

Stakeholder-Centric Lean Strategies: Improving Project Outcomes through Active Engagement and Value Creation ¹

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ABSTRACT

Inside a regenerative framework, stakeholder networks in the roundabout economy (CE) handle maintainable creation and utilization. Accordingly, an examination of stakeholder communications inside these organizations offers significant experiences into the prompt estimates that ventures should accept to advance more noteworthy congruity between human action and the climate. Regardless, the administration writing on CE doesn't give a reasonable insightful system to stakeholder support. To address this lack, we played out a thorough evaluation of the writing that included subjective substance examination of the board research on CE to unwind the complexities of stakeholder cooperations in CE. By considering the moral, key, and commonsense parts of stakeholder contribution in CE, we can observe specific targets, activities, and results. While even minded stakeholder commitment prevails in our example, the review shows that to exploit stakeholder relationship collaborations in CE, embracing moral and key stakeholder involvement is similarly critical. Our characterization of stakeholder association in CE offers scholastics and directors an outline and features the helpfulness of the stakeholder network rationale driving cooperative endeavors to address ecological worries like biodiversity misfortune and environmental change. In this thus, we add to the collection of information on the convergence of stakeholder commitment and CE the executives writing and give a structure to additional examination around here.

Keywords: *Stakeholder-Centric Lean Strategies, Project Outcomes, Active Engagement, Value Creation, Lean Principles, Stakeholder Management, Project Management, Collaboration, Communication Strategies, Stakeholder Identification*

INTRODUCTION

Basic people with a personal stake in the execution of a venture are stakeholders. They comprise of people or gatherings who are probably going to be impacted or possibly be

¹ How to cite this paper: Umasekar, V. K. (2023). Stakeholder-Centric Lean Strategies: Improving Project Outcomes through Active Engagement and Value Creation; *PM World Journal*, Vol. XIII, Issue I, January.

impacted by the consequences of the continuous drives (PMI, 2013). The primary accentuation of this examination was on midlevel stakeholders, who act as the vital clients of a coordinated administration framework (IMS) and its controlling strategies. Besides, they have the best potential to create and apply command over the organization's greatest net revenue. The obligation of mid-level stakeholders is to guarantee that development project arranging and execution are sufficiently directed. Mid-level stakeholders, which don't include the association's top administration or junior administration, bear significant obligation regarding project oversight, client collaboration, issue the board, and stewardship of the tasks' spending plan, timetable, security, and quality prerequisites. These stakeholders report to the association's high-level administration, which practices vital initiative. Moreover, they assume a urgent part in giving assistance to the improvement of yearly field-tested strategies, which act as guidelines for how associations work and relieve chances.

In a few administration texts, stakeholder contribution is viewed as a significant methodology for improving corporate cycles (Mitchell et al., 2020). Numerous chiefs likewise consider stakeholder commitment to be an even minded strategy for expecting and settling the numerous moral hardships that stakeholders experience over corporate administration (Cennamo et al., 2012). Albeit the idea of including stakeholders in the goal of these difficulties might be very charming to various chiefs, certain analysts fight that focusing on the goal of the information-based issues that support these difficulties — to be specific gamble, vagueness, intricacy, dubiousness, and vulnerability — through stakeholder commitment is fundamental if mid-level administrators are to defy them. It is a reality that the development area is frequently faced with the test of settling these five information-based issues through stakeholder-drove commitment and associations (Gareis et al., 2013).

The methodology and strategies illustrated by Warner (2019) with respect to the working of the stakeholder the executives structure are displayed in Figure 1. It portrays the four essential successive techniques important to oversee and manage the requirements of stakeholders all through the execution of an undertaking. This involves first recognizing and laying out the characters of the stakeholders. Then, at that point, explain and record the areas of the stakeholders inside the association in a register of stakeholders. Then, at that point, by means of an exhaustive examination in which their prerequisites are sorted, the concerns and assumptions for these stakeholders would be produced, while persistent stakeholder connections would be cultivated all through the commitment and arranging stages. This is to guarantee the assumptions for stakeholders are satisfied.

Executing a methodical way to deal with routinely screen and survey stakeholder connections will bring about superior task execution, expanded benefit, and upgraded client fulfillment. Figure 2 represents the recurrent cycle that portrays the methodologies and strategies that should be carried out for each interaction classification (Warner, 2019).

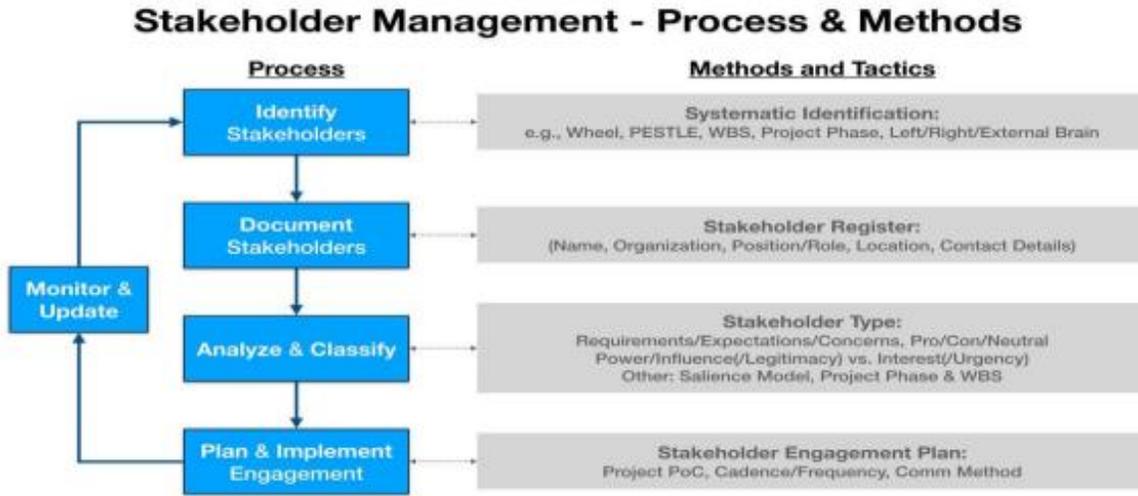


Figure 1: Stakeholder Management-Processes and Methods (Adapted from Warner, 2019)

Stakeholder-Centric Lean Strategies

Lean administration focused on stakeholders means a basic change in the manner associations work by focusing on stakeholders during the time spent settling on essential choices and upgrading functional cycles. Rather than traditional approaches that generally accentuate process enhancement and waste decrease, stakeholder-driven lean administration recognizes the diverse and essential commitment of numerous stakeholders in impacting the victory of the organization. This procedure focuses on cooperative endeavors and proactive contribution with stakeholders all through the entire worth chain, including providers as well as purchasers. By decisively interfacing lean standards with the assumptions and interests of stakeholders, organizations can possibly improve tasks and expand the age of significant worth overall. This approach advocates for a complete viewpoint on lean administration, perceiving the equivalent significance of human elements and functional methodology. Stakeholder-driven lean administration envelops something other than functional greatness; it involves developing persevering

through associations and supporting a culture of ceaseless improvement that lines up with the changed worries of people engaged with the success of the firm. On a very basic level, it implies a sweeping and socially cognizant construction for undertakings trying to flourish in the stakeholder-driven and connected business climate of the twenty-first 100 years.

WHY A STAKEHOLDER CENTRIC APPROACH IS NEEDED

Commitment of stakeholders is frequently viewed as pivotal for legitimizing the occasion we put together. Thus, as occasion coordinators, we should ask for whom we are laying out the occasion's authenticity. An agreement exists that veritable stakeholders are those associations, gatherings, and individuals who are partnered with the occasion and can impact or be impacted by its prosperity (Freeman, 1984). When applied to an occasion setting, Freeman's viewpoint of the stakeholder is that they have the ability to affect the occasion maker's capacity to achieve specific objectives, and the occasion maker might empower benefits for all gatherings by fruitful communication with these stakeholders. It is easy to perceive how certain stakeholders inside this gathering might encounter minimization; frequently, this would incorporate the constituents of the area. An examination by McKercher et al. (2006) uncovered that few implied vacationer locations neglected to draw in countless unfamiliar guests. Neighborhood participants contained by far most, truth be told. By basing plan decisions about the fascination on the viewpoint of vacationers as the chief stakeholder bunch, the experience of nearby guests is compromised because of the shortfall of a positive logical experience. Oftentimes neglected are the territory's constituent stakeholder gatherings, including organizations, residents, specialists, and vested parties, who can possibly advocate for and emphatically influence the occasion.

Dynamic support in a more extensive exhibit of stakeholders offers the occasion coordinator an opportunity to achieve key objectives, yet in addition moderate ominous outcomes. The cooperation between these immediate ties and different stakeholders has a far higher probability of delivering great monetary, social, social, and natural results for all stakeholders. Allow us to mull over a local area market arranged at Sharrowvale in Sheffield, which encourages joint efforts among the media, neighborhood associations, and magnanimous associations with the common point of coordinating a socially comprehensive event that effectively includes the different ethnic minorities living and working inside the territory. This four-way organization yields results that expand a lot of past the occasion's quick extension, yet rather have a huge effect and advantage the

participation overall. Going against the norm, inability to effectively incorporate stakeholders will compound the error between their expected and wanted results and the authoritative accomplishments of an endeavor (Friedman, et al., 2004). This dismissal for advantages not just thwarts the achievements of the current event, yet additionally lessens the probability of resulting coordinated efforts and, accordingly, the drawn out reasonability of occasions (Larson, 2004).

By successfully remembering stakeholders for a cycle that means to lay out an agreement between the host association and the stakeholders, occasions could possibly embrace a more stakeholder-driven approach and evade the purported "vote based hole" (Noland and Philips, 2010; Green and Houlihan, 2006). This happens when the cooperation of a more extensive scope of stakeholders is limited or canceled, bringing about the occasion being exclusively centered around the interests of powerful elements like government offices, significant financing associations, privately owned businesses, or corporate backers. The occasion coordinators of the bid to have the 2023 Asian Games had the option to lay out the prerequisites and wants of the important stakeholders and take part in significant participatory practices by means of a correspondence cycle started by the Hong Kong Government (allude to the contextual investigation gave beneath). This would be an opportunity for the stakeholders to rise the "participatory stepping stool" and foster a really captivating way to deal with the dynamic cycle to ensure that stakeholder values are all the more precisely addressed, as per Arnstein (1969). By embracing this strategy, future stakeholder commitment for occasion coordinators in Hong Kong could create higher delight, considering that their viewpoints and suppositions have truly affected direction, rather than simply being recognized and ignored.



Figure 2: The traditional view of stakeholders. Adapted from Sautter and Leisen (1999, 315)

Stakeholder Mapping and Building Relationships

As occasion coordinators, we ought to take a stab at responsibility for the occasions we produce, which incorporates advancing a more moral procedure for connecting with partners. Thus, it is invaluable to upset the conventional point of view and focus on the more extensive benefits that might be gotten from the exercises we arrange. As per Derry (2012), a change in partner commitment and planning towards a more prominent accentuation on the spot will encourage us to witness the occasion host and significant funders as "one of numerous partners whose prerequisites should be matched to streamline the social and ecological maintainability" (p.263) Allude to Figure

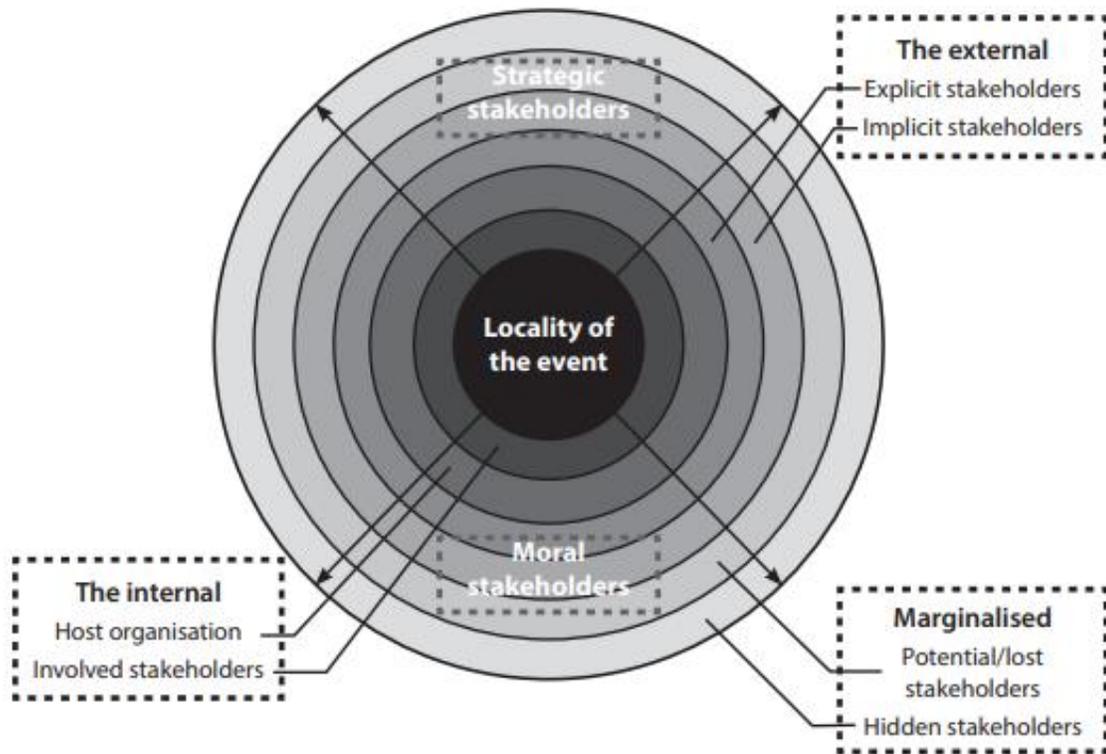


Figure 3: A stakeholder centric approach. Adapted from Getz et al (2007)

To represent the implications of this viewpoint, we will presently inspect the decisions made by Derby City Committee concerning the development of an original multipurpose office for recreation and occasions. In particular, we will look at the results that followed when the setting's area was not focused on in that frame of mind of drawing in partners.

METHODOLOGY

A. Single Case Study Approach

A solitary contextual investigation philosophy is utilized to arrange the precursors of partner cooperation in help frameworks in the ebb and flow research (for example Eisenhardt and Graebner, 2007; Siggelkow, 2007). The contextual analysis procedure uncovered the world according to the viewpoint of framework members (Swanborn, 2010), which mirrors the frameworks reasoning that supports this approach. Contextual investigation research works with an intuitive cycle that produces implications and examples and improves appreciation of noticed reality (Creswell, 2012; Guba and Lincoln,

1994). Moreover, the use of a contextual investigation procedure empowers a purposeful yet sincere assessment of genuine encounters (Miles et al., 2013). This approach likewise consolidates hypothetical developments that are implied in the basic cycles as they unfurl over the long haul (Swanborn, 2010; Symon and Cassell, 1999). (Siggelkow, 2007).

Table 1: Antecedents of stakeholder engagement in innovation at individual and inter organizational level

Dimension	Antecedent	Description	Examples
Cognitive Self-representation	Individual stakeholders	By participating in an innovation process, they may enhance their standing in the service ecosystem.	(e.g., Burt, 1992; Storbacka et al., 2016)
Cognitive Resource dependence	Individual stakeholders	Depend on the participation of other stakeholders to ensure their sustainability and contribute to the overall success of the service ecosystem.	(e.g., Håkansson and Snehota, 1989; Russo-Spena and Mele, 2012)
Cognitive Hierarchical level	Individual stakeholders	Engagement is predicated upon the size and formal structures of the entity occupying the hierarchical position within the service ecosystem.	(e.g., Cook and Emerson, 1978)
Emotional Friendship	Individual stakeholders	Solidarity among distinct stakeholders in the ecosystem, forged through shared experiences and histories, is correlated with active participation.	(e.g., Harrison et al., 1996)
Emotional Trust	Individual stakeholders	Emotional credibility serves as the foundation for	(e.g., Mayer et al., 1995;

		stakeholder engagement, which is sustained by the active participation of other parties in the innovation process.	Rousseau et al., 1998)
Behavioral Common goal	Individual stakeholders	Engagement in the innovation process is based on perceived purposeful behavior from other stakeholders toward a common goal.	(e.g., Mora-Valentin et al., 2004; Linnarson, 2005)
Behavioral Institutional arrangement	Individual stakeholders	The establishment of agreed regulations, standards, convictions, and values within the service ecosystem is the foundation of engagement.	(e.g., Koskela-Huotari and Vargo, 2016; Vargo and Lusch, 2016)

Leistungszentrum Elektroniksysteme (LZE) (www.lze.bayern/en) was chosen as an outrageous case in view of a hypothetical testing approach (Bryman and Chime, 2015). This choice was made in light of the open doors it introduced for in situ investigation of social communications in help frameworks, as recommended by Edvardsson et al. (2011) and Echeverri (2011), as well as unprecedented examination access (for example Siggelkow, 2007). (2017). LZE is a help framework intended to work with cooperative development (e.g., Baldwin and Von Hippel, 2011). Its essential goal is to lay out associations between college divisions, research organizations, and organizations (Fraunhofer IIS, Fraunhofer IISB, and FAU Erlangen-Nuremberg) fully intent on creating novel electrical designing advances. LZE, which was laid out in 2014 as an experimental run program for organized development among free teaming up elements, was chosen as an illustrative case because of its remarkable foundation as a help framework intended to work with cooperative advancement, as well as its supported straightforwardness and openness. Moreover, LZE was considered a relevant occasion because of ability to give clarifications related to the ongoing review request. Understanding the formal and casual design of the LZE administration framework across different units of three associations (a college and two exploration foundations) is conceivable through the investigation of

longitudinal information relating to the elements of partner commitment. These informations are promptly detectable and available inside their true settings. This contextual analysis offers important experiences into the variables that energize partner support in multidisciplinary cooperative advancement that rises above authoritative limits. It fills in as an imaginative illustration of partner commitment in real life.

DATA COLLECTION

The information was assembled through the accompanying strategies: thirty top-to-bottom, face-to-face meets with key witnesses from every one of the three partaking associations (see Fontana and James, 1994); perceptions of gatherings, introductions, and studios completed by two analysts; and auxiliary wellsprings of data including meeting conventions, inside records, and introductions. To find out the forerunners of partner contribution, key witnesses comprised of supervisors and laborers who effectively partake in the development cycle consistently (Marshall, 1996). The interviewee determination technique meant to incorporate delegates from all progressive and work experience levels, as well as partners from every single taking part staff and associations, and each association inside the LZE administration framework, to lay out a strong starting point for experimental examination (Eisenhardt and Graebner, 2007). Interviews with partners in consecutive request were led with the reason for completely catching each venture (allude to Figure 4). To catch shifts in the impression of partner support, interviews with individuals from the leader council were purposely booked over the length of information assortment.

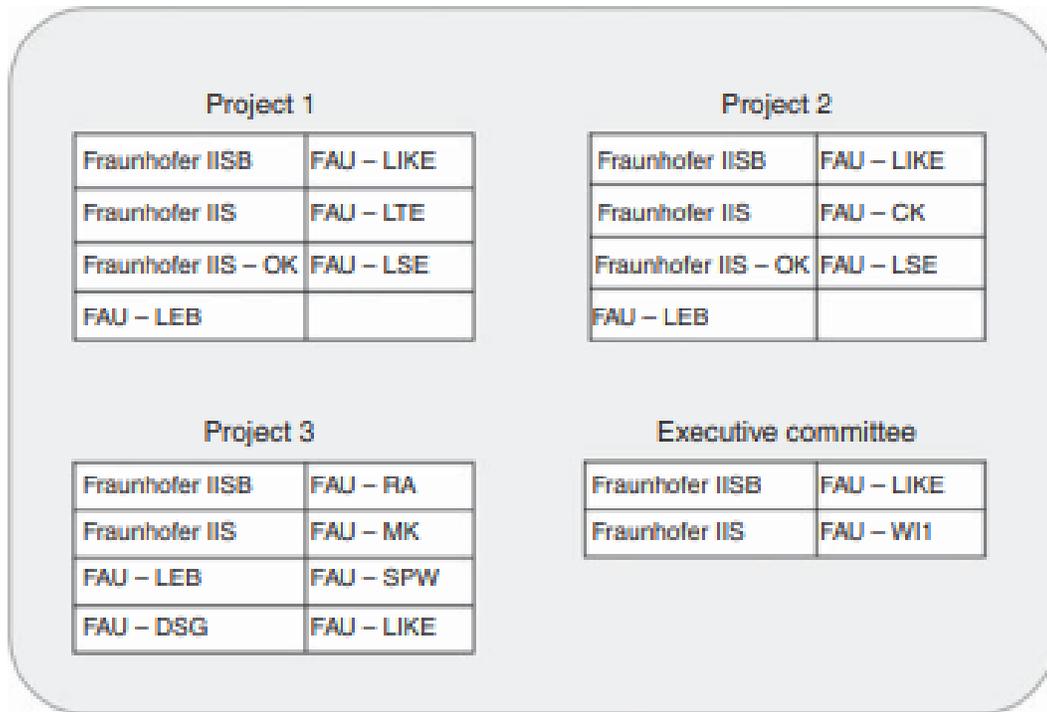


Figure 4. Collaborating units of LZE

The meetings were led as semi-organized discourses, as per a structure that permitted respondent contribution to be adaptable and interview course to be directed while fascinating new precursors surfaced (Swanborn, 2010). This worked with additional request when a subject appeared to be relevant and fascinating, empowering both explanation of equivocal ideas and more top to bottom addressing; generally, it brought about meetings of better caliber. From December 2015 to September 2016, interviews were directed, recorded, and deciphered for a typical term of 60 minutes. The meetings were directed step by step to "separate the data and experience" (Churchill, 1979, p. 105) that the members gathered over the long run. Data overt repetitiveness and immersion (e.g., Lincoln and Guba, 1985) impacted the quantity of meetings; for this situation, no new subjects arose after thirty meetings. In Table I, an outline of the meetings is introduced.

To get a complete comprehension of partner inclusion and its forerunners, strengthening essential information were gathered over the span of the year time frame by means of member perceptions at six vital studios. To lead casual member perceptions, individuals from the three gatherings partook in network social affairs, workshops, and week after

week gatherings where they talked about their everyday tasks. The previously mentioned examination yielded significant bits of knowledge into the reasonable precursors of commitment and connections that rise above hierarchical boundaries. Moreover, by going to these studios and gatherings, the creators approach appropriate foundation data, for example, names of laborers authoritatively participated in the venture, foreordained work bundle conditions, and meeting methodology. The utilization of auxiliary information helped with clarifying mind-boggling methods and the arrangement of partners both inside and outside the authoritative walls. This assisted with confirming the discoveries too. Moreover, it was attainable to recognize people who had an authority connection with the endeavor yet didn't add to its execution, and on the other hand, from that information (Creswell, 2012).

DATA ANALYSIS PROCEDURE

The method for examining the information included four phases (allude to Figure 5), as per the standards of subjective substance investigation (Mayring, 2000; Schreier, 2014). At first, expressive codes were allotted by one creator and incorporated the accompanying: paper type, exact kind, year of distribution, diary, industry accentuation, and CE peculiarities. Moreover, nine rational codes connected with the partner commitment focal point (Kujala et al., 2022) were laid out and acknowledged by all gatherings. This worked with a calculated assessment of the example and empowered the extraction of imperative information. Targets of moral, realistic, and vital partner commitment, ways of behaving of moral, even minded, and key partner commitment, and the consequences of such commitment comprised the rational codes. Besides, the main creator utilized an open coding procedure to code the last example deliberately. This was achieved by enhancing the insightful codes of the partner commitment focal point with inductive sub-codes that were specific to the CE setting (Gioia et al., 2012; Mayring, 2000). To reinforce the reliability and interpretative adequacy of the information, the codebook was reliably checked by the two writers as they gathered the information all through the coding stage. Taking everything into account, the information were classified by the primary creator. The subsequent creator kept on approving this methodology to ensure that the translation of the discoveries could be depended upon across numerous eyewitnesses.

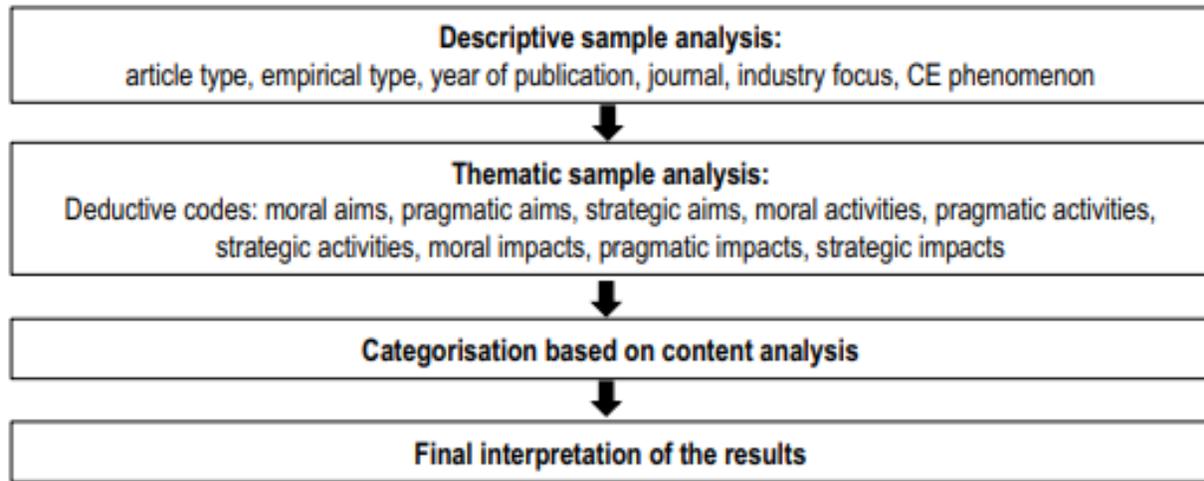


Figure 5: Data analysis procedure

FINDINGS

Complexity and Diversity in CE Stakeholder Interactions:

- CE is a collaborative and dynamic corporate environment.
- Degradation of the environment and other societal issues need the collaboration of several parties.
- Sustainability transitions in CE need a commitment to stakeholder involvement and a sense of shared responsibility.

Stakeholder Engagement Lens for CE Analysis:

- By using the stakeholder engagement lens, CE interactions may be analysed more effectively.
- Strategic, pragmatic, and moral stakeholder involvement in CE is characterised by certain objectives, actions, and outcomes.
- CE management studies should prioritise pragmatic stakeholder engagement to a lower degree than strategic and moral stakeholder engagement.

Moral Stakeholder Engagement in CE:

- Informed by the ideals of the aligned stakeholder network and CE-positive attitudes.
- Participates in exchanges based on mutual sustainability standards and ethical assertions.
- Cultivates a culture among stakeholders marked by genuine "care" and fortifies connections.

Strategic Stakeholder Engagement in CE:

- The creative nature of circular stakeholder networks is highlighted.
- The primary emphasis is on enhancing economic and environmental performance.
- Collaboratively generates new, sustainable solutions while maximising resource value.

Pragmatic Stakeholder Engagement in CE:

- Incites the involvement of all stakeholders in an inclusive manner.
- Levers and coordinates synergies throughout stakeholder networks.
- Advocates for the adoption of CE in order to encourage environmental stewardship.

DISCUSSION

Practitioner-Led Emphasis in CE Management Research:

- Engagement with stakeholders is mostly pragmatic and, to a lesser extent, strategic and moral in nature.
- Demonstrates the impact of CE ideas on the field of management as seen by practitioners.

Moral Stakeholder Engagement Characteristics:

- Motivated by attitudes and beliefs consistent with CE ideals.
- Engaged in exchanges that promote mutual sustainability standards and a "genuine caring" culture.

Strategic Stakeholder Engagement Implications:

- The creative nature of circular stakeholder networks is highlighted.
- Emphasizes improvements in environmental and economic performance via sustainable CE practises.

Pragmatic Stakeholder Engagement Importance:

- Promotes stakeholder engagement by fostering understanding and approval of CE.
- Demonstrates the significance of leadership in the context of tackling sustainability issues.

Overall Collaboration Dynamics in CE:

- Effective solutions are fostered via the development of collaborative stakeholder interests.
- Environments of proactive and coordinated cooperation guarantee the efficacy of stakeholder engagements inside networks.

CONCLUSION

In synopsis, the discoveries of our far-reaching assessment of the writing have revealed insight into the critical meaning of partner networks in the round economy (CE) and their ability to handle the need for supportable utilization and creation inside a regenerative system successfully. The outcomes underline the criticality for associations to understand and proactively remember partners for request to lay out a more cooperative connection between human activities and the climate. Despite the broadly perceived meaning of partner contribution in the roundabout economy, our assessment uncovers a lack in the ongoing group of the board writing, especially as to a careful logical system.

Through subjective substance examination, the complexities of partner commitment inside the round economy have been explained. The exploration characterizes partner collaboration into three unmistakable classes — vital, practical, and moral — and exhibits that sober minded commitment is the predominant methodology at now. In any case, our review highlights the need of simultaneously coordinating moral and key perspectives, stressing their crucial capabilities in bridling cooperative energies among partners with regards to the round economy.

By portraying exact targets, endeavors, and results connected to partner contribution, our review offers a huge summation for researchers and managers the same. The previously mentioned order not just adds to the progression of information on partner contribution in the round economy yet additionally gives a realistic system to those meaning to explore and expand these trades. Essentially, we highlight the inherent worth of the partner network rationale with regards to all in all facing pressing environmental difficulties, similar to biodiversity consumption and environmental change.

Our commitment outperforms a straightforward union of earlier work since it lays out an establishment for additional exploration pursuits. The found lacks and the proposed research direction underline the requirement for a more mind-boggling examination concerning the intermingling of partner contribution and roundabout economy the executives. Thus, we will likely invigorate more insightful examination that progresses hypothetical cognizance as well as presents useful suggestions for enterprises and states trying to make huge commitments to a supportable and regenerative future.

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