

START MARKETING YOUR PROJECT; THE RELATIONSHIPS OF MARKETING BY THE PROJECT WITH STAKEHOLDER ENGAGEMENT AND PROJECT SUCCESS

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Abstract: Marketing BY the project is a relatively new topic in project management theory. The problem is that because project professionals do not feel responsible to perform this type of project marketing, stakeholder engagement is not performed to its maximum capability, which leads to less successful projects. This research found seven dimensions (awareness, eco system, feeling heard, involvement, perception, positivity, project goal), which were used to infer and explore the relationships of Marketing BY the project with stakeholder engagement and with project success. Project professionals can expect to improve on stakeholder engagement and increase their chance of achieving project success by performing Marketing BY the project. Researchers are enabled to continue research on the topic of Marketing BY the project and to use the seven dimensions to further explore the topics of stakeholder engagement and project success.

1. INTRODUCTION

Project marketing done by the project (Turner & Lecoivre, 2017) is a relatively uncharted topic in literature. While the discussion around the topic of project marketing started with "pioneering articles" (Cova, Mazet & Salle, 1996) by Friedman (1956) and Vickrey (1961), it wasn't until the early 2000s before the topic of project marketing was combined with the topic of project management. (Cova & Salle, 2005; Blomquist & Wilson, 2007; Tikkanen, Kujana & Arto, 2006; Lecoivre-Soudain, Deshayes & Tikkanen, 2009; Jalkala, Cova, Salle & Salminen, 2010; Golob, Bastič, & Pšunder, 2013) However, at the IPMA World Congress in 2016, Obradović, Kostića and Mitrovića (2016) still asked the question whether we are missing marketing management in project management.

Currently project professionals do not feel responsible to perform project marketing as part of their project management activities. (Patel, 2012; Turner & Lecoivre, 2017) This is due to the lack of development on the topic of project Marketing BY the project. It remains absent from project management standards and training, as well as from both scientific and professional discussions around project management in general. This leads to project professionals who are not made aware of this topic, why they should start to perform project marketing as part of their projects and what results they may expect. Without performing this type of project marketing, project professionals are missing out on opportunities to improve on stakeholder engagement. Since stakeholder satisfaction is linked to the success of the project (Albert, Balve & Spang, 2017), project professionals

not performing project marketing as part of their project are also missing out on opportunities to improve their chance of reaching project success.

The objective of the study reported in this paper is to address this problem by providing a conceptual model which illustrates several insights into the relationships of Marketing BY the project with stakeholder engagement and project success. The research question is formulated as: What are the perceptions of project professionals on the relationships of Marketing BY the project with stakeholder engagement and with project success?

The contribution the paper makes is that it provides insights into how project professionals may expect to improve on stakeholder engagement and increase their chance of achieving project success by performing project marketing as part of their projects. This paper also allows the topic of this type of project marketing to evolve, providing a basis for researchers to continue exploring this topic. At the same time, this paper contributes to the topics of stakeholder engagement and project success, by providing new angles in the form of dimensions which can be used to further explore these topics.

The paper is structured as follows: Section 2 describes the main concepts of this research. Section 3 describes how the research was prepared and which methods were used. The result of the research can be found in section 4. In this section the relationships are explored using the dimensions found during the field work of this research. The conceptual model, which was created as a result of this research, is also illustrated in this section. The conclusion based on the research result is discussed in section 5. In this section the research limitations as well as several recommendations are provided for project management practice and for future research are provided.

2 LITERATURE

In this paragraph, the main variables of the study, Marketing BY the project, stakeholder engagement and project success are discussed, followed by an exploration of what the literature shows about their relationships.

2.1 Marketing BY the project

The first main variable of the study reported in this paper is Marketing BY the project, which is a subset of project marketing. Project marketing is a form of marketing which focuses on projects (Artto & Wikström, 2005; Tikkanen, Kujala & Artto, 2006; Jalkala et al., 2010). Marketing itself is defined as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." (American Marketing Association, 2013) Successful marketing is defined by Pinto and Colvin (1992) as "...having the right product at the right price at the right place (time) with the right promotion and...the rightness of the elements is determined by the customer." Turner and Lecoeuvre (2017) defined three types of project marketing based on the three domains of project organising (Winch, 2013): Marketing OF the project, Marketing FOR the project and Marketing BY the project.

Project marketing in the traditional sense is marketing done by project-based firms to win contracts for projects. This is project marketing done from the "Project-based firms domain" (Winch, 2013). Turner and Lecoeuvre (2017) label this type of project marketing as "Marketing FOR the project". Another form of project marketing is "Marketing OF the project" (Turner & Lecoeuvre, 2017), which is project marketing done from the "Owners & Operators domain" (Winch, 2013). The problem statement of this paper concerns the third type of project marketing, labelled by Turner and Lecoeuvre (2017) as "Marketing BY the project". This is marketing done from the "Projects & Programmes domain" (Winch, 2013) in order to increase the support for the project and the collaboration with its stakeholders.

Where the other types of project marketing are mainly performed before the start of the project, Marketing BY the project starts with the initiation of the project and ends with the completion of the project (Turner & Lecoeuvre, 2017). Where the responsibility of the other two types of project marketing lies outside of the project organization, Marketing BY the project is the responsibility of the project organization, including the project manager and the project team. (Turner & Lecoeuvre, 2017)

Marketing can be operationalized using the 4Ps of marketing: Product, Price, Promotion and Place of Sale.

(Pinto & Slevin, 1992; Turner & Lecoeuvre, 2017) In Marketing BY the project, the Product is the perceived benefit of the stakeholder and how they value this benefit. The Price is the commitment of the stakeholder, as well as their time and energy spent on the project. For stakeholders who are not directly involved with the project, the Price could be the perceived benefits or (dis)advantages of the execution and/or result of the project. Promotion comes in the form of convincing stakeholders their efforts are worthwhile and that they themselves can enjoy the benefits of their work. The Place of sale in this case is there where the stakeholder experiences the impact of the project.

Next to the four "P's" described above, the domain of marketing offers several other insights that can be operationalized for Marketing BY the project. For example, Eskerod and Jepsen (2013) offer tactics and tools for stakeholder engagement based on the theory of marketing communications. They show that in order to create and maintain relationships with the stakeholders, as well as to identify key stakeholders and identify where the value for the stakeholders may lie, the Customer Relationship Portfolio approach (Tikkanen et al., 2006) can be used. This allows for the concept of "elusiveness" (Tikkanen et al., 2006) of customers or stakeholders to be used. Since the Customer relationship portfolio is the most important in the Four Portfolio Framework (Tikkanen et al., 2006), the focus of Marketing BY the project should lie on the long-term stakeholder relationship, by focusing on "super-references" (Jalkala et al., 2010) as well as building and maintaining the reputation of the project, which is an important part of project marketing in general. (Blomquist & Wilson, 2007)

2.2 Stakeholder engagement

The second main variable of the study is stakeholder engagement. Stakeholder engagement is a combination of two fundamental concepts in management and marketing. (Loureiro, Romero and Bilro, 2020) The term 'stakeholder' relates to stakeholder theory. (Freeman, 1984; Kazadi, Lievens & Mahr, 2016; Loureiro et al., 2020). Stakeholder theory is based on the viewpoint that the reason for an organizations' existence is to create value for its stakeholders. (Frow & Payne, 2011; Ind, Iglesias & Schultz, 2013; Zhang, Jiang, Shabbir, & Du, 2015; Voyer, Kastanakis & Rhode, 2017; Loureiro et al., 2020). ISO 21500 (2012)

defines a stakeholder as "...an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project". The term 'engagement' comes from studies around co-creation, interactions, development of solutions and exchanges of services (Mollen & Wilson, 2010; Brodie, Hollebeek, Jurić & Ilić, 2011; Kumar & Pansari, 2016; Loureiro et al., 2020).

Stakeholder engagement is about creating value and trust and achieving long-term relationships (Athanasopoulou, 2009; Shams, 2015; Shams, 2016; Beckers, van Doorn, & Verhoef, 2018, Loureiro et al., 2020). In the project management lifecycle, it's the ongoing process of finding, coming into contact and staying in touch with the stakeholders of the project, as well as having these stakeholders work together towards the project outcome. (IPMA, 2015; PMI, 2017) Stakeholders should not be treated as a homogeneous group. (Ackerman and Eden, 2011) It should be investigated and understood who the stakeholders are in order to be able to effectively deal with them. (Eskerod & Jepsen, 2013) Instead of performing management of the stakeholder, a project manager should be performing management for the stakeholder. (Eskerod & Huemann, 2013) The term "stakeholder engagement" is used to define management for the stakeholder. (Huemann, Eskerod & Ringhofer, 2016) With management for the stakeholder, stakeholders transcend the role of being seen as project resources that have to be managed. They are being recognized for having their own value (Huemann & Zuchi, 2014) and their combined interests should be addressed as part of achieving the project goal. (Silvius and Schipper, 2019)

2.3 Project success

The third main concept of this research is project success. In the literature, project success is often broken down into two components: project success factors and project success criteria. (Morris & Hough, 1987; Wateridge, 1998; Turner, 1999; Müller & Jugdev, 2012) Project success factors are independent variables that increase the chance for the project to achieve success. Shaul and Tauber (2012) propose the use of Critical Success Factors and provide 15 categories to increase the chance of the project being successful. Project success criteria are dependant variables

that can be used to measure the success (or failure) of a project. Pinto and Slevin (1987) created a list of success criteria which today is still seen as the best-known list to use to measure project success. Adinyira, Botchway and Kwofie (2012) take the viewpoint that measurable success criteria need to be defined at the start of the project, so that the success of the project can be objectively measured during project closure. However, the literature does not provide a common definition on when a project is successful or which elements do or do not contribute to project success (Davis, 2014; Albert et al., 2017).

Davis (2015) identified a gap in the literature concerning the perception of project success. McLeod, Doolin and MacDonell (2012) asserted a difference in the perception of stakeholders of the success of the project, where one stakeholder could perceive a project to be successful whereas another stakeholder could perceive the project to be a failure. Davis (2015) links this finding to Turner and Zolin (2012), who found that over time the importance of success criteria changes for stakeholders, which could be different from one stakeholder to the other. Müller and Jugdev (2012) came to a similar conclusion, discarded the hard criteria for project success and defined project success as purely a matter of perception. While there is no method to appropriately measure the perception of the success of the project (Davis, 2015), in this paper, we take the viewpoint of Müller and Jugdev (2012) on project success.

2.4 Inter-relationships

There is no mention in the current scientific literature of the existence of a relationship between Marketing BY the project and stakeholder engagement or of a relationship between Marketing BY the project and project success. This is not unexpected, since there is only one article found which uses the term Marketing BY the project. However, several indicators for the existence of these relationships were found. On the relationship between Marketing BY the project and stakeholder engagement there is an ongoing discussion whether Marketing BY the project is part of stakeholder engagement or if it is a separate topic. Turner and Lecoeuvre (2017) define this form of project marketing to be part of stakeholder engagement. Huemann and Zuchi (2014) and Huemann et al. (2016) however, define project

marketing as a separate topic. In this paper we choose the latter viewpoint, approaching Marketing BY the project as a separate entity in the project lifecycle.

On the relationship between Marketing BY the project and project success, the consideration of the combination of upstream and downstream logics (Jalkala et al., 2010) as part of performing Marketing BY the project can be seen as an indicator for the existence of this relationship. The upstream is about involving stakeholders at an early stage of the project to define their requirements. The downstream is about the period after the project, where the delivered products are exploited and maintained. The combination of these logics increases the focus to work together with stakeholders at an earlier stage of the project, not only to define their requirements and to show them the results, but also to work together with them on a vision of the situation after the project has finished. This earlier involvement of stakeholders has been discussed as a factor of project success. (Morris & Hough, 1987; Miller & Lessard; 2001, Meier, 2008; Jalkala et al. 2010) The earlier involvement of stakeholders leads to the co-creation of value, which is seen as a powerful tool to be used from the Projects & Programmes domain (Winch, 2013). It also aligns with Blomquist and Wilson (2007), who advise taking the transition of the project into account while planning the project. This co-creation can be used to deal with resistance, to solve problems in collaboration with the stakeholders and to create outcomes that are beneficial for both stakeholders and the project team. (Lusch et al., 2007; Aarikka-Stenroos & Jaakkola, 2012; Cova & Salle, 2011; Martinsuo, Sariola and Vuorinen, 2017, Turner & Lecoeuvre, 2017) The consideration of the upstream and downstream logics by Marketing BY the project, which empowers the co-creation with stakeholders, can therefore become a fundamental project success factor.

3 METHODOLOGY

The goal of the field work of this research was to create a conceptual model based on phenomena seen in the field. In similar research, Blomquist and Wilson (2007) suggest creating an understanding of these phenomena based on the viewpoints of multiple research participants by using an intensive, focused, qualitative method.

3.1 Research design

An inductive approach and a qualitative research strategy with an interpretivism epistemological orientation and a constructionism ontological orientation were chosen for this research. The research has been conducted according to the process shown in Figure 1. A literature review was started to find answers to the research question. The empirical part of the study followed an explorative approach, based on in-

depth interviews with project professionals with experience with Marketing BY the project located in The Netherlands. The samples found by using a purposive sampling approach are specified in Table 1.

The purposive sampling approach requires theoretical sampling, which is an iterative approach until theoretical saturation is reached. The iterative approach used for this research is visualized in Figure 2.

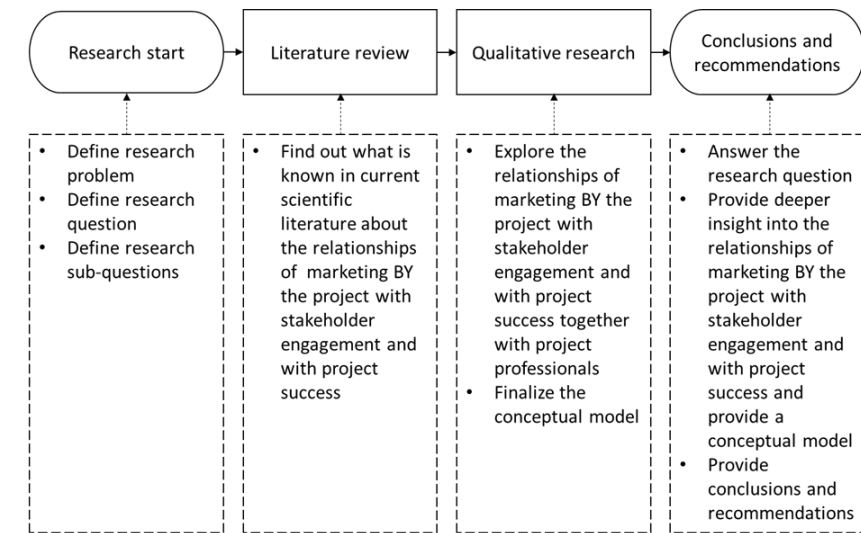


Figure 1: The research process

Participant number	Age bracket	Sex	Province	Country	Main job function	Type of projects managed
A	50 - 60	M	South Holland	The Netherlands	Project/Program manager	Strategic projects and programs
B	30 - 40	F	Utrecht	The Netherlands	Project manager	Urban planning project
C	40 - 50	M	North Holland	The Netherlands	Project manager	IT Projects
D	40 - 50	F	North Brabant	The Netherlands	Project manager	Construction projects
E	40 - 50	F	North Holland	The Netherlands	Project manager	IT Projects
F	40 - 50	F	Utrecht	The Netherlands	Project manager	Various projects (HR, Marketing, Financial, IT)
G	40 - 50	M	South Holland	The Netherlands	Project/Program manager	Strategic IT projects/programs

Table 1: Description of each research participant

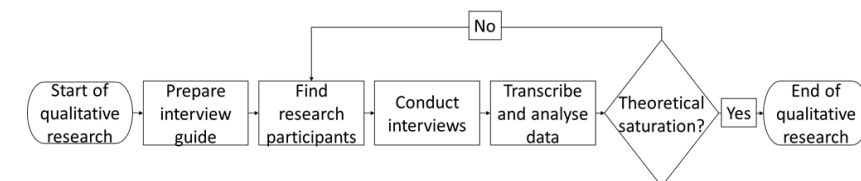


Figure 2: Iterative approach to the qualitative research

3.2 Research method

To gather as much data as possible, semi-structured interviews were conducted using the interview guide (Bryman & Bell, 2015) in **Table 2** to ensure the data from the interviews was still comparable. The interview guide was divided into five main sections. The in-depth questions for each section were derived from the research question, the other questions were based on suggestions of Kvale (1996), Bryman and Bell (2015) and Rorije and Brolsma (2017). The interviews were scheduled to be performed in person. However, due to the COVID-19 pandemic, after the first three interviews the rest of the interviews could no longer be physically performed in person. Instead, the research participants were asked for their consent to move forward with the interviews using an online videoconferencing tool. The lack of physical presence and the missing of body language due to the camera only capturing the head of the research participant instead of the full body were found to be the main differences with face-to-face interviews. It is expected that this did not have a noticeable effect on the research outcome.

3.3 Data analysis

The interviews provided several hours' worth of data. Bryman & Bell (2015) suggest transcribing the interviews to manage the data. The software program Express Scribe was used to transcribe the interviews. An intelligent transcription was chosen as it was found to be sufficient for the purposes of this research. After the initial transcription, the transcripts were anonymized in accordance with the ethical principles of the research. After transcription, the software program Atlas.ti was used to code and analyse the data using thematic analysis. **Figure 3** shows the process used to transcribe, code and analyse the data. Coding was done based on the sub-questions to the research question. With each iteration, the researcher added additional codes. In total 442 quotations were made and over 100 codes were defined. Each code and its accompanying quotation were then examined to remove duplicates. All codes which were not connected to Marketing BY the project were removed. The remaining codes were visualized in a network diagram, where the variable Marketing BY the project was placed on

Section	Question number	Question
Preparation	1	Mutual introduction
	2	Research goals and interview goals
	3	Ask if the interview can be recorded
	4	Length of the interview
	5	Anonymity
	6	How reporting will be done, expected effects of the reporting, what it does not deliver
Opening	7	What kind of projects do you manage?
	8	What do you think the term "Marketing BY the project" means?
	9	What do you think the term "project success" means?
	10	What do you think the term "stakeholder engagement" means?
	11	Did you perform Marketing BY the project for any of your projects?
	12	When did you first start doing Marketing BY the project?
	13	How did you get the idea to start doing Marketing BY the project, if it is not part of the standard training material provided to project managers?
In-depth questions	14	Focus on one project where you did Marketing BY the project.
	14a	Can you describe this project?
	14b	Why did you choose to perform Marketing BY the project?
	14c	How did you perform Marketing BY the project?
	14d	What did you do (newsletter, posters, etc.)?
	14e	What was the result of you performing Marketing BY the project?
	14f	How did Marketing BY the project affect the stakeholder engagement process?
	14g	How was the success of the project affected by Marketing BY the project?
15	In general, what is your perception on the relationship between Marketing BY the project and stakeholder engagement?	
16	In general, what is your perception on the relationship between Marketing BY the project and project success?	
'Doorknob' question	17	Which question did you expect to be asked, but was not asked?
Closing	18	Have I forgotten anything else to ask?
	19	Do you have questions for me?
	20	Can I contact you if I have any further questions?

Table 2: Interview guide

the left side of the diagram and the variables stakeholder engagement and project success on the right side of the diagram, in accordance with the sinistrodextral writing system in the country of origin of the researcher. This visualization emphasized the perspective of the research, taking a viewpoint from Marketing BY the project towards stakeholder engagement and project success. The network diagram showed codes that were linked to Marketing BY the project, stakeholder engagement and project success. The codes which were linked to Marketing BY the project and stakeholder engagement were interpreted as dimensions to explore the relationship of Marketing BY the project with stakeholder engagement. Likewise, the codes which were linked to Marketing BY the project and project success were interpreted as dimensions to explore the relationship of Marketing BY the project with project success. Each dimension was given a short description by the researcher based on quotations associated with the respective codes, to ensure the correct interpretation of each dimension was used when exploring each relationship. Using this short description each transcript was re-read to verify how many research participants brought forward each dimension, as this would improve the credibility of the findings. The results were recorded in a "data rectangle" (Bryman and Bell, 2015).

With this step the qualitative research was concluded. The seven dimensions found during the data analyses step were found during the first iterations, up to and including the fifth interview. The sixth and seventh interview did not provide additional dimensions for the relationships for this research. We found that for the purpose of this research, which is to provide deeper insight into the relationships of Marketing BY the project with stakeholder engagement and with project success, theoretical saturation (Strauss & Corbin, 1998) had been reached. It was considered that there is a limited number of project professionals in The Netherlands who are aware that they perform Marketing BY the project and that the last two interviews did not yield any new insights into these. This concluded the field work of the research.

4 FINDINGS

Seven research participants were interviewed about their perception on the relationship of Marketing BY the project with stakeholder engagement and on the relationship of Marketing BY the project with project success. The interviews were transcribed, and the transcriptions were analysed and coded. The initial list of codes was optimized using an iterative approach. The resulting network diagram in **Figure 4** shows the seven codes which were found in the data analysis step.

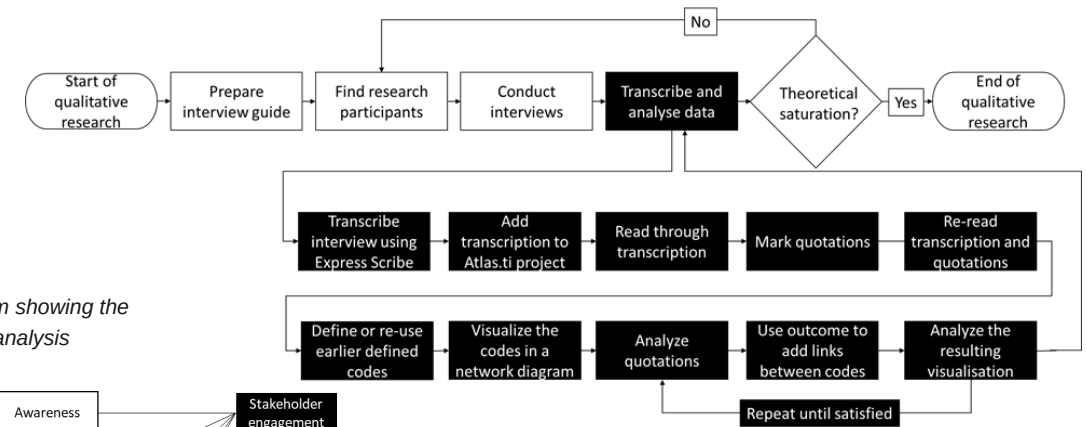
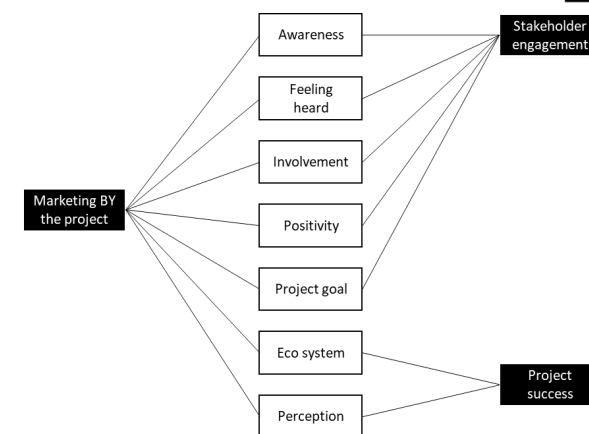


Figure 3: Process used to transcribe, code and analyse the data

Figure 4: Network diagram showing the codes found during data analysis



We interpreted the codes which were connected to both Marketing BY the project and stakeholder engagement as dimensions that could be used to explore the relationship between Marketing BY the project and stakeholder engagement. In turn, the codes connected to both Marketing BY the project and project success were interpreted as dimensions that could be used to explore the relationship between Marketing BY the project and project success.

For the relationship of Marketing BY the project with stakeholder engagement, the dimensions of awareness, feeling heard, involvement, positivity and project goal were voiced by all or nearly all of the research participants. For the relationship between Marketing BY the project and project success, the observations around eco system and perception were voiced by all of the research participants. In the following sections, these dimensions will be used to further explore these relationships.

4.1 Relationship of Marketing BY the project with stakeholder engagement

Using the dimensions found during the field work of this research we can infer the existence of a relationship between Marketing BY the project and stakeholder engagement. In the following sections, each dimension is used to explore this relationship.

4.1.1 Awareness

IPMA (2015) states that gaining awareness is an important aspect in starting projects and programs. Organizations usually have many projects going on at the same time, sometimes even hundreds or thousands of projects. Without Marketing BY the project, stakeholders tend to forget a project exists or at least forget why the project is being carried out. By performing Marketing BY the project, the stakeholders will be friendly reminded that the project is there, that it still needs to happen and what the project aims to achieve.

Where the stakeholder engagement process mainly focuses on engaging stakeholders from within the project, the awareness that Marketing BY the project ensures works the other way around. It keeps stakeholders engaged with the project from the outside in. Several examples were found of departments and other parts within organisations which actively sought engagement with the project in response to

the marketing efforts performed, instead of waiting until the project reached out to them through the stakeholder engagement process. Marketing BY the project creates and sustains awareness among the stakeholders, while the stakeholder engagement process benefits from the outside in engagement now initiated by the stakeholders themselves.

4.1.2 Feeling heard

When stakeholders provide feedback, they usually receive a message in which they are thanked for their feedback. They then have to wait until the project is completed or when it delivers an intermediate product, to see if and what has been done with their feedback. By incorporating this feedback into the activities done by Marketing BY the project, the project can show the stakeholders that their feedback is actually being put to work. This makes the stakeholders feel heard, which in turn improves the engagement with the stakeholders.

4.1.3 Involvement

While in the current literature there is already a basis that Marketing BY the project improves the commitment of stakeholders, involvement goes a step further. Instead of the project asking for commitment, improving involvement makes stakeholders actively seek out the project and ask what they can do to help. This brings to mind the famous words of John. F. Kennedy (1961): "Ask not what your country can do for you – ask what you can do for your country".

Marketing BY the project broadcasts messages to the eco system. Through these messages, stakeholders are confronted with the project more often and in a positive manner. These messages provide meaning to your project, which makes people want to become involved. (Van Uden, 2019) Because of these messages, stakeholders are also recognized for their participation in the project. Other people will notice these messages and then recognize their colleagues who work on this project. They will start to ask questions about the project to these stakeholders, which further increases their involvement.

The stakeholder engagement process benefits from this increased involvement because it also increases the engagement with the stakeholders. The more stakeholders are involved, the more co-creation of value with the

stakeholders takes place. This co-creation leads to problems being solved together with the stakeholders and to outcomes that are beneficial for both the stakeholders and the project team. (Lusch et al., 2007; Aarikka-Stenroos & Jaakkola, 2012; Cova & Salle, 2011; Martinsuo et al., 2017, Turner & Lecoeuvre, 2017)

4.1.4 Positivity

Several examples were found where Marketing BY the project improved the positivity within a project. The stakeholder engagement process benefits from this positivity as it is easier to engage with stakeholders who have a positive attitude than those with a negative attitude (Huemann et al., 2016).

Positivity is about energy and the willingness of people to make something of the project. When positivity is enforced throughout the project, the negative parts of the project are experienced to be less cumbersome. This makes it easier to resolve matters and move forward, which improves the engagement with stakeholders.

4.1.5 Project goal

Marketing BY the project ensures that the project goal is kept top of mind of the stakeholders. By employing Marketing BY the project, stakeholders are actively reminded what the project is about and that it still needs to happen. While having stakeholders keep your project in mind and thinking about it is actually part of the stakeholder engagement process (IPMA, 2015; PMI, 2017), in practice this is difficult to do. From the stakeholder engagement process, the project is limited to status reports and other communication directly targeted to the identified stakeholders. Marketing BY the project can be an addition to or take over this role from the stakeholder engagement process because it sends a different message. The messages sent by Marketing BY the project are broadcasted to the entire eco system instead of being targeted to certain stakeholders or stakeholder groups. Especially for projects which do not sell themselves, such as the replacement of part of an IT infrastructure, this as an important benefit of performing Marketing BY the project. These are projects where stakeholders must spend time on outside of their regular work and for which they do not receive an immediate benefit. During the project, the stakeholder only sees the effort he or she has to invest in it

without experiencing an improvement in their daily work. Marketing BY the project can sell this kind of project to the stakeholders to gain their much-needed participation, while the same time enabling the stakeholders to keep top of mind why they should work on this project, that the project is still there and that it still needs to happen. This is especially useful for long running projects, spanning months or even years, ensuring the stakeholders keep the project goal in mind, not only the effort they have to invest. This will make reaching the project goal to be perceived as being less cumbersome, which improves the engagement with the stakeholders.

4.2 Relationship of Marketing BY the project with project success

Two dimensions were found which can be used to infer the existence of the relationship between Marketing BY the project and project success. In the followings sections, each dimension is used to explore this relationship.

4.2.1 Eco system

Marketing BY the project increases the chance of project success by targeting the eco system, also known as the "milieu" (Crevoisier, 1993). The eco system consists of all people within a territory. (Cova et al., 1996) This could be people within a company, but for example also people living near a neighbourhood where a construction project is happening. This means that with Marketing BY the project, all people in the eco system are targeted, regardless of whether they are an identified stakeholder, an unidentified stakeholder or a non-stakeholder. This is an important aspect that sets Marketing BY the project apart from stakeholder engagement since stakeholder engagement can only target identified stakeholders. This distinction will be further discussed in section 5.

Analysing the eco system is an integral part of Marketing BY the project because the broadcasted messages reach a broader audience than with other communication done by the project. Therefore, the project needs to think about who could receive the message and what the consequences would be, before sending out the message. It needs to analyse its eco system and find out what the right message would be for the eco system to understand its intent. While there is no standard way of analysing the eco system

(Jalkala et al., 2010), the analysis and understanding of the eco system are seen as an essential activity to achieve project success. (Cova & Salle, 2005; Skaates & Tikkanen, 2003, Blomquist & Wilson, 2007).

4.2.2 Perception

Marketing BY the project changes the perception of the success of the project for anyone in the eco system, regardless of whether these persons are identified stakeholders, unidentified stakeholders or non-stakeholders. This is in line with how Müller and Jugdev (2012) view project success. They describe project success to be “in the eye of the beholder”, meaning it is a matter of perception whether a project is successful or not. This is further iterated by Davis (2014) and Albert et al. (2017), who illustrates this with the Heathrow Terminal 5 project. While this project was a success in regard to the Critical Success Factors and the Iron Triangle, the public perceived the project to be a failure due to minor, but nonetheless inconvenient, issues after the project was completed. (Brady and Davies, 2009, 2010a, 2010b; Brady and Maylor, 2010; Savill and Millward, 2009). Marketing BY the project can change the perception of the success of the project during the project, but also after the project has been completed. People may remember the marketing done during the project or be confronted with certain artefacts, such as posters hanging on the wall, constantly changing the perception of anyone in the eco system.

4.3 Conceptual model

Using the findings of this research allowed us to create the conceptual model in Figure 5. Each of the two investigated relationships are shown with the dimensions used to explore that relationship. The relationships are shown with arrows pointing both ways. This is to show that due to the limitations of this research the causality of the variables cannot be proven. To show that the research takes the viewpoint from Marketing BY the project towards stakeholder engagement and project success, in the conceptual model the variable of Marketing BY the project has been placed on the left and the variables of stakeholder engagement and project success have been placed on the right. In section 5 this conceptual model will be used to answer the research question and to provide several recommendations.

4.4 Discussion

the marketing efforts performed, instead of waiting until the project reached out to them through the stakeholder engagement process. Marketing BY the project creates and sustains awareness among the stakeholders, while the stakeholder engagement process benefits from the outside in engagement now initiated by the stakeholders themselves.

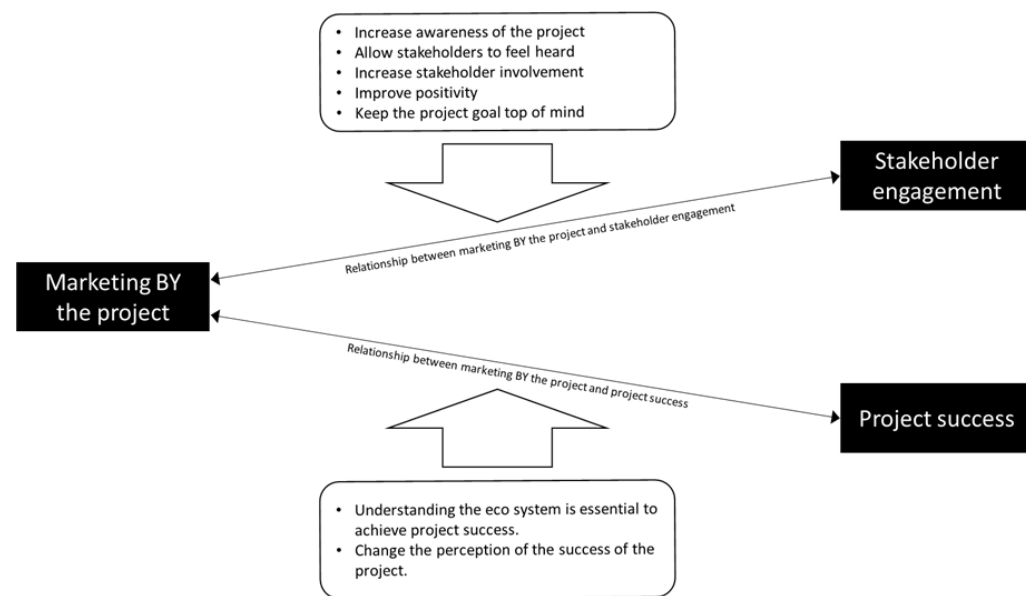


Figure 5: Finalized conceptual model

The conceptual model and the dimensions found during this study expand the project body of knowledge around the topics of Marketing BY the project, stakeholder engagement and project success. Especially the topic of Marketing BY the project benefits from this outcome, as it has been a relatively unexplored topic in current scientific literature. It fills part of the knowledge gap around this topic. By providing deeper insight into the relationships of Marketing BY the project, this topic can become an essential part of the project lifecycle, increasing the chance of project professionals to achieve project success and improving stakeholder engagement. The topic of stakeholder engagement also benefits from this research. This topic has become more popular over recent years. This research adds to the theory around stakeholder engagement by providing insight into how Marketing BY the project can improve finding and engaging stakeholders. This provides an opportunity for researchers to conduct further research, as well as provides project practitioners new insights to improve their stakeholder engagement. Many articles have been written on the topic of project success. While there is still an ongoing debate on what constitutes project success, this paper shows ways of increasing the chance to achieve project success as well as how to change the perception of project success. This may help the scientific community to move forward with the debate, as well as provide project professionals new insights in achieving project success.

A word of caution is appropriate. While Marketing BY the project can be a powerful vehicle towards improved stakeholder engagement and project success, it can also work the other way around, effectively decreasing stakeholder engagement, negatively impacting the perception of project success and decreasing the chance of achieving project success. Simply broadcasting positive marketing messages when the project is not doing well will change the perception people have of the project and its success in a negative way. To prevent this from happening, project professionals should start with analysing the eco system, which is an essential part of Marketing BY the project. They can then adapt the messages they broadcast accordingly, incorporating their sense of what is appropriate for that eco system.

without experiencing an improvement in their daily work. Marketing BY the project can sell this kind of project to the stakeholders to gain their much-needed participation, while the same time enabling the stakeholders to keep top of mind why they should work on this project, that the project is still there and that it still needs to happen. This is especially useful for long running projects, spanning months or even years, ensuring the stakeholders keep the project goal in mind, not only the effort they have to invest. This will make reaching the project goal to be perceived as being less cumbersome, which improves the engagement with the stakeholders.

5 CONCLUSION

This research was done to shine a light on the topic of Marketing BY the project by exploring the perceptions of project professionals on the relationships of Marketing BY the project with stakeholder engagement and with project success. This section presents the conclusions of this research as well as recommendations for project management practice and recommendations for further research.

5.1 Main concepts

This research consists of three main concepts: Marketing BY the project, stakeholder engagement and project success. This research takes a constructionism ontological orientation, which means that these three main concepts are in a state of constant flux. It is therefore important to record how these concepts were defined during this research.

Marketing BY the project is a process within the project lifecycle in which activities are performed to analyse the eco system and to sell or promote the project by targeting the eco system. While it shares many similarities with the stakeholder engagement process, the main difference is that Marketing BY the project targets the eco system, consisting of identified stakeholders, unidentified stakeholders and non-stakeholders, where stakeholder engagement is limited to targeting only the identified stakeholders.

Stakeholder engagement is defined as a process within the project lifecycle in which a stakeholder analysis is performed, after which the identified stakeholders are engaged. We have taken the viewpoint of seeing stakeholder engagement as management for the stakeholders. (Huemann & Zuchi, 2014; PMI, 2017)

For project success there is no common definition on when a project is successful or which elements do or do not contribute to project success. (Davis, 2014; Albert et al., 2017) We have taken the viewpoint that project success is a matter of perception. (Müller and Jugdev, 2012)

5.2 Relationships of Marketing BY the project

The conceptual model in Figure 5 shows two relationships which have been based on the outcome of this research. The first relationship is the relationship between Marketing BY the project and stakeholder engagement. In the perception of project professionals, Marketing BY the project improves stakeholder engagement by increasing the awareness of the project, by allowing stakeholders to feel heard, by increasing stakeholder involvement, by improving positivity and by keeping the project goal in mind. The second relationship is the relationship between Marketing BY the project and project success. In the perception of project professionals, Marketing BY the project improves the chance of project success by understanding of the eco system and by changing the perception of the success of the project.

This leads to additional insights into the ongoing debate about whether Marketing BY the project is part of stakeholder engagement or if it is a separate entity. Turner and Lecoivre (2017) define this form of project marketing to be part of stakeholder engagement. Huemann & Zuchi (2014) and Huemann et al. (2016) however define project marketing as a separate topic. With the outcome of this research, we show that the main difference between the two is that stakeholder engagement focuses on identified stakeholders, whereas Marketing BY the project focuses on the entire eco system. With Marketing BY the project, communication is broadcasted. Apart from the target audience, anyone who is part of the eco system will be able to see the messages broadcasted by this type of project marketing. This leads to messages reaching people that through stakeholder engagement were not yet found. This could result in those people being brought into the fold and from there on carefully engaged through the stakeholder engagement process. Marketing BY the project can thus be seen as a separate process that provides input to the stakeholder engagement process by finding relevant stakeholders which should be engaged.

5.3 Recommendations for project management practices

Marketing BY the project can have several beneficial effects for project professionals. Project professionals incorporating Marketing BY the project into their projects can expect to improve on their stakeholder engagement. By increasing the awareness of the project among the stakeholders and improving their involvement, project professionals can expect more pro-active stakeholders on their projects. By improving positivity and making the stakeholders feel heard, they can further improve their engagement. Finally, by keeping the project goal top of mind of the stakeholders, project professionals can expect easier dealings with their stakeholders.

The improved stakeholder engagement could in itself lead to an increased chance of project success. By analysing the eco system, which is an integral part of Marketing BY the project, project professionals can expect to further increase their chance of achieving project success. Doing this enables them to achieve a better grasp of the environment in which their project is executed. They will also be able to change the perception of their projects' success, which can be more important than meeting hard success criteria, as shown in the Heathrow Terminal 5 project (Davis, 2015; Albert et al., 2017).

5.4 Recommendations for further research

There are several opportunities for further research. First of all, there is the opportunity to continue the exploration of the relationships set out in this research. By performing quantitative research, with or without a qualitative follow-up, the findings can be validated against a larger sampling size. This can increase the depth of the insights into these relationships. A secondary analysis of the data in the anonymized transcripts could be done to reaffirm the findings and to find out if there are other dimensions that can be used to explore the relationships between Marketing BY the project, stakeholder engagement and project success. Additional insights could be discovered by taking the alternate viewpoint, looking from stakeholder engagement or projects success towards Marketing BY the project.

The conceptual model provided by this research can be used to continue the exploration of the topic of Marketing BY the project and its relationships with other processes within the project lifecycle. Alternatively, this research could be repeated on a larger scale with a different sampling method. It would be interesting to find out if project professionals in other countries experience the same relationships and define the same dimensions. This could lead to further research opportunities where the impact of factors such as cultural differences on Marketing BY the project are further explored. With a larger sampling size, it could also be an opportunity to explore which marketing activities for marketing OF the project could be used for Marketing BY the project as well.

The dimensions found in this research could be used to further explore the topics of stakeholder engagement and project success. This is especially the case for the dimension of positivity, which has not been found in relation to project success in the current scientific literature.

5.5 Limitations

The choices for the research design led to several limitations. The findings of this research cannot be generalized due to the choice of a non-probability form of sampling. The literature review was limited to articles written in Dutch or English. The choice for the purposive sampling approach limits this research to only take the viewpoint of project professionals with experience with Marketing BY the project. This limitation risks a possible bias in favor of Marketing BY the project. Because of our own positive experiences with Marketing BY the project, this risk is further increased. To gather as much data as possible, semi-structured interviews were held. While an interview guide was used to make the interview results comparable, structured interviews would have increased the credibility of the findings.

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