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Stakeholders in the various field and relations between them

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Abstract

Appearance of management is largely chaotic for many organizations. One of the accompanying events is to waste resources, whether human, technical or financial conditions, which they managed from various sources gain. These organizations should be able to effectively use these resources for the fulfilment of their mission, as the basic purpose for which they are incurred, but they unfortunately are not. These organizations do not know cooperate with many stakeholders, sometimes they do not know correctly identify and classify it. Despite that fact they are reliant on the cooperation and development of such relationships. The key to resolving this situation is to identify stakeholders and their relationships between them for further research.

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1. Introduction

Stakeholders are an integral part of the business in each area. During corporate governance is important to know who represents the stakeholders their opinions and expectations [5]. For best understanding of their needs it is necessary to their research interests. Individual stakeholders may be either opportunities or threats for firms. Therefore it is possible to say that the importance of individual stakeholders may be different for the enterprise [25].

Stakeholders are people or groups that affect or are affected by enterprise [1,2,4]. It is possible to divide it into primary and secondary. Primary represent, for example, owners, investors, employees, customers, suppliers and secondary public, government, or competition [1,3,13]. By localization can be divided into local (regional) and global

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[17]. Their impact on the Company and its activities may be direct or indirect [1,2]. Due to the possible impact of stakeholders in the company, it is necessary to manage relationships between stakeholders and enterprises. Organizations that manage relationships with stakeholders actively, often benefitting from these relations [21, 22].

Managing relationships with stakeholders requires considerable skill, because it is necessary not only to correctly identify stakeholders, as well as individual people who will wish to keep the business successful and also those who will want to that the enterprise failed. This is the role of company management. Management have to not only identify, but also structure the possible stakeholders, define their expectations, threats and opportunities of a positive impact on their part and to prepare and implement a strategy for managing relationships with them [2]. For the management of the company is very difficult to define the interests of all stakeholders [20].

The implemented strategy must be dynamic because the interests and activities of the individual stakeholders may vary in the course of mutual cooperation, based on their needs, changing values and specific experience of each of the parties [8,9,23,24]. In the absence of any strategy to manage these relationships can have a business in the future, the problem in the correct build relationships with key stakeholders [11]. Collaboration and correctly managing relationship with key stakeholders is an important step to achieve success in business [10].

It is necessary to build good relationships with stakeholders because these mutual relations are vital to successful business [3]. Business management must bear in mind that a possible failure to address stakeholders' expectations may result in failure of the projects collectively [6,7,15,18,19]. During managing these relationships it is necessary to take into account the different components of internal and external business environment [12]. However, it does not guarantee to the company that the implementation of management tools of relations with stakeholders in the enterprise or in the individual stakeholders will be perceived positively [14]. Insufficient management of relations with stakeholders and lack of mutual communication can lead to conflicts and disputes [14,16]. In spite of the fact, that for many stakeholders exist interdependence, the enterprise for communication and managing relationships, can use the same control elements on the different stakeholders at the same time [2].

2. Stakeholder engagement in industry

During managing stakeholders in the industry, it is important that companies create value while satisfying the expectations of all its stakeholders. A good example of the proper allocation of the stakeholders and their management is the company Pirelli. Their stakeholders are divided into three dimensions and then into smaller groups. This division can be seen in the following graphic. This model illustrates the principal areas of value creation and return linked to the specific stakeholders of Pirelli [26].

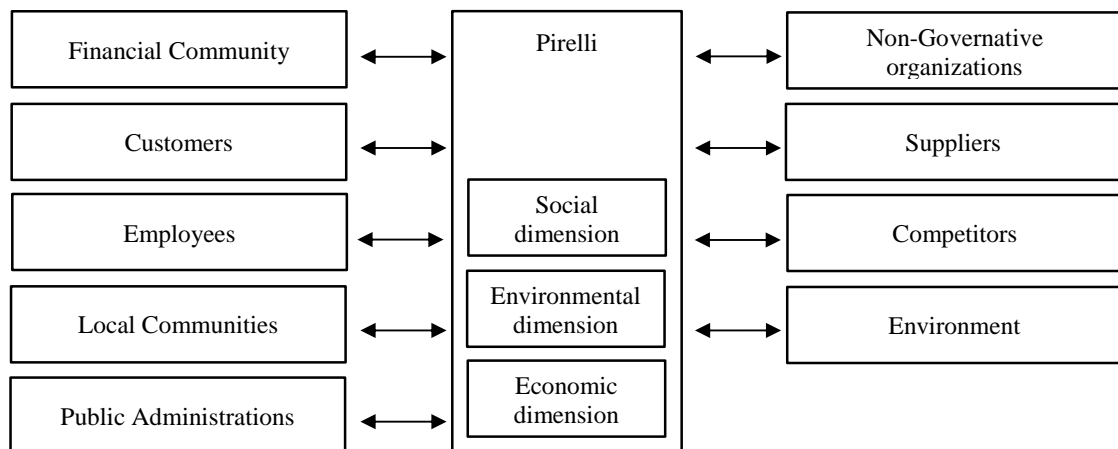


Fig. 1. Pirelli stakeholders engagement [edited by 26]

"The stakeholder groups are formed:

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