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The impact of Internal Marketing in the process of Value Creation in Project Management

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The Impact of Internal Marketing in the Process of Value Creation in Project Management

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Abstract

The relationship between Project Management and Value Creation has deserved the attention of researchers and the scientific community over the past few decades. For more than 50 years the creation of value in project management has focused on the so-called "iron triangle", a good practice based on four pillars: cost, time, quality and scope. This is considered true for any project, regardless of whether it is internal or external to the company. Recently there has been an effort on the part of companies to ensure that the needs of their employees are carried out in order to enhance their work. For this, companies have used internal marketing practices in order to obtain the best results in terms of value creation. In this context, the objective of this thesis is to understand how internal marketing can enhance value creation in the context of project management.

Based on a qualitative methodology, data collection relied on a set of semi-structured interviews. Project managers from different businesses in several areas of operation were interviewed, which brought valuable and fundamental contributions and experiences to this investigation. The script of the interviews and consequent analysis are based on a conceptual model developed with what is exposed in the literature review. This focuses on three basic points: value creation, project management and internal marketing.

This research puts in evidence that in addition to the hard skills and tools, project managers must be trained with soft skills, which allows him to manage stakeholders and expectations, both externally and internally, in an efficient and effective way. This should be on the basis of any project in order to enhance the value created.

Keywords: project management, value creation, internal marketing, soft skills, communication, project team, stakeholders.

Resumo

O relacionamento entre Gestão de Projetos e Criação de valor tem merecido a atenção dos investigadores e da comunidade científica nas últimas décadas. Durante mais de 50 anos a criação de valor na gestão de projetos focou-se no "iron triangle", uma boa prática em que baseado em 4 pilares, nomeadamente: custo, tempo, qualidade e âmbito. Isto serve para qualquer projeto, independentemente de ser interno ou externo à empresa. Recentemente tem existido um esforço por parte das empresas de garantir que todas as necessidades dos seus colaboradores se encontram realizadas de forma a potenciar o trabalho destes. Para isto, as empresas recorrem ao marketing interno com o objetivo de obter os melhores resultados nos termos da criação de valor. Neste contexto, o objetivo desta dissertação é de compreender de que forma o marketing interno consegue potenciar a criação de valor no contexto da gestão de projetos.

Baseado numa metodologia qualitativa, a obtenção de dados foi feita através de entrevistas semiestruturadas. As entrevistas foram realizadas a gestores de projeto de diversas áreas de negócios, em que forneceu uma contribuições ricas e fundamentais, adicionando ainda experiência para esta investigação. O guião para estas entrevistas, e consequente análise, foram baseadas no modelo conceptual desenvolvido, cujo foi baseado na revisão de literatura. Este foca-se em três pontos base: criação de valor, gestão de projetos e marketing interno.

Esta pesquisa coloca em evidência que, além das hard skills e ferramentas, os gestores de projeto devem ser treinados com soft skills, o que lhe permite gerir os stakeholders e expectativas, tanto externas como internas, de forma eficiente e eficaz. Esta deve ser a base para qualquer projeto, a fim de aumentar o valor criado.

Palavras-chave: gestão de projetos, criação de valor, marketing interno, soft skills, comunicação, equipa de projeto, stakeholders

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1. Introduction

Since 1997, the Boston Consulting Group (BCG) releases the Value Creators Ranking and Report which summarizes the value created of best 50 industries in that year. The ranking analyses the value created for the shareholders justifying that is an essential measure to the success of strategies. The value creation taken into account in the ranking is the measurement of Total Shareholder Return (TSR). In the Report BCG addresses the necessity not only to please the shareholders, but also the remaining stakeholders. Hence, BCG is identifying that the value created is not only the stakeholders through TSR, but also the identification of the other stakeholder's needs and necessities (Hansell et al., 2022). But such change doesn't happen by chance. To truly make a difference, organizations must examine the social impact of their projects from the start. Project Management has the power to make a better world, create new jobs, advance diversity, inclusion and equality (ESG, 2020). The use of projects can be beneficial for everyone, but in project management how do we create and measure value creation (Green et al., 2019)? In the last 50 years project management has been focused on the "iron triangle" to measure the project success. The "iron triangle" is composed by four specific outputs Time, Quality, Cost and Scope (Caccamese et al., 2012). The value created from a project was accounted by using the four dimensions of the "iron triangle", basically using Indicators to measure the success or failure of any project. This definition is very analytical from the point of view that only measures Cost (€), time (kickoffs and deadlines), quality (project compliance and errors) and direction (main changes in the business).

Throughout the years there have been different definitions for internal marketing. Grönroos (1981) and George (1990) define internal marketing as being a philosophy that considers employees to be a group of internal stakeholders, whose needs must be met so that they can meet the needs of the external customers. Internal marketing can be seen as a value network that consists of individual players (internal stakeholders) whose main part of the company's broader value network (Frow, 2011). Nowadays is presented has a mechanism to associated with value creation to the company, an internal marketing orientation develops a superior value proposition (Boukis, 2019). Despite the research that has been carried out so far, there are still questions that deserve a deepening and even conceptual development:

- Extend this investigation to project management teams;
- Study the relation between internal marketing, value proposition and value creation;
- Focus this study to project managers;

In this context, the objective of this thesis can be summarized in the following research problem:

How can internal marketing contribute to value creation in the context of project management?

By focusing in these three points it is possible to define a conceptual model in order to validate the impact of internal marketing in project management by the value created. My objective is to answer this question by researching the 3 topics, Project Management, Internal Marketing and Value Creation, and how can these topics relate to each other.

On the basis of a methodology of a qualitative nature whose data was collected from a series of interviews conducted with fans and experts, this thesis seeks to answer three specific research questions:

Research Question 1: What is the relation between the value proposition and the value creation?

Research Question 2: How can project management influence the process of value creation?

Research Question 3: How can internal marketing motivate and align the teams through the project?

This thesis is divided as follows: in chapter 2 the literature review is presented, we reviewed previous work related to internal marketing, project management and value creation. In chapter 3 a description of the Conceptual Framework presented on the basis of what was studied in chapter 2. In chapter 4 methodology adopted is presented and explained, essentially qualitative, by constructed by performing a set on interviews to project managers. In chapter 5 the analysis is developed of the data collected through the interviews using the NVivo software for analysis of content. Finally, the last chapter begins by answering the questions of research, followed by a synthesis of the main contributions, both theoretical and as well as the identification of the limitations of the research carried out and the suggestion of future research.

2. Literature Review

In this Chapter we will start to investigate the different definitions and theories behind three main subjects Value Creation, Project Management and Value Creation, and Internal Marketing and Value Creation.

2.1 Value Creation

In today´s world there are various definitions for value creation. It is a concept with such a broad definition that it is essential to define the area that is related to. In companies and other organizations value creation can be seen as value for money (MacDonald, 2012). This implies that value creation comes only in the form of Return of Investment (ROI) or trying to turn some area of the business or business unit unprofitable to profitable, claiming that the value creation has been successful. This concept is only applicable when there is an investment and a budget. Value creation cannot be simplified or reduced to the point that only takes into account the investments made or the ROI, for the business or business area.

A different perspective for value creation is identified as a process which users exchange resources and become better off in some aspect (Grönroos, 2008). This perspective can be aligned with other. The Value created from an alliance (Pargar, 2019). Both represent the aspect of interchangeable ideas, values and resources, this translates to a win-win situation to the different involved parties in the alliance. An additional challenge to complement these perspectives is the fact that value creation can be a social construct rooted in the language of these interactions (Green, 2019). Independently of the mentioned perspectives, value creation definition can change in a company has the Business Project changes (Winter, 2006). Value can even be considered the additional "price to be paid" beyond money, value is broadly defined as benefits in relation to the sacrifices made (Eggert et al., 2018). Hence, the business can dictate what is the current definition for value creation in said company, and their stakeholders must comply with it, being them internal or external. This proposition feeds what has been said before, value creation cannot be simply analysed by the financial status of a company.

This line of reasoning will influence the relation in the types of value dependent. The present context distinguishes between two complementary perspectives on customer value, value-in-use and value-in-exchange (Eggert et al., 2018).

The term value-in-exchanged dictates that value creation process is composed by a series of activities performed by a company with the aim to sell something (Vargo et al., 2008). Value-in-exchange is a direct exchange of something, this term is more applicable in services or products exchangeable for money (Grönroos et al., 2013). Value-in-exchange focus on delivering the core offer and managing discrete customer relationships, this creates a unidirectional perspective from supplier to customer (Eggert et al., 2018).

The term value-in-use express the necessity to see the consequences from the customer perspective, in order to find a solution that will facilitate the customer to achieve its goals (Macdonald et al., 2016). Value-in-use is objectively a process of value co-creation that focuses on the customer's experience and ability to extract value out of a product or service and other resources used. (Grönroos et al., 2013). Value-in-use is dependent not only on a company's resources and capabilities to create value, but also on the customers' and other stakeholders' involvement in the value co-creation process (Eggert et al., 2018).

These two terms create two different propositions for value creation. Furthermore at the Phases that value is created and then consumed are different. Firstly, to mention is the exchange of resources (value-in-exchange) and secondly is when they are used (value-in-use) (Chesbrough et al., 2018). The different phases can align with each other in order to create value both internally and externally (Eggert et al., 2018). If the identified market to operate is the internal, the context company-employee can adopt the propositions of value-in-use and value-in-exchange to create value both internally and externally (Boukis, 2020).

Having identified that the two perspectives on customer value what is the role of the customer? Customers have a fundamental role has creator of value. The value creation process grows from the customer to the company, turning the company into a facilitator in the process (Grönroos, 2013). To see these perspectives aligned, the company has to "sell" its own value propositions to its customers in form of value-in-exchange, in order the internal costumer can enjoy de value-in-use later. Therefore, how can a company target its own value creation, being internal or external? Trough the Value Proposition.

Value Proposition is the promise of value to customers (Payne et al., 2014), it can be seen as a bundle of value elements, a company can transform a weak proposition by analysing and studying the value elements and improve the elements that underperform in comparison with the best alternative (Anderson et al., 2006). This process of value proposition can be analysed during the purchase decision process, customers compare the value proposition elements with other alternatives available and make a decision based on the overall benefit a product offers (Lindic et al., 2011). These definitions for value proposition suggest that each and every company needs to acknowledge their value proposition and their sources of value. These sources of value can be analyzed and identified through value-tracking practices and mapping service exchanges for stakeholders of interest (Boukis, 2019). For these analyses of value proposition, it is fundamental to understand what contributes for the creation of value proposition for the designated customer.

The construction of value proposition originates on the study of the Resource-based Theory (RBT). The value proposition is constructed on two core baselines of RBT: Company-Based Resources, composed by three dimensions Leadership Support, Formalization of the value proposition and Product Knowledge, Market-Based Resources composed by Market-Knowledge, Innovation, Customer relationships and Brand Reputation. (Payne et. al., 2017).

The three dimensions of Company-Based Resources represent the internal capabilities of a company, Leadership support is a process whose leaders directly and explicitly enrich their employees with resources resulting in an enhancement of the employee's perception of leadership behaviours (Li, 2020), the formalization of the value proposition should strengthen the impact of the supportive leadership (Payne et al., 2017) and Product knowledge is one of the most important factors that influences consumers'; a consumer's overall evaluation of certain products can be determined by product knowledge, purchasing attitudes toward engaging in a purchasing behaviour (Cho et al., 2013).

In the baseline of Market-Based Resources the four composing areas represent the ability for the company to market itself among the outer world. Market-Knowledge is the capability of a company's to study and analyse its customers' needs and behaviours, as well as the competitor's behaviours (De Luca and Atuahene-Gima, 2007), Innovation refers to the company marketing innovation, the company's ability to adapt products to its customers' needs and innovate in Customer Management and Customer Relationship capabilities contribute decisively to value creation, in the sense that permits a direct communication with customers (Sánchez-Gutiérrez et al., 2019), lastly Brand Reputation is the overall ideas, feelings and dialogue that the stakeholders have about a brand (Rust et. al., 2021).

The present subchapter addressed the value creation in companies and in other organizations. To research this subject was necessary to study the origin of value creation and how it impacted the customers, being them internal and external. To conclude the main points are: it is fundamental for a company to have strong resources both internal and external, due to the fact that this feeds the Value Proposition presented to the customers. The Value Proposition is the alignment between the organization and the customer, while this last is fundamental in the process of value creation, it is also being the main enjoyer of the value created.

2.2 Project Management and Value Creation

What is project management? Project management is the use of specific knowledge, skills, tools and techniques to deliver something of value to people (Project Management Institute, 2023).

Throughout time various authors have used the term Value Creation in many different perspectives. In project management the delivery of value is not just a requirement, but it defines what project management is (Pargar, 2019). The purpose of a project is to change something, and with this change to create value with it, value in project management can be seen like a tool, such as the "iron triangle" (Caccamese et al., 2012), defining value for four aspects for the delivery of a project, Scope, Cost, Time and Quality. On one hand, this articulation of the "iron triangle" simplifies value creation of almost every project. If the only thread is the "iron triangle", project management success is reduced to the capacity to negotiate, to plan, to define its purpose and to define the necessary quality. On the other hand, its great use can be justified due to project management professionals and community standards do not make a clear distinction between extent of use and "best practices", meaning practices for which more extensive use contributes significantly to improved performance (Hobbs, 2016).

Creating value in projects is one of the pressures that project managers may experience from their funding organizations (Ul Musawir et al., 2017). For this pressure to exist and to be justified we need to know how to measure project success. In the past years project success could be seen has: 1) the project management success as the outcome of the project manager performance in reaching the goals and objectives of said project, 2) the realization on the business case in comparison to the project ownership success and 3) project investment success, actual value generated by the project investment judged by the project funder (Zwikael and Smyrk, 2012). This type of measurement of value creation on the basis of project success can only acquire the knowledge on three main points, if the objectives proposed in the beginning were achieved or not, if the investment has had any type of return for the company and if the timeline was accomplished in the time stipulated. Again, the purpose of project management is reduced to the capacity of negotiating, planning and to define its purpose.

There is a increasing necessity to judge project success in terms other than time, cost and quality, in order to improve from the constraints from the "iron triangle", this is due to the argumentation that the way in which project management is defined accordingly to the way in which success is assessed (Atkinson, 1999).

If project management value creation is measured only by the "iron triangle" or by the "best practices" how can be defined the value creation of a project? For that we must analyse eight core concepts within project value creation: Strategy, Project, Output, Outcome/change, Benefit, Value and Value Creation (Laursen & Svejvig, 2016).

1 - Strategy

Projects can be seen as value creation processes with a strong focus on Strategy. Identifying the deliverables of projects gains a special meaning depending on the strategy of the company. For instance, by comparing two different views, Product based view and Value based view, these two views are respectively declared as "first-level customer relationship" and "second-level customer relationship", the latter relates to the capacity of identifying and analyse the client's business strategy and to think strategically from their perspective. In the sense that the starting point for any relationship is value creation process. The company must operate using "second-level relationship", due to the fact of the different value creation models for each group of stakeholders in a project (Winter & Szczepanek, 2008).

The argumentation in relation to the necessity to manage projects in through-life value creation, pursuing the necessity to abandon a system like the "iron triangle" and move into a broader system which takes into account through-life value creation(Artto, 2016). By defining the strategy to use the project manager must know the impact that the project will have not only through-life value creation, but also by the final result in other areas like social, ecological, health and safety (Martinsuo & Killen, 2014).

2 - Project

To define the impact of value creation we need to define the purpose in which the project will operate. For this instance, there are two different options:

The first one being the development of an internal project. In this environment the company develops internally a project, where the final customer will be the own company. This can be a product, a service, an improvement over a process or a combination of several areas of interest. For this the final clients are the several departments that will be impacted by the execution of the project. The purpose of a internal project is to create value internally, the changes/improvements provided by the project will impact solely its own company (Bjorvtn, 2022).

The second option comes in form of an external project. The purpose of the company is to create a product or a service where the value creation comes in form of the payment made by the customer, where companys have a contractual relationship with their customers, often on a project-by-project basis (Hobbs, 2016).

3 – Output

The Output is the end result of something. In project management the focus used to be a product, a service or a change. Nowadays organizations are focused in keeping the value creation in project management, by offering services of this nature. Complemented by the fact which why so many corporations adopted such a strong emphasis on the valorisation of their services, through project management (Green, 2019).

4 and 5 - Outcome and Benefit

Both Outcome and benefit focus on the value creation of the project which goes beyond the comprehension of the "iron triangle" (Laursen & Svejvig, 2016). Also associated with outcomes is the association to front-end and back-end activities which represents the organisational processes and outcomes that define the cross-level interaction: before, during and after the project (Bjorvatn, 2022).

This it tied to the fact that each and every outcome can have a benefit or a drawback depending on the company internal stakeholders' interactions and external stakeholders. Hence the necessity to combine a Value based view strategy with a cross-level interaction between all the involved stakeholders, the objective of a project is to create value and to improve in some manner.

6 – Value

In project management community exist the argument that value is a social construct, explained through the "unscientific" narrative of its purpose, given that value is an essential factor of modern management (Green & Sergeeva, 2019). This concept of value is accounted for the benefits management attached trough the adopted strategy and the stakeholders involved in the project (Bjorvatn, 2022). Also, the economic value isn't the only type of value that is considerate but also social value and ethics (Martinsuo & Geraldi, 2020). Value must evaluate if the links between elements of governance of a project is in place, so organizations can ensure that value is envisaged, created, and subsequently harvested (Riis & Wikström & Hellström, 2019). Today's management is tied to the strategy and the view that is implemented into the company and how it perceives value.

7 - Value Creation

As mentioned before value creation is a complex and multifaceted concept that is central to management (Laursen & Svejvig, 2016). Recent focus on value creation is an indication of an attempt to propose project management as a value adding area. The main focus point is the important part of its purpose, guarantying project managers should take responsibility for value creation (Green, 2019). Recently, the importance of project alliances is increasing and is inherently complex and dynamic. Also involving multiple feedback processes and non-linear relationships, a dynamic approach is needed for their modelling and for producing a value creation processes (Pargar, 2019). Again the adopted strategy and the decisions made by it influence the project, its lifecycle and its representation in the company (Bjorvatn, 2016).

In summary, the eight core definitions are related to each other, but on point is always present in every definition: Strategy. Strategy is the baseline of every project, being the strategy of the company or the strategy of the project. This decision of Strategy will influence the rest of the definitions; p.e. utilizing a strategy for value-based view in internal projects will create outputs, outcomes, benefits, value and the process for value creation in favour of the company.

2.3 Internal Marketing and Value Creation

To understand the concept of internal marketing it is fundamental to understand its roots and from where it originated. Why it exists and why it is so important in the present?

The idea of internal marketing firstly suggested that only service companies should use internal marketing, with the objective to understand the internal customers' needs in order to modify and improve job-products and segment employee markets (Berry, 1987). Justifying the idea that the value creation came from better working conditions for employees and for a better understanding of the employee market for the employer, resulting in a better recruitment. Fast forward 30 years the proposition for this value has changed, mainly to the fact that nowadays companies must compete on value rather than price (Berry, 2016). Further proposition for Internal Marketing comes from the idea that is pre-requisite to exist a successful external marketing and that the purpose of internal marketing in to motivate and to retain customer-conscious employees, lastly serving to develop and to maintain a service culture (Grönroos, 1990). Internal marketing refers to all stakeholders who can engage in service with the company and can be affected by the achievement of the company's objectives (Ballantyne, 2011). In the same line of thought we can argue that internal marketing is planned to have a higher achievement in customer satisfaction trough motivated and customer-orientated employees using marketing approaches (Rafiq & Ahmed, 2003).

To define the targets to increase performance, monetary and non-monetary, market orientation has attracted substantial attention in business over the years due to its critical role in creating value and delivering superior value propositions to its customers (Zebal, 2018). Recently the Internal Market has been adapted with Internal Market Orientation (IMO). IMO is a value creation mechanism for the company´s internal market, and practically means that the organizations develop superior reciprocal value propositions for employees (Boukis, 2019). IMO can be seen as imperative for a company to thrive, due to the necessity to train employees and to adapt them to the procedural requirements by also changing the company to efficiently handle external customers (Zebal et al., 2019). In these theories the main point is the creation of value to the internal customers (internal stakeholders) so they can be able to create value to the external stakeholders. These propositions indicate to have better work conditions, to motivate and to train employees in order to obtain success and retain the better performing, resulting in a improved Value Proposition to the external customers.

To be able to implement these criteria's' in a company one should know how the following question comes into our discussion: What to implement to create value internally to then be able to create value to our customers? In the current literature there are 10 dimensions that are frequently used to create value internally: Internal communication, Training, Reward System, Empowerment, Internal market research, Management support/concern, Development, Vision, Physical environment and Senior Leadership (Qaisar & Muhamad, 2021).

Internal communication is one of the ways to share the companies' objectives and one of the ways it interacts with its employees, highlighting them the path to achieve the forecasted results (Mainardes et al., 2019). To align the external marketing objectives with internal environment of the company, resulting in managers being able to benchmark current levels of internal communication to understand employee's current perceptions and areas for improvement (Huang et al., 2019).

Training provides employees with the opportunity to learn and as individuals learn, they create knowledge that transforms them from touch labour to knowledge workers (Qaisar & Muhamad, 2022). Also, allowing for a better development of employee skills and knowledge to create a common perception of the vision of the organization in which leads to improved customer service (Ottenbacher, 2007).

The reward system is a component capable of influencing employees' decision to remain and contribute to organizational goals (Mainardes et al., 2019). A well-defined reward system is capable of enhancing employees' morale and increase employee retention in the organization, reducing turnover (Ieong & Lam 2015; Kim et al., 2016). The reward system includes not only incentives but also benefits to the employees' (Qaisar & Muhamad, 2022).

Empowerment is a process that is related to employees' increased power to take decisions that aim to achieve customer satisfaction and to create value; self-efficacy and confidence are two base points to take in consideration (Narteh, 2012). Empowerment matters to increase employees' performance, this increase in performance can be seen by customers and by the employees' managers not only that, but also the impact of this empowerment is beneficial to all the stakeholders (Guerrero et al., 2018).

Market research is an activity very effective any industry to analyse types of customers, to understand their needs and wants and to segment them. Internal market research has the same function, whereas internal market research is used to analyse and understand employees of a company (Huang & Rundle-Thiele, 2015). Internal market research is a process which is used by the company to identify key employee segments, their needs and characteristics, with the objective of designing and implementing targeted strategies for each segment (Kadic-Maglajlic et al., 2018).

Management should support the ability to positively influence, encourage and promote self-directed learning in the workplace. They should take in consideration their roles and responsibilities to encourage and promote self-directed acting as a learning resource and providing advice and support as an external stimulator (Samah et al., 2021). Management support functions, such has resources, providing a desirable supportive atmosphere that enables leaders to activate employees' creativity. Employee creativity is a collection of behavioural activities representing an employee attitude toward their work role, such as idea creation, advancement and recognition (Ali et al., 2021).

Vision is the objective in which the human factors are involved in interpreting and are working on an intangible concept. Vision can have two types of interpretation, firstly, is the conception of a new market vision at the managerial and strategic level, secondly, is the embodiment of this vision in a new service solution at the operational level where day-to-day routines shape the value provided to customers (Artusi & Bellini, 2022). To accept this vision, employees' must feel the vision and the organization's leadership must share it in a suitable way; this is due to the fact that visionary leaders must inspire and motivate their followers to meet the standards of their membership (AlKayid et al., 2022).

Physical environment can be defined has the physical conditions of the work environment. This subject analyses the health and well-being of employees, this includes physical comfort. These points influence personal comfort and efficiency levels with respect to performing tasks, aspects such as ambient conditions (heating or air conditioning) or the ergonomics. Even task instrumentality focuses on the body dimensions that influence performance. The space, layout and size of the workplace, as well, as the arrangement and adequacy of teams and work groups can influence performance (Lin, 2008). Work environment can be implemented by a set a rules and compliances proposed by the competent authorities. Work environment is a concept that encompasses the social and physical conditions and characteristics at the organisation (OECD, 2017).

Senior Leadership sets the objectives and, consequently, are responsible to find a feasible path to achieve them but are also responsible for preparing quality initiatives and organizational training and learning. This path can instantly create knowledge across teams and business units with the purpose to inspire new and creative ideas, which will result to directly yield improved innovation and performance in the company (Zeng et al., 2015). To conclude, senior leadership can also increase the motivation of the company employees, resulting in an increased activity and enthusiasm in the workplace, resulting in a better process which can be implemented and controlled by the senior leadership (Zhang et al., 2020).

2.4 Conclusion

In the presented chapter it was addressed three main subjects, Value Creation in Companies and other organizations, Project Management and Internal Marketing. The three subjects are related to each other, meaning the performance, outcome and benefits are all related to the performance of each one of these subjects, mainly traits as training the internal customers, having good support from the leadership and being able to share the same values between internal costumers and external customers. Project Management is directly influence by this course of actions, due to the fact that exists a project team and this team is responsible for creating value for the customer, being internal or external.

In conclusion the process of project management is constructed for and by internal and external stakeholders that rely on the value propositions from the organisations to create value. To be able to create the maximum value to the external customers, the internal customers must be satisfied and ready for any challenge.

3. Conceptual Framework

3.1 Introduction

The presented Chapter have the objective to develop and to support a conceptual model that it will be used has the baseline for this work. In the next topic, 3.2, it will be justified and clarified the relation between Value Creation in Companies and other organizations, Internal marketing and Project Management, in order to create the Conceptual Model, this will be related to the question that completely baselines the entirety of this thesis.

3.2 Research Problem and Research Questions

Following this study, the conceptual framework of analysis that supports this investigation was started by understanding the baseline question in this thesis:

How can internal marketing contribute to value creation in the context of project management?

Has we notice, this question is born from the literature review that was performed. In addition to this question, if we analyse closely this question and the literature review it is possible to unfold some other questions, in the context of project management:

Research Question 1: What is the relation between the value proposition and the value creation?

Research Question 2: How can project management influence the process of value creation?

Research Question 3: How can internal marketing motivate and align the teams through the project?

Unfolding these 3 questions, it is possible to conceptually group as follows:

- Research Question 1 it is grouped as a Value Proposition;
- Research Question 2 is related to the Process of value creation in Project Management;
- Research Question 3 it is integrated in Internal Marketing;

The conceptual model to be presented will follow these conceptual groups, and consequently these questions, and the literature review, these inputs will serve has the baseline for the Conceptual Model.

3.3 Conceptual Model

For the development of Conceptual Model, as previously explained before, it is fundamentally necessary to align the conceptual groups, and subsequently the affected questions, with the literature review.

Value Proposition

The Question 1 *"What is the relation between the value proposition and the value creation?"* is tied to the value creation in which case to the value proposition, and consequently tied to Company-Based Resources and Market-Based Resources (Payne et. al., 2017). This question combines the internal and external resources of a company and how this can affect the value proposition. This theme regards the value proposition has a fundamental point that directly affects value creation, and how the resources are tied to the value proposition and vice-versa.

Process of Value Creation

For the construction of Conceptual Model, it is obligatory to create a baseline for the Process. For this it is needed to align with the question 2: *"How can project management influence the process of value creation?"* with the eight core concepts within project value creation: Strategy, Project, Output, Outcome/change, Benefit, Value and Value Creation (Laursen & Svejvig, 2016). By analysing the critical factors for a value creation we can combine the eight core concepts with the factors that most impact the value creation.

Internal Marketing

Regarding Internal Marketing and the question 3:*"How can internal marketing motivate and align the teams through the project?",* the analysis can be made through the 10 dimensions used to create value internally in any company: Internal communication, Training, Reward System, Empowerment, Internal market research, Management support/concern, Development, Vision, Physical environment and Senior Leadership (Qaisar & Muhamad, 2021). Analysing the internal value created utilizing internal marketing has a tool to increase the output of

Value Creation in the end of each project. Hence the question seeks to define the difference for having or for not having these points implemented.

With the baseline created by performing these research questions and by analysing the literature review we can proceed to the following Figure 1. The representation and visualization of the previously analysed and explained:

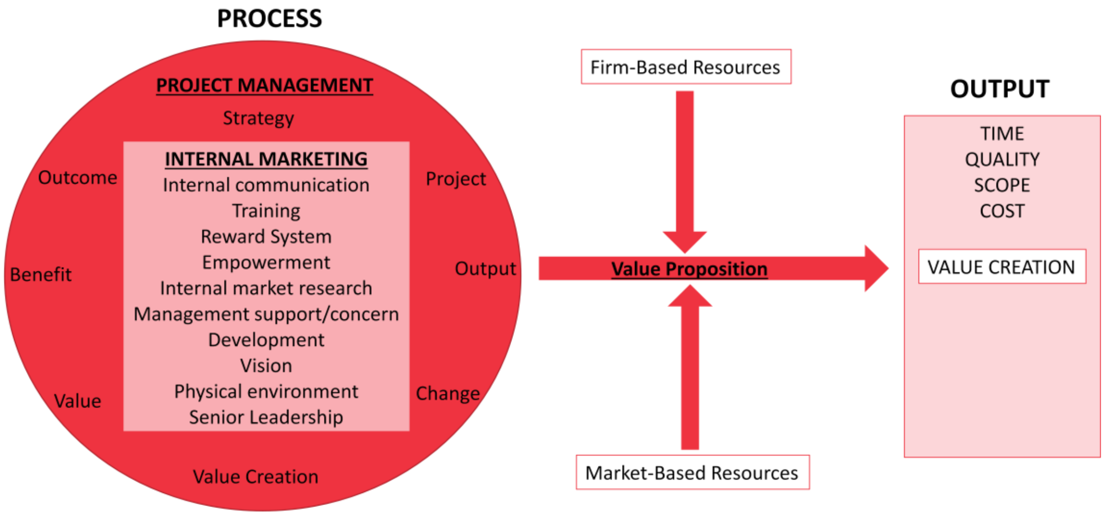

Figure 1: Conceptual model

Source: Own elaboration

3.4 Conclusion

In this chapter the analysis was made by creating a baseline of the presented research problem, by identifying the research questions together with the literature review and by analysing together these points. This summarization of the presented challenge will be utilized for the methodology to be used. Lastly, from this point onwards this Conceptual Model will be the baseline for the data collection and for the study of the data collected.

4. Methodology

4.1 Introduction

This chapter have the objective to introduce the methodology used that is used in this study, which consists on in-depth interviewing experienced Project Managers. This chapter also describes the processes used to recruit research participants, methods of data collection and data analysis, as well as the study's limitations.

4.2 Methodological Approach

The basis of the investigation in the present thesis focuses on the impact of value creation in project management utilizing internal marketing. Regarding the methodology to be used it is represented has qualitative, due to the necessity of assessing the past experience and feedback of project managers. In order to come closer to the essence of a true past experience, that was observed and felt through project managers that can have different viewpoints (Flood, 2010). In summary, qualitative research values each participant past experience and also is sensitive and subjective to each participant past experience (Tomaszewski et al. 2020).

For this thesis the main focus in on past experiences from project managers. Furthermore, the context to dive into the knowledge and to explore this form of past experience of each project manager. For this methodology, we the interviews will only be performed people who are currently working as project managers, by describing their experience and focusing descriptive categories of the perceived participants narrative (Flood, 2010).

The reasons behind interviewing project managers as follows:

In the first place, Project Managers lead value creation in companies. Being a internal or external Project the dedication and the experience of the project manager impacts directly the value creation. Secondly, Project Managers are one of few, if not only, that simultaneously works directly with the various Business Units around each enterprise, also impacting the organization as a whole.

Regarding the investigation of this thesis, it was utilized analysis techniques which include a variety of tools in order to study and analyse the interviewee's answers and from that to extract the conclusions by interpreting the collected data (Graue, 2015; Tomaszewski et al. 2020; Lester et al. 2020).

The presented method has its advantages and disadvantages, despite this and acknowledging these points taken in consideration it was decided to advance with the presented method. The advantages are as follows:

- Broader comprehension of Project Managers past experience, by them narrating and explaining the various situations;
- Possibility of gaining new insights during the investigation;

Regarding the disadvantages, we can notice as follows:

- The collected data can be biased during the interpretation from the researcher;
- Researcher has its subjective relation, due to also past experience in this research field;

The analysis will follow the method suggested from Bardin (2013), and it divides itself on three different phases:

- 1st Phase is to establish the objectives and to conduct the interviews;
- 2nd Phase, after conducting the interviews, is to analyse the collected data, that resulted from the interviews;
- 3rd Phase sets to understand, interpret and to manage the data collected.

After these three Phases we will have the output and the outcome from the performed interviews.

4.3 Data Collection

The Data Collection was performed through interviews with a semi-structured script, with the purpose to guarantee that the interviews are conducted with the same procedures. Semi-structured interviews allow the interviewer to previously align the main points that wants to focus during the interviews. Even if there is a semi-structured script the interviewees had the opportunity and the liberty to answer in accordance to their experience.

All of the of interviews were performed via Microsoft Teams, consequently recorded and transcribed utilizing Microsoft Word. Also, during the interviews it was assured to the interviewees the confidentiality, their name and identity were omitted in order to protect and to assure no harm to them or to their careers by sharing the kind of information that was shared.

Sample

In total 12 interviews were performed, the main characteristics regarding the interviewees, their age, their academic degree and their main business/industry resumed in table 1. Regarding the sample, the effort was made to guarantee the maximum feedback from different businesses/industries in order to have the most diverse opinions and experiences. Lastly, the project management professionals that were interviewed brought a massive feedback and experience sharing resulting in an immense value to this thesis. When it was considered to have a theoretical saturation of information, the interviews were concluded.

Table 1: Interviewees

Interviewee	Age	Years of Experience	Education	Sector of Activity
I1	35	10	Master Degree	Sustainable energy
I2	29	4	Bachelor	Aeronautical Sector
I3	47	19	Doctorate	Health Sector
I4	33	7	Master Degree	Food Sector
I5	27	3	Master Degree	Translations
I6	33	8	Bachelor	Construction
I7	58	28	Doctorate	Consultant
I8	40	14	Master Degree	Banking and Insurance
I9	32	5	Master Degree	Automotive Sector
I10	28	4	Master Degree	Retail
I11	28	2	Master Degree	Law
I12	28	4	Bachelor	Oil

Source: Own elaboration on NVivo 14

To note that even with this degree of diversity regarding the past experience and point of views this number of sample is still not enough to represent anything in terms of gender, academic degree, age or any other social-economic indicator.

Semi-structured Interviews - Script

The interviews were performed using a script has a baseline for every interview (see annexes). The script was designed in order to attend the past experience of project managers. The mentioned script has the following constitution:

- The first Phase has two questions that serve to establish a framework between the interviewer and interviewee. The first question serves as a tool to start by creating a common knowledge regarding the interviewee experience. The second is utilized in a way that establishes the importance of value creation in project management.
- Second Phase also with two questions, starts the first analysis on the proposed model, the Process. This is done by assessing, the critical factors for a successful value creation and which are the factors that contribute for the success of project management. Utilizing these questions, we can relate the critical factors and success factors with the purpose of obtaining a common ground on both questions.
- Third Phase refers to the second part of the conceptual model, the Internal Marketing. This Phase serves a baseline to collect data regarding the involvement and the motivation of the project team and if it is essential for value creation. In this Phase we also pursue what organizations and other entities can do in order to have the all the elements motivated and aligned for the achievement of their objectives.
- Fourth Phase is aligned with the third part of the conceptual model, Value Proposition. The main objective in this Phase is to compare the promise of value with the value creation of a project. But also, to analyse the importance of internal and external resources in the process of the value proposition.
- In the Fifth Phase serves as a direct point to discuss how the value creation in measured of a project. This comes in a subjective and objective view of point. This Phase is directly pointed to the Output in the conceptual model.
- Lastly, Sixth Phase is the final phase that has the purpose of ending the interview and the interviewee has the opportunity to share any feedback regarding the interview.

Pre-test

Before starting the interviews in a systematic way, several pre-tests were performed in order to adjust the script because it was found, on the one hand, that some of the questions in the initial draft versions were not clear and on the other hand some of the questions didn't have the necessary degree of depth for the interviews.

4.4 Data Analysis

For the Data Analysis collected from the interviews, firstly it was obtained the transcription files through Microsoft Word, this was obtained from the audio recordings. The interviews were done via Microsoft Teams Software, this Software permits the recording of the interview but also the transcription of the mentioned audio. After this transcription occurred it was necessary to perform some corrective procedures in order to have to most fidelity in the transcription directly from the interview. Succeeding, the interviews were uploaded into the qualitative analysis software NVivo 14. Following this upload, the process of coding started, the basis for this was the Conceptual Model present in the Chapter 3. During the process of analysis it was identified new concepts and ideas, making this new knowledge into a grounded theory approach.

The next table represents the final coding tree, with an observation of the codes that were present in the initial basis of the coding tree and segregating the codes that were identified in a later stage due to the analysis of the interviews.

Table 2: Interviews Codification Tree

Code	Coment
1 Value Proposition	Resulted of the analysis modelling
1.1 External Resources	Resulted of the analysis modelling
1.1.1 Customer relationships	Resulted of the analysis modelling
1.1.2 Market-Knowledge	Resulted of the analysis modelling
1.1.3 Brand Reputation	Resulted of the analysis modelling
1.1.4 Innovation	Resulted of the analysis modelling
1.2 Internal Resources	Resulted of the analysis modelling
1.2.1 Formalization of the Value Proposition	Resulted of the analysis modelling

1.2.2 Product Knowledge	Resulted of the analysis modelling
1.2.3 Leadership Support	Resulted of the analysis modelling
1.3 Value Proposition VS. Value creation	Resulted of the analysis modelling
2 Process	Resulted of the analysis modelling
2.1 Critical Factors for Value Creation	Created in the context of content analysis of the interviews
2.2 Factors that contribute for the Success of Project Management	Resulted of the analysis modelling
2.2.1 Time	Resulted of the analysis modelling
2.2.2 Quality	Resulted of the analysis modelling
2.2.3 Cost	Resulted of the analysis modelling
2.2.4 Scope	Resulted of the analysis modelling
3 Internal Marketing	Resulted of the analysis modelling
3.1 Alignment and Motivation of Project Team	Resulted of the analysis modelling
3.2 Enterprise effort for Alignment and Motivated for Objectives	Resulted of the analysis modelling
3.2.1 Empowerment	Resulted of the analysis modelling
3.2.2 Management Support	Resulted of the analysis modelling
3.2.3 Rewards System	Resulted of the analysis modelling
3.2.4 Training	Resulted of the analysis modelling
3.2.5 Internal Market Research	Resulted of the analysis modelling
3.2.6 Physical Environment	Resulted of the analysis modelling
3.2.7 Senior Leadership	Resulted of the analysis modelling
3.2.8 Internal Communication	Resulted of the analysis modelling
3.2.9 Vision	Resulted of the analysis modelling
3.2.10 Development	Resulted of the analysis modelling
4 Value Creation Measurement	Resulted of the analysis modelling
4.1 Objective	Created in the context of content analysis of the interviews
4.1.1 Iron Triangle	Created in the context of content analysis of the interviews
4.1.2 KPI's	Created in the context of content analysis of the interviews

4.2 Subjective	Created in the context of content analysis of the interviews

Source: Own elaboration on NVivo 14

4.5 Conclusion

In this chapter the objective was to characterize and fundament the adopted methodology in the research. The focus was into the process of data collection and the analysis of said data. Tracing its connection to the conceptual framework, to the problems, to the research questions and to the conceptual model developed in the previous chapter. The following chapter develops the analysis of the data collected based on the methodology adopted.

5. Analysis and Discussion of Results

5.1 Introduction

In this chapter the research questions we will analysed from the feedback received and identifies from the interviews, this will be done by using our Conceptual Model has a baseline.

This chapter is composed by four main sections. The first three are totally dedicated to the data analysis that was collected during the interviews. In these sections we will address the Process of Value Creation, in section 5.2. Then we will analyse section 5.3, that focuses on the Value Creation utilizing Internal Marketing, and finally, the Value Proposition and Value Creation in section 5.4.

In the last section the results will be discussed and debated with the literature review, presented in chapter 2, and the conceptual model, presented in chapter 3.

5.2 Value Creation

In this topic the aim is to give an answer to the question that relates the Value Proposition with the Value Creation process, which is the following:

Research Question 1: What is the relation between the value proposition and the value creation?

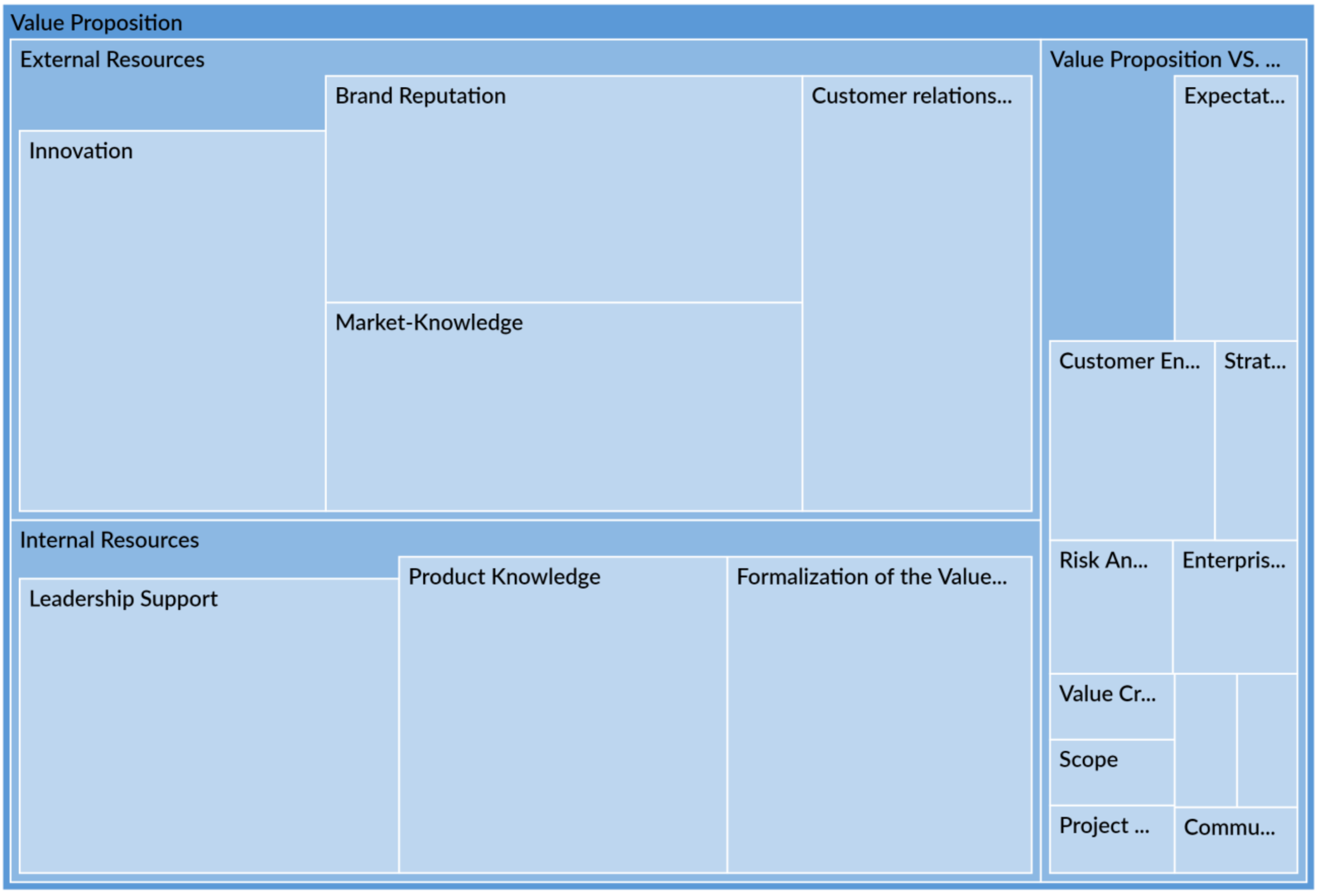

Figure 2: Hierarchy Diagram for Value Proposition creation

Source: Own elaboration on NVivo 14

5.2.1 Relation between Value Proposition and Value Creation

Value proposition is the promise of value to customers, in this subchapter it is targeted to comprehend and to relate this with the value creation. The value proposition is the description of the advantages, benefits and results for what the project can deliver. The value creation is the mentioned deliverables as created value.

"O próprio nome indica a criação efetiva de valor passa por pôr as palavras em ação, ou seja, a promessa acaba sempre por ser aquilo que nós Dizemos que é valorizado no nosso produto, que é diferenciado, nosso produto. E a criação efetiva, realmente se não for ao encontro daquilo que nós estamos a prometer, nunca poderá resultar." (I9)

'Para definir as funcionalidades e depois também os benefícios que possam atender às preocupações às necessidades stakeholders'. Isso também permite alguma forma antecipar como é que os resultados que

podemos esperar, o que estamos a desenhar vão ao encontro das necessidades e de resolver os problemas. " (I7)

During the interviews some of the interviewees pointed to factors that can contribute for a value proposition much closer to a real value creation.

Table 3: Factors that contribute for the value proposition

Factors	Number of answers
Customer Engagement	4
Expectation Management	3
Enterprise Engagement	2
Strategically Selected Projects	2
Risk Analysis	2
Outcome	1
Value Creation Through Project	1
Communication	1
Future Projects	1
Project Team	1
Scope	1

Source: Own elaboration on NVivo 14

Customer engagement was the most cited factor. The interviewees identified that the role of the customer in the value proposition process is much more central that was previously established.

"Muitas vezes coloca-se em causa a criação de valor por falta de cooperação do cliente, e também falta de priorização do cliente. Agora eu acho que se conseguirmos a fazer um bom planeamento, ter um bom gestor de projeto, ter uma equipa em engaged e ter um cliente que de facto A quer um ROI num tempo útil, acho que devia ser uma relação de 1:1." (I11)

"O cliente tem que estar ciente de que na proposta de valor a sua expectativa é o que está acordado. Neste mesmo sentido, durante o desenrolar do projeto o cliente tem que acompanhar as suas necessidades. Poderão aparecer oportunidades ou ameaças que representam uma perda na criação de valor. "(I9)

Expectation Management was also a factor identified as being very important in the relation between value proposition and value creation.

"A promessa de valor está completamente assente na comunicação e na expectativa criada junto do cliente do projeto. Quando falo de promessa de valor refiro-me a dados objetivos e subjetivos prometidos junto do cliente, em que constituem a expetativa deste" (I12)

"Quando a promessa de valor é clara e realista, as partes interessadas têm expectativas alinhadas. Isto é fundamental para gerir os desafios que aparecem de forma a garantir que o projeto seja entregue com qualidade e dentro da expectativa do cliente." (I3)

5.2.2 Internal Resources for Promised Value Creation

As presented in Chapter 2 the Company-Based Resources are composed by the Leadership Support, Formalization of the value proposition and Product Knowledge. In this subchapter we want to understand what is the impact of the Company-Based Resources in the construction of the Value Proposition.

Leadership Support

Starting by the Leadership support the supposed objective is to enrich the employees with resources to strengthen their leadership behaviour. So, in this case the Support should be Up to bottom in the hierarchy of the company and as a result the support can be transformed in bottom to up.

"A liderança é sempre, o top management é sempre quem vai no encabeçamento, juntamente com as áreas comerciais. Obviamente que ele vai precisar dos nossos gestores mais experientes dos nossos orçamentistas do pessoal, que percebe mais de um negócio por assim dizer mais da parte mais técnica é indissociável alguma coisa do outro, ou seja, tu precisas malta comercial, vai lá, mas precisas de que um Técnico te valide toda aquela informação porque senão o comercial, vai lá vai decidir." (I6)

"Os recursos internos da empresa, que está muito direcionado para as pessoas, ou seja, a forma como a liderança, tanto o top management como umidade, dá o suporte às necessidades das equipas, ao ou às necessidades." (I7)

"Acho que em termos de recursos humanos, ou seja, em termos de pessoas e também em termos de recursos materiais, começando pelos recursos a nível humano, se tu não tiveres uma forte liderança, não é uma liderança capaz de fazer cumprir com aquilo a que ao quais são as responsabilidades da pessoa." (I9)

One of the interviewees even suggested having a sponsor in order to facilitate the Leadership Support with their target at the company:

"Muitas vezes das vezes objetivos, que não econômicos, não correm como esperado. Por exemplo uma das soluções seria a utilização de um Sponsor de forma a facilitar a proximidade entre a liderança e as equipas." (I1)

Formalization of the Value Proposition

Forwarding to the Formalization of the Value Proposition, the purpose should be to impact the leadership support in a positive way. But most of the interviewees saw the Formalization of the Value Proposition as a way to strengthen the company's relation with its customers.

"Uma proposta de valor clara é essencial para garantir que todos na empresa compreendam as promessas que estão a ser prometidas aos clientes. Isto envolve definir de uma forma detalhada as principais vantagens e fatores diferenciais dos produtos e/ou serviços." (I3).

"É o primeiro contato que nós sabemos que temos com um cliente, seja num concurso público ou não. Ou até um cliente que nos aborda à procura de soluções e nós nesse momento temos que ter as condições, temos de ter as soluções que temos disponíveis ou que podemos vir a ter no tempo graças à nossa inovação." (I1)

Continuing this topic, two interviewees stated that the Formalization of the Value Creation and the Leadership Support should be hand to hand in order to create value:

"O suporte da liderança e a formalização de valor decorrem de forma conjunta. O suporte da liderança é fundamental para alavancar uma boa formalização da proposta de valor." (I11)

"Na minha opinião o suporte da liderança e a formalização da proposta de valor funcionam como um só. Ambos complementam-se e criam sinergias para que seja possível realizar o melhor cenário possível para o cliente. O suporte da liderança é fundamental para a formalização da proposta de valor, e este serve como uma ferramenta de suporte para a liderança." (I12)

Product Knowledge

Regarding the Product Knowledge this was defined by the interviewees as being the main *baseline for the Value Promise:*

"O gestor de projeto acompanya que está atento que ajuda a formalização da proposta de valor é que nós chegamos a clientes internos e ou externos e fazemos proposição, é claro que será com base no produto." (I7)

"Seja a nível do customer service, seja a nível do hardware ou do software, em que os especialistas claramente são os que precisam mais de estar com conhecimento do seu produto, pois são esses que estão a desenvolver, mas também o gestor do projeto. Exemplo, se eu não conhecer o produto com o qual eu estou a lidar não vou ter qualquer capacidade de negociação ou até de comunicação com o cliente, porque não vou saber do que estou a falar." (I9)

One of the interviewees commented that the product knowledge is the base, but also add that is a complement the Leadership Support.

"O conhecimento do produto ou do serviço em causa é fundamental, ou seja, é a base para que se possa complementar a formalização da proposta de valor e consequentemente completar o suporte à liderança neste processo." (I10)

Other interviewees defined Product Knowledge has being the main differentiation factor for the Value Promise:

"Conhecendo o produto posso apresentar um projeto e olhar diretamente numa solução, pensar numa estimativa de um preço, pensar logo quanto tempo vai demorar ser feito e dar uma proposta Realista ou muito aproximava da realidade. É aquele fator diferenciador para uma promessa de valor, ou seja, quando nós dizemos ao cliente, olha, tu tens um desafio e eu tenho a solução"(E2)

"Fundamentalmente, na maioria das vezes é o sucesso para a conquista de um projeto novo. Quando os clientes nos procuram já trazem uma determinada ideia relativamente ao desafio que nos vão propor, assim como a expectativa de como seremos capazes de responder a esse desafio. É crucial para o sucesso no nosso ramo." (I11)

5.2.3 External Resources for Promised Value Creation

As pointed in Chapter 2 the Market-Based Resources is composed by four distinct topics Market-Knowledge, Innovation, Customer relationships and Brand Reputation. In this subchapter we want to understand what is the impact of Market-Based Resources in the construction of the Value Proposition.

Market-Knowledge

Firstly, Market Knowledge during the interviews was seen as a must in every company. Every single one of the interviewees stated that Market-knowledge is one of the critical factors for the Value Proposition. Understanding the Market, new Technologies, competitors, the position of the company in relation to the competitors and also prices were factors stated by the interviewees that served as a result from Market-Knowledge.

"O conhecimento do mercado é fundamental não só para conhecermos a concorrência, mas também, preços, potenciais clientes, concursos novos e até mesmo possam existir novas áreas e novos mercados." (I2)

"Entender e perceber o mercado em que a empresa opera é essencial para criar uma promessa de valor apelativa. Com o conhecimento do mercado é possível conhecer e estudar os nossos clientes e os seus desafios, entender em que ponto nos encontramos face à concorrência, qual o nosso market share, tecnologias novas, oportunidades e riscos. No fundo validará a nossa diferenciação."(I3)

"Pesquisa de mercado, temos que entrevistar e estudar bem as perceções do Cliente, para garantir justamente o alinhamento com as necessidades que têm com os problemas que tem." (I7)

Even suggesting that Value Propositions has a higher change of failing if there is not any kind of Market Knowledge:

"Qualquer proposta sem ter por base pelo menos o conhecimento do mercado é um risco muito grande. Claro que pode ser que resulte, mas as garantias de sucesso são muito mais reduzidas. "(I4)

Innovation

Secondly, the innovation was seen, during the interviews, as something that can have two different approaches to innovation.

To start there is not any kind of innovation on their company. And their innovation comes from the market and not from internal innovation:

"A nossa inovação acaba por ser apenas um acompanhamento do mercado" (I6)

"Na minha área, em particular, a inovação não é propriamente feita por nós, digamos assim. No entanto, existe um acompanhamento constante e diário relativamente ao surgimento de nova legislação, à alteração de normas e processos, quer a nível nacional quer a nível internacional. Sendo que, esse acompanhamento é executado em conformidade com as áreas do direito que mais trabalhamos e com as quais estamos em contacto permanentemente." (I9)

Continuing, some interviewees perceived Innovation has a differentiator and had their own innovation:

"A inovação associa-se a diferenciação, a diferenciação como motor de inovação e, portanto, isso permite talvez a criação de mais valor, maior relevância também para o mercado, maior capacidade de resolver problemas, sustentabilidade a longo prazo, por exemplo, e certamente também comunica pessoas que têm mais criatividade e talvez um entusiasmo num compromisso maiores para a criação de uma proposta de relação" (I7)

"A nossa empresa é jovem, mas tem superado as expectativas por causa da nossa inovação. Claramente estamos à frente da concorrência e temos um market share maior graças a isso. Tem sido o nosso trunfo." (I9)

Customer Relationships

Thirdly, the Customer Relationships was consensus between the interviewees that is essential and it requires a special attention. It is fundamental to have a good communication with the customer, also combining it with transparency, resulting in a healthy relationship. Causing to have a continuity with the customer in the future.

"A parte de relações com os clientes eu acho que é essencial e já falamos. Ter sempre boas conversas com o cliente para a conseguir motivá-lo e para e gostar da personagem do gestor de projeto. E saberem que podem contar com o gestor de projeto para qualquer questão. E lá está, e mais uma vez a parte de comunicação é essencial e importantíssimo." (I1)

"O primeiro projeto pode custar um bocado a desenvolver, o segundo projeto já foi muito melhor porque tens de alinhar modos de comunicação, tens de alinhar os próprios critérios de sucesso e insucesso com o teu cliente e pronto e é mesmo isto é uma relação continuada e que se quer para futuro." (I4)

For one of the Interviewees the responsibility for the Customer Relationship was from the Marketing Team:

"Porque se o Marketing não conseguiu, trabalhar nisso na relação com o cliente não seremos nós estamos a abrir e a portas a possíveis parcerias e possíveis projetos." (I5)

The Customer Relationship can be seen as a tool to improve the value proposition, based on understanding better the customer needs.

"A relação com cliente é essencial, porque uma boa relação com cliente também permite entender mais a fundo as necessidades do cliente. E construir uma proposta de valor mais concreta, mais idealizada aos seus problemas." (I2)

Brand Reputation

Fourthly, the Brand Reputation is seen as a credibility factor which can enrich the Value Proposition. This credibility can be a factor for differentiation, and also an inspiration to the alignment of expectations:

"Uma marca com boa reputação é mais propensa a ser confiável e atraente. Uma reputação positiva também pode proporcionar uma vantagem competitiva, já que os clientes podem ser mais propensos a escolher uma marca com uma reputação sólida." (I2)

"A reputação da marca confere mais confiança, mais credibilidade ao projeto, ela própria pode ser fator de diferenciação e vantagem competitiva e, de alguma forma, também diminuir ou mitigar os riscos que se possam perceber. Pode ser uma inspiração também para a definição dos resultados esperados." (I7)

"É importante mencionar que a reputação da "nossa" marca é fundamental. 95% dos contactos que nos são feitos existem atendendo à nossa reputação. Sem este reconhecimento positivo, é, atualmente, quase impossível trabalhar nesta área. " (I11)

But it is also seen as a consequence of Innovation, time management and quality.

"Quer seja a questão da do investimento em inovação e desenvolvimento, quer seja a preparação da tua equipa de quer seja a continuidade no desenvolvimento de projetos a longo prazo. Toda a relação que está envolvida, isto, fortalece uma marca, obviamente. E, juntando, a transparência no desenvolvimento. Acho que são ingredientes essenciais para tudo correr bem e para teres uma marca forte." (I4)

To one of the interviewees independently of the brand there will also be some kind of scepticism depending on the value of the project.

"Porque há sempre ceticismo, os projetos variam imenso do valor e tem que haver neste caso um alinhamento entre a reputação da marca e a posição no mercado e para que haja interesse em trabalharmos com, neste caso, com as outras empresas, tenham interesse em trabalhar connosco." (I5)

5.3 Project Management and Value Creation

A Project Managers Influence impacts the value creation process of each of their projects. During this subchapter it will be analysed and discussed the main critical factors and the main factors that contribute for the process of value creation in Project Management.

Research Question 2: How can project management influence the process of value creation?

In the following image we can see the main themes sensitized, these were achieved by exporting the data from the NVivo 14 and it will be used as our main source of information for the analysis and discussion:

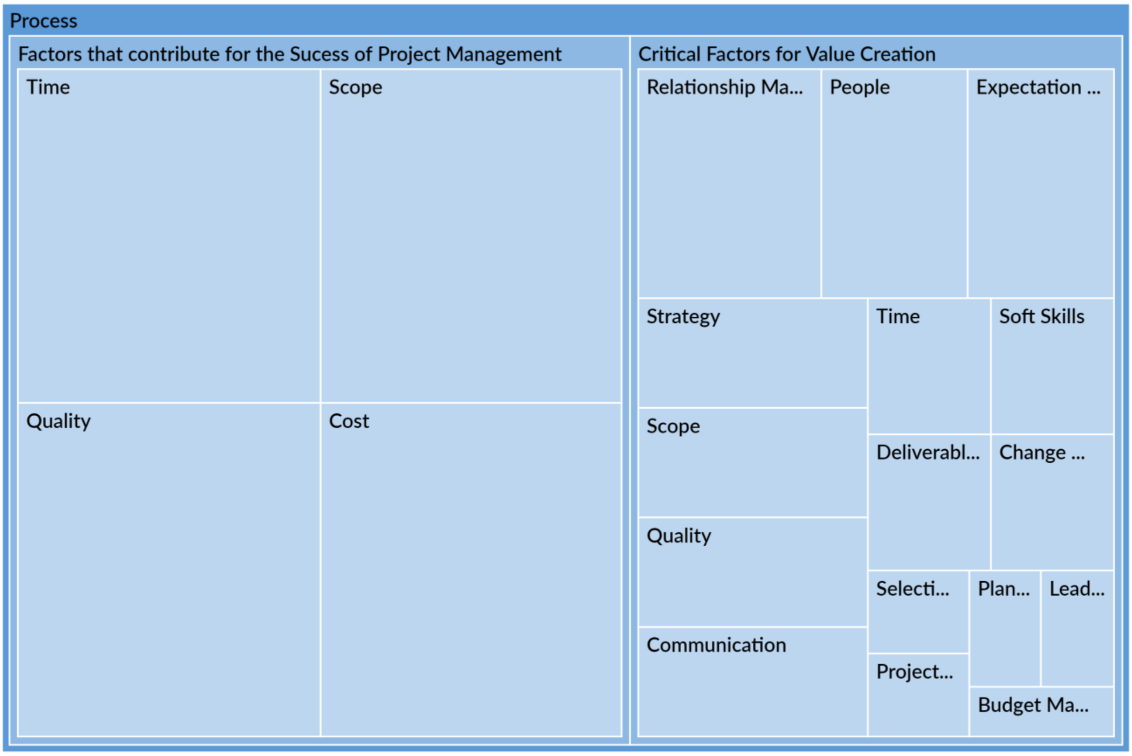

Figure 3: Hierarchy Driagram of the Factors that impact project management process

Source: Own elaboration on NVivo 14

5.3.1 Critical Factors for Value Creation in Project Management

In this beginning stage the main objective is to understand the Critical Factors for value creation in project management.

The conducted analysis represents a wide array of answers and different perspectives from the interviewees. In the next table we can see the total number of answers per Critical Factors:

Table 4: Critical Factors identified by interviewees and the number of answer per factor.

Critical Factor	Number of Answers
Relationship Management	5
Expectation Management	4

People	4
Quality	3
Scope	3
Strategy	3
Change Management	2
Time	2
Deliverables	2
Soft Skills	2
Communication	2
Budget Management	1
Planning	1
Leadership	1
Selection of team members	1
Project Execution	1

Source: Own elaboration on NVivo 14

As we can see in the presented table the feedback was varied. These Critical Factors point to a fact that was discussed in the 2nd Chapter of this thesis, that is, to consider only the "Iron Triangle" the responsibility of a Project Manager reduced to the capacity to negotiate, to plan, to define its purpose and to define the necessary quality. Nevertheless the "Iron Triangle" factors are to be considered but aren't the main factor for Value Creation.

The themes "Expectation Management", "People" and "Relationship Management" are the most pointed themes by the interviewees. This aspect turns transparent one of the initial problems of reducing the Project Manager responsibility to only negotiate, to plan, to define its purpose and to define the necessary quality.

In Summary, the Project Management cannot be simplified to the points of the "Iron Triangle" but must have the capacity to align the expectations with the diverse stakeholders of each project, manage its people, from the project team and/or who is impacted by the value creation and lastly to produce a Relationship Management with the various stakeholders of each project.

5.3.2 Factors that contribute for the success of project management

For this specific theme during the interviews it was explored the four main topics of the "iron triangle", Scope, Cost, Time and Quality.

We can start by assessing the reductive view of the iron triangle, also mentioned in the chapter 2 on this thesis, notified by one of the interviewees:

"Hoje em dia é uma Visão um bocadinho redutora do projeto."(I8)

This comes in alignment with the purpose of this thesis. Project Management cannot be defined by only the 4 pillars of the "Iron Triangle".

Scope

Scope is regarded as the main topic for the project management success, mainly describing Scope as the baseline for any project direction (main changes in the business). During the scope definition we define the Project Team, the objectives, cost, time, quality and specifications, processes and technologies to use for each project. It is a factor identified by the interviewees as being one of the most fundamental in factors that contribute for the project success, because without Scope we don't have a project:

"Âmbito tens que ter bem esclarecido, o que é que tu vais fazer, o que é que tu te comprometes a fazer e o que é que está fora de âmbito, inclusive, porque isso ajuda muitas vezes em situações mais posteriores a conseguir resolver algumas coisas que possas ter menos claras com o teu cliente" (I6)

"O âmbito é o pilar base, digamos assim, neste ponto é que definimos os stakeholders, a finalidade do projeto e as metodologias a usar. Importantíssimo numa primeira fase para alinhar prioridades e expectativas." (I12)

Cost

Cost, alongside Scope, is the factor that more contribute for the project success. The control for the Cost is one of the skills that the project manager must have. This point is somewhat controversial between the interviewees, because some identified it as being the central point for project management:

"Eu diria que, claro, se o projeto não tiver um suporte financeiro viável, nunca pode funcionar, não é?" (I8)

"Portanto, o orçamento é decisivo. Falha o orçamento, isto cai tudo, não é?" (I7)

But also, the control for the cost can be analysed by something that is influenced by other factors, per example Risk Management:

"Associar sempre 1º no risco no que toca à análise tanto do tempo e do e do custo para o projeto." (I7)

Not only these 2 references but somewhat inductive that the Cost can be a limitation during the project:

"No que concerne ao fator "custo", este é sempre um fator limitador e, em alguns casos raros, um fator diferenciador no decorrer da vida dos projetos e na sustentabilidade do projeto." (I11)

From the different feedback received at this point, we can see that Cost is a factor that determines if project was successful or not, but also to note that some factors like risk management will have a strong impact on the Cost of any project. The capability of managing a project Cost during its cycle is a must have for any project manager.

Time

On one hand, the project Time 9 interviewees had the opinion that Time is an important topic, and missing the stipulated timeline and milestones can be a decrease in value creation at the end of the project.

"O calendário é fundamental. Tu tens que ter noção dos teus recursos, noção do teu período de logística de aprovisionamento para teres noção de enquanto tempo, consegues colocar a as pessoas a trabalhar, a produzir e em quanto tempo consegues transformar isso no terceiro pilar, que é a qualidade que a tua entrega ao cliente final, não é?" (I6)

"Relativamente ao fator "tempo", considero que o melhor será alinhar o tempo dos projetos juntamente com os objetivos estratégicos da empresa a curto, médio e longo prazo, a fim de obter uma resposta clara aos diferentes desafios que poderão aparecer e comprometer os prazos estimados."(I11)

On the other hand, Time is viewed as the factor with less contribution for the value creation process.

"Tendo em conta os projetos que tenho acompanhado o tempo tem sido bastante flexível" (I12)

"O tempo, não direi que tem a mesma importância do orçamento, mas pode ter, até porque uma contextualização pode ter penalizações que houve o promotor ou quem executa por incumprimento não é, portanto, é preciso fazer isto bem feito dentro do tempo, controlando o risco, as pessoas garantindo a entrega das coisas." (I8)

This evidence conducts us to believe that time being one of the pillars of project management, is also regarded as the pillar with more agility. Furthermore, in Time controlling there are some factors that can be completely outside of the Organization, Project Manager or Customer power to assure the deliverables and project completion on Time, this can be mitigated by using risk management in order to anticipate any significant problem during the project.

Quality

Quality is one of the factors that contribute for the success in project management, this was seen by every answer from each interviewee.

The main differences in answers were when the Quality started as a success factor. For 10 of the interviewees quality started at the definition of the Scope, meaning that the quality has to be defined at the beginning and controlled through the project.

"O fator "qualidade", é sempre relativa à execução do projeto e à expectativa existente desde o início do projeto."(I11)

"Nós ainda há cerca 2 meses tivemos uma situação em que foi mal definido um dos pontos críticos durante a fase embrionária do projeto. Como consequência tivemos um produto mal definido e com uma qualidade que não era expectável, muito abaixo das expectativas do cliente." (I8)

The remaining 2 interviewees stated that the project quality was only present in some process during the project, namely in customer reviews and audits.

"Da parte da qualidade, mas eu acho que quando tu estás na fase das auditorias e tudo mais, quando revês os teus processos de qualidade, obrigatoriamente tem que melhorar. Só aí é que vais ter atenção a alguns detalhes." (I1)

"Se o produto não tiver qualidade na hora h, podemos dizer que nunca mais teremos ninguém a comprar o mesmo produto, isto afetará a nome da nossa Marca e as expectativas futuras a nível dos projetos." (I9)

These 2 approaches are two very different points of view regarding quality. In the first case quality is a must have throughout the project, and in the second only at some points down the timeline of the project the quality is reviewed.

5.4 Value Creation fostered by Internal Marketing

In this section the aim is to analyse the relation between Internal Marketing and Project Management. Mainly to answer the following research question:

Research Question 3: How can internal marketing motivate and align the teams through the project?

The following figure represents the data collected for this research question:

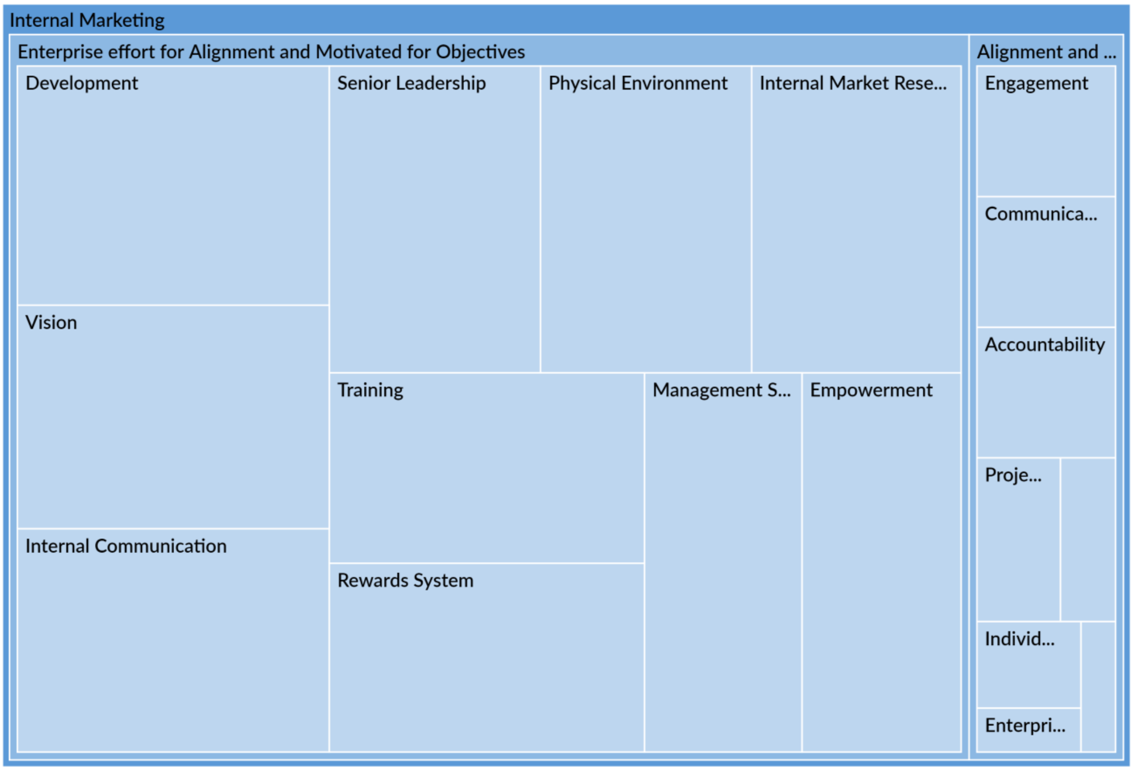

Figure 4: Hierarchy Diagram for Internal Marketing Value Creation

Source: Own elaboration on NVivo 14

5.4.1 Team members Alignment and motivation has a Value Creation

As mentioned before Internal Market Orientation is a mechanism that its purpose is to create value internally with the objective to produce value externally (Zebal et al., 2019). Team member's alignment and motivation is fundamental for the value creation. The alignment and motivation can be affected in various ways and is dependable on countless factors. In this topic we will analyse the feedback received from the interviews. All of the 12 interviewees considered that is fundamental to have a good alignment and motivation in the project team:

"Eu acho que realmente toda gente é importante e depois claro esta questão da motivação acho que é super Importante. Acho que é um dos fatores primitivos do sucesso. Um projeto é as pessoas estarem motivadas todas, e todos a remarem para o mesmo lado" (I1)

"Sim, acho totalmente essencial. Porque se todos os elementos estiverem a par do projeto, estiverem envolvidos no projeto vão-se sentir motivados, vão sentir que contribuem para algo com seu esforço e com o seu trabalho. É reconhecido. Pelo menos é tido em conta no projeto e isso é definitivamente essencial, porque se for envolvido e sentir-se, contribui com estar motivados para ajudar no projeto". (I2)

"Os elementos da equipa de projeto têm que estar a par do projeto, têm que ser responsabilizados e ter consciência de que estão, de facto, a participar no projeto, ou seja, desde a sua conceção até à última fase de revisão do projeto. Ora, se estes elementos não se estiverem envolvidos, respeitados ou até mesmo valorizados, posteriormente terão uma atitude em relação ao projeto, a saber: menor compromisso e menor esforço, os quais poderão comprometer o projeto." (I11)

In the following table we can see the different aspects to consider when talking about the alignment and motivation:

Table 5: Factors to consider in alingment and motivation

Factors to consider in alignment and motivation	Number of Answers
Engagement	4
Accountability	4
Communication	4
Project Manager Soft Skills	3
Motivation	2
Individual performance	2
Empowerment	1
Enterprise Culture	1

Source: Own elaboration on NVivo 14

We can start by analysing the engagement. Engagement is identified by the interviewees as something that drives the team to pursue its objectives:

"Sim, acho totalmente essencial. Porque se Todos os elementos estiverem a par do projeto, estiverem envolvidos no projeto vão se sentir comprometidos, vão sentir, contribuem para algo com seu esforço para o seu trabalho. E é reconhecido. Pelo menos é tido em conta no projeto e isso é definitivamente essencial, porque se for envolvido e sentir-se, contribui com estar motivados para ajudar no projeto." (I2)

One of the interviewees even identified the role of marketing to achieve this engagement:

"Toda a questão de ter os elementos das várias equipas. Falta uma palavra em português, mas em engaged, né? Comprometidos com o projeto e a contribuir positivamente para o projeto é absolutamente essencial e existem muitas técnicas que podem ser adaptadas e adotadas. O marketing tem um papel fundamental nisto, se for bem organizado, muitas vezes em parceria com a parte de recursos humanos, e aí faz todo o sentido fazer um investimento paralelo ou adicional nesta questão da comunicação interna." (I4)

Another factor also identified in 4 interviewees is the Accountability. This translates to the importance of each member of the team, and also the role each of them represent, also, taking responsibility for their successes or failures.

"Isto é toda gente deve sentir-se importante num projeto. Quando falo aqui de importante recompanyo-me ao accountability de cada elemento da equipa, ou seja, a responsabilidade de cada um arcar com as consequências dos seus erros e dos seus sucessos." (I1)

"Mas depois postas a par do projeto, têm que ser, digamos assim, responsáveis e levadas a crer que estão de facto, e se calhar devem mesmo participar na conceção, na preparação, porque isso compromete-as e envolve-as tornas refém do projeto." (I7)

The analysis can proceed with the Communication and Project Manager Soft Skills. Both of these factors are related to each other but have some differences. Communication is seen has the capacity to transmit information to the project team. Project Manager Soft Skills is regarded as a set of skills that enables this communication to be transparent and fluid.

The following statements represent communication and soft skills from the perspective of two interviewees:

"A parte da comunicação, isso é conseguida muito mais por causa dos soft skills do que propriamente por Hard Skills. E dares voz a toda a gente, acho que é uma coisa muito importante. Essa mina saberes ouvir todas as opiniões e depois sim, fazes a tua avaliação, portanto, não achares que sabes mais do que os outros." (I1)

"São os fatores por dizer em que a motivação e o alinhamento que eu preciso justificam se a partir destas soft skills que eu tenho em minha equipa, tenho para que nos possamos todos dar bem inteirar do que é preciso. O foco no objetivo para ser possível realizar o trabalho."(I9)

It is possible to define alignment and the motivation of the team members a must have in each and every project. In this line of thought the main focus should be: how can we motivate and keep motivated the team members? For this their role must be crucial and they must feel they are crucial and important to the project. Their tasks must be their top priority in the way that the project can also be their top priority.

5.4.2 Company effort to guarantee motivation and alignment among team members

In the Chapter 2 it was presented the 10 Dimensions that are used to create value internally. Internal communication, Training, Reward System, Empowerment, Internal market research, Management support/concern, Development, Vision, Physical environment and Senior Leadership (Qaisar & Muhamad, 2021).

In this sense, the objective was to study if the interviewees company's had this 10 dimensions implemented and what was their view on these matter.

Internal Communication

The entirety of the interviewee's organizations had a solid internal communication. With this being said the only pattern that changed during the interviews was the number of times a meeting was scheduled in a week time.

One of the interviewees had kickoff meetings everyday:

"Reuniões de Kickoff todos os dias. É nesta reunião São tratados temas do dia e inicialmente a segunda-feira os temas da semana. No geral, como se trata também de projetos de curta duração e mesmo não sendo, tínhamos nós como membros dessa reunião, a obrigação de estar a para todos os assuntos." (I5)

This represents a high level of internal communication between the members of the project team.

Other statements came in a form that at least once a week there is some meeting in order to provide this internal communication, but also doing a cross meeting with everyone in the Organization in order to share the information to everyone and to guarantee that everyone has the same information:

"São feitas reuniões de equipa semanais, c/ o objetivo de acompanhar o projeto e divulgar a informação por todos os elementos da equipa. Também existem reuniões de departamento mensais com o propósito de fazer o overview de todos os projetos a decorrer, projetos que atualmente estamos a concorrer para ganhar e novos projetos em vista, que possamos concorrer para ganhar." (I1)

The other statements came in a form of team meetings at least once a week, and in this meeting the information was shared by the Project Manager and with the leadership of each business unit of these organizations:

"Temos 2 reuniões semanais com a equipa de projeto e com as chefias, com o propósito de garantir o alinhamento entre as partes todas." (I9)

"O grupo tem tendo essa preocupação, tenta chegar a toda gente com comunicações diretas e indiretas numa forma bastante constante. Na minha equipa, em particular, que é que te posso dar a conhecer. Nós temos no mínimo sempre uma reunião semanal. Diria eu com a minha equipa, com diferentes partes da equipa, independentemente do projeto onde passamos" (I8)

Training

All of the 12 interviewees answered training is fundamental not just for the present but also for the future of the company. They also answered that their companies had training planned for them and for the project team, a training more personalized. Also, there is training planned for the entirety of the company, a training more generalized.

"Existe um programa interno de passagem de informação e experiência entre os mais velhos com os mais novos. Isto funciona tipo colóquio. Para já o feedback tem sido excelente e temos tido excelentes resultados com isto. Para além disto, temos também um programa de formações que se aplica a modo global, e temos também uma série de formações individuais personalizadas para as nossas equipas do terreno." (I6)

"Fundamental para o funcionamento atual e futuro da empresa. A empresa procura sempre que os seus colaboradores tenham acesso às metodologias mais recentes e às ferramentas mais recentes para executar o seu trabalho." (I10)

Reward System

Out of the 12 the Project Managers interviewed, 10 had a reward system implemented. The only variable here is how the reward system is calculated and assigned.

One of the interviewees had a simple reward system that only contemplated the annual billing of the company:

"De uma forma geral, existe, dependendo da forma como corre o ano fiscal da empresa." (I11)

The other 9 with the Reward System implemented had a complex set of rules, indicators and performances to be controlled. Personal performance, Project Performance and

Project KPI's all of these 3 topics are to be considered when assessing a reward at these companies.

"Exatamente tudo depende do que é que a organização valoriza o tipo até de gestão de projetos técnicas de gestão de projetos que utilizo. Isso, isso também é muito importante. No nosso caso, nós associávamos prémios aos KPI's do projeto, portanto tinham KPI's e associavam-se prémios. Isso obviamente colocava a cenourinha para criares mais compromisso." (I4)

"Neste caso tem a ver com a empresa, claro existe fatores como a faturação, existe o Desenvolvimento de novos produtos. E os KPI´s de qualidade. São os fatores que definem essa recompensa." (I1)

"Assim como um prémio global da empresa de acordo com o comprimento de certos objetivos propostos no início do ano. Depois serão devidamente recompensados, caso a empresa consiga atingir." (I9)

Empowerment

Almost all of the interviewees had some degree of empowerment. For 2 of the interviewees the empowerment is very limited or nonexistent.

"Limitado, nem sempre existe liberdade para a tomada de decisão nem que esta seja pequena ou c/ pouco impacto."(I10).

"Não tenho nenhum poder decisório sobre qualquer tipo de decisão a tomar no projecto."(I12)

From gathering information in market studies and performing risk analysis, the decisions they made, should be proven and justified with data.

"O Facto de ter assumido o papel de gestão de topo no projeto, mas também pelo facto de assumir a direção de marketing, em que desempenhava um papel fundamental no desenvolvimento de novos produtos, ou seja, os inputs que nós tínhamos de mercado, tendências etc. Acabam por ser decisivos no rumo que o produto tinha no desenvolvimento." (I4)

The rest of the interviewees had some kind of empowerment, but only three had the complete power to take the decision independently of what it was.

"Tens toda decisão. Eu acho que isso é bastante normal. Em todo o caso tenho o suporte dos especialistas de cada área para me ajudar a tomar as decisões."(E1)

"Tenho todo o poder de decisão do meu lado. Sou eu que faço a decisão da Solução que se vai apresentar ao cliente, que solução poderá cumprir o expectável, cumprir o expectável." (E2)

Internal market research

Internal market research can be defined as the study of the best members to each project team, and their selection.

In this topic only 2 out of the 12 interviewees had the opportunity to select the project team members. This means that the selection of team members is done by the management of each Business Unit.

"Neste caso, era a gestão de topo, tendo em consideração o conhecimento que tinham do projeto em geral que atribuíram as pessoas. Eu poderia sugerir uma substituição ou uma adição, mas não Era Eu que decidia a equipa de início ou de origem." (I4)

"A empresa está a viver em áreas diferentes de negócio, porque estamos aqui a falar de áreas completamente distintas dentro dessas áreas, há uma pessoa chave em cada uma delas. E a atribuição a identificação das pessoas aos projetos é feita com estas pessoas chave juntamente com o Top Management." (I6)

This means that the Project Manager can have some elements in its team that he is neither known to them nor them to the Project Manager.

Management support/concern

Management support had a positive answer from all the interviewees. All of them feel like they have the support in all the matters. The shared feeling is that project management requires allot of creativity. The solutions that are born from the creativity are very well received and supported by the Management.

"Tens de facto o suporte da direção. Isto é muito importante, porque vai mostrar a todas as pessoas que, de facto, estão todos envolvidos, e não é só trabalho para o chão de fábrica ou para quem está no escritório. É algo de facto que envolve toda gente a perseguir os objetivos da empresa."(I2)

"Uma abertura total, e também uma abertura à discussão. Eu já sabia que quando fosse fazer essa proposta ou apresentar esses dados novos ou essa proposta de mudança teria de alicerçar essa necessidade em novo investimento, essa necessidade de mudança de país ou o que fosse em dados. Se assim fosse e se fosse compreendido de forma lógica que era necessário fazer esse investimento adicional ou quer que fosse, aí sim. Sempre, no mínimo, com a disponibilidade para analisar."(I4)

Vision

For the Vision, every single company of the interviewees had the Vision shared with every single one of its employees. Being either of the mentioned 2 types of interpretation, on one hand a new market vision at the managerial and strategic level:

"Empresa tem um objetivo claro a longo prazo. Neste momento somos uns do Majors Players a nível nacional, mas pretendemos ser o número 1 a nível nacional e alcançar a tão desejada internacionalização." (E6)

On the other hand being the embodiment of this vision in a new service solution at the operational level where day-to-day routines shape the value provided to customers:

"A partilha da Visão da empresa permitiu-nos criar uma série de mini projetos que aumento em imenso a nossa capacidade de resposta aos nossos clientes. "(I3)

Physical environment

Work environment can be implemented by a set a rules and compliances proposed by the competent authorities. But today even the companies are setting projects in motion to guarantee the best environment to their employees. The organizations know that the better the physical environment the better the people will feel and the better the work will be done.

"O ambiente de trabalho é super confortável. Isto contribui para o bem-estar da equipa, neste momento temos equipamentos totalmente novos, trocados há cerca de 2 meses, e fizeram obras no open space. Está incrível" (I3)

"Por vezes quem está no terreno queixa-se que algum equipamento de proteção individual já está gasto, ou que um equipamento se avariou, a nossa primeira reação é logo substituir os equipamentos para garantir a melhor performance individual de cada elemento." (10)

Senior Leadership

Has said in the Chapter 2 the Senior Leadership sets the objectives and are responsible to find a feasible path to achieve them, but are also responsible for preparing quality initiatives and organizational training and learning.

The 12 interviewees stated that they had the full support of their Senior Leadership.

"Tem Também haver uma simbiose com a liderança. Porque para saber levar o rumo quando para se levar rumo do projeto das pessoas, quando as coisas descambarem ou nem sequer podem descambar, mas manter uma liderança Positiva" (E2)

"Sempre houve uma política de muita abertura e muita discussão. E sempre se aceitou em produtos e da minha parte também sempre aceitei todos os inputs, muitas vezes as coisas não são pretas e brancas." (E4)

5.5 Discussion of Results

With the data analysis done, the objective of this subchapter is to compare and to discuss the results with the literature review done in chapter 2.

Following this in each of the three areas presented in the chapter 4, Process Of Value Creation, Value Creation utilizing Internal Marketing and Value Proposition and Value Creation. In each of these areas we will, firstly identify the results that was suggested by the literature. Secondly, point out what was not found and would be expected, given the literature. And thirdly, highlight what has been discovered again and therefore had not yet been mentioned in the literature.

Table 6: Results Discussion

Chapter 2 Topic	Discussed Topics	Variables	Results Discussion: Verified in the analysis and Literature Review	Results Discussion: Present in literature but not in the analysis	Results Discussion: Verified in the analysis but not on literature review
Value Creation	Value Proposition Vs Value Creation		Value proposition is the promise of value to customers (Payne et al., 2014) and it can be seen as a bundle of value factors (Anderson et al., 2006).	Perspectives on customer value, value-in-use and value-in-exchange (Eggert et al., 2018).	Other Factors that contribute for the value proposition, e.g. Risk Analysis or Customer engagement
	Internal Resources	Leadership support Formalisation of value proposition Product knowledge	The analysis has shown the importance of the relation between the Leadership support (Li, 2020) and the formalization of the value proposition (Payne et. al., 2017)		Product Knowledge is the most important out of the three components in order to create a value proposition. Also, main differentiator in the value proposition
	External Resources	Market knowledge Innovation Customer relationships Brand reputation	The study has proven the necessity of having a strong Market knowledge to accompany the customers' needs and competitors(De Luca and Atuahene-Gima 2007). Customer Relationship gives the capabilities to have communication with customers (Sánchez-Gutiérrez et al., 2019). Brand Reputation is the trust have about a brand (Rust et. al., 2021).		Innovation can be something internal or external, due to customer requirements. But is most cases is internal and it is one of the main differentiator factors. Brand Reputation is a consequence of several factors, like innovation
Project Management and Value Creation	Critical Factors for Value Creation in Project Management	Critical Factors for Project Value Creation	Some of the identified factors by the interviewees concurs with 2 factors exploited at chapter 2, like strategy, change management, (Laursen & Svejvig, 2016).	Project, Output, Value and Value Creation aren't present in the analysis (Laursen & Svejvig, 2016).	Other factors identified shows that most of the factors are related to soft skills of the project manager and/or the project team

	Factors that contribute for the success of project management	Scope Quality Time Cost	These 4 factors are always present in each and every project. Being fundamental for the success of each project. The purpose of a project is to change something, and with this change to create value with it, value in project management can be seen like a tool, p.e. the "iron triangle" (Caccamese et al., 2012),		
Internal Marketing and Value Creation	Team members Alignment and motivation has a Value Creation				Factors identified per example, Engagement, Accountability, Communication across the company, Project Manager Soft Skills and individual performance
	Enterprise effort to guarantee motivation and alignment between team members	Internal communication Training Reward System Empowerment Internal market research Management support/concern Development Vision Physical environment Senior Leadership	Companies are already implementing these measures in order to have the people motivated. (Qaisar & Muhamad, 2021). To define the targets to increase performance, monetary and non-monetary, market orientation has attracted substantial attention in business over the years due to its critical role in creating value and delivering superior value propositions to its customers (Zebal, 2018).		

Source: Own Elaboration

Value Creation

Firstly it is possible to determine that the Value Proposition in the promise of value to the customer, being aligned with the previous demonstrated evidence (Payne et al., 2014). While it can be seen as a bundle of value factors (Anderson et al., 2006). For this the Value Proposition is a set of Factors, both internal and external to the company, but also there is a set of factors beyond these that can help or prejudice the construction of the Value Proposition. Factors like, Customer engagement, Enterprise Engagement can be critical for the Value Proposition. Other factors identified during the interviews, Expectation Management or Risk Analysis can be seen as factors that can help the construction of the value proposition, but also, help during the management of said project. Strategically Selected Projects is factor that specializes the companies in a business area, turning them into specialists in said area, being also a factor that illustrates the necessity of knowledge in the Value Proposition

Project Management and Value Creation

During the chapter 2 it was identified that the "iron triangle", composed by four specific outputs Time, Quality, Cost and Scope (Caccamese et al., 2012), wasn't enough to assess the value created of a project. Then we analysed 8 core concepts within project management, Strategy, Project, Output, Outcome/change, Benefit, Value and Value Creation (Laursen & Svejvig, 2016). The combination "iron triangle" and 8 core concepts bring a much broader spectrum when evaluating the value created of a project. While the constitution of the "Iron Triangle" was identified as fundamental on every project, Time is becoming more flexible, if the timeline of a project changes. What was interesting to notice is that the factors engagement, accountability, communication, project manager soft skills and individual performance were the mentioned factors that are critical for the value creation process and for project success. Project, Output, Value and Value creation weren't present in the analysis; this means that these 4 points are a result of the previously spoken points and also a end result of a project.

Internal Marketing and Value Creation

Lastly, the analysis of this case reveals that the companies are already implementing the 10 measures of internal marketing (Qaisar & Muhamad, 2021) in order to increase the value on the value proposition to its customers (Zebal, 2018). This implies that the company's are strengthening internal marketing policies in order to have the best human resources possible. IMO is a mechanism for value creation in the company´s internal market, and practically means that the organizations develop superior reciprocal value propositions for employees (Boukis, 2019). IMO can be seen as imperative for a company to thrive, due to the necessity to train the employees and to adapt them to the procedural requirements by also changing the company to efficiently handle external customers (Zebal et al., 2019).

Utilizing IMO is bringing the companies the best possible value creation for their employees, resulting in a superior value proposition and focusing having the project teams focused on the projects and on the external customers.

Once again, the Soft Skills of the project managers, their leadership and from the team members are proven to be fundamental in order to have strong ambiance in the company/team, but also fundamental for the value creation and for the value proposition.

5.6 Conclusion

In this chapter, the research questions were explored by the points identified for the interviews, and this model for analysis. Initially this chapter addressed the three main points for this thesis. Starting by Value Creation, in the second phase to analyse Project Management and lastly ending this part by analysing Value Creation and lastly Internal Marketing and Value Creation.

In the second part of this chapter, it has discussed the results, while also being compared with the literature review from the chapter 2. There were points there were exactly proven as shown in the chapter 2, but also points that were present in the chapter 2 but not in the analysis or even points in the analysis that weren't present in Chapter 2.

6. Conclusion

This Chapter is divided on four sections. In the first section it is aimed to answer the three research questions. Second and third are, respectively, to the contribution for the theory and also for the management. The last section presents the limitations and future suggestions for investigation.

6.1 Answering the Research Questions

This thesis was developed with the basis of a research problem that was a gap in the literature whose review is presented on Chapter 2:

How can internal marketing contribute to value creation in the context of project management?

Project Management has been a core pillar in the companies. From multinationals to family-owned companies projects have been the main driver for change and for improvement. The change or improvement has a Value Created, that was born from the wish to improve, and that improvement is one of the ways to look the value created. But to create value, it is necessary much more than a project, a project team or even a wish to change. To create value firstly we need to align our core competences, Human Resources and non-Human resources, to present ourselves to Customers as value creators for them.

To answer the investigation problem, 3 Research Questions were defined in order to organize and operate the investigation problem:

The first Research Question focused on the Value Proposition;

The second Research Question to the Process of value creation in project management;

The third question focuses on the Internal Marketing;

Question 1
What is the relation between the Value Proposition and the Value Creation?

Answer: From the answers shown in the Chapter 5, the main point for this relation comes from Value Proposition being the promise of value to the customer and Value Creation is effectively a consequence of the Value Proposition. So both of them align in order to serve the most effective way our company and our customers. This comes hand to hand with the value-in-exchange and value-in-use. Value-in-exchange supports the value proposition, from the beginning, including the internal and external resources, in order to serve the value creation. Value-in-use is used to construct value from the beginning of each project, by approximating the customer engagement with enterprise engagement, alongside expectation management. This means the value proposition is already the beginning of the value creation process, and can also have already value created to the customer. The customer also has a fundamental role on the value proposition, being the customer that approach our company or we approached the customer, the interaction and communication established with the customer is already a value proposition and value created, while helping the customer to solve its challenges but also promise value by doing so in the present. Constructing a base of confidence for the future.

Both Internal and External resources are fundamental for the Value Proposition and also Value created, but some of the resources were identified has being critical. Innovation was the first of the resources to be named essential and differentiator, while this can be true in many business areas, in some areas the innovation is related to market opportunities and technology advances, and not something that a company can develop easily. The second resource to be named critical and the baseline for any value proposition was the Product Knowledge, this was identified as the main differentiator while facing the customer, the specialty in a area is searched by the customers and the confidence on the product, while also the quality is fundamental for the value proposition and value creation.

Question 2
How can project management influence the process of value creation?

Answer: Project management is the main driver of Value Creation. This comes from the definition of project management, to change and to create value with changing. But for this Value Creation there is a process, and the process is the main challenge to be able to create value. The "Iron Triangle" is the basis of any project, without it there isn't a project. Scope, Quality, Cost and Time are the basic definition of every project, while these contribute for the value creation process, these are also outputs and deliverables to the customers, meaning that exists value aggregated to them. But times are changing, one of the pillars, Time, is now much more flexible than it was before. This can also mean that the priorities are shifting in other way, and that way is the Soft Skills present in Project Managers and their Leaders. Relationship Management, Focus on People and Expectation Management were the top 3 critical factors for success. Nowadays project managers have to focus on people and it's relations instead of focusing only on KPI's and on the "Iron Triangle".

Lastly, Project, Output, Value and Value Creation aren't present in the analysis due to the fact that these represent the end of each project.

Question 3
How can internal marketing motivate and align the teams through the project?

Answer: Internal Marketing is fundamental. During the analysis it is proven that Internal Marketing is the baseline for having the employees motivated and align, including the project team. This serves as a bridge for the value created internally and externally. A company that is able to attend its employees needs has a higher probability to be successful ate value creation internally, but also externally.

In project management terms, turning the teams members empowered and accounted are 2 of the factors that were described several times by most of the interviewees and that were explicitly characterized has being fundamental. But these 2 factors are not enough, again we turn to the capability of the project to manage its team members and customers. The relation between them is direct and unidirectional. This means the more the project team is motivated and align the higher the changes to fill the promised value and to create value, the expected and unexpected.

6.2 Conceptual Contributions

Has shown in the subchapter 5.6, this study and analysis allowed to identify even more factors and variables that weren't identified in Chapter 2, literature review. Without generalizing these contributions, it is possible to identify three major contributions for the present Theory:

- **Value Creation and Value Proposition**

Value Creation is the basis for the Value Proposition. If a company that is working as a supplier of value, internally or externally, the value creation process begins at the moment that the value proposition begins. Being able to communicate to the designated customer to understand its challenges is already an advantage and a main contribute to the value proposition. This demonstrates the necessity of focus on the Value Creation, being this the main baseline for any Proposition or project.

- **Project Managers Soft Skills**

Project managers, due to the necessity of managing internal and external customers are much more focused on soft skills, than any kind of hard skill of even "tools". This can be align with increasingly feedback that was given on the responsibilities of the project manager to have its team align even if the company faces some challenges regarding internal marketing. The project manager can be a conductor for the Internal Marketing, being this with its team but also with their Management and Leadership.

- **Factors that contribute for team alignment**

Team alignment is fundamental for the project and consequently for the value created. For the team alignment several factors can be decisive on the impact produced on the team members. During this study two factors stood out: Engagement and Accountability. Engagement is identified has the enhancer for the interaction between team members and project managers. Accountability is a key factor that empowers the team members with responsibilities. These two factors potentiate the team members as crucial for the teams and that their work has an impact on the project and on the company.

6.3 Managerial Contributions

For this thesis it is expected that can contribute to management. The relation between Project Management, Value Creation and Internal Marketing wasn't previously explored. The context that occurs is a perfect setting to evaluate closely to teams management but also employees management at a higher degree. From this it is possible to recommend the following points to project managers:

- Firstly, Project managers should be able to communicate with every stakeholder. From top management to operational teams, communication is fundamental and it is the baseline for any project manager to be able to perform his functions with success. But for this communication to be performed, the project manager must be able to listen to the team and to interpret the received input in order to come to a decision or a conclusion. Listening, interpreting and communicating are the three basic skills for a project manager.
- Secondly, Project Managers must use the "Iron Triangle", due to being implemented in every project, but also should implement indicators that serve the

purpose of the project and fulfil the team members expectation. The value creation and measurement of value creation is relative to one's perception. By being able to implement other indicators, objective or subjective, the project manager is able to define clear and sustained objectives for the project, for the team members and for the company.

- Thirdly, Project Managers should be endowed with Product Knowledge and the related innovation of said product. This does not mean that Project managers must be experts of said product but means that the knowledge that they possess must be enough to answer the basic questions related to product and the innovation.

6.4. Limitations and suggestions for future research

To finalize, this subsection refers to the limitations of this investigation, as well as, a set of suggestions about future researches that can continue this work, even the origin of this thesis.

As any investigation this also has its own limitations. Starting to refer the used methodology, the present investigation based itself on a single case while having a qualitative research method and analysis.

The own characteristic of project management, has being a set of "Good Practices". This limits the answers given by the interviewees in order to see if they are implementing or if they have implemented the "Good Practices".

Lastly, the structure of the Sample, this should be more diversified in terms of Schooling, gender, Industry and level of experience.

To conclude, not only the limitations, previously shown, but also opportunities. For these opportunities we can analyse the following points:

Firstly, to extend this study to other cultures, countries and industries in order to have a broader view of the impact of value creation in project management utilizing internal marketing.

Secondly, study and analyse the negative behaviours or reprehensible attitudes from team members, higher management and leadership. To perceive how can this be damaging the value creation process, and to analyse if it's possible to internal marketing to improve this situation.

Thirdly, to expand the context of Project management to other areas like, product managers, project leaders, portfolio managers and program managers. These would shown a broader view and experience managing several projects at the same time, while also showing how it is possible to manage several project managers and project teams.

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8. Annexes

Interviews Script

Enquadramento

1. Pode dar uma panorâmica da sua experiência em gestão de projetos?
2. Daquilo que disse, pode-se concluir que o seu trabalho tem a ver com criação de valor? Porquê?

Processo

3. Tendo em conta o perfil de projetos que tem acompanhado, na sua opinião quais são os fatores críticos para que haja uma efetiva criação de valor?

4. Na sua opinião, quais são os fatores que contribuem para o sucesso da gestão de projetos?

   Explorar:

   a. Âmbito
   b. Custo
   c. Tempo
   d. Qualidade

Marketing interno

5. Acha que o alinhamento e a motivação de todos os elementos envolvidos num projeto são essenciais para que haja uma efetiva criação de valor? Porquê?

6. Assim sendo, como é que a sua empresa procura que todos os elementos envolvidos num dado projeto estejam bem alinhados e motivados para a prossecução dos seus objetivos?

   Explorar:

   a. Comunicação interna
   b. Formação contínua
   c. Sistema de recompensas
   d. Empowerment
   e. Identificação das pessoas certas para a equipa de projetos
   f. Suporte da direção da empresa

g. Visão de longo prazo
h. Liderança
i. Condições físicas da área de trabalho

Promessa de Valor

7. Na sua opinião, qual é a relação entre a promessa de valor e a criação efetiva de valor decorrente de um projeto?

8. Qual é a relevância dos recursos da empresa para a criação de uma promessa de valor sólida e apelativa?

   Explorar:

   a. Leadership support
   b. Formalisation of value proposition
   c. Product knowledge

9. Qual é a relevância dos recursos externos à empresa para a criação de uma promessa de valor sólida e apelativa?

   Explorar:

   a. Market knowledge
   b. Innovation
   c. Customer relationships
   d. Brand reputation

MEDIÇÃO DA CRIAÇÃO DE VALOR

10. Na sua opinião, como poderá ser medida a criação de valor de um projeto

FECHO

11. Há algum aspeto que queira acrescentar e que ainda não tenha sido referido?