



**NTNU – Trondheim**  
Norwegian University of  
Science and Technology

# Managing Stakeholders in Global Projects

**Nora-Martina Neu**

Master's Thesis

Submission date: June 2013

Supervisor: Wenche Aarseth, IPK

Norwegian University of Science and Technology  
Department of Production and Quality Engineering



# Master Thesis Assignment Text

Fakultet for ingeniørvitenskap og teknologi  
Institutt for produksjons- og kvalitetsteknikk  
**MASTER CONTRACT - UTTAK AV MASTEROPPGAVE**

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<b>Studieprogram:</b> Master i Produktutvikling og produksjon (TPK4900)
<b>Fagområde/studieretning:</b> Prosjektledelse
<b>Oppgavetittel (norsk):</b> Håndtering av interessenter i globale prosjekter  <b>Oppgavetittel (engelsk):</b> Managing stakeholders in global projects
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<b>Innleveringsdato:</b> 2013.06.25 14
<b>Spesielle opplysninger</b> (gruppeoppgave, oppgave utenom NTNU etc.):
Oppgaven kan ikke taes ut før kravene i Utfyllende regler til studieforskriften § 20.3.2 er oppfylt ved at obligatorisk praksis er godkjent og alle emner er bestått. Partene er gjort kjent med avtalens vilkår, samt kapitlene i studiehandboken om generelle regler og aktuell studieplan for masterstudiet.
<b>Underskrift faglærer:</b> 22. januar 2013 <u>Wenche Aarseth</u> dato signatur Inst. styres: For Godkjenning
<b>Underskrift student:</b> Jeg erklærer herved at jeg har satt meg inn i gjeldende bestemmelser for mastergradsstudiet og at jeg oppfyller kravene for adgang til å påbegynne oppgaven, herunder eventuelle praksiskrav 22.01.2013 <u>Nora-M. Neu</u> dato signatur
<b>Kontrollert av instituttadministrasjonen:</b> <u>Karin Elise Dølle</u> signatur

**MASTER THESIS****Spring 2013****for****Nora-Martina Neu****MANAGING STAKEHOLDERS IN GLOBAL PROJECTS****(Håndtering av interessenter i globale prosjekter)**

The aim of the thesis is to facilitate the understanding and handling of global stakeholders by closer as well as enhancing interaction. The possible approach shall provide understandings who are the stakeholders, how they are related to the project (what can change during the life time of the project) but also the nature and the interests of the stakeholder, claimed as well by Binder (2007) and Anantatmula and Thomas (2010) for successfully finishing the project (Binder, 2007 and Anantatmula and Thomas, 2010, p.295 cited in Aarseth, 2011). Thus this projection has as a core element the use of global projects as background, which means a specific environment which needs to take in mind.

The reason for the necessary research from the academically perspective provides the hardly explored topic of stakeholders in global projects as an increased challenge (Aarseth, 2012, p.232) based on the new developed stage of the environment called Project Management 2.0 (Levitt, 2011, p.198) resulting in a very dynamic situation. Moreover an often occurring reason for failure in projects is based on problems with stakeholders or communication (Morphy, 2011, p.2). Hence, it would be very practical for companies to follow a general guideline how to approach new stakeholders and measure the success, to know quickly if changes in the interaction need to get introduced. By doing so the complexity of global projects and be reduced and a better way of communication pursued.

Firstly possible stakeholders in global projects will be defined and evaluated according to the stakeholder matrix, following the stakeholder management plan. Along the way stakeholders gets

analyzed for conflicts like misunderstanding, increased transaction costs, coordination problems (Mahalingam, Levitt, 2007, p.517) and an evaluation is happening. Next steps are the planning and engagement (Morphy, 2011, p.17) with the stakeholders. By pursuing this idea of integrating the stakeholders in the elaboration and realization of the project it will be tried to figure out success measures to evaluate the interfacing of the stakeholder.

The theoretical built framework of potential problems and ways to approach these problems will be compared with empirical findings from interviews. The interviewees will be asked for their background in global projects and by this their experience with stakeholders. Moreover they shall evaluate and rank different criteria for judging the interacting and hence the success perspective between the project involved and the stakeholders.

With help of the evaluation of the interviews and the literature findings a connection and linking of the results will happen. A compression of the data outcomes provide a comprehensive approach towards stakeholders by using the stakeholder management and success criteria will close the work.  
*Approach* Literature research and empirical findings from interviews

The student shall perform the following tasks:

1. Elaborate the addressed problem and describe the scope of the master thesis.
2. Conduct an extensive literature review and give an overview over relevant theory on global project management and stakeholder management in global projects.
3. Perform a qualitative study (in-depth interviews).
4. Describe and analyse the findings from the interviews.
5. Analyse the findings from interviews with findings from the literature review.
6. Design an adequate model to base future global projects on (a comprehensive approach towards global stakeholders).

The master thesis assignment shall be performed as a project. The master student shall first do a pre-study and submit a pre-study report which shall contain an analysis of the objectives (use literature) and a description of the tasks to be performed. The description of the tasks shall lead to an unambiguous definition of content and approach. Based on this, the student shall make an (hierarchical structured) activity plan for the work. Further the student shall prepare a complete project plan with an estimate of the workload in man-hours and a schedule with defined milestones. The plan shall be presented as a separate document. The student shall also include a list of about 30 literature sources (sources = papers and books) and a suggestion as to how the supervising will take place. The pre-study report with the project workload plan shall be submitted to the supervisor within February 15, 2013, and the master student will have feedback to the pre-study report from the supervisor (approved/ not approved).

The pre-study report shall be included in the final master thesis. Subsequent progress and variance reports shall also be included. In the evaluation of the work it will be emphasized that the work is well documented.

The results of the project shall be documented in a final master thesis. This thesis shall be written as a research study report containing a summary, conclusion, literature list, table of contents, and a main section documenting the results of the work. In preparing the master thesis, it should be emphasized to make the text perspicuous and well written. There must be references in the text, references must be made to tables and figures and this will be taken into consideration in the final evaluation. It will be emphasized that the results are thoroughly prepared and discussed, and that all sources used are referred to.

Material, which is developed in connection with the project, like software, text and graphic files or physical equipment, is a part of the final report. Documentation for correct use of this shall also be enclosed in the report. Documentation, which is collected with the support from the department during the project task, shall be handed in with the report.

If the master thesis requires contact with an enterprise and eventually work in this, the enterprise's regulations shall be adhered to. The master student shall follow any orders given by the management and is not allowed to interfere with the production or other work without the management's consent. Internal information about the enterprise, which the student obtains, shall not be given to persons outside the enterprise.

The student shall pay any travel expenses, printing and telephone expenses unless other agreements exist.

**The master thesis assignment text (this document) shall be enclosed and be placed immediately after the title page.**

The master thesis shall be delivered in 1 electronic ex (pdf-format) and 5 paper based.  
Deadline: **14 June 2013**.

Supervisor NTNU:

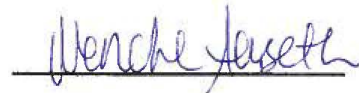
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## Pre-study Report

*Topic*            Managing Stakeholders in Global Projects

*Key words*        Global Project, Stakeholder Management, Success Factors

*Analysis of the objectives*    The reason for the necessary research from the academically perspective provides the hardly explored topic of stakeholders in global projects as an increasing challenge (Aarseth, 2012) based on the newly developed environment called Project Management 2.0 (Levitt, 2011) resulting in a very dynamic situation.

Due to the fact that there are many different groups of stakeholders, Friedman identifies 12 different groups (Friedman, 2006). It is necessary to categorize them to understand and handle them better. However, the academics differ in their ways to categorize. There is the primary/secondary stakeholder view, the owners/ non-owners view as well as the voluntary/ involuntary relationships view (Mitchell et al., 1997). Moreover the emphasis on key stakeholders is to pursue the success in the project, because they have a direct involvement via the contract (PMI, 2008). After the obstacle of identifying, evaluating and understanding, there are further difficulties in assessing them. Stakeholders are difficult to specify in their needs and interests, PMI already provides four different methods of classifying for evaluation (PMI, 2008) and therefore to treat them in an appropriate manner. A differentiation for the urgency of satisfaction, as it presents the highest aim for stakeholder handling (Donaldson & Preston, 1995), has to be made, because the treatment of all stakeholders with the same effort and commitment is too overwhelming and confusing for the specific time of a project. There is the claim that the treatment of stakeholders is integrated in the concept of corporate social responsibility (Fontaine, 2006) and should be concerned by managers (Mitchell et al, 1997; Binder, 2007 in Aarseth et al, 2011; Wit & Meyer, 2004; PMI, 2008).

The necessity of paying that much attention towards stakeholders occurs through failures in projects, because of problems with stakeholders or communication (Morphy, 2011; PMI, 2008). Stakeholders have different claims and influences towards the success of the project and so can contribute decisively to the success or failure of the project (Fontaine, 2006; Wood & Jones, 1995). Success represents a relative term, which is as such



not measureable. Therefore the need for the introduction of useful and adequate measurements is required. Success factors are “inputs to the management system that lead directly or indirectly to the success of the project” (Cooke-Davis, 2002, p.185) and shall facilitate the degree of integration of stakeholders due to the prosperity of the project.

From this point of view it’s obvious and inevitable to understand, handle and measure the level of integration of stakeholders in an adequate manner.

The aim of the thesis is to facilitate the understanding, identifying and handling of global stakeholders by closer as well as enhancing interaction. As the value of a firm and so of a project to accomplish depends on the applied corporate stakeholder theory and by this the avoidance of emerging costs, it is the most important to focus on it during the project execution (Wood & Jones, 1995). The thesis shall provide a way of identifying global stakeholders, how they are related to the project (what can change during the life time of the project) but also the nature and the interests of them, claimed as well by Binder (2007) and Anantatmula and Thomas (2010) for successfully finishing the project (Binder, 2007 and Anantamula and Thomas, 2010 cited in Aarseth, 2011) with orientation on success factors. A particularity in this investigation about stakeholders is the broaden environment of global interaction, which hence include a bigger area of attention.

The conclusion of the thesis will be divided into a theoretical and practical part for pointing out the differences in the results. Scholars will be provided with the insights to the study and as well as further areas, which need more attention to work on. On the other hand companies receive a conclusion about an approach towards stakeholders and how to understand their needs for a better interacting and integration and by this assurance of the project success.

*Description of the tasks to be performed* The thesis will begin with an introduction and a problem definition, which will be followed as a red threat throughout the work. The main part of literature research follows. Here definitions of the core elements, global project, stakeholder, and success factors will be presented to prepare an understanding for the further chapters. Furthermore stakeholders will be displayed in a broader way by focusing on the reasoning for their

identification and being, types and occurrences, interests and needs as well as a sight on possible conflict areas. A complex overview of the gathered knowledge will be represented to catch the connections between the most important and relevant key facts.

Afterwards success factors will be examined. An investigation on the purpose as well on categories and difficulties in assessing success factors will be executed. Likewise after this dispatch a summary for a definite understanding will be given.

The following chapter will provide an overview of possible methodologies and explain the choice for the qualitative method of interviewing. In the next chapter the executed interviews will be described in an overview of the findings by basic facts and the execution process. The interviewees will be asked for their background in global projects and by this their experience with stakeholders. Moreover they shall evaluate and rank different criteria for judging the interacting and hence the success perspective between the project involved and the stakeholders.

Successively the findings of the interviews will be displayed and explained in context.

In the second main part a discussion, using theoretical frameworks and empirical findings, leads to an approach towards stakeholders in global projects and how to measure their level of integration, which reflects the success of the venture. The discussion will be presented by consecutive steps for a complex guidance. For a widespread consideration additional particularities will be offered. This is of specific interest because global projects have some unique characteristics, which will be reflected by interactions and execution of themselves. The importance of attention towards the time and the environment will be shown, because they can change quickly, all over in developing countries where global projects are in the majority of cases are taken place. Other aspects like the importance of communication and relationship management will be also reconsidered.

Consequently the thesis will finish with its conclusion. That will be divided into a theoretical one and a practical one. This necessity consists because of the almost unexplored topic of stakeholders in global project and on the other hand to point out the most important parts of the practical approach.

*Definition of Content and Approach* The master thesis will treat the topic of stakeholders in global projects and their assessing and handling for a warrant success of the project. First the topic of stakeholders and the measurement of success will be investigated by literature study to display different ideas of the academics world and possible starting points for an approach. Later one there will be interviews conducted, as this is the preferred and most compassing qualitative method for the contrived problem statement. The questions will be formed by the insights from the literature study and own considerations. The findings will be represented and compared with the literature findings to get to a discussion about the probably best approach towards stakeholders. The end forms a theoretical and a practical conclusion.

*Boundary* There is no claim for completeness or applicability in all industries and business areas. The interviewees are selected after their working experience around the globe, without any focus on particular regions or years of working.

*Type of Supervision* The supervision should have the aim of guiding to a proper thesis. That means the master student shall stand in continuous communication with the supervisor for clarifying doubts and possible obstacles. Further to that three meetings should take place. These are milestones in the project plan and should help to review the already fulfilled tasks and the answering of questions about the further steps.

*Time frame and Activity Plan* Start: 18.01.2013  
End: 14.06.2013  
See Gantt diagram for more details

*Literature Sources* Journal Articles:

- Towards project management 2.0 by R. E. Levitt
- Institutional Theory as a Framework for Analyzing: Conflicts on Global Projects by A. Mahalingam, R. E. Levitt

- Institutional exceptions on global projects: a process model by R. J. Orr, W. R. Scott
- Mobilizing Knowledge for International Projects by A. J. Will, R. E. Levitt
- Trust as a Success Factor in International Joint Ventures by Zirmscheid, C. Brockmann
- Strategies to succeed in foreign environments: A knowledge-based contingency approach by R. J. Orr
- Challenges on Global Projects - An Institutional Perspective by A. Mahalingam, R. E. Levitt
- Improving business performance in multi-company projects by W. Aarseth, H. C. Sorhaug
- Key factors for Management of Global Projects by W. Aarseth et al.
- Rituals in managing extra business relationships in international project marketing: a conceptual framework by B. Covaa, R. Salleb
- The Stakeholder Theory by C. Fontaine, A. Haarman, S. Schmid
- Who is in charge? A property rights perspective on stakeholder governance by P. G. Klein et al.
- TNC Motives for Signing International Framework Agreements: A continues Bargaining Model of stakeholder Pressure by N. Egels-Zandén
- Toward a theory of stakeholder identification and salience: defining the principle of who and what really counts by R. K. Mitchell et al.
- Stakeholder mismatching: A theoretical problem in empirical research on corporate social performance by D. J. Wood, R. E. Jones
- The stakeholder theory of the corporation: concepts, evidence, and implications by T. Donaldson, L. E. Preston
- The “real” success factors on projects by T. Cooke-Davies
- An Assessment of Critical Success Factors by A. C. Boynton, R. W. Zmud
- 4 steps to successful Stakeholder Management from Stakeholdermap.com by T. Morphy

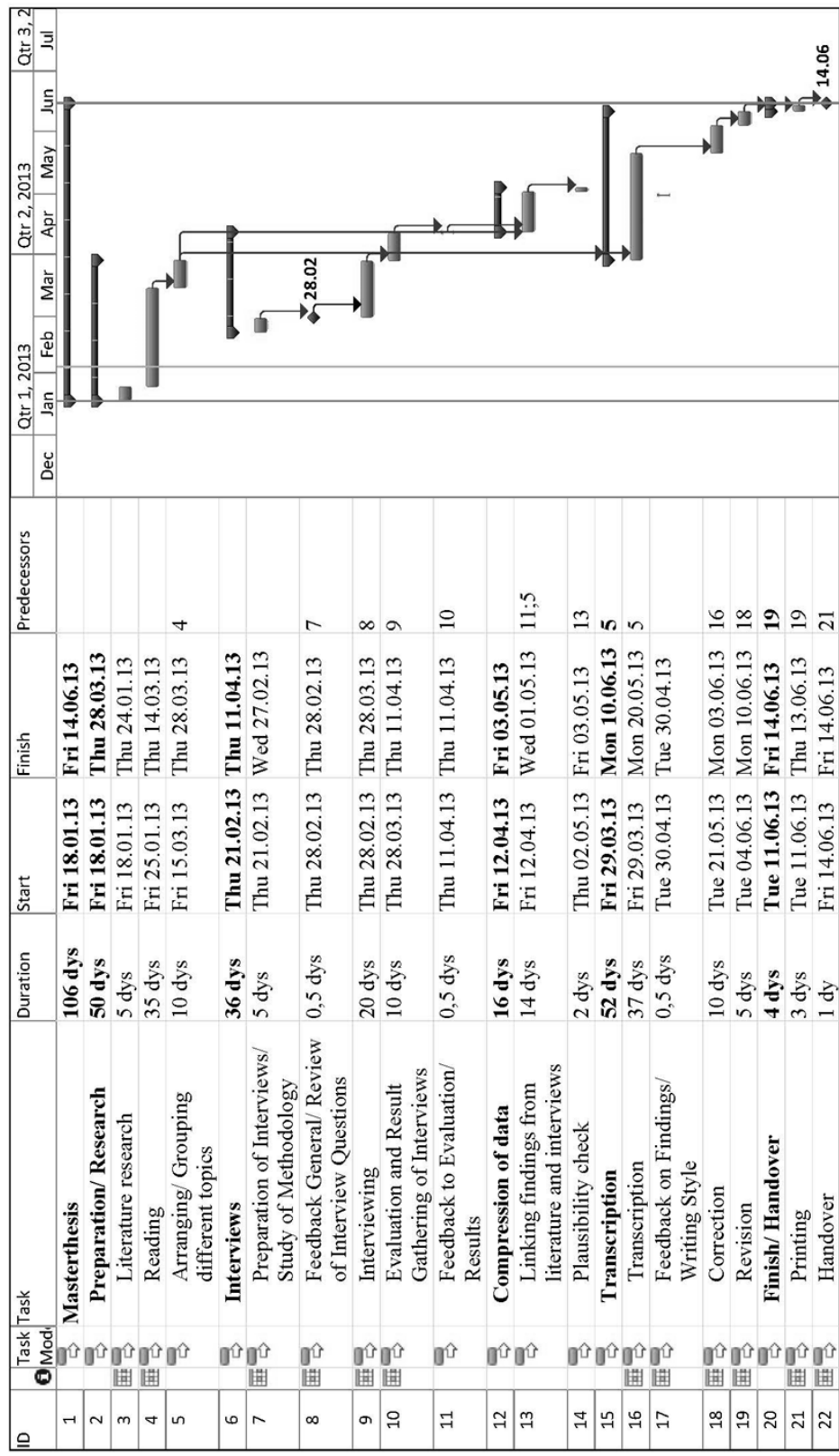
#### Journals:

- Economics and Management Research Projects: An International Journal
- International journal of project management
- International journal of project organization and management
- Journal of Engineering, Project. And Production Management
- Journal of Project, Program & Portfolio Management

- Project management journal
- Project management : international project management journal
- Project management world today
- International Journal of Managing Projects in Business

Books:

- Global Project Management: Communication, Collaboration and Management Across Borders by Jean Binder
- Rethinking Project Management: an organizational perspective by Erling Andersen
- Global project management handbook : planning, organizing, and controlling international projects by David I. Cleland, Roland Gareis
- Project management best practices : achieving global excellence by H. Kerzner
- Global engineering project management by M. Kemal Atesmen
- International project management competence as a tool for maintaining global competitiveness : a theoretical review and practical example based on Blom A/S' experience in Indonesia by Birgithe Lund-Henriksen
- Stakeholder-oriented project management : tools and concepts by Lex A. van Gunsteren ; in collaboration with Ruud Binnekamp, Rein P. de Graal
- Perspectives on a long-term stakeholder dialogue : lessons learned from the Snøhvit project - Statoil and the Fishermen's Association by Stig Inge Pedersen
- Project stakeholder management by Jan Terje Karlsen
- Stakeholder roles and stakeholder analysis in project planning : a review of approaches in three agencies - World Bank, ODA and NRI by J. D. MacArthur
- Project success : critical factors and behaviors' by Emanuel Camilleri
- Performance dashboards : measuring, monitoring, and managing your business by Wayne W. Eckerson
- PMBOK by PMI
- Gower Handbook of Project Management by J.R. Turner



ID	Task/Mod	Duration	Start	Finish	Predecessors
1	<b>Masterthesis</b>	<b>106 dys</b>	<b>Fri 18.01.13</b>	<b>Fri 14.06.13</b>	
2	<b>Preparation/ Research</b>	<b>50 dys</b>	<b>Fri 18.01.13</b>	<b>Thu 28.03.13</b>	
3	Literature research	5 dys	Fri 18.01.13	Thu 24.01.13	
4	Reading	35 dys	Fri 25.01.13	Thu 14.03.13	
5	Arranging/ Grouping different topics	10 dys	Fri 15.03.13	Thu 28.03.13	4
6	<b>Interviews</b>	<b>36 dys</b>	<b>Thu 21.02.13</b>	<b>Thu 11.04.13</b>	
7	Preparation of Interviews/ Study of Methodology	5 dys	Thu 21.02.13	Wed 27.02.13	
8	Feedback General/ Review of Interview Questions	0,5 dys	Thu 28.02.13	Thu 28.02.13	7
9	Interviewing	20 dys	Thu 28.02.13	Thu 28.03.13	8
10	Evaluation and Result Gathering of Interviews	10 dys	Thu 28.03.13	Thu 11.04.13	9
11	Feedback to Evaluation/ Results	0,5 dys	Thu 11.04.13	Thu 11.04.13	10
12	<b>Compression of data</b>	<b>16 dys</b>	<b>Fri 12.04.13</b>	<b>Fri 03.05.13</b>	
13	Linking findings from literature and interviews	14 dys	Fri 12.04.13	Wed 01.05.13	11;5
14	Plausibility check	2 dys	Thu 02.05.13	Fri 03.05.13	13
15	<b>Transcription</b>	<b>52 dys</b>	<b>Fri 29.03.13</b>	<b>Mon 10.06.13</b>	<b>5</b>
16	Transcription	37 dys	Fri 29.03.13	Mon 20.05.13	5
17	Feedback on Findings/ Writing Style	0,5 dys	Tue 30.04.13	Tue 30.04.13	
18	Correction	10 dys	Tue 21.05.13	Mon 03.06.13	16
19	Revision	5 dys	Tue 04.06.13	Mon 10.06.13	18
20	<b>Finish/ Handover</b>	<b>4 dys</b>	<b>Tue 11.06.13</b>	<b>Fri 14.06.13</b>	<b>19</b>
21	Printing	3 dys	Tue 11.06.13	Thu 13.06.13	19
22	Handover	1 dy	Fri 14.06.13	Fri 14.06.13	21

## **Deviation Report**

This report will point out the differences between the pre-study report and the contract respectively and the final thesis.

The pre-study report states the aim of developing a complex approach towards stakeholders in global projects to understand the interaction better. Nevertheless the thesis presents the most important core aspects like an overview according to the findings instead of consecutive steps for a holistic approach. These crucial elements need to take in mind, as different stakeholders require different attention and thus diverse treatments. Therefore the focus shifts from attending stakeholders towards identifying them right and in the appropriate manner. For this reason the main aim presents the description of the way of interaction and how to do it best. The literature review gets discussed with the findings to expose similarities and differences, which present the main ideas of the successive conclusions.

The success factors are not a guideline or facilitators, like claimed in the pre-study report, rather than support for handling with stakeholders in the right manner. The thesis reveals a closer connection between the global stakeholders and success factors than predicted, as success factors have a high actual importance.

Furthermore the thesis presents a broaden literature review, which does not have the claim to be thoroughly, but expose the most important concepts. The presentation of literature is not deeply elaborated in each detail, rather than providing an insight and so an overview of possible perspectives towards stakeholder in global projects. As there is a limit of space not all concepts get followed in the discussion part.

An additional part within the theoretical review of literature presents the particularities as they appear often within the literature and therefore get examined specifically without practical derivatives. This part has an influence in general within the discussion part, but will not get point out particularly again.

## **Acknowledgment**

Finally, I can say I am proud of this work presented in the following thesis as it was a hard, long way. But apart from my personal effort and capabilities the success depends also on the support and help of others.

I would like to express my appreciation to NTNU, that it was possible as an exchange student to undertake the master thesis in Trondheim within the desired field. Especially, I want to thank my supervisor Wenche Aarseth for the useful comments, hints and open debates. I liked the precise, flexible and honest guidance and persistent help combined with a very efficient written correspondence style.

Furthermore I want to thank the UPM in Madrid to provide me with the background knowledge and give me the opportunity to write my master thesis aboard.

In addition my gratitude applies on one hand to the interviewees for their precious time and honesty during the interviews and on the other hand to my boyfriend John, my family and friends as they supported me and kept on motivating me.



## **Executive Summary (Intended for Management)**

The following thesis will provide an examination of stakeholders in global projects. Stakeholders present the project in itself through the various participants in it. The literature review gives an extended overview and understanding of stakeholders as well as exploring particularities for global projects and their special influence on stakeholder like the changes through time, environment, importance of communication and relationship management in general. For a more comprehensive approach success factors are introduced and reveal key aspects like communication, feedback and monitoring as well as relationship management for a beneficial outcome.

Success factors were confirmed in the conducted interviews and in particular private relationships were pointed out, as key to success in a global environment. Moreover the awareness of stakeholders is given, although an appropriate definition is not available, therefore understanding needs to be broadened. As practitioners use different perspectives, the awareness of distinct interests and points of view as well as the expectation of problems is given. Problems get searched and used for improving the global project outline and execution. Moreover, to take the different dynamics from inside and outside into the global project in mind, planning needs to be focused as well as continuously on-going active stakeholder interaction, which displays the key to success.

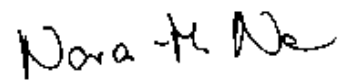
In general the approach towards stakeholders needs to be adjusted by the scholars for a more practical application. On the other hand practitioners need to be more careful about stakeholders, like taking in mind the theoretical background. The conclusion of this thesis presents first the recognition and awareness of stakeholders to then identify and analyse them with help of theoretical tools. This is followed by a plan about the treatment of stakeholders, as planning is the core for success. Afterwards the interaction will take place, which needs to be guided and especially adjusted for the different stakeholders. In general the emphasis should lie on the creation and exploitation of private relationships as they are improving and facilitating the global project. The last part of the circle of approaching stakeholders is the awareness of dynamics, before that the stakeholders need to be identified and analysed due to the fast changing environment; for example the different global environments and particularities need special attention.

As stakeholders present the key of a global project they need special attention as well as interaction to intertwine with each other for a more efficient way of working. Key issues such as particularities in the global environment and the importance of open active communication to facilitate the execution will be discussed to show crucial points for pursuing success in global projects.

## Statement of Authorship

I declare on oath, that I have independently completed this master thesis entitled “Managing Stakeholders in Global Projects”. Neither this, nor a similar work, has been published or presented to an examination committee. All sentences or passages quoted directly or indirectly in this thesis from other people's work have been specifically acknowledged by clear cross-referencing. Any illustrations which related to an author’s work are marked like this.

Trondheim, 10<sup>th</sup> June 2013

A handwritten signature in black ink that reads "Nora-M. Neu". The signature is written in a cursive style with a large, stylized 'N' and 'U'.

Nora-M. Neu

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## **1. Introduction**

Projects have changed in the last decade as globalisation presents a dynamic and more interactive process, which is influencing nowadays everywhere. Therefore a lot of global projects currently get executed in organisations containing completely diverse cultures, working together to reach success. This extraordinary and worthy phenomenon (Anon., 2010) consists of different stakeholders, which intervene from various points of view as well as presenting the global project itself. As Aarseth et al. (2012) pointed out the biggest challenge in global projects is the treatment of external stakeholders. Stakeholders in general need to be considered as a key to success within global environment (Turner, 2007). Therefore they need to be heard (Andersen, 2008) as well as actively and effectively communicated with (Grisham & Srinivasan, 2007). Another reason for examining stakeholders in global projects presents the different perspectives of various stakeholders. From this understanding the global project can benefit a lot, and aim to commit early to stakeholders within the global project (Tinnirello, 2002). Therefore stakeholders display the core of a global project and their particularities as well as different influences towards the project will be examined in this thesis.

Firstly core elements as global projects, stakeholders and success factors are defined, then stakeholders are examined more closely by presenting the motivation and necessity of stakeholder attention. Afterwards different types of stakeholders are identified to succeed in categorising them. The next chapter explains conflicts within the different participants in general. Furthermore global environments are still unknown in terms of interaction of different participants as well as reaction caused by various new impacts. Besides good preparation there can be unexpected problems in terms of varying institutions (Orr & Scott, 2008). This environment presents a key aspect of the new claimed global project management processes; therefore the successive chapter will point out certain particularities like changes by time and environmental influence on the global projects. Following, communication is discussed as the basic tool between the stakeholders. As collaborative knowledge has become a core competence in the global environment (Lee in Cleland & Gareis, 2006), stakeholders need to get treated intensively to exploit this type of knowledge. Relationship management presents the last important subchapter of particularities. Here the special aspect trust as fundament of communication gets pointed out specifically. Afterwards the whole theory part of stakeholders gets summarized subsequently.

Another central idea presents the fact that stakeholders and success are tightly connected. This punctuates the fact that the definition of success develops jointly with project management (Kerzner & Saladis, 2009). Therefore it is possible to assure success when handling the global project in the right manner, in sense of taking care of the stakeholder as the key aspect. Hence, success and stakeholders are intertwined and need to be assessed together for obtaining a more complete picture of an approach in global projects. For a fundamental understanding success factors are explained by their general concept and idea. Afterwards various success factors are appraised to emphasise subsequently the most numerous mentioned ones. A chapter about the difficulties in assessing appropriate success factors follows and the part will be topped off by summarizing.

The objective of the thesis is to explore and understand various stakeholders in global projects from the theoretical and the practical perspective by pursuing the goal of obtaining a successful outcome. As the theoretical literature review presents just one side, interviews for obtaining the practical knowledge were conducted. The basics ideas for the content of the questionnaire were derived from the literature review. Mostly open ended questions were chosen, after a review of methodology explains the qualitative way of conducting telephone interviews, as the best way of obtaining the objective results. Followed by the explanation of the concept and the basic facts of the interviews, also reliability, validity and generalization are depicted.

Within the subsequently chapter the most important findings are presented. Afterwards the practical results and the theoretical knowledge will be conjoint discussed. The argumentation from both sides combined presents key aspects of an approach towards stakeholders in global projects. It does not present a holistic presentation as the emphasis lies on the findings and key aspects.

The thesis will close with a conclusion, divided in a theoretical part for scholars and a practical part identifying the specific discussion points for each perspective. Moreover selected suggestions for further research possibilities are given.

## **2. Problem Definition**

Projects are more complex nowadays as more cultures are involved (Lund-Henriksen, 1995, Levitt, 2011); due to this the execution of global projects are vulnerable towards effects and influences from outside. Global projects also established themselves in new industries like software or banking companies (Turner, 2007) which makes it even harder to find a common sense and solution.

Besides the possibility to fail in the execution of a global project, due to missing the common understanding in a global environment (Cleland & Gareis, 2006), organisations themselves are changing constantly and therefore affect people and organisations which it interacts with (Bourne & Walker, 2006). Within the different stages of the global project the role of each employee changes in terms of expectations and level of influence (van Gunsteren, 2011; Bourne, 2006). The change can breed misunderstandings or conflicts which can lead to stakeholders trying to cancel the global project (Bourne & Walker, 2005). The Project Management Institute states, by not being aware of the stakeholders and if overlooking them, a failure is very likely to occur (Project Management Institute, 2008). Stakeholders in general can be described as the core on one side and as the global project itself on the other side, therefore needs to be examined in detail to understand the new influences and different impacts a global project faces. Through the extent of the scope to a global level, more actors have to be considered as participants of a global project (Kliem, 2012) to be able to finish this project successfully, because the stakeholders will provide the basis for decision making and by this have a big stake in the global project (van Gunsteren, 2011). The core of this thesis is to point out important key aspects of stakeholder interaction in global projects and trying to find particularities within the global environment which need to pay attention to. It will be investigated if the environment is more complex and therefore if changes necessary. By this the role of different perspectives will be examined.

Mainly managers are forced to handle problems which mean in particular that they manage the stakeholders, instead of treating the society for getting a better outcome of the global project (Clarkson, 1995). This outcome is influenced by the increased costs regarding overcoming differences in regulations and cultural values (Mahalingam & Levitt, 2004). The following thesis shall provide an insight in the complex term of stakeholder handling and the best interaction possibilities in global projects and the diverse environment.

The topic will be processed in combination with the view towards a successful result of global projects since stakeholders are an important part in reaching the aims. Including just tangential affected people and organisations or those who seem not primarily relevant can enrich the content of the global project and by this secure an early commitment of all involved parties (Tinnirello, 2002). Being able to intertwine all important participants mutually, and aligning the definition of success, is important and therefore embracing stakeholders in general is fundamental (Turner, 2007). Consequently a key aim is to present key success factors for assuring the beneficial outcome of the global project.

Another common problem nowadays is the unpredictability of connections and influences from and towards different performers. Unforeseen events can cause unexpected costs, which occur more commonly in global projects than in traditional ones (Orr, 2005). The reasons can be found for example in the misunderstanding of local institutions and their attitude towards the global project (Will & Levitt, 2008). Aaltonen recommends an “effective response strategy” to deal with the dynamic nature of the global project requiring continual analysis of the projects’ stakeholders (Aaltonen, 2010, p 74). The thesis will treat the different handling of unexpected ventures and how to handle it best. An awareness of the stakeholder would identify the threats as well as the opportunities to a global project (Andersen, 2008) and therefore help to finish it with the satisfaction of the customer. The role of stakeholders in the success and failure of global projects is often underestimated (Andersen, 2008).

For tackling these problems Levitt suggests shared global awareness and self-synchronization are employed (Levitt, 2011). This thesis will analyse the topic and try to provide key aspects of an interaction with stakeholders by using success factors within a global environment. As stated above many different industries are affected. A range of different opinions and perspectives will be amassed and analysed based on the conducted interviews. An overview in terms of the understanding of stakeholders will be displayed. The aim is to explore differences and similarities from the literature and from practical findings, then to be able to construct a general idea how to handle stakeholders in global projects. Along the way the help from the theory to the praxis will be uncovered. On the other hand gaps as well as important points will be discussed. The thesis shall display the most important aspects for treating stakeholders in global project and to which success factors need to put the most emphasis.

### **3. Literature Review**

This chapter provides an insight into the literature to gain understanding of the connectedness of global projects, stakeholders and success factors. Firstly definitions of each three factors will be given to provide a basic understanding of the terms. Secondly stakeholders and success factors will be described more in detail. The former gets depicted by explaining its reason of appearance and different types of stakeholders as well as occurrences will be given. Moreover interests and needs of stakeholders in general represent the following section. Subsequently possible conflicts, which can lead to the threatening of the global projects' success, will be demonstrated. Particularities in connection with stakeholders, for example timed change, environmental impact, importance of communication, consequences of no attention, and relationship management will be explained. The section of stakeholders will close with a general theoretical approach towards stakeholders and a summary of the literature. The third part of the chapter will consider success factors, exposed by their general idea, possible categories as well as difficulties in accessing them more in detail, then close with a summary of the literature.

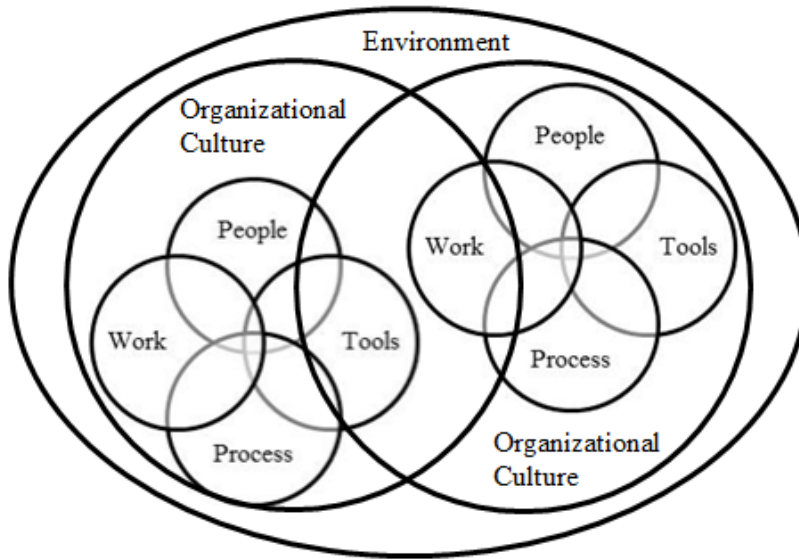
#### **3.1. Basic Definitions**

##### **3.1.1. Determination of Global Projects**

Due to the progress of globalization, which is visible by advances in technology, geographical distances become smaller, and it is getting easier to work with people from around the globe, projects are getting global and therefore more complex (Nurick, Thamhain in Cleland & Gareis, 2006). Global projects get used more frequently to exploit the differences and advantages of the various people involved in such ventures through these new opportunities. International projects are characterised by the execution of team members from the same company situated in different locations (Aarseth et al., 2012). A next step presents virtual projects, where team members originate from different countries and work in various countries (Binder, 2007). Hence, global projects constitute a mixture of both mentioned types. Representing a special and worthy phenomenon (Anon., 2010), global projects are managed across borders with obstacles such as language and culture (Binder, 2007). This temporary collaboration has the target of a product or service within a complex environment paying special attention to relationships (Aarseth et al.,

2012). The ventures are large-scale and complex due to negotiation of big geographical distance, culture and institutions (Anon., 2010).

The main key aspects of global projects are differences in language, countries, cultures and time zones (Binder, 2007). These represent unique challenges by the mostly unfamiliar, new working environment, but this constellation mostly conducts to growth and new innovations in the country of execution and collaboration (Aarseth et al., 2011). The new external environment and the cross-cultural foundation require relationship management (Aarseth et al., 2012). The common point of departure in the executing country displays an unstable political surrounding as well as unknown laws and regulations, whereby it is possible that at least 70% of foreign workers need to be embraced in the global project to comply with the existing rules and agreements in the other country (Aarseth et al., 2012). This is besides the involvement of local companies as partners and collaborators. An understanding of the new environment needs to be created to derive more knowledge and local legitimacy for working there (Javernick-Will & Levitt, 2009). According to the Project Management Institute basic pre conditions are the acknowledgment and understanding of the government function and a way of commitment, infrastructure and the engineering level (PMBOK in Anon., 2010). A visual summary is displayed in figure 1. The key point presents the business environment which embraces the different organizational cultures. These so said companies obtain their own people, defined work processes, tools and techniques in use and team culture (Nurick, Thamhain in Cleland & Gareis, 2006).



**Figure 1: Interaction scheme of global projects (Own illustration according to Cleland & Gareis, 2006)**

According to Kerzner and Saladis the traditional project management is not working any more, as influences like the globalisation taking place (Kerzner & Saladis, 2009), therefore a shared global awareness as well as self-synchronization is demanded (Alberts & Hayes in Levitt, 2011). The consequences of global projects are described with greater risk (Kerzner & Saladis, 2009) and increased costs due to handling of differences in cultural values, laws and work practices (Mahalingam & Levitt, 2004). Since the global project itself is more vulnerable for economic, political and natural hazards (Levitt, 2011), there needs to be a change in managing them. The management demands a sophisticated style (Nurick, Thamhain in Cleland & Gareis, 2006) for pursuing additional tasks like affecting the business itself, contracts or evaluation of the performance than just of technical nature (Kerzner & Saladis, 2009). An approach for conducting this idea, and implementing a more appropriate awareness of the whole environment, can be achieved by handling stakeholders more consciously and embracing them into the global project as natural relationship partners (Aarseth et al., 2011).

### 3.1.2. Stakeholders in General

The Project Management Institute states in the PMBOK that “Stakeholders are persons or organizations (e.g., customer, sponsors, the performing organization, or the public), who are actively involved in the project or whose interests may be positively or negatively affected by the

performance or completion of the project. Stakeholders may also exert influence over the project, its deliverables, and the project members.” (Project Management Institute, 2008, p 23). This definition is used often for the basic understanding of project stakeholders, albeit there are many more different perspectives. Nevertheless a change to former days, groups which were aimed by poverty related actions were understood as stakeholders (MacArthur, 1997), exists.

Within the big variety of definitions, a distinction can be made regarding the objective of the term. On one hand it is understood as the theory by which a company is recognized, and on the other hand, as a framework for facilitating the decision making in connection with strategic management (Orts & Strudler, 2009). The term is discussed in a wide range, although the term is thought to be too simple (Freeman & Reed, 1982) for using it in practice, rather the idea of parts that have somehow a stake in the company is handy. This stake can extend beyond the term ownership and therefore implicates somehow a corporate social responsibility in general (Mitchell et al., 1997).

From an overall view, a differentiation regarding interests or claims, influences and investments into the firm can be made. Certainly there are also definitions which combine these different terms. For example Kliem describes the stakeholders specifically as “persons or organisations that have a direct or indirect interest in the outcome” (Kliem, 2012, p 21) and also generalized as a coalition between the different parties with the aim of accumulating their prosperity (Wit & Meyer, 2004). Other definitions are concerned about the influence, taking into consideration positive or negative outcomes and the involvement in the firms’ activities, and acknowledging that stakeholders’ interest can be affected (Wagner & Barkley, 2010). Another definition claims the managing of external influences towards the company, whereby internal stakeholders get ignored (Turner, 2007).

Another kind of distinction presents the narrow and wide definition approach by Freeman and Reed (1982). The former includes groups or individuals on which the organization depends for the general outcome, and the latter considers the same parties able to affect the outcome or get affected (Freeman & Reed, 1982).

An extension is made through the additional explanation of legitimate interests in the company’s procedural and substantive activities with the aim of obtaining benefits (Donaldson & Preston, 1995). An enlarged interpretation about the stake is given by Bourne and Walker (2006), who



include interests beside rights and ownership. The idea of interest and influence, in sense of using the rights and the ownership characteristics, are mixed here. Bull (2010) points out the importance of the stakeholders, and argues that an indirect influence is possible, and adds the last here mentioned idea about investments into the project. Temporal, political and resource involvement is considered besides financial participation (Bull, 2010). As a consequence of this deep participation, stands a bearing of voluntary or involuntary risk (Mitchell et al., 1997). The embraced context gets broadened by the inclusion of the environment which surrounds the global project (Turner, 2007).

Clarkson (1995) delivers a holistic definition by describing persons and groups as stakeholders, which aim, by using their interests, ownerships, rights or claims, could be legal, moral, individual or collective, for influencing and affecting transactions or get affect by them no matter whether in the past, present or future. Whereupon a more practical and direct approach for a useful application in practices with an explanation of the reason is claimed as well (Orts & Strudler, 2009).

The awareness of the crucial role of stakeholders for the success of projects is obvious (Wagner & Barkley, 2010). It is mostly a common value and so stated aim of stakeholders in general (Kerzner & Saladis, 2009), albeit the opposite, let the project fail, can also be the target.

### **3.1.3. Success Factors in General**

Success displays the aim of every venture, but the concept of success has changed compared to how it was in traditional projects (Aarseth et al., 2011). The value of a global project is not just associated to the economic factors; a broader view exhibits it nowadays (Turner, 2007). Kerzner and Saladis even state that time, cost and quality cannot assure success, but rather the equation of planned equals achieved due to constraints and assumptions (Kerzner & Saladis, 2009). The global project success gets measured against its entire targets, while global project management success scales the performance of the triple constraint mentioned above (Cooke-Davis, 2002).

The measurement of success in general enables the use of success criteria and factors. The former scales generally the outcome as success or failure of the venture. Whereupon the latter displays directly or indirectly the usefulness of management system inputs towards the prosperity of the

project (Cooke-Davis, 2002). A further distinction into critical success factors and key performance indicators is feasible. The first describes the value presented in deliverables and end results; so it is about the perceived value and how to pursue. Key performance indicators rather describe the value generated in the process towards the end results. This can be tracked during the execution and orients on processes (Kerzner & Saladis, 2009). Critical success factors are structural constructs and focus on managerial outcomes and should be within the limitations to access the project manager to measure (Cleland & Gareis, 2006). However, success factors can also be considered to be within the range of responsibilities of “global manager, global leadership and the human side of management” (Aarseth et al., 2012, p 336).

To achieve success of a global project, the stakeholders need to be satisfied, as jointly they put together inputs into the global project. The responsibility for the success of a global project persists by all groups or organizations involved, directly or indirectly, in the global project (Andersen, 2008).

### **3.2. Stakeholders in Global Projects**

As stakeholders present all different units which will take part in the global project, they will be presented now in more detail. Primarily the motivation for stakeholders gets examined and connected to an analysis of the necessity of stakeholders and their general interaction with others. Afterwards, the different types and groups in particular will be assessed with the attempt to name all possible stakeholders. Then the interest of the different stakeholder groups will get categorized and targets, which stakeholders are pursuing, will be pointed out. As global projects are complex, there is almost every time a problem. This is also the focus of the next chapter, and will be explained in more detail by focusing on the key aspects of time, environment, communication and relationship management, having an emphasis on trust. The final part will present an exemplary approach towards stakeholders by using the circle of identification, analysis, planning and engagement. The chapter closes with a summary.

### **3.2.1. Motivation and Necessity of Stakeholder Analysis and their general Interaction with Counterparts**

Stakeholders need to be identified because they can assure the success and build the foundation for obtaining success. This identification goes along with the classification according to the interests and influences they have (Project Management Institute, 2008). From another perspective, stakeholders establish the global project itself to get a certain outcome of it (Cooke-Davis, 2002), besides the stakeholder which are getting embraced by time. By the international environment and the changes through time, also non-governmental organisation are getting involved (Egels-Zandén, 2009). Global projects build a complex venture of different participants and tasks to perform, which gets even more difficult by considering different nations, as they may have a different understanding of power, governance and style of business (Aarseth et al., 2011). The environment of globalization and the increased complexity of global projects lead to the necessary integration of many more actors (Kliem, 2012) and furnish discrepancies and differences between the intuitions, which breed to specific behaviour to act within the given boundaries (Mahalingam & Levitt, 2007). These different backgrounds entail misunderstandings, costs as well as problems in coordination and communication, but could also depict new opportunities (Aarseth et al., 2011). Moreover delays and additional costs are often rooted in cross national interaction differences; therefore awareness and even more interaction with stakeholders present a very important issue (Mahalingam & Levitt, 2007).

The motivation for analysing stakeholders is based on a general shift towards them instead of just pursuing profit (Kerzner & Saladis, 2007). Stakeholders can support the business and the vision in general (Fontaine et al., 2006) and diminish the occurring differences by appropriately handling through building inter-dependencies and inter-relationships within the environment (Wood & Jones, 1995). New challenges must be handled somehow, and Aarseth et al. (2012) suggests that external stakeholders present the most demanding task within the global project. Uncertain, unfamiliar environment and institutions surround global projects (Aaltonen, 2010) and breed conflicts and pressure, which can be recognized as a normal part that need to be confronted, instead of eliminated, before it triggers (Vaaland & Håansson, 2003). A coalition with the stakeholders will help to prosper (Wit & Meyer, 2004), but the negative influences should not be ignored to avoid failure (Project Management Institute, 2008). Special attention has

to be paid to implicit claims, which often get ignored, but can have a big impact into the venture (Wood & Jones, 1995).

The necessity lies in the power stakeholders have; through this they can exert pressure (Egels-Zandén, 2009) to pursue their own expectations and interests (Lee in Cleland & Gareis, 2006). They can influence in contradictory ways (Fontaine et al., 2006) and need to get understood by their different value perspectives (Wit & Meyer, 2004). The integration of at least 70% local workers can be a normal claim (Aarseth et al., 2012), which will lead to a tremendous indentation of the execution of the work.

For successful global projects, stakeholder requirements need to get treated. A possible way is exploring and exploiting the cooperative power by acquiring a relationship mind set (Aarseth & Sørhaug, 2009). This means constructing long term partnerships (Kerzner & Saladis, 2009). Stakeholder management states that relationships need to be created for a successful outcome (Turner, 2007), especially focusing on critical ties that are ignored (Savage et al., 1991). Moreover, this kind of governance needs to be conducted in a proactive way (Wagner & Barkley, 2010). This means treating conflicts and misunderstandings in their beginnings and not when they are stabilized. It presents a sophisticated style, because it embraces interaction, sharing of power and resources, as well as a high commitment towards many different stakeholders (Nurick & Thamhain in Cleland & Gareis, 2006). It is important to listen to everyone and continuously involve them in the execution and the decisions for preclude a negative change in attitude of stakeholders (Tinnirello, 2002). During a close interaction, the identity of both parts need to be presented (Andersen, 2008) and will be affected to gain a basis for alliances (Lund-Henriksen, 1995). Corporate social responsibility concept demonstrates a possible, voluntary key concept of such a management approach (Fontaine et al., 2006).

Many scholars suggest a direct responsibility for stakeholder management: the manager (Aaltonen, 2011; Project Management Institute, 2008; Clarkson, 1995). Within the tasks of a global project manager lays the requirement for dealing with the relation to stakeholders (Project Management Institute, 2008), so it depends on their capability and willingness (Aaltonen, 2011) to create satisfaction and integration for all stakeholders (Clarkson, 1995). The reason presents the core position and the right competences a manager has, by having an interface with all influenced, involved as well as indirectly affected parts, and the influence over the decision

process (Hill & Jones, 1992 in Mitchell et al., 1997). This responsibility is extended to moral obligation through the conception that stakeholders present the core of the venture (Wit & Meyer, 2004). The global project manager must trust the stakeholders (Kliem, 2012). An alternative view is that the customer should manage the stakeholder, because of their direct and better influence, and the direct expression of their desires within the global project (Turner, 2007).

### **3.2.2. Different Types and Groups of Stakeholder**

Stakeholders can be distinguished regarding their attitude and how close or far they are towards the global projects. Herein this section different framework for grouping stakeholders will be depict. This can help managers by identifying stakeholders to contrive the appropriate strategic actions (Aaltonen, 2010). Typically, the global project gets influenced by different stakeholders from different nations (Aarseth et al., 2011), but the following presents a more general view towards all stakeholders.

Possible groupings reflect the differentiation into individuals and groups (Bourne, 2006) that emphasises the existence of individuals, which can influence the venture. Another approach gives the idea of focusing on the characteristics a stakeholder has. That could be power, presented by the realisation of their desires, urgency, how quick the reaction to satisfy him/her has to be or it may be the legitimacy (Project Management Institute, 2008). A similar approach is demonstrated according to stakeholders' "economical, legal, ethical, and discretionary expectations" (Carron, 1979, p. 499 in Wood & Jones, 1995, p 232). Another perspective transmits the idea of organizational, product markets and capital markets differentiation (Kerzner & Saladis, 2009).

It can also be stated simpler to begin the grouping by identifying two groups: internal and external stakeholders. The former one specified on the organisational level (Project Management Institute, 2008), and the latter presents the ones outside the company or the global project with the possibility of not being so obvious in recognition (Bourne, 2006).

A popular differentiation is one based on primary and secondary stakeholders. Primary stakeholders have a direct, as well as an economic impact, which displays an official, formal tie (Savage et al., 1991), which is continuously needed to keep the global project going (Clarkson, 1995). They are responsible for creating the value (Wit & Meyer, 2004). On the other hand,

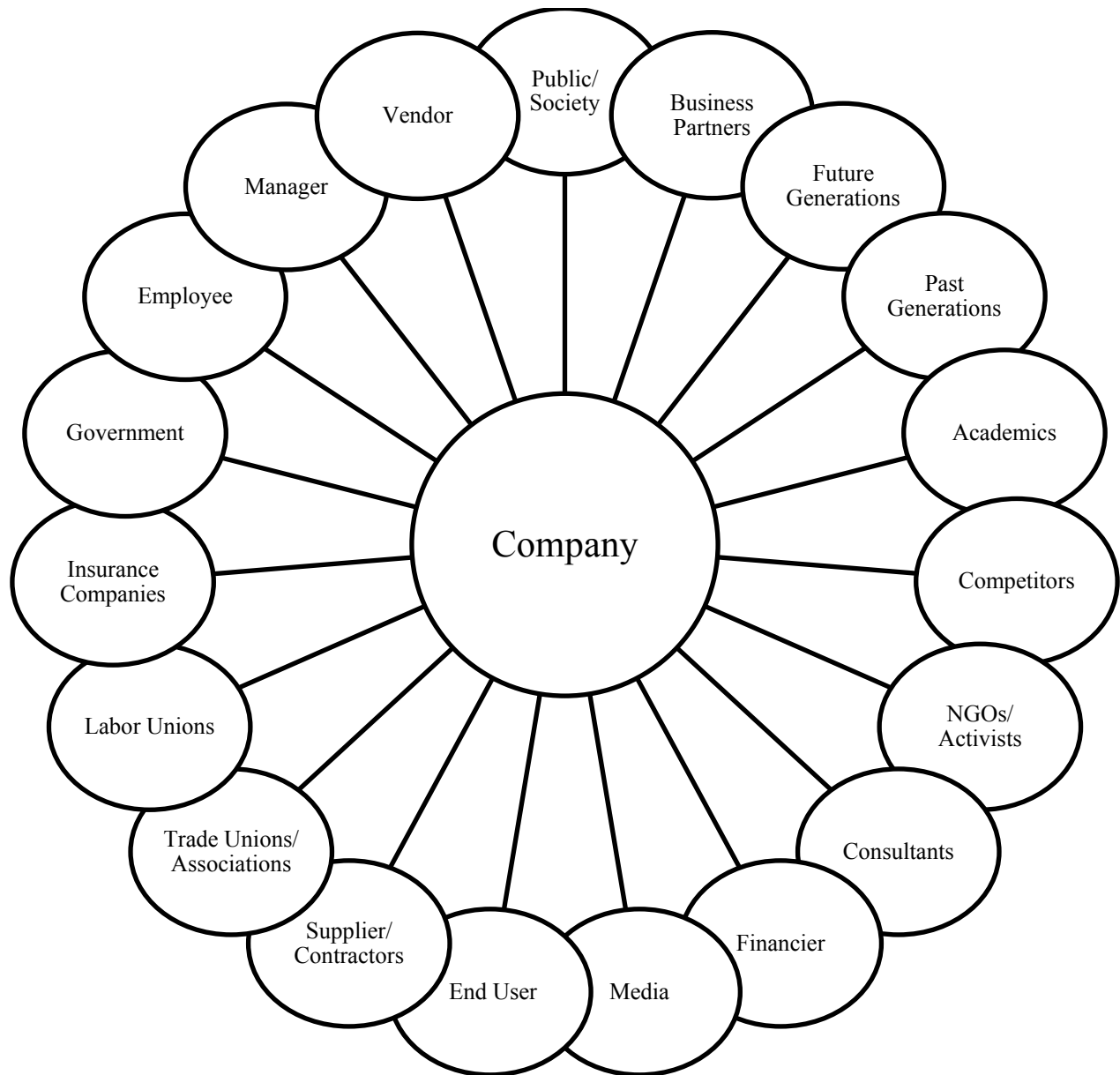
secondary stakeholders are those groups or persons who are indirectly engaged in the global project, but still able to influence and affect it (Savage et al., 1991). They do not have direct interactions with the global project therefore, are not so essential for executing the global project (Clarkson, 1995); rather they have a moral responsibility for participating positively within the global project (Wit & Meyer, 2004).

Further differentiation provides Mitchell et al.: “as owner and nonowner of the firm; as owners of capital or owners of less tangible assets; as actors or those acted upon; as those existing in a voluntary or an involuntary relationship with the firm; as right-holders, contractors, or moral claimants; as resource providers to or dependent of the firm; as risk-takers or influencers; and as legal principals” (Mitchell et al., 1997, pp 853).

Generally it can be divided into these possible stakeholder types: Customers, employees, local communities, suppliers and distributors as well as shareholders (Fontaine et al., 2006):

This differentiation presents a rough idea; therefore a more detailed version will bear the advantage of the possibility of homogeneous grouping (Fontain et al., 2006) like the following types according to Donaldson and Preston (1995): governments, investors, political groups, customers, communities, employees, trade associations and suppliers.

Figure 2 lists all possible stakeholders according to the literature (Friedman, 2006 in Fontaine et al., 2006; Karlsen, 2002; Freeman & Reed, 1982).



**Figure 2: Presentation of all named stakeholders in the literature (Own illustration)**

As few stakeholders get the right attention, at least key stakeholders should be considered. Key stakeholders obtain the highest importance for interaction, because their influence and interest is elevated (Morphy, 2011). The Project Management Institute describes them as “parties in that contract” (Project Management Institute, 2008, p 247). Examples include employees, due to their economical and moral dependency on the global project (Wit & Meyer, 2004), managers, as a core element of the global project and the responsibility to interact with all others (Donaldson & Preston, 1995), as well as clients and end users. The latter ones present important participants, and are the main cause of problems, which makes them important stakeholders and therefore a need for special attention exists (Karlsen, 2002).

### **3.2.3. Categorisation of Interest and the Aim Stakeholders pursue in General**

Stakeholders need attention, because they can influence the global project, like stated in earlier chapters. By paying the requested awareness the expectations and needs must be identified for pursuing an appropriate treatment and therefore obtaining success (Aarseth et al., 2011). The effort to track and understand the most important goals correctly, presents essential work (Kliem, 2012; Aaltonen, 2010). Mostly the idea behind the interest presents the assuring of the economic interest of the company, not primarily support the stakeholders (Aaltonen, 2010). It is advocated to “underpromise and overdeliver” (Bull, 2010, p 95) the interest of stakeholders, to ensure the outcome of the global project. It depends on the understanding of legitimacy of stakeholders (Wit & Meyer, 2004), although this states a direct claim, by what mostly indirect and more passive stakeholders will get ignored. The reason for this type of perception lays amongst others in the enforcement by the government to involve local industries and suppliers given (Aarseth et al., 2011).

To understand the stakeholders’ interests, an evaluation of their attitude, and by this their objectives, have to be made through direct contact (Binder, 2007). The outcome should be a broad negotiation base for pursuing the optimal execution and goal alignment (MacArthur, 1997), but on the other hand scholars state that it is not possible to do so, because of too many different interests and values, even sometimes contradicting ones (Orts & Strudler, 2009). Nevertheless key aspects in stakeholder management illustrates the avoidance of non-mutual coalitions, preparation of the organisation to plan, change and respond quickly as well as getting the stakeholders to some extent together (Turner, 2007).

Thereby the aim of interaction reflects the participation of all stakeholders (Clarkson, 1995), satisfying them by aligning their goals beneficial for all parties (Donaldson & Preston, 1995; Karlson, 2002) and maybe create a permanent cooperation and so improve the base for further global projects (Andersen, 2008). Stakeholders themselves need to be aware of their influence and interest, with the aim of interacting better and maybe even share resources, responsibility as well as power to pursue their goals (Nurick & Thamhain in Cleland & Gareis, 2006). Each group will identify for their own the desired success, but need to keep in communication with all participants (Bull, 2010).



Stakeholders have, besides the objectives, different values and perceive them in various ways (Kerzner & Saladis, 2009). This can be understood by the reality with which stakeholders get confronted, that means by their active or passive involvement (Wagner & Barkley, 2010). General values are listed in the following, which probably apply to most of the stakeholders, but on the other hand some may have the complete opposite opinion (Wit & Meyer, 2004, p 607):

- Responsibility
- Organisation presents a joint venture
- Satisfaction among all stakeholders
- Balancing of interests
- Corporate governance
- Individual and organizational social responsibility
- Economic symbiosis

These values and aims get tracked and analysed to a certain extent by the Corporate Social Performance approach, which includes corporate social responsibilities, corporate social responsiveness and issue management (Wood & Jones, 1995). Stakeholders, exposed by expectations and interest of each one, should be understood and measured according to their attitude towards the organisation (Wood & Jones, 1995). But since stakeholders often pursue a financial objective this approach is not complex enough to capture all interests, and therefore all stakeholders (Kerzner & Saladis, 2009).

Interests can be social, political, economic or environmental (Binder, 2007) and it is often important to identify the passively involved stakeholders to have a complete picture (Achterkamp & Vos, 2007). Examples of negative outcomes presents the drop in the stock market after inappropriate social behaviour (Wood & Jones, 1995) or the claim for more protection and therewith rights for the workers (Egels-Zandén, 2009). Both occurrences were unpredicted but had a deep impact on the operation of the organisation.

Friedman and Miles (2002) point out the reason for the differences in stakeholders' attitude as followed:

- Structural nature of the organization/ stakeholder relation
- Contractual forms existing

- Institutional supports available

It has to be distinguished between favourable and non-favourable stakeholders (Savage et al., 1991) to get aware of the differences in responsibility and authority towards the outcome of the global project (Project Management Institute, 2008). Moreover it has been shown that the more dependency, the more power and usually a increased willingness of cooperation (Savage et al., 1991).

There exist different models of presenting various interests of stakeholders, the here illustrated table 1 presents a mixture of Savage et al. (1991), Friedman and Miles (2002) and Turner (2007), with the aim to capture the essential main ideas. Besides the mentioned name of the stakeholder group, examples are mentioned in smaller letters.

**Table 1: General interest grip for stakeholders (Own illustration, according to Savage et al., 1991; Friedman & Miles, 2002; Turner, 2007)**

		Awareness level of organisation (attitude)	
		Favourable	Contingent favourable
Cooperation towards the organisation	Compatible	Defensive/ Supportive Employees, manager, shareholder, partners, clients	Opportunistic / Mixed Blessing Complimentary product firms, public
	Incompatible	Compromise/ Marginal Interest groups, labour association, NGOs, government	Elimination/ Non supportive Competitors, media

Defensive/ Supportive: This group obtains a high cooperation attitude and therefore presents the most favourable stakeholder group (Savage et al., 1991). Moreover they have a direct or indirect contract with the organisation and some kind of voting rights (Friedman & Miles, 2002). This group needs to be deeply involved in the global project (Savage et al., 1991).

Opportunistic/ Mixed Blessing: The representatives of this group possess competitive threat (Savage et al., 1991), whereas they present potential contractors with mainly no direct relationship or contracts, therefore they are recognized but rather implicit (Friedman & Miles,

2002). Here the aim depicts a collaboration to convince the stakeholders of the direction of the venture (Savage et al., 1991).

Compromise/ Marginal: The stakeholders do not have a primary interest and the interest presented to them depends normally on the stage of the global project (Friedman & Miles, 2002). However, it is obvious that those different types of interests are present, and that the organization is aware of it. Therefore a compromise with the global project execution method is often the goal (Friedman & Miles, 2002). The best would be to monitor them and just get involved when the issue gets important and required (Savage et al., 1991).

Elimination/ Non supportive: The objective of these stakeholders does not represent a favourable one, because the cooperation will be low, but the threat increased (Savage et al., 1991). Hence, there is no social relationship present and it can get ignored on purpose (Friedman & Miles, 2002). The best way of approaching them is to defend the organization and try to change the status of these stakeholders to make them more favourable (Savage et al., 1991).

### **3.2.4. Conflicts in General**

Since project management in a global environment gets more complex and intertwined every day, problems have become more common and natural in a way due to non-traditional business behaviour and environment (Freeman & Reed, 1982). The framework got expanded from local to global, which requires more improvisation abilities and flexibility (Anon., 2010). Because within different actors, participants and passive affected groups' misunderstandings are favoured, and costs will increase in general, as well as communication problems will arise (Mahalingam & Levitt, 2007). The schedule cannot be fixed from the beginning, because uncertainty is continuously present which leads amongst others to changes (Levitt, 2011). The objectives are not steady anymore; they are rather moving and changing (Kerzner & Saladis, 2009). The commonly involved stakeholders are "clients, end users, contractors/ suppliers, line organizations, and public authorities" (Karlsen, 2002, p, 19). But not all problems are negative; it can be favourable to get to know problems early to be able to identify difficulties and latter presumably bigger problems earlier (Vaaland & Håansson, 2003).

Examples of conflicts can be found in interactions with China, as the culture present a big difference in comparison to westerners. Chinese people have another type of communication, in expression as well as the language itself. Moreover they have another background of relationship building and maintenance than most westerners (Chao et al. in Cleland & Gareis, 2006).

The reasons for conflict in global projects are very diverse due to the different surroundings. The diversity of people by their differences in language, perspectives, cultural background and locations (Binder, 2007) present some explanation. But as well inappropriate communication and changes over time are triggers for conflicts (Karlsen, 2002). Stakeholders themselves can have problems matching and understanding each other (Wood & Jones, 1995) or even get the necessary attention (Anon., 2010). The cause can be a lack of trust (Wit & Meyer, 2004) or the intention of the stakeholder to cancel the global project (Bourne & Walker, 2005). The most crucial reasons and by this impacts in global project will be investigated in the next chapter.

### **3.2.5. Particularities for Stakeholder Interaction in Global Projects**

The following chapter will present some interesting impacts and problems for stakeholder interaction in global projects. Specifically these aspects were selected, because they show clearly the difference between traditional and global projects. At first an observation of the time influence and dependency during the execution of the global project will get presented. This is followed by an examination on the new, unknown environment around the global project and the consequently effects. The next point describes the importance of communication and its particularities which requires high attention for a successful closing of the global project. The last part will present relationship management, i.e. how the relationship to all stakeholders shall be and the exceptional relevance of trust is pointed out.

### **3.2.5.1. Time Factor – Constellation Change through temporary Progress**

The most essential change that happens in a global project can be the change of stakeholders over time. There are two different types of change. One is the change of the stakeholder itself, i.e. the stakeholder get substituted, or it alters in its role within the global project (Bourne & Walker, 2006). Substitution can be explained by entrance and exit of stakeholders as the global project evolve (Wagner & Barkley, 2010). The other option presents a change in their importance towards the global project according to the different stages (van Gunsteren, 2011). It can depend on the responsibility or authority the stakeholder holds (Project Management Institute, 2008). Hence, the commitment of the stakeholder will vary with the aim of the organisation to keep it align to the goal of common success agreement (Turner, 2007). A behavioural change of the stakeholder can lead to modification of general positioning of the whole global project (Kliem, 2012). From the point of view of the organisation, also their perspectives towards the stakeholder can change and their way of interaction with it (Friedman & Miles, 2002).

The reason for this change in constellation lays in the dynamics of the global project and its environment; and therefore the development of the global project (Bourne, 2006). The global project stages evolve, needs and requirements change as the used capabilities of the stakeholders do (Aaltonen, 2010). This modification can happen in any direction, whereby the following factors can cause it (Friedman & Miles, 2002, p 11):

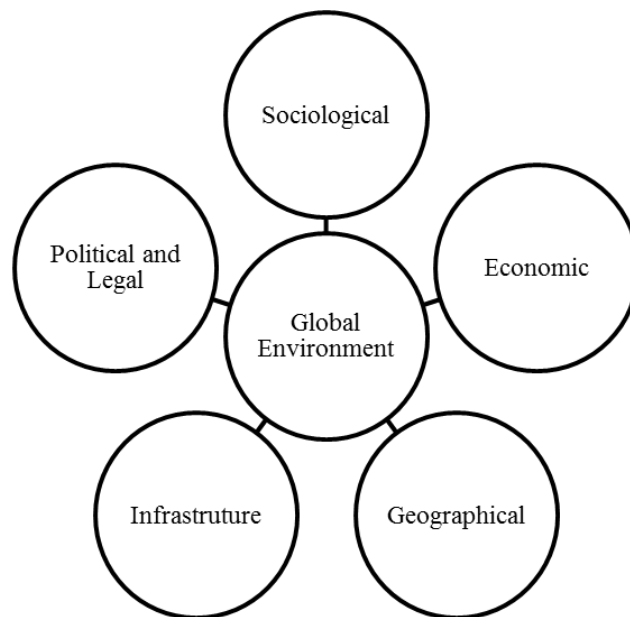
- Institutional support changes
- Contingent factors emerge
- Sets of ideas held by stakeholders and/ or organizations change
- Material interests of either side change

It is possible that the manager even enforce this change of stakeholders to control them easier and create so a favourable constellation towards the global project (Savage et al., 1991).

Another idea of occurring difficulties by time change provides the integration of new partners, suppliers or other stakeholders into the global project. For a complete and effectual integration the organization needs to spend time in teaching, transfer of information and other institutional processes, which need more time in an unfamiliar environment than domestically (Mahalingam & Levitt, 2007). This time is restricted within the global project time and can be too short to fulfil the task properly.

### 3.2.5.2. Environmental influencing Factors

Since the global project gets executed in a global environment the whole presents a complex and multi-layered surrounding, and therefore it is difficult to comprehend all influences firstly, and then also react in an appropriate manner. Kliem (2012) presents five dimensions for the extensive global environment, illustrated in figure 3.



**Figure 3: Global environment factors (Own illustration according to Kliem, 2012)**

Probably the fastest modification can happen in political and legal aspects, as rules and regulations can change from one day to another (Aarseth et al., 2012). For example governments can change regulations and intervene directly in the global project as well as modifying bureaucracy or judiciary frame conditions (Jakobsen, 2010 in Aarseth et al., 2012). Another possibility depicts the active involvement of transnational corporations to pursue the enforcement of workers (Egels-Zandén, 2009). Thereby these external changes can have a big influence on the global project and its execution process, which can easily lead to necessary internal shifts. Market conditions, as economic example, can change as easy as technology or the customer behaviour (Kliem, 2012). The gradually adding of culture through employees from the country of execution can lead to modifications in the behaviour, presenting the sociological dimension, within the global project, and therefore the way of execution (Bourne & Walker, 2006).

The change of scope, caused by conflicting perspective, can lead to a new direction for the whole global project and is an external impact (Bourne & Walker, 2005). The financial condition as part

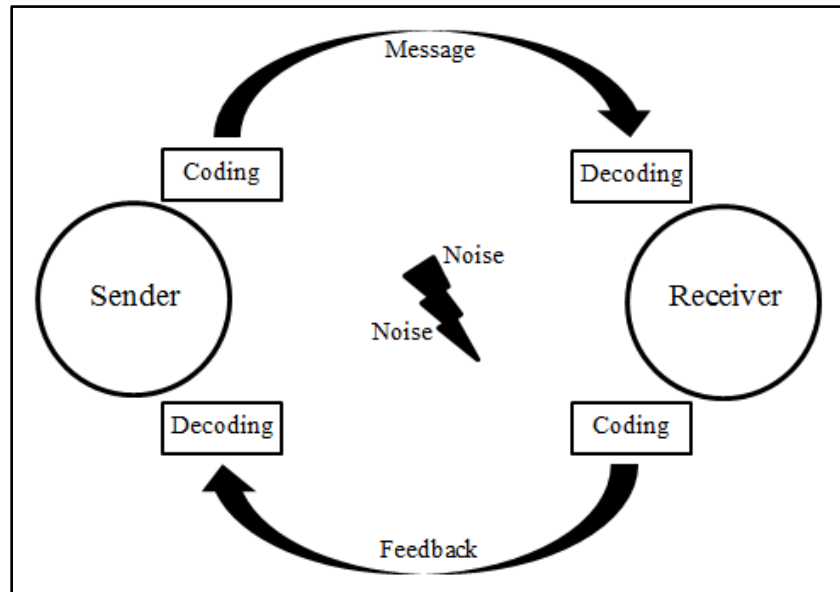
of the economical dimension can change as well as additional tasks can pop up due to changes because of different opinions (Bourne & Walker, 2005).

It should be noted that the environment, and therefore social issues in general can changing rapidly, but the global project has to handle these changes via their stakeholders, since this is the only way to interact directly with the environment and so towards the new situation (Clarkson, 1995). The best approach for global project managers would be an vigilant and flexible positioning, i.e. the interaction and awareness of the environment should be proactive pursued and very careful handled to be able to react quickly and efficiently (Bourne & Walker, 2005).

Despite the fact that the environment can be an obstacle, it is primarily an advantage for obtaining collective knowledge (Will & Levitt, 2008), i.e. having global understanding by digging deeper into the local markets and achieve by this legitimacy for an optimal execution of global projects (Will & Levitt, 2008).

### **3.2.5.3. Importance of Communication**

Communication is the foundation of interaction and the basic task between two participants to get a jointly outcome. Basically, communication is the task of sending a coded message to a receiver, which needs to decode it with its knowledge to understand the content of the message (see figure 4 for illustration). Then the receiver normally responds with some kind of coded feedback. The whole process is clouded by noise like depicted in figure 4. I.e. there exist different impacts from outside and inside the communication system that affects the coding and decoding problem as well as the transfer of information and knowledge (Pathways to Higher Education, 2011). These additional undesired aspects are even greater in an unfamiliar environment and towards another culture, like it is in global projects the case. Therefore the communication will be an interpretation process, where the information gets filtered and analysed for understanding (Aaltonen, 2011).



**Figure 4: Basic Communication understanding (Own illustration according to Pathways to Higher Education, 2011)**

Communication shall reduce uncertainty (Pedersen, 2010). Which is true to a certain extent, but like seen above in a primary way produces misunderstandings (Pathways to Higher Education, 2011). Nevertheless it is claimed by the Project Management Institute (2008) to have a communication management plan with the following core parts:

- Identify stakeholders
- Plan communications
- Distribute information
- Manage stakeholder expectations
- Report performance

Already here the connection to stakeholders is given as they are the primary participants to communicate with. Moreover ISO 14000 and SA 8000, both types of certification, advocates to a strategic communication for getting better results (Miles et al., 2006). Binder (2007) claims global communication (Binder, 2007) to show that it is another concept globally than in traditional projects. Bourne and Walker (2006) understand it as part of the stakeholder risk management. It is seen as the most important part within a global project, equal if it aims the knowledge transfer (Grisham & Walker, 2008) or to overcome the difficulties caused by language differences (Kliem, 2012).



There are different aspects of communication. One outside and another inside the organization (Andersen, 2008), the language itself referring, that also means the difference in body and verbal language (Kliem, 2012), the way of communication, i.e. face to face or written (Aarseth et al., 2012) and the aim of knowledge transfer or to have an information exchange (Kliem, 2012). All different kinds and manners are intertwined with each other. The following will focus on verbal, direct communication.

Communication is present every time and therefore needs to be accomplished in an effective manner with all stakeholders (Grisham & Srinivasan, 2007), best suitable timely as well as scheduled (Wagner & Barkley, 2010). As an integrated habit, for example in software development project, people spend 30-50% of their time communicating (Andersen, 2008). The different communication styles are obvious in the comparison to China and western nations as the USA or Europe in general. As China is using another language with more emphasis on different intonations it presents another modality (Chao et al. in Cleland & Gareis, 2006).

Verbal exchange provides the basis for social interaction by forming an identity, giving self-respect and motivation (Pedersen, 2010). Whereby it is possible to build and maintain relationships, which are essential for a successful interaction (Bourne, 2006). Moreover the reason for communication roots in the possibility to fail, because of poor interaction (Karlsen, 2002), which should be avoided. It is a decisive factor for success or failure, if it is used efficiently (Atesmen, 2008). Likewise Eckerson (2006) points out persistent and excellent as attributes for describing communication for obtaining success. A reduction in potential conflicts is a convenient side effect of communication (Aaltonen, 2011).

The general aim of communication is to provide information timely with the right content and purpose (Project Management Institute, 2008). The manner to communicate depends on the occasion. It can be a discussion with all stakeholders for getting the necessary input (Tinnirello, 2002), or a social process for transferring knowledge and so along the way overcoming cultural differences (Javernick-Will & Levitt, 2009). The process shall be proactive to build robust ties and therefore anticipate possible failures (Bourne & Walker, 2005). The transfer of tacit knowledge is recognized as an important founding for interaction (Miles et al., 2006).

The responsibility for communication bears each participant by its own. However, the crucial task for the global project manager is to improve and help to communicate, as their important function in the organization is to interact across all borders (Kliem, 2012).

One possibility is to create an interactive online platform to engage as well as support social interactions; this includes discussion forums, transfer and store of knowledge (Javernick-Will & Levitt, 2009). Thus all stakeholders, who have access, can be heard. But it results in a loss of body signals as well as the face to face advantage of synchronic interaction (Aarseth et al., 2012). Therefore a direct interaction is favoured with the idea to give every stakeholder a voice, which gets reflected in the outcome of the global project (Miles et al., 2006).

Although communication is an open concept in the sense of extensive, fruitful interaction it has boundaries. The limit for the mentioned online system presents the manner of use as well as the acceptance by the different participants (Javernick-Will & Levitt, 2009). Furthermore, although the language is English words can have different meaning and interpretations for non-native speaker and even within different English speaking countries (Kliem, 2012). Anymore the knowledge itself is limited as the personal possibility of reception is restricted (Javernick-Will & Levitt, 2009).

#### **3.2.5.4. Relationship Management and the Significance of Trust**

Relationship management deals with the interaction of different participants, more close and inside than far of the organization. The people are working temporarily together in a global project, which is restricted mostly to a location, but the relationship they have to each other does normally not end and start like the global project does, it should be instead a continuing process (Bourne & Walker, 2006). That means using informal calls without the intention to talk about the global project to establish a tie between the two counterparts (Binder, 2007). The more experience a person has in global surroundings; the more open minded and easier the interaction will be (Orr & Scott, 2008). The better the embeddedness of people and stronger interaction with each other is, the higher the likelihood to obtain success, exemplarily via facilitation by using local knowledge (Orr, 2005). The global environment complicates the execution of the global project, but with the increase of social exchanges between the stakeholders the barriers will be lowered (Covaa & Salleb, 2000). By having a tight relationship the importance between the

stakeholders will be expressed as well as a clear picture of each other's identity gets drawn (Andersen, 2008). The tendency of complex relationships is increased in global projects, nevertheless the managers have to govern them to create for each participant the desired outcome and assure the global projects' success (Clarkson, 1995). That means having negotiations with the stakeholders to reach a win-win situation or a compromise for both to advance with the global project, which will be facilitated by a good relationship (Wagner & Barkley, 2010).

By conducting an active engagement and involvement into the global project it will be simpler to identify problems in weak ties and do something against it with the right instrumentality of social interaction (Aaltonen, 2011; Binder, 2007). Differences exist for example in the interpersonal behaviour of Chinese people in comparison to the westerners, where the former put more emphasis on team spirit and governance of relations (Chao et al. in Cleland & Gareis, 2006).

The foundation for relationship is mostly trust (Aarseth, & Sørhaug, 2009). Therefore trust will be more examined and explained in the following.

Trust is understood as an attitude and can be defined as the "readiness to accept dependency on the actions of others" (Andersen, 2008, p 251). There are two different kind of trust: based on logic, i.e. the business interaction with each other and the relational trust, i.e. that people become more acquainted with each other (Andersen, 2008).

To reach a complete commitment, trust is the most important factor (Grisham & Srinivasan, 2007). Although the level of trust depends on the specific global environment (Binder, 2007) in general it will lead to more opportunities (Kliem, 2012) as well as facilitates the communication and interaction (Grisham & Srinivasan, 2007). It is defined as the 'hub of the steering wheel' for general interaction within the global project (Grisham & Walker, 2008) and therefore has a big advantage to facilitate access to people and can reduce complexity, even better than power can do (Girmscheid & Brockmann, 2005).

Trust can be obtained through personal competences and experiences and can breed team building, reduced controls and conflict resolution, which all together have in common to save time and to increase the work output (Girmscheid & Brockmann, 2005). Thus an improved and open communication as well as jointly results can establish trust (Kliem, 2012).

Within the global project team trust depicts a key factor and is of exigency to establish it, for what all participants are responsible in some way (Binder, 2007). If trust is missing competition will prevail and an extensive documentation will be necessary (Kerzner, 2010).

Although all this facts point to a great impact of trust on the global project and therefore for a successful finishing, Andersen (2008) cannot affirm a connection between trust and performance.

### **3.2.6. Departure Possibilities for an Approach to Stakeholders**

An approach towards stakeholders depicts the active and comprehensive interaction and can be understood as a process for facilitating the execution of the global project. The engagement of stakeholders is necessary to reduce the conflict potential and pursuing a better coordination of the different involved parties (Aaltonen, 2011). The best approach will be an action-oriented strategy to trace the stakeholders (Aarseth & Sørhaug, 2009). This approach can be understood as stakeholder management, which includes active contact, aligning of directions and planning of interaction (Turner, 2007) or as stakeholder theory, which illustrates the structure and characteristics of relationships (Wood & Jones, 1995). It can be comprehended as an interpretation process for obtaining important information for the global project execution (Aaltonen, 2011).

The aim is to obtain a beneficial situation for all participants while still considering all commitments and involvements under different willingness's and possibilities to cooperate (Aarseth et al., 2012). Wood and Jones (1995) agree and argue that a systematic stakeholder management process will be more profitable, because the different claims are monitored, and as a consequence the information proceeding is more efficient. The problem of this approach lays in the different points of view, if some stakeholders are concerned about the financial situation, others about the job security and so on (Kerzner & Saladis, 2009). Another differentiation has to be made between stakeholder strategy process and stakeholder audit process. While the former include systematic method analyses of importance of stakeholders, the later one conducts identification of all stakeholders and measures the effectiveness of the on-going situation (Freeman & Reed, 1982).

As mostly lessons learned are not extensive and comprehensive enough for a full understanding and thus not serviceable for a good prediction and enhancement for future global projects, they are not sufficient for problem detection (Orr, 2005). Therefore a broader analysis has to be applied.

There are three different approaches possible according to their perspective and specific pursued aim. Initially a descriptive approach exists, which presents the manager's position and their behaviour towards the environment (Fontaine et al., 2006). Moreover an instrumental approach with targeting profitability subsists (Donaldson & Preston, 1995). The last one, the normative, interprets the situation and provides guidance towards a better interaction (Donaldson & Preston, 1995).

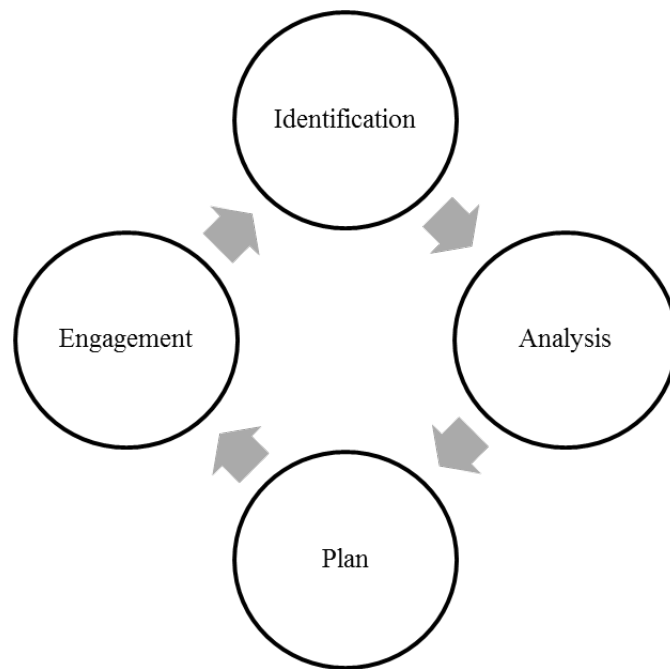
The following register will display some ideas and specific key aspects of a possible approach:

- Assigning stakeholders to different global project stages (Achterkamp & Vos, 2007)
- Treatment as passive stakeholders and isolate it (Aaltonen, 2011)
- Use cooperative power (relationship mind set) to exploit the collaboration (Aarseth & Sørhaug, 2009)
- Do it first in small and then in big to train locals, use freelance expatriates, formal training programs, act under international law, use direct knowledge (Orr, 2005)
- Make a pre-study report about the unknown country (Will & Levitt, 2008)
- Use trust and signal of trustworthiness (Girmscheid & Brockmann, 2005)
- Studying local language, using local agents and partner (Orr & Scott, 2008)

However, Orts and Strudler (2009) state that the stakeholder theory is not reliable or good at all, because of extended complexness and missing coherency. They claim a more human approach to make it realizable (Orts & Strudler, 2009). Moreover a universal approach is not feasible, since every global project is different (Bourne & Walker, 2006). Still, the following section will try to give an overview of possible approaches provided by scholars.

The stage of an approach can vary from scholar to scholar. Karlsen describes a six step approach with the stages initial planning, identification, analysis, communication, action and follow up (Karlsen, 2002). Savage et al. (1991) uses a similar process, but formulates the fourth step as negotiation phase and afterwards conflict handling, which concludes the already occurred

problem. The last step will be a more active version, as it is about a strategy shall support the cooperation (Savage et al., 1991). Aaltonen (2011) shortens the process to a scanning and interpretation with the formulation of strategy and the decision making in the end. The following overview will be oriented on the four step approach, as this bears the most similarities within the scholars, of identifying, analysing, planning and engagement by Morphy (2011) according to figure 5. This is an on-going process, which need to be repeated during the global project time, because like seen in earlier chapter, changes can easily happen during time; therefore the approach is displayed as a circle.



**Figure 5: Process of stakeholder approach (Own illustration)**

### **3.2.6.1. Identification**

The first step depicts the identification of the stakeholders and so the process of getting familiar with the environment. Thereby the focus lies on key stakeholders, which are most important to the global project (Grisham & Srinivasan, 2007). The process should be somehow systematically (Turner, 2007) and could be done by brainstorming or mind mapping (Morphy, 2011) as well as a particular register to list the stakeholder (Wagner & Barkley, 2010). Identified key stakeholders should get engaged directly in the stakeholder process as being an important part of the interaction and the execution of the global project (Kliem, 2012).

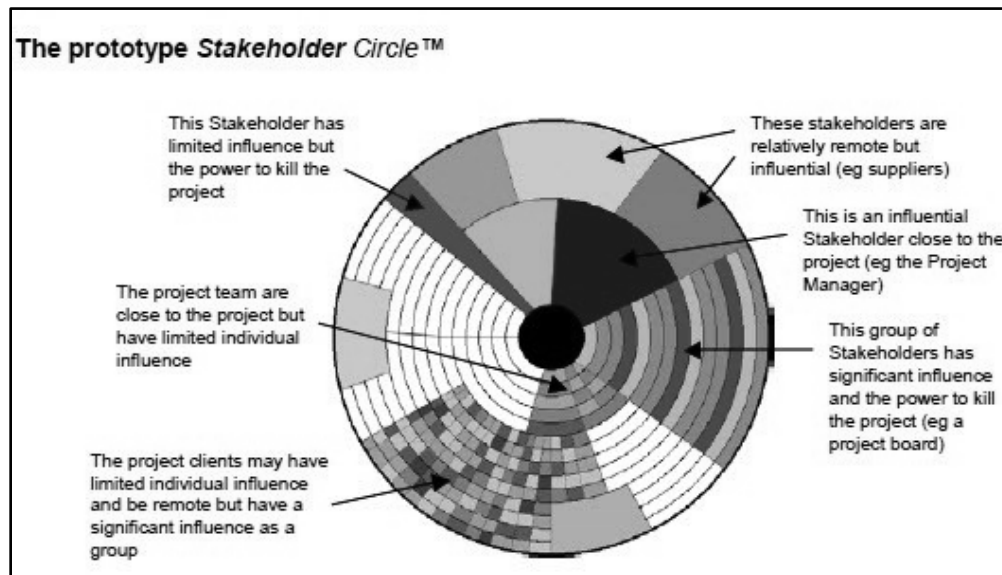
A methodical way for identifying is looking out for stakeholders' possession according to power, how they influence, level of legitimacy, different claims towards the global project, and urgency, how exigent is the interaction for the unhampered execution of the global project (Mitchell et al., 1997).

### **3.2.6.2. Analysing the identified Stakeholders**

Next step represents the evaluation of the stakeholder by means of analysing tools. Stakeholder gets positioned and the attitude towards the global project gets derived (Binder, 2007) as well as more detailed evaluation and distinction between primary and secondary stakeholder, to be able to focus on some specific stakeholder for stronger interaction, should take place.

Initially it need to be understood how the stakeholder sticks to the global project and what displays their significance (Bourne & Walker, 2006). This means to group them according to their interest as well as influence (Project Management Institute, 2008). Furthermore Bourne and Walker (2006) claim the differentiation of stakeholders according to their importance, strength and impact potential. Freeman and Reed (1982) agree to the interest element and comprehend power as the second necessarily measurement for evaluating the stakeholder. That implies the different voting rights as well as the economic and political power (Freeman & Reed, 1982).

An illustration can be done according to the ones presented in chapter 3.2.3. Another option would be the stakeholder circle introduced by Bourne (2006), which is showed exemplary in figure 6. The circle facilitates the identification as well as the evaluation. Each stakeholder gets a specified area and pattern within the circle according to their influence, the distance to the global project (which presents an idea about the urgency, mentioned earlier), and the stakeholder group where they belong to (different kinds of pattern) (Bourne, 2006).



**Figure 6: The prototype Stakeholder Circle™ by Bourne (Bourne, 2006, p 6)**

The interest as well as the influence power can be calculated according to the stakeholder interest intensity index (Bourne & Walker, 2006). Thereby the interest is aimed to something, which is divided into different groups of interest and a differentiation of the level of interest is made. The index can be obtained by using this information and the according formula by Bourne and Walker (2006).

Furthermore the prioritization of the stakeholders presents an appropriate method to be able to focus on the right stakeholders as the time of global projects is limited. For example a rating done by the global project team is possible, which will result in an index and therefore also a order (Bourne, 2006).

The ties between the stakeholders should find as well attention, since a change at one side provokes automatically other changes.

### **3.2.6.3. Planning the Reaction towards Stakeholders**

Subsequently planning is the next step, which means creating a strategy for interaction with the customer. The foundation for planning is communication and trust for understanding each other's values and positions (Aarseth et al., 2012). A possibility would be using an informal mechanism to solve problems and improve by this the social interrelationship (Vaaland & Håansson, 2003). The capability and readiness to cooperate (Vaaland & Håansson, 2003), which is called



commitment, is necessary to make joint decisions which both benefit from (Vaaland & Håansson, 2003). Another way would be implicit contracts, by which the opportunistic behaviour can be reduced and reputation gets enforced and by doing so the whole work atmosphere can get improved (Klein, 2012).

The structure and execution process, with its policies, will be more successful if aligned with the institutional understanding of the country of execution, because it will give legitimacy to the global project (Mahalingam & Levitt, 2007).

A common idea amongst scholars is the communication plan to state explicitly who and how communication shall take place (Bourne & Walker, 2006; Binder, 2007; Aaltonen, 2011; Miles et al, 2006; Wagner & Barkley, 2010)

#### **3.2.6.4. Engagement of Stakeholders**

The point of planning is the most important basis for engagement of the stakeholders, via appropriate communication. With understanding, the differences in communication from other participating country delegations, it will be easier to interact (Binder, 2007). Moreover, corporate values, integrity and listening to other involved part present important aspects of successful interaction (Aarseth et al., 2012; Lee in Cleland & Gareis, 2006). In connection to that is the idea of making decisions together and therefore involve people equally everywhere (Donaldson & Preston, 1995; Vaaland & Håansson, 2003).

Specific examples for engagement in global projects give the following:

- Ethics ombudsmen for employees (Wood & Jones, 1995)
- Establishing work councils (Wit & Meyer, 2004)
- Giving economic incentives (Vaaland & Håansson, 2003)
- Paying attention as well in the post project stage to establish long term relationships (Covaa & Salleb, 2000)

The engagement also presents a monitoring of the different stakeholders, but the circle of approaching stakeholders should be repeated as global projects are especially dynamic and changes can happen very easily (Pinto & Slevin in Cleland & Gareis, 2006).

### **3.2.7. Summary of Literature Findings**

Stakeholders are a crucial part of global projects, because they execute and influence it and are directly involved. There exist many different definitions of stakeholders, capturing different perspectives and trying to include all important aspects. Therefore, stakeholders are persons or groups, which have interests, ownership, legal, moral, individual or collective rights, which they use for influencing and affecting transactions or get affected by them, indifferent of the time state (Clarkson, 1995). The stakeholders' task presents primarily the successful conduction of the global project, although that depends on their interest in global project, which also could be negative, whereby the stakeholder would try to cancel the global project.

As global projects depict very complex ventures, the involved stakeholders are multi-layered and present many more different groups than in traditional projects. Therefore it is harder to understand and pay the necessary awareness to them (Kerzner & Saladis, 2007). But the support of stakeholders is crucial for the global project and its success. The handling of contradictory interests and claims presents a major challenge of global projects. A good general positioning has to be proactive to be flexible and quick in changing (Wagner & Barkley, 2010). The responsible person for managing the stakeholders could be the manager, but also the customers, as they want to get their interests pursued (Turner, 2007).

There exist different groups of stakeholders according to their power, urgency and legitimacy (Project Management Institute, 2008), where different perspectives describe different groupings. The focus can lie as well on primary and secondary stakeholders. That depends on the definition the organization uses. Nevertheless, in the center, are the key stakeholders, who need special attention and treatment.

The different stakeholders can be categorized according to their interest, which can be social, political, economic or environmental (Binder, 2007). A widely used analysis depends on the level of awareness, if the stakeholder is in favor or not of the global project, and the cooperation willingness. Possible groups can be supportive, mixed blessing, marginal or non-supportive (Savage et al., 1991). Corresponding interaction advises were given as well.

As global projects are very complex due to the globalization process and the need for flexibility in an unfamiliar environment, many conflicts arise constantly. The most important aspects were examined according to their potential of being a source for conflict. In general, there will arise

many changes by time, i.e. stakeholders will leave and enter the global project as well as change their attitudes. On the other hand, the organization can change the perspective of the stakeholder with the intention to change the connection. During the conduction of a global project a lot of changes may happen, and the environment may alter. This can be considered from a sociological, economical, geographical, infrastructural as well as political and legal point of view (Kliem, 2012). All these factors can be endowed with different kinds of challenges. Due to the fact that the environment in global projects is unfamiliar, and therefore complex, it has a huge impact on the global project. To ensure a frictionless process, the communication presents a basic instrument. That means making sure the sender and the receiver are able to understand each other, and do not get affected too much by the noise, which is presented by the unfamiliar environment. To tackle this problem of global communication (Binder, 2007), a communication plan should be elaborated (Project Management Institute, 2008). An identified advantage presents the direct face to face communication. To have an open and effective correspondence, a relationship between the persons should be established. The relationship management describes a continuous process (Bourne & Walker, 2006). By pursuing a good relation, and therefore an effective communication, it is possible to lower the barriers between the involved nations (Covaa & Salleb, 2000). The relationship is based on negotiation between the stakeholders for standing in interaction with each other, and thereby identifying problems quickly. The foundation for a relationship is trust. For that reason, trust plays an important part within the stakeholder handling. It facilitates access to the stakeholders in general and allows the interaction to be more open, it reduces complexity (Girmscheid & Brockmann, 2005). If trust is established, it can save a remarkable amount of time (Girmscheid & Brockmann, 2005). Conversely, Andersen (2008) does not affirm the relation between trust and performance of the company.

The last chapter presents an approach according to different scholars. The approach has different aims and ways to be conducted, for example descriptive, instrumental and normative (Donaldson & Prestion, 1995), moreover it can be part of the stakeholder management. Certainly it is not the same for all global projects, because no global project equals the other (Bourne & Walker, 2006). Exemplarily, a process of four steps, identification, analysis, planning, and engagement, are presented. Identification can be done via brainstorming (Morphy, 2011) or more systematically with a register (Turner 2007). Afterwards, an analysis with an evaluation should take place. That will be according to their interests that mean importance, strength and impact as well as power,

understood in connection with rights and claims (Bourne and Walker, 2006; Freeman and Reed, 1982). Another option, the stakeholder circle by Bourne (2006), was presented. The next step will be planning, i.e. making a strategy for general interaction process. This can include a communication plan, which will also be a part of the fourth step of engagement. This section emphasizes the idea that the whole process is not just a one-time action, but should be repeated over time, as changes easily occur in a global environment. A typical example would be the joint decision making process for a closer and more appropriate interaction with stakeholders (Donaldson & Preston, 1995).

### **3.3. Success Factors in Global Projects**

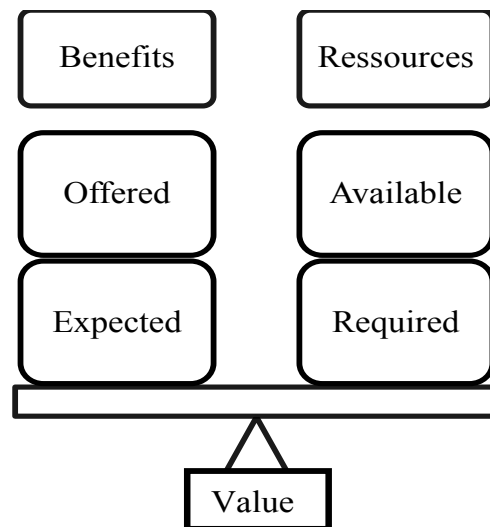
The aim of undertaking a global project is to finish it with success. But the idea behind success differs over different perspectives, whereby one can evaluate the global project as successful and another not. The result of an assessment of a global project depends on the definition of success for the specific global project and the evaluation criteria. To get to a finished global project, success factors need to get pursued. The following chapter will give an insight in different success factors, beginning with a general description of success factors and why they get used. Afterwards some ideas of success factors will be introduced, followed by an explanation of the challenges of obtaining them. The chapter will close with a general summary of the most important points.

#### **3.3.1. General Idea of Success and how to introduce Success Factors**

Success presents the primary aim of a global project, and nowadays frameworks will evolve on base of success depending on stakeholders (Turner, 2007). Moreover Turner (2007) claims that there are additional dimensions within the global environment, which have a decisive impact on success. The scholars agree that stakeholders are now the most important part to look on (Turner, 2007; Atesman, 2008; Kerzner & Saladis, 2009). Different expectations and concepts of success need to be fulfilled (Bourne & Walker, 2006). The centre presents customer satisfaction (Atesmen, 2008), that means the focus shifted from the typical constraints of time, budget as well as the required quality towards the interests of stakeholders and obtain measureable components (Kerzner & Saladis, 2009). A global project gets interpreted as a coalition of stakeholders, who

bear responsibilities and give the input to the global project (Andersen, 2008). Global project management has developed and by this as well the success idea, until the point of global project encroaching upon the objective to establish long term relationships with stakeholders (Kerzner & Saladis, 2009). So there exist two sides of success, one economical and another non economical (Turner, 2007). The former one based on calculations as the latter one focuses more on satisfaction, level of opportunity and credibility (Turner, 2007).

The aim is not to measure success exclusively with financial measures (Turner, 2007), but use local knowledge in unfamiliar environment to establish a global success for all involved parties (Javernick-Will & Levitt, 2009). Consequently, the focus lays more on the behaviour of global managers as well as leadership, hence, the human guidance of the global project (Aarseth et al., 2011). The positive outcome of a global project will be obtained by keeping the balance as Turner (2007) illustrates it with a scale (see figure 7). The value, if is balanced guide to a successful outcome, needs to get balanced by benefits and resources, which need to be in a specific relation to each other. Another obvious point is presented the fact that the expectations, in figure 7 the available resources and the offered benefits, need to stand in some connection to the reality. That means exaggerated aims and too high anticipations will not eventuate.



**Figure 7: Scale of value (Own illustration according to Turner, 2007)**

The definition of success factors consists of inputs towards the global project which influence the success of a global project direct or indirect (Cooke-Davis, 2002). Furthermore success can get measured according to success criteria, which evaluate the failure or success of a global project

(Cooke-Davis, 2002). Therefore success factors can influence the outcome (Turner, 2007) and are more structural and process related elements (Pinto & Slevin in Cleland & Gareis, 2006). Kerzner and Saladis (2009) specify success as the attainment of the constraints as well as assumptions, which means additional presented expectations. Furthermore Aarseth et al. (2011) defines it as achieving of technical specifications as well as satisfaction of the main participants. To be more specified, there are critical success factors, which have to be paid special attention to, because they present the key to high performance and ensure future success (Boynton & Zmud, 1984).

The way of obtaining success can be different, but some basic common ideas, exist to pursue. Firstly, according to the importance of the stakeholders, their needs and expectations have to be respected (Binder, 2007). The ideas from stakeholders regarding success have to be gathered with a focus on the key stakeholders (Turner, 2007). Moreover it is beneficial, that the perspectives are aligned, anyway a common sense needs to get established with the key focus on the overall global project, hence, having a global perspective (Turner, 2007). Good promoters are effective communication (Grisham & Srinivasan, 2007) as well as obtaining and using cultural intelligence (Aarseth et al., 2011). By doing so, the commitment level of stakeholders' rise which gives a better interaction, and therefore jointly reaching the state of success (Binder, 2007). Turner claims a more specific procedure by identifying first the success criteria and deriving from them the success factors (Turner, 2007).

### **3.3.2. Concepts of Success Factors**

First of all, it is to notice that success factors in global projects need to differ from the ones in traditional projects (Aarseth et al., 2011), as the environment in global projects illustrates a more comprehensive outline and states complexity due to various influencing factors as well as former unnoticed differences in participants, which are more obvious and influencing in global projects. Therefore the first step should be getting aware of these various backgrounds. By understanding the cultural values, some challenges can be disposed and a less friction based process can be conducted. Good interaction is the choice of an appropriate global project team and a suitable leader (Atesmen, 2008). Moreover rather subjective measuring should include management quality, responsibility for community and environment as well as the use of corporate assets (Wood & Jones, 1995).

A possible distinction regarding their causes of success factors can be done according to global forces, which are similar to environmental impact possibilities (see chapter 3.2.5.2) (Wagner & Barkley, 2010):

- Technical
- Regulatory/ legal
- Political
- Economic
- Social/ cultural

Another idea presents the areas, where success is pursued and particular focus belong to the time horizon. The four cornerstones are as following (Kerzner & Saladis, 2009):

- Internal
- Financial
- Future
- Customer related success

The target is to monitor and fulfill the success factors in each area to get an overall success for the global project. As global projects are multi-layered the success factors are as well more extensive. Consequently a dashboard could be used, i.e. a performance management system which can measure, monitor and manage the organization as multi-layered application (Eckerson, 2006).

A more steady idea illustrates the success pyramid by Kerzner (2010), illustrated in figure 8. There main aspects, which need to be pursued and accomplished to get to the next step, guide to the top, which represents the success of the complete venture (see figure 8). The base represents the team and their ability to interact, which overall description is understanding and trust, followed by the alignment of the organization by using strategy and goal descriptions, the so named sanctioning of direction. Afterwards the key points are planning as well as awareness of values and beliefs, what states for accountability of the global project, followed by communication basic with the process orientation, presented as logistics, until the penultimate step of customer focus within the results (Kerzner, 2010). The top presents success, whereat each

layer is depending on the earlier one, that means a level need to be fulfilled until the next one can gets implemented, they are complexly intertwined anymore (Kerzner, 2010).



**Figure 8: Success pyramid (Own illustration according to Kerzner, 2010)**

In general another eager aim can be best practices, pursued by using success factors like risk management, possibility to change the scope as well as documentation of responsibilities (Cooke-Davis, 2002). Thereby learning and interchanging knowledge creates a fundament for a successful outcome, using tacit as well as explicit knowledge to cover almost all areas (Cooke-Davis, 2002). Nowadays best practices signify not using old methods like stuck to the plan; rather it is keeping and changing goals continuously while pursuing constant leadership (van Gunsteren, 2011). The following table 2 displays some of the best practice by van Gunsteren which illustrated specifically the modified perspective towards the new changeable, complex, unfamiliar environment.

**Table 2: Best Practice in global projects (Own illustration according to van Gunsteren, 2011, pp 12)**

Best practice	Description
Integration and coordination of tasks	<ul style="list-style-type: none"> <li>• Climate for mutual adjustment of tasks</li> <li>• Project management delegates coordination tasks to trusted people</li> <li>• Promote integration of tasks by emphasis on functional performance achieved collectively</li> </ul>
Goal setting	<ul style="list-style-type: none"> <li>• No fixed goals, get adjusted by re-evaluation/ new insights of global project continuously</li> </ul>



Leadership	<ul style="list-style-type: none"> <li>• Defined by the interests of stakeholders</li> <li>• Project management connects stakeholders mutually</li> </ul>
Progress control	<ul style="list-style-type: none"> <li>• By hard and soft information, equal attention to formal and informal information</li> <li>• Value and appreciate initiatives</li> </ul>

The following table 3 presents the accordance of success factors of four different sources (Pinto & Selvin in Cleland & Gareis, 2006; Chao et al. in Cleland & Gareis, 2006; Andersen et al. in Turner, 2007; Morris in Turner, 2007). Primarily the success factors where all four authors agreed on will be presented followed by the ones that three out of four sources agreed on. The description depicts a composition of the unisons of the authors. The listing does not follow any pattern.

**Table 3: Accordance of success factors within four different authors (Own illustration according to Pinto & Selvin in Cleland & Gareis, 2006; Chao et al. in Cleland & Gareis, 2006; Andersen et al. in Turner, 2007; Morris in Turner, 2007)**

Success Factor	Description
Clear objectives	<ul style="list-style-type: none"> <li>• Mission/ vision statement</li> <li>• Clear definition of goals</li> </ul>
Top management support	<ul style="list-style-type: none"> <li>• Resourcing of right people with authority</li> <li>• Acceptance of responsibility</li> </ul>
Customer involvement	<ul style="list-style-type: none"> <li>• Support of customer</li> <li>• Cooperation with customer</li> </ul>
Team awareness	<ul style="list-style-type: none"> <li>• Encouraging creativity and motivation</li> <li>• Exploitation of competencies/ personnel characteristically advantages</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• Detailed specifications and plans</li> </ul>
Monitoring/ feedback	<ul style="list-style-type: none"> <li>• Project control</li> <li>• Continuous reports of progress and plan</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Agreed channel and mode of communication</li> <li>• Effective communication with all participants</li> </ul>
Relationship management	<ul style="list-style-type: none"> <li>• Support of personal ambition</li> <li>• Awareness of all stakeholders</li> </ul>

A more specific concept is represented by the use of key performance indicators. Their aim is the measurement of the whole or specific parties within crucial activities regarding operations, tactic and strategy for the current and future outcome of the venture (Eckerson, 2006). In contrast to

critical success factors they get tracked within the global project and are more concerned about the process performance instead of the particular outcome (Kerzner & Saladis, 2009). There are two different types: leading, responsible for the future performance, and lagging, emphasizing the past activities that assist in focusing on the desired outcome (Eckerson, 2006). Key performance indicators are given in a range, i.e. using a lower and a higher threshold to measure the acceptable performance, moreover they are simple to conduct and understand (Eckerson, 2006).

### **3.3.3. Challenges in Assessing Success Factors**

Applying success factors is rather challenging as they can be presented by complex calculations, beside the fact that the global environment faces difficulties in handling and understanding. Continual attention is necessary (Boynton & Zmud, 1984) and therefore a frequent updating; that an unpredicted action can get assessed timely (Eckerson, 2006). Major challenges arise due to the different perspectives that have to be taken in mind as well as the ability to assess them.

Perspectives can vary between direct global project executers and the client, as they have different expectations and so different understandings of how to get to success (Bourne & Walker, 2006). Moreover there happened a change from traditional projects to global projects where the assessing of success is different (Aarseth et al., 2011). Another difference presents the disparity in the perceived effects and the person who evaluates the final outcomes (Wood & Jones, 1995).

Whereas the other part of not being able to identify and use success factors, is rooted in the managers' capabilities, i.e. the success factors need to be appropriate and according to the global project (Pinto & Slevin in Cleland & Gareis, 2006). It is necessary to mention that factors and key performance indicators can get assessed and formulated, but just with the implementation and so the behavioural reaction and performance, adjusted success factors can get to full effectiveness (Eckerson, 2006).

### 3.3.4. Summary of Literature Findings

The aim of a global project is to complete it successfully, whereby the definition of success can differ a lot. As the environment in global projects is complex, and more participants are involved, traditional measurements will not be sufficient (Aarseth et al., 2011). Nowadays the focus lies on stakeholders that do not only measure economic situations but rather non-economic aspects (Turner, 2007). Success can be defined as the balance of benefits and resources. The success factors can be differentiated by their cause as well as taking in mind the time aspect. Critical success factors pursue high performance and have particular importance to the global project.

Furthermore some concepts for assessment are presented. One is the dashboard by Eckerson (2006), a performance management system for obtaining a complex assessment of success. Another idea is the use of best practices by pursuing the concept of continuous change and active tracking (van Gunsteren, 2011) as well as an interchange of tacit and explicit knowledge (Cooke-Davis, 2002). The successive section displayed a table of success factors that four authors agreed upon. The main conformities are (Pinto & Selvin in Cleland & Gareis, 2006; Chao et al. in Cleland & Gareis, 2006; Andersen et al. in Turner, 2007; Morris in Turner, 2007):

- Clear objectives
- Top management support
- Customer involvement
- Team awareness

The last presented plan shows the key performance indicators as process performance rates within a desired acceptable range (Eckerson, 2006).

However, there are challenges in assessing success factors correctly and appropriately for the global project. The foundation is a continuously and frequently updated process. Moreover, the different perspectives and understandings by the different stakeholders need to be taken in mind. Another issue presents that some success factors handling is beyond the managers capabilities (Pinto & Slevin in Cleland & Gareis, 2006), but the reaction within the organisation should also be considered, with which an additional adjustment can be done.

## **4. Methodology**

The following chapter deals with the choice of the used methodology as well as the applied methodology of interviewing to gather data for the problem statement. First basic information about quantitative and qualitative concepts will be provided. The later one will be discussed more in detail with examples of different ways of interviewing. The subsequent section portrays a comparison of the two different methods and a conclusion with explanation for the elected one. This is followed by a paragraph about the favoured way of conducting interviews: to call. Afterwards the way of analysing is described from a theoretical point of view. The next section provides an insight into the interviews itself. The idea behind the chosen method and the structure of the interviews will be explained. Moreover general facts of the interviews will be presented. The chapter will close with describing the reliability and validity of the data and a statement about the possible generalization of the obtained information.

### **4.1. Basic Methodologies for gathering Data**

The successive section describes the two different approaches in collecting data and their advantages and disadvantages. There are quantitative and qualitative research methods. The aim is to display the most favourable way of pursuing information about the research topic of stakeholders in global projects.

#### **4.1.1. Quantitative Method**

The basic aim of quantitative method is to measure something. The measurement shall be in a certain way exactly in its outcome to be able to derive important insights by these (Walliman, 2006). According to Bryman (2004) it can be understood as a commitment with influence from natural sciences. That means it is a part of social science and moreover a favoured method of conducting research by affirming the concept of positivism, which states that the only way for getting real information and data is by using scientific methods (Merriam-Webster, 2013). The analysis will start when the gathering of data is completed (Walliman, 2006). Therefore Bryman (2004) deems to provide a functionalistic view and way of working. To wit the data are collected

and the analysis will be easier by applying tools and concepts, because the result of the data can be interpreted in connection, but not the data itself since no freedom of expression exists.

The structure of the quantitative analysis according to Bryman (2004) reflects in a first step the theory treatment with a derived hypothesis. The next steps are observations and data collection which leads to the analysis and findings. The process provides an explicit and defined way of conducting it.

Examples of quantitative methods are surveys with pre-defined answers, questionnaires, personality tests as well as standardized research processes. The standardization displays an important part of the method, since this endowed the information with a measurable foundation (Bryman, 2012).

The structured interview possesses a lot of advantages like the easy comparison of answers, since these are given due to standardization (Bryman, 2004). The questions are formed specifically and precisely (Bryman, 2004) and represent therefore a clearly defined schedule. By using a given frame of questions and answers the error of variation is reduced and a greater accuracy can be obtained (Bryman, 2012). Forced-choice questions present a possibility of asking. In this format the answers are limited and often pre-coded, which facilitates the analysis for the researcher (Bryman, 2004).

#### **4.1.2. Qualitative Method**

The counterpart of quantitative presents the qualitative method, where the analysis can be done concurrently with gathering data (Walliman, 2006). This point expresses the flexibility and freedom of interpretation given by a qualitative procedure. The person presents the centre of the researched method and will be focused on. Often during the process of gathering data the concept and practical background of the research will be better understood (Walliman, 2006). The interest in this methodology started with the early 1970s and has as motivation the avoidance of misunderstanding, since an interaction between the persons happens directly (Bryman, 2004).

The analysis states an interpretive approach, which means the researcher needs to think from the others persons point of view: put her/ him in other perspectives to understand different outlooks and ideas (Bryman, 2004). That means that the outcomes of the analysis depends a lot on the

researcher and it could be that it reflects therefore her/ him opinion as well (Bryman, 2004). The aim is to elicit as much information as possible to get an impression of the people's behaviour as well the environment and the people's interpretation of that (Bryman, 2004).

This in-depth investigation method states a favoured and prominent methodology and could be conducted by observations, discussions or unstructured and semi-structured interviews (Bryman, 2004). The interview attests to be a useful and effective method for data gathering, possible via face-to-face or telephone (Walliman, 2006).

The semi-structured and the unstructured interview present a qualitative approach, while the first one combines the standardized version of a structured interview with advantages from the unstructured one (Walliman, 2006). Advantages in general are the way of asking, which will be mostly open-format question. So the interviewee can answer how she/ he wants and the interviewer can get an even wider view towards the topic and the attitude of the interviewee. Through open end question it is possible to get unusual answers and by this novel insights or develop easily new ideas and approaches. On the other hand they are difficult to handle and entail a higher effort from the researcher to analyse (Bryman, 2012). The use of open end questions is more appropriate for the search for a reason than for an already given explanation which needs to be proofed. Flexibility is the biggest benefit from it. The opponent is the closed question, were fixed answers are given and the interviewee has to choose between the given options (Bryman, 2012).

Other possible specified open questions are personal factual questions. There the interviewee endows personal information, mostly based on memories. Another type is informant factual questions, which explore the environment of the interviewee and its company by used software and/ or benefits of the company (Bryman, 2012).

On the other hand it is easier to conduct semi-structured interviews, because a general schedule is given, although the sequence of the question can varies (Bryman, 2012). Moreover the interviewer can ask further questions to get deeper insight into the topic and a complete understanding of the position of the interviewee. On the other hand Bryman (2004) states that it can have considerable advantages, but they are still limited in their outcomes and give boundaries to the respondents.

An extreme way would be an unstructured interview without any pre formulated question, whereby it can happen that a very informal way of interaction evolves (Bryman, 2004). Thereby the interviewee should not be constrained in any kind and so provide the best foundation to derive as many data as possible.

#### **4.1.3. Comparison and Motivation for qualitative Way of Interviewing**

The aim of the thesis is to get an insight in the understanding of stakeholders by using theoretical ideas and practical findings for pointing out the most important key aspects for global successful interaction. To reach this goal the information gathering needs to be wide and not prejudicial nor influenced by the researcher. The best suitable method consists in interviewing as a qualitative method, because according to Walliman (2006) it is particularly useful for collecting qualitative data, which is needed for a general view towards stakeholders. To obtain a conclusive and complete understanding, a semi-structured interview is suggested. That means the questions are aimed to be open end, but as well some multiple choice questions are used to get a precise and measureable view of the opinions of the interviewees. By using a mixture of both methods a completeness and mutually corroborated of the analysis can be achieved (Bryman, 2012). In the foreground stands the freedom and flexibility of expression of the interviewee (Walliman, 2006). A careful way of analysing and interpreting of the said need to be warranted by the researcher (Walliman, 2006), but also give the opportunity to interpret the answers and use insinuations from the interviewee (Bryman, 2004). Due to the fact that the interviewees are mostly not scholars the way of answer giving is more practical oriented and not towards a generalized approach, which can be assisted by the researcher.

As concept for creating the open end question the following rules by Bryman (2004) were used:

- Clear and unambiguous
- Use of simple language
- Rather short
- One fact in one question, no “double-barrelled”
- No use of negative forms
- No leading questions

#### **4.1.4. Best Way of Conduction: to call**

As the most appropriate way for undertaking the interview the telephone was chosen, which is based on the following argumentation. The advantages and characteristics for the data to derive were given by using the telephone and there would not be negative influencing to the information gathered. Calling to conduct the interviews describes a synchronous situation in time, but an asynchronous regarding the place (Opdenakker, 2006). This awareness entails the following advantages and disadvantages.

Using the telephone constitutes a common way of conducting interviews due to the fact that it has many advantages like the reduction of costs for travelling and the avoidance of personal problems with the people (Walliman, 2006). These social cues between the two participants are sometimes not important and can be neglected, but mostly still be provided in a sufficient way (Opdenakker, 2006). Another positive point is the immediate mutual interaction, which leads to not to long deliberations and spontaneous answers, although the interviewee and interviewer have to concentrate more, which can be exhausting (Opdenakker, 2006). Moreover it is quicker and can be arranged at a suitable time for both (Walliman, 2006). Bryman (2012) names the following additional advantages:

- High efficiency (quicker, easier to administer)
- Facilitated supervision
- Possibility to record for data quality and traceability
- No influence of characteristics of interview

On the other hand, a standardized situation of the interview cannot be guaranteed whereby undesired influences can occur. Furthermore anonymity can be provided easier (Opdenakker, 2006). The voice quality can affect the interview negatively, when there are some disturbing noises or in general a bad connection (Walliman, 2006). Further disadvantages can be the missing body language as well as no possibility to use visual aids like tables or pictures (Opdenakker, 2006).

All in all the advantages outweigh and concluded to make calls for the execution of the interview. The disadvantages had not had a big impact of the quality of the data as which the result of the method can be described from the methodology perspective as desired.



## **4.2. Concept of Analysing the gathered Data**

There exist different kinds of analysing the obtained data. One would be the analytic induction were the research topic gets adjusted according to the results, i.e. the research question needed to be reformulate each time one finding is not consistent with the given idea (Bryman, 2012). As the research question is more open to an interpretation but not a given hypothesis, this concept is not appropriate.

Another approach is the grounded theory. This method presents the outcome of open coding and is analysing the data again and again. That means the research question is formulated and the theoretical sampling is done when the data gets collected. Then a coding will be done for getting concepts with a followed constant comparison to obtain categories. If this process gets saturated, relationships will be explored to attain a hypothesis. The next step reflects the first step and the process starts again (Bryman, 2012). Since the data collection will be done once and no hypothesis like this exists the grounded theory will be applied to a certain extent, meaning that the coding will be done more than once.

A third possible way is the thematic analysis. Here the aim consists in obtaining repetitions about a common topic to derive a comprehensive view from that. The procedure has a clear series of steps and by this is very flexible (Bryman, 2012). This analysis represents the best method for the investigation for this thesis, which is used to gain the most possible information and different perspectives from the interviews.

The special method, to get the information from qualitative data, is coding, because the answers gets organised and structured (Walliman, 2006). It is defined as “labels or tags used to allocate units of meaning to the collected data” (Walliman, 2006, p 133). I.e. via codes a systematically relating and compiling of data is possible, to facilitate the interpretation and finding of parities or irregularities. Coding needs to start as soon as possible as the gathering of data starts, it can be extended or amended easily (Bryman, 2012). By doing so the different ways of answering from the interviewees gets aggregated together depending on their content (Bryman, 2004). There are two different types of coding. One refers to the working with the text and arranges and groups different text sections in headings together; the other one uses the aim of generating a theory, and by this doing an open coding, i.e. interpretative ideas are noted to gain a theoretical framework or at least its structure (Walliman, 2006).

### 4.3. Interviews

The following sections will display the concrete idea behind the applied method and the conceptual construct by explaining the structure of the interview itself and the execution process. Moreover basic facts derived from the interviews will be commented. The whole will conclude in aspects for reliability, validity and generalization.

#### 4.3.1. Basic Concept of Interviewing

##### 4.3.1.1. Basic and conducted Concept behind the Structure of the Interview

The aim of the interview was to gather information and ideas of practical occurrences in particular in connecting with stakeholders and success factors in global projects. Elected was the method of interview with the idea to gain as many information, opinions, perspectives as well as experiences from the interviewees as possible. This type of interview represents the in depth method, because mostly open end questions were asked to keep the boundaries of reflected knowledge as wide as possible.

The general structure of the interview was established (see appendix 1) and used as a guideline. A more general outline illustrates the figure 9. Often additional questions were necessary to obtain the required information and to adjust the interpretation of the interviewee to the originate aim of the question, although in general an understanding was given as the interviewees work mostly in the precise context of project management, nevertheless all interviewees are or were undertaking global projects. The interview was divided into a general section, project specific questions following the execution stages of a project like start, communication outline, problems and success ideas and finished with a general summary by the interviewee itself, if she/ he wants (see figure 9).

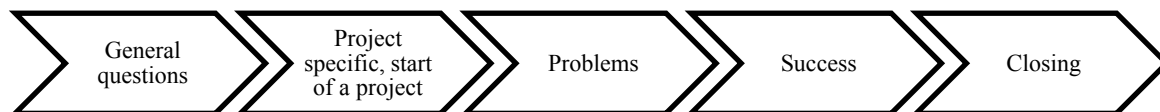


Figure 9: Basic interview structure (Own illustration)

If the interviewee did not have any questions concerning the given information and definition (previously given via mail, see appendix 2), the interview started with a general part, where the interviewee described her/ himself including her/ his experience (through using a personal factual question (Bryman, 2012)) and challenges she/ he faced. Moreover crucial definitions should be given in own words potentially including examples from the working life.

The next section aimed for the initialisation of a project, how the participation and information gathering works. Further on, difficulties regarding other laws and regulations in the country where the project will be executed were asked. Communication as a crucial factor and basic instrument for operating within the global project base displayed the next question. The following focused on stakeholders in particular. Firstly the insight should be derived by a question about conducted stakeholder identification and how it happened; and afterwards with a quantitative question. 15 different options of possible stakeholders were depicted, ordered alphabetical that a possible influence by the order was excluded (see appendix 1 for listing). The option “Others” was included to give the possibility to add another type, if necessary. The interviewee shall denominate the five most important stakeholders. The choice to five was given as the area of stakeholders is very broad and the interviewee should be made aware of the richness of possible answers. The displayed choices reflect a selection out of two journal articles (Freeman & Reed, 1982; Donaldson & Preston, 1995) and an internet document by Fontain et al., (2006). As well an order was requested, to be able to understand the prioritisation. The consecutive question revealed information about the unknown foreign environment and the interaction with other cultures. The next section dealt with problems, their reasons, solution findings and if it could have expected in a way.

Afterwards the interview guide got to the second main topic: success. As a start the key to success should be described and if there are any specific tools necessary or supporting this aim. Then the finished project was observed, by the understanding of how they treated the project after finishing. That means, if they have done a review with the most important stakeholders and formulate “Lessons learned” which may or may not be used for the consecutive project. The next question was again a multiple choice question about the interviewees’ opinion about the three most important success factors. The eleven possibilities are derived from Aarseth et al. (2011); Cooke-Davis (2002), and Cleland & Gareis (2006). Again the option “Others” was displayed. The choice for three particular once should be made by the target to get a very clear picture about

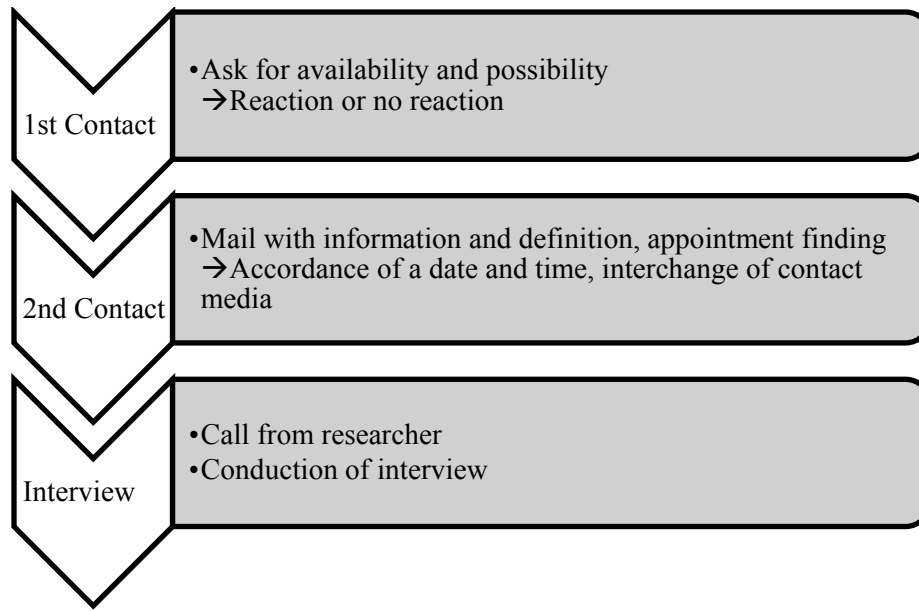
the drivers for success. As there was not a wide range of possibilities to choose, there is also a restriction made for the answers. Since it was hard to focus on all aspects to assure the required outcome, the aim was to depict the most important factors and then give a possible explanation and approach. The last question marked a general ending, where the interviewee could add general points that were missing and which seem very important for the interviewee to take in mind during the analyze and understand the situation of the interviewee.

Throughout the whole interview it was able to make own comments and there was a big part of flexibility, freedom of scope and interpretation given to the interviewee as most questions were given like an incentive to talk around a major topic (open end questions). As the interviewees often report from their daily lives the answers were very specialized and sometimes hard to generalize and abstract from them. Nevertheless the interviewer steered the conversation still in the way for the useful information and to catch as well important, seeming minor points.

#### **4.3.1.2. Execution Process of the Interviews**

Initially, a general brainstorming was made to gather the important areas, which need to be covered by the interview. Through impressions by different articles and books the structure like above described was formulized. The participants were chosen after their area of work and to cover different countries. The variety of interviewees' background and different work purposes shall provide a holistic view on the topic of stakeholders and shall cap automatically a global perspective in the sense of diverse opinions. Moreover the years of experience differ a lot, which gives different insights from young professionals as well as senior specialists (see chapter 4.3.2. for further information).

The general scheme of the execution process of the interviews including the establishing of contacts until the interview itself is depicted in the following figure 10. Within the scheme the reaction of the interviewee is marked with an “→”.



**Figure 10: Scheme of conduction (Own illustration)**

The next step was to inform the participants in a 2<sup>nd</sup> contact about general definition and information about the interview. This was done via email (see appendix 2), which already includes the two definition of stakeholders and success factors. The length of the interview was expected to be between an hour and 1,5 hours. Moreover different options for the execution of the interview were given; there the interviewee could chose by itself. All interviews were hold within these two weeks. In some cases it was necessary to reschedule the appointment since the interviewee had unforeseen important other encounters to realize. But all planned interviews were conducted.

With the beginning of the execution the interviewee was informed about the anonymity of the data from the interview, the confidential usage and that a record of the data will be done for better exploitation of data and possibility of re-listening. For recording the software application “Free Video Call Recorder for Skype” (Version: 1.1.0.319, publisher: DVDVideoSoft Ltd.) was used in connection with “Skype” (Version: 6.1.0.129) for making calls to other Skype accounts as well as landlines.

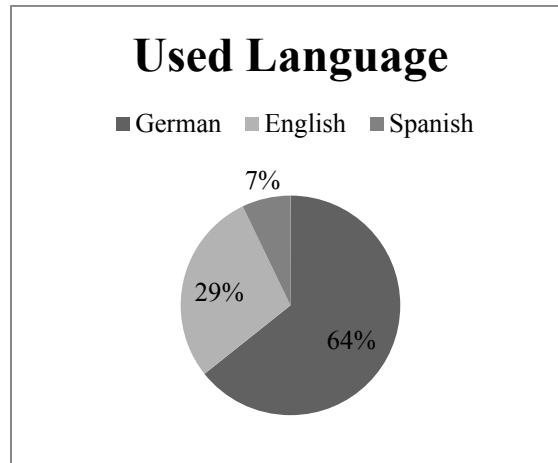
### 4.3.2. Basic Facts about the realized Interviews

The table 5 summarizes basic information about the 14 interviews and the way it was conducted. The executions were partly via landline and partly via Skype directly, although for both ways the software application Skype were used. Table 4 illustrates the length, type of interview (landline that means from Skype to a landline or call from Skype to another Skype account and the used language for all 14 interviewees.

**Table 4: Basic general facts about the interviewees**

No.	Length of interview [min]	Type of interview	Language
1	65	Landline	German
2	100	Landline	English
3	46	Landline	German
4	40	Skype	German
5	43	Landline	Spanish
6	30	Skype	German
7	60	Skype	German
8	45	Skype	German
9	50	Skype	English
10	63	Skype	English
11	30	Landline	English
12	60	Landline	German
13	50	Landline	German
14	45	Skype	German

Due to different nationalities of the interviewees, different languages were in use. The following figure 11 displays this graphically. The main used language was German, which facilitated the interview as the interviewer is German.



**Figure 11: Used Language during Interviews (Own illustration)**

For giving an insight in the variety of fields and people interviewed the following table 5 lists basic facts like the type of industry, years of experience, countries where the interviewee is situated and with which one she/ he is working. There were 14 interviewees, mainly male ones, but as well two female ones. There are just two persons from the same company, but not the same department and cultural background.

**Table 5: Overview of interviewees and their background**

No	Position	Industry	Seize of company	Years of experience	Gender	Country of location	Areas of execution of the global projects		
1	CEO	Architecture	8	25	M	Germany	Czech Republic		
2	CEO	Forwarding agency	50	30	M	Singapore	China	India	Malaysia
3	Supply Manager	Chemical company, supply department	100000	12	M	Germany	Asia	USA	South America
4	IT consultant	IT services	100	6	M	Germany	Tadzhikistan	Azerbaijan	
5	Controlling engineer	Engineering company	8000	15	M	Spain	Arabia	China	

6	Forest worker	Government	80	3,5	M	Germany	Norway	Indonesia	Denmark
7	CEO	Cooling systems	8	29	M	Germany	Russia	Mexico	China
8	Logistic manager	Forwarding agency	95000	3	M	Germany	Canada	China	USA
9	Researcher	University	10	15	F	Australia	USA	Singapore	
10	Project manager	Consultancy	100	30	M	Spain	Belgium	Sweden	France
11	Global project manager	Chemical company, global projects	100000	20	M	India	USA	Russia	South America
12	IT engineer	IT consultancy	250	5	M	Germany	South Africa		
13	Sales representative	Company of food fibre	80	2	F	Germany	Asia	Africa	Middle East
14	Researcher	University	12	10	M	Germany	Arabia	Great Britain	USA

The following figure 12 demonstrates the coverage of the world through the 14 conducted interviews. There are the interviewee's home countries displayed (in dark grey) as well as the countries where the projects were/ are executed (in lighter grey). India presents a special case, since one interviewee is Indian as well as a project was conducted there (not displayed in the figure).





**Figure 12: Illustration of the coverage of interviewees and countries, where the projects are executed (Own illustration)**

The main part of the analysis of the interviews was done with the help of the qualitative analyzing tool QSR NVivo 10 (version: 10; publisher: QSR International (UK) Limited) and the quantitative analysis for the multiple choice question was executed with Microsoft Excel, 2010. The successive chapter will display the findings more in detail.

#### **4.4. Reliability, Validity and Generalization**

Reliability states if a measurement is consistent. Externally, it describes the possibility to change over time (Bryman, 2004). Since the interviewees cover a wide range of different years of experience (from 2 to 30 years), but ending in average almost 15 years, the reliability is given, since the interviewees were putting their whole experience in their answers. Internally, one is more important by multiple measures (Bryman, 2004), which is not applicable to this type of

information gathering. The reliability is compromised by the use of mostly qualitative data, as the researcher uses a specific point of view, although try to act objective to interpret the data. By this the result can be more susceptible towards the opinion of the researcher (Walliman, 2006). In general the reliability of the data is given by consistency due to the assessment and capabilities of the researcher.

Validity refers to the “issue of whether it really relates to the concept that it is claimed to measure” (Bryman, 2004, p 44). Due to the fact that the interview was created with the background of the theoretical question and as well guided by the researcher itself as well as interpret by the idea of gathering data for the research topic, it can be assumed that validity is given.

The interviewees cover a huge range of different industries, positions within the company, diverse years of experience, genders and a variety of countries they interact with. Therefore it is possible to agree to a certain part of generalisation. On the other hand this represents as well a weakness, because it does not state from one industry and so do not bundle the same points of view with a similar background. Moreover the view towards stakeholders and success gets probably embossed by their companies as they define it clearly to guide the global project within their attitudes and values. Another limitation in the perspectives results from no interviewees from developing countries. Further another weak point presents the fact that the interviewees obtain a large distinct range of working experience that means, likely the elderly ones started working within traditional projects and get used to these methods, whereas younger participants probably are more open and flexible within the range of global project requirements.

## 5. Important Findings

This chapter presents the important findings from the interviews. There are seven different findings selected as they have the analogy within at least eleven of the 14 interviewees. Moreover the result of the two multiple choice questions will be presented. The following table 6 provides an overview of the findings, which will be described in the following subchapters more in detail.

**Table 6: Table of findings of the interviews**

<b>Key aspect</b>	<b>Number of interview objects agreeing</b>	<b>Explanation</b>
5.1. Different Laws & their Impact	12	<ul style="list-style-type: none"> <li>• Different sources of getting aware of different laws, although expectation exists that different laws will apply</li> <li>• Expectation caused by global perspective of their own, perception as normal</li> <li>• Mostly had an impact on the global project and breed changes</li> </ul>
5.2. Importance of Communication	12	<ul style="list-style-type: none"> <li>• Awareness of importance of good interaction via communication</li> <li>• good communication → improvements in global project</li> <li>• Importance of rules of communication</li> <li>• Trust partly basis for communication</li> <li>• Use written communication as safeguard</li> <li>• Key aspect for success</li> </ul>
5.3. Most important aspect for reaching success: Planning	12	<ul style="list-style-type: none"> <li>• Planning consistent of goal alignment, scheduling of tasks, using different perspectives to make it feasible, right distribution of responsibilities, need for correct competencies</li> <li>• Mostly deployed tool: MS Excel</li> </ul>
5.4. Beneficial private Relationship	11	<ul style="list-style-type: none"> <li>• Private relationship for better interaction and understanding of other perspective, enhancing effectiveness</li> <li>• Help for getting additional information</li> <li>• Within organization and outside</li> </ul>

5.5. No resourcing with all relevant Information during the kick off Meeting	11	<ul style="list-style-type: none"> <li>• Mostly just draft of schedule/ key points at the start</li> <li>• Within the time more information and details</li> <li>• But mostly with all important people</li> </ul>
5.6. Expectation of Problems	11	<ul style="list-style-type: none"> <li>• Problems are expected and sometimes desired</li> <li>• Do not know when/ which problems will arise, differ a lot</li> <li>• No general problem solution available, depending on the problem and other factors</li> </ul>
5.7. Definition of Stakeholder	11	<ul style="list-style-type: none"> <li>• All (obvious) participants</li> <li>• Direct involved</li> <li>• Outcome depend on the stakeholder</li> <li>• Mostly realization within practical identification</li> </ul>
5.8.1. Ranking of most important Stakeholders	Multiple choice question	<ul style="list-style-type: none"> <li>• Ranking of the most important stakeholders</li> <li>• Frist: customer, employee, partners</li> </ul>
5.8.2. Ranking of most important Success Factors	Multiple choice question	<ul style="list-style-type: none"> <li>• Ranking of the most important success factors</li> <li>• First: communication level/ frequency, monitoring/ continuously feedback, interaction with all stakeholders (relationship management)</li> </ul>

### 5.1. Different Laws and their Impact

The interviewees agreed on the fact that within global projects inevitable different laws need to take in mind. I.e. with the working and executing of the global project in another, unfamiliar environment other laws are effective, which has an influence on the global project itself. According to the statement of a global project manager (chemical company): “Just got to know other regulations in the other country during the execution process, because within complex projects, as a lot of people are involved, learning is during the execution process.”

The awareness of these differences is given naturally, although they got to know specific information and certainty via distinct ways. Five times peers are named as the people, who told the interviewees of the disparity, followed by customers. In some cases even the persons needed to teach themselves like a manager of a company of cooling systems said “Some laws you need

to learn by yourself, also taking in mind the continuously changing of these laws.” Often within the timely advance of the project suddenly obstacles of the different, unknown laws come up as the manager pointed out, laws can change quickly during the execution process. Therefore a continuous awareness and repetitive control of the laws is necessary.

These different laws have an impact on the global project, that mean the scope or objectives can change. This modification in global projects does not happen in the beginning, but rather at the point where the application of law is needed and gets implemented respectively. Although the interviewees mentioned that it is mostly no big problem, because it is expected in a way.

An often mentioned way of overcoming this obstacle is in cooperation with the customer. This tie reflects a very important issue as the customer normally is more familiar with the laws in the country of execution. Furthermore it shows respect for the stakeholders if they get aware of the distinction and start an even stronger cooperation triggered by the event of different law application than in the country of origin of the company.

Another support for facilitating the process presents the engaging of an international perspective. With an intercultural mind set the barrier gets smaller and the awareness for obstacles like new laws increase, agreed upon by nine persons. Moreover eight persons recognised it as a challenge in their work, but it is perceived as a positive challenge, not a negative one, which could seriously harm the project.

## **5.2. Importance of Communication**

The word communication is used by all interview objectives, although just twelve consider it as important. Nevertheless, all are aware of the function of communication and that it is important to put a lot of effort into it to assure a frictionless understanding within the different stakeholders. An interviewee (forest worker, government) pointed out the importance of communication rules by saying “Another key to success is the communication with each other, to have also rules of communication and not show disrespectful treatment like cutting the counterparts off.” For avoiding such situations a “communication concept” (supply Manager, chemical company) is claimed by another. There not only communication rules mentioned as well the hierarchical contact order should be specified.

Nine interviewees agreed that bad communication causes problems and it would be resolved by improvements of the way of interacting. A manager confirmed it with pointing towards misunderstandings: “There should be even more intensive communication in a global working setting, because the likelihood of misunderstandings is increased in the global environment.” (supply manager, chemical company) Consequently with clear and good communication there would be fewer problems within the project. On the other hand, a manager noticed unfavourable consequences by the issue of communication as he stated the following: “Some countries do not communicate problems easily, because nobody told them so. In general it took time to understand how they react towards problems.” (global project manager, chemical company) Here are two different levels of communication, as one party does not practise the same way of communicating like the other and therefore problems arise. These difficulties present a result of ineffective communication.

Nevertheless within more intensive communication it is possible to improve the situation according to an interviewee (sales representative, company of food fibre): “Communication is important to get information in time”. Another interviewee (CEO, architecture company) accedes by “through using intensive communications the knowledge and information flow between the persons is facilitate, on basis of trust, and so improve the whole situation”. Consequently communication has a big impact on the project and can influence it decisively. Furthermore a facilitate handling of problems is possible as well as avoiding difficulties by using effective communication. The basis of trust is recognized by the interviewees, but not seen as a pre-condition for interacting or communicating. Rather it could be described like something natural within a relation inside a global project as the participants have the same aim. Nevertheless, communication can also happen without trust, but would be favoured and facilitated by it.

Whereupon communication is not recognized as an effective tool within meetings, because meetings are more an exchange of information through gathering together and so do not represent an active communication possibility in terms of supporting the relationship within each other. Written communication is mostly being seen as a function of safeguard, although this applies mostly for external communication. Furthermore seven interview objectives used online platforms for information exchange and as a support of communication, at which different stakeholders have different responsibility, hence, different access types.

Therefore communication is understood as a base of global project and by this the key to success which need to be performed continuously and effectively, whereby also problems can be avoided or at least handled easier.

### **5.3. Most important Aspect for reaching Success: Planning**

Besides the multiple choice question about the success factor, the interviewees were asked about their opinion what the key to success is. The answer from twelve persons was planning. Included here is goal alignment, scheduling of tasks, respecting different opinions as well as making the work feasible for everyone. An interviewee (project manager, consultancy) stated it like “Key to success is eventually preparation without gaps, i.e. the planning from the beginning to the end” and by this pointing out the totality of planning. Thus, it is a basic of global projects and need to get special attention. But not just in the beginning of the project, because changes are expected throughout the whole duration of the global project and therefore adjustment must be done continually. The interview objective (project manager, consultancy) said “In my opinion projects are really dynamic, things happen and it is useful to change the scope frequently. New information arises, so do changes, planning need to be updated continuously.”

Another mentioned key about planning are the right competencies. One interviewee (researcher, university) agreed: “Project planning needs experience, the need of taking a lot of different facts in mind, long term perspectives, and expected problems needs to get integrated.” Here it is stated clearly that a lot of different points of view regarding the global environment as well as interests of different stakeholders have to be considered. However, MS Excel is used by eight interview objectives for planning.

### **5.4. Beneficial private Relationship**

The majority of the interviewees state that a relationship beyond the boundary of the business scope would be beneficial for the global project. Whereby the interviewees point out that although global projects are complex, but still or even because of that the personal component is considered very important. An interviewee (researcher, university) states it like this “It is beneficial for the project to have such private based relation.”

This closer tie is described as a “common wire” by an interviewee (CEO, architecture company), that “needs to be there for working together, look for a person of confidence, otherwise it is not possible. With signing the contract you already know that you come along personally.” This presents an even more extreme case, where the contract just will get signed, if a personal relationship is accomplished.

Nevertheless, the familiar relation will contribute to the project more effectively, as other perspectives are easier understood through “going out in the evening, talking about private stuff. I also got introduced to a circle of friends” (IT consultant, company of IT services), what happened abroad to some interviewee, and therefore seems to be common within global projects. This occurrence displays a big hospitality from the other involved country, whereby it does not matter, which country is in focus, as the reported interviewees, have different countries where they are working in and more or less all reflect the same picture. Furthermore in some occasions it is expected to be that open and establish such kind of relationship, like an interviewee (sales representative, company of food fibre) said “During business journeys it is normal to build up personal relations, after business is resolved, get expected to go out with business partner in the evening and of course then you also switch to private stuff.”

With this type of tie it is possible to have a controlled influence of stakeholders and hence, towards the project. This can be exploit by gathering additional information, which would not been known without this special relation. It is shown that there are no cultural difficulties within building up a closer relation to each other. Often there is help beforehand regarding specific manners and get to know the basic of the other culture, especially important in terms of taboo topics. This support is given in nine cases in an informal way that means for example by peers like in the instance of an interviewee (IT consultant, company of IT services): “Before the journey, get to know what is allowed and not from other peers, who already have been there. No official help was provided.”

### **5.5. Not resourcing with all relevant Information during the kick off Meeting**

A kick off meeting is hold in all global projects of the interviewees, but the manner and the conditions vary. Whereas a common issue is that not all important information is provided, this is shown in eleven cases. Mostly just a draft with some key points gets provided. One explanation is



given by a manager (CEO, company of cooling systems): “Getting all important information in the kick off meeting is surely not possible, because the project elaboration and execution depends on the country, because most is not known before, like problems with regulations.” Another manager (supply manager, chemical company) even stated “Normally we get important information afterwards, if we would know all [information, there would be] no sense for doing project. But clear stated should be the aim of the projects, scope, what is inside, outside, time frame given...” According to this quote it should be the case, that not all important information are given, but this cannot be general, as not all interviewees agreed to this issue.

Another reason for not complete furnishing of information could be the changing of perspectives and by these desired modifications within time by the customer, as just with the execution of the global project changes could need to get necessary. That means within time changes, adjustments are required and therefore it is not possible to know everything from the beginning. The interviewee (project manager, consultancy) approves it as global projects are very dynamic and “not always [have all information in the beginning], just what is settled by the owner, what should be done, and what is within the schedule like milestones.”

By this it can happen that there is a “need to elaborate [it] by yourself. But key points get to know, yes” like an interview objective (forest worker, government) said. This statement affirms that a lot depends on the internal stakeholders, how they do the work, as well as how the customer specifies it and the influence of other stakeholders, which can change the content throughout the time of the global project.

## **5.6. Expectation of Problems**

Furthermore accordance between the interviewees shows the fact that problems are expected. I.e. the interview objectives are prepared that there will be problems, although it is not possible to predict the problems specifically and hence avoid the difficulties in advance. The attitude depicts already the likelihood that there will be some difficulties, caused by the global environment as well as from the different involved stakeholders who are interacting and intertwining within the global project. A manager (global project manager, chemical company) state it like this “Problems are expected to rise because of particularities each country has. Things are not clear and no perfect plan exists. We search by ourselves because we know there are problems.” Here

another fact is mentioned: for a better outcome of the project, it can be beneficial to look out for problems, because it is clear that there are problems. This also implies that problems exist and are understood as an advantage for improvement, not generally as a drawback for the global project.

Six interviewees mentioned cultural differences as the reason for problems. However, as shown earlier, there are naturally problems and differences as different countries participating in the global project, and it is recognized to a certain extent as a problem, but not as one which cannot be handled. Hence, the interaction with other people is important and not encumbered in a way, because the different stakeholders are aware of the problems that can arise in various presented backgrounds.

Besides the cultural difference another recognized trigger for problems is the time in general. I.e. as changes arise within the time as the global project advance and during the execution, differences are discovered. Furthermore there can be the refusal of uncovering problems like in the case of one interviewee (global project manager, chemical company), wherewith: “In general it took time to understand how they react towards problems and to get to know the problems, but we expected it beforehand.” Here time is necessary to understand the problem right.

Being more general “There are always problems and solutions” said by a manager (project manager, consultancy). This got confirmed by the statement of another interviewee (researcher, university): “During the development of new products and new services there are time problems, because in the beginning you cannot think so far, the [global] project matures with time.” The conclusion is possible, as the aim of the global project is to create something new. There are naturally problems and consequently there have to be the expectation of the problems, although they are general no general problem solving methods. This depends on various factors, and due to the complexity of the project it differs in each global project. Hence, the interviewees have not mentioned special concept for tackling the problem.

## **5.7. Definition of Stakeholder**

Amongst the interview objects the awareness of stakeholders exists as the term is known and they were able to describe it. But still the definition is not very uniform, that means it differ a lot in general. However, eleven interviewees considered stakeholders as ‘all participants in a global

project', whereupon the participants are obvious, not hidden or indirect. Furthermore the most frequently used words, besides the picturing of all participants, are that stakeholders are somehow important and a dependency is given. Moreover nine interviewees agreed on the issue that stakeholders are direct involved, and therefore the outcome depends on them. This aspect affirms an interviewee (researcher, university) with "Stakeholders are direct involved, as well as in decision making process [integrated]."

A more complex description is given by a manager (supply manager, chemical company): "Primary stakeholders are those who have a benefit from it, who have to do something for getting the outcome, also without benefits from it afterwards. All persons, which environment will change on long term view or who get influenced, positive or negative." The specification on primary stakeholder occurred as the manager makes a differentiation between first tier, direct involved people, and as second tier, who are indirectly involved and have a greater distance to the global project itself.

Moreover another concept is the endowment of power, whereas the constellation of a global project can also change easily, as manager (project manager, consultancy) points out: "any kind of persons or organisations, who is affected by the project and has the capability to influence the project. Stay open minded to consider people who will be affected."

Besides the awareness of stakeholders in nine cases also a register or a list is made which includes names, responsibilities and contact details to assure and simplify the possibility of interaction. By doing so, it is proofed that the organization wants an all-embracing communication and cooperation within the stakeholders.

## **5.8. Multiple Choice Question Analysis**

The multiple choice question presents a uniform answering from the interviewees, and therefore a ranking of two main topics of the thesis: stakeholders and success factors, demonstrated in the following. The interviewees were asked to name the stakeholders and success factors which seem to them the most important ones and rank them. In which the open end question about the topic of stakeholders and success factors were put before, thereby the answer in this question do not have any influence in the earlier answers, which present their opinion and naturally perception.

### 5.8.1. Ranking of most important Stakeholders

Figure 13 illustrates the ranking of the stakeholders, where each of the 14 interviewees responded with naming five different stakeholders within a global project. As the stakeholders are ordered according to their importance, the most important stakeholder got five points, the second one four until the fifth most important one, which received one point. The figure 13 presents the sum of all points according to the specific stakeholder.

The stakeholder “customer” depicted the agreement of twelve interviewees with the highest rating of importance and therefore a total score of 58 points. The stakeholder “employee” follows with gap of 22 points and is named by ten different interview objectives and a total score of 36 points. The next stakeholder according to the importance measured by the interviewees illustrates “partner”, with difference of 15 points to the second important stakeholder, and a score of 21 points according to figure 13. It is obvious that the first two most important stakeholders are isolated from the remaining stakeholder options as they have a remarkable high score. This concludes to a concordance within the interviewees for the most important stakeholders. The stakeholder “others” represents in this case ‘indirect involved intern participants’.

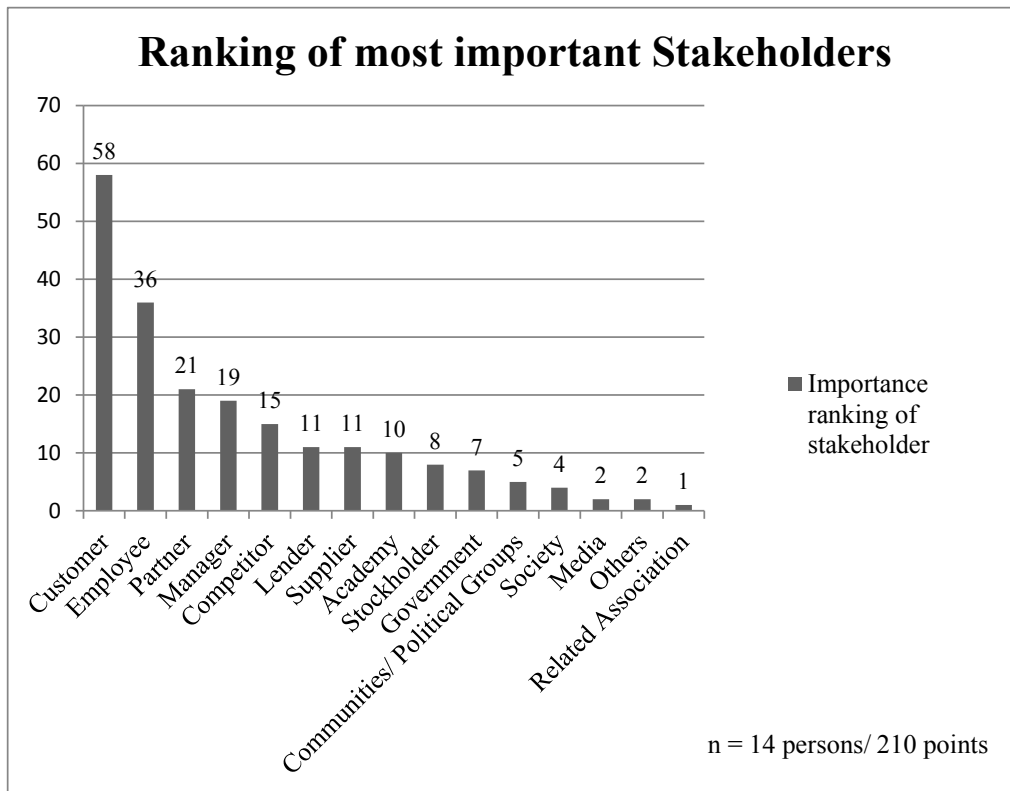


Figure 13: Ranking of most important stakeholders

### 5.8.2. Ranking of most important Success Factors

The ranking of the most important success factors illustrates figure 14. All 14 interview objectives named their three important success factors within a global project. The most important factor gets three points, the second one two and the third one point. The sum depicts figure 13.

According to the answers the “communication level/ frequency” presents the most important success factor as mentioned by ten interview objectives and presented with a total score of 21 points. With seven points less follows “application of technical knowledge”, marked by six interviewees and a total score of 14 points. The distribution of importance of success factors is continuously declining without big gaps. This result implies no explicit accordance among the interviewees as different factors bread to success.

Other important factors of success are “interaction with all stakeholders”, “monitoring and continually feedback”, “leadership” as well as “project schedule and plans”, which were mentioned from at least three different interview objectives.

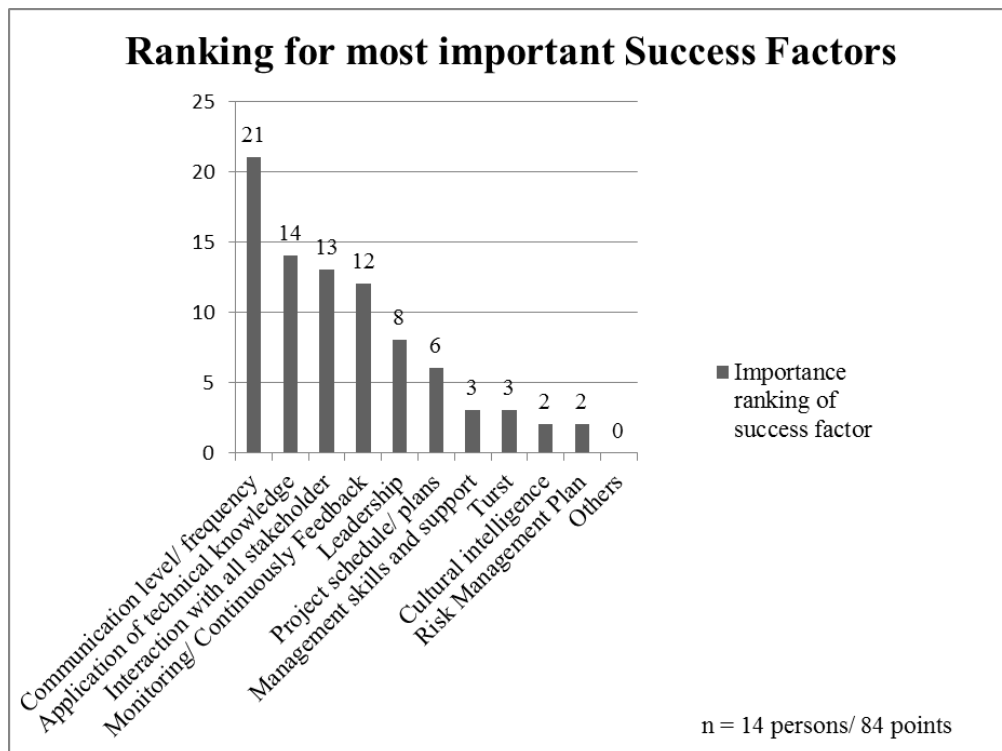


Figure 14: Ranking of most important success factors

## 6. Discussion

This chapter will combine the findings with the theoretical review of the literature. The whole part presents identified key aspects of interaction with stakeholders, i.e. how to get aware and interact to improve the global project, and facilitate the execution. This kind of approach will not be presented in detail or completely, as the focus for the corner points lays in the findings. The identified key aspects will be compared with knowledge from the literature, therefore similarities and differences are exposed. These results are presented in table 7. Whereas the start states awareness of stakeholders, further follows the identification and analysis as combined in one step, going on to planning: afterwards the key of interacting with the stakeholders is illustrated and the circle closes with dynamics. Then the circle would start again with identification and analysis. This structure is presented in figure 15. The whole process should be a circle since continuous changes in the environment intervene in the execution process and can affect changes, which are pointed out in the last stage of dynamics, before a new loop starts.

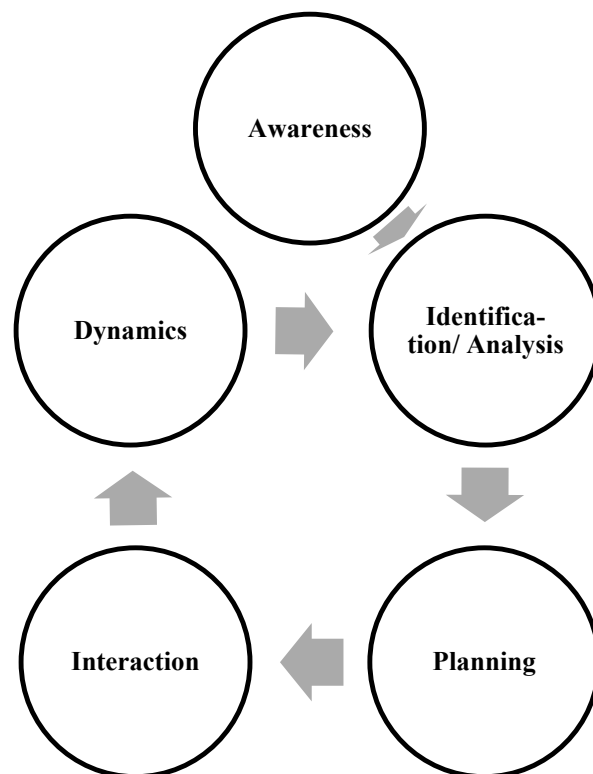


Figure 15: Schema of a general approach towards stakeholders in global projects (Own illustration)

Table 7 displays the key aspects of the approach and marks in the second column if the stage was already mentioned in the chapter 3.2.6, where a theoretical approach is presented. Hence, it is shown if scholars thought about this specific stage, in terms of how it gets depicted and interpreted from the findings, or if they just developed a theory behind, but had not put it specifically in a stage of an approach towards the stakeholders. Moreover key aspects from the literature research and the findings are briefly explained. The following subchapters will elaborate this more in detail.

**Table 7: Discussion overview according to the key stages of an approach towards stakeholders in global projects**

	Stages according approach from chapter 3.2.6.	Theoretical aspects derived from literature review	Findings
6.1. Awareness of Stakeholders	No	<ul style="list-style-type: none"> <li>• Holistic definition of stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness and recognition of stakeholder</li> <li>• Stakeholders = all participants</li> <li>• Change of perspective</li> </ul>
6.2. Identification and Analysis	Yes	<ul style="list-style-type: none"> <li>• Map the stakeholders via e.g. brainstorming</li> <li>• Analyse according to their importance, strength and impact potential</li> <li>• Possible groups: defensive, opportunistic, compromise, elimination</li> <li>• Awareness of interconnection of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness of stakeholder groups: customer, employee, partner, manager, competitor</li> <li>• Search for relations, especially beneficial private ties</li> <li>• Different perspectives</li> </ul>
6.3. Planning for interaction	Yes	<ul style="list-style-type: none"> <li>• Strategy for interaction according to interest groups: involvement, collaboration, monitoring, defending</li> <li>• Communication management plan</li> <li>• Participation of all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Communication in general</li> </ul>

6.4. Engagement and continuous Integration of Stakeholder	Yes	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Cooperative power</li> <li>• Proactive interaction</li> <li>• Joint decision making</li> <li>• Trust basic for interaction</li> <li>• Success factors according to various authors: clear objectives, top management support, customer involvement, team awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Communication, need for communication rules</li> <li>• Search for problems</li> <li>• Advantages of private relationships</li> <li>• Trust essential, but not decisive</li> <li>• Success factors: communication level/ frequency, application of technical knowledge, interaction with stakeholders, monitoring/ feedback</li> </ul>
6.5. Consideration of global Environment and Dynamics	No	<ul style="list-style-type: none"> <li>• Dynamics of global project</li> <li>• Multiple environmental impacts, cultural differences</li> <li>• Best practise: learning, interchanging knowledge, constantly changing of goals</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously adjustment of planning</li> <li>• Global perspectives and awareness of changes in environment (intercultural mind set)</li> <li>• Use of combined knowledge and information</li> <li>• Expected problems, need for improvement</li> </ul>

### 6.1. Awareness of Stakeholders

Although participants know different stakeholders are participating in the global project, it is not clear who they are. There exists a gap in the practically identified definition of stakeholders and the theoretical one. The scholars are including all, who has a stake in the global project, it does not matter if ownership or claim (Mitchell et al., 1997). According to the findings, stakeholders get considered as important participants with direct involvement into the global project, whereas normally dependencies exist. The scholars are broadening this definition to individuals as well as collectives, who are influencing or get affected by transactions (Clarkson, 1995). Besides not being aware of indirect stakeholders, there is probably also ignorance towards internal stakeholders like stated by Turner (2007). For this reason, the organisation should be more aware of the different types of stakeholders and recognize them as such. The use of global perspectives will help, which mostly the people of global projects obtain. By this they are able to take in mind different parties, as well as viewing it from different points of view, to also understand different



interests. Moreover, drivers of change in the environment, like changing laws or altering participants in the global project, get identified easily and by this the weakness of the global project are partly defined. The whole awareness needs a holistic view to capture all important information and factors for the global project to enhance.

## **6.2. Identification and Analysis**

After being aware of the different participants, directly and indirectly, they need to be explicitly identified and analysed for further treatment. Scholars are recommending brainstorming for identification (Morphy, 2011). Moreover analyses according to their importance, strength and potential impact can be conducted (Bourne & Walker, 2006). The Project Management Institute (2008) put as well the factor legitimacy, whereby the level of legal authority is measured. It would be easier for the global project participants to use given groups or grids and so search for stakeholders, as mostly the global environment presents a very complex surrounding that needs to get examined systematically to uncover hidden possibilities. Therefore group schemata like government, investors, political groups, customer, communities, employees, trade organisation and suppliers can be used (Donaldson & Preston, 1995). The findings from the interviews show that awareness for customer, employee, partner, manager and competitors exist, but the level of importance varies, as the customer and employee have high priority. Therefore the recognition of other stakeholders is lower. Here the global perspective can help the practitioner to get an all-embracing view towards the involved and affected parties, which is essential as the global environment entails even more actors (Kliem, 2012).

Another option would be using social, political, economic or environmental interests (Binder, 2007) for capturing stakeholders as there are most of the time stakeholders in each of these interest groups. Furthermore the stakeholder circle by Bourne (2006) presents a detailed process for getting to know all stakeholders and order them according to different parameters. Friedman and Miles (2002) propose the grouping of defensive, opportunistic, compromise and elimination according to the attitude of the stakeholders. This pattern helps to have an appropriate reaction towards the stakeholders. In practice, identification in detail should take place; whereas the key aspects of analysis can be used for searching in up-downwards direction for the stakeholders. Moreover, practitioners should search for beneficial ties, which they can elaborate into the private

field. As demonstrated within the findings, private relationships are beneficial and almost natural at some point in global projects, as one part of the employees is not staying within their home country. It will be an advantage for the whole execution to pursue private ties from the beginning as the execution and interaction based on a private background is more insightful and trustful.

Moreover, key stakeholders as participants with the highest importance and increased influence and interest in the global project, should be taken into consideration. These key stakeholders should get mutually connected and therefore obtain advantages of their direct cooperation.

Special attention has to be paid to implicit claims (Wood & Jones, 1995), and possible involved persons or groups (Achterkamp & Vos, 2007) to get a complete picture of the different interacting parties of the global project.

### **6.3. Planning for Interaction**

The next step is planning the treatment of stakeholders in the right manner. Planning is claimed by the practitioners as a key to success, whereas it also involves the planning for interaction toward stakeholders since the global project consist out of them. Scholars provide different possibilities for planning. A specific treatment presents the differentiation into groups according to their interest and influence in the global project like pointed out in chapter 3.2.3. Thus, strategies would be involvement, collaboration, monitoring or defending (Savage et al., 1991).

Moreover a communication plan is proposed for planning and managing the communication (Project Management Institute, 2008; Binder, 2007; Bourne & Walker, 2006; Aaltonen, 2011; Wagner & Barkley, 2010). Binder (2007) emphasizes it as global communication which needs to take place. The findings are accordingly, as communication get stressed often and is understood as a success factor. That means the practitioners are aware of the importance of communication and recognized the improvement possibility with effective, open correspondence. Moreover they mention communication rules as beneficial for the global project.

#### **6.4. Engagement and continuous Integration of Stakeholder**

An important point for successful interaction with stakeholders is the realised commitment through engagement and continuously integration. This can be done by joint decision making and permanent communication. The way should be proactive (Wagner & Barkley, 2010) to show the positive attitude towards the stakeholder and evoke interaction. Moreover it is possible to be more prepared for problems and detect them earlier. A possibility displays communication as an informal and formal mechanism to pursue social interrelationship (Vaaland & Håansson, 2003), i.e. call without the intention of the global project, and by doing so facilitate the search for problems and weak ties (Binder, 2007). The findings confirm this fact by stressing private relationships as facilitator of working efficiently through additional, easier obtained information and controlled influence by the participants. Moreover it is beneficial to have already experience in the global environment as the personal attitude is more open minded (Orr & Scott, 2008).

Furthermore, as well cooperative power has to be taken in mind. Cooperative power presents an option by emphasising the relationship mind set with collaborations and relations as the working environment is understood as a network (Aarseth & Sørhaug, 2009). Therefore trust, as a key aspect, composes the fundament for interaction (Aarseth & Sørhaug, 2009) as it shows the importance of commitment (Grisham & Srinivasan, 2007) and can reduce complexity (Girmscheid & Brockmann, 2005). On the other side the findings do not agree to that as trust is understood as a pre-condition, bearing kind of important but not decisively for the success of the global project. Therefore it should naturally exist, but is not a condition for prosperous execution, since clear, direct and efficient communication is really essential for the global project.

A systematic way for pursuing success by stakeholder engagement is using success factors. The findings reveal communication level and frequency, application of technical knowledge, interaction with stakeholders understood as relationship management and monitoring as well as feedback as the most important success factors. Scholars focus more on clear objectives, top management support, customer involvement and team awareness (Pinto & Selvin in Cleland & Gareis, 2006; Chao et al. in Cleland & Gareis, 2006; Andersen et al. in Turner, 2007; Morris in Turner, 2007). Furthermore, three of four scholars agreed on the mentioned success factors by the findings including planning. The last factor was considered a key to success by many interviewees as using different perspectives and doing it with the right competencies, success can be assured. Therefore critical success factors, i.e. where special attention have to be put for

pursuing high performance and future success (Boynton & Zmud, 1984), can be identified: planning, communication, monitoring and feedback as well as relationship management. Like depict in figure 16 these factors can be understood as the pillars of global projects to gain success. The key in general consists of planning and active interaction with the global environment.

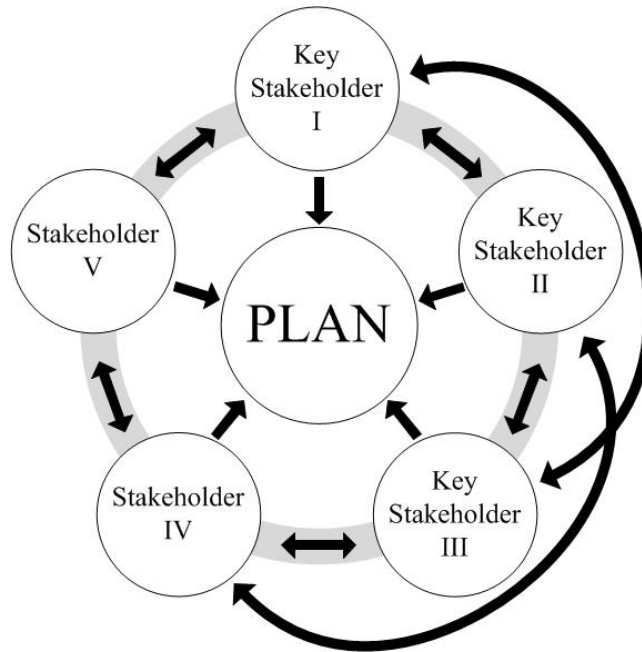


**Figure 16: Success factors as fundament for global project (Own illustration)**

### **6.5. Consideration of global Environment and Dynamics**

The global environment can hold many different impacts to the global project, as changes in laws or modifications of the role of stakeholders (Bourne & Walker, 2006), as well as cultural differences entailing a very agile surrounding. By doing so, behaviors and the way of execution can differ from the manner it is done in the different involved countries (Bourne & Walker, 2006). Therefore, the dynamics and changes of a global project have to be taken constantly in mind. The practitioners are aware of this as problems caused by different environment situation are expected; although not specifically included in stakeholder approaches. Moreover the focus lays in on-going interaction to make sure to access information timely. Another support depicts the use of private relationships to obtain additional information and facilitate the execution. The situation reflects figure 17 schematically. The stakeholders are in constant interaction, as the key stakeholders are connected with each other in sense of combining the knowledge of peers, customers and other key groups (illustrated with arrows between the stakeholders). Exchange of important information inside the company as well as with the customers is confirmed by the interviewees. Moreover, through the influence of the environment towards the global project the plan has to be adjusted continuously as new impacts are influencing, depict by arrows pointing form all stakeholders to the central point of the global project, the plan. For example, different laws are mostly expected by practitioners, but not included in their impact into the project. Scholars agree on a best practise with learning and interchanging knowledge (Cooke-Davis,

2002). Other dynamics in a project are altering goals that means depending on the environment the objective setting needs continuously adjustment (van Gunsteren, 2011). Additional theoretical claims are constant leadership, integration of tasks and equal attention to hard and soft information (van Gunsteren, 2011).



**Figure 17: Schematically interaction necessity in global projects (Own illustration)**

The practitioners are aware of the global dynamics and try to handle it with the use of different perspectives. I.e. with the intercultural mind set of the different participants various obstacles in global project can be depict easier or at least lowered. On the other hand as the interviewees are aware of problems, the difficulties get treated and understood as advantages to improve and so advance the global project. The practitioners could not designate a general way in attacking the problems as they are too many and diversified problem and solution to it.

## **7. Conclusions**

The conclusion is divided into two parts as it is more appropriate to address the specific issues of the theoretical, derived from the literature review and the discussion, and of the practical point of view, on the other hand from findings and discussion, separately.

### **7.1. Theoretical Conclusion**

According to the problem definition the following special key aspects of global projects with their particularities were elaborated:

- Influence of different laws
- Dynamical, global environment
- Missing acknowledgment to different perspectives
- Missing awareness for expected problems
- Too complex stakeholder definition, more appropriate intertwining with types/ categories necessary
- Confirming ambiguous term of trust
- Importance of private relationships
- Concurrency in success factors

It is clear that there are a lot of extra environmental impacts towards global projects due to the dynamics caused by different participants' background as well as the general environmental movements. Both influence the execution and behaviour within global projects in contrast to traditional ones. Moreover various cultures need to work together with the different regulations in mind. Changes occur more often than in traditional projects as the environment is unstable. Changes inside the global project, e.g. personal changes or modifications of roles of stakeholder itself, can alter and therefore affect a global project in diverse ways. For that reason it is important to capture all different perspectives and keep them in mind as well. Within the various points of view from the theoretical standpoint it is easier to take different specific situations in mind, which are just interesting for some stakeholders. The lack within the literature presents the fact that the awareness of different participations exists, but they have not been examined from their particular point of view.

Within the schematically approach of stakeholders' dynamics, it should be taken in mind that the global environment impacts as well as causes continuous changes within the global project, which creates the need for iterations. Dynamics cause problems in general as well, which need to be paid special attention to. The findings are pointing towards the attitude of expected problems, but the scholars are not aware of this fact and rather try to avoid problems instead of using them as support for improvement within the global project.

Moreover the definition of stakeholders presents a very holistic, complex characterization, which need to be done, but is not very useful for the praxis (Orts & Strudler, 2009). An easy realizable definition needs to be used for the identification of stakeholders. Awareness and recognition of the different stakeholders in general should take place first. This should be followed by an identification and analysis according to the grouping possibility of the scholars. Moreover the different categories of stakeholder can be used as an initial point for searching stakeholders. I.e. combine the two stages of identifying and analysing to make it more efficient and increase the probability of capturing all stakeholders. Hence, as claimed in the problem definition, the interaction with stakeholders should be shortened and less complexity included, since it is important to point out the essential and therefore key stakeholders, which require a special treatment.

Trust as an important aspect within global projects was confirmed, but as well as the fact that it is not essential for the interaction with people. Therefore trust has a very special position and is the basis for communication. Communication states a very important success factor, respecting the correspondence with stakeholders outside and inside the global project.

The derived success factors are:

- Planning
- Level and frequency of communication
- Relationship management
- Feedback and monitoring

A common ground presents the core of stakeholder involvement in all mentioned success factors, which emphasises once more the importance of stakeholder interaction and necessity of intertwining within the global project. Moreover the findings pointed to the interest in private

relationships as driver and facilitator, which has the fundament of success factors and could easily build upon. Scholars are pointing indirectly towards the importance of non-business relationships, which also explained the missing attention towards different perspectives as the involvement of stakeholders is not perceived very close, this is a particularity in global project interaction.

Consequently the process for stakeholders' attention and integration in global projects needs to be broadened from the existing one, especially in terms of perspectives towards the global project and the awareness of the global environment around it. Moreover the stakeholders' interaction needs to be exploited in terms of closeness and frequent enabling communication.

## **7.2. Practical Conclusion**

This part gives an overview of the special key points needed for stakeholders in a global project and presents the necessary success factors that need to be taken in mind, like the problem definition claimed it in practice. Key aspects are:

- Missing holistic stakeholder understanding in terms of theoretical definition, awareness given
- Different perspectives, partly missing continuously new orientation
- Private relationships
- No use of theoretical tools/ background for analysis
- Awareness of problems in general
- Concurrency in success factors
- Best practices application possibility

A gap in the theoretical definition and the practical application of the stakeholder understanding occurs, as the passively, indirect involved and affected stakeholders are ignored. This can have negative outcomes like problems, caused by the missing awareness, which results in absent interaction with the stakeholder. Therefore the definition for practical application needs to be revised to make it easier to capture all stakeholders, whereby also the practitioners need to use the present information given by literature. Nevertheless, in general many stakeholders can be identified, because the global project participants using different perspectives, which is essential



to understand the various positions and interests within the global project. It can be stressed as a conclusion towards the problem definition, that different perspectives are very important to maintain a multi-layered view towards the global project.

Moreover, the findings showed, that an awareness and recognition of stakeholders in general exists, as the global project is very complex, it is self-evident that many different participants are working for or against the global project. Another favourable point would be the interconnection of the stakeholders to derive cooperative power and therefore natural improvements from them. Although the practitioners are using private relationships as strength and having therefore close and more open minded interaction. This kind of very close correspondence derives big advantages in sense of additional, more efficiently information gathering as well as easier integration and interaction of the people involved in the global project. Furthermore the different perspectives are useful for understanding other participating cultures and developing an intercultural mind set.

The identification and analysis tools, the scholars are providing, should be used for approaching the stakeholders, for example combining the identification methods with already existing groupings of stakeholder or search for them by means of the analysis grids. This part of the stakeholder interaction should get more importance, since it constitutes the base for latter cooperation. The whole execution process should be based on precise planning as this is recognized as a key to success. Although planning states a fundament for the global project, problems are expected. In general a high consciousness for problems exists and they are in a way favoured, as it will abolish weaknesses and assure success. It was even pointed out that a systematically search for problems can be helpful and eligible.

The key success factors derived from literature research and practical findings are concurrent, that means the emphasis lays in the stakeholder interaction and cooperation. The derived success factors are:

- Planning
- Level and frequency of communication
- Relationship management
- Feedback and monitoring

Another key for effective execution presents the application of best practises as claimed by the scholars. With this kind of continuously new orientation throughout the global project dynamics are easier to be spotted and a reaction towards problems is facilitated, before the difficulty can be identified. Therefore global projects need to become more agile by using the awareness of problems and the different perspectives they are able to exploit.

Consequently, the key aspects of a practical interaction with stakeholders, which is claimed by the problem definition, are well detailed planning and continuously on-going proactive interaction with the stakeholders bearing in mind the dynamics of global projects. Moreover, the higher complexity in contrast to traditional projects is proofed by taking exemplarily in mind the quick changing environment, different laws and regulations impact on the global project, higher degree of awareness with different perspectives and participants.

## **8. Further Research**

This thesis already provides new understandings and insights in stakeholders within global projects, but there are still possibilities for further research. As the discussion pointed out, the theory and the practice accords in terms of important success factors and point out communication frequency and intensity, feedback and monitoring as well as relationship management to play a key role in a successful global project. Nevertheless there is the need for a comprehensively proof of those success factors. Moreover a complex understanding of each one is necessary to facilitate the implementation and guide to appropriate actions for assuring the success beforehand.

Furthermore the discussion pointed out the importance and necessity of private relationship to complete and facilitate the interaction within a global project. This specific type of relationship needs to be more elaborated on. Hence, an approach towards these ties and therefore the interconnectedness of various stakeholders needs to be pursued as well, along with the aim to provide theoretical concepts to exploit this idea as well as practical findings understanding it.

A presented contradictory phenomenon is trust, as it states by scholars to be the fundament of communication, although there was no proof for a correlation between trust and performance. As the findings illustrate, trust is an important element of interaction and open communication, but not essential. Therefore the necessity and motive of trust need to be investigated on and understood for further actions assembling trust.

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# Appendix

## Appendix 1 Interview Guide

### General

- Please describe briefly your own position, years of experience and responsibility in your current job.
- What have been big challenges for you so far?
- What do you personally understand by “stakeholder of a project”?
- Can you define “success for a project”, please?

### Project specific, start of projects

- Did you participate in the kick-off meeting of the project? How and with whom was it?
- Did you meet/ get the information about all the important people?
- Were there distinct principals/ laws valid for the global project than for other domestic projects?  
How precise were you informed about that? Was the change in outline setting a problem?
- How was the general interaction/ communication internal?  
external?
- Did you do a particular identification of stakeholders? Do you know who they are?  
Often the importance of stakeholders changes with the stages of the project.  
Please take now in mind a general point of view.
- What are the most important stakeholders? Please choose 5 from the following.  
(Alphabetical ordered.) (Freeman, Reed, 1982; Fontain, Haarman, Schmid, 2006; Donaldson, Preston, 1995)
  - i. Academics
  - ii. Communities/ Political Groups
  - iii. Competitors
  - iv. Customer
  - v. Employees
  - vi. Government
  - vii. Lender
  - viii. Managers
  - ix. Media
  - x. Partners



- xi. Related Associations
- xii. Society
- xiii. Stockholder
- xiv. Supplier
- xv. Others (Could you specify?)
- How was the work with unknown people? Was there any help for overcoming cultural differences to ease the interaction with each other?

### Problems

- Did problems arise? Please tell me about it, taking in mind the reasons, solutions and if it could have been expected before.

### Success

- What do you think is the key to success? To successfully finish a project?
- Are there any specific tools for that?
- Have you done a review of the project with all important stakeholders?
- Were “Lessons learned” formulated?
- What would you change for the next project?
- Can you pick from the following arguments the 3 most successful factors?  
(Alphabetical ordered.)
  - i. Application of (technical) knowledge
  - ii. Communication level/ frequency
  - iii. Cultural intelligence
  - iv. Interaction with all stakeholders (Relationship Management)
  - v. Leadership
  - vi. Management skills and support
  - vii. Monitoring/ Continuously Feedback
  - viii. Project schedule/ plans
  - ix. Risk management plan
  - x. Trust
  - xi. Others (Could you specify?)

### Closing

- Would you like to add something?

## Appendix 2 Mail Request

Hello Mr./ Mrs. xxx,

Here you can find now some important information about the interview.

First of all two important definitions for the interview:

Stakeholder:

"Stakeholders can be defined as "persons or organizations such as customers, sponsors, the performing organization or the public, who are actively involved in the project, or whose interests may be positively or negatively affected by the performance or completion of the project." (PMBOK, 2008, p.23)

Success Factor

"Success factors are those inputs to the management system that lead directly or indirectly to the success of the project or business." (Cooke-Davies, 2001, p.185)

The questionnaire is enclosed. The questionnaire will be used as a guide, probably some more question come up during the interview.

I have time during the following days: 13., 14., 15.03 or 20.,21., 22.03. (in special occasions on weekends possible). The interview will last for 1-1,5h. Which day and time do you prefer?

Do you prefer a Skype interview or via telephone?

If you have any further questions, please let me know.

Thanks in advance,

Bests,

Nora