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# ОРГАНІЗАЦІЯ ВИРОБНИЦТВА, МЕНЕДЖМЕНТ. ЕКОНОМІКА ПІДПРИЄМСТВА

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## MODIFICATION OF ARCHITECTONICS OF PROJECT ANALYSIS BY NEW EUROPEAN APPROACHES

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The article states that Ukraine's integration into the European and world business space requires adaptation of domestic realities to European rules of management and implementation of the basic principles of activity in the practice of Ukrainian entrepreneurship. Accented the need for decision-making on projects based on a value-oriented approach (by the value of stakeholders). Considered interpretation of the concept of «stakeholders» in the narrow and broad sense. The concept of «stakeholders» is studied according to the international standards AA1000SES and ISO 26000: 2010. Emphasized the lack of developments in the project analysis of theoretical positions of identifying stakeholders and study methodology balancing of interests/requirements, capabilities and desire to influence the success of the project. The need to modify the architectonics of the project analysis by adding a step such as a stakeholder analysis is proved. The content component of the stakeholder analysis is revealed. An arsenal of tools for identifying and assessing the equilibrium of stakeholder interests/influence that is used in the process of stakeholder analysis is considered. The author's development of the roadmap for stakeholder analysis is proposed. It is proved that the introduction of the proposed Stakeholder Analysis Roadmap in practice will help to simplify the choice of a relationship strategy with stakeholders and create the necessary information support to monitor the coherence of relationships with stakeholders during the life cycle of the project.

**Keywords:** project, life cycle of the project, project analysis, stakeholders, stakeholder analysis, stakeholder analysis roadmap

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### **Introduction**

Integration of Ukraine into the European and world business space requires the adaptation of domestic realities to European rules of management and the implementation of the basic principles of activity in the practice of Ukrainian entrepreneurship. In particular, the ratification by Ukraine of AA1000SES [1], ISO 26000: 2010 [2], A Guide to the Project Management Body of Knowledge (PMBOK® Guide) in the fifth edition of 2013, Business Analysis for Practitioners: A Practice Guide (2014 p.) and Requirements Management: A Practice Guide (2016) is required for decision-making on projects based on a value-oriented approach, that is, for the value of the stakeholders. Good and stable relationships with stakeholders are the foundation of sustainable development of companies. And if the

Ukrainian companies learned to value the relations with customers for a long time, relations with stakeholders in the broader sense are not perceived as requiring a separate strategy or a separate approach. While for the leading international companies, a holistic approach to interacting with stakeholders is common practice. Indeed, the involvement of stakeholders in the discussion and adoption of design solutions allows companies to get a reliable estimate of its activities and better understand their risks and opportunities.

An important role in determining the relationship model with stakeholders is played by the selected toolkit for project analysis. In world practice, there are a large number of useful tools used for improving interaction with stakeholders, but the most effective among them is stakeholder analysis,

on studying the methodology of which we will dwell in more detail.

### ***An analysis of recent research and publications***

An analysis of recent research and publications shows that in today's relationship between business and stakeholders, business does not have to worry about individuals who are interested in successful project implementation, but have to bear responsibility before stakeholders to ensure that the expected results are achieved. Therefore, the issue of relations between business and stakeholders is still the subject of numerous research by academics. In particular, such as Ammari AO, Gaydayenko O.V., Gatsenko L.V., Guseva Yu.Yu., Degtyareva I.B., Dotsenko N.V., Nokhrinova L.A., Rybak A.I., Smachilo V.V. etc. At the same time, despite the considerable number of scientific developments, with the ratification by Ukraine of the standards AA1000SES, ISO 26000: 2010 and others, there is an urgent need to change the approaches to project analysis. Therefore, the question of modifying its architectonics according to the latest European approaches requires further research.

### ***The purpose and presentation of the main material***

The purpose of the research is to modify the architectonics of the project analysis by deepening it through the stakeholders analysis of the projects.

An overview of the evolution of the development of the theory of stakeholders suggests that with the development of society, the importance of relationships with stakeholders in business management is substantially increased. However, in spite of the antiquity of the existence of the theory of stakeholders, unanimity regarding the interpretation of this concept has not yet been formed.

In order to resolve terminological disputes regarding the interpretation of the concept of «stakeholders,» we consider it expedient in the process of conducting research to confide to the correspondence of this concept to the classical definition. In this case, the easiest way is to use english word «stakeholder». This approach, due to its obviousness and simplicity, has become widespread and has a lot of supporters. Thus, the term «stakeholder», in the literal sense, is «the owner of the stake» (the recipient of the interest), «the holder of the pledge»; First, the manager (trustee) of a controversial, laid-in or trustee's property, a shareholder. In order to avoid linguistic difficulties in selecting an adequate term, we consider it appropriate to provide the interpretation of this word in a narrow and broad sense.

In the narrow sense, the term «stakeholder» is the same as «shareholder», that is, a person who has a stake in the authorized (stock) capital of the enterprise. In a broad sense, a stakeholder is a natural

or legal person who is interested in the results of the company's activities (that is, shareholders, members of management board, staff, financial agents, clients, the territorial community, society as a whole, government, etc.) [3, p. 168].

By the definition of AA1000SES standart [1], stakeholders are considered to be a group of individuals who may influence the activities of the organization or, conversely, are influenced by the activities of the organization, its products or services and related activities. It is important to indicate that stakeholders are not just those who may simply be familiar with the organization or have an opinion on it. At the same time, according to ISO 26000: 2010, stakeholders are a person or group of individuals who are interested in any decision or activity related to the project implementation [2].

In the fifth edition of the Guide to the Project Management Body of Knowledge (PMBOK® Guide), stakeholders are considered as individuals, groups, or organizations that may affect or may be affected by the decision-making process, actions or results of the project. However, P. Dancelliy has expanded the essence of the concept, describing the stakeholders as «people or groups that are, either voluntarily or unintentionally, exposed to the risk that arises in connection with the actions of the firm» [4, p.27]. Later, L. Preston supplemented his thoughts as follows: «people and groups that benefit only when the organization as a whole is losing is not a stakeholder, although they may be interested in its actions» [5, p. 151]. According to Ammar A.O., any person or group of individuals that are affected or can affect the activity of the company, as well as any person or groups of individuals, who can help in the development of proposals to improve the commercial and public effectiveness of the project, should be recognized as stakeholders . [6 , p.150]. In turn, Dotsenko N.V. is positioning stakeholders as assets of the project or its problems, but does not emphasize which fines should be attributed to stakeholders of projects [7, p.150].

For further research the thoughts of J. Post, L. Preston, and S. Sax are woth to get acquainted with. They say that relations with stakeholders are «the most important asset that managers should manage and are the ultimate source of organizational wealth» [5]. They emphasize that it is these relationships between groups and individuals, interested in the activities of a particular enterprise, that is explored in the theory of stakeholders. But the theory of relations with stakeholders is aimed at interested parties, not the enterprise as such.

Consequently, in the scientific literature, theoretical positions of the theory of stakeholders and approaches to the methodology of studying the balance of their interests are requirements,

opportunities and desires to influence the success of the project implementation are not developed enough [8]. Most researches in stakeholder theory are aimed at identifying and classifying stakeholders. In our opinion, it is necessary to shift the emphasis on the modification of the architectonics of the project analysis, namely to determine: the goals that must be achieved when interacting with each of the stakeholders; factors that influence the achievement of these goals and possible risks; stakeholder analysis methodology, etc.

Stakeholder analysis is an analysis of quantitative and qualitative information to identify individuals or groups whose interests should be taken into account throughout the life cycle of the project. Therefore, the main goal of the stakeholder analysis should be to identify possible contradictions between project leaders and stakeholders, their strength and the weight of the impact on project tasks solutions.

A wide array of tools is currently used to identify the equilibrium of stakeholders' interests/influences:

- stakeholder's map – is the visual representation of various relationships with stakeholders. Most often, the visualization of stakeholder groups occurs according to the criteria of the level of interest «high/low» and the level of influence «strong/weak». The forms of visualization may also be different: a schematic image, a presentation, etc. [9].

- the matrix of stakeholders – is a table where experts evaluate the degree and strength of the stakeholder's influence on business and their interests in the aspect of the business entity, as well as determine possible strategies for interaction;

- A. Mendlow model (the «power/interest» matrix) – involves the classification and grouping of stakeholders on their attitude to the authority they possess and their degree of interest (influence on management decisions is strong/weak; interest is high/low). This allows the selection of stakeholders who are capable and willing to influence the organization. Accordingly, the extent of the influence of the stakeholder is determined both by its authority and by the interest;

- the matrix «power/dynamism» identifies stakeholders based on the attitude of the authorities they possess and the dynamism of their position;

- the Mitchell model – involves identification of stakeholders, depending on the combination of one, two, three attributes and division of stakeholders to latent, waiting or categorical [9];

- liability system (ASC (Accountability Scorecard) model) – describes the interaction between enterprises and stakeholders using two types of relationships, contributions and stimulus responses.

The list of stakeholder analysis tools can be continued further, but the problem is not in choosing

the tool, but in determining the steps of the stakeholder analysis and their clear sequence. This sequence will allow us to formulate a methodology for evaluating relationships with stakeholders, and therefore, to simplify the choice of a strategy to manage them to ensure successful project implementation.

The overwhelming majority of researchers agree with the constituent part of the goal of stakeholder analysis, but the question of the methodology of conducting it remains controversial until now.

In particular, V.V. Smelled, O.M. Kolmakova, Yu.V. Kolomiyets Yu.V. emphasize the need to isolate such stages of stakeholder analysis as: preparation, analytical, strategic, management and control [10, p.348]. We believe, proposals of the authors are correct, but we can not fully agree with the proposed list of stages of stakeholder analysis. First of all, for the reason that the process of choosing the strategy for stakeholders relations management is carried out on the basis of the results of the stakeholder analysis upon its completion. Therefore, it can not be the one of the stages of the stakeholder analysis.

Yu.Yu. Guseyeva and MV Kantsevich proposes to conduct a stakeholder analysis in the following stages:

- identification of all potential project participants and the accumulation of relevant information (their roles, fields of activity, interests, knowledge, expectations, levels of influence);

- analysis of the potential impact of each of the stakeholders;

- assessment of the probability and type of reaction of key stakeholders in order to plan their impact in order to attract their support or mitigate the potential negative impact on the success of the project [11, p. 52].

AI Rybak and I.B. Azarov singled out the following stages of stakeholder analysis as:

- identification of stakeholders;

- grouping of stakeholders by their interests, position, degree of influence and priority †for the project;

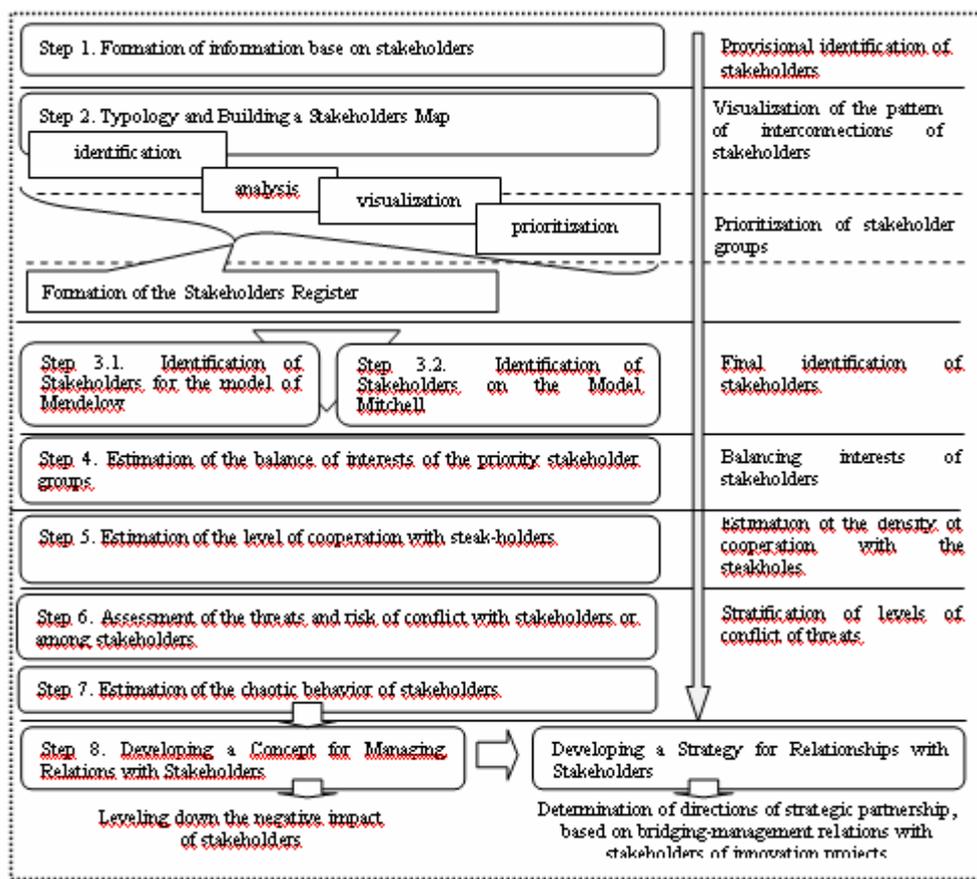
- identification of potential conflicts of individual groups of stakeholders;

- assessment of project goals and integration of stakeholders' interests into them;

- identification of risks associated with stakeholders;

- formation of a strategy of interaction with stakeholders [12, p.50].

However, taking into account the requirements of international standards for project management (based on a value-based approach), we consider it appropriate to conduct a stakeholder analysis, as one of the stages of the project analysis. Offered roadmap



The roadmap of stakeholders analysis. Source: author's vision

of the stakeholder analysis is shown in Figure.

The implementation of the proposed architectonic of project analysis through stakeholder analysis, will facilitate the simplification of picking a strategy for relations with stakeholders and create the necessary information support to monitor the coherence of relationships with stakeholders throughout the life cycle of the project.

**Conclusions**

According to the results of the study, Ukraine's integration into the European and world business space requires the adaptation of domestic realities to European rules of management, and implementation of the basic principles of business activity in the practice of Ukrainian entrepreneurship. In order to fulfill this requirements, it is advisable to modify the architectonics of the project analysis by deepening it through the stakeholders analysis of projects.

The implementation of the proposals for architectonics of project analysis modification through stakeholder analysis will facilitate the simplification of picking a strategy for relations with stakeholders and create the necessary information support to monitor the coherence of relationships with stakeholders throughout the life cycle of the project.

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## МОДИФІКАЦІЯ АРХІТЕКТОНІКИ ПРОЕКТНОГО АНАЛІЗУ ЗА НОВІТНІМИ ЄВРОПЕЙСЬКИМИ ПІДХОДАМИ

Левченко Н.М., Бобко Н.А.

У статті констатовано, що інтеграція України до європейського та світового бізнес-простору вимагає на адаптацію вітчизняних реалій до європейських правил господарювання та імплементацію основоположних принципів діяльності в практику українського підприємництва. Акцентовано на потребі прийняття рішень за проектами за ціннісно-орієнтованим підходом (за цінністю для стейкхолдерів). Розглянуто трактування поняття «стейкхолдери» у вузькому та широкому сенсі. Вивчено трактування поняття «стейкхолдери» за міжнародними стандартами AA1000SES та ISO 26000:2010. Наголошено на недостатності в проектному аналізі розробок теоретичних положень з ідентифікації зацікавлених сторін і методології вивчення збалансованості їх інтересів/вимог, можливості та бажання впливу на успішність реалізації проекту. Доведено потребу модифікації архітекtonіки проектного аналізу шляхом доповнення таким етапом, як стейкхолдер-аналіз. Розкрито змістовну складову стейкхолдер-аналізу. Розглянуто арсенал інструментів ідентифікації та оцінювання збалансованості інтересів/впливу стейкхолдерів, що використовуються в процесі стейкхолдер-аналізу. Запропоновано авторську розробку Дорожньої карти стейкхолдер-аналізу. Доведено, що запровадження на практиці запропонованої Дорожньої карти стейкхолдер-аналізу сприятиме спрощенню вибору стратегії взаємовідносин зі стейкхолдерами та створенню необхідного інформаційного забезпечення для моніторингу узгодженості відносин зі стейкхолдерами протягом всього життєвого циклу проекту.

**Ключові слова:** проект, життєвий цикл проекту, проектний аналіз, стейкхолдери, стейкхолдер-аналіз, дорожня карта стейкхолдер-аналізу

## МОДИФИКАЦИЯ АРХИТЕКТОНИКИ ПРОЕКТНОГО АНАЛИЗА С УЧЕТОМ НОВЕЙШИХ ЕВРОПЕЙСКИХ ПОДХОДОВ

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В статье подчеркнуто, что интеграция Украины в европейское и мировое бизнес-пространство требует адаптации отечественных реалий к европейским правилам хозяйствования и имплементации основных принципов деятельности в практику украинского предпринимательства. Акцентируется внимание на необходимости принятия проектных решений согласно ценностно-ориентированного подхода. Рассмотрены варианты трактовки содержания понятия «стейкхолдери» в узком и широком смысле. Изучены трактовки понятия «стейкхолдери» согласно международных стандартов AA1000SES и ISO 26000:2010. Подчеркнуты недостатки в методике проектного анализа относительно разработок теоретических положений в части идентификации заинтересованных сторон и методологии изучения сбалансированности их интересов/требований, возможности и желания влиять на успешность реализации проекта. Доказано потребность в модификации архитектуры проектного анализа путем дополнения таким этапом, как стейкхолдер-анализ. Раскрыто содержательную составляющую стейкхолдер-анализа. Рассмотрен арсенал инструментов идентификации и оценки сбалансированности интересов/влияния стейкхолдеров, используемых в процессе стейкхолдер-анализа. Предложена авторская разработка Дорожной карты стейкхолдер-анализа. Доказано, что применение на практике предложенной Дорожной карты стейкхолдер-анализа будет способствовать упрощению выбора стратегии взаимоотношений со стейкхолдерами и созданию необходимого информационного обеспечения для мониторинга согласованности отношений со стейкхолдерами на протяжении всего жизненного цикла проекта.

**Ключевые слова:** проект, жизненный цикл проекта, проектный анализ, стейкхолдери, стейкхолдер-анализ, дорожная карта стейкхолдер-анализа.

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