Chapter 23
Experimenting with Project Stakeholder Analysis: A Case Study

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ABSTRACT

The chapter reports on the case study project of the Engineering, Procurement, and Construction (EPC) of a wind park farm in Brazil from the supplier perspective of Siemens Ltd. In the case study, researchers, together with practitioners, further developed project stakeholder analysis by explicitly integrating Sustainable Development (SD) principles. The chapter offers an operative approach and describes the working form systemic board to better handle the increasing dynamics and complexity in contemporary projects and contexts. For project stakeholder management, the consideration of SD principles means in particular: applying a more comprehensive stakeholder management approach with underpinning values that support sustainable development; integrating economic, ecologic, and social interests of project stakeholders into the project objectives to create shared benefit for the project investor and other project stakeholders; broadening the time perspective to consider not only current stakeholders but also future stakeholders of the investment initialized by the project; broadening the spatial perspective to consider local, regional as well as global impacts of the project for stakeholders; using systemic working forms to allow for making the dynamics and complexities of the project and the project contexts better visible to the project manager, the project team, and the project owner; taking consequences in the project organization which lead to more integrative project organization structures to support cooperation on a project and with its stakeholders.

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INTRODUCTION

This chapter provides insights from a case study project of Siemens Ltd, in which the authors experimented with project stakeholder analysis to explicitly consider Sustainable Development (SD) principles and integrate these into project management. The cases study project is an Engineering, Procurement, and Construction (EPC) of a Wind Park Farm in a rural area of Brazil. The case study was part of an explorative research study which aimed to rethink project initiation and project management by considering SD principles (Gareis et al. 2013). A more comprehensive description of the research findings can be found in the chapter “Re-thinking project initiation and project management by considering principles of sustainable development” by Roland Gareis.

In this chapter, we concentrate on the case study of the project: EPC of a wind park farm.

As the project manager of the case study projects said, we contributed to the demystification of Sustainable Development for project management, as we show an operative approach to consider SD in the project stakeholder analysis.

The chapter is organized as following. After briefly providing a theoretical background on SD and project stakeholder management, we provide an example how SD principles can be explicitly integrated in project stakeholder management. We introduce the working form systemic board to deal with the complexity of the analysis in the dynamic and complex contemporary project contexts. We then further show the consequences of the findings in the project stakeholder analysis, which may for example result in an integrated project organization. Finally we reflect the case study results, opportunities and limits.

SUSTAINABLE DEVELOPMENT
ON AND BY PROJECTS

Sustainable Development

The authors share an understanding of SD based on the one hand on an explicit consideration of developing sustainability and on the other hand based on the guiding principles of SD which are...