged by Freeman (1984) [12]. He found that, in reality stakeholders and their influence change over time, depending on the strategic issues under consideration. Stakeholder dynamics are an interesting and important aspect of the stakeholder concept (Elias et al., 2002)[21]. The uncertainty caused by stakeholders includes the influence of stakeholder identity, their needs, and the implications of relationships among stakeholders.

15. Ensuring effective communication

Communication is essential in maintaining the support and commitment of all stakeholders. Effective, regular, and planned communication with all members of the project community is necessary for project success (Cleland, 1995) [23]. In addition, project managers should be highly skilled negotiators and communicators, capable of managing individual stakeholder expectations and creating a positive culture change within the overall organization.

16. Classify stakeholder to supporters, Neutral & resistant to the Project.

This tool is a magnificent tool among all the stakeholders management tools because it allows the project manager to classify all the stakeholders of the project and issue a register containing who will support the project and who will be on the opposite site resisting his project completion accordingly more management effort is required to the resistant stakeholders and also the neutral must be taken into consideration to avoid being switched to resistant stakeholders.

17. Increase the engagement of the project stakeholder’s supporters

Efficient project management teams have to engage stakeholders effectively with all means of communication; therefore, they should define whom they should effectively communicate, when and what is required to transfer. It is essential to generate and set up successful communicative tactics or strategies to discriminate stakeholders having an adverse outcome on the project’s processes. Effective communication is a driving factor to the success of construction projects.

18. Try to find way to change project resistant stakeholders to project supporters.

In accordance with Bourne and Walker (2005)[16], this process enables the implementation of a process that decreases and eradicates any likely negative impact resulting from unsupportive stakeholders and increases the positive impact of stakeholders. This is an essential tool to gain as much support as the project can benefit from.

19. Diagnosing the stakeholder’s potential for cooperation.

Based on earlier trials diagnosing the stakeholders’ potential for cooperation is important at the project’s early stages to apply it whenever required during the project stages without delay specially when this stakeholder has a great

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influence on the project or expert in an issue that is related to the nature of the project and could either facilitate or accelerate the progress of works.

20. Diagnosing the stakeholders' potential for threat on the project.

Efficient stakeholders management must include risk mitigation or even elimination if applicable this is the case in that factor the project manager must be aware of the stakeholders who threaten the project and how much damage they can provide in case their goals or benefits were not planned or achieved from the project that accordingly the project manager must give them more management time to avoid their negative actions which may harm the project.

21. Identify Stakeholder influence and relation on the project key resources

Proper identification of project stakeholders is considered as one of the critical factors affecting stakeholder management success. Therefore, project managers are required to identify properly those stakeholders and define them as the most significant ones (Assudani and Kloppenborg, 2010) [24]. Identifying stakeholders is a significant area of concern for project managers because of the extensive diversity of stakeholders in construction projects throughout their lifecycle. Consequently, the identification process of project stakeholders in a construction project should be considered at the project's primary stages as a potential process.

22. Prioritize Stakeholders by their power and influence on the project.

This tool is very important while applying an efficient stakeholder's management process. It allows the project manager to know which stakeholders more management needs time according to their priority in the list which is generated from their power of influence on the project.

23. Stakeholder power - interest matrix from their point of view

This tool is related to the previous one but the difference here is that the project manager must know each individual stakeholder's target/benefit expectations from the project and try to provide most of the goals of the stakeholders at the end of the project which is considered one of the most project success measures.

24. Control level of engagement for each stakeholder

The communication factor is another widely agreed-upon CSF in the literature (Cooke-Davies, 2002 [22]; Fortune & White, 2006 [25]). The PMI (2008) posited that creating a comprehensive communication plan for the project, followed by timely distribution of project information (goals, objectives, reports, and changes) to all stakeholders is a key supporter of project success.

25. Information distribution to all stakeholders during all the project phases

Information distribution is the Communications Management process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.

26. Update stakeholders register during project life cycle.

The stakeholder register should be consulted and updated on a regular basis, as stakeholders may change or new ones identified throughout the life cycle of the project. ((PMBOK® Guide) – Fifth Edition))

27. Build trust between project top management and the most engaged stakeholders in the project.

One of the significant factors to enhancing the construction project's relations successfully is to recognize that there is a difference among stakeholders as well as they have varying needs, demands, and expectations of the project. Therefore, it is essential for project managers to recognize the ability and readiness of their project stakeholders in order to maintain successful relations.

28. Control Stakeholder engagement

Control Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. The key benefit of this process is that it will maintain or increase the

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efficiency and effectiveness of stakeholder engagement activities as the project evolves and its Environment changes ((PMBOK® Guide) – Fifth Edition)).

29. Use Part of stakeholders as subject matter experts in case of availability

After good identification for the project stakeholders management it would be a great assist to use them as experts if available for the certain items in the project this will lead to cost minimizing of getting experienced outsourced and on the other hand the used stakeholder will be a project supporter since he is involved directly in the execution process.

30. Issue stakeholder management plan and update it during project life cycle

Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success. The key benefit of this process is that it provides a clear, actionable plan to interact with project stakeholders to support the project's interests Plan Stakeholder Management identifies how the project will affect stakeholders, which then allows the project manager to develop various ways to effectively engage stakeholders in the project, to manage their expectations, and to ultimately achieving the project objectives.

IV. DATA ANALYSIS

Depending on the information collected across the literature review of Accessible Literatures and face to Face interview with several Management experts seeking guidance prior starting survey distribution, Accordingly a questionnaire was prepared carefully to achieve the aims and objectives of the dissertation and it was emailed through an online survey web site to 136 selected professionals & 19 survey were handed manually to represent different directions & opinions in construction industry . Selected professionals have been either contacted through an on line specific web sites groups represent Stakeholders Management or selected manually trying to reach the most valuable opinion according to professionalism and experience for each individual person . Out of 136 & 19 participants 100 responses (64.5%) were received than the manual printed surveys were manually entered in the online survey to allow dealing with one type of data (Computerized based). All the Collected data were analyzed using SPSS statistical Package for Social Science after Coding most of the data and transfer them into numbers to allow statistical analysis using the mentioned software trying to quantify & identify a weight & an impact for each factor on the Stakeholders management process.

Hereinafter (Table -1 Ranking of the proposed factors), include the selected factor for the study and showing the results after the study reflecting their concluded ranking.

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Table 1 - Ranking of the proposed factors

- 1 **F1** Managing Stakeholders with social responsibilities.
- 2 **F2** Defining & formulating a clear statement of Project Missions.
- 3 **F12** Formulating appropriate strategies to manage Stakeholders.
- 4 **F27** Build trust between project top management and the most engaged stakeholders in the pro
- 5 **F5** Exploring stakeholders needs and constraints in projects
- 6 **F15** Ensuring effective communication for all project Stakeholders.
- 7 **F3** Identifying stakeholders.
- 8 **F11** Promoting a good relationship with stakeholder.
- 9 **F4** Understanding the areas of stakeholders interests
- 10 **F22** Prioritize Stakeholders by their power and influence on the project.
- 11 **F25** Information distribution to all stakeholder during all the project phases.
- 12 **F7** Predicting the influence of stakeholders to the projects
- 13 **F30** Issue stakeholder management plan and update it during project life cycle.
- 14 **F21** Identify Stakeholder influence and relation on the project key resources.
- 15 **F8** Assessing attributes (Power, Urgency & Proximity) of stakeholders.

- 16 **F10** Compromising conflict among stakeholder effectively
- 17 **F9** Analyzing conflicts and coalitions among stakeholders
- 18 **F16** Classify stakeholder to supporters ,neutral & resistant to the project
- 19 **F14** Analyzing the change of stakeholders influence & relationship during project st
- 20 **F17** Increase the engagement of the project stakeholders supporters.
- 21 **F13** Predicting stakeholders reactions for implementing future strategies
- 22 **F20** Diagnosing the stakeholders potential for threat on the Project.
- 23 **F28** Control Stakeholder engagement
- 24 **F29** Use Part of stakeholders as subject matter experts in case of availability.
- 25 **F6** Assessing stakeholders behavior
- 26 **F23** Stakeholder power - interest matrix from their point of view.
- 27 **F19** Diagnosing the stakeholders potential for cooperation
- 28 **F24** Control level of engagement for each stakeholder
- 29 **F18** Try to find way to change project resistant stakeholders to project supporters.
- 30 **F26** Update stakeholder registers during project life cycle.

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V. CONCLUSIONS

Stakeholder's management has developed into an essential task of the project management process over the recent decades. A collaboration of a comprehensive literature review and an online questionnaire was established to identify, assess and analyze the factors that affect the success of stakeholder management. The conclusion of this dissertation shows that thirty factors selected, assessed and considered more critical for the success of stakeholder management in Construction project than after analysis and complete study only 10 factors appears to be the most influencing factors for this process.

The factors that are not considered as critical are Information distribution to all stakeholder during all the project phases , Predicting the influence of stakeholders to the projects , Issue stakeholder management plan and update it during project life cycle , Identify Stakeholder influence and relation on the project key resources , Assessing attributes (Power, Urgency & Proximity) of stakeholders , Compromising conflict among stakeholder effectively ,Analyzing conflicts and coalitions among stakeholders , Classify stakeholder to supporters ,neutral & resistant to the project , Analyzing the change of stakeholders influence & relationship during project stages , Increase the engagement of the project stakeholders supporters, Predicting stakeholders reactions for implementing future strategies , Diagnosing the stakeholders potential for threat on the project , Control Stakeholder engagement, Use Part of stakeholders as subject matter experts in case of availability ,Assessing stakeholders behavior , Stakeholder power - interest matrix from their point of view , Diagnosing the stakeholders potential for cooperation , Control level of engagement for each stakeholder , Try to find way to change project resistant stakeholders to project supporters and Update stakeholder registers during project life cycle.

On the other hand the factors that were clearly highly influence and impact the stakeholders management in construction projects are Managing Stakeholders with social responsibilities (Economic, Legal, Environmental & Ethical), Defining & formulating a clear statement of Project Missions , Formulating appropriate strategies to manage stakeholders , Build trust between project top management and the most engaged stakeholders in the project , Exploring stakeholders needs and constraints in projects , Ensuring effective communication for all project stakeholders , Identifying stakeholders, Promoting a good relationship with stakeholder , Understanding the areas of stakeholders interests , Prioritize Stakeholders by their power and influence on the project. The last ten factors considered very important for the success of stakeholder's management process in construction projects in Egypt accordingly they are very important for the completion of the project itself.

VI. RECOMMENDATION

Based on the previous data and study kindly find recommendations necessary for enhancing the stakeholder's management process in construction projects in Egypt, Mainly the solution for conducting a high level of stakeholders management will be through the below major six actions and later will be discussed into details showing their relation to each factor and how they are affected by them (Fig.6.1):-

1. Very clear identification of the project scope of work through a detailed report generated by the technical team.
2. Issuances of stakeholders register.
3. Rank the Stakeholders based on their level of influence on the project.
4. Identify the top stakeholders influencers needs and goals from the project through periodically meetings.
5. Ensures very highly communication reports to be provided to the top stakeholders to avoid late surprises
6. Weekly meeting with the project internal team and monthly with the external team to enhance communications and provide more project supporters.

As shown in the following table (Table 2 – Summary of the obtained Results) ,the factors are ranked based on their priorities according to this study ,supported with the required action needed to manage each factor effectively for a better stakeholders management procedures.

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Table 2 – Summary of the obtained results

	Top Ten Factors Ranked From 1 To 10	Required Actions
1	Managing Stakeholders with social responsibilities (Economic, Legal, Environmental & Ethical).	“Organizations should acknowledge the validity of diverse stakeholder interests and should attempt to respond to them within a mutually supportive framework because it is a moral requirement”. According to Carroll’s definition (1979).
2	Defining & formulating a clear statement of Project Missions	The project manager should have a good understanding of the tasks and objectives at each particular stage of the project lifecycle, including such as the issues about cost, schedule, and budget. Using interviews and this could be enhanced by issuing project briefing report contains the scope of works and to be updated gradually after meetings with the project stakeholders.
3	Formulating appropriate strategies to manage stakeholders	The project manager should formulate appropriate stakeholder management strategy which contains who the project management team treats different stakeholders as an example to make face to face interview Bi-weekly with each project stakeholders groups and it should be continues process .
4	Build trust between project top management and the most engaged stakeholders in the project.	It is crucial to completely recognize the relationships between construction project management team and project stakeholders in order to engaging project stakeholders successfully and the more the transparent Communications the more the project manager will be freely to take important Decision without waiting for top management approvals .
5	Exploring stakeholders needs and constraints in projects	This action must be conducted periodically to avoid scope of work changes at the end of the project which will reflect high cost of change and delay in the completion of the works and this factor also can be overcome by preparing site visits to the most Influencing stakeholders to the project site lets say on a monthly basis and hear their future Expectation from the project.
6	Ensuring effective communication for all project stakeholders	Communication is essential in maintaining the support and commitment of all stakeholders (Briner et al., 1996). Effective, regular, and planned communication with all members of the project community is necessary for project success (Briner et al., 1996; Cleland, 1995) and easy to be maintained by applying weekly progress meeting with the project team internal and monthly meeting with the external team .
7	Identifying stakeholders.	taking into consideration that this factor comes number seven in the priority list but its very essential to be applied at the project early stages by maintain stakeholder's register include all their details and the power of influence of each on the project .
8	Promoting a good relationship with stakeholder.	this could be conducted by good Communications plan and to make the stakeholder aware by the progress of works in the project through daily ,weekly and monthly reports reflecting the number of manpower and equipment's in the project showing the progress of the major project activities .
9	Understanding the areas of stakeholders interests	the easiest way to use this factor for the seek of the project is to make monthly interviews with the stakeholders to know their expectations from the project.
10	Prioritize Stakeholders by their power and influence on the project.	Using the earlier issued register the stakeholder's must be prioritized based on their power of influence on the project to allow the project manager to deal with the most important stakeholders and avoid losing time with lower influence stakeholders .

VII. FURTHER RESEARCHES

As option number one it’s highly recommended that the future scholars try to find more factors that may impact the process of stakeholder’s managements and to analyze them to find their efficiency on the process.Option number two a complete framework based on the extracted top ten factors need to be established and to be applied on an ongoing project to validate the out comings

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