



PROJECT SUCCESS, *STAKEHOLDERS* AND COLLABORATION: A LITERATURE REVIEW

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Abstract: Project success, stakeholders, and collaboration are studied in the project management literature. Research relating to the three themes is scarce, and managers are increasingly pressured to improve the results of their projects. The general objective is to verify how the themes are applied in publications until October 2020. The methodology used was a literature review in the Scopus, Web of Science, and Science Direct databases based on the criteria used. Forty articles were selected and analyzed by content analysis. Publications are dispersed and distributed mainly in journals focused on Project Management, Engineering, and Management. There is a predominance of quantitative and concentrated studies in the area of Construction. Over the years, it can be concluded there has been an increase in the number of criteria and stakeholders used to assess success, and collaboration has become essential for improving results.

Keywords: Project success; Success criteria; *Stakeholders*; Collaboration; Review.

SUCESSO DE PROJETOS, *STAKEHOLDERS* E COLABORAÇÃO: UMA REVISÃO DE LITERATURA

Resumo: O sucesso de projetos, *stakeholders* e a colaboração são estudados na literatura de gerenciamento de projetos. As pesquisas relacionando os três temas são escassas e os gestores cada vez mais pressionados para melhorar os resultados de seus projetos. O objetivo geral é verificar como as temáticas são aplicadas nas publicações até outubro de 2020. A metodologia utilizada foi uma revisão da literatura nas bases de dados *Scopus*, *Web of Science* e *Science Direct* a partir dos critérios utilizados. Selecionou-se quarenta artigos que foram examinados por análise de conteúdo. As publicações são dispersas, estão distribuídas principalmente em periódicos com foco em Gerenciamento de Projetos, Engenharia e Gestão. Há predominância de estudos quantitativos e concentrados na área da Construção. Pode-se concluir que ao longo dos anos houve um aumento no número de critérios e *stakeholders* utilizados para avaliar o sucesso e a colaboração se tornou essencial para a melhoria dos resultados.

Palavras-chave: Sucesso de projetos; Critérios de sucesso; *Stakeholders*; Colaboração; Revisão.

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PROYECTOS EXITOSOS, PARTES INTERESADAS Y COLABORACIÓN: UNA REVISIÓN DE LA LITERATURA

Resumen: El éxito del proyecto, las partes interesadas y la colaboración se estudian en la literatura de gestión de proyectos. La investigación relacionada con los tres temas es escasa y los gerentes están cada vez más presionados para mejorar los resultados de sus proyectos. El objetivo general es verificar cómo se aplican los temas en las publicaciones hasta octubre de 2020. La metodología utilizada fue una revisión bibliográfica en las bases de datos Scopus, Web of Science y Science Direct a partir de los criterios utilizados. Cuarenta artículos fueron seleccionados y analizados por análisis de contenido. Las publicaciones son dispersas, distribuidas principalmente en revistas enfocadas en Gestión de Proyectos, Ingeniería y Gestión. Hay un predominio de estudios cuantitativos y concentrados en el área de la Construcción. Se puede concluir que a lo largo de los años ha habido un aumento en el número de criterios y partes interesadas utilizados para evaluar el éxito y la colaboración se ha vuelto esencial para mejorar los resultados.

Palabras-clave: éxito del proyecto; Criterios de éxito; Partes interesadas; Colaboración; Revisión.

SUCCÈS DES PROJETS, PARTIES PRENANTES ET COLLABORATION:UNE REVUE DE LA LITTÉRATURE

Resumé: Le succès du projet, les parties prenantes et la collaboration sont étudiés dans la littérature sur la gestion de projet. Les recherches relatives aux trois thèmes sont rares et les managers sont de plus en plus pressés d'améliorer les résultats de leurs projets. L'objectif général est de vérifier comment les thèmes sont appliqués dans les publications jusqu'en octobre 2020. La méthodologie utilisée a été une revue de la littérature dans les bases de données Scopus, Web of Science et Science Direct en fonction des critères utilisés. Quarante articles ont été sélectionnés et analysés par analyse de contenu. Les publications sont dispersées, distribuées principalement dans des revues axées sur la gestion de projet, l'ingénierie et la gestion. Il y a une prédominance d'études quantitatives et concentrées dans le domaine de la construction. On peut conclure qu'au fil des ans, le nombre de critères et d'intervenants utilisés pour évaluer le succès a augmenté et que la collaboration est devenue essentielle pour améliorer les résultats.

Mots-clés: Succès du projet; Critères de succès; Parties prenantes; Collaboration; Révision.

INTRODUCTION

The project management literature has several articles that discuss, separately or in pairs, the project success, the stakeholders involved, and collaboration. However, despite these studies, there is still no consensus on measuring the success of projects (DAVIS, 2014; SHENHAR ET AL., 2001; TOOR; OGUNLANA, 2010). In addition, there has been an increase in the importance of stakeholders in projects (LITTAU; JUJAGIRI; ADLBRECHT, 2010; OLANDER; LANDIN, 2005) and how collaboration



between participants can affect the outcome of a project (COUCHMAN; FULOP, 2009; KÄRNÄ; JUNNONEN, 2017).

Despite the importance of these themes for project management, few studies provide a general map of the connections between project success, stakeholders, and collaboration. Therefore, a literature review was carried out on the three themes in the Scopus, Web of Science, and Science Direct databases, without time restriction.

Most studies present the stakeholder perspective only in construction projects (MOK; SHEN; YANG, 2015; OPPONG; CHAN; DANSOH, 2017; XUE et al., 2020). Littau, Jujagiri, and Adlbrecht (2010) present a meta-analysis of the term stakeholder in prominent project management journals 25 years after the use of the term by Freeman (1984). Davis (2014) presents a theoretical paper with the key literature related only to the success of projects. Some studies have the scope of construction projects as a limitation (MOK; SHEN; YANG, 2015; OPPONG; CHAN; DANSOH, 2017), others the use of papers only available in a research database (DAVIS, 2014; XUE et al., 2020) or two databases (DI MADDALONI; DAVIS, 2017).

Given the above, this paper seeks to answer the following research questions: RQ1- How has the literature on success, stakeholders, and collaboration in projects evolved over the years? RQ2- What is the focus of the studies performed on success criteria, stakeholders, and collaboration in projects?

The research aimed to: verify literature on the success of projects, stakeholders, and collaboration, obtain insights into the most studied topics and provide suggestions for future studies based on the gaps identified in our research.

This paper aimed to contribute to the advancement of research in project management by identifying the existing body of knowledge and highlighting trends for future research on project success, stakeholders, and collaboration.

The structure of this paper is divided into five topics. The first topic is the present introduction, in which the research problem is presented and contextualized. The second topic is the methodological procedures to achieve the research's objective. The third topic analyzes the results obtained. The fourth topic discusses the main results, contributions, limitations, and recommendations for future research. Finally, the references are presented.

METHODOLOGY

In line with this paper's objective, a systematic review of the literature was conducted. The research process for this type of review may or may not include comprehensive research or quality assessment. The synthesis is typically narrative with accompanying analysis in tables showing what is known, the uncertainties surrounding the findings, and the limitations of the study methodology (GRANT; BOOTH, 2009). Conducting a systematic review can consist of eight steps, as proposed by Costa and Zoltowski (2014):

1. Delimitation of the research question
2. Choice of data sources
3. Definition of keywords
4. Search and storage of results
5. Studies selection
6. Studies data extraction
7. Studies evaluation
8. Synthesis and interpretation of data.

In addition, the guide for systematic review proposed by Kitchenham and Charters (2007) and the quality assessment of articles presented by Dybå and Dingsøyr (2008) were used to ensure rigor in the systematic review. The content analysis of the selected papers allowed the identification of trends, the most discussed topics, fields of knowledge, and gaps in the literature.

The first step of the systematic review process was defining the research question. That is an essential part of the systematic review, as the research question guides the entire systematic review methodology. In the search process, the primary studies that address the research question will be identified; the extraction process must select the data required for the questions, and the data analysis process must synthesize the information to answer the questions (Kitchenham; Charters, 2007). Therefore, this study contains two questions:

Therefore, this study contains two questions:

RQ1. How have success, stakeholders, and collaboration in project studies evolved?

RQ2. What is the focus of the studies on success criteria, stakeholders, and collaboration in projects?

The second stage of the systematic review process was the choice of data sources. In this case, Scopus, ISI Web of Knowledge (Web of Science), and Science Direct were the databases selected due to their international coverage, diversity and quality of the journals linked to them and the access allowed by the Capes portal. The third step was to identify an initial list of keywords specific to the research objective. The provisional list of relevant keywords was subsequently refined through ongoing discussions with academics and practitioners in the field. The results generated a total of nine keywords that the literature search used. The following keywords are relevant to investigating project success, stakeholders, and collaboration papers.

Project success: project success, project success criteria

Stakeholders: stakeholder analysis; stakeholder identification; stakeholder classification; stakeholder assessment.

Collaboration: collaboration, cooperation, collaborative work.

The relevant literature was searched and accessed through search strings identified with the help of keywords combined with boolean operators * AND * / * OR *. The research sequences used in this review were:

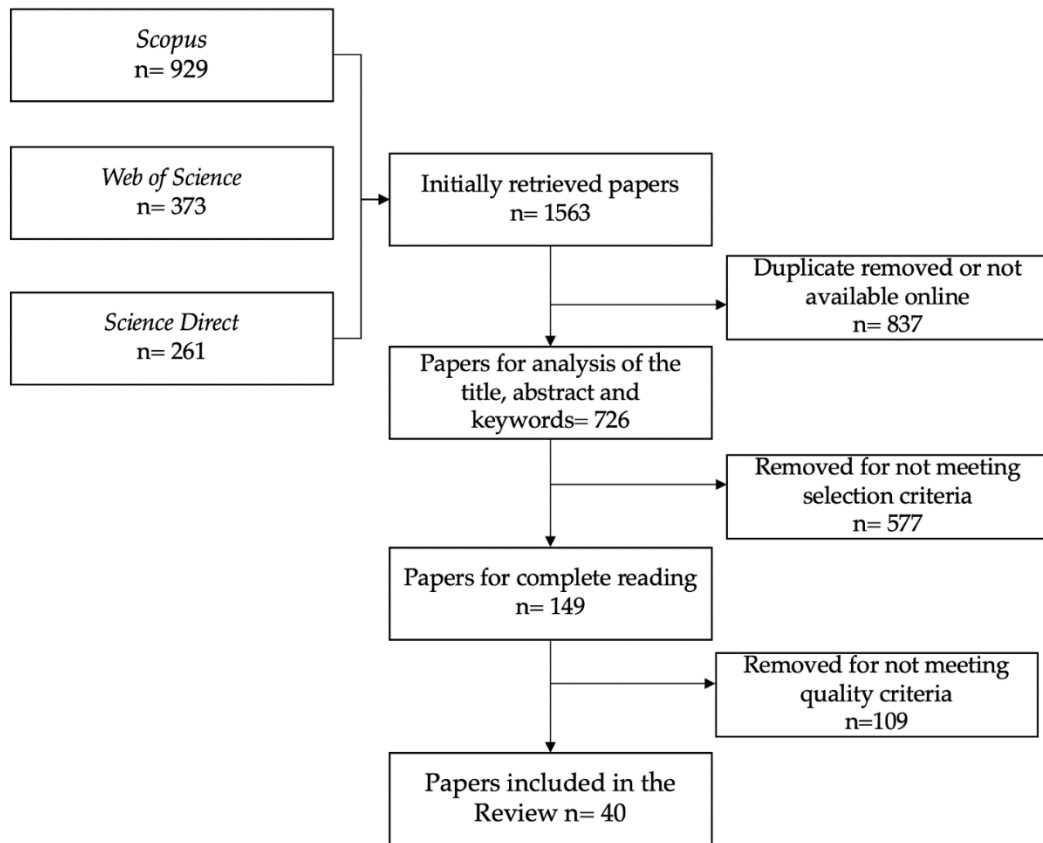
1. success OR “project success criteria” AND “stakeholder analysis” OR “stakeholder identification” OR “stakeholder classification” OR “stakeholder assessment”

2. success OR “project success criteria” AND collaboration OR cooperation OR “collaborative work”

3. “stakeholder analysis” OR “stakeholder identification” OR “stakeholder classification” OR “stakeholder assessment” AND collaboration OR cooperation OR “collaborative work”.

In the 4th step (searching and storing results), the selected databases' title/abstract/keyword (T / A / K) fields used the search strings. The search was performed from January 2019 to August 2020 and was considered empirical articles in english and peer-reviewed. Additionally, the results were refined for the "Business, Management and Accounting" areas. The paper's research did not select a period for searching. For further analysis, were retrieved a total of 1563 papers. On the 5th step 5: Figure 1 shows, in detail, the paper's selection.

Figure 1. Papers selection process



Source: Author

The 1543 papers identified in the previous step were verified duplications and not available online documents, resulting in 726 articles. The next step was reading the title of papers and excluding those outside this review's scope. The headings that didn't clearly express the article's content were considered in the next step. Then, the abstracts that did not adhere to the focus of this research were also excluded, leaving 149 articles for a complete reading.

After a complete reading of the papers, the quality was evaluated, addressing three main aspects:

- i) Rigour. Has a thorough and appropriate approach been applied to key research methods in the study?
- ii) Credibility. Are the findings well-presented and meaningful?
- iii) Relevance. How useful are the findings to the research community?

Each study addressed the following questions:



1. Is the paper based on research (or is it merely a “lessons learned” report based on expert opinion)?
2. Is there a clear statement of the aims of the research?
3. Is there an adequate description of the context in which the research was carried out?
4. Was the research design appropriate to address the aims of the research?
5. Was the recruitment strategy appropriate to the aims of the research?
6. Was the data collected in a way that addressed the research issue?
7. Was the data analysis sufficiently rigorous?
8. Has the relationship between researcher and participants been considered to an adequate degree?
9. Is there a clear statement of findings?
10. Is the study of value for research or practice?

Each criterion was assigned the following score: 0- not met, 0.5- partially met and 1- fully met. Articles with a score greater than 7 continued in the review. Thus, the systematic review included 40 studies.

Step 6 - the selected articles had the data extracted using an adaptation of the codebook proposed by Di Maddaloni and Davis (2017) with quantitative (for example, year, author, methodology) and qualitative (main results, contributions) variables that are shown in Table 2. An excel spreadsheet stored the collected data.

Figure 2. Codebook for content analysis of the study

Code	Definition of code
Quantitative variables coded	
Article title	Title of the article
Author	List of authors
Year	Year of publication
Journal	Publication in which the article was published
Research questions	Research question explicitly stated in the article
Purpose	Purpose explicitly stated in the article
<i>Concern</i>	Primary stakeholders, secondary, both
Project	Type of project
Methodology	Qualitative, quantitative, mixed methods
Qualitative variables coded	



Research questions	Research question explicitly stated in the article
Contributions	Contribution explicitly stated in the article
Findings	Major findings explicitly stated in the article
Further research	Further research explicitly stated in the article

Source: Adapted from Di Maddaloni e Davis (2017)

FINDINGS

This section presents the stages of paper evaluation, data synthesis, and interpretation. Table 1 shows the name of the journals where the selected studies were published. The journal with the most studies included in the review was the International Journal of Project Management (37.5%), followed by decreasing order the Project Management Journal, Engineering, Construction, and Architectural Management, and the International Journal of Managing Projects in Business. The rest of the studies (35%) published the topic in different journals, which shows that the subject is relatively dispersed.

Table 1. Distribution of selected peer-reviewed papers

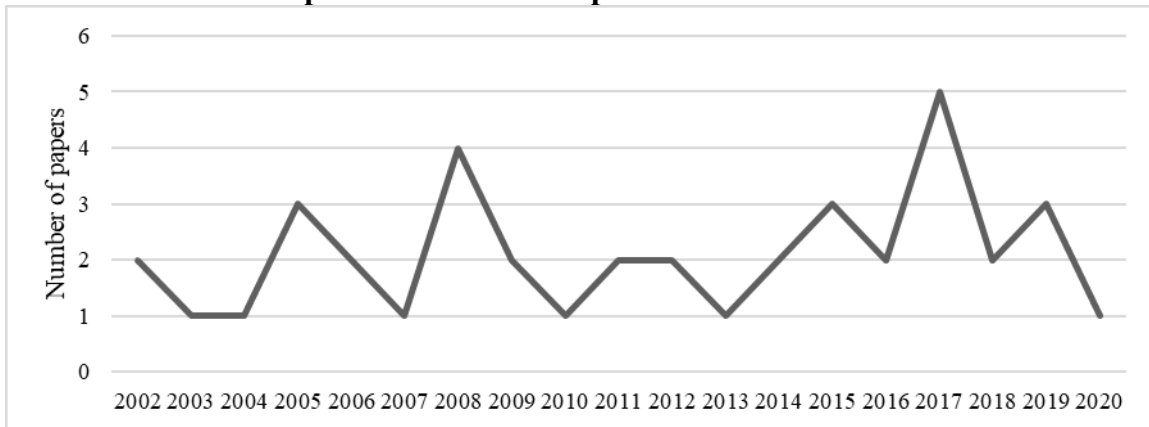
Journal Title	Number of selected papers	Percentage (%)
<i>International Journal of Project Management</i>	15	37,5
<i>Project Management Journal</i>	7	17,5
<i>Engineering, Construction and Architectural Management</i>	2	0,5
<i>International Journal of Managing Projects in Business</i>	2	0,5
Outros periódicos (um artigo por periódico)	14	35
Total	40	100

Source: Author

The first study included was published in 2002; there has not been a defined trend, but a peak was observed in 2017, as shown in Graph 1.



Graph 1. Distribution of publications over time

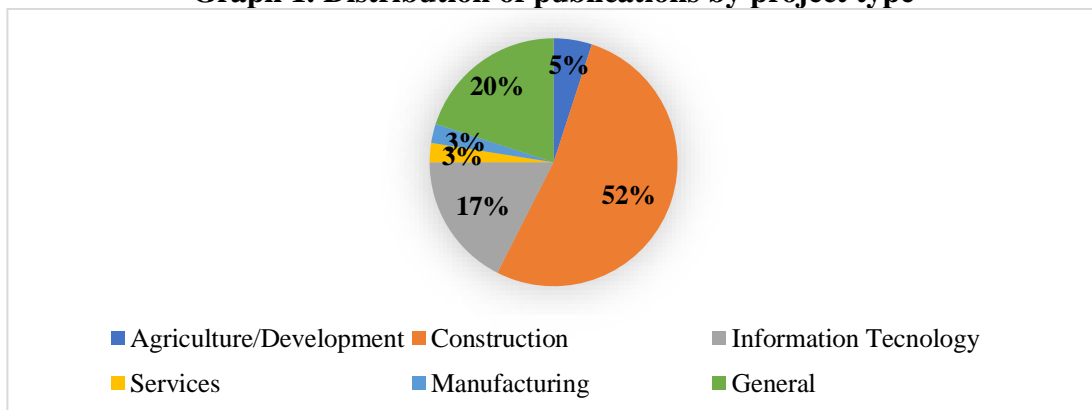


Source: Author

Regarding the characteristics related to the approach of related studies, it is possible to identify a predominance of quantitative studies (58%), followed by qualitative studies (32%). Studies that adopt either a qualitative or quantitative research strategy are the minority (10%).

Identifying the industrial sectors addressed by these publications, namely, if there are sectors that play significant roles or if the themes are concentrated in one industrial sector or have spread to other industries over the years, is an important aspect. The classification of industrial sectors was an adaptation of the proposal by Littau, Jujagiri, and Adlbrecht (2010). However, it was impossible to classify some publications, as they dealt with project management more generically and, therefore, were classified in the general sector, as shown in Graph 2.

Graph 1. Distribution of publications by project type



Source: Author



In total, we categorized the papers into six sectors. The Construction sector was the pioneer in publishing with the three themes in 2002 and has been the dominant sector with the publication of practically half of the papers analyzed.

Chan, Scott, and Lam (2002) proposed a framework for evaluating construction projects. The assessment has three phases: pre-construction, construction, and post-construction and different sets of criteria are considered in each. The authors emphasize that the measurement of project success cannot be limited to the project itself but also to project participants, end-users, and even external people. Studies in this area have focused on construction projects in the private sector, and the public sector appears within the scope of public-private partnerships, as in the research by KOOPS et al. (2016), OSEI-KYEI et al. (2017), and OSEI-KYEI; CHAN (2017).

Representation in the information technology sector began in 2003 and has been published over the years, followed by the agriculture and development sector. Diallo and Thuillier (2005) study concluded that communication and cooperation are essential for the success of projects. On the other hand, the representations of the manufacturing and service sectors had only one publication in 2005 and 2014, respectively.

Table 2 presents the name, description, and number of citations of the success criteria in the analyzed articles.

Table 2. Most cited Success Criteria

CRITERIA	DEFINITION	Number of quotes
Cost	The project was completed on or below the planned budget	18
Time	The project was completed on or below the planned time	18
Quality	The project met the specified scope and/or requirements	18
Project team satisfaction	The project met the needs and expectations of the project team	10
Client satisfaction	The project meets the needs and expectations of the client	14
End-user satisfaction	The project meets the needs and expectations of the end-user	14
<i>Stakeholders satisfaction</i>	The project meets the needs and expectations of the stakeholders involved	13



Functionality	The project has a degree of compliance with all technical performance specifications	18
Relationship	A good relationships are established between project stakeholders	12
Health and Safety	The project takes into account occupational health and safety standards.	5
Environment / Sustainability	The design takes into account the environmental impact/sustainability of the construction.	5
Economic success	The project is profitable.	16
Impact	The project contributes to the positive transformation of the community where it was inserted.	10

Source: Author

The cost, time, and quality criteria, known as the iron triangle, stand out as the most cited in research, which the study by Ika (2009) and Westerveld (2003) also confirmed.

One of the significant results is the classification of the stakeholders of the analyzed studies. Among the empirical studies, most focused on internal stakeholders (62.5%), and the participation of project managers is present in all of them. The choice for this professional is due to his knowledge and experience in the various aspects of the project management process (IKA; DIALLO; THUILLIER, 2010; OSEI-KYEI et al., 2017).

Regarding studies with internal and external stakeholders, these start to be more frequent after 2013, which corresponds to the year in which the Stakeholder Management area becomes one of the Project Management areas (PROJECT MANAGEMENT INSTITUTE, 2017). For example, Chipulu et al. (2019) and Wojewnik-Filipkowska et al. (2019) included different stakeholders such as members of senior management, the community close to the project, media, etc. However, we didn't find studies with only the external stakeholder's perception.

Identifying project success criteria and developing models/frameworks to measure the success of projects were the two themes that predominated in the objectives



of the articles. Agarwal and Rathod (2006) analyzed the perception of different internal stakeholders of software projects. There was a consensus that the criterion compliance with the scope, which comprises the functionality and quality of the project's result, was the most significant determinant of success. However, Bryde and Robinson (2005) investigated the perception of internal and external stakeholders of construction projects. The results showed that contractors prioritized minimizing the project's cost and duration, while customers emphasized satisfying other stakeholders.

There are several models/frameworks to measure the success of projects. Al-Tmeemy, Abdul-Rahman, and Harun (2011), based on the perception of contractors, developed a model with ten criteria divided into the three dimensions of success to evaluate projects. Likewise, McLeod, Doolin, and MacDonell (2012) use eight criteria that make up the three dimensions of success to understand the perception of different stakeholders of information technology projects. Chan, Lam, and Scott (2002) and Turner and Zolin (2012) also proposed other frameworks with three dimensions.

Although there are slight variations in the proposals of the different authors, the models presented include criteria referring to short, medium, and long-term objectives of organizations to provide an appropriate judgment of the success of their projects. It is essential to highlight that the organization's success is often neglected in day-to-day business. However, after the completion of a project, criteria such as customer satisfaction or contribution to the company's success gain more and more importance (WESTERVELD, 2003).

Articles focusing on the three themes were very scarce, and in general, collaboration appeared as a fundamental aspect of the success of projects (PHUA; ROWLINSON, 2004). Couchman and Fulop (2009) go further when they state that there is a reciprocal relationship between collaboration and project success since increasing collaboration success increases the chances of project success. Several aspects influence collaboration among stakeholders, such as cooperation (ACHTERKAMP; VOS, 2008; PHUA; ROWLINSON, 2004), communication (DIALLO; THUILLIER, 2005), among others. This way, successful results will depend on positive collaborative experiences among stakeholders.

The primary limitations reported in the studies analyzed can be summarized in four aspects. The first is investigating a single type of project (AGARWAL; RATHOD, 2006; AL-TMEEMY; ABDUL-RAHMAN; HARUN, 2011; ANDERSEN et al., 2006;

THOMAS; FERNÁNDEZ, 2008). For example, Agarwal and Rathod (2006) and Thomas and Fernández (2008) focused on information sector projects, while Al-Tmeemy et al. (2011) on construction projects, conducting a study with other types of projects will allow comparing the results between different types of projects.

The second is the concentration of studies on a small group of stakeholders (AKBARI; KHANZADI; GHOLAMIAN, 2018; BRUNET; FORGUES, 2019; COUCHMAN; FULOP, 2009; ESKEROD; VAAGAASAR, 2014; OSEI-KYEI; CHAN, 2017; PANKRATZ; BASTEN, 2014). The third is that the perception of success is limited to a period (AALTONEN; JAAKKO; TUOMAS, 2008; WOJEWNIK-FILIPKOWSKA et al., 2019) and finally restricted to a geographic region (AGARWAL; RATHOD, 2006; KOOPS et al. ., 2016; MÜLLER; TURNER, 2007).

As for future studies, three themes emerge:

- i) The relationship between success factors and criteria
- ii) The inclusion of the perception of a larger group of stakeholders for success
- iii) Stakeholder management

Koops et al. (2016), Osei-Kyei and Chan (2017), and Pankratz and Basten (2014), suggest the analysis of the relationship between project success factors and criteria. The factors are elements that contribute to or influence the achievement of a result, and the criteria are measures of evaluation of the result. The study of this relationship is fundamental to improving the management of the projects since there are aspects that the managers and others can control not (WESTERVELD, 2003).

Including research that investigates the perceptions of different groups of stakeholders is a trend that comes to overcome the limitation of studies that take into account only a small group of stakeholders. Success evaluation depends on the different groups involved, and their identification has implications in several areas of project management, such as stakeholder management and communication management (AGARWAL; RATHOD, 2006; ANDERSEN et al., 2006; OSEI-KYEI et al., 2017).

The study of stakeholder management is also relevant for the identification and management of each stakeholder and becomes fundamental due to the potential risk of getting failures in the progress and completion of the project (KÄRNÄ; JUNNONEN, 2017). Therefore, several scholars advocate conducting research on the subject due to its importance in improving project results (AALTONEN; JAAKKO; TUOMAS, 2008;



ASSUDANI; KLOPPENBORG, 2010; ESKEROD; VAAGAASAR, 2014; MOJTAHEDI; OO, 2017). Table 3 shows the studies selected in the review.

Table 3. List of articles analyzed in the review

N.	AUTHOR(S)	TITLE	JOURNAL
1	Bresnen e Marshall (2002)	The engineering or evolution of co-operation? A tale of two partnering projects	International Journal of Project Management
2	Chan , Scott e Lam (2002)	Framework of success criteria for design/build projects	Journal of Management in Engineering
3	Westerveld (2003)	The Project Excellence Model®: Linking success criteria and critical success factors	International Journal of Project Management
4	Phua e Rowlinson (2004)	How important is cooperation to construction project success? A grounded empirical quantification	Engineering, Construction and Architectural Management
5	Diallo e Thuillier (2005)	The success of international development projects, trust and communication: An African perspective	International Journal of Project Management
6	Bryde e Robinson (2005)	Client versus contractor perspectives on project success criteria	International Journal of Project Management
7	Yu, Flett e Bowers (2005)	Developing a value-centred proposal for assessing project success	International Journal of Project Management
8	Andersen, Birchall, Jessen e Money (2006)	Exploring Project Success	Baltic Journal of Management
9	Agarwal e Rathod (2006)	Defining 'success' for software projects: An exploratory revelation	International Journal of Project Management
10	Lam , Chan e Chan (2007)	Benchmarking the performance of design-build projects: Development of project success index	Benchmarking: A International Journal
11	Ahadzie, Proverbs e Olomolaiye (2008)	Critical success criteria for mass house building projects in developing countries	International Journal of Project Management
12	Aaltonen, Jaakko e Tuomas (2008)	Stakeholder salience in global projects	International Journal of Project Management
13	Lam, Chan e Chan (2008)	Determinants of successful design-build projects	Journal of Construction Engineering and Management
14	Thomas e Fernández (2008)	Success in IT projects: A matter of definition?	Construction Management and Economics
15	Couchman e Fulop (2009)	Examining partner experience in cross-sector collaborative projects focused on the commercialization of R&D	Innovation:Management, Policy & Practice
16	Ika, Diallo e Thuillier (2009)	Project management in the international development industry: The project coordinator's perspective	International Journal of Project Management



17	Littau , Jujagiri e Adlbrecht (2010)	25 Years of stakeholder theory in project management literature (1984-2009)	Project Management Journal
18	Bourne	Advising upwards: managing the perceptions and expectations of senior management stakeholders	Management Decision
19	Al-Tmeemy, Abdul-Rahman e Harun (2011)	Future criteria for success of building projects in Malaysia	International Journal of Project Management
20	Turner e Zolin (2012)	Forecasting success on large projects: Developing reliable scales to predict multiple perspectives by multiple stakeholders over multiple time frames	Project Management Journal
21	McLeod, Doolin e MacDonell (2012)	A perspective-based understanding of project success	Project Management Journal
22	Nielsen, Sort e Bentsen (2013)	Levers of Management in University–Industry Collaborations: How project management affects value creation at different life-cycle stages of a collaboration	Tertiary Education and Management
23	Pankratz e Basten (2014)	Ladder to success – eliciting project managers’ perceptions of IS project success criteria	International Journal of Information Systems and Project Management
24	Eskerod e Vaagaasar (2014)	Stakeholder management strategies and practices during a project course	Project Management Journal
25	Vos e Achterkamp (2015)	Bridging the transactional and relational view on management stakeholder cooperation	International Journal of Organizational Analysis
26	Eskerod, Huemann e Savage (2015)	Project Stakeholder Management—Past and Present	Project Management Journal
27	Derakhshan, Turner e Mancini (2015)	Project governance and stakeholders: a literature review	International Journal of Project Management
28	Koops et al (2016)	Identifying perspectives of public project managers on project success: Comparing viewpoints of managers from five countries in North-West Europe	International Journal of Project Management
29	Aaltonen e Kujala (2016)	Towards an improved understanding of project stakeholder landscapes	Scandinavian Journal of Project Management
30	Osei-Kyei e Chan (2017)	Comparative Analysis of the Success Criteria for Public–Private Partnership Projects in Ghana and Hong Kong	Project Management Journal
31	Osei-Kyei et al.(2017)	Critical success criteria for public-private partnership projects: international experts’ opinion	International Journal of Strategic Property Management
32	Albert, Balve e Spang (2017)	Evaluation of project success: a structured literature review	International Journal of Managing Projects in Business
33	Mojtahedi e Oo (2017)	The impact of stakeholder attributes on performance of disaster recovery projects: The case of transport infrastructure	International Journal of Project Management



34	Oppong, Chan e Dansoh (2017)	A review of stakeholder management performance attributes in construction projects	International Journal of Project Management
35	Eskerod e Larsen(2018)	Advancing project stakeholder analysis by the concept 'shadows of the context'	Project Management Journal
36	Yang et al. (2018)	The evolution of stakeholder management practices in Australian mega	Engineering, Construction and Architectural Management
37	Brunet e Forgues (2019)	Investigating collective sensemaking of a major project success	International Journal of Managing Projects in Business
38	Wojewnik-Filipkowska et al(2019)	Obstacles and challenges in applying stakeholder analysis to infrastructure projects: Is there a gap between stakeholder theory and practice?	Journal of Property Investment & Finance
39	Xue et al.	Mapping the knowledge domain of stakeholder perspective studies in construction projects: A bibliometric approach	International Journal of Project Management
40	Chipulu et al.	A dimensional analysis of stakeholder assessment of project outcomes	Production Planning & Control

Source: Author

CONCLUSIONS

The research found that studies involving the three areas are still embryonic and that publications are concentrated mainly in Project Management, Engineering, and Management journals.

The selected publications have a predominant quantitative approach. However, the qualitative approach is unrepresentative and mixed studies are almost inexistent. In addition, research has focused on construction and information technology projects. However, the construction projects are from the private sector, and this paper found no studies purely from the public sector.

The iron triangle criteria (cost, time, and quality) remain predominant in most research. Still, there is an increase in the quantity and diversity of criteria used. However, there is still no consensus on the types and amount of criteria that each project should use. That is also observed about the project stakeholders. Initially, surveys with project managers and customers predominated, and more recent studies suggest conducting surveys with a more significant number of stakeholders, including those external to the organization.



The themes that predominated in the objectives of the articles were identifying project success criteria and developing models/frameworks to measure this success. The articles focusing on the three themes showed that collaboration appeared as a fundamental aspect of the success of projects since positive collaborative experiences among stakeholders will result in successful projects.

The main limitations reported in the analyzed studies were: analysis of a single type of project, concentration on a small group of stakeholders, perception of success limited to a period, and finally restricted to a geographic region. As for future studies, three themes emerge: relation between success factors and criteria; the inclusion of the perception of a larger group of stakeholders for success; stakeholder management.

The research brought theoretical and practical contributions to the field. At a practical level, the main criteria used to evaluate the success of projects were presented, which can serve as a basis for developing models for evaluating project results. In addition, the theoretical field can use these results to improve understanding of the topic and increase studies on the success of projects, stakeholders, and collaboration.

However, the paper must consider some limitations. The first limitation concerns the filters used in the review process, especially the selection of the three research databases. And the key terms related to the success of projects, stakeholders, and collaboration in the titles and abstracts. As a result, the keywords may not have captured all the existing studies with the desired characteristics. The second is that it was impossible to carry out all the steps of a systematic literature review. The third limitation is that in some selected articles, all the information necessary for the content analysis was unavailable.

Finally, it is suggested to replicate this research and consider other bases and keywords for future studies. Investigate the success criteria found in the field to verify if new and/or divergent results arise. In addition, understand the importance of different stakeholders and how they collaborate to align their interests in the project management process.

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