International Journal of Technology and Management



Customer Engagement In Project Planning, Implementation and Evaluation on Performance In Service Cops Limited.

IJOTM
ISSN 2518-8623
DOI: 10.67610/ijotm.5.2.010
Volume 5. Issue II
pp. 1-16, December 2020
ijotm.utamu.ac.ug
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Abstract

The study focused on assessing the influence of customer engagement in project planning, implementation and evaluation towards the performance of projects in Service Cops Limited in Uganda. The study sought to establish the extent to which customer engagement in project planning, implementation and evaluation has influenced performance of projects in Service Cops Limited. A cross sectional research design with a mixed method approach was used because it emphasizes detailed contextual analysis of a limited number of events or conditions and their relationships. The stratified sampling method was used to identify the 156 respondents of who 106 responded giving a response rate of 68%. Respondents were not willing to provide data through interviews and therefore data was collected through questionnaires. The findings showed there is a positive relationship between customer engagement, project implementation and evaluation and the performance of projects in Service Cops Limited. This therefore implies that all project leads should focus on the engagement of their key customers in all project stages to ensure performance measured in terms achievement of project milestones.

Key words: *customer engagement; project planning; implementation; performance*

Introduction

The study investigated the influence of customer engagement in project planning, implementation and evaluation towards the performance of projects in fintech companies with special attention on Service Cops Limited. Customer Engagement and Performance were the independent and dependent variables respectively. According to Zavolokina (Liudmila, 2016), FinTech, as a word originates from marriage of "finance" and "technology". Despite the differences in definitions from various scholars, majority of the definitions agree that fintech refers to companies that develop financial services and products by relying on much more intense use of information technology (Liudmila, 2016).

A study by Price Waterhouse Coopers (PWC), which reviewed 10,640 projects from 200 companies in 30 countries and across various industries, found that only 2.5% of the companies successfully completed 100% of their projects (Eiksson, 2017). A study published in the Harvard Business Review, which analyzed 1,471 IT projects, found that the average overrun was 27%, but one in six projects had a cost overrun of 200% on average and a schedule overrun of almost 70% which at the end affected quality and hence customer requirements were not fully met. In as much as the researchers do not highlight this, these large failure percentages have been attributed to lack of customer engagement in the various stages of the project life cycle. One estimate of IT failure rates is between 5% and 15%, which represents a loss of $50 billion to $150 billion per year in the United States and this is not any different from Uganda's case. Another study estimated that IT project failures cost the European Union €142 billion in 2004 (Eriksson, 2017).

In as much as these studies don't highlight the causes of these large failure rates, they are attributed to poor or lack of customer engagement in projects. For Service Cops limited, its mission is to maximize value for its customers, by offering stellar and innovative solutions to its customers through customer engagement in every project that is handled. A customer that is engaged in all stages of a project is less likely to be critical of decisions made about direction and design and is more likely to feel some ownership in the outcome. (Sprague, Tips for Successful Project Delivery: Customer Engagement, Respect, and Communication, 2019). A customer who is part of the process is less likely to criticize than one who remains distant as an observer. Projects with high customer involvement and engagement always end smoothly with a sense of mutual accomplishment. They often build lasting business relationships between provider and customer.

Unfortunately, and as per the highlights demonstrated above, most of the projects in fintech companies, and specifically for Service Cops Limited do not involve customers. If this issue is not addressed, a number of projects will not be completed against the set quality expectations, in time and the projects will incur cost overruns hence incurring losses for the implementing organizations.

Various studies have looked at the customer engagement but in a general manner. Specifically, according to Mojtaba (Poorrezaei, 2016), a number of studies have explored the underlying role of customer engagement as a valuable predictor of future business performance, as a primary driver of sales growth, as a strategic imperative for establishing and sustaining a competitive advantage and also as an important factor in enhancing profitability. However, none of the studies has concentrated on examining the influence of customer engagement in project planning, implementation and evaluation towards the performance of projects in fintech companies. This study will therefore investigate the influence of customer engagement in project planning, implementation and evaluation towards the performance of projects in fintech companies with special attention on Service Cops Limited.

The major objective of the study was to examine the influence of customer engagement in project planning, implementation and evaluation on the performance of projects in fintech companies with special attention on Service Cops Limited. The study was guided by the following specific objectives;

i. To find out the influence of customer engagement in project planning on the performance of projects in Service Cops Limited.

ii. To assess the extent customer engagement influences project implementation and evaluation and performance of projects in Service Cops Limited.

iii. To examine the relationship between customer engagement, implementation and evaluation and the performance of projects in Service Cops Limited.

Literature review

Influence of customer engagement in project planning on the performance of projects

The Project planning process is a procedural step in project management, where required documentation is created to ensure successful project completion. Documentation includes all actions required to define, prepare, integrate and coordinate additional plans. The project plan clearly defines how the project is executed, monitored, controlled and closed (Sprague, 2018). Customer engagement is defined as a business communication and connection between an external stakeholder and an organization or project or company through various channels of correspondence. This connection can be a reaction, interaction, effect or overall customer experience, which takes place either online and offline. According to Matt (Sprague, 2018), poorly performing projects hurt both customers and providers equally. He further argues that the provider's number one priority is to deliver on the scope of the project to the customer. Since this is the most important principle for a provider, held above all else, then it's very important that the provider greatly involves the customer in all stages of the project lifecycle, specifically the planning stage in which the requirements of the customer are stipulated and because a project that ends with an unsatisfied customer is a complete waste of everyone's time hence considered underperformed. To supplement on his voice, since the nature of project delivery is a client and customer one, it is very important to ensure that extensive customer engagement happens in project planning and to drive mutual investment in the outcome. A customer that is engaged in the project planning process is less likely to be critical of decisions made about direction and design and more likely to feel some ownership in the outcome. A customer who is part of the process is less likely to criticize than one who remains distant as an observer and in the end, projects with high customer engagement in the project planning process always ends smoothly with a sense of mutual accomplishment and high performance.

In a study conducted on the influence of stakeholder's involvement on project performance: a case of nema automobile emission control project in Nairobi county, Kenya (Njogu, 2016), the research scholar states that the benefits of stakeholder involvement in the planning process include a reduction in distrust of the project process or outcome, an increase in commitment to the project objectives and processes, and heightened credibility of the project's outcome. In as much as the statements mentioned by the researcher are true, he does not clearly map these benefits to customers as the main stakeholders that bring about the expected benefits. There is need to understand that if the needs and interests of customers in the project planning process are not considered, the project may not perform, in essence it will not be completed in time, according to budget and its quality expectations will not be met. However, the authors highlighted above are in support that stakeholder's engagement in the project planning process influences the performance of the project. However, they generalize all stakeholders and without clearly detailing the influence of customers as key stakeholders in a project which is the center of interest of the researcher.

Influence of customer engagement in project implementation and evaluation and the performance of projects.

The Project implementation and evaluation process helps to coordinate people, customers and other resources and stakeholders to carry out the plan. This process is required to transform the planned objectives and policies of a project into a well-organized activity, allocation of resources, efficient utilization of these

resources, and the efficient and effective conduct of specific tasks through a well-coordinated people and the resources to achieve the project goals.

In a study conducted by Shepard & Gonzalez (Javed, Mahmood, & Sulaiman, 2012), where they assessed the effectiveness of organizations through interviews with managers of twenty different projects in the fields for energy, aerospace, and chemical endeavors, they state that team management solving problems was found preferable to vertical management structure. They also further termed communication among the managers as a critical need in which they found the project variables such as: clearly defined goals, role clarity, teamwork values, flexibility in response to need and a team commitment, as critical variables for success. However, the researchers do not state the importance of customer engagement in project implementation and evaluation and its influence on project performance. Unlike prior findings in the field at global scale, Ralf and Kam (Muller & Jugdev, 2012) state that customer satisfaction was the number-one criterion for overall project success in the implementation process and meeting design goals was next. In contrast, in as much as customer satisfaction may be as a result of customer engagement, I still believe that customer engagement in the implementation and evaluation phase is the most important variable to ensuring project performance and success. Becker & Green (Kajoba, Utamu, 2016) argue that because implementation gives the stakeholders a high extent of feedback information, performance is also increased. This contradicts with the statements mentioned by Ralf and Kan but are in agreement with my propositions as researchers.

Relationship between customer engagement in implementation and evaluation and the performance of projects.

Project evaluation generally means to check a system, or project or process; whether or not it is being done or implemented as per the plan at inception. In this process, information is collected about the performance, compared with the desired (or planned) level, and action taken if actual and desired performance differ enough that the controller (manager) wishes to decrease the difference. Project evaluation is a very important element in the project life cycle process and its impacts are equally reflected on the performance of projects. In a conference paper on implementation of project monitoring and evaluation to improve project effectiveness and efficiency, Freddy (Fransisko, 2016) argues that meeting time and budget goals are only small part of successful project. He adds that project success should also consider: (i) how project efficiency is reflected on the project schedule and meeting the budget; (ii) how impact to customer engagement is reflected on how the project meets the requirements and specification, customer satisfactory; (iii) how impact to the project team is reflected on how the project affects the team satisfaction, team morale, skill development, team member growth; (iv) how impact to Business is reflected on how the project impact on profit and service quality; and (v) how future preparation reflected on how well the project helps an organization prepare its infrastructure for the future. I am in support his argument; however, the researcher does not highlight the relationship that exists between customer engagement in implementation and evaluation and the performance of projects which will be the basis of our study.

Empirical Review

Engaging with customers is one of the key challenges facing businesses today. Building and maintaining strong relationships across multiple devices and channels requires a combination of reactive and proactive processes in order to meet the needs of demanding customers. Customer engagement is essential to building trust. Engaging with customers means listening to what they say and responding, which builds a relationship and, eventually, trust, something all project holders must work hard to do.

Globally, according to a study on Customer engagement in an era of energy transformation (PWC, 2013), tomorrow's customers will have more power and choice. Many will expect to be in control of their own energy solutions and they will be looking beyond the existing typical customer relationship to team up with

companies that they feel they can have a partnership with. Alongside them, there will continue to be many customers who, for some time, will be satisfied by a more traditional relationship with their utility company. Both of these types of customer will need to feel that they are at the centre of the utility company's priorities and will want ease of interactivity. Whereas this study was done in respect to the energy industry, this is not different from the financial technology industry as these customers are as important as those in the energy industry. The traditional customer provides revenue and value that companies will not want to see lost to rivals. The new type of customer will be the growing market of the future, more challenging to satisfy but key to eventual sustainability. According to their study, they don't mention that as we progress in projects and projects coordination, customer engagement is very key for the performance of any project in financial technology companies.

In the sub Saharan region, Patrick (Luckmann, 2015) argues that successful projects need to effectively engage project customers and the key question becomes how to adequately engage project customers from foreign cultural backgrounds. In another study on Measuring customer engagement of South African farmers in the fertilizer industry, the researchers highlight that the postmodern ultra-competitive global marketplace makes it difficult for companies to hold on to customers. They argue that this is especially true for industries that are driven by commodity products such as the south African fertilizer company, not excluding the financial technology industry at the African and regional context. They further state that is therefore important that companies not only operate to create loyal customers, but also increase and maintain a high level of engagement with their customers.

Regionally, focusing on customers can improve organizational performance when applied as an organizational strategy (kangethe, 2015). He further argues that Customers play a vital role in the success of any organization and for most private firms, they are the difference between success and failure. Whereas the researcher made these statements in respect to operational performance and at the regional context, this is similar at national level. It is very important to note that the same statements apply for projects at national level, specifically for Uganda. It's only through customer engagement that projects are considered successful and for financial technology companies, the customers must be happy and satisfied.

Methodology

The study adopted a cross sectional research design because of the naturalness of the research setting and because the generalizability of such studies is good as they are representative of given populations. In a cross-sectional research design, either the entire population or a subset thereof is selected, and from these individual's data will be collected to help answer research questions of interest. (Olsen, Marie, & George, 2004).

The mixed methods approach which included both qualitative and quantitative approaches was adopted. The qualitative approach was used to mainly understand the problem from the perspective of the respondents to mainly obtain specific information about opinions and behaviors of respondents. This approach was further used because it aims to gather an in-depth understanding of human behavior and the reasons that govern such behavior. The quantitative approach was used to provide measurable evidence to help in establishing the cause and effect to yield efficient data collection procedures to create the possibility of replication and generalization to a population, to facilitate the comparison of groups, and to provide insight into a breadth of experiences. Furthermore, Quantitative approaches were used because the methods employed in these approaches are more objective and help to investigate the relationships between the identified variables.

From a population of 170 respndents, 156 were sampled using the stratified sampling technique. According to Ben (Foley, 2018), stratified sampling is a process used in market research that involves dividing the population of interest into smaller groups, called strata. In this study, the strata included the technical staff of

Service Cops Limited, the banks, the telecom companies, the schools, the bespoke customers and the individual business clients. Samples were then pulled from these strata, and analysis was performed to make inferences about the greater population of interest. Ben (Foley, 2018) further adds that stratified sampling is used when the researcher's target population of interest is significantly heterogeneous, when the researcher wishes to highlight specific subgroups within his or her population of interest and when the researcher's goal is to create representative samples from even the smallest, most inaccessible subgroups of the population he or she is interested in.
The stratified sampling technique was further used because of its higher statistical precision due to the fact that the variability within the subgroups is lower compared to the variations when dealing with the entire population at large.

The survey was conducted on both customers of Service Cops Limited and staff that are involved in projects since they are all customers of the key outputs of the products of the projects. This method was used for collecting Primary Data by use of questionnaires with both closed and open-ended questions. A questionnaire was used due to its ability to collect a large amount of information in a reasonably quick span of time and economical manner (Foley, 2018). Closed questions were part of the questionnaire to capture data in a consistent manner. This was because Closed-ended questions can be more specific, thus more likely to communicate similar meanings and questions to the respondents.

Data was sorted using the Statistical Package for Social Scientists (SPSS) method. Various analysis techniques were employed in the study, namely; Univariate, Bivariate and Multivariate analysis. Univariate analysis was used in the first descriptive stages of research to find out the central tendencies and dispersion of observations, before being supplemented on by more advanced inferential bivariate analysis. This was used to study the behavior of two features while the multivariate analysis was used to analyze all the variables in the study.

Presentation and interpretation of results

Data was visualized using frequency distribution tables and pie-charts for the case of a uni-variate analysis while Chi-square tests, correlations and regressions were used in the case of multivariate analysis

Participation of respondents

Out of the 156 questionnaires issued, 106 were returned. Relating to the breakdown of the 50 respondents that didn't respond, 6 of them were from Service Cops limited representing 31.6%, 19 of them were from the bank representing 52.7%, 5 of them were from the teleco representing 35.71%, 17 of them from the schools representing 36.63% and 6 of them from bespoke customers representing 25%. Three questionnaires were issued in excess to the individual business clients. This made the response rate to be 68%. Response rates approximating 60% for most research should be the goal of researchers. (Fincham, 2008). This therefore implies that the study achieved a response rate of 68% and it suffered from a nonresponse bias of only 32% which has a low significance on the study. From the survey, all (100%) the Individual Business Clients responded, followed by Service Cops Limited Technical Staff with 68%, Bespoke Customers with 75% and Telecom with 64% and Schools with the least response rate of 61%.

For the case of the customers, over a half (56.5%) of the respondents were females and 43.5% were males. This means at least both males and females had a substantive representation during data collection. 12% of the respondents were Service Cops Limited Technical Staff, while 88% of the respondents were customers of Service Cops Limited.

The influence customer engagement in project planning has on the performance of projects in Service Cops Limited.

Bivariate analysis to the research questions one.

Table 1 Correlations between customer engagement in project planning on the performance of projects

Correlations				
		Customer engagement in project planning	Customer engagement in project implementation and evaluation	Project Performance
Customer engagement in project planning	Pearson Correlation	1	.281**	.385**
	Sig. (2-tailed)		.004	.000
	N	104	104	104
Customer engagement in project implementation and evaluation	Pearson Correlation	.281**	1	.275**
	Sig. (2-tailed)	.004		.005
	N	104	104	104
Performance of projects.	Pearson Correlation	.385**	.275**	1
	Sig. (2-tailed)	.000	.005	
	N	104	104	104
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Primary Data (2019)

Note: **. Correlation is significant at the 0.01 (1%) level (1-tailed).

The table above shows the summary statistics of the bivariate analysis between customer engagement in project planning with the performance of projects in Service Cops Limited.

From the above table 1 above shows the summary statistics of the bivariate analysis between customer engagements in project planning and the performance of projects in Service Cops Limited, and the Pearson correlation coefficient was 0.385(**), hence a positive correlation. The level of significance of the relationship was 0.000 at a 99% level of confidence.

The study revealed a 99% confidence that there was a positive significant influence between customer engagements in project planning and the performance of projects.

In reference to research objective one; which relates to finding out the influence of customer engagement in project planning on the performance of projects in Service Cops Limited, the above findings indicate that there is a low positive significant influence of customer engagement in project planning towards project performance in Service Cops Limited

Research Objective two: To assess the extent customer engagement influences project implementation and evaluation and performance of projects in Service Cops Limited.

The table 1 above shows the summary statistics of the bivariate analysis between customer involvement in project implementation and evaluation with project performance in Service Cops Limited.

The Pearson correlation coefficient between project implementation and evaluation with project adjustments was 0.275(**), though less than 0.5, hence implying a low positive influence. The study further revealed a 0.005 level of significance at a 99% confidence level. Since level of significance was less than 5%, hence the influence was reported to be significant.

In respect to the study hypothesis, the results from the study alternate hypothesis earlier postulated stated that there is a significant relationship between customer engagement in project implementation and monitoring of activities in project performance in Service Cops Limited, is therefore upheld (H1 Upheld.) and hence reject the null hypothesis (H0).

In reference to research objective two, which relates to the extent at which customer engagement in project implementation and evaluation influences performance of projects in Service Cops Limited, the above findings indicate that there is a significant low positive extent to which customer engagement in project implementation and evaluation influences project performance in Service Cops Limited.

Hypothesis testing (Relates to findings for research objective three)

H0. There is no relationship between customer engagement, project implementation and evaluation and the performance of projects in Service Cops Limited. (Null hypothesis.)

The hypothesis was verified using the chi-square tests and regression analysis and the results of the hypothesis are given below.

Testing the relationship between customer engagement in project implementation and evaluation with the project adjustments made due to customer engagement, as a measure of performance in Service Cops Limited.

This test was conducted between project implementation and project adjustments made as a measurement of performance of projects in Service Cops Limited.

The table below shows the summary statistics of the Chi-Square analysis between customer involvement in project implementation and evaluation with the project adjustments made due to customer engagement, as a measure of project performance in Service Cops Limited.

Table 3: Chi-Square test between Customer Engagement in project implementation and evaluation and the project adjustments made due to customer engagement

Chi-Square tests between customer engagement in project implementation and evaluation and the project adjustments made due to customer engagement			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27.367[a]	16	.038
Likelihood Ratio	28.621	16	.027
Linear-by-Linear Association	2.818	1	.093
N of Valid Cases	102		
Note: a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .15.			

Source: Primary Data (2019)

From the table above, the chi-square analysis between customer involvement in project implementation and evaluation with the project adjustments made due to customer engagement reports a P value of 0.038 which was less than 0.05 (5%) level of significance hence we rejected the null hypothesis that there was no relationship between customer engagement in project implementation and evaluation and the project adjustments made due to customer engagement, as a measure of performance in Service Cops Limited.
It was therefore concluded that there is a significant relationship between customer involvement in project implementation and evaluation with the project adjustments made due to customer engagement, as a measure of project-performance in Service Cops Limited.

Testing the relationship between Relationship between customer engagement in project implementation and evaluation with the project mile-stones completed due to customer engagement as a measure of performance in Service Cops Limited.

The table above shows the summary statistics of the Chi-Square analysis between customer involvement in project implementation and evaluation with the project mile-stones completed due to customer engagement, as a measure of performance in Service Cops Limited.

Table 4: Chi-Square tests between customer engagement in project implementation and evaluation with the project mile-stones completed due to customer engagement.

Chi-Square tests between customer engagement in project implementation and evaluation with the project mile-stones completed due to customer engagement.			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	50.083[a]	16	.000
Likelihood Ratio	24.756	16	.074
Linear-by-Linear Association	7.044	1	.008
N of Valid Cases	102		

Source: Primary Data (2019)

Note: a. 19 cells (76.0%) have expected count less than 5. The minimum expected count is 10.
From the table 6 above, the chis-square analysis between customer involvement in project implementation and evaluation with the project mile-stones completed due to customer engagement reports a p-value of 0.000 which was less than 0.05 (5%) level of significance hence we rejected the null hypothesis that there was no relationship between customer engagement in project implementation and evaluation and the project mile-stones completed due to customer engagement, as a measure of performance in Service Cops Limited.

It was therefore concluded that there is a significant relationship between customer involvement in project implementation and evaluation and the project mile-stones completed due to customer engagement, as a measure of project-performance in Service Cops Limited.

In reference to the study hypothesis, the results from the study alternate hypothesis earlier postulated stated that there is a significant relationship between customer engagement in project implementation and monitoring of activities in both the project adjustments made due to customer engagement, and the project mile-stones completed due to customer engagement as a measurement of project performance in Service Cops Limited, is therefore upheld (H1 Upheld.)

Regression analysis for customer engagement in project planning, project implementation and evaluation, and the project performance in Service Cops Limited.

Adjustments to the project schedule as a function of Customer Engagement in Project Planning, Implementation and Evaluation.

The table below shows the summary statistics of the multi-regression analysis on adjustments to the project schedule (a measure of performance) as a function of Customer Engagement in Project Planning, Implementation and Evaluation in Service Cops Limited.

Table 1 summary statistics of the multi-regression analysis on adjustments to the project schedule

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t-Statistic	p-value (Sig.)
		B Beta Estimate	Std. Error	Beta		
1	(Constant)	2.682	.498		5.382	.000
	Customers are Involved in Project Planning	.177	.093	.190	1.896	.061
	Customers Involved in Project Implementation and Monitoring of Activities	.183	.115	.159	1.59	.115

R				.280	
R^2				.079	
Standard Error				1.044	
F-Value				4.267	
Overall p-value				.017	

Source: Primary Data (2019)

Dependent Variable: Project Adjustments Made Due to Customer Engagement

Predictors: (Constant), Customers Involved in Project Implementation and Monitoring of Activities, Customers are Involved in Project Planning, Was part of Project Supervision

R- represents the coefficient of correlation.

R^2 - represents the coefficient of determination.

Equation 1 Project Adjustments made as a function of the Independent Variables

Project Adjustments Made Due to Customer Engagement = 2.682 + 0.177 (Customers are Involved in Project Planning) + 0.183 (Customers Involved in Project Implementation and Monitoring of Activities) + ε

From the above equation, a single customer involved in project planning increases project adjustments by a 27%, while a single increase in a customer to engage in project implementation and monitoring of activities increases the project adjustments by 18%

Since the overall p-value (0.017) is less than 0.05, we therefore concluded that adjustment of project schedule significantly depended on customer engagement in project planning, implementation and monitoring of activities.

The coefficient of determination (R squared) value was 0.079; this implied that both Customer engagement in project planning, implementation and monitoring of activities explained only 7.9% of adjustments to the project schedule.

In response to the study hypothesis, the results indicated a positive R squared, hence there is a positive relationship amongst customer engagement in project planning and implementation and evaluation towards the performance of Service Cops Limited.

Project mile-stones completed due to customer engagement as a function of Customer Engagement in Project Planning, Implementation and Evaluation.

The table below shows the summary statistics of the multi-regression analysis on Project Mile-stones Completed Due to Customer Engagement (a measure of performance) as a function of Customer Engagement in Project Planning, Implementation and Evaluation in Service Cops Limited.

Table 6: Project Milestones Completed as a function of the Independent Variables

Coefficients				
Model	Unstandardized	Standardized	t-	p-value

		Coefficients		Coefficients	Statistic	(Sig.)
		B Beta Estimate	Std. Error	Beta		
1	(Constant)	2.504	.475		5.268	.000
	Customers are Involved in Project Planning	.309	.089	.335	3.560	.001
	Customers Involved in Project Implementation and Monitoring of Activities	.116	.11	.102	1.313	.294
R					.377	
R^2					.142	
Standard Error					.995	
F-Value					8.285	
Overall p-value (sig.)					.000	

Source: Primary Data (2019)

Dependent Variable: Project Mile-stones Completed Due to Customer Engagement

Predictors: (Constant), Customers Involved in Project Implementation and Monitoring of Activities, Customers are Involved in Project Planning, Was part of Project Supervision

R- represents the coefficient of correlation.

R^2- represents the coefficient of determination.

Equation 2 Project milestones completed as a function of the Independent Variables

Project Mile-stones Completed Due to Customer Engagement = 2.504 + 0.309 (Customers are Involved in Project Planning) + 0.116 (Customers Involved in Project Implementation and Monitoring of Activities) + ε

Since the overall p-value (0.000) is less than 0.05, it was therefore concluded that the project mile-stones completed due to customer engagement significantly depended on customer engagement in project planning, implementation and monitoring of activities.

The coefficient of determination (R squared) value was 0.142; this implied that both Customer engagement in project planning, implementation and monitoring of activities explained only 14.2% of project mile-stones completed due to customer engagement.

In response to the study hypothesis, from all the results the alternate hypothesis earlier postulated stated that there is a significant relationship between stakeholder involvement in the oil exploration implementation process and service delivery is therefore upheld (H1 upheld).

Discussion of findings

To find the influence of customer engagement in project planning on the performance of projects in Service Cops Limited.

Respondents were required to state their level of agreement concerning; their engagement in defining indicators and requirements, engagement in project documentation, the existence of customer engagement in project planning activities and acknowledging that customers engagement has an effect project performance better.

It was further discovered that most individuals who agreed to their engagement in defining indicators and requirements had a longer experience.

Findings also revealed that most individuals who agreed that they were not engaged in defining indicators also disagreed to have been part of the engagement in project documentation.

It was also realized that most of the individuals who agreed that customers engagement gets project performance better, have also been involved in defining indicators and requirements.

Findings finally revealed that, to a lower extent, overall customer engagement in project planning significantly influences the performance of projects in Service Cops Limited. The findings are consistent with Maina (Njogu, 2016), who states that the benefits of stakeholder engagement in the planning process include a reduction in distrust of the project process or outcome, an increase in commitment to the project objectives and processes, and heightened credibility of the project's outcome. Relating to the project, customer engagement in the planning process through defining indicators, and requirements reduces project adjustments to the project schedule, and promotes achievements of project milestones.

The extent to which customer engagement influences project implementation and evaluation and performance of projects in Service Cops Limited.

Respondents were required to state their level of agreement concerning; their engagement in project supervision either directly or indirectly, acknowledging customer engagement in project implementation and monitoring activities and how it relates to performance.

Findings revealed that most of the respondents who agreed that there is customer engagement in project implementation and monitoring were also part of project supervision either directly or indirectly.

It was finally revealed that there was a significant influence of customer engagement in project implementation and evaluation towards the performance of projects in Service Cops Limited. This is consistent with the theories of Luckmann (Patrick, 2015), that Successful projects need to effectively engage project customers and the key question becomes how to adequately engage project customers in the implementation and evaluation stages. Ultimately, this implies that through customer engagement in project implementation and evaluation, projects milestones are achieved

The relationship between customer engagement, implementation and evaluation and the performance of projects in Service Cops Limited.

Respondents were required to state their level of agreement concerning; implementation of the project activities permitting customers to provide ideas and the performance of projects.

It was revealed that most respondents who agreed to the fact that implementation of the project activities permitting customers to provide ideas, no doubt about that.

The research further revealed that not a single body disagreed about the fact that performance of projects is a determinant of customer involvement.

The study finally revealed, that there is a positive low relationship between customer engagement, implementation and evaluation towards the performance of projects in Service Cops Limited.

Conclusion.

The influence of customer engagement in project planning on the performance of projects in Service Cops Limited.

It was found out that there was a significant low positive influence of customer engagement in project planning and the performance of projects in Service Cops Limited. This implied that the more the customer engagement in planning, the better the performance of projects in Service Cops Ltd.

The research further indicated that customer engagement in project planning has a more positive effect in project milestones completed than project adjustments made due to customer engagements.

The extent to which customer engagement influences project implementation and evaluation and performance of projects in Service Cops Limited.

The research revealed that there was a significant influence of customer engagement in project planning and the performance of projects in Service Cops Limited.

The research further indicated that customer engagement in project implementation has a more positive effect in project adjustments made than project milestones completed due to customer engagements.

The relationship between customer engagement, project implementation and evaluation and the performance of projects in Service Cops Limited.

The study revealed that there is low positive relationship between engagement, project implementation and evaluation and the performance of projects in Service Cops Limited

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