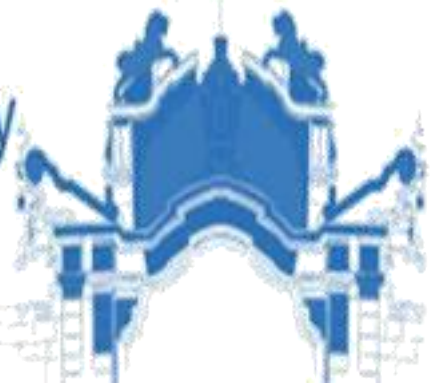




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**ASSESSMENT OF THE PRACTICE & CHALLENGES OF
STAKEHOLDER MANAGEMENT IN THE CASE OF AUTOMOTIVE
MANUFACTURING COMPANY OF ETHIOPIA**

BY

ALEHEGN NECHO

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE MA PROGRAM

JANUARY, 2021

ADDIS ABABA, ETHIOPIA

**ASSESSMENT OF THE PRACTICE & CHALLENGES OF
STAKEHOLDER MANAGEMENT IN THE CASE OF AUTOMOTIVE
MANUFACTURING COMPANY OF ETHIOPIA**

ALEHEGN NECHO

**A RESEARCH PROJECT SUBMITTED TO ADDIS ABABA
UNIVERSITY, SCHOOL OF COMMERCE FOR THE PARTIAL
FULFILLMENT OF REQUIREMENTS FOR THE AWARD OF
MA DEGREE IN PROJECT MANAGEMENT**

ADVISOR: SOLOMON MARKOS (PhD)

**JANUARY, 2021
ADDIS ABABA, ETHIOPIA**

Advisor approval sheet

This is to certify that the project work entitled “Assessment of the Practice & Challenges of stakeholder management in the case of Automotive Manufacturing Company of Ethiopia After Sales Service Delivering Performance/Quality Improving Project” submitted in partial fulfillment of the requirements for the degree of Masters of Arts in Project Management, has been carried out by Alehegn Necho, under my supervision. Therefore, I recommend that the student has fulfilled the requirements and hence hereby can submit the Project research work to the department.

Name of advisor _____

Signature _____

Date _____

Approval by board of examiners

Project research work Title: Assessment of the Practice & Challenges of stakeholder management in the case of Automotive Manufacturing Company of Ethiopia After Sales Service Delivering Performance/Quality Improving Project.

Approved by: Name and signature of members of the Advisor and Examining Boards members

Advisor

Signature

Date

Internal Examiner

Signature

Date

External Examiner

Signature

Date

Declaration

I declare that this project research work is my original work and has not been presented for acquiring of a degree or for other purposes to any university or institutions. I further confirm that all the sources of materials used for this thesis are fully acknowledged.

Name: Alehegn Necho

Signature: _____

January, 2021

Acknowledgment

First of all I would like to thank my God for his grace & support provided to me in my difficult times, and also I would like to express my sincere gratitude to my advisor Dr. Solomon Markos for the continuous support, patience, motivation, enthusiasm, and guidance supplied to me.

Abbreviations and acronyms

AMCE – Automotive Manufacturing Company of Ethiopia

ASMPC – Assessment of the stakeholder management Practice & Challenges

ASSDP/QIP – After Sales Service Delivering Performance/Quality Improving Project

ICT – Information and communication technology ICT

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Abstract

Project stakeholder management is one of the ten knowledge areas that a project manager must be familiar with for a successful implementation of a project work. And the purpose of this study is to assess stakeholder management practice and challenges in the case of Automotive Manufacturing Company of Ethiopia (AMCE) after sales service delivering performance/ quality improving project, It has the following major specific objectives: to assess the stakeholders analysis practice, to investigate the stakeholders engagement & its model used, to assess the stakeholders monitoring and control practice and to examine the challenges of stakeholder management. The study used both qualitative and quantitative approach and data were gathered through structured questionnaires and distributed to the project teams of the organization and a semi-structured interview with key personnel of the organization were also made. Analysis of the data revealed that, the company has no plan to organize separate functional unit for managing of stakeholders' relationship, moreover the concept of stakeholder management and its subsequent details are not equally understood by the project team members, and also the project team members are experiencing challenges in their stakeholder management activities. Finally, it is recommended that a proper training for the project team members with regards to stakeholder management shall be organized.

Keywords: *Automotive industry, after sales service, performance, quality, stakeholders, stakeholder management, and stakeholder management challenges.*

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

According to Andersen (2015), a complex, dynamic, and highly uncertain environment is the scenario currently faced by many projects. As a result, project management needs to rethink their execution mechanisms efficiently and effectively; hence there is continuous fight for survival in meeting the needs of customers, clients and human needs by organizations. Stakeholder management becomes the basic factor of the growth and development of an enterprise. According to the PMBOK 5th edition, stakeholder management is one of the factors that increase the success rate of the project (Project Management Institute, 2017).

The ability to effectively identify, engage, manage and control stakeholders significantly improves the chances of successful project execution and organizational success. Meeting or exceeding the expectations of the stakeholders is the major reason for the project to be successful; it is clear that every project consists of different interests, and those who own these interests are called project stakeholders (Olander & Landin, 2005). From the building of the pyramids in ancient Egypt to the implementation of new information and communication technology (ICT) systems in the modern world, and satisfying key stakeholder requirements has been central to achieving a successful outcome (Bourne, 2006).

Stakeholder management might also be a challenge to project success in terms of creating disagreements and uncertainties (Johansen, et al., 2014). Many researchers have confirmed that projects which have many numbers of stakeholders have been affected significantly due to conflict of interests (Olander & Landin, 2005)

The automobile industry is a capital-intensive and knowledge-intensive industry, and it plays an important role in the country's socio-economic development. Currently, the industry is booming, involving an increasing number of countries in the production & selling of cars, performing after sales service, etc. while the alignment of forces by stakeholders in the automotive & its related market is constantly changing, and Ethiopia's automotive industry presents a long-term opportunity for first movers (Deloitte, 2019). Following the direction from the government of Ethiopia, Automotive Manufacturing Company of Ethiopia (AMCE) has established after sales service delivering performance/quality improving project to achieve improvement of the vehicle service delivering sector as per its objectives defined in its vision and mission. The project mainly targets to solve the quality,

efficiency, productivity & effectiveness of after sales service delivering sector of the company. Hence, the motivation of this project work is to assess the Assessment of the Practice & Challenges of stakeholder management in the case of Automotive Manufacturing Company of Ethiopia After Sales Service Delivering Performance/Quality Improving Project.

The project case background of the company is Automotive Manufacturing Company of Ethiopia (AMCE) which is one of the oldest Auto (Light, Medium and Heavy duty) type of vehicles assembler and service provider in Ethiopia with the vision to become the main supplier in the auto vehicle industry in East Africa, and it has been supplying of vehicles to our country, and currently over 40,000 IVECO vehicles are running in Ethiopia. To meet its desire objective of becoming the main supplier in the industry, the company works with different internal and external stakeholders in its after sales service delivering performance/quality improving project, (company business website). Apart from importation of vehicles, AMCE also provides genuine spare parts for all IVECO model vehicles for servicing and maintenance according to its customers need and in order to give full service and to avoid worries for its customers in its after sales business. AMCE has spare part dealers & affiliated workshops throughout main cities of the country (company business website).

1.2. Statement of the Problem

Projects are needed to be completed within the planned time frame, budgeted cost and required quality. Yet, paradoxically, the poor performance of projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality (Ika et al., 2012). Thus, understanding of the reasons for failure and the circumstances and situations is the most important step towards improving of the practice, hence, identifying the main problem areas in project activities and taking appropriate action is required.

Post et al. (2002) argue that the good relationships between an organization and its multiple stakeholders would positively contribute the generation of its wealth. In a similar vein, Rodriguez et al. (2002) suggest that constructive stakeholder interactions enhance a firm's innovation and reputation and thereby lead to its sustained competitive advantage. In the book 'Strategic Management: A Stakeholder Approach', Freeman (1984) pointed out, "If you want to manage effectively, then you must take your stakeholders into account in a systematic fashion" (p. 48). Understanding stakeholder roles, interests and expectations in projects (whether they aim for sustainability objectives or not) has become a crucial subject of analysis and research (Bryson,2004). The ability to effectively identify and manage project

stakeholders significantly improves the chances of successful project execution and organizational success. Failure to make agreement with the various factors may expose the project to unnecessary delays, missed opportunities, negative financial impacts, and potential damage to the organization's reputation (Retfalvi, 2014).

Observations made on the quarterly, bi-annually & annually performance reports of the project & direct discussions with the project team members, the researcher has obtained information about not well accomplished project stakeholder management system in AMCE, .i.e. Insufficient planning & communication with stakeholder consequently resulting for a scope creep, cost overrun and schedule problems, understanding it is majorly due to underperforming management of key stakeholders, as also confirmed by Scholars .i.e. “the ignorance or poor stakeholder management” is one of the key reasons responsible for project failure (Aaltonen, 2011). Additionally, as a current employee of the company, the researcher has not found out any assigned department in the organizational structure for managing stakeholders. And currently, the automotive industry is booming, involving an increasing number of countries in the production & selling of cars, performing after sales service, etc., while the alignment of forces by stakeholders in the automotive & its related market is constantly changing (Deloitte (2019)).Despite these facts, so far to the best knowledge of the researcher, there are not enough studies conducted on the topic of stakeholders management especially in the automotive industry, implying there is a research gap in the stakeholders management studies for the automotive industries. Therefore, given the information obtained so far, this study aims to assess of the Practice & Challenges of stakeholder management in the case of Automotive Manufacturing Company of Ethiopia (AMCE) After Sales Service Delivering Performance/Quality Improving Project.

1.3. Research Questions

In order to explore the research problem stated above, this study largely has focused on the following basic research questions:

Research question

The proposed project research work attempts to answer the following research questions.

- ✓ How is stakeholder management practiced, in Automotive Manufacturing Company of Ethiopia after sales service delivering performance/quality improving project looks a like?

- ✓ Is there any responsible body for managing project stakeholders in the organizational structure? If yes, how it is organized in the organizational structure of the company?
- ✓ What are the tools and techniques being used for stakeholder management in Automotive Manufacturing Company of Ethiopia after sales service delivering performance/quality improving project?
- ✓ What are the challenges faced in managing project Stakeholders in Automotive Manufacturing Company of Ethiopia after sales service delivering performance/quality improving project?

1.4. Objective of the study

This study sets the following general and specific objectives.

1.4.1. General Objective

The overall objective of the study is to assess of the Practice & Challenges of stakeholders management in the case of Automotive Manufacturing Company of Ethiopia After Sales Service Delivering Performance/Quality Improving Project.

1.4.2. Specific Objective

- ✓ To assess the project team's level of awareness about the concept of stakeholder management
- ✓ To assess the stakeholders Analysis (Identification, classification & assessment) practice
- ✓ To investigate the tools/models used for stakeholders engagement.
- ✓ To assess the stakeholders monitoring and control practice
- ✓ To assess how stakeholders management is incorporated into the organizational structure of Automotive Manufacturing Company of Ethiopia after sales service delivering performance/quality improving project.
- ✓ To examine the challenges faced by Automotive Manufacturing Company of Ethiopia After Sales Service Delivering Performance/Quality Improving Project in managing of its Stakeholders.

1.5. Significance of the Study

The result of this study will assist AMCE to consider how present day stakeholder management practices can influence the fulfillment of a company's mission objectives, and also will help it to analyze the value of stakeholder management practice and examine the effectiveness of the current stakeholder management situation, and most importantly it assists the company to highly understand that, finally it is the stakeholder's reaction which determines mainly the competitiveness of the company through success or failure of projects being undertaken. After all, the researcher acknowledges that the outcome of stakeholder management determines the feat and failure of the company's projects results.

1.6. Scope and Limitation of the Study

The scope of the study focuses on one of project management knowledge areas of stakeholder management. And though, AMCE has many stakeholders which are interacting with its various business sectors and due to data availability, resource availability, and willingness of data providers, this research is limited to focus on the process of the practice and challenges of the stakeholder management on after sales service delivering performance/quality improving project of the company, however, the output of the study will have equally significant influence to all business sectors of AMCE. The researcher has experienced the following holdups during the research processes; Difficulty to meet all the targeted respondents who are managers. and documents that are important for the researcher but confidential to the company are not allowed for detail.

1.7. Organization of the Paper

This research is a descriptive type of research, organized in five chapters arranged in the following ways; first part is introduction which consists of background of the study, background of the company, statements of the problem, basic research questions, and objective of the study, significance of the study, scope and Limitation of the study. Whereas the second chapter concentrates on review of related literature and while the third chapter shows the methodology of the study covering the research design, the research approach, the sampling techniques and the sample size, the source and instruments of data collection and data analysis method. And also, Validity and reliability of the study as well as ethical consideration are included. The fourth chapter encompasses the results and discussions of the research. Summary of findings, conclusion and Recommendations are included in the last chapter. And, at the end of the paper, references are cited and annexes are enclosed.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter provides the theoretical & empirical literatures including related works, and scientific ideas & concepts associated with the theme of this study. The literature assessment part is to grant a summary of previous associated studies on the research problem areas. These literatures are discussed based on the specific nature of the relevant studies that relate to this project research work.

2.2. Theoretical Review

2.2.1. Project and Project Management

While there are several definitions of projects in the literature, one of the best has been offered by Tuman (1983), who states: "A project is an organization of people dedicated to a specific purpose or objective". Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, with some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks. As defined in a Guide to the Project Management Body of Knowledge (PMI, 2000), a project is a temporary endeavor undertaken to create a unique product or service. While Project Management as knowledge field is both an art and a science" (Bredillet, 2004 a&b). According to (PMI,2000), project management involves applying knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations. According to Seymour et al. (1992) project management is a central strategy in the changes that many organizations are undergoing as they adapt from a stable, machine like model to a more dynamic one in face of environmental turbulence and change. While, Kerzner (2003) defines project management as the planning, organizing, directing, and controlling of company resources for a relatively short term objective that has been established to complete specific goals and objectives.

2.2.2. The Concept of Stakeholders and Stakeholders managements

The origin of 'stakeholder' can be traced back to 1963, when the word appeared in an international memorandum at the Stanford Research Institute (as cited by Freeman, 1984). Stakeholders can be persons, groups inside as well as outside an organization (Boonstra, 2006:p40). One of the main definitions of stakeholders is given by Freeman (1984) as "any group or individual who can affect or is

affected by the achievement of the organizations objectives”. Furthermore stakeholders are also defined as any person or organization that has legitimate interest in project (El-Gohary, Osman & El-Diraby, 2006:p595), those who share a particular set of understandings and meanings concerning the development of a given technology (Boonstra, 2006:p39).

However, stakeholder concept is a relative term as elaborated by Glicken (2000:p307) who argues that all definitions of stakeholders or interested parties are that, they identify and define groups relative to a specific issue. While some of these groups may exist over time as formal organizations, they become stakeholders only in reference to a particular issue. And Holtbrugge, Berg & Puck (2007) believes that the success of a firm depends on top of the efficient coordination and control of its operations, it is also on the establishment and maintenance of a cooperative dialogue with all relevant internal and external interests groups that may influence its activities in a positive and negative ways

2.2.3. Stakeholders Theory

Stakeholder theory postulates that any company encompasses a complex network of stakeholders involving myriad of relationships, all of which the enterprise must fathom and manage (Samuel et al. 2017; Freeman, 1984). Hence, devoting proper attention to all legitimate stakeholders is central to achieving higher performance (Freeman 1984). Jones’ Instrumental Stakeholder Theory (1995) also focused on the relationships between an organization and its various stakeholders. Stakeholder theory concentrates on the ideas that organizations have many stakeholders and it is a must for them to work and handle all stakeholders seriously. Hence, devoting proper attention to all legitimate stakeholders is central to achieving higher performance (Verbeke et al. 2012). And as per Jones (1995) who focused on the relationships between an organization and its various stakeholders, he argues that an organization consistently remains competitive by developing trusting and accommodating relationships with its stakeholders. Stakeholder theory has gained popularity in the past three decades, focusing on different perspectives on how managers of organizations should manage their stakeholders. Gibson (2000) states that stakeholder theory in contrast with traditional theories asserts that, the interest of individuals and groups affected by an organization’s activities should be considered. Elias et al. (2002) state that four areas namely corporate strategy, systems theory, organizational theory and corporate social responsibilities developed out of the management approach. Donaldson and Preston (1995) argue that the stakeholder concept is about management, Freeman *et al.*, (2004) suggest it is prescriptive,

descriptive, suggestive and instrumental at the same time. Mitchell et al., (1997) states that stakeholder management is embedded in management thinking and practice.

2.2.4. Classification Stakeholder

Stakeholders can be classified in many ways as given by different scholars as Carroll and Buchholtz (2006) mentions primary for stakeholders having a formal agreement with the project owner and secondary if not. Primary stakeholders are critical to project delivery (Clarkson, 1995), while stakeholders who are considered in one category may change position as time goes on the progress of the project, hence, the accepted trend is to monitor stakeholders during the project various stages, Chinyio and Olomolaiye (2010). Further, as per Winch and Bonke (2002) stakeholders are also referred as internal or external to the project. Mitchell et al., (1997) however suggest that stakeholder classification should be based on salience to a project considering power, urgency, and legitimacy. And due to this thought, stakeholders are classified as dormant, discretionary, demanding, dominant, dangerous or definitive with the details are given in the following Figure 2.1. Legitimacy - the moral or legal claim a stakeholder has to influence a particular project; Power - their capacity to influence the outcome of a given project; and Urgency - the degree to which their claims are urgent or compelling.

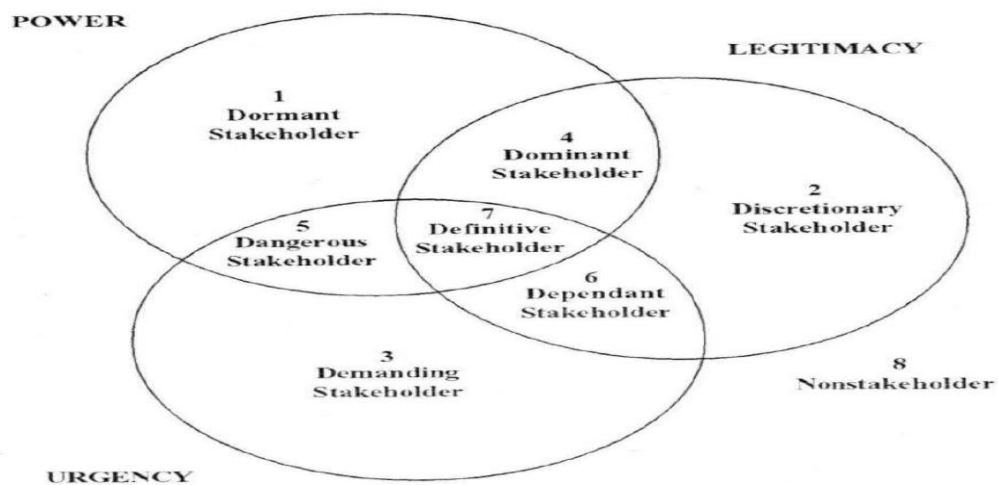


Figure 2.1 Typology of Stakeholders (Mitchel et al., (1997)

Source: CRC for Construction Innovation (2009)

Hence as per Mitchel et al., (1997), key stakeholders are thus, primary, internal and definitive stakeholders and refer to the project team: client, project manager, main designer, other designers, contractor, sponsors, consumers/end users, etc.

2.2.5. Role of Stakeholders

An organization may be defined as a system of stakeholders whose aims and objectives must be satisfied (Clarkson, 1995). In proposing a stakeholder view of an organization and mapping of stakeholders' various roles, the dominant production and management perspectives of organizational structure, were redrawn by Freeman (1984). The resulting framework categorized generic organizational stakeholders, and in doing so illustrated their roles. Stakeholders were thus classified functionally as: owners; consumer advocates; customers; competitors; media; employees; special interest groups; environmentalists; suppliers; governments, local community organizations, etc. And various scholars have tried to classify the roles of stakeholder as; Jawahar et al., 2001 - classified in terms of stakeholders' legal, moral & collective rights & interests, Miichel et al., 1997 - classified based on comparative salience, Strong et al., 2001 - classified in terms of the stakeholders' function they address, Donaldson et al., 1995 - classified in terms of stakeholders' relationship with an organization influence whether they are essential within the governance of the organization.

2.2.6. Stakeholder Influential Attributes

Scholars' disagreement and diverse opinions on Freeman's principles of who and what counts, led Mitchell et al. (1997) to the development of the theory of stakeholder salience. Mitchell et al. (1997) added two more variables of legitimacy and urgency to fill the gaps related to the single variable of power. However, the salience framework was criticized for ignoring stakeholders beyond the economic value of the firm or project (Banerjee, 2008). As per scholars who are listed here, the six main attributes of stakeholders are Power – the ability used to bring the outcome stakeholders wish (Salancik et al. 1974), Interest – how stakeholders are interested in pursuing their expectation including their power to urge for its fulfillment (Johnson et al. 1999), Legitimacy – usually interlinked with power (Mitchell et al. 1997), Urgency - how urgent stakeholders claim are (Mitchell et al. 1997), Proximity – community of stakeholders based on their closeness (Bourne et al. 2006) and Network – form of network of influences with direct links (Rowley, 1997).

2.2.7. Stakeholder Mapping

The best commonly used stakeholder mapping are given by the following scholars: Mitchell *et al.* (1997) proposed a classification of stakeholders based on power to influence, the legitimacy of each stakeholder's relationship with the organization and the urgency of the stakeholder's claim on the organization. The results of this classification may assess the fundamental question of 'which groups are stakeholders deserving or requiring manager's attention, and which are not?' This is salience – 'the degree to which managers give priority to competing stakeholder claims' (Mitchell *et al.*, 1997:854). While, Fletcher *et al.* (2003) defined a process for mapping stakeholder expectations based on value hierarchies and Key Performance Areas. And, Savage *et al.* (1991) offered a way to classify stakeholders according to potential for threat and potential for cooperation. Turner *et al.* (2002) developed a process of identification, assessment of awareness, support, influence leading to strategies for communication and assessing stakeholder satisfaction, and who is aware or ignorant and whether their attitude is supportive or opposing. And the below Figure 2.2 depicts one type of stakeholders mapping for stakeholders management strategies, according to their influential attributes, as researched by Mahmoud Rajablu, etal. (2014).

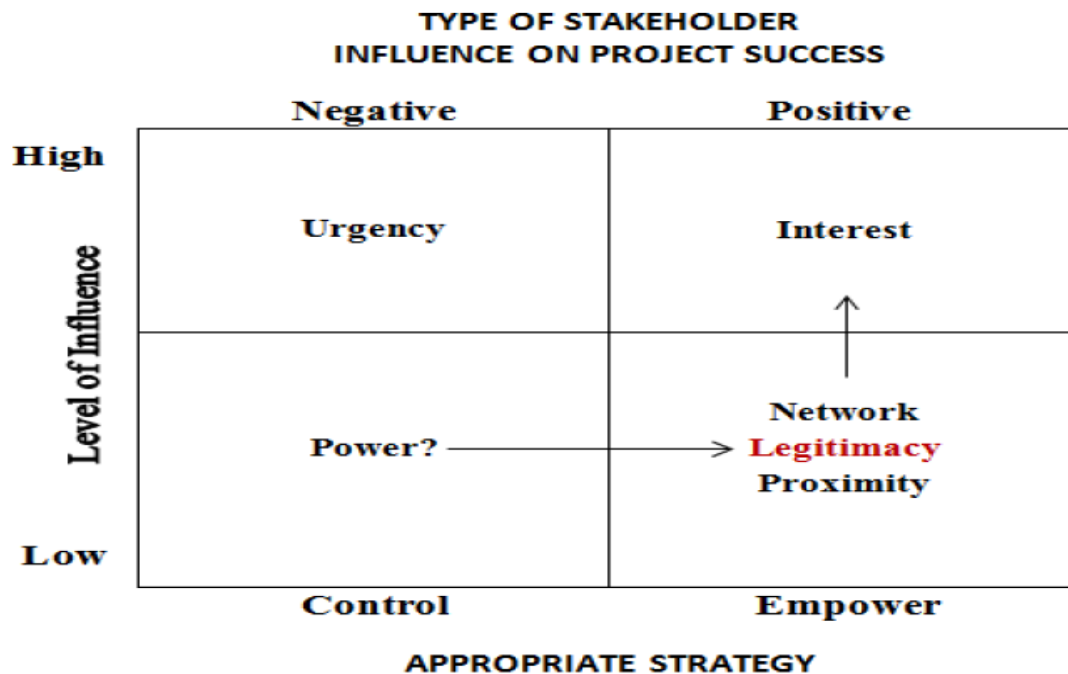


Figure 2.2 Typology of Stakeholders Influential Attributes with Appropriate Managerial Strategy

Source: Mahmoud Rajablu etal. (2014)

As per Mahmoud Rajablu et al.(2014), under the above typology, depending on the nature and the level of influence, stakeholders are classified into four regions including: Type 1: Stakeholders with positive quality of interest that can highly contribute to project's success. These stakeholders are recommended to be empowered. Type 2: Stakeholders with positive qualities of network, legitimacy, and proximity with low to moderate contribution to project's success. These stakeholders are also suggested to be empowered. Type 3: Stakeholders with negative weight of urgency that can highly disturb project's success. These stakeholders are recommended to be controlled. Type 4: Stakeholders with negative weight of power that can disturb project's well-being, but if utilized under legitimate channels as authority can positively contribute to project's success. These stakeholders are also recommended to be controlled.

2.2.8. Stakeholder Management

Stakeholder Management is defined as a process in which the project team manages the needs of stakeholders, identifying them, collecting their expectations, closing agreements with them, and ensuring that their objectives be met (Rajablu et al., 2015). According to Beltrán et al. (2017), stakeholder Management includes the processes required to: (i) identify stakeholders, (ii) analyze stakeholders' expectations and their impact on the project, and (iii) develop strategies for effectively engaging stakeholders in project decisions and its execution. Stakeholders' management is performed throughout the phases of the project (Bourne et al., 2005a).

2.2.9. Stakeholder Analysis

Stakeholder analysis can be defined as a technique of systematically gathering and analyzing both quantitative and qualitative information to determine who should be considered during the project lifecycle (PMI, 2008). Stakeholder Analysis comprises stakeholder identification, classification and assessment (Mok et al., 2015; PMI, 2008). Stakeholder analysis is a technique you can use to identify and assess the importance of key people, groups of people, and institutions that may influence the success of your activity or project. Stakeholder analysis and engagement are the main tasks in stakeholder management (Yang et al. 2011). The purpose of stakeholder analysis is to indicate whose interests and why should be taken into account when making a decision.

2.2.10. Stakeholder Engagement

Stakeholder Engagement includes communicating, involving and improving relationships with stakeholders (Chinyio et al., 2008). The two main levels of stakeholders' engagement are involvement and participation. Involvement encompasses both informing and consulting as a means to increase stakeholders' knowledge about the project, while participation encompasses a higher level of engagement to reduce potential stakeholder conflicts (Deegan et al., 2011). The overall goal of engagement is to achieve a transparent decision-making process, with greater input from stakeholders and with stakeholder support for the decisions that are made (Cascetta et al., 2015).

2.2.11. Stakeholder Monitoring and Control

According to Riahi (2017), this process consists of an overall follow-up of the relations with the project's stakeholders and the adaptation of strategies and plans for their involvement. The objective is to maintain or increase the effectiveness of stakeholder engagement activities throughout the life cycle of the project. This process is supported by the project management plan, the major problems registry, work performance data and project documents. Using this input data and an information management system; the project manager will be able to broadcast information about the performance of the work in order to assess the overall effectiveness of the strategy adopted in managing the stakeholders, Riahi (2017).

2.2.12. Stakeholder Management Strategies

Stakeholder Management Strategies are undertaken by the project management team and can be seen as activities that may change the level of stakeholders' salience or stakeholders' position towards the projects (Aaltonen et al., 2015). Managers should differentiate their stakeholder Management Strategies based on the positions of stakeholders (Olander et al., 2005). To manage stakeholder management of projects that make stakeholder management more complex, Schepper et al. (2014) developed four different approaches of relating to stakeholders: inform, involve, collaborate and even ignore—depending on the group of stakeholders that are identified based on power and urgency position. These strategies for managing of stakeholders are also known as 'stakeholder response strategies'. Stakeholder response strategies can be understood as the strategies project managers may apply in response to stakeholder pressure (Aaltonen and Sivonen, 2009).

2.2.13. Project Success - Stakeholder Management Benefits

From a practical point of view, stakeholder management allows the project leaders to create factors that lead to the effective participation of stakeholders in the project and consequently allow the leaders to reap the benefits of the engagement of the stakeholders with regard to obtaining resources and using their influence (Purvis et al., 2014). The purpose of any project is to deliver benefit to its stakeholders. Stakeholder benefits are the driver for the project and achievement of stakeholders' objectives is the driver for project success. From the stakeholder perspective, Beringer et al., (2013) claimed that stakeholder behavior and management of such behavior is the key to project portfolio success. From the base organization's (project owner) viewpoint, Eskerod et al., (2013) reconfirmed the importance of stakeholders by stating that a project can only be successful if stakeholders are first motivated and in return have contributed to the project. Further, managing stakeholders is a critical success factor in managing projects (Nokes et al., 2007).

2.2.14. Stakeholder Management process

As per PMI (2017), project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. Figure 2.3 provides an overview of the Project Stakeholder Management processes that include the following: Plan Stakeholder Management, Manage Stakeholder Engagement — The process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle. Control Stakeholder Engagement — the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

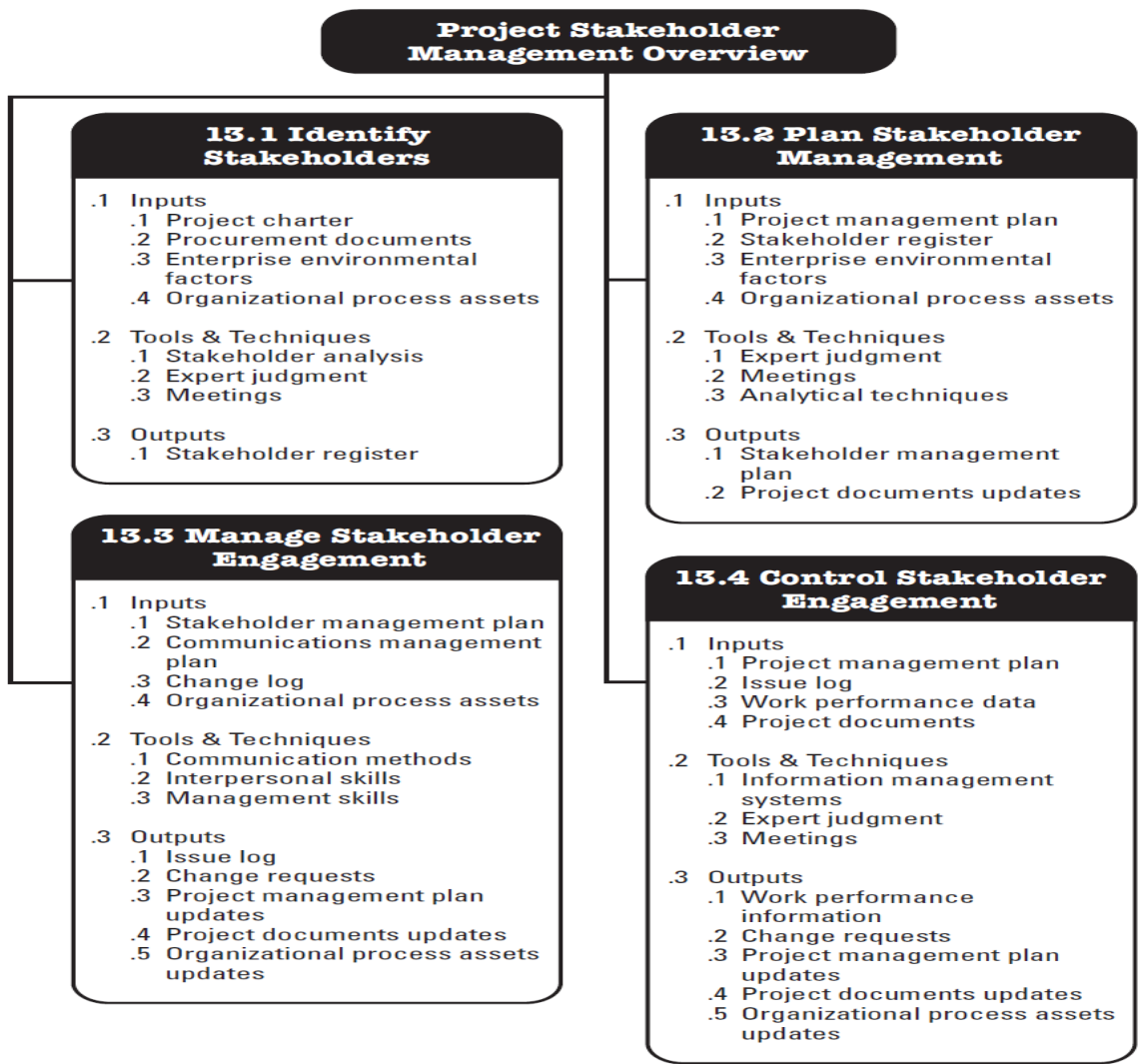


Figure 2.3 Project Stakeholder Management Process Overview

Source: PMBOK Guide 5th Edition, PMI (2017)

2.2.15. Stakeholder Management Process Models

Several scholars have proposed stakeholder management process models, which are summarized in Table 4 below. However, it seems that there is no consensus on the best model. Stakeholder management requires a formal structured approach (Cleland and Ireland, 2002), but such a formal approach has not yet been fully developed (Chinyio and Akintoye, 2008).

Table 2.1 Stakeholders Management Process Models by different Scholars

SCHOLARS	STAKEHOLDER MANAGEMENT PROCESSES
Karlsen (2002)	Identification of stakeholders; analysing the characteristics of stakeholders; communicating and sharing information with stakeholders; developing strategies, following up.
Elias et al. (2002)	Developing a stakeholder map of the project; preparing a chart of specific stakeholders; identifying the stakes of stakeholders; preparing a power versus stake grid; conducting a process level stakeholder analysis; conducting a transactional level stakeholder analysis; determining the stakeholder management capability of the R&D projects; analysing the dynamics of stakeholder interactions.
Young (2006)	Identifying stakeholders; gathering information about stakeholders; analysing the influence of stakeholders
Bourne and Walker (2006)	Identifying stakeholders; prioritizing stakeholders; developing a stakeholder engagement strategy.
Olander (2006) adopted by Cleland(1999)	Identification of stakeholders; Gathering information on stakeholders; Identifying stakeholder mission; Determining stakeholder strengths and weaknesses; Identifying stakeholder strategy; Predicting stakeholder behaviour; Implementing stakeholder management strategy.
Walker et al. (2008)	Identifying stakeholder; Prioritizing stakeholders; Visualizing stakeholders; Engaging stakeholders; Monitoring effectiveness of communication.
Jepsen and Eskerod (2009)	Identification of the (important) stakeholders; characterization of the stakeholders pointing out their (a) needed contributions, (b) expectations concerning rewards for contributions, (c) power in relation to the project; decision about which strategy to use to influence each stakeholder.

Source: Yang, J., et al. (2017)

2.2.16. Best Practice of Stakeholder Management

According to Clarkson's (1922 – 1998) principles of stakeholder’s management, the following are advised to be the best practice of stakeholder management.

- ✓ **Principle 1:** Managers should acknowledge and actively monitor the concerns of all legitimate stakeholders, and should take their interests appropriately into account in decision-making and operations.
- ✓ **Principle 2:** Managers should listen to and openly communicate with stakeholders their respective concerns and contributions, and about the risks that they assume because of their involvement with the corporation.
- ✓ **Principle 3:** Managers should adopt processes and modes of behavior that are sensitive to the concerns and capabilities of each stakeholder constituency.
- ✓ **Principle 4:** Managers should recognize the interdependence of efforts and rewards among stakeholders, and should attempt to achieve a fair distribution of the benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities.
- ✓ **Principle 5:** Managers should work cooperatively with other entities, both public and private, to insure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated.
- ✓ **Principle 6:** Managers should avoid altogether activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks which, if clearly understood, would be patently unacceptable to relevant stakeholders.
- ✓ **Principle 7:** Managers should avoid altogether activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks which, if clearly understood, would be patently unacceptable to relevant stakeholders.

2.2.17. Stakeholder Management Challenges

A complex, dynamic, and highly uncertain environment is the scenario currently faced by many projects. As a result, project management needs to rethink their execution mechanisms efficiently and effectively, Andersen (2015). Every day, Business Analysts need to work with a variety of stakeholders to elicit, define and verify requirements. There are a number of challenges associated with this. According to Kruger (2016), the following are some of the challenges of stakeholders' management by business analysts.

- ✓ Stakeholder challenge 1: Stakeholders resistance to share information
- ✓ Stakeholder challenge 2: Stakeholders have the urge to design the end system/solution
- ✓ Stakeholder challenge 3: Stakeholders mis-defining their real needs are one of the biggest challenges a business Analyst faces.
- ✓ Stakeholder challenge 4: Conflicting requirements are received from different stakeholders.

2.3. Empirical Review/Evidence & Overview of Related Work for Stakeholder Management

2.3.1. Empirical review & Stakeholders of the Automotive Industry

As revealed some related literatures; researches have been carried out on the stakeholder management practices. A study involving more than 65 projects in Finland found that majority of the (89.3%) have stakeholder management administration problem (McMahon, 1998). With respect to this study, the stakeholders management practice of larger enterprises tend to have more serious problems compared to smaller enterprises stakeholders management. While, a research performed on private limited companies in the UK found that 73 per cent of the respondents have not administered the stakeholder management protocol as it should be, and whereas, 25 per cent are partly contented with their stakeholder management performance; suggesting moderate level of sophistication of stakeholder management practices (Collis and Jarvis, 2002). Similarly another research depicted that international projects that are carried out by geographically dispersed partners are more likely to face problems in the practice of their stakeholder management (Gorton, 1999). On the other side of the story, in addition to their permanent project employees (who are internal project stakeholders), projects often employ external stakeholders known as outside professionals to provide them technical advice. With regards to Automotive industries, the Automotive industry stakeholders are many, and as per Lamas and et al (2019), below Figure 2.4, is a map containing some of stakeholders existing for a typical automotive industry.

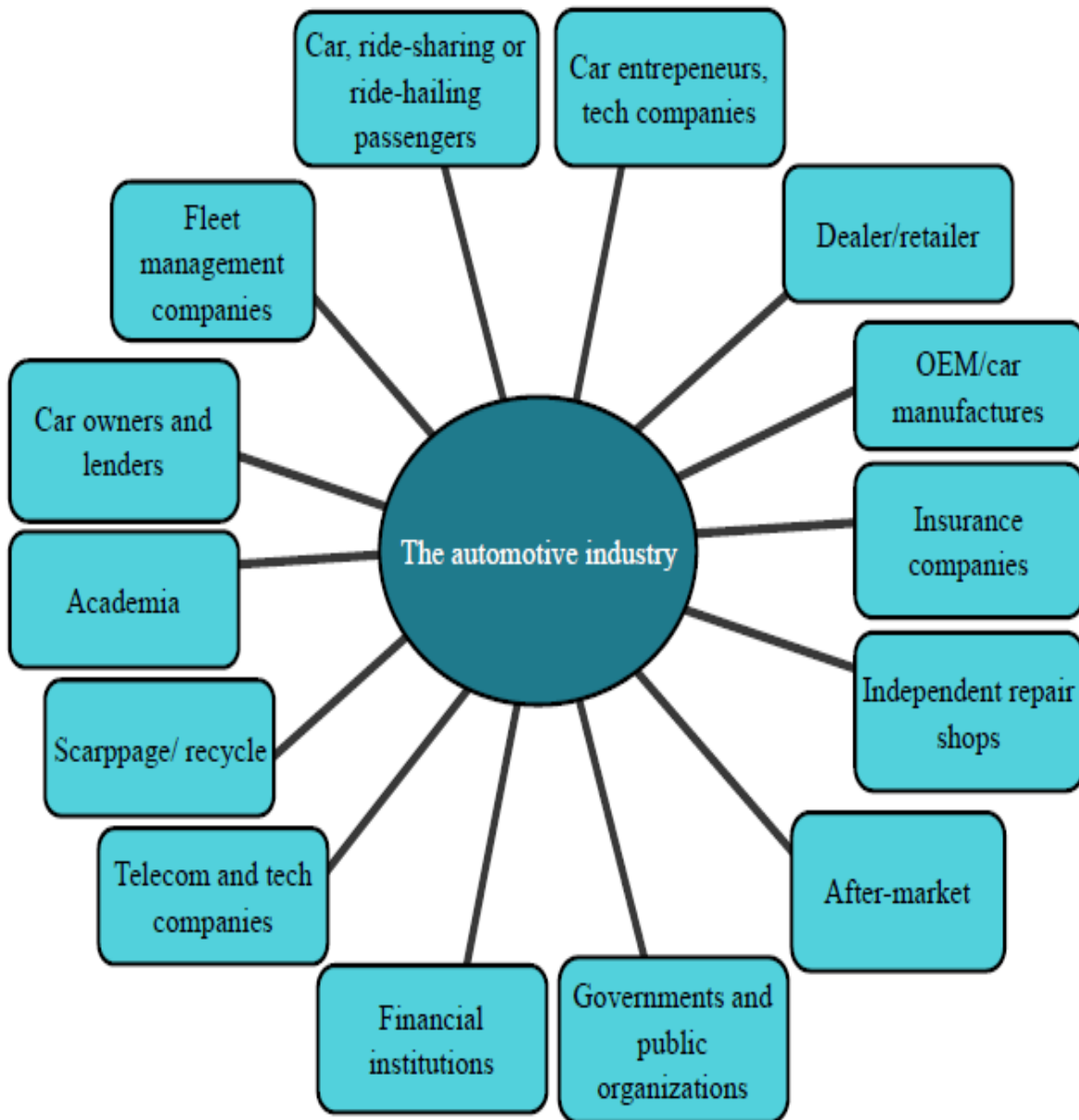


Figure 2. 4 Some of Key stakeholder in the automotive industries

Source: Lamas et al., (2019)

2.3.2 Related work on Audi - Automotive Company

Audi, a car company from the Volkswagen group and a stakeholder for some projects in place at Bosch Car Multimedia, reveals that the way its most relevant stakeholders are treated is a key aspect of the company's sustainability strategy. For this reason, Audi launched a stakeholder management system in

2012 which, according to the company, is based on the International Stakeholder Engagement Standard Accountability 1000 (AA1000SES) and contains the principles of inclusion (the systematic engagement of stakeholders), materiality (identification of significant topics) and reactivity (AUDI, 2017). The most important tools used in stakeholder management are stakeholder conferences, stakeholder surveys (questionnaires and interviews), the social media platform - Responsibility Forum – for workers, conferences and dialogues with local partners, as well as industry initiatives and work groups, including political representatives (beyond the level of project management and more at the organizational level). With this, the company wants to gather in-depth knowledge of the interests and needs of its stakeholders, in order to better align the company's decisions with the expectations.

2.3.3 Related work on Galp - Automotive related Energy Company

In 2014, Galp developed a new corporate practice of engaging and listening to its stakeholders. In this procedure, the main stakeholders are identified and prioritized and the stakeholders' expectations and perceptions regarding sustainability are identified. According to Galp, this practice was aligned with the criteria of International Stakeholder Engagement Standard Accountability 1000 (AA1000SES) (Galp Energia, 2017). The process of engaging and listening to stakeholders encompasses 3 distinct phases: Stakeholders' mapping and selection, stakeholders' listening and results analysis. In the stakeholders listening phase, which intends to assess, among others subjects the stakeholders' perception about the company's relationship model with the stakeholders, a focus group is conducted.

2.3.4 Related work on Bosh - Automotive Related Company

The project-oriented culture established at Bosch demands the existence of openness and confidence in the relation with all the stakeholders (Bosch, 2017). The process of stakeholder management is initiated at the Project Request phase. This first phase starts with the project development kickoff and finishes before the project industrialization kickoff. Firstly, all possible stakeholders associated to the project are identified, so that they can be invited to the project industrialization kickoff (initiation of the Project Preparation phase). The purpose of this invitation is to gather the expectations and needs of the stakeholders in relation to the project, the impact and influence that they are going to have over the project, their interest in the project according to an influence/interest matrix and their engagement in the project (the current and the expected in the future). After collecting this data, it is necessary to proceed to the respective registration. The Project Management Office (PMO) provides a document for this purpose, named Stakeholder Register (Bosch, 2015b). And Bosh car multimedia conducted a research

for which objective were defined and set in sequence. Firstly, the stakeholder management used by Bosch Car Multimedia and its relevance was characterized. Secondly, the goal was to improve the existent practices, hence the need to search for different stakeholder management approaches and to propose a new stakeholder management approach to be used. Lastly, the proposed stakeholder management approach was put into practice on a pilot project. And Table 2.2 below is the proposed Stakeholder Management approach by Bosh Car Multimedia.

Table 2.2 New Stakeholder Management approach by BOSH

Processes	Proposals
Identify stakeholders	<ul style="list-style-type: none"> • Perform a stakeholders workshop after stakeholders’ identification • Inclusion of a “Work History” column in the “Stakeholder Register” document • Inclusion of a link in the “Notes” column that redirects to the new document “Stakeholder Notes” • Development of an Interest (I) x Power (P) matrix (10x10) (see Figure 2)
Plan stakeholder engagement	<ul style="list-style-type: none"> • Development of a table with the deviations between the current and the desired commitment of the stakeholders with the project
Manage stakeholder engagement	<ul style="list-style-type: none"> • Introduction of new communication channels, such as “Meeting, PT Meeting, Workshop, Bosch Connect” in the “Type of Communication” column • Development of a diagram concerning the stakeholders’ influence in relation to the project • Development of a table with the five project management phases, where each stakeholder has a color that defines the type of current commitment
Monitor stakeholder engagement	<ul style="list-style-type: none"> • Development of a cover sheet in the “Stakeholder Engagement” document which includes all previously created charts and tables and acts as a working environment for the project manager

Source: Hugo Carvalho, et al (2018)

2.3.5 Related work on FIAT Group - Automotive Company

As per FIAT 2009 Sustainability Report, stakeholder expectations were determined through an internal survey of entities charged with managing day-to-day relationships with the respective categories of stakeholders.

MAP OF STAKEHOLDERS



Figure 2.5 Fiat Group Map of stakeholders

Source: Fiat Group Sustainability Report (2009)

The Fiat Group Sustainability Report (2009) has disclosed that the success of an organization over time is closely tied to its capacity to respond to the needs and expectations of all stakeholders. Lasting growth is, in fact, is built on trust generated through the satisfaction of customers and shareholders, the sense of belonging of collaborators, profitable relationships with partners, and interaction with local communities which is positive and mutually beneficial. The Fiat Group considers its system of Corporate Governance as indispensable to creating value for all stakeholders, by guaranteeing an ethical, transparent and responsible management of the business. Within the Fiat Group, specific functions have responsibility for maintaining continuous dialogue with the various stakeholders. Following is a list of those entities, the tools/channels used to interact with stakeholders, the principal

expectations that emerged and reference to the section of the Fiat Group Sustainability Report (2009) that addresses each issue.

Table 2.3 Fiat Stakeholders Management and tools/channels for interaction

Corporate function ⁽¹⁾	Stakeholder	Tools and channels for interaction with Stakeholders	Stakeholder expectations
Purchasing	<ul style="list-style-type: none"> ■ Suppliers, commercial partners 	<ul style="list-style-type: none"> ■ daily relationship through buyers ■ conventions ■ technology day 	<ul style="list-style-type: none"> ■ continuity of supply ■ respect of contractual conditions
Environment	<ul style="list-style-type: none"> ■ the Environment 	<ul style="list-style-type: none"> ■ dialogue with institutions and environmental associations 	<ul style="list-style-type: none"> ■ inclusion of environmental aspects in business strategies (fight climate change) ■ strengthen environmental management through: dedicated organizational structure, systems for monitoring environmental performance, management objectives and action plans
Communications	<ul style="list-style-type: none"> ■ Journalists and media 	<ul style="list-style-type: none"> ■ daily dialogue ■ presentations and press conferences ■ meetings ■ Group and Sector websites 	<ul style="list-style-type: none"> ■ availability, timeliness and accuracy of information transparency
Marketing and Customer Care	<ul style="list-style-type: none"> ■ Prospective and existing customers ■ Opinion leaders 	<ul style="list-style-type: none"> ■ market research ■ focus groups ■ customer satisfaction surveys ■ above-the-line and below-the-line communication channels ■ two-way communication through: web, direct mailing, dealerships, toll-free numbers, etc. ■ events (product launches, etc.) and participation in exhibitions, trade fairs and conventions 	<ul style="list-style-type: none"> ■ quality, reliability and safety of products ■ competitive prices and availability of credit ■ sustainability of business choices and in product development (reduction of consumptions and emissions, access to restricted areas, possible utilisation of state and regional incentives) ■ speed and efficiency of assistance ■ professionalism and courteousness in direct contact and through dealers ■ increase in products and services offered to customers (including financial services)

Source: Fiat Group Sustainability Report (2009)

2.3.6 Related work on BMW - Automotive Related Company

A stakeholder universe (Table 2.4) shows all the stakeholders of BMW. They are categorized into internal and external stakeholders (Bmw.co.uk, 2013).

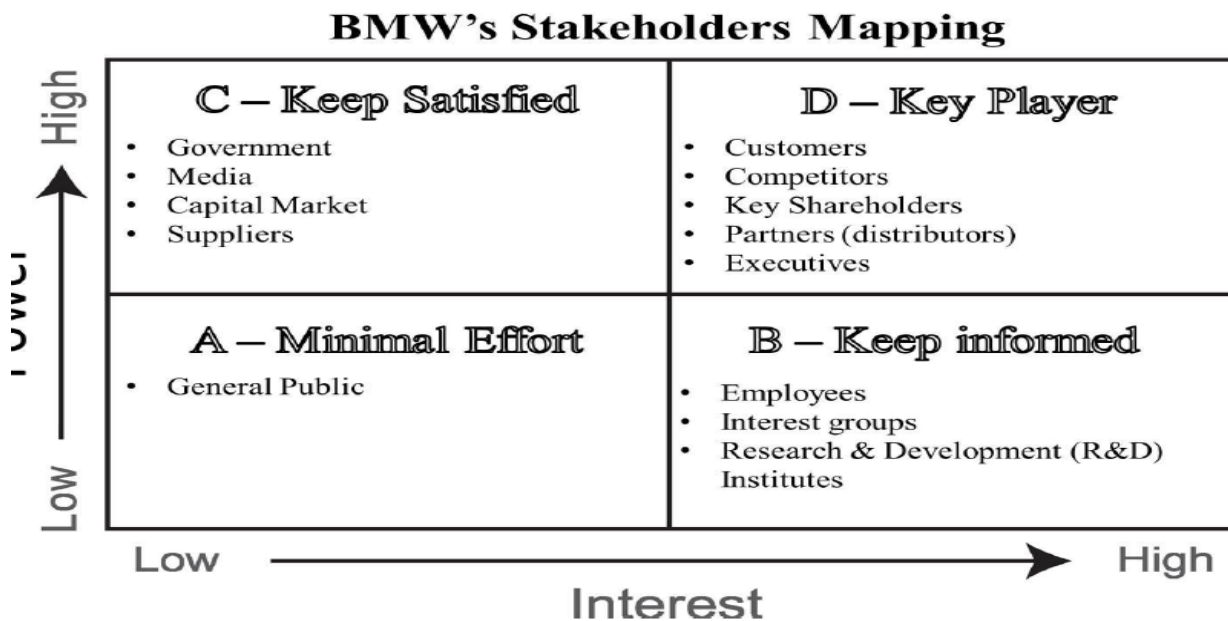
Table 2.4 Stakeholder Universe of BMW

Internal Stakeholders	External Stakeholders
Shareholders	Customers
Employees	Partners (Distributors)
Executives	Suppliers
	Media
	Competitors
	Capital Market
	Government
	Interest Groups
	R&D Institutes
	General Public

Source: Building & Sustaining Strategy, BMW (2015)

The BMW stakeholder mapping uses power and interest matrix, which helps identify stakeholder expectations and power and understanding political priorities. This is essential as it greatly affects the company’s final decision.

Table 2.5 Stakeholder Mapping of BMW



Source: Building & Sustaining Strategy, BMW (2015)

2.3.7 Related work on HONDA - Automotive Related Company

Below is a stakeholder engagement MODEL developed by HONDA car Manufacturer Company, published in its Honda sustainability report (2015).

Stakeholder engagement

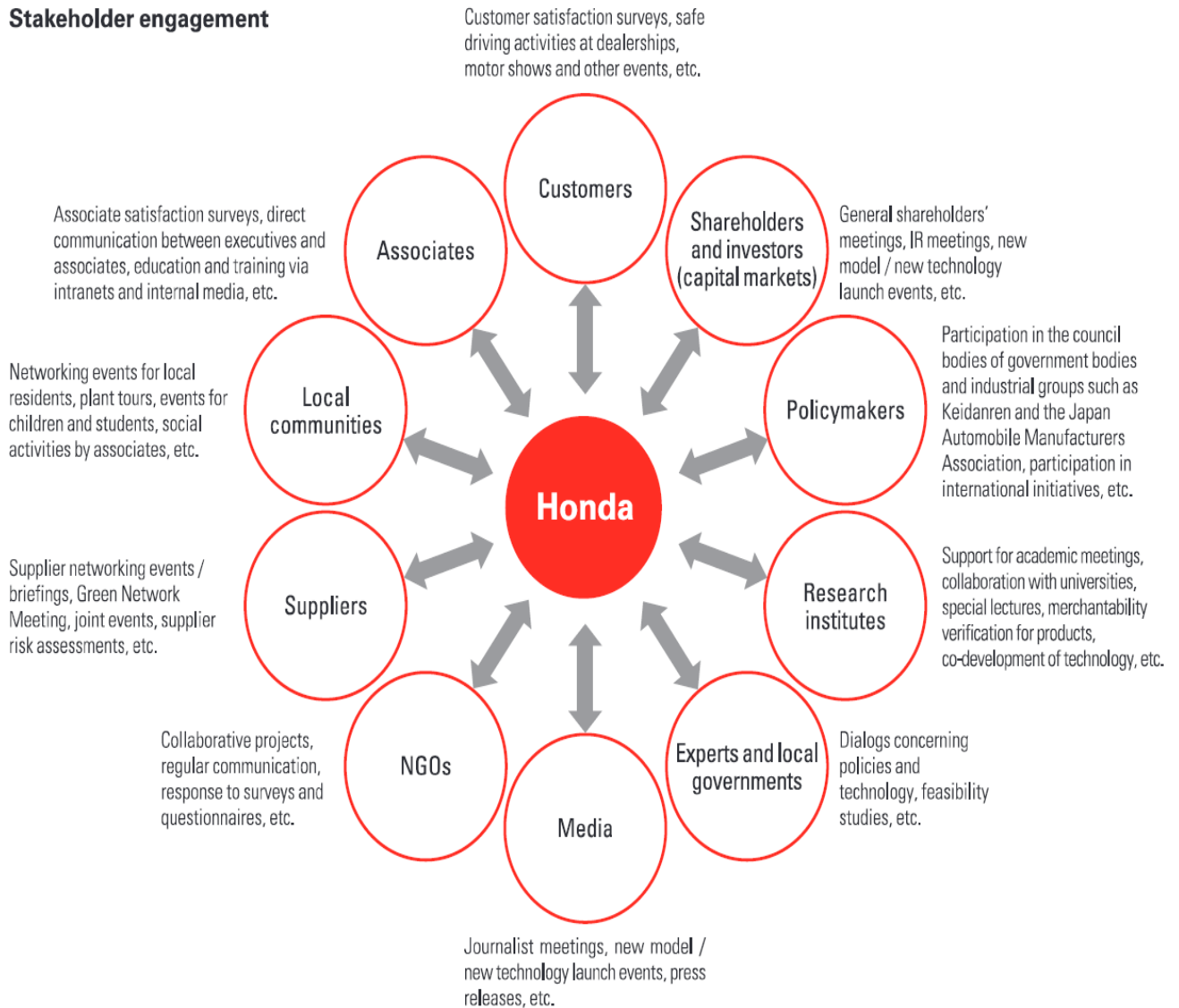


Figure 2. 6 Hondas Stakeholder Engagement Model

Source: Honda sustainability report (2015)

2.4. Conceptual Framework of the project research work

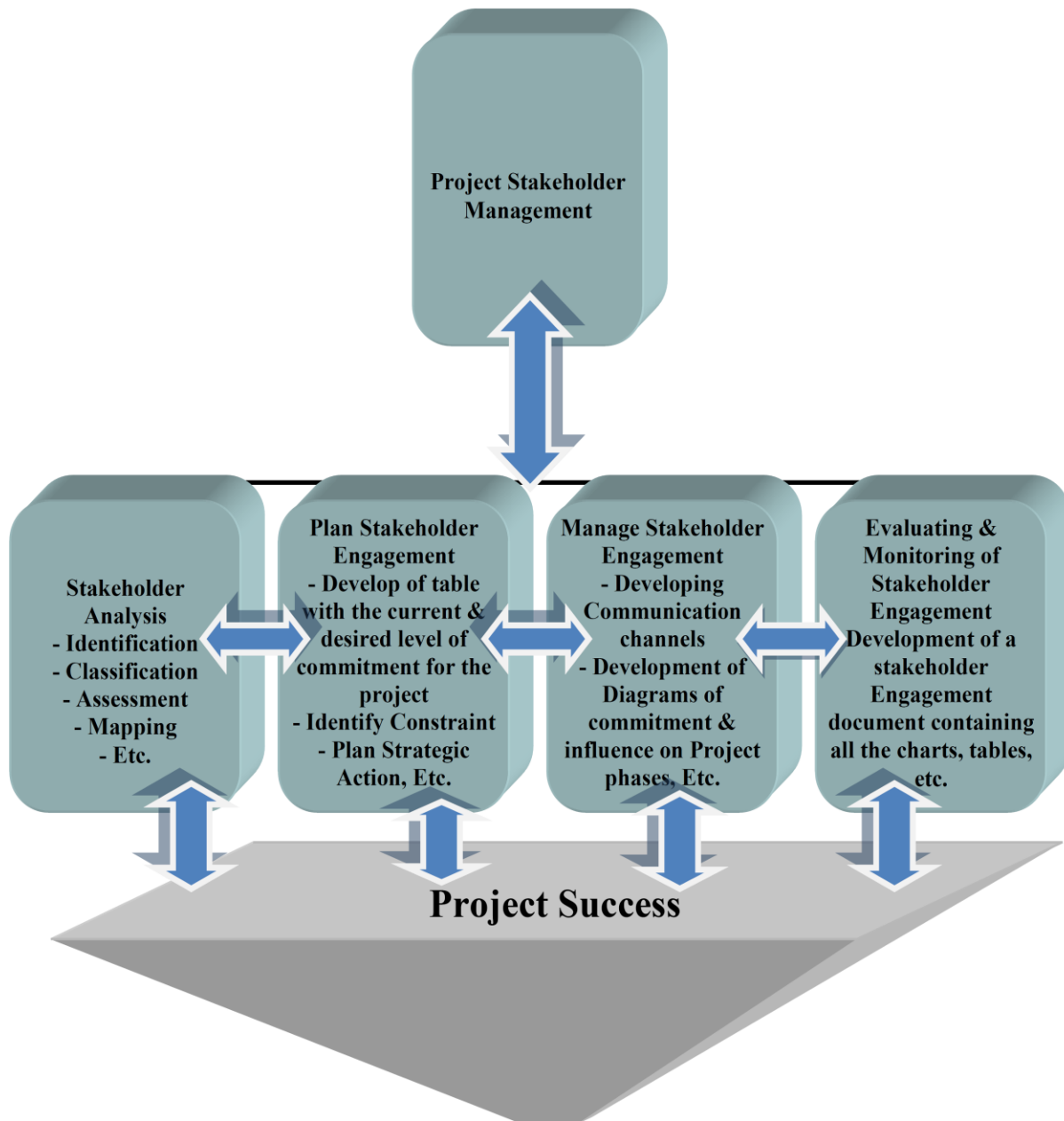


Figure 2. 7 Conceptual framework of the project research work

Source: Adapted from the theoretical & Empirical reviews of Literature

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Research design and approach

The major aim of this study is to assess the practices and challenges of the stakeholders management in Automotive Manufacturing Company of Ethiopia after sales service delivering performance/ quality improving project. The research design first considered an extensive literature review on stakeholder management, and the design is a descriptive type as it is describing particular practices and challenges of stakeholders' management on a particular organization project, and analyzes and states conclusion from the data gathered. And it follows a mixed approach, since the nature of the research problem required both qualitative and quantitative data. The reason for the quantitative one is that, as the research uses numerical data or data that can be transformed into usable statistics & quantify attitudes, opinions, behaviors, and other defined variables – and generalize results from a sample population. The research uses measurable data to formulate facts and uncover patterns in research.

3.2. Data types and sources

Sources of data for this study are both primary and secondary sources. Primary sources include high level managers, project manager and Supervisors, frontline project staff and key resource persons. And Secondary sources include reports and documents. Data will be collected from the field using structured and semi-structured questionnaire as well as key personal discussion.

3.3. Target population of the study

The target population for this study is all of the project team members and active Functional Managers of the Automotive Manufacturing Company of Ethiopia (AMCE) and their total is **60**. And their details are as follows, according to the information gathered from HR, Administration and Legal department of AMCE, there are 15 Customer care related personnel, 3 service advisors, 5 sales counter, 30 after sales service delivering technicians and 7 project & functional Managers who are responsible to planning, implementing, coordinating, managing and supporting the overall implementation of the after sales service delivering quality improving project. As the populations of the project are 60 census surveys was employed, as confirmed by Kothari (2004) census inquiry needs to be used when the universe is small one, there will be no use to resorting to a sample survey. Census is a complete enumeration of all

items in the 'population'. It can be presumed that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained.

3.4. Data collection procedures and technique

To get appropriate data, the study uses both primary and secondary sources of data. A primary data is collected from sample respondents by using both open and close ended questionnaire and semi-structured interview. The reason for selecting the questionnaire and interview method is to supply firsthand information from sample respondents based on the review of related literatures important to the subject of the study. While the secondary data are collected from the project management working manual including different brochures, reports, project review documents, articles, academic journals and other related publications documents to see the structure, list of stakeholders and way of communication engagement with different stakeholders.

3.5. Data analysis

To transform the raw data into information for useful and meaningful purposes, there is the need to put the data into manageable form, thus creating summaries and categories and applying Statistical inferences. From here, the following was done to finally analyze the data in order of the research objectives and questions. First and foremost the data are edited to ensure consistency and as well as identify and purge them of all forms of errors and omissions which could come up in the course of the data collection. The quantitative aspect of the data is analyzed using Microsoft Excel 2013 statistical computer software with the following statistical tools .i.e. Frequencies, Percentile, and tables were used to present the results.

3.6. Validity and Reliability

For research data in order to have value, it requires validity and reliability measurements. Both are fundamental bases of scientific method of research. For a research to be reliable, it also needs to be valid. Validity of research refers the degree to which the research findings are true (Walliman, 2006). It is about finding out if the data collected is relevant to the problem being investigated. The validity of the research was considered by developing open and close ended questionnaires and semi structured interviews which are checked by benchmarking the related literature review and questionnaires in order

to generate a valid response, besides performing of the following; expert judgment, pilot testing for the actual data collections and based on feedback acquired from expert judgment & pilot testing, the questionnaire has been amended. And Reliability refers the degree to which the results of the research are repeatable (Walliman, 2006). It is about absence of difference in the research findings if the research were repeated. The questionnaires prepared are not the type of likert scale, hence it is difficult to check its reliability by using Cronbach alpha coefficient. Therefore, the questionnaire items reliability was confirmed as; it is prepared based on project management body of knowledge, various scholars like Freeman (1994), and related industry empirical studies or sustainability reports of Bosch, Honda, Audi, BMW & Fiat have evidenced it, on top of having independent observation by supervisors when filling the questionnaires, data cleaning & missing data handling are also performed.

3.7. Ethical considerations

Data collection was undertaken after permission has been obtained from the company. The researcher followed ethically and morally acceptable processes throughout the research. The data was collected with the full consent of the participants. Since it could not be ethical to access some confidential documents of the company, the organization code of ethics are also considered. All of the data collected are confidential for both the participants and the company. All documents which are referred throughout the research are fully acknowledged.

CHAPTER FOUR: RESULTS AND DISCUSSIONS

4.1. Introduction

The objective of this chapter is to provide the findings and results from the data collected through close and open ended questionnaire which is analyzed using Excel version 2013 in order to assess project stakeholder management practice of in the case of Automotive manufacturing Company of Ethiopia After sales service delivering performance/quality Improving project, and to provide adequate recommendations for the identified gaps. In addition the researchers reviewed different templates, validated process, and validate the findings by using multiple sources. The researcher of this study believes that using this scheme within case analysis has the potential to aid in-depth views of the issues considered and their outcomes. The section is divided into five subsections: first, general profile of the respondents, Second the stakeholder Management practice, Third the stakeholder analysis, Fourth the stakeholder engagement and Fifth, stakeholder management monitoring & control, its practice and challenges. Descriptive statistics such as, percentages, frequency, minor/minimum and major/maximum were employed.

4.2. General Profile of the Respondents

This section summarizes and presents the demographic characteristics of the respondents such as age, level of educational, your position in the project and years of work experience in the organization and years worked on the project.

Table 4.1 General Profile of respondents

Age range in years	Frequency	Percent
20 _ 30	7	11.67
31 _ 40	17	28.33
41 _ 50	14	23.33
51 _ 60	19	31.67
Above 60	3	5.00
Total	60	100
Level of Education	Frequency	Percent
Diploma	15	25.00
Degree	40	66.67
Masters	5	8.33
Total	60	100
Total work experience in years	Frequency	Percent
3 _ 7	5	8.33
8 _ 12	18	30.00
13 _ 17	20	33.33
18 _ 22	10	16.67
Above 22	7	11.67
Total	60	100
Project work experience in years	Frequency	Percent
> 1	8	13.33
1 _ 3	17	28.33
4 _ 6	13	21.67
7 _ 10	17	28.33
Above 10	5	8.33
Total	60	100
Level of work position	Frequency	Percent
Expert	22	36.67
Specialist	10	16.67
Supervisor	12	20.00
Manager	9	15.00
Administrator	7	11.67
Total	60	100

Source: computed from own survey data, 2021.

The above table shows that 11.67% of respondents age is between 20 – 30, 28.33% of them age is between 31 – 40, 23.33% is between 41 – 50, 31.67% is between 51 – 60 and the remaining 5.00% age are above 60 years. With regards to the level of education the result reveals that 25.0% of the respondents hold diploma, 66.67% of the respondents are degree holders and the remaining 8.33% respondents have Masters. Here the data indicates that the numbers of respondents who hold Bachelor degree are greater than that of the other. With respect to year of total work experiences; 8.33% of the respondents have 3 – 7 years of experience. While 30.00% of the respondents have 8 – 12 years of experience, 33.33% of the respondents have 13 – 17 years of experience, 16.67% of the respondents have 18 – 22 years of experience and the remaining 11.67% of respondents have above 22 years of total work experience. While year of work experience on projects comprises, 13.33% of the respondents have below 1 years of experience on project, 28.33% of the respondents have 1 – 3 years of experience on project, 21.67 of the respondents hold between 4 – 6 years of experience, while 28.33% of respondents have 7 – 10 years of project work experience and the remaining 8.33% of respondents have above 10 years of experience. The level of position of the respondents are; 36.67% of the respondents are experts, 16.67% of the respondents are specialists, 20.0% of the respondents are supervisors, 15.00% are Managers and the remaining 11.67% are an administrator. The above table details confirm the respondents can understand the process of the study area and respond for the questionnaire clearly.

4.3. Results on Practices of Stakeholders Management

4.3.1. Level of awareness about the concept of stakeholder management

Table 4.1 Project team’s level of awareness about the concept of stakeholder management

Understanding of Stakeholder Management Concept	Frequency	Percent
Highly Known	0	0.00
Known	55	91.67
Highly Unknown	0	0.00
Unknown	5	8.33
Total	60	100.00

Source: computed from own survey data, 2021.

Discussion

The above table depicts 8.33% of the respondents confirmed that stakeholder management concept is unknown by the company, while the majority .i.e. 91.67% of the respondents have ensured that stakeholder management concept is known by the company. The project team level of awareness about

the concept of stakeholder management is visible as depicted in the above table. And these are in line with the theory of stakeholders' management which concentrates on the ideas that organizations have many stakeholders and it is a must for them to be aware of & work and handle all stakeholders seriously, Freeman (1984).

4.3.2. Existence & plan for having Dedicated Body/Office for Managing of Stakeholders

Table 4.2 Existence & plan for having a Dedicated Body/Office for Managing of Stakeholders

Existence of Dedicated Body/Office for Managing of Stakeholders	Frequency	Percent
Yes	0	0.00
No	50	83.33
Not clearly Known	10	16.67
Total	60	100.00
Plan for having a Dedicated Office for Managing of Stakeholders	Frequency	Percent
Yes	25	41.67
No	5	8.33
Not clearly Known	30	50.00
Total	60	100.00

Source: computed from own survey data, 2021.

Discussion

The results depicts 16.67% of the respondents said the existence of a dedicated body for managing of stakeholders is not clearly known, while the majority .i.e. 83.33% of the respondents are sure that, there is no any dedicated body for managing of stakeholders. With regards to plan for the future, 41.67% of the respondents said there is a plan for developing a dedicated body/office for managing of stakeholders, 8.33% of the respondents said there is no any plan for developing a dedicated body for managing of stakeholders, while the majority .i.e. 50.00% of the respondents do not clearly know of having any dedicated body for managing of stakeholders. And these are not in line with the theory of stakeholders' management which concentrates on the ideas that, as per Jones (1995) who focused on the relationships between an organization and its various stakeholders, he argues that an organization consistently remains competitive by developing trusting and accommodating relationships with its

stakeholders. And one can imagine what will be the effect of not having organized mechanisms for stakeholders' management for now and the future.

4.3.3. Current stakeholder management responsibility

Table 4. 3 Current stakeholders' management responsibility

Current stakeholder management responsibility	Frequency	Percent
The CEO	0	0.00
Project Manager	15	25.00
Program Manager	0	0.00
All team members	40	66.67
Not clearly Known	5	8.33
	60	100.00

Source: computed from own survey data, 2021.

Discussion

The above table depicts 25.00% of the respondents said currently the responsibility of managing of stakeholder is laid upon by the Project Manager, 8.33% of the respondents said currently they do not clearly know who is managing stakeholders, while the majority .i.e. 66.67% of the respondents confirmed that the current management of stakeholders is laid upon on all team members. The result shows there is no any centrality to the management of stakeholders, the management of stakeholders is a dispersed one which leads to lack of coordination & loss of accountability as also confirmed by scholars .i.e. Holtbrugge et al. (2007) believe that the success of a firm depends on the efficient coordination and control of its operations.

4.3.4. Project Governance strategy & Phases of Initiation

Table 4. 4 System of project Governance strategy & Phases for initiation of stakeholders Mgt.

Organization's system of corporate project Governance strategy with respect to stakeholder	Frequency	Percent
Creating value for all Stakeholder	15	25.00
Not clearly Known	45	75.00
Total	60	100.00
Phase of Initiation of Processes of Stakeholder Management	Frequency	Percent
Project Request Phase	15	25.00
Project Preparation phase	15	25.00
Implementation Phase	25	41.67
Not clearly Known	5	8.33
Total	60	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts 25.00% of the respondents said the organization's system of corporate project governance strategy with respect to stakeholder is by creating value for all stakeholders, while the majority .i.e. 75.00% of the respondents said they do not clearly know the reasons of why the organization by its corporate project governance strategy is managing stakeholder. While with respect to phases of initiations of the processes of stakeholders management, 8.33% of the respondents said they do not clearly know the project phase for the process of stakeholder management initiation, 25.00% of the respondents said the project phase for the process of stakeholder management initiation is at Project Request Phase, the 25.00% of the respondents said the project phase for the process of stakeholder management initiation is at Project Preparation Phase, while the majority .i.e. 41.67% of the respondents confirmed that it is at the implementation phase of the project that stakeholder management is initiated. The Organization's system of corporate project Governance strategy with respect to stakeholder is not in line with the industry standard as cited by Fiat Group Sustainability Report (2009) which considers its system of Corporate Governance as indispensable to creating value for all stakeholders, by guaranteeing an ethical, transparent and responsible management of the business.

4.3.5. Stakeholders Management Approach & Project performance

Table 4. 5 Stakeholder Management Approach & stakeholders for Project Performance

Existence of clear Stakeholder Management Approach	Frequency	Percent
Yes	5	8.33
No	15	25.00
Not clearly Known	40	66.67
Total	60	100.00
Stakeholders Management for project Performance	Frequency	Percent
Yes	55	91.67
No	0	0.00
Not clearly Known	5	8.33
Total	60	100.00
Importance of Project Stakeholder Management	Frequency	Percent
A priority	40	66.67
A reasonably Important	20	33.33
Irrelevant	0	0.00
Total	60	100.00

Source: computed from own survey data, 2021.

Discussions

The above result depicts, 8.33% of the respondents confirmed that there is a clear stakeholder management Approach for Identification, Engagement & Communication, Evaluating & Control, etc, 25.00% of the respondents said there is no any stakeholder management approach followed by the company, while the majority .i.e. 66.67% of the respondents confirmed they do not clearly see or know any stakeholder management approach. The result of stakeholders' management for project performance shows, 8.33% of the respondents confirmed that they do not clearly know that stakeholder management can make a difference in the performance of projects, while the majority .i.e. 91.67% of the respondents confirmed they are sure that, project stakeholder management can make a positive impact on the performance of projects. For the importance of stakeholders' management, 33.33% of the respondents confirmed that stakeholder management is reasonably important, while the majority .i.e. 66.67% of the respondents believes stakeholder management should be a priority as it is highly tied to the performance of project. The Organization's stakeholder management Approach is not in line with the industry standard of one example as cited by (Bosch, 2017). While considerations of stakeholders management importance & benefit for the success of projects is in the same theory with other industry standard thoughts & reported by Fiat Group Sustainability Report (2009) & (Bosch, 2017) and the theory of stakeholders as cited by freeman, 1994.

4.3.6. Project success and Stakeholders needs & expectations

Table 4.6 Project success & purpose of stakeholders' management

Your organization project success is tied closely to its capacity to respond to Stakeholders needs & expectations	Frequency	Percent
Yes	35	58.33
No	0	0.00
Not clearly Known	25	41.67
Total	60	100.00
Purpose of Managing of Stakeholders	Frequency	Percent
Part of Sustainability of Business	35	58.33
Not clearly Known	25	41.67
Total	60	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts 41.67% of the respondents confirmed that they do not clearly know the success of their organizations project success is closely tied to its capacity to respond to the stakeholders needs & expectation, while the majority .i.e. 58.33% of the respondents believe that, their organization's project success is closely tied to its capacity to respond the stakeholders needs & expectation. While the result for purpose of managing stakeholders shows that, 41.67% of the respondents confirmed that they do not clearly know their organization's purpose of managing stakeholders, while the majority .i.e. 58.33% of the respondents believe that, their organization's purpose of managing project stakeholders is as part of sustainability of business and which is line with the industry standard as cited by the Fiat Group Sustainability Report (2009) which disclosed that, the success of an organization over time is closely tied to its capacity to respond to the needs and expectations of all stakeholders and lasting growth in fact, is built on trust generated through the satisfaction of customers and shareholders, the sense of belonging of collaborators, profitable relationships with partners, and interaction with local communities which is positive and mutually beneficial. And the purpose of Managing of Stakeholders is also as per the practices of others related which are internationally successful automotive companies for instance BOSCH & FIAT.

4.3.7. Identification of Project Stakeholder

Table 4. 7 Identification of Project Stakeholder

How does your organization Identifies project stakeholder	Frequency	Percent
Project team brainstorming	10	14.29
Stakeholder forums	10	14.29
Snowballing (through peers)	35	50.00
Not clearly Known	15	21.43
Total	70	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts project team brainstorming contributes 14.29% of the identification of stakeholders, stakeholder Forums contributes 14.29% for the identification of stakeholders, snowballing (through peers) contributes 50.00% for the identification of project stakeholders, while 21.43% shows, there is no any clear stakeholder identification methods. As confirmed in one result acquired priory which depicted that there is no any centrality to the management of stakeholders which is handled by in

a dispersed way by the project team members, hence here we see a mix of identification techniques used by different members of one project teams, however, all these identifications technique are in line with the theories of stakeholders’ management and also the industry standards.

4.3.8. Project Phases for stakeholder Identification

Table 4.8 Project Phases of for stakeholder identification

At what phases does your organization perform identification of Stakeholders?	Frequency	Percent
Project Request phase	45	40.91
Project Initiation Phase	25	22.73
Project Planning Phase	20	18.18
Project Implementation Phase	20	18.18
Project Close out Phase	0	0.00
Total	110	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts there is no any process of stakeholder identification at the closing stage of the project, while Planning & Implementation phase of the project contains 18.18% of the stakeholder identification process respectively, in the initiation phase of the project there is 22.73% of the stakeholder identification process and the majority .i.e. 40.91% of the project stakeholder identification processes is performed in the project request phase. And all these are in line with the industry standard as cited by (Bosch, 2017), in which the process of stakeholder management is initiated at the Project Request phase. This first phase starts with the project development kickoff and finishes before the project industrialization kickoff. Firstly, all possible stakeholders associated to the project are identified, so that they can be invited to the project industrialization kickoff (initiation of the Project Preparation phase.

4.3.9. Organization's bases of Stakeholders Classification

Table 4. 9 Organization's bases of Stakeholders Classification

What are your organization's bases of Stakeholders Classification?	Frequency	Percent
Having a formal contractual Agreement	35	38.89
By the effect they have on the project	30	33.33
By the effect the project have on them	15	16.67
Criticality to the project success	5	5.56
Salience to a project considering power, urgency, and legitimacy	0	0.00
Not Clearly known	5	5.56
Total	90	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts the organization does not base its classification of stakeholder on the stakeholders salience to the project considering power, urgency & legitimacy, 5.56% is for not clearly known category, whereas criticality to the project constitutes 5.56%, while the effect that the stakeholders will have on the project contributes 33.33% for the bases of stakeholder classification as reported by Fiat Group Sustainability Report (2009), the effect the project have on stakeholders constitutes 16.67% and the majority .i.e. 38.89% is taken by stakeholders having a contractual agreement with the organization, which is in line with the theories as cited by scholars .i.e. Carroll et al. (2006) who mention primary for stakeholders having a formal agreement with the project owner and secondary if not. As confirmed in one result acquired priory which depicted that there is no any centrality to the management of stakeholders which is handled in a dispersed way by the project team members, hence, here we see a mix of results by team members of one project.

4.3.10. Stakeholders classification & Key stakeholders

Table 4. 10 Organization's main stakeholder classification

What are your organization's Main Stakeholders' Classification categories?	Frequency	Percent
Primary Stakeholders	10	8.00
Secondary Stakeholders	10	8.00
Internal Stakeholders	50	40.00
External stakeholders	50	40.00
Saliency to a project considering power, urgency, and legitimacy	0	0.00
Not Clearly known	5	4.00
Total	125	100.00
What are your KEY stakeholders?	Frequency	Percent
Stakeholders who will be affected by the project	5	6.67
Stakeholder who will affect the project	15	20.00
The result acquired between considering the Intersection of both (a & b)	40	53.33
Total	60	80.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts the organization does not use saliency to a project considering power, urgency, and legitimacy for classifying the categories of stakeholders, whereas primary and secondary stakeholders classifying categories constitutes 10% respectively, and the majority .i.e. 40.00% each is constituted by internal and external stakeholders' classification respectively which is in line with the theories as cited by Winch et al., 2002 who states that, stakeholders are also referred as internal or external to the project. However, one result acquired which is against of current theories is that, the organization does not use Saliency to a project considering power, urgency, and legitimacy for the classifications of its stakeholders as opposed to the recommendations by one scholar Mitchel et al., (1997). The organization's key stakeholders are acquired as confirmed by 6.67% the respondents is by the influence or effect of the project on stakeholders, while 20.00% are by the stakeholder influence or effect on the project and the majority .i.e. 53.33% respondents show the organizations key stakeholders are performed by the result acquired between considering the Intersection of influence or effect of stakeholders on the project and influence or effect of the project on stakeholders, which is in line with the industry standard as used & recommended by one internationally known & successful auto company disclosed by its report on Fiat Group Sustainability Report (2009).

4.3.11. Interests and needs of stakeholders

Table 4. 11 Identification of the interests and needs of stakeholders

How do you identify the Interest and needs of Stakeholders?	Frequency	Percent
Stakeholders Conference	5	5.26
Stakeholder Surveys (Questionnaires & Interviews)	40	42.11
Social Media Platform	5	5.26
Conference & Dialogue with Partners	35	36.84
Industry Initiative & Work Groups	0	0.00
Not Clearly known	10	10.53
Total	95	100.00
What is/are the major reasons of performing Interest and needs assessment of stakeholders by your organization?	Frequency	Percent
For aligning organization's decisions with the expectation of stakeholders	45	29.80
The Expectation & needs of stakeholders with respect to the project	23	15.23
The impact & influence that stakeholders will have on the project	43	28.48
To understand their engagement for now and the future	30	19.87
Not Clearly known	10	6.62
Total	151	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts stakeholders conference & social media platform constitute 5.26% respectively for interest & needs identification of stakeholders, whereas 10.53% is not clearly known, while performing conference & Dialogue with Partners contributes 36.84% and the majority .i.e. 42.11% of stakeholders' interest & needs are acquired by Stakeholder Surveys (Questionnaires & Interviews). And the result for the major reasons of performing the interest & needs of assessment stakeholders shows that, 6.62% of respondents do not clearly know why the organization is performing interest b& needs assessment of stakeholders, whereas the two reasons of making assessment for the needs & interest of stakeholders which constitute 15.23 & & 19.87% respectively are to know the expectation & needs of stakeholders & to understand the stakeholders engagement for now & the future and the majority .i.e. 28.48% & 29.80% respectively are for aligning organization's decisions with the expectation of stakeholder & to understand the impact & influence that stakeholders will have on the project. And all these are related & in same line with the industry standard as used & recommended by AUDI in its one report of (AUDI, 2017) which has disclosed that, the most important tools used in stakeholders

management for their interest & needs are stakeholder conferences, stakeholder surveys (questionnaires and interviews), the social media platform - Responsibility Forum – for workers, conferences and dialogues with local partners, as well as industry initiatives and work groups, including political representatives (beyond the level of project management and more at the organizational level), with this, the company wants to gather in-depth knowledge of the interests and needs of its stakeholders, in order to better align the company's decisions with the expectations.

4.3.12. Registering of stakeholders & PMO (Project Management Office)

Table 4. 12 Responsibility of registering stakeholder & PMO (Project Management Office)

Who will be responsible for stakeholders register, is there a PMO?	Frequency	Percent
Yes	0	0.00
No, it is registered by Project Manager and/or Human resource & administrative Manager	60	100.00
Total	60	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts no respondents confirmed for the existence of a PMO, while 100% assured that stakeholders register is performed by the combination of the project Manager & the HR, Administration Manger. The handling of responsibility of stakeholders’ registrations performed by the organization is not in same line with the industry standard as used & recommended by BOSCH, as disclosed by its report of (Bosch, 2017). And also not in line with the theory of stakeholders’ management which concentrates on the ideas that organizations have many stakeholders and it is a must for them to be aware of & work and handle all stakeholders seriously, Freeman (1984).

4.3.13. Stakeholders Engagement Planning & the Engagement model

Table 4. 13 Bases of Engagement Planning & Engagement Model

What is/are the bases of your stakeholders Engagement planning?	Frequency	Percent
Deviations b/n the current and desired commitment of stakeholders	34	56.67
Not Clearly Known	26	43.33
Total	60	100.00
Do you use stakeholder Engagement model for engaging & Listening & Managing of stakeholders?	Frequency	Percent
Yes	49	81.67
No	0	0.00
Not clearly Known	11	18.33
Total	60	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts 43.33% of respondents claimed they do not clearly know about the bases of stakeholder engagement, while the majority .i.e. 56.67% ensured that they are using the deviations between the current and desired commitment of stakeholders for the stakeholder engagement planning, which is in line with the practice and recommendations as cited by BOSCH in its sustainability report of (Bosch, 2017) While the result for the engagement model shows that, 18.33% of respondents claimed they do not clearly know about model for engaging & Listening & Managing of stakeholders, while the majority .i.e. 81.67% ensured that, there is a model for engaging & listening & managing of stakeholders, which is in line with the theories of stakeholders engagement as cited by one scholar .i.e. Freeman, 1994 and also to the industry standard used and recommended by Fiat, Bosch, Audi, BMW, etc..

4.3.14. Engagement tools and techniques with the various stakeholders

Table 4.14 Engagement tools and techniques with the various stakeholders

What are your engagement tools and techniques with the various stakeholders?	Frequency	Percent
Customers - Customer Satisfaction Surveys	60	33.33
Shareholders - General Shareholders Meetings	0	0.00
Suppliers - Suppliers Networking Events	0	0.00
Insurance - Workshop Meetings	0	0.00
Dealers/Retailers - Workshop Meetings	60	33.33
Financial Institutions - Annual Meetings & Briefings	0	0.00
Affiliated Workshops - Regular Meetings & Assessments	60	33.33
Government - Participation in Government Meetings	0	0.00
Universities - Work with Academic Institutions & Vocational Schools	0	0.00
Media - Journalist Meeting For New Model/Part Arrival	0	0.00
Local Communities - Networking Events with Local communities	0	0.00
Not clearly Known	0	0.00
Total	180	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts Customer Satisfaction Surveys, Dealers/Retailers - Workshop Meetings and Affiliated Workshops - Regular Meetings & Assessments all together constitute 100.00% .i.e. 33.33% each as the stakeholder engagement tools & technique of the project. The engagement tools and techniques with the various stakeholders used by the organization is in line with the industry practice used and recommended by Honda, Bosch, Fiat, Audi, BMW, etc., and also the theories of stakeholders engagement as cited by scholars .i.e. Chinyio et al., who states that, Stakeholder Engagement includes communicating, involving and improving relationships with stakeholders, which indirectly is signaling that, the organization has a clear engagement mechanism for the relationship of its respective stakeholders.

4.3.15. Project culture of stakeholders Engagement & Standard

Table 4.15 Project culture with respect to stakeholders' engagement

The project culture in your organization with respect to stakeholder, demands what?	Frequency	Percent
Engagement based on Openness with all stakeholder	53	46.90
Engagement based on Confidence with all stakeholder engagement	53	46.90
Not clearly known	7	6.19
Total	113	100.00
Do you follow any international standard of stakeholders Engagement? Such as AA1000SES	Frequency	Percent
Yes	0	0.00
No	60	100.00
Total	60	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts 6.19% of respondent do not clearly know the project culture with respect to stakeholder engagement, while the majority .i.e. 93.81% of respondents ensured that the project culture with respect to stakeholders are 46.90% for Engagement based on Openness with all stakeholder & 46.90% for Engagement based on Confidence with all stakeholder engagement. While with respect to international standard, 100.00% of respondents ensured that there is no any international standard for stakeholder engagement. As pointed out in the details of the background of the project organization, though it is an internationally subsidized company of IVECO, it is surprising to get it that, it is not using any international standard for the engagement of its stakeholders as used and recommended by other related internationally known & successful auto companies like Honda, Bosch, Fiat, Audi, BMW, etc..

4.3.16. Processes of stakeholder engagement

Table 4. 16 Processes of stakeholder engagement

Stakeholders Engagement by your organization MAINLY contains what processes?	Frequency	Percent
Continuous mapping & Selection	0	0.00
Listening, information & Consultation	45	42.86
Communication & Results Analysis	45	42.86
Involvement, Participation & Collaboration	3	2.86
Co-decision & Empowerment	0	0.00
Not clearly Known	12	11.43
Total	105	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts 11.43% of respondents claimed that they do not clearly know the processes of stakeholder engagement of the project, while 2.86% said Involvement, Participation & Collaboration are the main processes and the majority .i.e. 85.72% claimed that 42.86% Listening, information & Consultation & 42.86% Communication & Results Analysis all together constitute the main processes of the project stakeholder engagement. The Stakeholders Engagement processes existing in the organization to some part are in line with the theories of scholars, but leaving one big process of co-decision & Empowerment of stakeholders is in opposing views of Deegan et al, 2011, who confirms that, the overall goal of engagement is to achieve a transparent decision-making process, with greater input from stakeholders and with stakeholder support for the decisions that are made (Cascetta et al., 2015).

4.3.17. Stakeholders Engagement strategy

Table 4. 17 Stakeholders Engagement strategy

Your Engagement strategy for Low Power & Low Urgency?	Frequency	Percent
Controlling	45	75.00
Ignoring	0	0.00
Participation	0	0.00
Not clearly Known	15	25.00
Total	60	100.00
Your Engagement for potential conflict with stakeholders?	Frequency	Percent
Controlling	0	0.00
Ignoring	0	0.00
Participation	45	75.00
Not clearly Known	15	25.00
Total	60	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts 25.00% of respondents ensured that there they do not clearly know about the engagement strategy for stakeholder having low power & low urgency, while the majority claimed that the strategy for these kind of stakeholders is controlling. While with regards to conflict, 25.00% of respondents ensured that there they do not clearly know about the engagement strategy when there is a conflict with stakeholder, while the majority .i.e. 75.00% claimed that the strategy for these kinds of stakeholders is participation, this engagement strategy experienced by the organization is in line with the stakeholders management strategies recommended by scholars .i.e. Deegan et al., 2011.

4.3.18. Phases of project & stakeholders involvement

Table 4. 18 Phases of project & stakeholders involvement

To what extent are stakeholders involved in the Planning Stage?	Frequency	Percent
High	0	0.00
Low	60	100.00
Total	60	100.00
To what extent are stakeholders involved in the Implementation Stage?	Frequency	Percent
High	60	100.00
Low	0	0.00
Total	60	100.00
To what extent are stakeholders involved in the Closing Stage?	Frequency	Percent
High	0	0.00
Low	60	100.00
Total	60	100.00

Source: computed from own survey data, 2021.

Discussions

The above table depicts all respondents .i.e. 100.00% claimed that, the stakeholders' involvement for planning stage, implementation stage and closing stage of the project are Low, High and Low respectively. The organization stakeholders' involvement needs improvement especially in the planning stage as recommended by different scholars and industry standard & practice their stakeholder management.

4.3.19. Engagement Document for Monitoring & Controlling

Table 4. 19 Stakeholders Engagement Document for Monitoring & Controlling

Does you use stakeholder Engagement Document for Monitoring & Controlling?	Frequency	Percent
Yes	49	81.67
No	11	18.33
Total	60	100.00

Source: computed from own survey data, 2021.

Discussion

The above table depicts 18.33% of respondents ensured that there is no any document for stakeholders engagement monitoring & controlling, while the majority .i.e. 81.67% claimed there is a standard document for stakeholders’ engagement monitoring & controlling, which is in line with the industry standard and practice as cited by one report .i.e. Bosch, 2017.

4.4. Results on stakeholders management challenges

4.4.1. Existence or experiencing of stakeholder management challenges

Table 4. 20 Existence or experiencing of stakeholder management challenges

Do your Management of Stakeholders experience any challenges?	Frequency	Percent
Yes	49	81.67
No	0	0.00
Not clearly Known	11	18.33
Total	60	100.00

Source: computed from own survey data, 2021.

The above table depicts 18.33% of respondents claimed they have not experience any challenges with their stakeholders’ management, whereas the majority .i.e. 81.67% of the respondents said they have experienced challenges with their management of stakeholders.

4.4.2. Experienced Stakeholder management challenges

Table 4. 21 Experienced Stakeholder management challenges

What are the Challenges experienced in managing stakeholders?	Frequency	Percent
Identifying of stakeholders	4	2.31
Understanding the area of stakeholders interests	4	2.31
Stakeholders mis-define their real needs	41	23.70
Stakeholders resistance to share information	71	41.04
Requirements conciliation when received from different stakeholders	4	2.31
Predicting stakeholders reactions	19	10.98
Commitment of stakeholders	19	10.98
Not clearly Known	11	6.36
Total	173	100.00

Source: computed from own survey data, 2021.

Discussions

From Table 4.3 above, Stakeholders resistance to share information constitutes 41.04% and is posing the greatest challenge to their stakeholder management, while Stakeholders mis-defining their real needs constitutes 23.70%, whereas predicting stakeholders reactions & commitment of stakeholders have a 10.98% share of the challenges, 6.36% of respondents claimed they do not clearly know any challenges with stakeholder management, and the last three i.e. Identifying of stakeholders, understanding the area of stakeholders' interests and requirements conciliation when received from different stakeholders each constitute 2.31% of the project stakeholders management challenges. As confirmed in one result acquired priorly which depicted that there is no any centrality to the management of stakeholders which is handled in a dispersed way by the project team members, hence here we see a mix of stakeholders management challenges experienced by different members of one project teams, however, all these stakeholders management challenges experienced are in line with the lists as cited by one scholar i.e. Terence, 2016.

4.5. Results on the interview questions

- The response acquired from the interview questions of how do you see stakeholders' management contribution to the success of your project? Is as follows;
 - ✓ All the key personnel of the project for whom the interview have been prepared have agreed that, stakeholders' management has great contribution for the success of projects.
- The response acquired from the interview questions of how does the stakeholder management practice of your organization looks like? Is as follows;
 - ✓ All respondents have confirmed that, though they are aware of the benefits of stakeholders' management, but with regards to their organization's practice of it is much way behind from the very objective of their project.
- The response acquired from the interview questions of what are the tools and techniques for your stakeholder analysis & the tools techniques for your stakeholder Engagement? Are as follows;
 - ✓ Brainstorming, stakeholder Forums, snowballing (through peers) for stakeholders' identifications are used. While, Customer - Satisfaction Surveys, Dealers/Retailers -

Workshop Meetings and Affiliated Workshops - Regular Meetings & Assessments are the stakeholder engagement tools & technique of the project for its key stakeholders.

- The response acquired from the interview questions of what are the challenges have you faced in your stakeholder management? Are as follows;
 - ✓ Stakeholders resistance to share information constitutes, stakeholders mis-defining their real needs, predicting stakeholders reactions & commitment of stakeholders, Identifying of stakeholders, understanding the area of stakeholders' interests and requirements conciliation when received from different stakeholders are the list of challenges as confirmed by the key interview question forwarded to the managers.

CHAPTER FIVE SUMMARY, CONCLUSION & RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of the research findings, conclusions and recommendations based on the research results. The aim of this study is to assess practice & challenges stakeholder of management practice and challenges in the case of Automotive Manufacturing Company of Ethiopia after sales service delivering performance/quality improving project, with the following specific objectives: To assess the project team's level of awareness about the concept of stakeholder management, To assess the stakeholders Analysis (Identification, classification & assessment) practice, To investigate the tools/models used for stakeholders engagement, To assess the stakeholders monitoring and control practice, To determine how stakeholders management is incorporated into the organizational structure, To examine the challenges of stakeholder management faced by the project team. The following summaries are therefore based on the results presented in the preceding chapter.

5.2. Summary

The sampling technique used was census, 60 questionnaires were prepared and distributed for 60 samples, all samples participants have filled out the questionnaires. All participants' have responded using the closed and open ended questions. To triangulate the findings, interviews have been conducted with 7 managerial level workers. The data gathered through semi structured interviews were compiled and maintained with the data gathered by questionnaires. The findings retrieved from the data presented are the following:

Though Automotive Manufacturing Company of Ethiopia has well educated, qualified and experienced employees, the Stakeholder management concept has not vibrantly got awareness by the project team members as opposed to their responsibilities of working with various stakeholders of the sector. And also though, the project encompasses many stakeholders, the organization has no any specialized dedicated body/office for managing of stakeholders, and what is surprising is that, there is no any clearly known plan to have this office in the future. And the current responsibility of managing of stakeholders is handled by the project team members in a decentralized manner.

The organization's system of corporate project Governance strategy with respect to stakeholder is not clearly known by the majority of project team members, as opposed to the industry standard for same is of creating value for all stakeholders. The project's stakeholders management processes are initiated mainly in the project implementation stage, while this initiation processes is also performed at a smaller amount equally both in the project request & preparation stage.

The project success of the organization is closely tied to its capacity to respond to the needs & expectations of stakeholders and also the organization is managing its stakeholders as a part of Sustainability of its businesses, however, though, the project team members have a majority of belief to consider stakeholders management as a priority or a reasonably important by virtue of its main purpose for project performance to success, the project is yet to have any clearly known system of stakeholder management approach for stakeholders' analysis, engagement, monitoring & control.

Whereas the assessment of stakeholders Analysis (Identification, classification & assessment) practice of the organization can be concluded as: The stakeholders of the organization are identified majorly by snowballing (through peers), and also project teams brainstorming & stakeholders' forum methods are also used. And though the identification of stakeholders are majorly performed in the project request phase and also to some extent in the preparation, project planning & implementation phases, however, the all-encompassing majority of the stakeholder management processes are conducted in the implementation phase of the project. The organization stakeholders' classifications are majorly founded on by having a formal contractual agreement with the project organization, while the stakeholders' effect on the project, the project effect on stakeholders' and criticality to the project success are also used. The organization classifies its stakeholders mainly as internal & external, whereas to some extent primary & secondary categorizations are also used and the key stakeholders of the project are those stakeholders found out by the intersection of the project effect on them and the stakeholders' effect on the project.

There are different tools and techniques used for the identification of the interest and needs of stakeholders, however stakeholder Surveys (Questionnaires & Interviews) is the majorly employed one, whereas conference & dialogue with Partners, social media platform & stakeholders' conferences are also used by the organization. The major reasons that the organization performs interest & needs assessment of stakeholders are for aligning organization's decisions with the

expectation of stakeholder and to a lower extent equally both the impact of the project on the stakeholders & the influence that stakeholders will have on the project are the reasons. Understanding stakeholders' engagement for now and the future & knowing the expectation & needs of stakeholders with respect to the project are also the other reasons considered by the organization. However, though the organization has the above good reasons of managing of stakeholders, there is no project management office (PMO) for registering of stakeholders and consistent management of same. This registration of stakeholders is covered by the project manager and the HR, Administration Manager.

The investigation of the stakeholders' engagement & its model used in the project has revealed that, the organization bases the planning for the engagement of its stakeholders based on the deviations between the current and desired commitment of stakeholders. However, this thought is not clearly understood equally by the whole project team members. The organization has an engagement model for engaging & Listening & Managing of stakeholders as understood by the majority of the project team members and the tools & technique used for the engagement of the organizations main stakeholders are; for customers - customer Satisfaction Surveys, for dealers/retailers - workshop Meetings and for affiliated workshops - regular meetings & assessments. Moreover, the project culture of the organization with respect to stakeholders are an engagement based on openness with all stakeholders and engagement based on confidence with all stakeholder engagement, and this is in line with the industry standard.

The organization does not use any international standard for its stakeholders' engagement activities. The specific processes of the organization's stakeholder engagement are listening, information & consultation, communication & Results Analysis are the main ones. Moreover, the organization's stakeholders engagement strategy for stakeholders having low power & low urgency and for any potential conflict with stakeholders are controlling and participation respectively, and they are in line with the theoretical reviews performed. The Stakeholders' involvement or engagement of the project is low in the planning & closing stage of the project, however, it is high on the implementation stage, which needs improvement to participate the stakeholders' involvement especially in the planning stage as it is here that, a high consensus is required from all parties concerned. The assessment of stakeholders monitoring and controlling practice of the organization has shown that, there is document for stakeholders' engagement monitoring & controlling. Besides, the project team members has experienced different types of

stakeholder management challenges of the following types: Stakeholders resistance to share information is the major challenge, whereas stakeholders mis-defining of their real needs is also one of the second most sensible challenge, while predicting stakeholders reactions & commitment of stakeholders are the third challenges cited by the project teams, and identifying of stakeholders & understanding the area of stakeholders interests are the least challenges existing.

5.3. Conclusion

This research has focused on Assessment of the Practice & Challenges of stakeholder management in the case of Automotive Manufacturing Company of Ethiopia After Sales Service Delivering Performance/Quality Improving Project. After collecting of data through questionnaires & interviews, results were analyzed & summary of findings have been drawn.

The project research work has tried to investigate the organizations stakeholders' management under two subdivisions .i.e. practice and challenges. I - The stakeholders' management practice from the following angle; awareness of stakeholder Management concept, stakeholder Management. responsibility, project Governance strategy with respect to stakeholder, Phase of Initiation & Management. of the Processes of Stakeholder Management., Existence of clear Stakeholders Management Approach, Stakeholders Management for project Performance, project success & the capacity to respond to Stakeholders needs & expectations, the Purpose of Managing of Stakeholders, Phases for stakeholder identifications, major reason of performing Interest & needs of stakeholders, Existence PMO (Project Management Office), Engagement strategy, Phases of project & stakeholders involvement and Document for Monitoring & Controlling. While for a assessing of Existence of responsible body for managing of project stakeholders with key measurements as; Existence of Dedicated Body/Office for Managing of Stakeholders and Plan for having a Dedicated Body/Office for Managing of Stakeholders. II - Whereas the challenges in managing of project Stakeholders have been measured from the following angles; Existence of stakeholder management challenges by the project teams and list of existing Stakeholder management challenges. Generally, the stakeholders' management practice of the organization can be concluded that, it is a way behind the industry standard practices as also confirmed by key managers of the project and from the recommendations of many scholars as per the details shown under the discussion part. As there is no centrality in managing of the stakeholders' management by the organization, there are mixes of stakeholders' management practices by team members

working in one same project of the organization, which has lead to not taking stakeholders interests & needs seriously in an organized manner and subsequently affecting the performance & competitiveness of the organization, as cited by in the theory of stakeholders with respect to its topic for what is the main purpose of working with stakeholders, which is for project success & organization's competitiveness. In conclusion, based on the results obtained from the study, most of the findings show the stakeholders' management practices were not managed well and challenges exist.

5.4. Recommendations

The practice of project stakeholder management in Automotive Manufacturing Company of Ethiopia (AMCE) in its after sales service delivering performance/quality improving project shows there are some deviation with that of theoretical reviews of the knowledge area. Hence, the organization should give greater emphasis on recognizing these deviation/gaps and make in line with the scientific theoretical reviews and to the industry standard as outlined in the related review works, so as to ensure the effective management of its project stakeholders to the best performance to success of the project. Therefore, based on the major findings and conclusions of the research the following recommendations are made:

- ✓ The organization shall organize training on the topic of stakeholders' management to all members of the project teams, as the concept especially its details are not equally understood by them and also as the understanding of the stakeholder management is not sufficient to the industry specialization and standard. .
- ✓ The organization shall institutionalize and develop a dedicated body/office for managing of stakeholders, as stakeholder management is a make or break activity to the survival of the business of organizations living in such modern times as confirmed by the theoretical reviews on stakeholders theory.
- ✓ The initiation of stakeholders' management processes shall begin officially & mainly in the project request & preparation phase, not at the middle of the project like the implementation phase.
- ✓ The organization should develop and practice a clear stakeholder management approach for Stakeholders analysis, stakeholders' engagement and monitoring & control of stakeholders.

- ✓ The organization shall have clear consistent bases to be used for classifications of stakeholders, and also there shall be a clear consistent classification of stakeholder .i.e. primary/secondary, internal/external or some other categorizations relevant to the specific project undertakings.
- ✓ Though the organization uses clear tools and techniques for the engagement of its main stakeholder like customers, dealers/retailers, affiliated workshops, etc. it has to plan also to have a clear stakeholder engagement tools & techniques for the other stakeholders and make it clear to all team members of the project.
- ✓ As the organization is a subsidized company of an international company, there should have been an international standard for the engagement with its stakeholders
- ✓ The organization shall give emphasis on the stakeholder management challenges cited by the project team members. And shall devise a mechanism for alleviating and solving timely all challenges faced by the project team members in their dealings with stakeholders.

5.5. Recommendations for further Studies

- ✓ As the study is limited to only one automotive organization .i.e. AMCE's practice of stakeholders' management and its challenges, the researcher's first recommendation would be a replication of this study to different automotive companies may be separately and/or collectively so as to grasp a more wonderful research results of the topic of study.
- ✓ The second recommendation for further research would be to segregate this wider topic of study, and conduct research for each specific smaller topics like stakeholders roles study, stakeholders engagement study, stakeholders engagement monitoring and controlling study, etc., so as to be able to get a fine results.
- ✓ The third and final recommendation for further studies would be, even though, it is naturally known that, organizations project success is tied to their capacity of responding to the needs & interests of stakeholders, a further studies is now becoming compulsory for currently why most Ethiopian based organizations are not able to incorporate stakeholders management into their strategic management directions.

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APPENDIX 1; Questionnaire

Dear sir/Madam

My name is Alehegn Necho, and I am currently performing my MA Degree in Project Management at Addis Ababa University School of Commerce. I have finished my course work and now in the process of Conducting a Project research work entitled: Assessment of stakeholder management practices and challenges in the case of Automotive Manufacturing Company of Ethiopia (AMCE) after sales service delivering quality improving project.

I believe, your work experience will greatly contribute to the success of my project research work. So it's with great respect that I ask you to fill this questionnaire. I guarantee that your identity will be kept confidential and the information you provide only will be used for academic purposes. I will be happy to share the findings of this research when it's completed.

Thank you in advance for taking your precious time to fill this questionnaire. Please try to answer all the questions openly, as your answers will have an influence on the outcome of the research. I sincerely believe that, your 30 minutes or less will greatly contribute to the growth and advancement of knowledge in the project stakeholder management in the case of automotive industry after sales service delivery.

If you have any questions or comments, please don't hesitate to contact me. You can reach me at;

Mobile: +251- 9- 26761784

E-mail: alenegn@ymail.com

With best Regards,

Alehegn Necho

INTRODUCTION

Stakeholder management is a key to project management particularly to Automotive After sales service Delivering Quality Improving projects. Automotive After sales service Delivering Quality Improving projects are known for engaging various types of stakeholders and the project manager is expected to manage all them. This study aims to assess who are these stakeholders, their respective role, the stakeholder management practice and the challenges faced in automotive after sales service delivering Quality improving projects by taking your organization as a case study.

INSTRUCTIONS

- ✓ Please just tick the **BOXES** provided in front of each options for the question
- ✓ Write your opinion on the space provided for those questions.

Section 1	General profile of the respondent
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i	Age in years
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Q. No.	Question Description	Age range in years				
		20 - 30	30 - 40	40 - 50	50 - 60	Above 60
1	Your Age					

ii	Level of Education
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Q. No.	Question Description	Levels of Education			
		Diploma	Degree	Masters	Others Please specify
1	Your Education				

iii	Work Experience in years
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Q. No.	Question Description	Range of Work Experience in years				
		3 - 7	7 - 12	12 - 17	17 - 22	Above 22
1	Work Exp.					

iv	Project Work Experience
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Q. No.	Question Description	Range of Project Work Experience in years				
		> 1	1 - 3	3 - 5	5 - 10	Above 10
1	Project Exp.					

iv	Work Position
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Q. No.	Question Description	Level of Work Position					
		Expert	Specialist	Supervisor	Manager	Admin	If Others, Please specify
1	Your Position						

Section 2	Stakeholder Management
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i	Stakeholder Management Concept		
Q. No.	Question Description	Please put a tick mark in the <u>double lined box at front</u>	
1	Is stakeholder management concept known by your company	a)	Highly Known <input type="checkbox"/>
		b)	Known <input type="checkbox"/>
		c)	Highly Unknown <input type="checkbox"/>
		d)	Unknown <input type="checkbox"/>

ii	Office for Managing Stakeholders		
Q. No.	Question Description	Please put a tick mark in the <u>double lined box at front</u>	
1	Is there any dedicated body/office for managing stakeholders?	a)	Yes <input type="checkbox"/>
		b)	No <input type="checkbox"/>
		c)	Not clearly Known <input type="checkbox"/>
2	Do you have a plan for having a dedicated body/office for managing stakeholders?	a)	Yes <input type="checkbox"/>
		b)	No <input type="checkbox"/>
		c)	Not clearly Known <input type="checkbox"/>
3	If there your answer is No for Q.1 above who is managing it?	a)	The CEO <input type="checkbox"/>
		b)	Project Manager <input type="checkbox"/>
		c)	Program Manager <input type="checkbox"/>
		d)	All team members <input type="checkbox"/>
		e)	Not clearly Known <input type="checkbox"/>
		f)	If other, please specify <input type="checkbox"/>
4	What is your organization system of corporate project Governance strategy with respect to stakeholder concept?	a)	Creating value for all Stakeholder <input type="checkbox"/>
		b)	Not clearly Known <input type="checkbox"/>
		c)	If other, please specify <input type="checkbox"/>

iii	Stakeholder Management processes		
Q. No.	Question Description	Please put a tick mark in the <u>double lined box at front</u>	
1	Processes of Stakeholder Management are Initiated at what phase of the project?	a)	Project Request Phase <input type="checkbox"/>
		b)	Project Preparation phase <input type="checkbox"/>
		c)	Implementation Phase <input type="checkbox"/>
		d)	Not clearly Known <input type="checkbox"/>
		e)	If other, please specify <input type="checkbox"/>

iv Stakeholder Management Approach				
Q. No.	Question Description	Please put a tick mark in the <u>double lined box at front</u>		
1	Is there any clear stakeholders management Approach (Such as; Identification, Plan Engagement, Implement Engagement & Evaluating & Control of stakeholders), etc.?	a)	Yes	<input type="checkbox"/>
		b)	No	<input type="checkbox"/>
		c)	Not clearly Known	-

v Stakeholders Management & project Performance				
Q. No.	Question Description	Please put a tick mark in the <u>double lined box at front</u>		
1	Do you think Project Stakeholder Management can make a difference in the performance of a project?	a)	Yes	<input type="checkbox"/>
		b)	No	<input type="checkbox"/>
		c)	Not clearly Known	-
2	If your answer to the above question is “YES”, how important is Project Stakeholder Management (PSM) to you	a)	A priority	<input type="checkbox"/>
		b)	A reasonably Important	-
		c)	Irrelevant	<input type="checkbox"/>
3	Is your organization project success tied closely to its capacity to respond to Stakeholders needs & expectations	a)	Yes	<input type="checkbox"/>
		b)	No	-
		c)	Not clearly Known	<input type="checkbox"/>

vi Purpose of Managing Stakeholder				
Q. No.	Question Description	Please put a tick mark in the <u>double lined box at front</u>		
1	For what major purpose and concept, does your organization is managing stakeholder?	a)	Part of Sustainability of Business	<input type="checkbox"/>
		b)	Not clearly Known	<input type="checkbox"/>
		c)	If other, please specify	-

Section 3 Stakeholder Analysis

i Stakeholder Analysis - Identification of Stakeholder				
Q.N	Question Description	Please put a tick mark in the boxes (you can choose more than one)		
1	How does your organization Identifies project stakeholder?	a)	Project team brainstorming	-
		b)	Stakeholder forums	-
		c)	Snowballing (through peers)	-
		d)	Not clearly Known	-
		e)	If other, please specify	-
2	At what phase does your organization perform identification of Stakeholders?	a)	Project Request phase	-
		b)	Project Initiation Phase	-
		c)	Project Planning Phase	-
		d)	Project Implementation Phase	-
		e)	Project Close out Phase	-

ii Stakeholder Analysis - Classification of Stakeholders				
Q.N	Question Description	Please put a tick mark in the boxes (you can choose more than one)		
1	What are your organization's bases of Stakeholders Classification?	a)	Having a formal contractual Agreement	-
		b)	By the effect they have on the project	-
		c)	By the effect the project have on them	-
		d)	Criticality to the project success	-
		e)	Saliency to a project considering power, urgency, and legitimacy	-
		f)	Not Clearly known	-
		g)	If other, please specify	-
2	What are your organization's Main Stakeholders' Classification categories?	a)	Primary Stakeholders	-
		b)	Secondary Stakeholders	-
		c)	Internal Stakeholders	-
		d)	External stakeholders	-
		e)	Saliency to a project considering power, urgency, and legitimacy	-
		g)	Not Clearly known	-
		f)	If other, please specify	-
3	What are your KEY stakeholders?	a)	Stakeholders who will be affected by the project	-
		b)	Stakeholder who will affect the project	-
		c)	The result acquired b/n Intersection of both (a & b)	-
		d)	If other, please specify	-

iii Stakeholder Analysis - Assessment of Stakeholders				
Q.N	Question Description	Please put a tick mark in the boxes (you can choose more than one)		
1	How do you identify the Interest and needs of Stakeholders?	a)	Stakeholders Conference	<input type="checkbox"/>
		b)	Stakeholder Surveys (Questionnaire & Interviews)	<input type="checkbox"/>
		c)	Social Media Platform	<input type="checkbox"/>
		d)	Conference & Dialogue with Partners	<input type="checkbox"/>
		e)	Industry Initiative & Work Groups	<input type="checkbox"/>
		f)	Not Clearly known	<input type="checkbox"/>
		g)	If other, please specify	<input type="checkbox"/>
2	What is/are the major reasons of performing Interest and needs assessment of stakeholders by your organization?	a)	For aligning organization's decisions with the expectation of stakeholder	<input type="checkbox"/>
		b)	The Expectation & needs of stakeholders with respect to the project	<input type="checkbox"/>
		c)	The impact & influence that stakeholders will have on the project	<input type="checkbox"/>
		d)	To understand their engagement for now and the future	<input type="checkbox"/>
		e)	Not Clearly known	<input type="checkbox"/>
		c)	If other, please specify	<input type="checkbox"/>

iv Stakeholder Analysis - Stakeholder Register Document				
Q.N	Question Description	Please put a tick mark in the boxes (you can choose more than one)		
1	Who will be responsible for Stakeholders' register, is there a PMO?	a)	Yes	<input type="checkbox"/>
		b)	No	<input type="checkbox"/>
		c)	If there is no Project Management Office (PMO) , please specify other.	<input type="checkbox"/>

Section 4 Stakeholder Engagement and Communication

i Stakeholder Engagement - Planning				
Q.N	Question Description	Please put a tick mark in the boxes (you can choose more than one)		
1	What is/are the bases of your Engagement planning?	a)	Deviations b/n the current and desired commitment of stakeholders	<input type="checkbox"/>
		c)	Not Clearly Known	<input type="checkbox"/>
		d)	If you are using other method, please specify	<input type="checkbox"/>

ii Stakeholder Engagement - Managing				
Q.N	Question Description	Please put a tick mark in the boxes (you can choose more than one)		
1	Does you use stakeholder Engagement model for engaging & Listening & Managing of stakeholders?	a)	Yes	<input type="checkbox"/>
		b)	No	<input type="checkbox"/>
		d)	Not clearly Known	<input type="checkbox"/>
		e)	If other, please specify	<input type="checkbox"/>

2	If your answer for Q.1 above is yes, what are your engagement tools and techniques with the various stakeholders?	a)	Customers - Customer Satisfaction Surveys	-
		b)	Shareholders - General Shareholders Meetings	-
		c)	Suppliers - Suppliers Networking Events	-
		d)	Insurance - Workshop Meetings	-
		e)	Dealers/Retailers - Workshop Meetings	-
		f)	Financial Institutions - Annual Meetings & Briefings	-
		g)	Affiliated Workshops - Regular Meetings & Assessments	-
		h)	Government - Participation in Government Meetings	-
		i)	Universities - Work with Vocational Institutions	-
		j)	Media - Journalist Meeting For New Model/Part Arrival	-
		k)	Local Communities - Networking Events	-
		l)	Not clearly Known	-
		m)	If other, please specify	-
3	The project culture in your organization with respect to stakeholder, demands what?	a)	Engagement based on Openness with all stakeholder	-
		b)	Confidence with all stakeholder engagement	-
		e)	If other, please specify	-
4	Do you follow any Int. Standard of Stakeholders Engagement? Such as, (AA1000SES).	a)	Yes	-
		b)	No	-
		c)	If other, please specify	-
5	Stakeholder Engagement by your organization MAINLY contains what processes?	a)	Continuous mapping & Selection	-
		b)	Listening, information & Consultation	-
		c)	Communication & Results Analysis	-
		d)	Involvement, Participation & Collaboration	-
		e)	Co-decision & Empowerment	-
		f)	Not clearly Known	-
		g)	If other, please specify	-
6	Your Engagement strategy; 1 - For any potential conflict with stakeholders. 2 - Having Low Power & Low Urgency?	a)	Participation & Controlling respectively	-
		b)	Ignoring & Controlling respectively	-
		c)	Not clearly Known	-
		d)	If other, please specify	-
7	To what extent are stakeholders involved in the Stages/Phases of Project	a)	Planning Stage - High/Low	-
		b)	Implementation Stage - High/Low	-
		c)	Closing Stage - High/Low	-

ii Stakeholder Engagement - Monitor & Control			
Q. N	Question Description	Please put a tick mark in the boxes	
1	Do you use stakeholder Engagement Document for Monitoring & Controlling?	a)	Yes <input type="checkbox"/>
		b)	No <input type="checkbox"/>
		c)	If there is other method, please specify <input type="checkbox"/>

Section 5	Stakeholder Management Challenges
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i Stakeholder Management Challenges Experience			
Q. N	Question Description	Please put a tick mark in the boxes (<u>you can choose more than one</u>)	
1	Do your Management of Stakeholders experience any challenges?	a)	Yes <input type="checkbox"/>
		b)	No <input type="checkbox"/>
		d)	Not clearly Known <input type="checkbox"/>
		e)	If other, please specify <input type="checkbox"/>

ii Stakeholder Management Challenges Types			
Q. N	Question Description	Please put a tick mark in the boxes (<u>you can choose more than one</u>)	
1	What are some of the challenges your organization experience in managing stakeholders?	a)	Identifying stakeholders <input type="checkbox"/>
		b)	Understanding the area of stakeholders' interests <input type="checkbox"/>
		c)	Exploring stakeholders' needs and constraints in projects <input type="checkbox"/>
		d)	Analyzing the change of stakeholders <input type="checkbox"/>
		e)	Analyzing conflicts and coalitions among stakeholders <input type="checkbox"/>
		f)	Predicting stakeholders' reactions <input type="checkbox"/>
		g)	Not clearly Known <input type="checkbox"/>
		h)	If other, please specify <input type="checkbox"/>

APPENDIX 2; Interview for Key Informants

Interview Guides and Questions

Addis Ababa University College of Business and Economics School of Commerce

Masters of Art in Project Management

Interview Questions for the after sales Service delivering quality improving project Key personnel/Informants.

My name is Alehegn Necho, I am a post graduate student in Master of Arts in Project Management at Addis Ababa University School of Commerce. As part of my studies I am conducting a project work entitled “Assessment of project stakeholder management Practice and Challenges in the case of Automotive Manufacturing Company of Ethiopia (AMCE) after sales Service delivering performance/quality improving project. Therefore, I would like to express my deepest gratitude for your cooperation in answering the following interview questions. I would like to assure you that, the data being collected from you will be presented anonymously, that it will be kept confidential and will be used for the intended academic purpose only.

Interview question for Key personnel or informants		
Q. N	Question Description	Your answers
1	What roles do you play as an employer in the project undertaking?	
2	How do you think stakeholders management contribution to the success of your project?	
3	How does the stakeholder management practice of your organization looks like?	
4	What are the tools and techniques for your stakeholder Analysis?	
5	What are the tools and techniques for your stakeholder Engagement?	
6	What challenges have you faced in your stakeholder management?	