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**IPMA Global Research Award**

# Graduate Research Award 2021

**GRADUATE RESEARCH  
AWARD WINNER 2021**

**Jere Lehtinen**  
PhD student, Finland

**Project:**  
**External stakeholder engagement  
in complex projects**

**Organization:**  
Aalto University, Finland

The dissertation examines how project organizations engage external stakeholders in complex projects via three research questions. (1) How do project organizations organize external stakeholder engagement in complex projects? (2) How do project organizations engage and disengage external stakeholders over project's lifecycle, and why? (3) How do project organizations communicate effectively in social media to engage external stakeholders?

The dissertation approaches the phenomenon with three empirical case studies that utilize interviews, project and organization reports, social media data, public documents, and news articles from three complex infrastructure projects as empirical material. The case studies offer new insights about the organizing of external stakeholder engagement, the dynamics between engagement and disengagement practices, and the effectiveness of social media communication in engaging external stakeholders.

The research findings offer novel insights into how project organizations engage external stakeholders in complex projects, contributing to complex project management research and stakeholder theory.