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Project Success from the Stakeholder's Perspective: Evaluating Global Architecture Projects from the User's Perspective

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Abstract: Several research and studies have sought to assess the success of the projects. The vast majority of research has focused on the elements of the triangle, i.e. whether the project is delivered on time, within budget and with the desired outcome. However, the assessment of the desired outcome is clearly a viewpoint based on the subjective choices and opinions of users. We can list many projects from all over the world that look interesting, sound and world famous, but when we ask the end-users, they are very negative about them. It doesn't meet their needs, their expectations, or it just seems inconvenient or useless from a usability point of view. In this study, I aim to present an evaluation of large-scale, global mega-projects from the perspective of users and stakeholders, which are of outstanding importance in global terms, or even represent the symbol of a country or its tourist attraction. The results of the research on which the study is based shed light on what these mega-projects are saying and what users see from them, who should ultimately be the main recipients of the projects.

Keywords: Project success, Sstakeholders, Burj Khalifa, Sydney opera house, Shanghai tower, Petronas towers

Introduction

Global architecture projects not only shape the urban landscape, but also have a significant impact on local communities, the economy and the environment. These large-scale undertakings often require huge investments and involve years of planning and construction. But judging a project's success cannot be limited to meeting deadlines or staying within budget. The key to real success lies in the satisfaction of stakeholders, especially end-users. According to stakeholder theory, the success of a project is determined by its ability to meet the needs and expectations of all stakeholders. For architectural projects, the opinions of users - be they residents, office workers or tourists - are of paramount importance. They are the ones who interact with buildings and spaces on a daily basis and directly experience their functionality and aesthetic value. The aim of this study is to provide an in-depth analysis of how end-users value the place and importance of the project stakeholders closest to them in relation to major architectural projects around the world. The results of the study will not only be of value to architects and urban planners, but can also provide important lessons for investors, policy makers and the wider public.

Literature Review

A General Approach to Project Success

Defining and measuring project success is one of the most important, yet controversial, areas of project management. Although the topic has been at the centre of research for decades, to date there is no single, universally accepted definition of project success (Sebestyén - Tóth, 2014). The traditional approach to project success interprets success along the so-called project triangle or iron triangle. According to this approach, a project is considered successful if it is delivered on time, within budget and with the expected quality (technical content) (Sudhakar, 2016; Aranyossy et al., 2015). This approach has been dominant in literature and practice

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for a long time, but since the 1980s it has been increasingly criticised for its too narrow interpretation of success. As a result of these criticisms, the understanding of project success has gradually expanded (Kerzner - Ghyoot, 1983). De Wit (1988) has pointed out an important link between project success and project management success. While the success of project management can still be interpreted primarily along the traditional time-cost-quality triad, project success should be judged more broadly in terms of the outcomes and impacts achieved by the project. Baccarini (1999) made a similar distinction between the success of project management and the success of the project product. Since the 1990s, the role of stakeholders in judging project success has become increasingly prominent. Stuckenbruck (1986) has pointed out that different stakeholder groups (e.g. owners, managers, customers, employees) may judge the same project differently (Prabhakar, 2008). Consequently, success needs to be assessed from multiple perspectives, taking into account stakeholder expectations and satisfaction. As Baker, Murphy and Fisher (1988) put it bluntly, 'in the long run, what really matters is whether the stakeholders involved in and affected by the project are satisfied'. The multidimensional understanding of project success has now become widely accepted. Shenhar and Dvir's (2007) model of five success dimensions summarises this approach:

- Project efficiency: the traditional time-cost-quality triple
- Impact on the customer: customer satisfaction, satisfaction of customer needs
- Impact on the team: team member satisfaction, development, retention
- Business success: commercial success, market share, ROI
- Preparing for the future: new technologies, new markets, new skills

This model illustrates that the understanding of project success has expanded over time: in addition to short-term effectiveness, medium- and long-term impacts have also become part of success. The subjective nature of the perception of project success is emphasised by several authors. Pinto and Slevin (1988) conclude, that project success is 'much more complex than simply meeting cost, schedule and performance specifications'. Cserháti and her co-authors highlights the importance of leadership for project success (Cserháti, 2023; Cserháti et.al, 2021). According to Baker, Murphy and Fisher (1983), the decisive factor in judging success is not objective performance indicators but the subjective perception of those involved. A further important aspect of the interpretation of project success is the role of context. Westerveld (2003) has pointed out that the criteria and factors of success are highly dependent on the type, size, complexity and other characteristics of the project. Consequently, there is no universal definition of success that can be applied in the same way to all projects. For R&D and innovation projects, the definition of success has additional specificities. These projects often produce results that are difficult to measure or unpredictable, making traditional success criteria less applicable. Technological and market uncertainty makes flexibility and adaptability a key success factor. In summary, project success is a complex, multidimensional and dynamic concept. Success cannot be judged solely on the basis of objective indicators, but must also take into account the subjective perceptions and satisfaction of stakeholders. The criteria and factors for success depend to a large extent on the nature and context of the project and must therefore be defined individually for each project. Despite the difficulties in defining and measuring project success, the topic is of particular importance from both a theoretical and a practical perspective. Accurately defining success is essential for the proper design, implementation and evaluation of projects. In addition, the identification and analysis of success factors can contribute to improving project management practices and increasing project success rates. It is expected that the refinement and differentiation of the understanding of project success will continue in the future. For example, with the spread of agile methodologies, there will be an increasing emphasis on continuous value creation and adaptability in the judgement of success. And as sustainability becomes more important, the long-term social and environmental impact of projects can also become part of success. Overall, project success is an evolving concept, closely intertwined with project management theory and practice. Although a single definition is unlikely to emerge in the future, the multidimensional, context-dependent and stakeholder-driven understanding of success is likely to continue to grow. Accurately defining and measuring project success remains a challenge, but it is essential for the development of projects and project management.

Project Success from the Stakeholders' Perspective

The stakeholder approach to project success has evolved considerably over the past decades. The traditional understanding based on a time-cost-quality triangle has been replaced by a more complex approach focusing on stakeholder perspectives and satisfaction. Stakeholders play a key role in the success of projects by ensuring clear communication of project objectives, contributing to decision making and demonstrating commitment, which increases the likelihood of successful outcomes (Ullah et al., 2023). The active participation of stakeholders in a project ensures its sustainability, success and performance (Dwivedi - Dwivedi, 2021). A key element of the stakeholder perspective in understanding project success is that different stakeholder groups may

have different perceptions of the same project. The perception of success depends to a large extent on the role of the stakeholder, their expectations and their relationship to the project. Stakeholder satisfaction can be interpreted in several dimensions. On the one hand, stakeholders assess how efficiently the project uses the available resources and meets the objectives set. For stakeholders, the commercial success of the project, its impact on market share and the return on investment are important. It is also important that stakeholders take into account the long-term consequences of the project, including the development of new technologies, markets and capabilities (Rabechini et.al, 2022). Stakeholder management has a positive impact on the effectiveness of projects, increasing the chances that projects will be delivered on time and within budget.

Donaldson (2002) has empirically demonstrated the link between stakeholders and project success. Stakeholder management plays an important role in increasing productivity and enhancing organisational resilience (Ho et al., 2009), which can increase customer confidence and strengthen the reputation of the organisation (Wright, 2019). Stakeholder involvement at different stages of the project (planning, requirements analysis, scope management, scheduling) is key to success. Identifying key stakeholders and assessing their needs is necessary at the beginning of the project. Developing a stakeholder management strategy can help reduce project barriers (Usmani, 2019).

Material and Method

The aim of this study is to analyse two megaprojects of high priority that are known worldwide and are part of the country's image. However, it is also important to ensure that the projects are of exemplary value for other similar initiatives. The mega-projects we have studied are included in the list of world-class, high profile, inspiring projects published by the Project Management Institute (PMI). The research involved a questionnaire survey in which participants were asked to rate the selected projects on a number of factors. These factors included project scope, project participants, and stakeholder ratings, but we also looked at their impressions of the projects as a whole. Respondents gave their ratings on a scale of 1 to 4, with 1 being very weak and 4 being very strong. The survey was conducted in spring 2024 and I tried to include respondents from different generations. The composition of the sample is shown in the figure below:

Table 1. Composition of the sample (Source: own research, 2024, N = 568)

		Percent
Generation	Generation X (1965-1979)	22,9
	Generation Y (1980 - 1994)	33,5
	Generation Z (1995 - 2007)	43,7
School education	Basic level (8 general)	3,2
	Secondary school (vocational school, upper secondary school, upper secondary school)	60,6
	Advanced degree - BSc. (college)	23,9
	First Degree - MSc. (aced)	12,3

Burj Khalifa is located in the heart of Dubai and is still considered the tallest building in the world. The 828-metre-high, 163-storey skyscraper opened its doors in 2010 and has continued to impress visitors and architects alike with its unique design and construction. The exterior design of the building is inspired by the traditions of Islamic architecture, particularly in terms of the minaret-shaped lines and Arabic patterns. The Burj Khalifa is not only the tallest tower in the world, but also a complex, multifunctional building that includes offices, apartments, hotels, restaurants and other facilities. At the top of the building, the observation deck, 'At the Top', is a popular spot for visitors to Dubai, offering stunning views of the surrounding buildings. The Burj Khalifa is a true landmark in architecture and engineering, pushing the limits of human creativity and endurance. The building is also noteworthy from a project management perspective, combining expertise from several disciplines and providing an excellent example of the organisational challenges involved in delivering a mega-project of this scale.

The Sydney Opera House is Australia's iconic building and one of the world's best-known modern architectural marvels. Opened in 1973, it is considered one of the greatest architectural achievements of the 20th century. The Opera House's unique roof structure, which resembles the shape of a sail, has become a true architectural symbol over the years. The location of the building is also unique, being situated on the edge of Sydney Harbour, right on the waterfront. The unique futuristic form of the Opera House and its adaptation to the natural environment is awe-inspiring. The building features several concert halls, theatre halls and other cultural venues and is home to some of the world's most important musical and theatrical performances. The project analysis of

the Sydney Opera House is a real vet horse for project management, as it has become the most photographed and best-known building in the world, after significant delays and budget overruns.

The Petronas Towers are Kuala Lumpur's most iconic architectural landmarks. The two towers are a combined height of 452 metres and were the tallest buildings in the world between 1998 and 2004, making them a worthy second only to the Burj Khalifa. The shape of the towers also follows Islamic geometric patterns. Between the two skyscrapers there is a two-storey bridge that connects them between the 41st and 42nd floors. The Petronas Towers symbolise Malaysia's economic development and modernity, while respecting its cultural heritage and traditions. The lower floors of the building house one of the largest shopping malls in the world, as well as office space and other service units. The observation deck at the top of the tower is one of the most popular tourist attractions, offering an excellent view of Kuala Lumpur.

The Shanghai Tower is one of the tallest buildings in the world at 632 metres. Construction started in 2008 and was completed in 2015. The spiral design of the Shanghai Tower combines traditional Chinese aesthetic elements with modern architectural principles. The building serves as the financial hub of the city, housing a number of offices, luxury hotels, shops and restaurants. The top of the tower offers breathtaking views of Shanghai, conveying a focus on energy efficiency and sustainability while meeting the highest architectural and engineering standards.

Results

The first thing I wanted to know about the four projects was their usefulness, based on the opinions of the respondents in the sample. I think it is important to look at the opinions of ordinary respondents because each building is a tourist attraction that every tourist visiting the country wants to see and admire. From the data presented, it is clear that the perception of each project is quite different. The Burj Khalifa, the symbol of Dubai, seems to be the most useful in the eyes of the respondents (46.83%), and just over 15% of them consider it to be an excellent initiative. The project also has a very high proportion of neutral responses (27.46%), with just under 10% of respondents rejecting it. However, the Sydney Opera House has received a very positive response, scoring very highly in the "excellent initiative" category and also excelling in the "useful" category. Overall, the two highest categories together score over 80%. Petronas Towers is dominated by the "neutral" category. , suggesting that people have mixed views on the importance of the project, but also scoring highly in the "useful" category. The Shanghai Tower has a similarly high score for 'useful' and 'excellent initiative', although their combined score is significantly lower than the first two projects. Overall, respondents' assessment of the projects is mixed. The marketing value of the buildings, which respondents have seen more than once, in more than one place, or perhaps have admired in person, is clearly reflected in a much more positive assessment, despite their equal message value and utility.

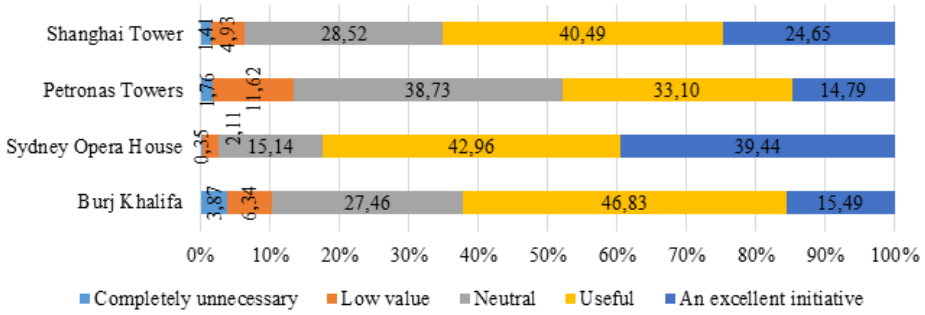

Figure 1. Respondents' perception of the importance of the architectural projects surveyed, based on their ratings (Source: own research, 2024, N = 568, averages, four-point scale)

The data show that different stakeholders have different degrees of importance in terms of the message value of projects. The scores on a four-point scale highlight the extent to which users believe project promoters, financiers and implementers influence the message and impact of an iconic building. In the case of the Burj Khalifa, the importance of both promoters and financiers is high, with scores ranging from 3.43 to 3.49. This suggests that users feel that the decisions of the owners and banks behind the project have a particularly strong impact on the communication of the building and play an important role in how it is perceived by the public. The implementers are also important, but scored slightly lower (3.31), suggesting that the quality of the construction is also important, but is slightly less important in determining the message of the project compared to the owners and financiers.

In the case of Sydney Opera House, the three stakeholder groups are rated almost evenly, with the importance of promoters, financiers and implementers ranging from 3.30 to 3.37. This result suggests that for users, all the stakeholders behind the architectural icon contributed equally to the success of the project and the delivery of the cultural message. Thus, not only the ownership and financing of the building, but also the work of the contractors is of considerable value in the perception of the building. For Petronas Towers, all players scored lower, between 3.06 and 3.07. This lower rating suggests that although the project is obviously successful, users consider the contribution of each stakeholder to be less decisive for the message. The building has become an international icon, but is perhaps less seen as a success by a specific stakeholder group. The Shanghai Tower also has relatively balanced scores (3.03-3.18), but slightly lower than the Burj Khalifa or the Sydney Opera House. This may suggest that users feel that the project as a whole has a strong message, but that the contribution of the different actors is more balanced and less prominent.

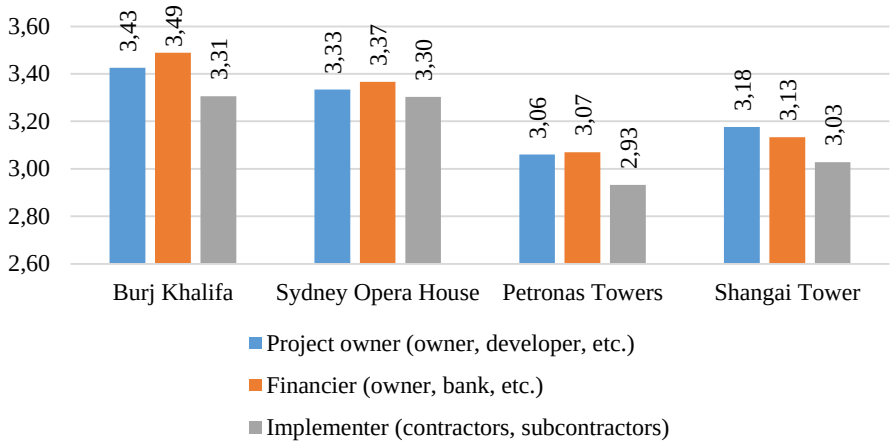

Figure 2. The importance of each stakeholder for the project's message value from the users' perspective(Source: own research, 2024, N = 568, averages, four-point scale)

The overall performance of Emaar Properties as project host was positive (average score of 3.43), with the highest score in the "useful" category (3.54), indicating that the developer had basically defined the project objectives and framework well. Emaar Properties has successfully coordinated the work of more than 60 consultants and contractors and more than 12,000 professionals . Although the initial budget of $876 million was significantly overrun, with the final cost rising to $1.5 billion, this was partly due to external factors such as the 2008 economic crisis and the rise in raw material prices.

Table 2. Importance of each stakeholder for the Burj Khalifa project from the user perspective (Source: Own research, 2024, N = 568, means and standard deviations, four-point scale)

		Average	Source
Project owner (owner, developer, etc.)	Completely unnecessary	3,45	1,26
	Low value	3,22	1,20
	Neutral	3,31	1,09
	Useful	3,54	0,76
	An excellent initiative	3,36	1,29
	Total	3,43	1,01
Financier (owner, bank, etc.)	Completely unnecessary	3,64	1,18
	Low value	3,28	1,06
	Neutral	3,45	1,04
	Useful	3,58	0,73
	An excellent initiative	3,34	1,29
	Total	3,49	0,96
Implementer (contractors, subcontractors)	Completely unnecessary	3,00	1,31
	Low value	3,33	1,07
	Neutral	3,21	1,03
	Useful	3,35	0,87
	An excellent initiative	3,43	1,31
	Total	3,31	1,03

The financier side received the highest overall rating (3.49). The "completely unnecessary" category (3.64) and the "useful" category (3.58) received particularly high ratings. The financing was implemented in a complex structure, in which Abu Dhabi credit and the sale of pre-purchased apartments by private investors played a significant role. The financing side responded flexibly to the challenges of the 2008 economic crisis and provided the additional resources needed to complete the project. The implementation side received the lowest overall rating (3.31), although this also indicates a better than average performance. Among the contractors, the consortium of Samsung C&T from South Korea, BESIX from Belgium and the local Arabtec played a prominent role. A number of innovative solutions were used, such as new types of concrete pumps and slipform construction technology. The complexity of the project was increased by the fact that the contractors had to cope with challenges such as construction at extreme heights, weather conditions and the handling of special materials. It is a tribute to the work of the implementers that they have succeeded in creating a unique building that incorporates a number of technological innovations, such as advanced air conditioning and water recycling solutions. The contractors also efficiently managed the change requests that arose during the project, for example when the final height of the building was increased by 100 metres compared to the original plans. The evaluation shows that, although the performance of all three groups of actors was above average, the financing side was the most successful, while the implementation side faced the most challenges. The project was ultimately successful and the Burj Khalifa is now one of the most important symbols of Dubai and the UAE, contributing significantly to the city's tourism and business attractiveness.

The overall performance of the project owner (owner, builder) shows an average of 3.33 with a standard deviation of 0.93. In particular, it scored 3.46 in the category "excellent initiative", the highest score of the three actors in this category. The score of 3.31 in the "useful" category also shows that the promoter has performed its tasks well. However, it is noteworthy that in the "low value" category, the score was relatively low at 2.83, indicating that there were areas where there were significant weaknesses. The performance of the financiers (owner, bank) shows the highest overall average of the three actors, with a score of 3.37. This suggests that the financial management of the project was on a relatively sound footing. The score of 3.42 in the "useful" category is particularly positive, indicating that the financing decisions and processes were generally appropriate. The score of 3.40 for "excellent initiative" also indicates that the financial supporters were proactive in their approach to the project.

Table 3. Importance of each stakeholder for the Sydney Opera House project from the users' perspective (Source: own research, 2024, N = 568, means and standard deviations, four-point scale)

		Average	Source
Project owner (owner, developer, etc.)	Completely unnecessary	4,00	0,00
	Low value	2,83	0,72
	Neutral	3,14	0,98
	Useful	3,31	0,86
	An excellent initiative	3,46	0,96
	Total	3,33	0,93
Financier (owner, bank, etc.)	Completely unnecessary	4,00	0,00
	Low value	3,33	0,78
	Neutral	3,12	1,13
	Useful	3,42	0,76
	An excellent initiative	3,40	1,02
	Total	3,37	0,94
Implementer (contractors, subcontractors)	Completely unnecessary	4,00	0,00
	Low value	3,00	0,85
	Neutral	2,93	1,11
	Useful	3,35	0,89
	An excellent initiative	3,40	1,03
	Total	3,30	0,99

The overall standard deviation of 0.94 indicates a relatively consistent performance. The overall performance of implementers (contractors, subcontractors) shows an average score of 3.30 with a standard deviation of 0.99. This value, although still above the medium level, is the lowest of the three performers. The score of 3.40 in the "excellent initiative" category is positive, indicating that the contractors have sought innovative solutions. However, a score of 2.93 in the "neutral" category and a score of 3.00 in the "low value" category indicate that challenges and problems were encountered during implementation. For all three actors, it was observed that they all scored 4.00 in the "totally unnecessary" category, suggesting that all components of the project were indeed necessary. In terms of variance, the project owner shows the least variability (0.93), while the implementer

shows the highest variability (0.99). This suggests that while the project owner has performed relatively consistently, the implementer has shown greater variability in performance. Overall, the project shows above average performance for all three actors, which is considered acceptable for such a complex and challenging project. The outstanding performance of the financing side was particularly important in the successful implementation of the project, while the slightly weaker performance of the implementing side highlights areas where opportunities for improvement can be identified.

From the project owner's point of view, the overall rating shows an average of 3.06. The project received a score of 3.31 in the "Useful" category and 3.46 in the "Excellent Initiative" category, indicating that the owners were generally satisfied with the investment. The maximum score of 4.00 in the "Totally unnecessary" category is particularly noteworthy, indicating that the project owner did not consider the investment unnecessary at all. The overall rating of 3.07 from the funding side is almost identical to the project owner's rating. For the financiers, the rating of 3.42 for the "Useful" category and a score of 3.40 for the "Excellent initiative" are also outstanding. The "Totally unnecessary" category also shows a maximum score of 4.00, which is a clear recognition of the justification for the investment. From the point of view of the contractors, the overall rating of the project is slightly lower (2.93) compared to the other players. This may reflect the technical and implementation challenges they faced during the implementation. However, the high scores in the categories "Useful" (3.35) and "Excellent initiative" (3.40) also show that the contractors recognised the importance of the project. There is an interesting pattern in the ratings of the three groups of actors. Analysis of the standard deviations shows that in the category "Totally unnecessary", all three groups have a standard deviation of 0.00, indicating complete agreement that the project was not at all unnecessary. The "Useful" category shows relatively low standard deviations (0.76-0.89), indicating that there was also a relatively uniform perception in this respect. Overall, the project received positive ratings from all three groups of stakeholders, particularly in terms of usefulness and excellence of the initiative. The similar evaluation patterns suggest that there was good consistency in the perception of the project among the different actors. The Petronas Towers project can therefore be considered a successful venture not only from an architectural point of view but also from a project management point of view, as confirmed by the unanimous positive evaluation of the stakeholders.

Table 4. Importance of each stakeholder for the Petronas Towers project from the user perspective (Source: own research, 2024, N = 568, means and standard deviations, four-point scale)

		Average	Source
Project owner (owner, developer, etc.)	Completely unnecessary	1,40	1,84
	Low value	2,88	1,26
	Neutral	2,81	1,46
	Useful	3,37	0,89
	An excellent initiative	3,36	1,20
	Total	3,06	1,28
Financier (owner, bank, etc.)	Completely unnecessary	1,60	2,07
	Low value	3,03	1,10
	Neutral	2,86	1,48
	Useful	3,32	1,00
	An excellent initiative	3,26	1,22
	Total	3,07	1,30
Implementer (contractors, subcontractors)	Completely unnecessary	1,40	1,84
	Low value	2,52	1,36
	Neutral	2,70	1,44
	Useful	3,29	0,94
	An excellent initiative	3,26	1,22
	Total	2,93	1,31

For the project owner (owner, builder), the overall performance shows a positive picture with an average score of 3.18. The category of excellent initiative is particularly outstanding, with a score of 3.53, indicating a high standard of project preparation and planning. The score of 3.47 in the useful category also indicates that the promoter has contributed effectively to the implementation of the project. It is noteworthy, however, that the score of 2.00 in the completely unnecessary category indicates that there were also less effective decisions and activities. The performance of the financing side (owner, bank) also shows a positive picture, with an overall score of 3.13. The high scores in the categories of excellent initiative (3.43) and useful (3.40) indicate that the provision and management of financial support was adequate. A score of 3.29 in the low category indicates that the funding structure and financial decisions were mostly sound. However, a score of 2.25 in the completely redundant category indicates that there were also less efficient financial processes. Overall, the performance of

the implementers (contractors, subcontractors) was good, with an average score of 3.03. The score of 3.49 in the excellent initiative category is particularly positive, indicating that the contractors applied innovative and efficient solutions in the project. The score of 3.22 in the useful category also indicates that the implementation work was mostly effective. However, the lower scores in the neutral (2.43) and low (2.79) categories indicate that there were areas for improvement in the implementation. When comparing the performance of the three actors, it can be seen that the project owner scored the highest (3.18), closely followed by the financier (3.13) and finally the implementer (3.03). The scatter scores show that the opinions were most divided between the completely redundant activities of the financier (1.91) and the completely redundant activities of the project owner (1.69). The smallest differences of opinion were observed in the category of excellent initiative for all three actors, indicating a general recognition of the innovative nature of the project. Overall, the project can be considered a success, with an average rating above 3.00 for all three actors. The very high scores in the Excellent Initiative category (3.43-3.53) indicate that the innovative solutions and approach of the project were particularly effective. Areas for improvement are mainly identified in reducing redundant activities and further increasing efficiency.

Table 5. Importance of each stakeholder for the Shanghai Tower project from the user perspective (Source: own research, 2024, N = 568, means and standard deviations, four-point scale)

		Average	Source
Project owner (owner, developer, etc.)	Completely unnecessary	2,00	1,69
	Low value	3,00	0,94
	Neutral	2,54	1,50
	Useful	3,47	0,94
	An excellent initiative	3,53	0,99
	Total	3,18	1,23
Financier (owner, bank, etc.)	Completely unnecessary	2,25	1,91
	Low value	3,29	0,90
	Neutral	2,52	1,55
	Useful	3,40	0,93
	An excellent initiative	3,43	1,08
	Total	3,13	1,25
Implementer (contractors, subcontractors)	Completely unnecessary	2,50	1,60
	Low value	2,79	1,29
	Neutral	2,43	1,51
	Useful	3,22	1,10
	An excellent initiative	3,49	0,99
	Total	3,03	1,29

Conclusion

In the evaluation of all projects, the role of funders is generally of paramount importance, with three projects receiving the highest or second highest scores. Implementers were consistently rated lower, indicating that although their work is essential, the roles of decision-makers and financiers were even more prominent in the success of the projects. Overall, the evaluations show that the success of large-scale architectural projects depends on the effective collaboration of all three actors, but that funding and ownership are particularly critical factors. The differences between projects highlight that the relative importance of each role can vary from project to project, adapting to local characteristics and requirements.

Scientific Ethics Declaration

The author declares that the scientific ethical and legal responsibility of this article published in EPESS Journal belongs to the author.

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