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Assessing the Impact Of Stakeholder Engagement In The Success Of Project Management:  
A Case Study of The Guinness Ghana Breweries Local Raw Material Project

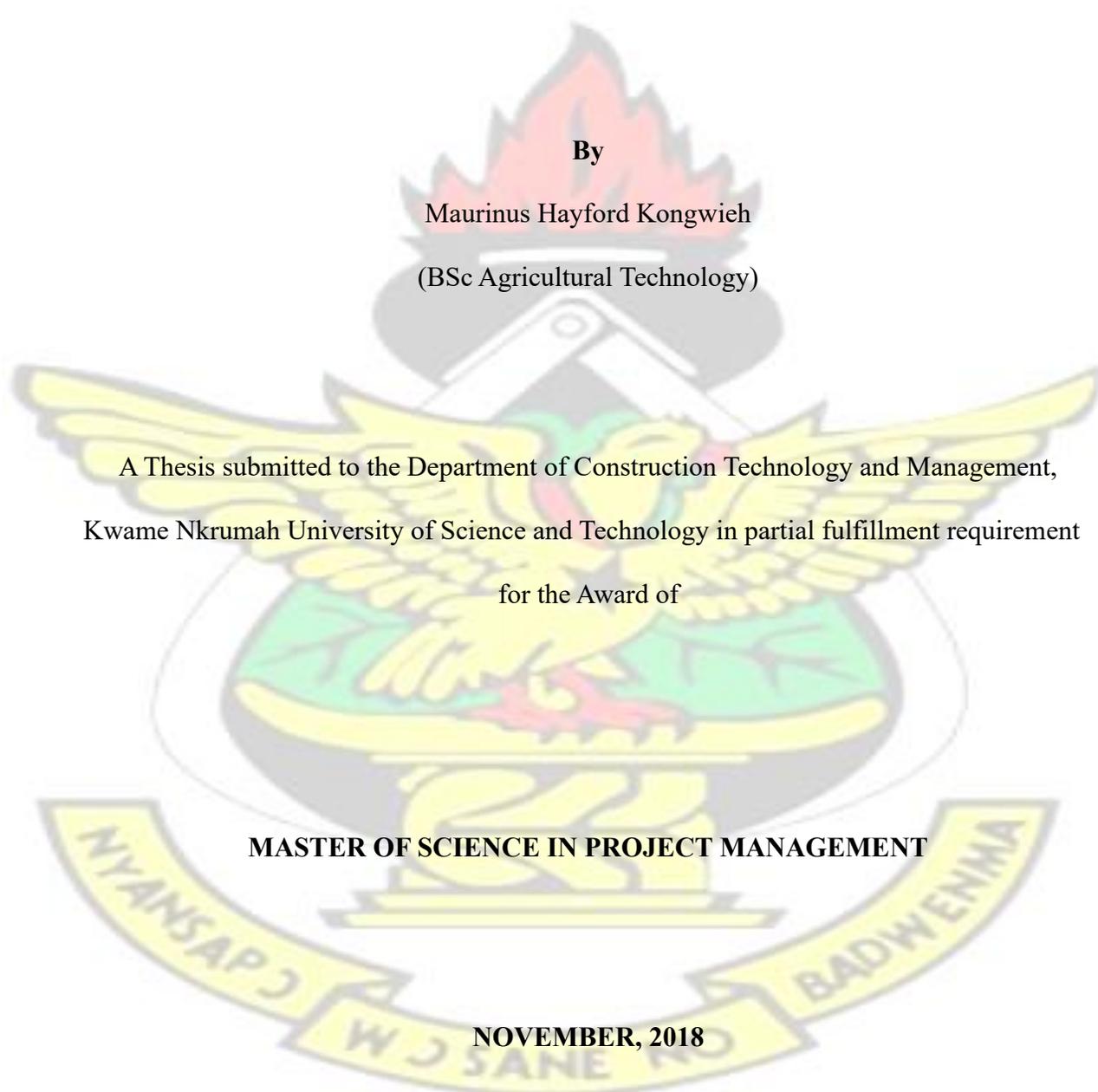
**By**

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A Thesis submitted to the Department of Construction Technology and Management,  
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for the Award of

**MASTER OF SCIENCE IN PROJECT MANAGEMENT**

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The logo of Kwame Nkrumah University of Science and Technology (KNUST) is a large, semi-transparent watermark in the background. It features a central shield with a yellow eagle with outstretched wings, a green and red bird-like figure below it, and a white and red torch above. The shield is supported by two yellow pillars. A yellow banner at the bottom contains the text 'NYANSAPƆ WƆ SANE NO BADWENMA' in black capital letters.

## DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at the Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis.

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## ABSTRACT

This study was conducted to assess if stakeholder engagement strategy employed in the Guinness Ghana Breweries Local Raw Material project had an impact in the successful execution of the project. Key focus was given to the scale up phase in 2012. This project intended to significantly substitute imported raw material like Barley with local substitutes such as Sorghum, Maize and Cassava by developing local supply chains across Ghana to feed their production site. Purposive sampling technique was used to select five (5) key frontline project team members who worked on the project. These frontline project team members were subjected to a focused group discussion with the aid of a semi structured interview guide to identify the factors that went into the stakeholder engagement strategies developed and used in the execution of the project. Outputs from the focused group session was subjected to a confirmation test by way of a structured questionnaire administered to approximately seventy-five (75) stakeholder respondents randomly selected. At the end of the study, 92% of respondents gave feedback on the options presented to them. Sixty (60) % agreed that a combination of influence, stake in the project and political influence where the main factors that affected the stakeholder engagement strategy. Majority of respondents also agreed to stakeholder expectation being the critical success criteria for projects as was depicted by the linear line in the results. The data was further subjected to a regression analysis to test the level of significance between responses from success criteria and stakeholder engagement strategies. At the end of the study, it was revealed that the P-value was greater than the alpha implying stakeholder engagement strategies adopted by the project had an impact on the project's success. It was recommended the stakeholder engagement process should be embedded at the early stages of the project and reviewed throughout the project life cycle. It is recommended further study be carried out to added to the current literature gap.

Keywords: Stakeholder, Engagement, Project, Strategy

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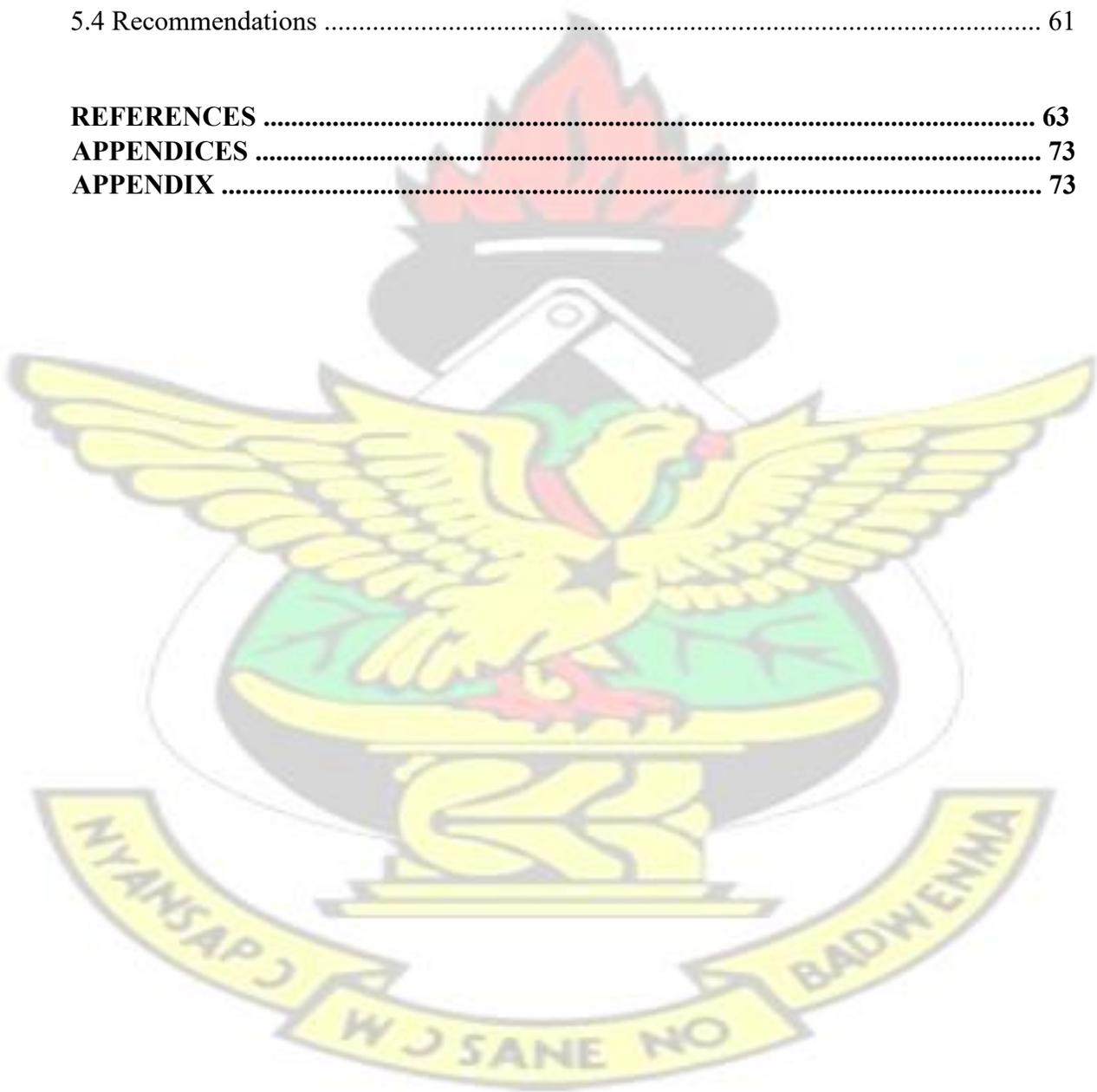


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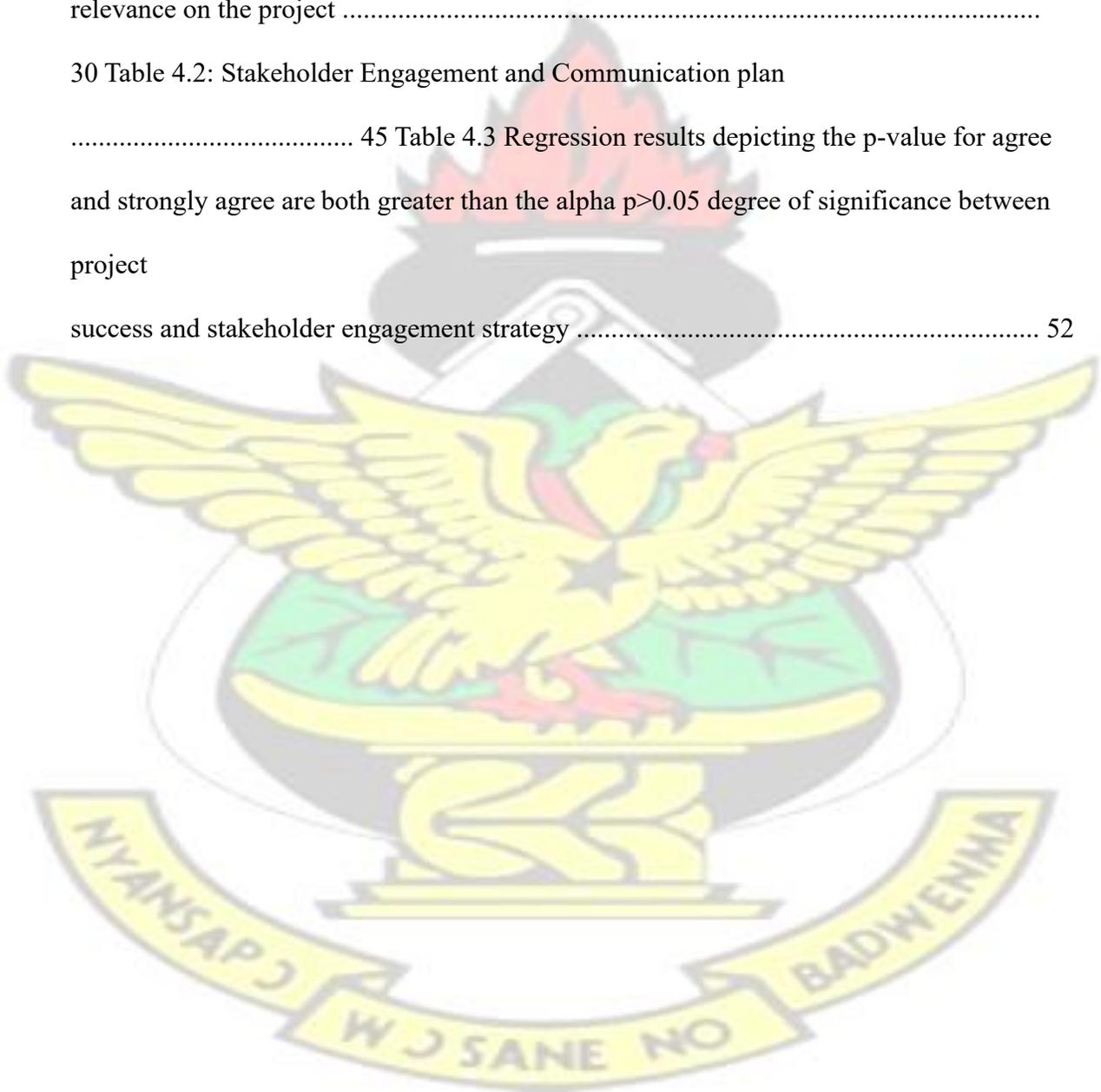
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## LIST OF ABBREVIATIONS

CSF	Critical Success Factors
GGBL	Guinness Ghana Breweries Limited
HSE	Health Safety and Environment
IFC	International Finance Corporation
IPEDR	International Association of Computer Science and Information Technology
ISO	International Standard Organization
IT	Information Technology
KPA	Key Performance Areas
LRM	Local raw Material
PMBOK	Project management Body of Knowledge

PMI	Project Management Institute
PSM	Project Stakeholder Management
SM	Stakeholder Management
SWOT	Strength Weakness, Opportunity and Threats
CSIR-SARI	Council for Scientific and Industrial Research-Savanna Agricultural Research Institute

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## DEDICATION

This work is dedicated to the memory of my Dad and pal Charles Kongwieh for believing and investing in me.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Successful project management has been defined as balancing the triangle of cost, time and quality. Except in cases of greater efficiency, where the specification must relax and/or cost must increase (Mallak et al, 1991). This classical triangle applies to all levels of management including project management. Today, successful project management cannot be secured by meeting just these three traditional criteria. We must meet the cost, schedule and quality criteria and, in so, doing satisfy the stakeholders of the project. Unfortunately, this hasn't been the case. A report by the Associated Press (2007) estimates that only half of projects undertaken by the International Finance Corporation (IFC) in Africa succeed.

(Amponsah ,2013) also estimates “that at least one out of every three infrastructural development projects in Ghana either fails or is challenged to achieve one of the objectives of Scope, Cost or Time” and ultimately the stakeholder’s satisfaction. This presents a worrying trend as projects require huge capital outlay from organizations and/or governments (Panayides et al., 2015) to execute. Sometimes, donor agencies are reluctant to provide aid for infrastructure projects due to the disappointing results of project outcomes Daily Graphic (2007); Amponsah (2013). This has resulted in donor apathy towards projects in Ghana (World Bank report, 2007). Gaining a greater understanding of the triggers will be the first step in reversing this trend. The good news is that (Bone and Eklöf, 2015), estimates that nearly 80% of project teams say business stakeholders do not effectively participate in requirements development. Perhaps, this could present a perfect case to start from and review best practices,

where stakeholders have been engaged from the start and throughout the project life cycle resulting in the project success.

Fortunately, there is a classic case in the Guinness Ghana Breweries Limited local raw material sourcing project. This project seeks to substitute imported barley with local substitutes such as Sorghum, Maize and Cassava coupled with guaranteeing raw material supply for its production process, while reducing poverty and improving the conditions of farmers and their communities. This project involved working with multiple stakeholders in the supply chain from the grain to the glass and ensuring each stakeholder was satisfied. The project reported an increase usage of 48% from a modest 12% in 2012 with an estimated impact of over 25,000 smallholders (Myjoyonline, 2017).

## **1.2 Statement of Problem**

In the last decade, literature on project management has seen an increasing research geared towards success criteria identification within the projects (Cleland and Ireland, 2002). PMBOK (2017) now calls it stakeholder engagement and it is a central element in the management of projects, leading to its success as cited by Jergeas et al (2002).

However, Bourne (2006); Nokes et al (2007) argues in literature that they see more failures that haven't achieved its objectives. Most of the time, the failures are often connected to stakeholder's relationships. Regardless of that, more attention is expected to focus on stakeholders' issues, needs and expectations.

Characteristically, establishments focus on project implementation to meet schedules and budgetary allocation (Barkley and Saylor, 2010). While Abdullah et al (2006) links project management and success to the triple objective of time, cost and quality.

Chan and Chan (2004) believes it is multifaceted and it depends on further factors.

Well executed projects, combined with stakeholder engagement are the critical objectives in all establishments however, literature on project management gives little direction on how to impact this. This gap observed, portends a scarcity of efficient approach to stakeholders in making it more real and official.

Majority of researches doesn't concentrate on connections among these stakeholders (Chircu,2008) and unambiguous methods: which appears to be missing Achterkamp and Vos (2008). This is associated to the circumstance that the stakeholder engagement process has centered on identifying the diverse options of their associations (Yang et al.,2009). This is valuable but subjective and deficient because, current methods use a qualitative discernment on importance rather than a quantitative examination (Fletcher et al,2003). Hence the reason for this study which aims at breaking this age long view and to create a bigger picture of what is expected of stakeholder engagement and its relevance to project success.

### **1.3. Aim of the Study**

To assess the impact of stakeholder engagement in the success of project management

### **1.4 Specific Objectives;**

1. Identify the factors that went into the stakeholder engagement strategy for the project
2. Identify the critical success factor that was considered most
3. Establish if the stakeholder engagement strategy played a role in the project success.

### **1.5 Research Hypothesis**

A good stakeholder engagement strategy may impact project success.

### **1.6 Scope of the Study**

The study reviewed both internal and external stakeholder strategies and activities undertaken by Guinness Ghana Breweries limited and its stakeholder between 2012 to 2017.

Focus was given to impacts made on these stakeholders during the period under review.

### **1.7 Significance of the Study**

Abdullah et al (2006) indicates, there are several school of thoughts as to what accounts for successful project management. It starts from those who argue that project management and project success are linked to the triple objective of time, cost and quality, Chan and Chan (2004) to those who suggest that success is multifaceted and it may depend on extra factors. The efficient execution of project and stakeholder engagement are imperative objects in organizations unfortunately project management studies show little direction on the how's of stakeholder impact on these tripe Scott-Young and Samson (2008). This identified gap in research, revealing a lack of effective stakeholder engagement to make it formal and effective.

The study therefore seeks to unearth these approaches adopted in the Guinness Ghana Breweries Limited local raw material sourcing project to fill this gap identified in literature. It also provided useful lessons and guidelines principally to project and project managers in the execution of current or future projects to get a better and broader comprehension and appreciation of stakeholder engagement concepts and its use and ultimately its application.

## 1.8 Organization of the Study

The study was undertaken in five Chapters. The first was the Introduction where a brief background, statement of problem, objectives, scope, justification, research objectives and questions of the study was to be given in detail. This was followed by theoretical and empirical reviews and a summary titled as the literature review. The next chapter detailed out research design, model specification and variable description, measurement and expected sign and estimation strategy titled Methodology. The section went further to look at the variables of the methods of data analysis as well as the challenges of the study.

The next stage presented the results of the research in narratives, tables and charts.

Finally, the last chapter displayed the summary of findings, conclusions and recommendations.



## CHAPTER TWO

### LITERATURE REVIEW

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#### 2.1 Introduction

#### 2.2 Concept of Stakeholder Engagement Or Management

The theory of Stakeholder is a decision-making method and endorses the structures, attitudes and practices combined to establish the management of stakeholders (Preston and Donaldson,1995). This concept as used in memorandum by Stanford Research Institute in the early eighties by Freeman. This has become the central idea in the comprehension of business and policy associations as cited by (Buchholtz and Carroll,2008). Stakeholder theory is more about business and strategy which evolved from business management.

It aimed to describe, understand, analyze and manage stakeholders (Freeman, 1984). This shows that a framework for analyzing the behavior aspects in stakeholder theory, corporate responsibility and business ethics (Fassin,2009). The theory of stakeholder comes from this knowledge that if a stakeholder can be affected by the organization; then the organization requires to deal with them. This is because, stakeholders may have differing idea of what business factors are most important (Freeman, 1984). A major contribution to stakeholder theory is the identification of stakeholders. This concept is widely hypothesized and justified in the management literature based on its descriptive accuracy, instrumental power, and normative validity (Donaldson and Preston, 1995). The descriptive approach tries to explain the methods and ways of stakeholder management. The instrumental method pursues the impact of the stakeholder management to achieve organizational objectives and describe its

impacts as well. The normative approach seeks to address the ethical and philosophical guidelines for the management (Yang et al., 2009). These characteristics of Stakeholder theory are mutually supportive and that the normative base of the theory, which includes the modern theory of property rights, is important. (Donaldson and Preston,1995) advise the firms that they should balance all stakeholders' objectives when designing a new strategy.

It confirms that giving equal prominence to stakeholders is undoubtable the way to achieve an establishments success (Donaldson and Preston,1955). One other critical feature is to focus on financial returns. Stakeholders needs to be satisfied coupled with an inspired project teams to ensure long lasting relationships are cemented amongst them. Project managers are obliged to create value for stakeholders through the assessment of their status quo and create a synergy to meet their demands (Project Management,2008). The success and failure of projects are linked to the stakeholder's views of the value created by the project and the nature of their relationships with the team. The process of delivering value may require the management of the relationships that ensures stakeholder expectations in respect of what is to be delivered, when and how (Bourne,2005). Thus, during the project execution, the stakeholders' needs should be assessed; so that a satisfactory and realistic solution to the problem can be addressed (Love et al,2004).

The theory of stakeholder is an idea about how businesses work. It states, „If an organization succeeds then it must create value for the stakeholders and organizations shouldn't be considered isolation. However, stakeholder interest is to work in unison. The organization should identify how their interests move in the same direction. An examination of Stakeholder

theory led one to the conclusion that the support of key stakeholders is essential to project success (Bourne, 2005).

### **2.3 Stakeholder Management Necessity**

Stakeholder management plays an important part in the management of an organization and of a project according to (Cleland and Ireland, 2002). This is because stakeholders allow them to exist (Barkley and Saylor, 2001) This is the main reason that stakeholder management and project management are recognized as two important issues according to Jespen and Eskerod (2009). The skilled project practitioners have been focusing on them, thereby coexisting (Achterkamp and Vos, 2008). Further, managing stakeholders is a critical success factor in managing project (Nokes and Kelly, 2007). Success here is used in the context of achieving something desirable to the organizations requirements (Cleland and Ireland, 2002). (Bourne, 2005; Yang et al., 2009) opines the importance of managing stakeholders have been studied by some previous researchers and listed. In Table 2.1, which provides some supporting evidence that stakeholders management frameworks. This refers to managing communications to satisfy the needs of and resolve issues with project stakeholders (Project Management, 2004).

Harris (2010) opines that these relationships do impact on individuals and organizations both positively and negatively. Stakeholder management can be designed to encourage use of proactive project management for limiting stakeholder activities that might affect the project negatively: or to assist the project team's ability in taking advantage of the possibilities to

encourage stakeholder support of project goal (Karlsen et al,2008). There appears to be two main school of thoughts explaining why stakeholder management is important.

**Table 2.1: The Importance of Managing Stakeholders**

Researcher/Institution		Stakeholder importance
2001/2002	Elliot and Thomset	Methodologies are robust and can be effective in environments that supports performance and planning
2003	Wood and Mellahi	Stakeholder management is an important technique for increasing the chances of achieving the market place success.
2003	Fletcher	Could be process of mapping stakeholder expectations based on value hierarchies and key performance areas
2004	PMBOK STD	It actively increases the likelihood that projects face to unresolved stakeholder issues. It also engages the ability of persons to operate in unison and limits interruptions by project executives.
2005	Bourne and Walker	The stakeholder circle TM visualization tool is used for continual process in identification, prioritization and engagement strategy for developing long term relationships.

*Source: Adopted from (Bourne,2005) and (Yang et al,2009)*

## 2.4 Stakeholder Classification

Stakeholder management may involve the identification and classifying of stakeholders to facilitate project involvement with them. This involvement may involve the categorization of stakeholders to enable appropriate management strategies (Savage et al.,1991). (Cleland and Ireland,2002) narrates that, it could be gathering information about stakeholder; identifying their missions in a project; determining their strengths and weakness; identifying their strategies; predicting their behavior and or developing and executing strategies for handling them. (Calvert,1995; Sutterfield et al,2006) divides stakeholders in a project into two, that is internal stakeholders who are members of a project or external stakeholders who are affected by the project. Others like (Smith and Love,2004) classifies them into inside and outside stakeholders, Primary and secondary (Buchholtz and Carroll,2008).

The main groups of stakeholders are those who play a major role in the project, and the organization cannot survive without them. Secondary stakeholders are those who influence or are influenced by the project, but they are not essential to the survival of the organization (Karlsen, 2008). Others may be very critical to the project and others less critical (Calvert, 1995). Some are required to play the role and assume responsibility by formal contract, and others have no contractual obligation or formal role (Smith and Love, 200, Buchhotz and Carrol, 2008). Different classifications explain the legitimacy attributes. Power and urgency. Power, stakeholders may have the opportunity to allow others to do work. Legitimacy is the acceptance of party behavior in terms of social ethics and laws. Urgency is the degree to which the interests of stakeholders require immediate action (Mitchell et al., 1997).

Stakeholders can be dominant, discretionary, definitive, dangerous, dependent, demanding and non-stakeholder. In some references, it is preferable to use this model as it is the salient model of (Mitchell et al., 1997). However, there is an important issue in stakeholder management literature. This can lead to some difficulties in projects, as explained by (Achterkamp and Vos, 2008; Yang et al., 2009). This is because there are several categories in which stakeholders can be identified, as some may be members of two or more categories (Buchholtz and Carroll, 2008). Not a clear way to identify the right stakeholder at the right time in the project lifecycle (Bourne, 2005). This review focuses on allowing stakeholders to interactively participate in a general framework for stakeholder management. This review critically reviews the first group associated with the project's needs (Sutterfield et al., 2006) and / or may be able to tailor their needs and expectations to project development (Boddy, 2001).

### 2.3.1 Stakeholder Management Framework

Much of the stakeholder management literature has emerged within strategic management, and in this area, stakeholder theory and practice is about separating stakeholders into different types to explore different ways of dealing with them (Friedman et al Miles, 2006). Stakeholder management is an integral part of the strategic management of all projects (Smith, 2002), and its relevant framework can lead to higher project performance. Stakeholder management is the process of engaging with the people who are interested in the project, with the aim of aligning their needs with the goals of the project (Smith, 2002). Considering that projects are an important place for relations between different interest groups (Karlsen, 2008); their transient nature and their insecurity in their relationships contribute to the challenges associated with creating an effective framework for stakeholder management. These factors

force the project to keep the project's positioning constant in a relational context and to reform it (Sutterfield et al., 2006). Despite many studies on stakeholder management in the project area, the question arises as to which methods are more effective and practicable for stakeholder management. In other words, what is the future of an effective stakeholder management framework in the project? This question is still not fully answered (Yang et al., 2009). A brief review of the work shows that research interests have focused on the descriptive / empirical approach (Yang et al., 2009). The critical review in this paper therefore focuses on the descriptive approach of the stakeholder management framework, which explores the methods and paths in the stakeholder management frameworks. Therefore, different studies and their characteristics in previous studies have shown that they contribute to the effectiveness of the stakeholder management framework, but this paper does not reflect all the scholarly work done due to limited search scope. Table 2 summarizes a selection of frameworks developed by individuals and institutes for stakeholder management.

As a first framework, stakeholder management was identified in four steps (Freeman, 1984). These include: identifying stakeholders, formulating the plan, implementing the plan and evaluating the results (Freeman, 1984). It was generic for all companies and organizations. Gradually, stakeholder literature focused on different stakeholder categorizations. There are several classification models to identify the impacts or to support the individual stakeholders, eg. power / interest, power / influence, influence / influence and salience models (project management, 2008). Specifically, stakeholders may be more valuable for identifying depending on the potential threat and potential for cooperation (Savage et al., 1991) or the terms power (ability to impose their will), urgency (need for immediate attention) and

legitimacy (their commitment is appropriate) Stakeholders in their community (Bourne, 2005; Mitchell et al., 1997). However, as already mentioned, the classification models are introduced by two different schools of thought, and a multidimensional classification is necessary to cover this complexity (Chimayo and Olomolaiye, 2010). In parallel, other researchers propose various incremental frameworks for managing stakeholder groups in projects.

**Table 2.2: Project Stakeholder Management Frameworks**

Researchers	Similarities	Differences	Comments
(Karlsen, 2002)	PSM Process	PSM Process Plan, Identify, Analyze, Communicate, Act, and Track	Externally-oriented framework and flexible steps to repeat previous steps
(Turner and Veil, 2002)	PSM process	Identify Success / Interest. Needs, analysis, development of strategies, monitoring, changes / satisfactions	A holistic process of identification, evaluation of awareness, support, influence in the development of a stakeholder knowledge base
PMBOK STD	PSM process	Managing Stakeholders	identification of stakeholders and analysis of their interests are implicit
(Bourne, 2005)	PSM process	Identify, Prioritize, Engagement Relationship	Development Strategy Used to develop SM strategies. However, it cannot reflect the interaction between interest groups

(Sutterfield, 2006)	PSM process	identification of project mission, SWOT analysis, stakeholder identification, identification of criteria / strategies, selection of PSM strategies, allocation of resources, implementation, evaluation, feedback	Continuous and dynamic PSM frameworks that project organization, external stakeholders, their relationship be considered, relationship between stakeholders and project requirements
(Orlander, 2008)	PSM process	Stakeholder communication to be open, reliable, cooperative, respectful, respectful and informative Supports the desired implementation of the project.	Supports the desired implementation of the project. Avoiding unnecessary conflicts with external stakeholders
(PMBOK STD, 2008)	PSM process	Stakeholders, Identifying Needs and Managing Stakeholder Expectations	Requirements are discussed in several areas. No explicit use of a holistic framework

Source:

## 2.5 Factors that Affect Stakeholders

The evaluation of literature shows that the management of the stakeholders is a key success factor of the project (Jepsen and Eskerod, 2001).

Agle et al (2008) shows the idea of those concerned as lively, good and prosperous. The idea of stakeholder management is a critical process for the success of projects Nokes and Kelly (2007). Achterkamp and Vos (2008) argue that stakeholder engagement or involvement as a critical success factor in project management is not very important. Yang et al (2009) argues

that most stakeholder processes focus on identifying stakeholders and analyzing their impact and impact on the objectives of the projects.

There is no empirical tool, mechanism or framework presented in the revised bibliography for this research to make the requirements detailed and measurable forms the basis for project development (Project Management, 2005) Stakeholder Management Process

Effective Takim (2009) there is no formal and systematic stakeholder management process (Payne et al., 2005) and stakeholder management (Karlsen, 2002). A practical framework for stakeholder management needs to be developed (Cleland and Ireland, 2002) Yang et al., 2009). The importance of stakeholders and their importance, stakeholder management needs and the features of the stakeholder management framework works, thought is explained in different schools of thought.

## **2.6 Concept of Project Success**

According to (Kerzner, 1998), the definition of project success has changed over the years. Project success means different to different stakeholders (Lim and Mohamed, 1999), this led to disagreements, because of varying perceptions and perspectives, as to whether a project is successful or not. (Collins and Baccharini, 2004), arrived at the conclusion that there is a positive relationship between project management success and project success. (Munns and Bjeirmi, 1998) argue that successful project management will contribute to the achievement of projects, but it will not stop a project from failing to be successful. (Turner JR, 1999) suggests there is no point in determining success factors until one has identified the success criteria in the first place. Which was emphasized by (Yusof et al, 2012) that the success factors alone, project success would not be perfect without the success criteria.

In recent years, researchers in project management have become increasingly interested in project success criteria and critical success factors. To achieve both project management success and project success. Projects are the main part of a business, and therefore, it is evident that when the strategy of a company is to act sustainable, this must result in actions in their projects. (Oehlmann,2011: Silvius and Schipper,2014) many researchers have confirmed that sustainability has become one of the most important challenges of today's society.

The relationship between project management and sustainability is explored as one of the future developments in project management since companies feel the external pressure to include principles of sustainable development in their business. This clarify is why organizations keen on to include sustainability in their business. Project Success and Project Management Success Early studies in the mid-1900s linked to project management and project success to the triple objectives of Time, Cost and Quality (Wan Abdullah et al, 2006). It is important to differentiate between project success and project management success. De Wit (1988) seems to be among the first to note that project success is measured against the overall objectives of the project and project management success is measured against the traditional measures of performance against cost, time and quality.

Baccarini (1999) also pointed out that project success divided to product success that deals with goal and purpose, and project management success that deals with outputs and inputs. According to Munns and Bjeirmi (1996) the difference between the success of a project and the success of the project management is due to the difference between project management with short-term objectives, and project success with long-term objectives. (Silva et al ,2016)

noted that there is no such thing as an absolute success in a project and there is only perceived success. Al-Ageeli and Alzobae (2016) states that the measuring of the project success is a complex task since the success is intangible and can hardly be agreed upon. Abdullah et al (2006) see project success as quite elusive. Project success is suggested to have two major components: issues dealing with the project itself and issues dealing with the client (Pinto JK, Slevin DP,1988). According to Lim and Muhammad (2005) project success is classified into two categories: the macro and micro project success. The macro viewpoint of project success considers the original concept of the project and if it is achieved, the project is successful. On the other hand, the micro viewpoint of a project success considers project achievement in smaller component levels. Ghasabeh and Chabok (2009) in their survey's results show that 43% of the professionals surveyed believed that project success is indeed projected management success while 46% of respondents indicated that they are totally different.

Also, Omer et al (2017) shows that 48% of the professionals surveyed believed that project success is indeed projected management success while 52% of respondents indicated that they are totally different. We can say that the concept of project success is still ambiguous in the minds of professionals. According to Iram et al (2016) in the past years the simple definition for the success of the project was only based on the implementation phase of the project lifecycle. But in these days the definition of the project success is required from the beginning till the end of the project and product life cycles. Prabhakar (2008) argued that good schedule and cost performance means very little in the face of a poor performing product. Munns and Bjeirmi (1996) stated that project management and its techniques are only a subset of the wider context of the project.

Projects can succeed or fail independently of the project management process. Judging a project's success within an organization must consider that the project contributing in an archive to the organization's strategic objectives, it cannot be limited to the efficiency of the project management processes employed (Iram N et al,2016).

This statement has been confirmed by some other researchers. For example, Osorio et al (2014) who stated that the projects are ways to implement strategies, and a project's objectives must be directly connected to the organization's strategic objectives. This has been strongly emphasized by Wan Abdullah et al (2006) that most projects are part of their organizations' strategic management and must be evaluated based on their contributions to the business' results. Pinto and Selvin (1988) see a project success as a complex and often illusory construct, but nonetheless, it is of crucial importance to effective project implementation. From the review of the literature on project success, project success is something much more complex than simply meeting cost, schedule, and performance specifications. Today we know that determining whether a project is a success or failure is far more complex.

## **2.7 Success Criteria in Project and Project Management**

There are several success criteria that have been studied to name the problem of project success in recent decades. A criterion can be defined as "the principle or yardstick by which something can be judged or decided" (Al-Ageeli and Alzobae, 2016). Project success criteria are the dependent variable that measures success (Srimathi S et al, 2017). Success criteria as a measure of measurement or assessment of success (Cooke Davies TJ, 2002, Baccarini, 1999).

Traditional project success criteria that focus on cost, time, and quality are no longer sufficient to measure project success (Atkinson, 1999). Many researchers suggest that success cannot be achieved only through these three criteria, as project success is more complex (Kylindri et al, 2012). Nicholas (1989) states that the best overall criterion for project success is when the user, the project manager, and the system development group all agree that their expectations have been met or exceeded.

In parallel, current project management guides such as PMBOK (PMI, 2013) still attach great importance to providing projects in terms of time, cost, and scope, also referred to as the iron triangle (Project Management Institute, 2013). More specifically, the project objectives will be either qualitative or not easy to measure objectively or in the longer term and will not be easily quantitatively easily quantifiable; on the contrary, project management goals, cost, time and quality are where project management ends.

This makes it convenient to use project management success criteria as a means of determining the overall success of the project (Munns and Bjemirmi, 1996). This leads to an indication that project management criteria are a subset of all project criteria. Abdullah et al (2006) noted in the 1960s and 1970s that the prospects for project success criteria began to expand beyond time, cost, and quality. Until the 1990s, further studies began to develop criteria for defining success criteria in the project. It was found that besides the iron triangle of time, cost and quality, other criteria influence the success or failure of a project.

As in the project success literature, the project success criteria were hardly adapted to literature. Westerveld (2003) pointed out that the success criteria will vary from project to project. However, Prabhakar (2008) explained that criteria for measuring project success

therefore need to reflect different views. Baccarini, (1999) states that the criteria for measuring the project's success must be present at the beginning of the project so that the members of the project team can work in the same direction. Pinto and Selvin (1988) identified six success criteria for projects to measure the success of projects. Khosravi and Afshari (2011) identified five project success criteria for the success of construction projects.

Bryde and Robinson (2005) identified five criteria for project success.

In addition, Bahia (1996) identified eight success criteria for offshore engineering, procurement and construction projects in Brazil. According to Al-Tmeemy et al (2010), their results showed that nine criteria that provide an adequate assessment of the success of projects are three criteria that relate to the success of project management, these are shortterm goals and three criteria as project success are the medium-term goals. In addition to three criteria, which are referred to as success of the result in the long run of the project life cycle. Gomesa and Romaoa (2016) identified five project success criteria for project success. Mukhtar and Amirudin (2016), their results show six criteria for measuring the success of social housing and four criteria for measuring the success of social housing. Omer and Haleema (2017) identified fifteen success criteria for the success of oil and gas projects in Libya. Their results show that the traditional measures of the iron triangle time, cost, and quality are no longer applicable to measuring the performance of oil and gas projects, but do not distinguish between key performance indicators and success criteria, and both measure performance and success. ALTmeemy (2010) showed in their study results that a categorization scheme for success criteria for construction projects should include the categories project management success, product success, and market success. Toor and Ogunlana (2010) stated that the

success of future projects is increasingly measured by the criteria of strategy, sustainability and security.

## **2.8 Critical Success Factors in project Management**

The concept of success factors was coined in the 1960s by Ronald Daniel of McKinsey and Company. It was refined into critical success factors by John Rockart in the 1980s, and many authors have since published a list of Critical Success Factors (CSF). Rockart (1979) defined critical success factors as "the limited number of areas where satisfactory results ensure successful competition for the individual, department, or organization." Baccarini and Collins (2003) see the critical success factors of a project as "important influences that contribute to the project's success" Srimathi et al (2017). Amadei et al (2012), determined that critical success factors are the few key variables or factors that are critical success factors that managers should prioritize in others to achieve their goals for current or future areas of activity. According to Alias et al (2014), critical success factors are inputs for project management practice that can lead directly or indirectly to project success. The effective and efficient management of critical success factors is the basic requirement for success in the project (Iram et al, 2016). Baccarini (2009) notes that in another case it is necessary to improve the chances of success of a project, to understand the critical success factors, to systematically and quantitatively evaluate these critical factors, to anticipate possible effects and then to select suitable methods, to deal with them.

There are many researchers who have done various researches to find various critical success factors for project success. Pinto (1996) identified ten critical success factors for a successful implementation. Pinto and Prescott (1986) examined ten critical success factors in each of the

four phases of the project lifecycle. Belassi and Tukel (1996) grouped these factors into four areas: factors related to the project, the project manager and the team members, the organization, and the external environment. Because her work provided twenty-seven critical factors. Anderson et al (2006) examined the relationship between project success factors and actual project success and identified nine critical success factors. Khan and Spang (2011) classified critical success factors in four dimensions: organizational factors, project factors, personal factors, and national factors to show the extent of influence of national factors on international projects.

It has been observed that the success of an international project is largely influenced by national factors. Fiberesima and Rani (2011) identified thirteen critical success factors that are of great importance within the project portfolio management of deep water oil and gas projects. Pakseresht and Asgari (2012) identified 26 critical success factors in construction projects. More recently, a growing number of researchers have become critical success factors, for example Gudienė et al (2013) identified ten critical success factors that are of great importance to both researchers and practitioners for construction projects in Lithuania. Almajed and Mayhew (2013) identified eight critical success factors of IT projects in Saudi public organizations. Ofor (2013) identified four CSFs leading to the success of projects in Ghana. Adnan et al (2014) identified six factors that were considered crucial to the success of construction projects and found that there were several critical success factors for the different goals of time, cost, and quality. Amade et al (2014) identified six critical success factors of the public construction project in Owerri, Imo State of Nigeria. AlAgeeli and Alzobae (2016)

identified twelve critical success factors and (13) thirteen t critical failure factors in construction.

As one of the first studies of its kind Banihashemi et al (2017), several CSFs have been proposed to integrate sustainability into project management practices in construction projects. Wang et al (2015) identified eleven critical factors for sustainable project management. Omer and Haleema, (2017) have grouped critical success factors into five groups in their study: factors related to the company, factors related to project management, factors related to the project leader and project team, factors related to the contractor and factors related to the environment. {How many CSF (total)? We think more than 80, sure there are many similar CSFs, but if we state everything, additional information and paper will be too long}.

**Table 2.3 : Summary of Success Criteria From Literature Reviewed**

No.	Success Criteria	Source
1	Time Performance, Cost Performance, Quality Performance, Health, Safety and Environment (HSE), Client Satisfaction.	Freeman and Beale (1992) Project Success. Project management Journal 23:8-17
2	Time Performance, Cost Performance, Quality Performance, Health, Safety and Environment (HSE), Client Satisfaction	Khosravi and Afshari (2011) International Association of Computer Science and Information Technology (IACSIT) Press, Singapore 11:186-190
3	Cost, Time, Meeting the Technical Specification, Customer Satisfaction, Stakeholders Satisfaction.	Bryde and Robinson (2005) International Journal of Project Management 23:622-629.
4	Cost, Time, Quality, Scope, Customer satisfaction safety team satisfaction shareholder satisfaction	Bahia and Farias (2010). Journal of business and Projects 1:49-67

5	Cost, Quality, Time, Customer Satisfaction, Technical Specifications, and Functional Requirements, Revenue and profits, Competitive advantage, market share, reputation	(AL-Tmeemy and AbdulRahman,2010). International Journal of Project Management 29:337-348.
6	Cost, Time, Technical Requirements, Customer Satisfaction, objectives achievement, Objectives Achievement	Gomesa and Romao (2016)
7	Clients satisfaction, project completed on time, project completed to specified quality standard, Absence of disputes, safety, Completion within budget.	Mutkhtar and Amirudin, (2016)
8	Quality, Time, Cost, Health, Safety and Environment (HSE), Scope, Customer' Satisfaction, Efficiency of use resource, Effectiveness Productivity, Profitability, Shareholder satisfaction, Experience gain from the project, Achievement of project's objectives, Sustainability, Reliability	Omar and Haleema (2017).

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter is principally made of the following; the research design, brief profile of the study area and the population, the study sample and sampling technique, data collection procedure and techniques, data analysis and research challenges and limitations.

#### 3.2 The Research Design

The research design included a background of what the study was about; this study used a mix of secondary and primary data sources collected from respondents using a combination of

structured and semi-structured questionnaires through a focused group session from the key resource persons. To ensure corroboration of facts and issue gathered, these data was subjected to an acceptance test by identified stakeholders randomly selected from the range of stakeholders identified

### **3.3 The Study Area**

The study area captured the Guinness Ghana Breweries Limited's (GGBL) local raw materials (LRM) programme that was reported to have supported over 16,300 farmers and their families in the Upper East, Upper West, Northern, Brong-Ahafo, Volta, Eastern and Central regions.

### **3.3 Study Population**

The study covered five(5) frontline project staff who included the Agribusiness Development team, Planning, logistics, Innovations and Finance teams work who directly managed the project and then seventy-five (75) stakeholders who were directly or indirectly affected by the project.

### **3.4 The Research Sample and Sampling Technique**

In other to help in the selection of respondents who will provide relevant information for discussion (Leedy and Ormrod, 2005), Purposive sampling method was used to select key project management staff who worked directly on the project. These people were later subjected to focused group discussions to gather extensive data on the stakeholder engagement strategy adopted by the project team with the aid of a semi-structured interview guide. Outputs from the focused group discussion was then subjected to an acceptance test by asking the identified stakeholder to agree or disagree with the key outputs gathered. A total of

sample size of Seventy-five (75) respondents were selected for this study. This comprised of five (5) frontline project leads and Seventy (70) main stakeholders identified during the focused group discussion. To remove any form of bias from the feedback gathered from the main respondents, each stakeholder from the fourteen (14) identified through the focused group discussion were given the opportunity to randomly select five (5) respondents who was part or had prior knowledge about the project to answer to the same set of structured question presented to them.

**Table 3.1: Sample Size Breakdown**

<b>Sample category</b>	<b>Number of sampled members</b>	<b>Percentage</b>
Frontline Project Staff	5	7
Internal Stakeholder	30	40
External Stakeholder	40	53
<b>TOTAL</b>	<b>75</b>	<b>100</b>

### **3.5 Data Collection Procedures and Techniques**

This work relied mainly on a mix of primary and secondary data sources. Data was collected through a combination of structured and semi-structured questionnaires administered through an interview guide during a focused group session with key frontline project staff. Responses from the focused group sessions was then presented in a structured format and given to the selected respondents to validate.

### **3.6 Data Analysis**

The raw data was transformed into information for useful and meaningful purposes, the data was put into manageable excel forms, thus creating summaries and categories and then applying appropriate statistical charts or descriptors to analyze. Data was analyzed in order of research objectives and questions. The data was edited to identify and eliminate all errors that could arise during data collection. The data was coded thus classifying and categorizing the data into manageable and analyzable form. The quantitative aspect of the data was analyzed using statistical tools such as excel charts, and then subjected to regression analyses.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSIONS**

#### **4.1 Introduction**

This chapter presents the findings of the study in line with the following research questions. What factors went into stakeholder identification, their classification and relevance? What went into the stakeholder analysis? What were the stakeholder expectations and the strategy used? What success criteria was considered most? Is there a relationship between the stakeholder expectation and the project success?

#### **4.2 Factors considered in the stakeholder identification, classification and relevance of stakeholders in the guinness ghana breweries limited local raw material project**

Table 4.1 Presents the range of groups or institutions constituting stakeholders in the project. From the focused group discussions with the project team, it was revealed that the Stakeholders had varied degree of expectations from the project. This included those who

were going to be impacted by the project, their interest in the project, their category as direct or indirect stakeholders and the most important ones to effectively scan through the project environment before commencing with the strategic planning. This observation is corroborated by Freeman (1984) who opined that stakeholders may have differing idea of what business factors are most important. Table 4.1 also reveals that selection of stakeholders were primarily based on their power or level of influence, interests, expectations and their level of relevance in the project. It goes on to that eleven out of the fourteen identified stakeholders were classified as influential inferring they had power to influence the direction of the project. The remaining three were not considered as not influential implying they had little impact to the project. Figure 4.1 reveals that stakeholders were identified through a combination of stakeholder forums and snowballing as the project progressed. This according to the focused was done because, the project was classified as a greenfield and hence many structures weren't available from the beginning. It also came to light from Fig 4.2.1 that stakeholder identification process occurred throughout the project life cycle. Fig 4.2.3 also reveals the basis of the stakeholder identification to a combination of mission, vision and interest. The focused group discussions also revealed that the project was run on a functional projectized organizational structure and by inference functional head who may be a stakeholder with interest and power controlled resources.

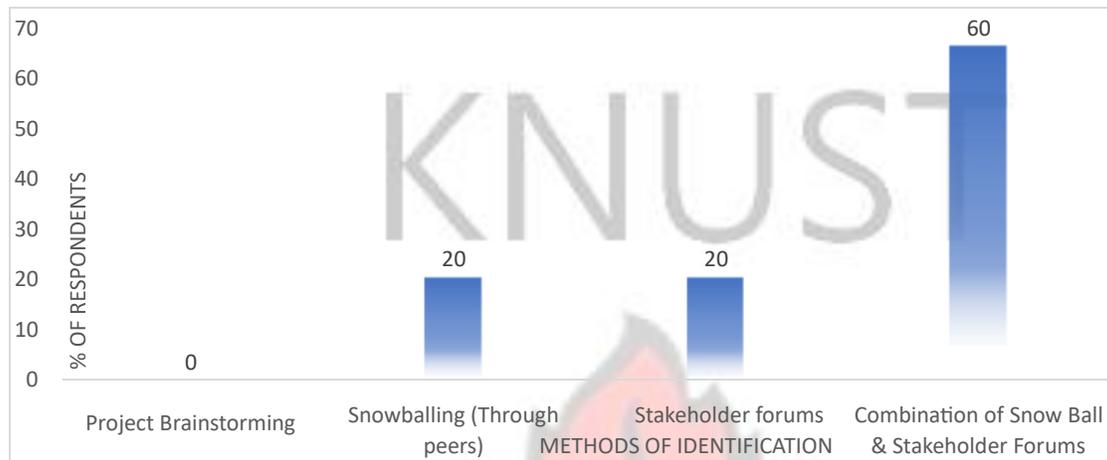
**Table 4.1: Table showing stakeholders with their power, interest, expectations and relevance on the project**

<b>Code</b>	<b>Range of Stakeholders</b>	<b>Decision making power (Influential or not influential)</b>	<b>Interest (1-High or 2Low)</b>	<b>Expectations</b>	<b>Level of relevance to the project (Rate: 1Critical,2-Not critical,3uncertain)</b>
S1	Planning and Logistics	Influential	low	Guaranteed Raw materials to support planning activities	1
S2	Procurement	Influential	High	Price stability and competitiveness relative to imported substitutes	1
S3	Production Sites	Influential	low	Raw material availability at the right quality	1
S4	Finance	Influential	low	Reduce forex exposure, tax rebate benefits and reduce cost of goods sold	1
S5	Innovation & Brand Change	Influential	High	Raw material delivery at the right specification and consistency to support the brand value engineering of existing brands as well as new ones	1
S6	Corporate Relation	Influential	High	Generation of demonstrable economic activity in the communities to justify sustenance of local raw material concession	1

S7	Ministry of Food and Agriculture	Influential	low	Secured markets for locally produced grains for reporting purposes	2
S8	Ministry of Finance	Influential	High	Widened tax net through economic activities generated from local sourcing of raw materials	1
S9	Sorghum Aggregators	Influential	High	Guaranteed markets and source of livelihood	1
S10	Maize Processors (Large scale)	Influential	High	Guaranteed markets and sustainable source of livelihood	1
S11	Farmers (Large Scale)	Influential	High	Guaranteed markets and sustainable source of income for livelihood	1
S12	Root Capital	Not influential	low	Guaranteed markets and sustainable source of revenue for their business	2
S13	CSIR-SARI	Not influential	High	Sustainable supply chains partners to carry out trials and new technology development	2
S14	Yara	Not influential	High	Guaranteed markets and sustainable source of revenue for their business	2

(Source: Focused Group Sessions, 2018)

#### 4.2.1 Method Used in Stakeholder Identification

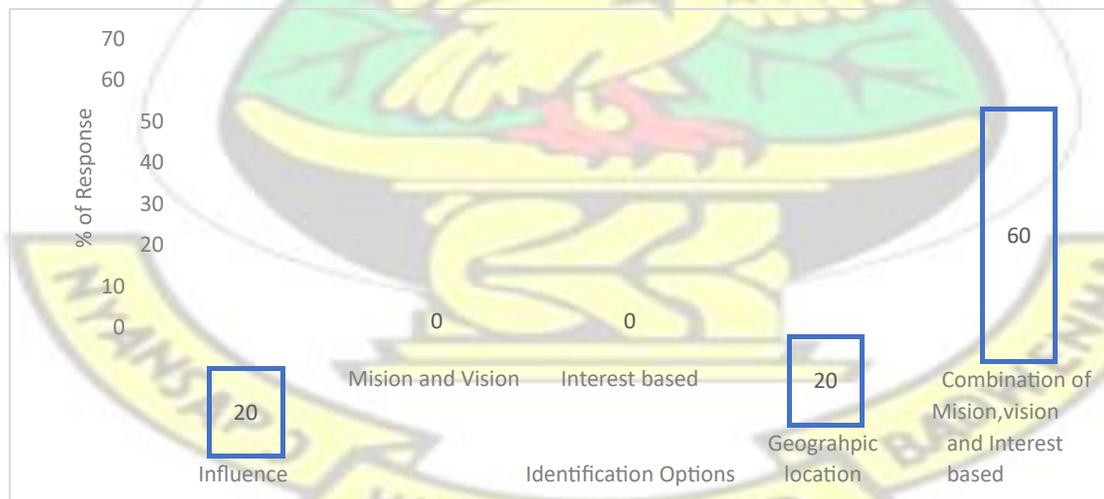


(Source Focused group discussion,2018)

**Figure 4.1: Chart showing methods used in the stakeholder identification process**

It reveals the project used snowball, stakeholder and most often a combination of both snow all and stakeholder forums in the stakeholder identification process.

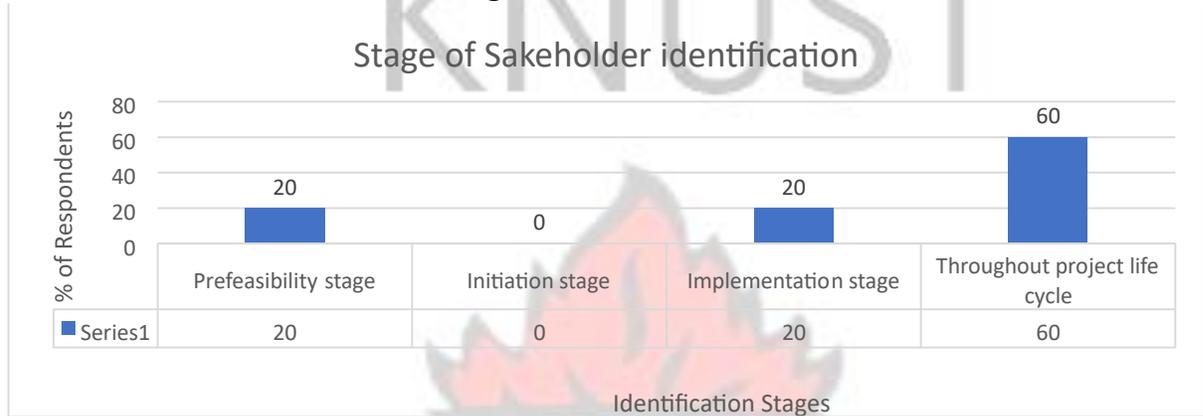
#### 4.2 Basis Used in Stakeholder Identification



(Source Focus Group discussions)

**Figure 4.2: Chart showing basis of stakeholder identification by respondents**

**4.2.3 Stakeholder Identification Stage**



(Source Focused group discussions)

**Figure 4.3: Chart showing the stage at which the stakeholder identification process was carried out.**



**Table 4.2: Stakeholder Engagement And Communication Plan**

	<b>Stakeholders</b>	<b>Expectations</b>	<b>Power/Interest quadrant</b>	<b>Strategy</b>	<b>Engagement Activity</b>
S1	Planning and Logistics	Guaranteed Raw materials to support planning activities	High Power-Low Interest	Keep Informed	Quarterly report updates on project progress with focus on availability forecasting via mail
S2	Procurement	Price stability and competitiveness relative to imported substitutes	High Power-High Interest	Keep satisfied	Quarterly Team review meetings to share new cost reduction initiatives to keep local substitutes price competitive via face to face meetings
S3	Production Sites	Raw material availability at the right quality	Low Power-High Interest	Keep Informed	Quarterly report updates on total quality assurance initiatives on the value chain via mail and teleconference
S4	Finance	Reduce forex exposure, tax rebate benefits and reduce cost of goods sold	Low Power-High Interest	Keep Informed	Share local raw material delivery updates through Business Performance Meeting via Teleconference
S5	Innovation & Brand Change	Raw material delivery at the right specification and consistency to support the brand value engineering of existing brands as well as new ones	High power-High Interest	Manage Closely	Involvement in annual field visit to verify quality control measures adopted to meet expectation
S6	Corporate Relation	Generation of demonstrable economic activity in the communities to justify sustenance	High Power-High Interest	Manage Closely	Quarterly report updates and Inclusion in field visits for verification

		of local raw material concession			
S7	Ministry of Food and Agriculture	Secured markets for locally produced grains for reporting purposes	High Interest-Low Power	Keep satisfied	Regularly inform and Involve in LRM stakeholder workshops
S8	Ministry of Finance	Widened tax net through economic activities generated from local sourcing of raw materials	High Power-High Interest	Manage Closely	Regularly inform and Involve in project impact studies
S9	Sorghum Aggregators	Guaranteed markets and source of livelihood	High Power-High Interest	Manage Closely	Engage through Quarterly Supplier performance review and facilitation of Finance and Input procurement
S10	Maize Processors (Large scale)	Guaranteed markets and sustainable source of livelihood	High Power-High Interest	Manage Closely	Issue purchase agreement to and engage through Quarterly Supplier performance review and facilitation of Finance and Input procurement
S11	Farmers (Large Scale)	Guaranteed markets and sustainable source of income for livelihood	Low Power-High Interest	Keep Informed	Market linkages and sharing of production forecast annually via Teleconference or mail.
S12	Root Capital	Guaranteed markets and sustainable source of revenue for their business	Low Power-High Interest	Keep Informed	Updates on annual production for locally sourced raw materials
S13	CSIR-SARI	Sustainable supply chains partners to carry out trials on new technology development	Low Power-Low Interest	Monitor with minimum effect	Participate in farmer field day workshops to observe proceedings through field visits. Communicate via Emails and Teleconference
S14	YARA	Guaranteed markets and a sustainable source of revenue for their business	Low Power-High Interest	Keep Informed	Send regular updates on annual demand forecast for raw materials via emails and Teleconference. Participate in their field experiments

(Source Focused Group Discussion, 2018)

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Table 4.2 represents the summary of all the identified stakeholders through the focused group session with the frontline project team. This depicts individual stakeholder expectations from the project, the quadrant they fall under on the power interest grid after the stakeholder analysis in Fig 4.1. and the strategy adopted by the project team to meet those expectations. In all, three stakeholders were categorized as high Power-low interest implying, the project team had to meet their needs through engagement and consultations to increase or maintain their level of interest. The aim here is to move them right above the right as they could be a risk to the idea. Five were categorized as those with High PowerHigh Interest implying they had to be managed and engaged closely. Those stakeholders are involved in project decisions and the strategy was maintaining the relationship. Five were also categorized as High Interest-Low power implying they were to be kept informed. their interest was to make use through involvement. They are consulted on their area of interest and can be supporters or ambassadors to the cause of the project.

### **4.3 Stakeholder Analysis, Engagement and Responses**

Figure 4.4 Chart showing the strategy adopted in managing the stakeholder's expectations



(Source Focused Group Discussion)

**Figure 4.4: Chart showing the strategy adopted in managing the stakeholder's expectations**

#### 4.4 Stakeholder Analysis

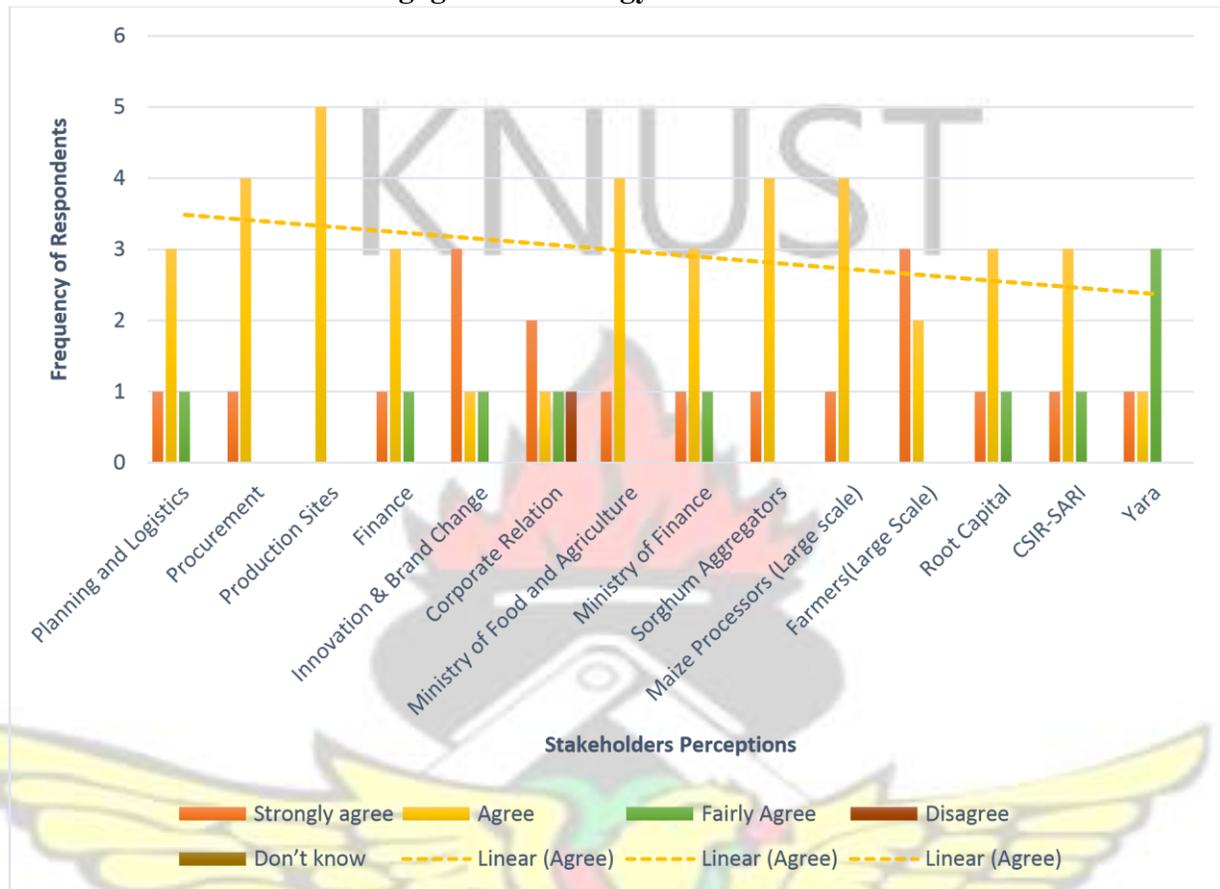
Fig 4.4 revealed that the power interest grid model was used in the stakeholder analysis to come out with a strategy to manage the stakeholder's expectations. This could be due to the assertion that firms should balance all stakeholder's objectives when designing a new strategy (Donaldson and Preston,1995) due to a differing idea of what business factors are most important (Freeman,1984).

Stakeholders identified on the Top left corner are those classified as High, Low Interest. These stakeholders must be kept satisfied always because of the power they wield in the project.

They are characterized by low interest. Efforts are always channeled at getting them moved to the top right quadrant to enable project managers to manage closely. Below that quadrant are those classified as Low Power, Low Interest. These stakeholders have little influence and interest in the project. Such stakeholders are monitored with minimum effort. Next to that quadrant to lower right, are those classified as Low Power, High Interest stakeholders. They have high interest but with little power to make a change. Such stakeholders are kept informed due to their interest in the project. Just above this quadrant are those with High Power, High Interest. They require close management as they wield so much power and interest in the project. In all, five stakeholders were categorized in High Power High Interest and Low Power, High Interest each. With three and one in the High Power Low Interest quadrant and Low Power, Low Interest respectively.



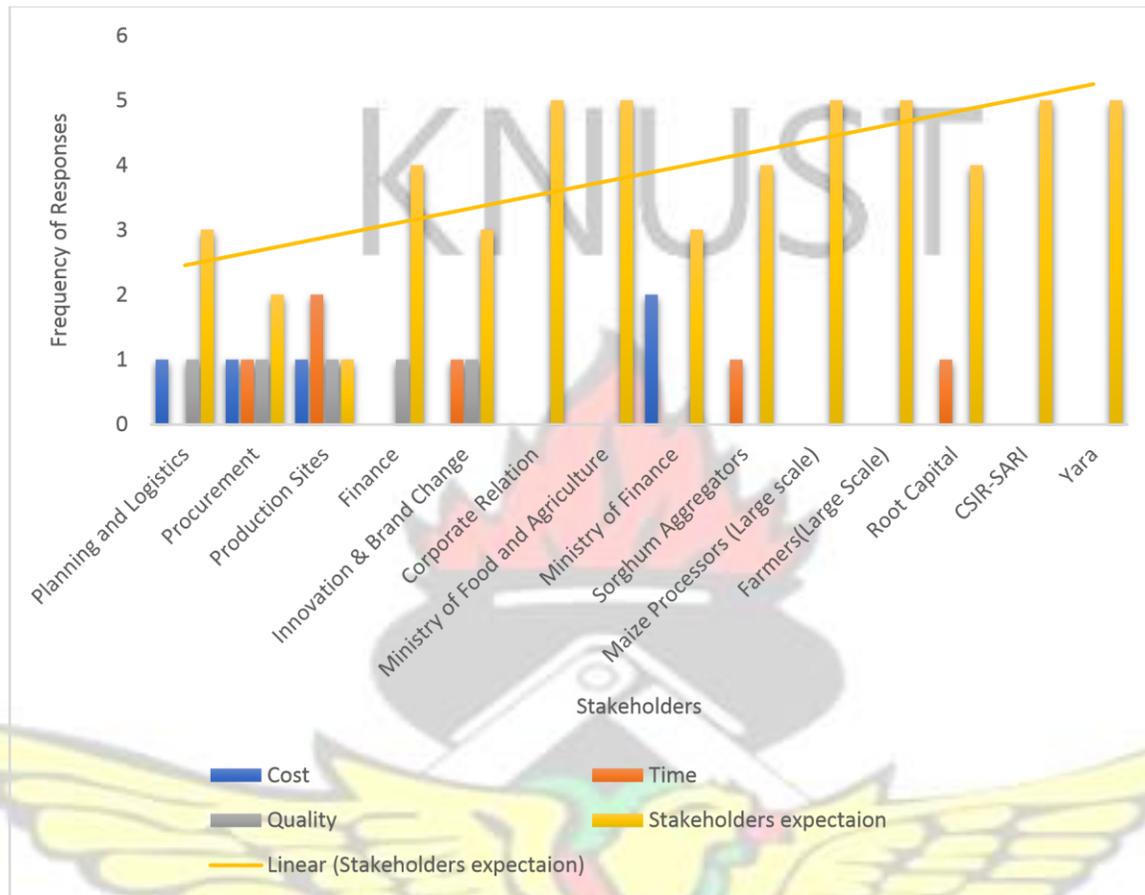
#### 4.5 Stakeholder Views on Engagement Strategy Used



**Figure 4.5: Stakeholders response shows a linear line for Agree**

Fig 4.1.4 Shows reveals majority of the stakeholders surveyed for their feedback agreed that the strategy adopted by the project team

## 4.6 Success Criteria



**Figure 4.6: Stakeholders response shows a linear for stakeholder expectation**

Data gathered from the focused group discussions listed four possible criteria's likely though to be critical to the success of the project. Perhaps this supports (Prabhakar, 2008) who stated that criteria for measuring project success must, therefore, reflect different views. These were subjected to the fourteen main identified stakeholders on the project for their feedback. Fig 4.1.4 depicts that majority of the stakeholders sampled for the survey agreed to stakeholder expectations as a critical success factors for this project. Perhaps, this may support (Alias et al,2014) who argues that critical success factors are inputs to project management practice which can lead directly or indirectly to project success.

#### 4.7 Relationship between stakeholder engagement and project

**Table 4.3 Regression results depicting the p-value for agree and strongly agree are both greater than the alpha  $p > 0.05$  degree of significance between project success and stakeholder engagement strategy**

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>Pvalue</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	4.9372	1.8337	2.6924	0.0209	0.9012	8.9732	0.9012	8.9732
Strongly agree	0.0754	0.6083	0.1239	0.9036	-1.2634	1.4141	-	1.2634
Agree	-0.4019	0.3957	-1.0156	0.3316	-1.2728	0.4690	-	1.2728



**Figure 4.5: Chart showing plots are mostly centered around the zero region for respondents who strongly agree**

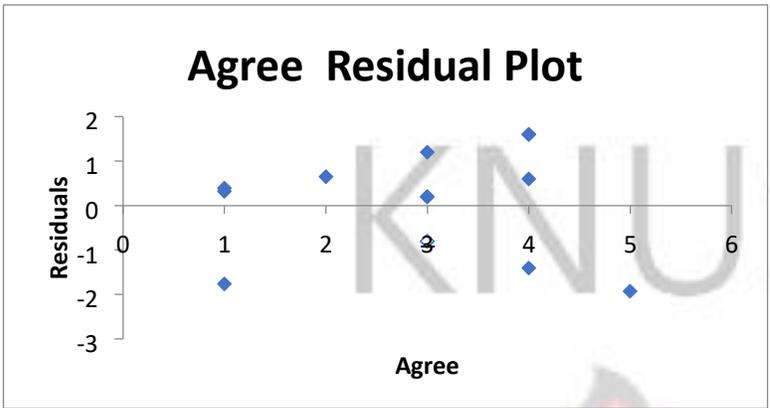


Figure 4.6: Chart showing plots are mostly centered around the zero region for respondents who agreed

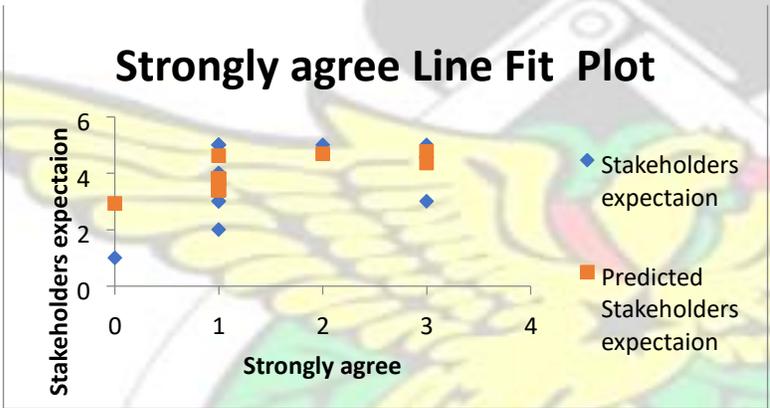
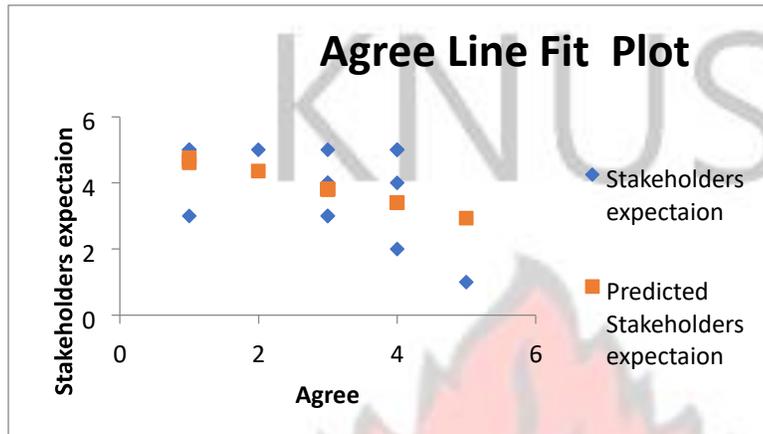


Figure 4.7: Chart showing a linear line in stakeholder responses that strongly agreed



**Figure 4.8 Chart showing a linear line in stakeholder responses that agreed**

Table 4.3 reveal that P-value for respondents who strongly agreed and agree is greater the alpha ( $P > 0.05$ ). this implies that stakeholders sampled agreed that stakeholder engagement strategy adopted by the project management had an impact on the project's success. This is further supported by the residual plots in Fig 4.1.6 and Fig 4.1.7 which shows the scatter plot is centered around zero.

## CHAPTER FIVE SUMMARY

### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary of the research findings, conclusion and recommendations based on the research results.

The aim of this study was to assess the impact of stakeholder engagement in the success of project management; a case study examining the local raw material project by Guinness Ghana Breweries Limited. The specific objectives were to identify the factors that were considered in the stakeholder engagement strategy, to identify the factors that affect project success in Guinness Ghana and identify the relationship between stakeholder engagement and project management success.

The following summaries are therefore based on the results presented in the preceding

### **5.1.1 Factors considered into the stakeholder identification, classification and relevance of stakeholders on the guinness ghana breweries limited local raw material project**

It was found out that a total of fourteen groups or Organization were identified as stakeholders in the project. Table 5.1.0 also reveals that selection of stakeholders were primarily based on their power or level of influence, interests, expectations and their level of relevance in the project. It goes on to that eleven out of the fourteen identified stakeholders were classified as influential inferring they had power to influence the direction of the project. The remaining three were not considered as not influential implying they had little impact to the project. Figure 4.1.0 reveals that stakeholders were identified through a combination of stakeholder forums and snowball. From above observations, it can be concluded this process followed Turner and Veil which

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Code	Range of Stakeholders	Decision making power (Influential or not influential)	Interest (1-High or 2Low)	Expectations	Level of relevance to the project (Rate: 1Critical,2-Not critical,3uncertain)
S1	Planning and Logistics	Influential	low	Guaranteed Raw materials to support planning activities	1
S2	Procurement	Influential	High	Price stability and competitiveness relative to imported substitutes	1
S3	Production Sites	Influential	low	Raw material availability at the right quality	1
S4	Finance	Influential	low	Reduce forex exposure, tax rebate benefits and reduce cost of goods sold	1

S5	Innovation & Brand Change	Influential	High	Raw material delivery at the right specification and consistency to support the brand value engineering of existing brands as well as new ones	1
S6	Corporate Relation	Influential	High	Generation of demonstrable economic activity in the communities to justify sustenance of local raw material concession	1
S7	Ministry of Food and Agriculture	Influential	low	Secured markets for locally produced grains for reporting purposes	2
S8	Ministry of Finance	Influential	High	Widened tax net through economic activities generated from local sourcing	1
				of raw materials	
S9	Sorghum Aggregators	Influential	High	Guaranteed markets and source of livelihood	1
S10	Maize Processors (Large scale)	Influential	High	Guaranteed markets and sustainable source of livelihood	1
S11	Farmers (Large Scale)	Influential	High	Guaranteed markets and sustainable source of income for livelihood	1
S12	Root Capital	Not influential	low	Guaranteed markets and sustainable source of revenue for their business	2

S13	CSIR-SARI	Not influential	High	Sustainable supply chains partners to carry out trials and new technology development	2
S14	Yara	Not influential	High	Guaranteed markets and sustainable source of revenue for their business	2

### 5.1.2 Method Used in Stakeholder Identification

It was revealed from this project that Project brainstorming, Snowball, and stakeholder forums were the methods available for use however, it came out strongly that a combination of snowball and stakeholder forums were most preferred.

### 5.1.3 Basis Used in Stakeholder Identification

The focused grouped discussion identified influence, mission and vision, interest geographic as the possible basis for stakeholder identification with a combination of mission and vision and interest ranking high as the possible basis for identifying the project stakeholders.

### 5.1.4 Stages of Stakeholder Identification

Focused group sessions revealed that stakeholder was identified as and when the project progressed meaning stakeholders did not meet each other at the start of the project. This is further supported by response from the stakeholder who largely agreed that the identification stage was done throughout the project life cycle. This further buttress the point that the project was a greenfield.

### **5.1.5 Stakeholder Analysis, Engagement and Response**

It came to light from this study that the stakeholder analysis was done using Power Interest grid tool. This is because it had the stakeholders placed in quadrant where they were treated based on where they fell on the quadrant. It can be concluded from here that the stakeholder had varied degrees of expectations, interest, power which were peculiar to each one of them.

In order to meet their expectations each stakeholder was given equal attention or focus based on where they fell on the quadrant.

The linear line/pattern observed on the agreed bars in Fig 4.1.5 infers that each stakeholder largely agreed stakeholder the stakeholder engagement strategy met their unique expectations from the project.

### **5.1.6 Success Criteria**

It can be deduced from the linear trend observed on the bars from Fig that majority of the stakeholders agreed that stakeholder expectations was a critical success criterion for the project to be successful.

## **5.2. Relationship between stakeholder engagement and project success**

From the regression analysis conducted Table 4.3 to establish if there is a relationship between stakeholder engagement and project success, the P-value for stakeholders who agree and strongly agree is .0.9 and 0.33 respectively. This is greater than the alpha ( $P > 0.05$ ) and hence we accept the null hypothesis that stakeholder engagement has an impact on the success of a project. This is further supported by the residuals and line fit in Fig 4.1.9 & 4.1.7

### **5.3 Conclusion**

Assessing the impact of stakeholder engagement on project success was conducted on the backdrop that well executed projects heavily relied on how well the project stakeholders were engaged in the establishment/firm to contribute to the project success. However, literature on project management gave little or no direction on how to impact this in project. This gap observed, portended a scarcity of efficient approach to stakeholders in making it more real and official. Majority of researches doesn't concentrate on connections among these stakeholders (Chircu,2008) and unambiguous methods: which appears to be missing (Achterkamp and Vos,2008). Results from this research clearly demonstrates that making stakeholder engagement the central pillar in the strategic planning process for projects surely has an impact on the project success, stakeholders feel a sense of total ownership and are willing to do their best to ensure project does not fail. Stakeholders in most cases goes the extra mile to offer areas they think will improve the cause of the project.

### **5.4 Recommendations**

- Stakeholder engagement strategies should be incorporated at the early stages of project and reviewed as the project proceeds.
- The Criteria for identifying and prioritizing stakeholders should be defined at the early stage of the project.
- An efficient stakeholder engagement plan should go in hand with an efficient communication management plan.

- The project team should focus on combining short term and long-term goals to address and further studies on projects that centralized stakeholder engagement as its critical success criteria.

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## APPENDICES

### APPENDIX

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##### MSC Project Management Thesis

##### Interview guide

##### Project Management Team Response

##### Preamble

The Purpose of this questionnaire is to collect data for a study which aims at Assessing the Impact of Stakeholder engagement in the success of Project Management“. The data being collected for this study would be used solely for academic purposes. All respondents are assured that strict confidence would be observed in handling data provided.

**Objective:** *Assessing the impact of stakeholder engagement in the success of project management; A case study examining the Guinness Ghana Breweries local raw material*

##### **Specific Objectives:**

4. Determine whether the project was a successful
5. Identify the critical success factor that was considered most
6. Review the stakeholder engagement strategy by the project management team
7. Establish if the stakeholder engagement strategy played a role in the project success

To be completed by Frontline Project Staff of the Guinness Ghana Breweries Local Raw

Material Project

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**Section A**

**STAKEHOLDER IDENTIFICATION, CLASSIFICATION AND RELEVANCE?**

1. Which of the following would you consider or otherwise as stakeholders on this project and why?

	Range of stakeholders	Status with reference to the project (YES OR NO)	Roles/Responsibility
1			
2			
3			
4			

2. What are their interest, influence, role and corresponding expectations of these stakeholders to the project in your organization, and how critical are these contributions to your project success?

	Stakeholder	Decisionmaking power (influential or not)	Interest (Yes/No)	Expectations	Level of relevance of contribution to project success- (rate:1-critical, 2-not critical 3-uncertain)
1					
2					
3					
4					
5					
6					
7					
8					

3. How did you identify your Stakeholders? *Select all if applicable*

A. Project team brainstorming  B. snowballing (through peers)  C. Stakeholder forums

E.  Other..... F. Combination  .....

5. What is/are the basis for your stakeholder identification?

A. Influence  B. Mission and vision based  C. Interest based

D. Geographic reasons  E. Combination of  .....

4. At which stage of your project life do you identify stakeholders?

A. Prefeasibility stage  B. Initiation stage  c. Implementation stage  d.

Throughout Project life

5. Into how many categories do you categorize your stakeholders? Name them .....

6. Out of the categories, which is/are the key and Non-Key Stakeholders? Name the category(s) .....

7. What determines their status as key?

A. Influence over project resources  B. Stake on project deliverables

C. Political influence  D. Information access and control

E. other  .....



## Stakeholder Analysis

1. What is the operational definition of stakeholder analysis in your organization?

.....

.....

2. Is stakeholder analysis an activity you undertake as part of your project management processes?

Yes  No

3. Do you find stakeholder analysis necessary in project management? Yes  NO

4. If Yes, which stage of project implementation is ideal for stakeholder analysis to be undertaken

a. Initiation stage  b. Implementation stage  c. Completion stage  d. ongoing activity

5. If No, why? Explain

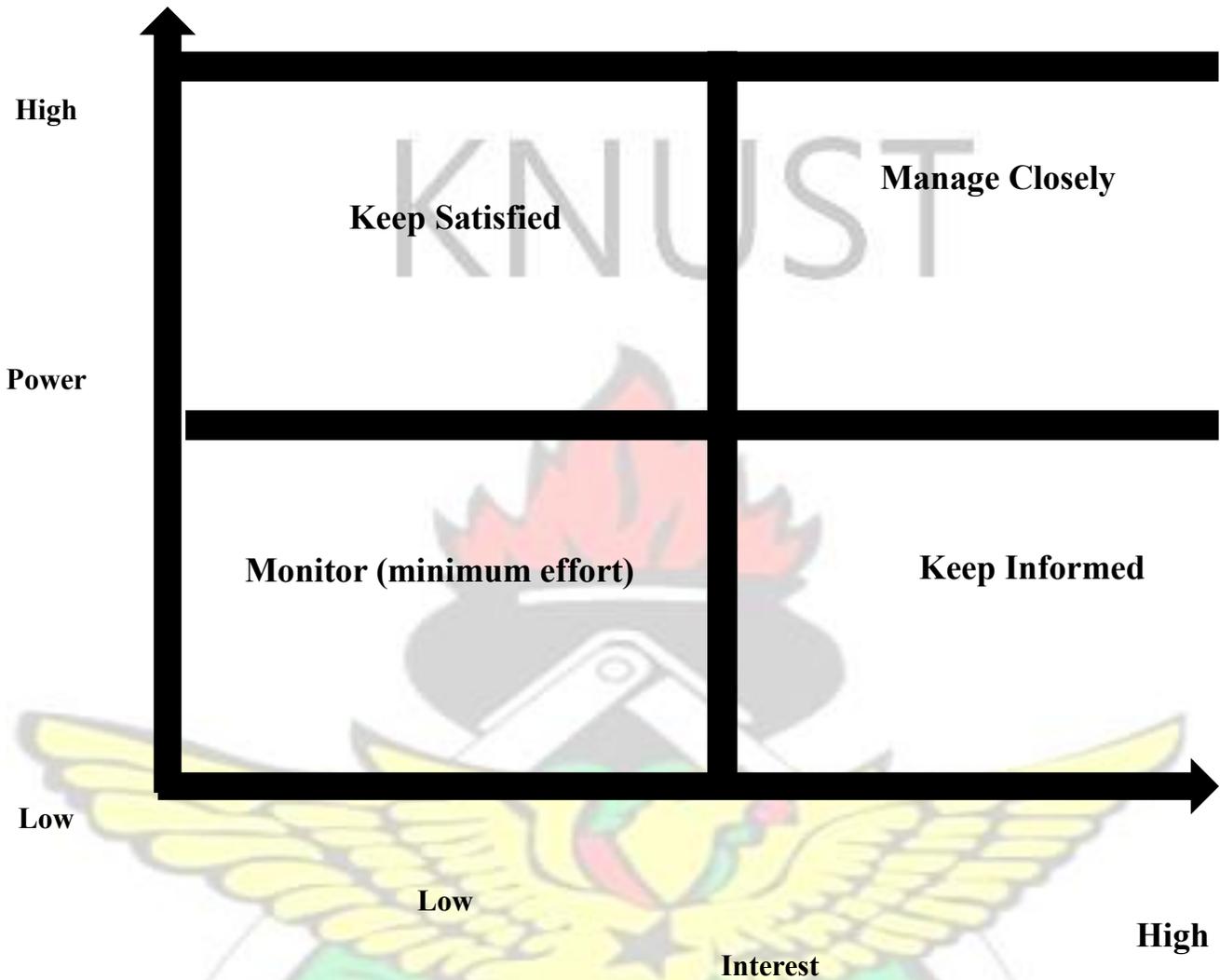
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## STAKEHOLDER ENGAGEMENT AND COMMUNICATION STRATEGY

### ENGAGEMENT STRATEGY





**Fig. 1 Power Interest Grid**

**8. Stakeholder management strategy**

Based on the outputs of question 2, rank the stakeholders according to their power and interest in Fig.1 and then outline strategy adopted and the specific activity to manage them

Stakeholder	Power/Interest Quadrant	Strategy	Specific Activity


9. Is there a unit in your organization that is responsible for stakeholder? management (managing relationships and communications)? Yes  No

(Probe if there is any PR function)

10. If yes, what specific functions does it perform?

Name them.....

11. If no, who performs the stakeholder management function in your organization?

a. Project Manager  b. All team members  Other (specify).....

12. If no, are you considering having one? Yes  No

13. What challenges do the stakeholder expectations present to project management?

List .....

**COMMUNICATION STRATEGY**

1. Is communication part of your Stakeholder management process?

Yes  No

2. If yes, how do you ensure it? a. Meetings  b. Reporting  c.

d. Field Visits Other (specify).....

- 3. If no why? .....
- 4. Mention any other stakeholder management tool not included in this questionnaire.....

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**SECTION B**

**PROJECT SUCCESS CRITERIA**

Activities undertaken in the stakeholder management/engagement strategy engagement

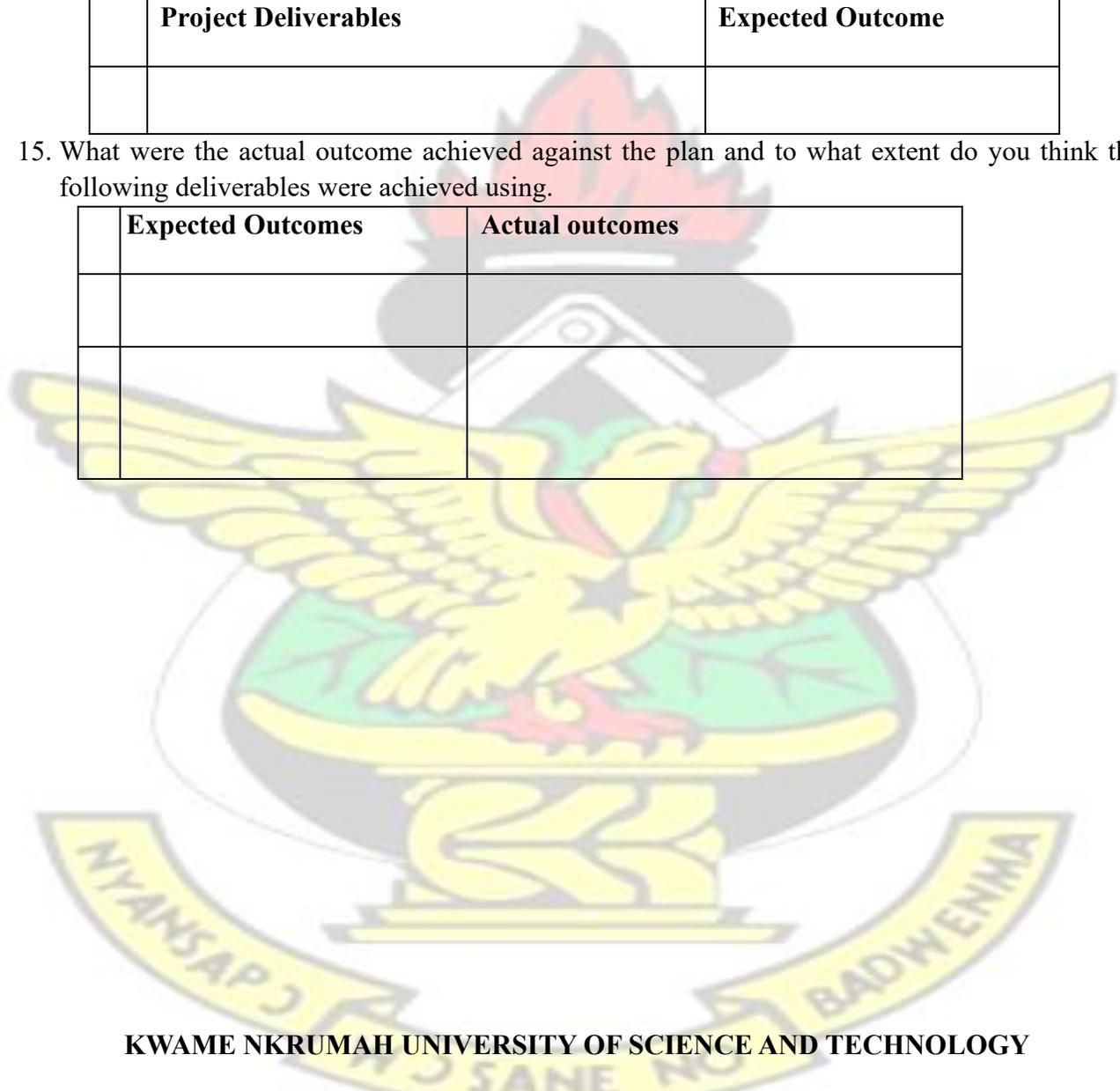
Factors that affect success on the Guinness Ghana Breweries limited local raw material project

14. List the project deliverables and expected outcomes from the project

	<b>Project Deliverables</b>	<b>Expected Outcome</b>

15. What were the actual outcome achieved against the plan and to what extent do you think the following deliverables were achieved using.

	<b>Expected Outcomes</b>	<b>Actual outcomes</b>



**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**MSC Project Management Thesis**

**Research Questionnaires**

## Stakeholder Responses

### Preamble

You have been given this questionnaire to feedback because, the project management has identified you as a stakeholder on the Local Raw Material project for Guinness Ghana Breweries Limited. This study seeks to identify if the stakeholder engagement strategy adopted by the project management team had an impact on the project success reported. Kindly note that your response will be treated with the greatest confidentiality and your consent will be sort before it is used for any other intent apart from this academic exercise.

1. To what extent do you agree or disagree to the notion that the Guinness Ghana Breweries Limited's Local Raw Material Project has been a success. *Please tick ✓ where applicable.*

Strongly Agree	Agree	Fairly Agree	Disagree	Don't Know

2. Which of the following success criteria was considered by you most to measure project success? *Please tick ✓ where applicable.*

Success Criteria			
Cost	Time	Quality	Stakeholder Satisfaction

3. You are presented with stakeholder expectations and the specific engagement activity undertaken to meet those expectations. Using the scale below, score by ticking ✓ the extent to which you agree or disagree to below engagement activity(s) meeting your expectation as captured below.

Stakeholder Expectation	Specific Engagement Activity	Strongly Agree	Agree	Fairly Agree	Disagree	Don't Know

--	--	--	--	--	--	--

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4. From your experience, what would you recommend to better enhance stakeholder engagement and successful project management for that matter?

Mention .....

.....

.....

.....

**SUMMARY OUTPUT**

*Regression Statistics*

Multiple R	0.4302
R Square	0.1851
Adjusted R Square	0.0369
Standard Error	1.2683
Observations	14

**ANOVA**

				<i>Significance</i>
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>

		<i>Standard</i>	<i>Pvalue</i>	<i>Upper Lower Upper</i>		
		<i>Error</i>	<i>t Stat</i>	<i>Lower 95%</i>	<i>95%</i>	<i>95.0%</i>
		<i>Coefficients</i>	<i>Lower 95%</i>			
Regression 2		4.0188	2.0094	1.2491	0.3244	
Residual	11	17.6954	1.6087			
Total	13	21.7143				
Intercept		4.9372	1.8337	2.6924	0.0209	0.9012
Strongly agree		0.0754	0.6083	0.1239	0.9036	-1.2634
Agree		-0.4019	0.3957	-	0.3316	-1.2728
				1.0156		
						1.2728

Fig 4.1.8 and Fig 4.1.9 also reveal a predicted line indicate there is a linear relation between the stakeholder engagement and project success.