



4th International Conference on Building Resilience, Building Resilience 2014, 8-10 September
2014, Salford Quays, United Kingdom

Stakeholder engagement: A green business model indicator

Amal Abuzeinab^{a*}, Mohammed Arif^a

^a*School of the Built Environment, University of Salford, Greater Manchester, M5 4WT, UK*

Abstract

Green business models have the potential to deliver a much better performance compared to the conventional business models in this age of sustainability. Stakeholder engagement is considered one of the key elements to help facilitate an increased uptake of green business models. There is limited research available on principles and mechanisms to enhance stakeholder engagement. This paper aims to investigate principles for engaging stakeholder in the context of the UK construction industry as a means towards achieving a green business model transformation. Qualitative research was used to investigate the practice of stakeholder engagement with 19 managers and academics in the construction sector. Semi-structured interviews were conducted with these professionals and thematic analysis was used to identify themes that display effective stakeholder engagement practice. The findings suggest that stakeholder engagement is a driver contributing towards an organizations success and it can help green business models implementation. Practices, of stakeholders engagement, emerge from the data include: top level support; staff empowerment; incentive and reward; collaboration; effective communication; understanding clients need; being proactive; interacting early with clients; building relationships; partnering; and matching or facilitating different services. Organizations' ability to interact and engage with stakeholder will be a major game changer on the competition environment. Thus, competencies around stakeholders' engagement will be a high priority in the future.

© 2014 The Authors. Published by Elsevier B.V. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/3.0/>).

Selection and/or peer-reviewed under responsibility of the Centre for Disaster Resilience, School of the Built Environment, University of Salford.

Keywords: Communication; empowerment; key resources; relationship; and stakeholder engagement.

* Corresponding author.

E-mail address: a.abuzeinab@edu.salford.ac.uk.

1. Introduction

A business model is considered to be green when a business changes element (s) of its business model to create and capture a business opportunity or a proposition that provides environmental improvement coupled with economic benefits. In addition, a green business model (GBM) promotes a dual focus on green value creation and capture with emphasis on clients role. A GBM consists of five major elements (Abuzeinab & Arif, 2013a, 2013b):

- Green value proposition (GVP): Green products and services that can be appealing to clients;
- Target groups (TG): The segment of clients whom an organization wants to offer value to;
- Key activities (KA): The most important activities need to be performed to create value to clients;
- Key resources (KR): The assets, which can be tangible; intangible; and human, required to offer and deliver value to clients; and
- Financial logic (FL): the financial assessment of all the means employed in the business model.

Stakeholder engagement is considered one of the key factors to help facilitate an increased uptake of GBM since it focuses primarily on key resources (human assets: managers, staff, and supply chain) and target group (clients) of a GBM.

Stakeholders are individuals or groups with an interest in and influence on an organization. Engagement is about developing and sustaining relationships between relevant stakeholders (Chinyio & Akintoye, 2008). The importance and influence of stakeholders have been widely recognised in previous research with practical and visual tools been developed to engage and manage stakeholders (Bourne & Walker, 2005; Chinyio & Akintoye, 2008; Rodriguez-Melo & Mansouri, 2011; von Meding, McAllister, Oyedele, & Kelly, 2013). This paper aims to contribute to this area by developing a framework for stakeholder engagement in Section 4. In this study, the chosen focus lies on the internal stakeholder (managers and staffs) and the external stakeholder (clients and supply chain). However, this not to suggest that other stakeholders such as community, NGOs, and government agencies...etc can be ignored. It is simply a reflection of the fact that this paper is based on an emerging theme from data analysis which can be considered as a limitation of this study.

1.1. Why engage?

The construction industry involves many stakeholders, such as clients, end-users, designers, consultants, facilities managers, contractors, subcontractors, government agencies, and general public. Therefore, it becomes crucial for organizations within the construction industry to engage with all its stakeholders. Furthermore, The Global Reporting Initiative (GRI) has encouraged organizations to disclose information about engaging stakeholders.

Organizations that engage with their stakeholders actively are more likely to reap the following benefits (Rodriguez-Melo & Mansouri, 2011; von Meding et al., 2013):

- sustainability advantage;
- enhanced image and greater motivation;
- better services to clients and end-users;
- easier access to financial support;
- innovation; and
- market development.

The next section discusses the qualitative research method after which the data analysis is covered. Findings from the interviews are then used to develop a framework for stakeholder engagement before wrapping up.

2. Qualitative method

This paper aimed at investigating principles and practices for stakeholder engagement in the UK construction industry as a means towards achieving GBMs transformation. The sampling used for this study was purposive with an aim to achieve a wider representation from different stakeholders in the construction sector. The participants were selected according to the following criteria:

- Senior/managers in the construction industry.
- Relevant experience in the sustainability/ environmental strategies and practices.

متن کامل مقاله

دریافت فوری ←

ISIArticles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات