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Extra Organisational Actors (Professional Services Firms, Consultants, Contractors, and Temporary Staff) Implementing Strategy: A Case Study

by

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Thesis for the degree of Doctor of Business Administration

September 2019

University of Southampton

Abstract

Faculty of Social Sciences

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Organisations spend significant money, time and effort on extra organisational actors (EOAs) such as professional services firms (PSF), consultants, contractors, temporary staff and other non-standard workers (NSW) to implement strategy. Use of EOAs is controversial due to concerns over cost and effectiveness, and is not well understood. This research critically assesses EOAs implementing strategy. It identifies who they are and what they do, and explores the views of permanent staff working with them. A framework for using EOAs to implement strategy is proposed.

A qualitative and quantitative, mixed methods, single case study is framed from a Strategy as Practice (SaP) perspective by an internal practitioner-researcher working in a multinational, financial services organisation using EOAs to support major strategy implementation. Forty-five semi-structured interviews were conducted, along with data analysis of c.3,500 staff and EOAs.

The research finds five types of EOA being used to implement strategy at the subject organisation, with four distinct rationales for using them. The extent of EOA use is considerable. It varies between departments. In some cases, EOAs have been continuously engaged for substantial periods. A range of benefits and problems of using EOAs were reported, as were suggestions for improving EOA engagements. The use and management of EOAs within the subject organisation was inconsistent, with examples of both good and poor practice.

The research contributes to SaP literature by empirically exploring the under-researched, complex and contradictory practice of EOA practitioners implementing strategy. Literature on PSF, consultants and NSWs are in isolation from one another. However, this research finds multiple EOA practitioners of the same and different types implementing the same strategy, at the same time, on the same projects, in a single organisation.

The research offers specific guidance to practice by highlighting the types, extent and uses of EOAs, along with the benefits and problems of using EOAs to implement strategy. Two areas for improvement are proposed. The first is a detailed methodology to specify how EOAs can support strategy implementation, in terms of the competences, capabilities and capacity required to deliver transformational change to implement and sustain strategy. The second gives suggestions for how to manage the three stages of an EOA engagement. The recommendations cover inbound activities such as procurement and onboarding, ongoing management and monitoring of the engagement, and outbound close down activities including knowledge sharing and feedback.

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Research Thesis: Declaration of Authorship

Print name: David James O'Connor

Title of thesis: Extra Organisational Actors (Professional Services Firms, Consultants, Contractors, and Temporary Staff) Implementing Strategy: A Case Study

I declare that this thesis and the work presented in it are my own and has been generated by me as the result of my own original research.

I confirm that:

1. This work was done wholly or mainly while in candidature for a research degree at this University;
2. Where any part of this thesis has previously been submitted for a degree or any other qualification at this University or any other institution, this has been clearly stated;
3. Where I have consulted the published work of others, this is always clearly attributed;
4. Where I have quoted from the work of others, the source is always given. With the exception of such quotations, this thesis is entirely my own work;
5. I have acknowledged all main sources of help;
6. Where the thesis is based on work done by myself jointly with others, I have made clear exactly what was done by others and what I have contributed myself;
7. None of this work has been published before submission.

Signature:

Date: 23/09/2019

Acknowledgements

Sincere thanks to my supervisors, Dr John Marti, for sticking with me and this thesis from the start through to completion, despite challenges of his own; and more recently Dr David Baxter, who has helped me refine and complete the thesis. Their combined support, insightful comments and suggestions were invaluable.

I am immensely grateful to the participants who agreed to contribute to this research and to the subject organisation for allowing me to conduct the research.

Thanks to my family, friends, colleagues and fellow DBA students, too numerous to mention individually, for their support and encouragement.

I am indebted to my Mum and Dad for their generous support and encouragement.

Special thanks to my children, Juliet and Austen, who were both born during my DBA studies. They are my inspiration, a welcome distraction, great fun to play with, and a source of wonderful cuddles.

Finally, to my amazing wife, Grace, thank you for your unswerving support, unlimited understanding and endless encouragement. I could not have done this without you.

I was inspired and motivated throughout my DBA by the words of JFK from his 1962 “to the moon” speech in relation to the Apollo project.

“We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win” (Kennedy, 1962).

This is my Apollo.

Definitions, acronyms and abbreviations

Term/ Abbreviation	Definition
AJG	Academic Journal Guide
Alpha	The pseudonym of the subject organisation
B2B	Business to Business
BA	Business Analyst
Bacs	Bacs Payment Schemes Limited
BAU	Business as Usual
Big Four	The Big Four advisory firms – Deloitte, PwC, EY and KPMG.
BPO	Business Process Outsource
BTL	Below the Line
CABS	Chartered Association of Business Schools
CAQDAS	Computer Assisted Qualitative Data Analysis
CCF	Career Choice Framework
CHAPS	Clearing House Automated Payments System
Chi	The pseudonym of the international IT infrastructure transformation programme at the subject organisation
CIS	Collective Investment Scheme
COO	Chief Operating Officer
CSR	Corporate Social Responsibility
DBA	Doctor of Business Administration
DMP	Data Management Plan
EOA	Extra Organisational Actor
ERGO	Ethics and Research Governance Online

Term/ Abbreviation	Definition
FCA	Financial Conduct Authority
FinTech	Financial Technology
FOI	Freedom of Information
FSA	Financial Services Authority
FTC	Fixed Term Contractor
FTE	Full Time Equivalent
GPN	Global Professional Network
HMRC	Her Majesty's Revenue and Customs
HR	Human Resources
IA	Investment Administration
IQR	Interquartile Range
IT	Information Technology
ITO	Information Technology Outsource
KIBS	Knowledge Intensive Business Services
KIFs	Knowledge Intensive Firms
LLC	Limited Liability Company
LLP	Limited Liability Partnership
LoS	Length of Service
M&A	Mergers and Acquisitions
MCA	Management Consultancies Association
MS	Microsoft
NAO	National Audit Office
NED	Non-Executive Director
NGO	Non-Governmental Organisation
NI	National Insurance

Term/ Abbreviation	Definition
NSW	Non-Standard Worker
OCB	Organisational Citizenship Behaviours
OCM	Outline of Cultural Materials
OEIC	Open-Ended Investment Companies
Omega	The pseudonym of UK IT and business processes transformation programme at the subject organisation
PAC	UK House of Commons Committee of Public Accounts (known as the Public Accounts Committee)
PAYE	Pay As You Earn
PBO	Project Based Organisation
PBV	Practice-Based View (of Strategy)
PCF	Participant Consent Form
PDP	Personal Development Plan
PIS	Participant Information Sheet
PLC	Public Limited Company
PSF	Professional Services Firm
Psi	The pseudonym of IT and business processes transformation programme for UK heritage products investment administration at the subject organisation
PSL	Preferred Supplier List
RBV	Resource Based View
RDR	Retail Distribution Review
RSA	Rivest–Shamir–Adleman - encryption
SaP	Strategy as Practice
SAP-IN	Strategy as Practice International Network

Term/ Abbreviation	Definition
SD&IT	Solution Delivery and Information Technology
SLA	Service Level Agreement
SME	Subject Matter Expert
SWIFT	A type of international financial transfer
SWOT	Strengths, Weaknesses, Opportunities & Threats.
TMT	Top Management Team
TPA	Third Party Administrator
UT	Unit Trust

Chapter 1 Introduction

The author of this thesis has worked for over twenty years in a variety of operational, strategic change and business transformational leadership roles, mostly for a large, FTSE 100, multinational wealth manager. The author has experienced and observed at first hand the widespread use of extra organisational actors (EOA) such as professional services firms, consultants, contractors, temporary staff and agency workers (referred to as “externals”), to support strategy implementation. These include successful engagements with highly skilled, knowledgeable externals working well with the host organisation, sharing knowledge and practice, and making a significant contribution to the strategy implementation and the organisation. On the other hand, the author observed and experienced terrible engagements with externals characterised by poor performance, poor attitudes and behaviours, a failure to deliver to requirements, a lack of skills and knowledge, and a failure to share knowledge. The author observed that the organisation he worked for appeared to have an inconsistent and emergent approach to the use of externals implementing strategy which resulted in pockets of good and pockets of poor practice. The author was keen to better understand the apparent paradox, that a highly successful organisation appeared to have such varied experience of using externals and lacked a common framework or approach for engaging them. They were curious to understand whether other people had similar experiences and observations of using externals to implement strategy. They wanted to explore what could be done to build from the positive engagements and learn from the negative external engagements. They were keen to create a good practice framework for how to use externals in strategy implementation.

In addition to the author’s curiosity, organisations spend a significant amount of money, time and effort on EOAs supporting strategy implementation. The cost, value and impact on the incumbent staff of EOAs is challenged anecdotally, through personal observations, by politicians (Hodge *et al.*, 2010, 2013), the media (Greenhalgh, 2012; BBC News, 2013a; Russell, 2013; Reichman, 2014; K. Hope, 2016), non-academic literature (Craig and Brooks, 2006; Craig and Elliot, 2009) and some academic literature (Clark and Fincham, 2002; Barley and Kunda, 2004; Czerniawska and Smith, 2010; Sturdy, 2011; Kipping and Clark, 2012a; Nikolova and Devinney, 2012; Johnson *et al.*, 2014; Nesheim, Fahle and Tobiassen, 2014). An initial scan of the academic literature and the literature review for this research (Chapter 3) suggested that EOA implementing strategy is under-researched.

Chapter 1

This thesis for a Doctor of Business Administration (DBA), explores the use of external actors implementing strategy. The DBA at the University of Southampton is designed to address real world business issues and problems on a part-time basis with the research conducted within an organisation and applied there (University of Southampton, 2012).

The objective of the research is to critically assess the use of EOAs in strategy implementation, to identify and understand who they are, the part they play and the views of permanent staff working with them. The research also aims to create a framework for how EOAs could be used in strategy implementation. The following research questions are addressed:

- What type of EOAs are used in strategy implementation at the subject organisation; what are they used for and to what extent?
- What benefits and problems of EOAs supporting strategy implementation do permanent subject organisation members of staff report?
- How could the subject organisation improve the use of EOAs in strategy implementation?

The research is framed by a Strategy as Practice (SaP) perspective. SaP is an approach to strategy that views strategy not as something that organisations have, not a property of an organisation, but rather something that people in the organisation do. Strategy is an activity. SaP focuses on three key issues: practitioners, praxis and practices. (Jarzabkowski, 2005; Johnson *et al.*, 2007; Golsorkhi *et al.*, 2011). The scope for SaP can be any activity that relates to strategic outcomes, which can include strategy development, strategic choices and strategy implementation (Johnson, Melin and Whittington, 2003). SaP has three focal points: practitioners, practices and practice (praxis) (Jarzabkowski, 2005).

The research fits well within the scope of SaP as it aims to explore EOAs and permanent staff undertaking strategy implementation, and to better understand what EOAs do, and the impact they have on the organisation and strategy implementation. The focus of the research of EOA and permanent staff strategy practitioners, engaged in the practice of implementing strategy fits well with the practitioner and practice elements of a SaP approach to strategy research. The research's focus on strategy implementation fits within the Johnson, Melin and Whittington (2003) scope of SaP being any activity that relates to strategic outcomes.

The SaP literature refers to externals such as professional services firms, consultants, contractors, temporary staff and agency workers as "extra organisational actors" (EOA) (Jarzabkowski and Spee, 2009). The SaP research includes EOA such as regulators, organisations/institutions, business schools, the media, the state, financial institutions, researchers, policy-makers,

businesses, analysts, governance systems, consultants, gurus and pressure groups (such as environmentalist groups) (Jarzabkowski and Spee, 2009; Golsorkhi *et al.*, 2015b).

For this research, EOAs are defined more narrowly, to reflect the external actors working with host organisations to implement strategy. The EOAs for this research are non-permanent actors engaged by a host organisation to contribute to strategy implementation. They are working in and for the organisation but are not permanent members of the host organisation; they could be professional services firms, consultants, contractors, temporary staff or agency workers. The EOAs could work for another organisation, could be self-employed or could be employed by the host organisation directly. In this context, EOAs are not:

- External stakeholders (such as Governments, regulators, pressure groups, residents).
- External auditors.
- Customers.
- Suppliers.
- Third Party Administrators (TPA).
- Business Process Outsource (BPO)/Information Technology Outsource (ITO) suppliers.
- The political, economic, technological, social, legal and/or physical environment.

Despite the role of EOAs being identified and acknowledged by SaP scholars, it is an area that has not been widely explored, with few studies explicitly focusing on EOAs (Jarzabkowski and Spee, 2009). EOAs are included in the SaP literature in one of four ways: by simply acknowledging that EOAs are participants in strategy in practice, by studying SaP in the context of an EOA organisations, or by studying some element of the EOA engagement with a host organisation either as the focus of the study or at the periphery. The literature review for this thesis finds little research where EOA engagement with a host organisation is a main focus of the study (Section 3.8).

The access to a real-world organisation afforded to the author as a DBA student working as a strategy practitioner provides an ideal platform for empirical study of strategy practitioners and practices using a SaP perspective.

This research uses a mixed methods case study as its primary research method. The subject organisation is a multinational financial services organisation that the author worked for. A mix of qualitative and quantitative research methods are used to address the research questions; these include semi-structured interviews and quantitative analysis of secondary data provided by the subject organisation.

Chapter 1

It was agreed that the subject organisation and all participants (other than the researcher) would be anonymised. In discussions with the Chief Operating Officer (COO) and Head of Legal Services, it was acknowledged that organisational anonymity could not be guaranteed given the use of professional networking tools such as LinkedIn which would easily link the researcher to the organisation, but that references to the organisation's name should be removed and all individuals that participated in the research would also be anonymised (Appendix D.1.) The subject organisation is referred to as "Alpha", any project names that are in the public domain have been changed or redacted and any information that could lead to the obvious identification of the organisation has been either anonymised or redacted.

This thesis has nine chapters including this introduction. The context for the research is set out in the next chapter. Background to the global financial sector is set out, to provide a reader without knowledge of this domain an understanding of the business environment that the subject organisation is operating in. This section also describes types of EOAs and provides technical background to the tax and legal status of EOAs. Finally, it provides a summary of non-academic literature in the public domain regarding EOAs.

The literature review chapter, which follows, initially sets out the heritage of SaP, what SaP is, the research agenda so far, and suggested future directions for SaP research. The next sections identify research methods for SaP and critics of SaP. The focus of the review then tightens onto the SaP literature specifically relevant to EOAs implementing strategy. The review highlights a scarcity of SaP articles on EOAs implementing strategy, and as such, the review scope expands to briefly touch upon non-SaP EOA literature. This includes Professional Services Firms (PSF) in general, consultants as a sub-type of PSF and Non-Standard Workers (NSW) to provide a broader context for the research. The review concludes with a summary of the research opportunity identified, given the current literature.

The research methods chapter follows the literature review chapter. This chapter sets out the research aim, questions, philosophy, approach, and the research strategy and design. A section on ethical issues includes reference to the challenges relating to conducting research in the organisation that the author works in. The research methods chapter includes details of the quantitative and qualitative research methods, along with the data management approach.

Chapter 5 describes the case study. This chapter introduces the organisation and describes the drivers for strategic change that influenced the organisation's strategy and its implementation. The initial starting strategic position and post strategic change strategic position of the organisation are set out. Finally, details of the classifications of employment types used by the organisation and its levels of organisational hierarchy are explained to help the reader to understand the organisation.

The results of the research are presented in Chapter 6. This chapter has separate sections for the qualitative and quantitative research results.

Following the results, the discussion chapter addresses each of the research questions, considering the implications of the findings in relation to the research questions and the literature. The limitations of the study are also discussed.

Chapter 8 describes the practical application of the research and addresses the requirement of DBA research to be applied research, addressing real world problems.

Finally, the conclusion and further research section brings the thesis to a close and suggests areas for further development.

Chapter 2 Context for the research

2.1 Introduction

The DBA is an applied doctorate and, as such, the research must be grounded in real world situations and issues. This section sets out the real-world context for the research. This research is primarily based in Alpha, which is a multinational financial services organisation going through a significant strategy change. The context to the global financial services sector is set out, along with the position of the Alpha in this sector, and some of the characteristics of the sector that are drivers for strategy change are described. The research focuses on EOAs, such as consultants, contractors and other non-permanent actors, and their part in strategy implementation. The next sections provide some context, highlighting types of EOA. Finally, the wider public debate around the use of EOAs is briefly set out.

2.2 Global financial sector

The financial services sector is wide and varied. “Broadly speaking, companies that operate in the financial services industry are in the business of managing money” (Investopedia, 2015), while the financial services themselves are “how consumers and businesses acquire financial goods such as loans and insurance.” (Asmundson, 2011, p. 46).

The scope of the financial services sector is very broad, covering individuals, businesses, organisations and governments. The various elements of the financial services sector include banking and capital markets, insurance, and wealth and asset management. (EY, 2016).

Traditional commercial banking activities can include deposit taking (savings) and providing credit via loans (including mortgage lending, credit cards etc.), day to day current account services, administering payment systems such as credit card, debit cards, electronic funds transfer (BACS, CHAPs and SWIFT). Investment banking activities can include providing access to the global capital markets for businesses, organisations, governments and high net worth individuals. This access to capital markets can include issuing securities (shares and bonds) and trading in securities, foreign exchange and derivatives (Asmundson, 2011; Investopedia, 2015; EY, 2016).

The insurance sub-sector includes various types of protection insurance. These are typically categorised as general (non-life) insurance, life insurance (sometimes referred to as assurance),

Chapter 2

and reinsurance. General (non-life) insurance is where direct insurers pool premiums from customers to cover risk and make payments to customers for the sum assured if the risk event occurs. The insurance can be for individuals, businesses or organisations and can cover homes, properties, holidays, pets, motor vehicles etc. (Asmundson, 2011; Investopedia, 2015; EY, 2016).

Life insurance works on a similar basis to general insurance, but the risk event is generally the death, disability or illness of an individual. The term of the life policy can be for a fixed term or whole of life and the sum assured can be fixed, decreasing, increasing or linked to investments (Pratt, 2016).

Reinsurance is where companies or wealthy individuals cover (or reinsure) some of the risks of direct insurers (Asmundson, 2011; Investopedia, 2015).

The wealth management sub-sector of financial services covers a wide range of activities and can, in many ways, draw together the activities of other parts of the sector. A large focus of the wealth management sub-sector relates to advising and managing funds on behalf of clients (individuals or organisations). This can include the manufacture and distribution of investment products such as investment platforms, investment funds, investment companies, financial instruments (derivatives), and the discretionary management of clients' assets. Wealth management firms create a variety of products and platforms to provide insurance, savings, pension and investment products and services (Asmundson, 2011; Investopedia, 2015; EY, 2016).

The financial services sector includes a wide range of intermediaries and advisers such as tax advisers, corporate action (mergers and acquisitions) advisers, financial advisers, investment advisers, insurance brokers and agencies, and wealth managers. These intermediaries can provide links between the various component parts of the financial services sectors, providing advice and matching suppliers with customers (Asmundson, 2011; Investopedia, 2015).

These services can be provided by a full-service multifunctional provider or a variety of firms providing one or some of the functions. The organisations can operate in single territories and/or multiple geographies. The ownership structure of financial services organisations can be complex with large multinational firms often having operations in multiple sub-sectors and across multiple geographies.

The global financial services sector is highly regulated. This puts pressure on companies in the sector to ensure compliance with the many and varied regulations across multiple sub-sectors and geographies with differing regulations and regulatory bodies. There has been major regulatory change in recent years, and this is continuing. The recent and future regulatory changes cover all elements of financial services and are too numerous to list here but have covered many responses

to the 2008 global financial crash, structural reform, financial conduct, capital adequacy, total loss absorbing capacity, money laundering, fraud, consumer protection, transparency of charges and charging, fair and effective markets, securities and investments, financial advice market review, market abuse, payment services, financial reporting, new banking and standards boards, data protection, and many others (Deloitte, 2015, 2016, 2017; EY, 2016; KWM, 2016; Osbourne Clark, 2016; PwC, 2017b).

Technological change is having a huge impact on the financial services industry. As noted by advisory consultants Deloitte...

“Lack of investment in the past decades has left many financial institutions with the legacy of “unfit for purpose” IT systems, ... Not only do these create exposure to costly IT “glitches”, and cyber-attacks, but they also expose them to fierce competition from new FinTech start-ups.” (Deloitte, 2015, p. 20)

The development of financial technology (FinTech) in the financial services sector is creating risks and opportunities for existing companies, new entrants, regulators and consumers. The emerging themes include crypto-currencies and Blockchain, artificial intelligence, biometrics, telematics, identity management, data storage, data privacy and protection, big data, and the growth of non-traditional financial services providers (WEF, 2015, 2016; PwC, 2016, 2017a).

2.3 Types of extra organisational actors (EOAs)

The scope of EOAs in the SaP literature is broad and includes regulators, organisations/institutions, business schools, the media, the state, financial institutions, researchers, policy-makers, businesses, analysts, governance systems, consultants, gurus and pressure groups (such as environmentalist groups) involved in the practice of strategy (Whittington, 2003, 1996; Whittington *et al.*, 2003; Jarzabkowski, 2004, 2005; Jarzabkowski, Balogun and Seidl, 2007; Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Vaara and Whittington, 2012; Rouleau, 2013; Golsorkhi *et al.*, 2015b; Paroutis, Heracleous and Angwin, 2016). This research is interested in those EOAs referred to as “externals” in the introduction (Chapter 1) that support strategy implementation and is focusing on consultants, contractors, professional services firms, and those engaged on an interim or temporary basis (referred to as non-standard workers (NSWs)). Within this broad definition, there are many subgroups based on the services they provide, including: professional and business services providers, contractors, self-employed sole traders, small limited companies, fixed term contractors (FTCs), freelancers,

temporary and agency workers. The key aspect of an EOA in relation to this research is that they provide a service to a client organisation (the host organisation) to support the implementation of the host organisation's strategy. The EOAs could be structured as organisations or individuals.

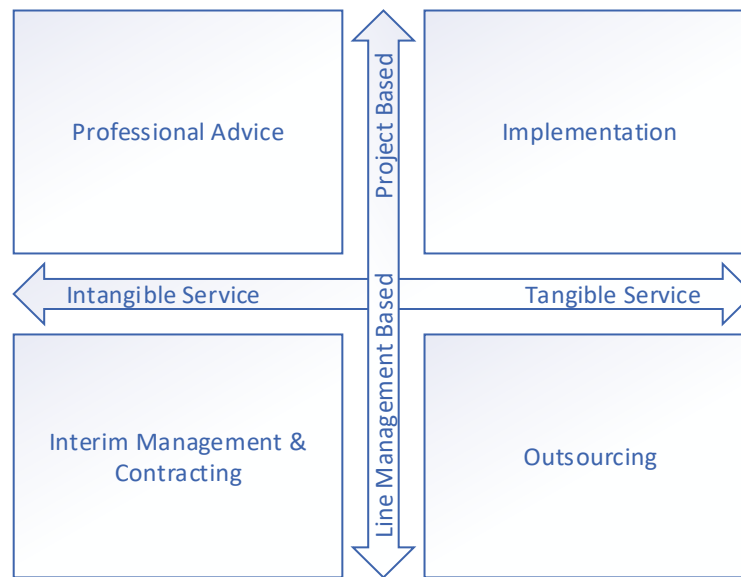
Appendix A.1 describes the types of EOA, their employment status relative to the host organisation, and why this can be important regarding employment regulation and rights, and tax implications.

2.3.1 Professional Services Firms (PSF)

The broad business and professional services sector include many firms that act as EOAs. Professional Services Firms (PSF) and Knowledge Intensive Business Services (KIBS)/Knowledge Intensive Firms (KIFs) provide a wide range of professional, knowledge intensive services to a broad range of organisations (business, governments, charities, educational institutions) and individuals (Brock, Leblebici and Muzio, 2014). For the purposes of this review, the term "PSF" is used to refer to both PSF and KIBS/KIFs. Von Nordenflycht (2010) identifies three characteristics of PSFs: knowledge intensity, low capital intensity, and a professionalised workforce. In addition, Greenwood (2005) identifies that PSFs create and deliver intangible products and services that are the product of complex knowledge. PSFs provide many types of services, which include: consultancy, accountancy, legal services, human resources (HR) services, public relations, advertising and architecture (Czerniawska and Smith, 2010; HM Government, 2013). Furthermore, Von Nordenflycht (2010) developed a typology of four categories of KIBS: technology developers such as R&D labs and biotech companies; neo-PSFs such as advertising agencies and consulting firms; professional campuses such as hospitals and universities; and classic (regulated) PSFs such as law, accounting and architecture. Brock (2006) uses a matrix to plot PSF firms based on their size (local to global) and strategy (breadth of services such as generalist, specialist and multidisciplinary). From this, he identifies three clusters of similar PSFs. The three PSF archetypes as he refers to them are: traditional, P² professional partnership model; Global Professional Network (GPN); and Star (small-medium, high specialised professional firms).

Czerniawska and Smith (2010) classify the professional services provided by PSFs along two axes: the nature of the service (intangible or tangible) and the nature of the work (project based or line management based). This results in four main types of PSF work (Figure 2.1)

Figure 2.1 Classification of professional services



The four main types of PSF work that Czerniawska and Smith (2010) identify are:

- Professional advice – customised, intangible and project based advisory services. E.g. tax, management and IT consulting, accountancy, project management, corporate finance and engineering consultancy.
- Implementation – standardised and tangible projects. E.g. installing IT systems, designing a building, running an advertising campaign.
- Outsourcing – standardised and tangible services over a long period of time. E.g. IT services and business processing.
- Interim managers and contracting – plugging temporary gaps in organisations.

Czerniawska and Smith (2010) identify that there is often cross-over among the four categories, giving the example of interim managers being supplied by consulting firms, or IT consultancies bringing in contractors to cope with peaks in demand for their services.

Definitions of PSF tend to focus on the nature of the organisations and the work they do (Greenwood, Hinings and Brown, 1990; Greenwood *et al.*, 2005; von Nordenflycht, 2010; Skjølsvik, Perner and Løwendahl, 2017; Smets *et al.*, 2017). For the purposes of this research, the PFS that are of interest act as EOAs providing strategy implementation services to other organisations.

2.3.2 Consultants

Consultancy firms are one of the main types of PSF/KIBS EOAs that support strategy implementation in other organisations.

There are many subcategories of consultant, the main categories of services being as follows:

- Strategy Consulting – corporate/business unit strategy or government policy.
- Management Consulting – management, business and organisational matters.
- Operations Consulting – operational performance, supply chain, procurement, finance and outsourcing.
- HR Consulting – advisory services for HR, people, talent and training.
- Financial Advisory – corporate finance, restructuring and actuarial services.
- Information Technology (IT) Consulting – improving and managing the IT of organisations.

(ALM Intelligence, 2017; Consultancy.uk, 2017c, 2017b; FEACO, 2017; MCA, 2017)

It is useful to first consider what is meant by ‘management consultants’ in the academic literature. There is no clear and agreed upon definition of management consultancy, with vigorous debates in the academic literature regarding the nature of management consultancy and whether the industry should be considered a profession (Fincham and Clark, 2002; Kipping and Clark, 2012a). Working definitions have focused on management consultants using professional knowledge as the basis to help clients solve a wide range of problems (Fincham and Clark, 2002; Kipping and Clark, 2012a), and being viewed as “professional helpers” (Fincham and Clark, 2002, p. 7). Moreover, Kipping and Clark (Kipping and Clark, 2012a) argue that it is precisely the lack of a detailed definition, along with constantly adapting and reinventing its core services to meet occasionally radically changing circumstances and demands, that has helped to make the management consulting industry enduringly successful.

The main organisations that provide EOA strategy implementation consultancy services can be organised into several groups:

- Global Strategy Consulting Firms – such as McKinsey & Company, Boston Consulting Group, Bain & Company, Strategy&, Roland Berger and A.T. Kearney.
- Strategy Boutiques – national, regional, industry, domain focus.
- Global Functional Specialists.
 - HR – such as Hay Group, Mercer and Willis Towers Watson.
 - Financial Advisory – such as FTI Consulting and Navigant.
 - The Big Four advisory firms – Deloitte, PwC, EY and KPMG.
 - Strategy and management consulting.

- Accountancy.
- Audit.
- Operational.
- IT Consulting.
- National/Regional Functional Specialists.
- Small and Mid-Size Technology firms.
- Mid-size Global Accountants – top 20 global professional services providers, such as BDO, Baker Tilly, Grant Thornton, RSM and PKF.
 - Accounting.
 - Tax.
 - Consulting.
 - Corporate Finance.
 - Subject Matter Experts (SMEs).
- Global Technology Firms – IT Consulting such as Atos, Accenture, Capgemini and CGI.
- Independent Contractors – the large group of self-employed/small limited company consultants.

(Consultancy.uk, 2017a)

The EOA subcategory of management consultancy can be further broken down; the Management Consultancy Association (MCA) uses six categories to define management consultancy firms with some cross over with the categories above:

- Type I – IT management and management consulting such as Oracle and SAP.
- Type C – Combination of IT consulting and systems integration, outsourcing services, and management consulting such as Accenture, Capgemini, CSC, IBM, Logica.
- Type O – Outsource services and management consulting such as Capita, Serco, Tribal.
- Type A – Accounting, tax and corporate advisory services, plus management consulting such as the Big Four, plus some mid-sized such as Grant Thornton and PKF.
- Type M – Management consulting, not IT consulting such as: Main strategy firms (Bain, Booz Allen Hamilton, Booz & Co, BCG, McKinsey & Co), Mixed-size strategy firms (OC&C, LEK), HR firms (Mercer, Towers Watson, Hay Group), Boutique management consultancies.
- Type E – Civil engineering consulting and project management plus management consulting such as Arup, Halcrow and Mott MacDonald.

(Czerniawska and Smith, 2010, p. 11).

EOA consultancy firms play a significant role in the financial services sector. EOA consultancies provide technical and advisory support on products, taxation, legislation, regulation, technology, business processes, change management and delivery, and strategy development (Czerniawska and Smith, 2010; MCA, 2016), with financial services making up 33% of UK management consultancy activity in 2015 (MCA, 2016).

2.3.3 Non-standard workers (NSWs)

There is no clear, agreed upon definitions of NSWs in the literature but to define 'non-standard', it is useful to consider 'standard' workers. Standard workers are generally employed on a full-time basis, permanently (continuing indefinitely) and with work performed under the supervision of employers at their place of work (De Cuyper *et al.*, 2008; Wilkin, 2013). On this basis, 'non-standard' workers will generally include those that are part-time, have flexible working arrangements which might include flexitime and home working, and are non-permanent or contingent. For the purposes of this research we are interested in NSWs that are not permanently employed; these contingent workers are EOAs.

Wilkins (2013)'s meta-analysis of contingent workers identifies four types of non-permanent, contingent workers:

- Agency workers – the individual is employed via a temporary staffing firm to work for the end client.
- Direct-hires – the individual is employed directly by the end firm. This category includes temps, FTCs, casual workers and on-call workers.
- Contractors – this includes individuals working as independent contractors, contract workers, and self-employed workers, that sell their services to clients.
- Seasonal workers – individuals are employed for short-term durations.

These independent, NSW EOAs provide services to support organisations implement strategy.

They may provide any of the following services:

- Strategy Development.
 - Thought leadership.
 - Management guru.
 - Facilitation expert.
- Change specific SMEs.
 - Function specific – tax, actuarial, investment admin, call centre.
 - Solution system specific – IT software, IT language.
 - Legislation/Regulation Specific – Part VII, Solvency II, Basel.

- Generic change support.
 - Programme/Project Management.
 - Programme/Project Co-ordination.
 - Programme/Project Accounting.
 - Programme/Project Planning.
 - Business Analysis.
 - Business/IT Architect.
 - Testing.

2.3.4 Scale of EOA activity

It is difficult to estimate the revenue from EOAs as they can cover such a wide range of functions, sectors of the economy, and types of company. As a result, the following data will not be complete or include all EOA activity, but to provide some sense of scale, the global market for consulting in 2017 is estimated at US\$125-155 billion (Consultancy.uk, 2017d; Harford, 2017). In the UK in 2015, £1.1 billion of public money was spent on management consultancy. MCA members had £5.5 billion in revenue (MCA, 2016). In 2011 it was estimated professional and business services¹ accounted for 12% of UK employment, generated £47 billion of exports and contributed a £19 billion trade surplus (HM Government, 2013). In 2012 business and other management consultancy activities in the UK (not including all professional services) accounted for 122,560 enterprises, a turnover of c. £42 billion, with employment costs of c. £13 billion, and in 2011 employing c. 319,000 people (K. Hughes, 2014).

Although it is difficult to accurately assess the size of the contribution to the economy of EOAs, what is clear is that the cost to users of EOAs is significant, as is the contribution of EOAs to the economy.

2.3.5 EOAs in public discourse

Adams et al (2016) highlight the value and increased use of publicly available material that is not subject to traditional academic peer review processes, but which can be used to increase the

¹ Professional and Business Services including: legal activities, accounting, bookkeeping & auditing; activities of head offices and management consultancy; architectural and engineering activities and technical testing & analysis; scientific research and development; advertising and market research; other professional, scientific and technical activities; rental and leasing activities; office administrative, office support and other business support activities.

relevance of academic enquiry. Given the applied nature of DBA research, it is useful to briefly consider the non-academic, recent coverage of EOAs in the UK media.

The impact of EOA on strategy implementation attracts interest beyond academia. Three of the areas that the public debate on EOAs focuses on are: the use and cost of management consultants and other advisers in the public sector (Craig and Brooks, 2006; Craig and Elliot, 2009; C. Hope, 2016; Civil Service World, 2016; Lewis, 2018; Sturdy and Gibbons, 2018; Sturdy, Kirkpatrick and Veronesi, 2018a, 2018b); the use of the EOA arrangement (rather than employees or workers) by organisations and individuals to avoid tax and NI (Ahmed, 2016, 2017; Houlder, 2016, 2017b, 2017a; Rovnick, 2016; Houlder and Neville, 2017); and the use of EOA arrangements by organisations to dilute the legal rights and protections of those undertaking activities for the organisation. There has been a particular focus on the gig economy and the employment practices of organisations such as Uber and Deliveroo, along with the associated tax and employment rights implications for both the EOAs and the firms (Espiner and Thomas, 2016; Houlder, 2016; Osbourne, 2016; BBC News, 2017; Foroohar, 2017; Wallace, 2017).

The cost and value-add of EOA and, in particular, management consultants, attract particular attention in the popular and trade press, as well as scrutiny from public spending watchdogs such as the UK Government's National Audit Office (NAO) and the UK House of Commons Committee of Public Accounts (PAC) (Craig and Brooks, 2006; Craig and Elliot, 2009; Morse, 2010; Hodge *et al.*, 2010, 2013; BBC News, 2013a, 2013b; Miller, 2013; BBC News, 2014; Goodall, 2013; Reichman, 2014; D. Hughes, 2014; Sturdy and Gibbons, 2018; Sturdy, Kirkpatrick and Veronesi, 2018a, 2018b; Lewis, 2018).

The reporting of the use of EOA in the popular and trade press could be viewed, at times, as sensationalist, headline grabbing and possibly attempting to further commercial, interest group or political agendas. Examples of this type of subjective reporting include the financial adviser trade press criticising their regulator's spending on consultants (Miller, 2008; Reichman, 2014). The use of emotive titles and headlines such as "Plundering the public sector: How New Labour are letting consultants run off with £70 billion of our money", "Fleeced! How we're been betrayed by the politicians, bureaucrats and bankers... and how much they've cost us" (Craig and Brooks, 2006; Craig and Elliot, 2009), "Whitehall spending on consultants nearly doubles to £1.3 billion in three years... with 47 paid over £1,000 a day" (C. Hope, 2016) and "How management consultants are cashing in on austerity" (Peretti, 2016) can grab attention and "clicks" on websites, but may not provide a balanced view. The tone of reporting should not detract from the facts relating to how much public money is spent on EOA and value that this returns to the taxpayer. It is these issues that are of interest to politicians, shareholders, governments and the public alike.

A 2010 report by the UK NAO for PAC noted that the UK central government spent over £1 billion in 2009-2010 on consultants and interim staff (Hodge *et al.*, 2010; Morse, 2010). The 2010 report was highly critical of how UK central government used EOA, noting the following key points:

- It was unclear why some departments use consultants more than others.
 - For every £100 staff cost in the Department for Transport, £70 was spent on consultants, whereas the corresponding figure for HMRC was £2.
- Central Government has no oversight or data on consultancy use and spend for ‘arm’s length’ bodies. This is estimated as an additional £700 million in 2009-2010.
- The report is critical of the UK Government Cabinet office for failing to grow core skills despite recommendations from the PAC in 2002 and 2007 and the Cabinet Office itself in 1994.
 - The area of most concern was IT and Programme Management consultancy which had increased from 50% to 60% of consultancy spend since 2006-2007.
 - Where the skills do exist internally, there is a lack of “knowledge and flexibility” to deploy them where needed.
 - Pressures in the short term to cut training budgets may affect departments’ ability to develop internally the skills they need.
 - There has been a failure to control and manage consultant spend, with the emphasis on time and materials contracts rather fixed price or objective delivery contracts.

(Hodge *et al.*, 2010)

The head of the UK NAO noted that government departments’ management information on the use of consultants and interims was poor, with few departments able to provide information on their spending by type of consultancy, the number of interims employed or the role and length of their contracts (Morse, 2010).

In addition to concerns over the amount of public money spent on EOA, the issue of conflicts of interest has also attracted attention in both the popular and trade press, as well as from the government watchdog. The issue of the role of tax consultancy firms working for the UK government, notably HMRC and HM Treasury, while also advising their non-government clients how to avoid tax has come in for particular scrutiny (BBC News, 2013a; Hodge *et al.*, 2013).

A 2013 PAC report, “Tax avoidance: the role of large accountancy firms”, tackled the issue directly. The committee took evidence directly from Deloitte, Ernst and Young, KPMG and PwC. The committee concluded that the practice of accountancy consultancy firms seconding staff to

government to provide technical advice on tax law was problematic. The practice has given the perception that it enables the firms to influence legislation to help their larger clients, and that this is to the disadvantage of smaller UK businesses. Further, and more worryingly in the opinion of the committee, they saw what they described as a cases of “poacher, turned gamekeeper, turned poacher again” (Hodge *et al.*, 2013, p. 4), whereby the staff from the accountancy consultancy firms that have been advising the government, return to their firms and use the information gained while on secondment to advise their clients on way to pay less tax. The committee concluded that “It is inappropriate for individuals from firms to advise on tax law and then devise ways to avoid the tax.” (Hodge *et al.*, 2013, p. 5).

The very public and political focus on the role, cost and value of EOAs in the public sector is made possible by freedom of information (FOI) requests to public bodies requesting information about public sector use of EOAs (for examples see Waring (2015), Wye *et al.* (2015) and McGivern *et al.* (2018)). Stakeholders in private and third sector organisations² will also be interested in the role, cost and value of EOAs. This highlights the need for a greater understanding of how EOA are used and how they could be used in the future and emphasises the value and contribution of research into this topic for both the public and the private sector.

² “‘Third sector organisations’ is a term used to describe the range of organisations that are neither public sector nor private sector. It includes voluntary and community organisations...social enterprises, mutuals and co-operatives.” (National Audit Office, no date, p. 1)

Chapter 3 Literature Review

3.1 Introduction

The purpose of the literature review is “...to develop a good understanding and insight into the relevant previous research and the trends that have emerged” (Saunders, Lewis and Thornhill, 2007). It is important to define the body of literature that is relevant to this research question. There are several areas in the literature that provide useful insights. The literature review initially sets out the heritage of Strategy as Practice (SaP), what SaP is, the research agenda so far, and suggested future directions for SaP research. The following sections identify research methods for SaP and critics of SaP. The focus of the review then tightens onto the SaP literature specifically relevant to EOAs implementing strategy, where the review highlights a scarcity of SaP articles on EOAs implementing strategy. In light of this, the review briefly touches on non-SaP EOA literature. This includes Professional Services Firms (PSFs) in general, consultants as a sub-type of PSF and Non-Standard Workers (NSWs) to provide a broader context for the research. The review concludes with a summary of the research opportunity, given the current literature.

3.2 Heritage of SaP

SaP is a research agenda that was borne from an attempt to counter the economics-based dominance (positivistic philosophies) over strategy research. SaP views strategy not as something that organisations have, not a property of an organisation, but rather something that people in the organisation do. Strategy is an activity (Jarzabkowski, 2004; Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Golsorkhi *et al.*, 2015b; Paroutis, Heracleous and Angwin, 2016).

SaP has developed as a distinct sub-field in strategy research since the early 2000’s (Golsorkhi *et al.*, 2015b). The emergence of SaP as a field of research is in part a response to the dissatisfaction with conventional economics and firm performance dominating strategy research (Jarzabkowski, 2005; Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Golsorkhi *et al.*, 2015b; Paroutis, Heracleous and Angwin, 2016).

SaP draws upon a wide range of theoretical resources and models to explore strategy (Jarzabkowski, 2005; Johnson *et al.*, 2007; Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b). Johnson *et al.* (2007) argue that SaP is underpinned by philosophical pragmatism, highlighting that

it values action and experience, focusing on the micro-activity; that it places people at the centre of the analysis; and the importance of knowledge being practically useful.

SaP is strongly linked to the social science 'practice turn' of social theory which seek to contribute to the understanding of social reality by studying the role of practices (Jarzabkowski, 2005; Whittington, 2006; Johnson *et al.*, 2007; Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b).

The practice turn focuses on the actions and activities of individual people in the real world, at all levels (particularly micro level); how these real world activities and actions are related to and embedded with the social practices that restrain or enable them; and how social action is linked to structure and agency in understanding why actions sometimes follows routines and rules, and sometimes do not (Whittington, 2006; Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b).

Several schools of thought relating to the practice turn in social theory were developed during the 1970s to 1990s from practice theorists such as Giddens, de Certeau, Bourdieu, and Foucault. For more detailed descriptions of how practice theory underpins SaP see Vaara and Whittington (2012), Golsorkhi *et al.* (2015b), Johnson *et al.* (2007) and Jarzabkowski (2005).

The intellectual roots of SaP can be traced back to the early researchers of the process school of strategy (Jarzabkowski, 2005; Johnson *et al.*, 2007; Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b), which builds on the work of Weick (1979), Mintzberg (1973), Mintzberg and Waters (1985), and Pettigrew (1973, 1992).

SaP emerged as an approach to strategy in its own right in the early 2000s (Jarzabkowski and Spee, 2009; Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b). Jarzabkowski and Spee (2009)'s SaP literature review highlights five foundation articles (Whittington, 1996, 2003; Hendry, 2000; Johnson, Melin and Whittington, 2003; Jarzabkowski, 2004) which they identified as establishing the SaP research agenda and theoretical positioning. In their analysis of all 2,366 articles published in the high ranked journal Long Range Planning from its launch in 1968 to the end of 2006, Cummings and Daellenbach (2009) identified Richard Whittington's article "Strategy as Practice" (1996) (which is one of the five SaP foundation articles identified by Jarzabkowski and Spee (2009)) as the seventeenth most cited article.

3.3 What is SaP?

SaP focuses on two key questions: What do people involved in strategising actually do, and how do these people and their actions influence strategic outcomes? (Johnson *et al.*, 2007). SaP is "concerned with what people do in relation to strategy and how this is influenced by and influences their organisational and institutional context" (Johnson *et al.*, 2007, p. 7). SaP can be

seen as “...a socially accomplished, situated activity arising from the actions and interactions of multiple level actors” (Jarzabkowski, 2005, p. 6).

The scope for SaP can be any activity that relates to strategic outcomes (Johnson, Melin and Whittington, 2003). SaP has three focal points: practitioners, practices and practice (praxis) (Jarzabkowski, 2005). SaP is a good frame for this research, as it is exploring the practice of strategy implementation by internal and external strategy practitioners.

Vaara and Whittington (2012) identify four distinct features of SaP that set it apart from traditional strategy research. These are:

- SaP is mainly based on sociological theories of practice rather than economic theories.
- Traditional strategy research seeks to explain and understand economic performance. SaP research has considered a wider range of outcomes such as the political consequences of strategic action, the effects of strategy tools and the involvement of types of practitioner.
- The types of organisations studied with SaP has gone beyond the typical focus of top management in privately owned, profit seeking firms and has covered not-for-profit organisations such as orchestras, universities, city administrations and hospitals.
- SaP research is less dependent than traditional strategy research on statistical studies with large sample sizes and instead has an emphasis on a wide range of qualitative methods.

It is useful to consider some working definitions for the terms associated with SaP. In Jarzabkowski and Spee (2009)’s review of the SaP literature they provide definitions of the key terms:

- **Practitioners**

The people (actors) in strategy (inside and outside of the organisation). People as practitioners, and as social individuals interacting with each other and situations (Whittington, 2006; Jarzabkowski and Spee, 2009). The literature further distinguishes SaP practitioners along lines of individual or aggregated actor, and whether they are internal or external to the focal organisation.

- **Individual v Aggregate actors**

- Practitioners as individual actors, focusing on what the individual did. “...that is, studying John the CEO or Sally the Finance Director as an individual actor who might act as an individual in interaction with other actors.” (Jarzabkowski and Spee, 2009, p. 72)

- Practitioners as aggregate actors, a category of actor, such as ‘top management’, ‘middle management’, ‘engineering’ etc. “These studies examine data, even where they are collected from individuals, to explain what an aggregate actor, such as engineers, did and attributing specific activities to an aggregate actor, such as top managers.” (Jarzabkowski and Spee, 2009, p. 72).
- **Organisational boundaries – Internal v External**
 - Strategy practitioners could be internal to the organisation, in that they fit within the organisational hierarchy with a line or staff role, for example Managing Director, Senior Manager, Middle Manager, CEO or project manager (Jarzabkowski and Spee, 2009; Paroutis, Heracleous and Angwin, 2016).
 - The practitioners involved in the organisations’ strategies could be external to the organisation and not have a role in the hierarchy, line or staff role. “External actors include consultants, gurus and institutional actors, such as chamber of industry and commerce, regulators, trade unions, media or other interest groups (such as environmentalists)” (Jarzabkowski and Spee, 2009, p. 72). These ‘external’ actors have a role inside their own organisations, whilst playing a part in the host organisation’s strategy implementation.
 - Jarzabkowski and Spee (2009) note that the literature they reviewed always conceptualised external actors as aggregate actors “....analysts, regulators, consultants, rather than Emma the analyst or Sam the consultant, whose specific analyst/consultant activities may be attributed to her/him and her/his role in an organisation’s strategy.” (Jarzabkowski and Spee, 2009, p. 72). They note that “this may be an evolutionary stage in the field’s development” and identify it as a limitation in the literature.
- **Practices**

The tools and techniques that people use to do strategy work (social, symbolic and material) (Whittington, 2006; Jarzabkowski and Spee, 2009). Jarzabkowski (2005) characterises strategy practices into three categories:

- “Rational” administrative practices – organising and co-ordinating (planning, budgets, forecasts, control systems, performance indicators, targets).
- “Discursive” practices – the common language to discuss strategy and strategy tools and techniques.
- “Episodic” practices – interaction between practitioners.

- **Practice (praxis)**

Whittington (2006) neatly defines strategy practice (or praxis) as “The actual activity, what people do in practice.” (Whittington, 2006, p. 619). The practice element of SaP focuses on the deeper delve into the actual “episodes or sequence of episodes of strategy making” (Vaara and Whittington, 2012, p. 294).

In SaP, rather than considering strategy in terms of polarised categories (content v process, intended v emergent, thinking v acting, formulation v implementation, foresight v uncertainty), the practice of strategy can be considered as a flow of activity that can include the competing approaches as part of what is actually observed in organisations (Jarzabkowski, 2005). Strategy praxis can be seen as the “flow of activity in which strategy is accomplished” (Jarzabkowski and Spee, 2009, p. 70).

Jarzabkowski and Spee’s (2009) review of SaP literature found that studies often differentiate between different levels of praxis (the stream of activity), micro, meso and macro. They observed that these different levels of strategy praxis can be interconnected. It is a useful starting point to state the three working definitions of praxis levels that Jarzabkowski and Spee identified in the literature:

- **Micro**

Individual or aggregated actor group level experience. This might be during a specific episode, such as a workshop, meeting, or decision-making process.

- **Meso**

Organisational or sub-organisational level, such as a project, programme, or a strategy process.

- **Macro**

Institutional level, explaining patterns of action at industry level.

(Jarzabkowski and Spee, 2009)

Given the above SaP terms, it is possible to frame this research as studying individual, internal and external strategy practitioners engaged in the micro level practice of strategy implementation.

3.4 SaP research agenda

Since its emergence in the early 2000s the body of SaP has steadily increased and interest in it as an approach shows no signs of abating. Jarzabkowski and Spee’s (2009) literature review included

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English language published or in-press papers and book chapters which explicitly identified with SaP and/or cited one of more of the five foundation papers mentioned above. Their review covered 41 papers. Vaara and Whittington's (2012) literature review adopted much stricter criteria than Jarzabkowski and Spee (2009), included only articles appearing in SaP special issues or with explicit and substantial reference to the SaP literature. They limited their review to only articles from journals ranked by the Chartered Association of Business Schools (CABS) Academic Journal Guide (AJG) at 3 or 4, plus the journal Strategic Organization. They excluded books, all other journals and languages other than English. Despite the criteria being stricter than Jarzabkowski and Spee (2009) their review still covered 57 articles illustrating the increase in quality SaP articles from 2009 to 2012. The Strategy as Practice International Network (SAP-IN) is an international network of scholars and practitioners committed to the importance of a focus on processes, practices and activities involved in the making of strategy (SAP-IN, no date). To provide some sense of the development of SaP themed literature, the bibliography section of the SAP-IN website lists SaP related books, articles and book chapters. As at Summer 2018, the SaP-IN website listed 128 entries from Whittington (1996)'s foundation "Strategy as Practice" article in Long Range Planning up to and including the end of 2008; since then a further 304 entries have been added. There have been several Special Issues on SaP or closely related to SaP; see Journal of Management Studies ('Special Issue: Micro strategy and strategizing: towards and activity based view', 2003), Long Range Planning ('Special Issue: Strategizing and Organizing', 2006), Human Relations ('Special Issue: Strategizing: The challenges of a practice perspective', 2007), The Journal of Strategic Information Systems ('Special Issue: Information Systems Strategy-as-Practice', 2014) and Strategic Management Journal ('Special Issue: Strategy Processes and Practices: Dialogues and Intersections', 2018).

SaP research has covered a wide range of themes and topics. Reviews of the SaP literature have identified the following areas:

- Studying strategy in a variety of settings including and beyond traditional profit focused businesses. These settings include universities, multinationals, venture capital firms, orchestras and multi-business firms.
- Strategy practices such as strategy workshops and meetings, strategy awaydays, episodes, committees, administrative practices, formal teams, and strategic planning.
- Strategic tools such as plans, SWOT, 5-Forces analysis, PowerPoint, and flipcharts.
- Sensemaking and strategy.
- Discursive practices.

- Types of practitioners, such as the top management team, senior managers, middle managers, strategic planners, project managers, consultants, staff, and external regulators.
- Practitioner groups as described in Section 3.3.
- Different levels at which the practice of strategy occurs and the interactions and flow of activity between different levels as described in Section 3.3.
- The outcomes from different forms of strategy, using single case mechanisms to explore how outcome(s) are constructed and comparative methods to explore if/how differences in what strategists do impact outcomes. The research on outcomes also considers the differences in outcomes for different units of analysis, for example personal/individual outcomes, group outcomes, strategising process outcomes, organisational outcomes and institutional outcomes.
- Building links with mainstream strategy.
- Institutional theory.
- Boundary objects.
- Routines.
- Information systems.
- Performativity.
- Socio-materiality.
- Accounting.

(Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Vaara and Whittington, 2012; Rouleau, 2013; Golsorkhi *et al.*, 2015b; Carter and Whittle, 2018).

The wide scope of SaP reflects the different views that can be taken when considering strategy practice. Rouleau's (2013) essay on SaP reflects on the literature and identified five different views of practice into which SaP literature can be situated:

- Practice as managerial action – how do strategists strategise?
- Practices as a set of tools – what tools do strategists use, and how do they use them?
- Practice as knowledge – how do strategists perform strategy?
- Practices as organisational resources – how do organisational practices influence the organisation and its competitive advantage?
- Practice as global discourse – how does strategy discourse influence managers and organisations?

3.5 Future directions for SaP

Various future directions for SaP research have been identified and suggested by prominent SaP scholars; some are complementary, while others directly contradict each other.

Jarzabkowski and Spee (2009) classify the literature on SaP based on type of practitioner and level of praxis, creating nine domains as summarised in Table 3.1.

Table 3.1 Typology of SaP research type by level of praxis and practitioner

Level of Praxis	Macro	C n Empirical = 1 n Theoretical = 0	F n Empirical = 1 n Theoretical = 2	I n Empirical = 1 n Theoretical = 8
	Meso	B n Empirical = 3 n Theoretical = 0	E n Empirical = 16 n Theoretical = 0	H n Empirical = 1 n Theoretical = 0
	Micro	A n Empirical = 6 n Theoretical = 1	D n Empirical = 6 n Theoretical = 0	G n Empirical = 0 n Theoretical = 0
		Individual actor within organisation	Aggregate actor within organisation	Extra-organisational aggregate actor
		Type of Practitioner		

(Jarzabkowski and Spee, 2009, p. 74)

Jarzabkowski and Spee (2009)'s analysis highlights that most of the SaP literature at the time of their review was concentrated in domains A, B, D and E, and in particular domain E, meso level practice by aggregate actors. They identify a concerning lack of SaP research relating to EOAs, the lack of research in domains H and G relating to meso and micro level EOAs and the lack of empirical research at the macro level. They also raise concerns over the relatively low attention given to macro level praxis in the literature; particularly the lack of empirical research. They recognise the opportunity for more SaP research into personal and material strategy practices. These could include personal emotions, motivations, identity and spatial and physical positioning along with material practices such as technologies of strategy making. Further development of institutionalised strategy practices was also seen as an area that would benefit from more research. They propose more research into the notion of practice bundles, defined as follows: "practices are a complex bundle involving social, material and embodied ways of doing that are interrelated and not always articulated or conscious to the actor involved in doing." (Jarzabkowski and Spee, 2009, p. 82).

Jarzabkowski and Spee (2009) propose further developing existing work on strategy outcomes with more detailed analysis of the impact of what strategists do on outcomes and to explore if/how differences in what strategists do impact outcomes. Finally, they suggest that SaP draws on

theoretical resources from anthropology, ethnomethodology, sociology and critical theory to help develop these new areas for SaP.

Rasche and Chia (2009) and Rouleau (2013) suggest an increased emphasis on a deep ethnographic approach “in order to gain an intimate familiarity with strategy practices” (Rasche and Chia, 2009, p. 729).

Golsorkhi et al. (2015b) argues for more research that connects SaP with other streams in strategic management, both theoretically and empirically, such as the process school, institutional approaches, resource based view (RBV), cognition, sensemaking, evolutionary perspectives, materiality, learning, and communication in strategic management. In contrast, Rouleau (2013) and Carter (2013) argue that SaP should emphasise its position as an alternative to mainstream and strategy research and not try to be located in traditional strategy literature.

Rouleau (2013) encourages the use of sociological theories of practice and developing specific theoretical contributions in addition to a focus on empirical issues. Brown and Thompson (2013) suggest SaP increases focus on issues of discourse and narrative research.

The Cambridge Handbook of Strategy as Practice identifies numerous future directions for SaP scholars. These include: exploring links between micro level strategy activities and macro level institutional practices; expanding the contextual settings for SaP beyond business organisations, particularly into the public sector; developing cross-national comparisons to explore different national contexts; increasing the amount of longitudinal SaP research; developing a focus on coping and resistance in relation to strategy; empirical research into how strategy work is organised in time and space; exploring emotions in strategy work; the use of IT, media, and communication tools in strategy work; making strategy practice research accessible to practitioners; developing a better understanding of the world of strategy practitioners; and drawing on practitioner knowledge and experience (Golsorkhi *et al.*, 2015b).

Using SaP as a means to explore agency in strategy is suggested by Vaara and Whittington (2012) and Golsorkhi et al. (2015b).

Expanding the scope of strategy research in general, and SaP in particular, to cover strategising at all levels, not just the top management team (TMT) is identified as a useful future direction (Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b).

Carter and Whittle (2018) identify several areas for further SaP research including using SaP to explore power and politics, vocabularies of strategy beyond the firm, and agency theory.

Finally, SaP research can be further developed with an increased focus on macro level institutional and societal nature of practices, investigating emergence in strategy-making, the role of materiality, and more critical analysis (Vaara and Whittington, 2012).

Whittington (2006) and Jarzabkowski and Spee (2009) identify the need for more research into the use of EOAs in strategy, which is the focus of this study.

This research contributes to developing the direction of the SaP literature discussed above in several ways.

In terms of Jarzabkowski and Spee (2009)'s typology of SaP research type by level of praxis and practitioner (Table 3.1), this research extends the typology to include individual EOAs being studied at a micro level. Their current typology only refers to EOAs being studied as aggregated actors across all levels. At the micro level, where this research is exploring, they do not identify any research into EOAs. The empirical nature of this research also contributes to research domain A in Table 3.1 by studying individual host organisation practitioners implementing strategy.

Several of the areas for developing the SaP literature suggested in the Cambridge handbook of strategy as practice (Golsorkhi *et al.*, 2015a) are developed by this research. Although not primarily a longitudinal study, this research using longitudinal quantitative secondary data to analyse the use of EOAs at the subject organisation. This study's micro level analysis of internal and external strategy practitioners develops a better understanding of strategy practitioners. This research is for a DBA which is being undertaken, part time, by a strategy practitioner, whilst working on implementing strategy projects. Internal and external strategy practitioners are key participants, and the findings from this study will be applied in practice. This contributes by both drawing on practitioner knowledge and experience and making strategy practice research accessible to practitioners.

The research includes strategy practitioners across all levels of Alpha from technicians to board level directors. This helps to address the objective of expanding the scope of strategy research in general, and SaP in particular, to cover strategising at all levels; not just the TMT (Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b).

3.6 SaP research methods

SaP research has mostly relied on qualitative research methods to support the exploratory nature of the subject, the focus on human behaviour and interaction, and the dynamic and complex phenomena being studied (Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b). Texts on SaP research have identified and discussed a wide range of approaches to ontology, epistemological,

research design, qualitative and some quantitative research methods (Jarzabkowski, 2005; Johnson *et al.*, 2007; Golsorkhi *et al.*, 2015a).

Reviews of the SaP literature (Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Vaara and Whittington, 2012; Rouleau, 2013; Golsorkhi *et al.*, 2015a; Carter and Whittle, 2018) have identified many different research methods used in SaP research, including quantitative analysis, statistical analysis from surveys and secondary data, studies of single organisations, interviews, multi-level studies of organisations, participant observation, action research, photography, video-ethnography, research subject diaries, work shadowing, various kinds of discursive approaches, micro ‘episodes’, following sequences of episodes over time, ethnography, long term relationships with strategy practitioners, biographical methods such as narratives of practice and life trajectories, ethnomethodological and conversation analytical approaches, critical discourse analysis, and historical methods. As with all types of research, the key is to ensure that the methodological choices are justified given the nature of the research (Saunders, Lewis and Thornhill, 2007; Bryman, 2016).

3.7 Criticism of SaP

A number of criticisms of SaP exist, as identified in a recent summary by Carter and Whittle (2018). This section reviews and discusses several criticisms of SaP including its similarity with other methods, and its esoteric nature.

Several authors discuss the position of SaP with respect to other approaches to studying strategy. Chia and MacKay (2007) questioned whether SaP was really something new, criticising it for a lack of differentiation from process research. In a similar vein Carter (2013) is critical of SaP being too closely aligned to mainstream strategy, such as the resource based view of the firm (for which he does not hide his contempt, describing it as “arid” (Carter, 2013, p. 1053)). Carter (2013) goes on to argue that SaP is insufficiently historical. Rasche and Chia (2009) are critical that SaP research does not reflect different strands of practice thinking. They also discuss different traits of strategy practices and highlight areas not fully considered by SaP such as the physical nature of practices (Rasche and Chia, 2009).

Bromiley and Rau (2014) argue for an alternative, practice-based view (PBV) of strategy which they see as complementary to SaP, and more traditional views of strategy research (resource based, knowledge based and industrial analysis). Their PBV links organisations’ practice with performance

using large scale quantitative studies rather than the more sociological and qualitative approaches often favoured in SaP research.

There is criticism of the conceptual and substantive contribution of SaP literature. Carter et al. (2008) and Clegg et al. (2004) highlighted the need for more theoretically advanced and critically oriented studies. Carter (2013, p. 1052) highlights that SaP has been criticised for being “managerialist, conservative in its understanding of strategy and often overly eclectic in its understanding of practice”. Carter and Whittle (2018)’s review of SaP literature identifies further criticism, including a failure to pay sufficient attention to issues of power and politics, ignoring vocabularies of strategy outside of the firm, spurious connections to mainstream strategy, and inadequately understanding agency. The broadness of the SaP perspective, which can incorporate a wide range of sometimes competing and contradictory perspectives, has also been identified as a potential problem (Carter and Whittle, 2018).

Carter and Whittle (2018)’s review of SaP literature summarises the achievements and limitations of the SaP community. They see that SaP has achieved the following:

- Created a space for the sociological consideration of strategy.
- Gained ‘legitimacy’ within mainstream management theory.
- Linked to a wide variety of other social sciences’ literature.
- Reproduced itself successfully as a field.

They identify the following limitations of SaP:

- The perspective is very broad, incorporating a wide range of sometimes competing perspectives.
- Despite studying practice, it rarely engages with practitioners. It is not clear what practical implications it has for strategists.
- Despite this non-engagement with practitioners, it implicitly takes on a managerialist agenda – rather than viewing strategy from the point of view of employees, unions, consumers or non-governmental organisations (NGOs).
- It lacks a political or ethical agenda.
- It is broadly ahistorical.
- It lapses into tautology, trying to explain success or failure in relation to practices.

A final and most damning criticism of an approach to strategy that is focused on practice and practitioners is the limited engagement with actual strategy practitioners (Carter and Whittle, 2018). Carter and Whittle (2018, p. 3) see a paradox in SaP: “an approach that seeks to describe and analyse strategy practices struggles to communicate back to the practitioner community.” The

ironic situation where an approach to strategy grounded in the practice of strategy can, at times, appear impenetrable and irrelevant to non-academics is well illustrated by Cummings and Daellenbach (2009, p. 235) who are critical of “Esoteric debates about the ‘true’ nature of strategy – often impenetrable to most practitioners...”. As an example, they state that “Although it is unfair to single any one article out, and we do not mean to be critical of this approach by academics for academics, think how practicing managers might react to an article like D. Samra-Fredericks, Strategic practice, discourse and the everyday Interactional Constitution of Power Effects” (Cummings and Daellenbach, 2009, p. 261).

A further example is the exchange of articles relating to the differences between the practice based view of strategy and SaP (Bromiley and Rau, 2014, 2016; Jarzabkowski *et al.*, 2016b, 2016a) and SaP. To the non-academic strategy practitioner, the debate focused on academic technicalities of two approaches to strategy that had much in common, and that were practically useful, similar, and only subtly different. The tone of the debate is indicated by article titles such as “Missing the point of the practice-based view” (Bromiley and Rau, 2016) and “If you aren't talking about practices, don't call it a practice-based view: Rejoinder to Bromiley and Rau in Strategic Organization” (Jarzabkowski *et al.*, 2016a), which strategy practitioners outside of academia may find somewhat petty.

This DBA research project is addressing real world business issues, conducted by a strategy practitioner on an organisation's strategy implementation. The research aims to produce a practically applicable framework for improving EOAs' use. In these ways, this research will help to address the criticisms of SaP not engaging with strategy practitioners nor being practically applicable (Carter and Whittle, 2018). By applying SaP to this project which aims to develop practically useful and applicable outcomes, it can also start to address the criticism that SaP can appear impenetrable and irrelevant to non-academics (Cummings and Daellenbach, 2009).

3.8 EOAs implementing strategy and SaP

This research is interested in EOAs defined as those working in an organisation and participating in the strategy implementation process directly as strategy actors/practitioners. This does not include institutional actors that may influence strategy from an external standpoint, such as regulators, industry bodies, trade unions, media or other interest groups. In addition, organisations that provide outsourced services such as ITO and BPO are not considered within the scope of EOAs for the purposes of this research. Section 2.3 identified several types of EOA that host organisations might engage with in strategy implementation. These include professional and

business services providers (such as consultants, lawyers, advertising agencies), contractors, self-employed sole traders, small limited companies, FTCs, freelancers, temporary staff and agency workers.

From its foundations, SaP has had strategy practitioners as one of its three central pillars, and has included EOAs such as regulators, organisations/institutions, business schools, the media, the state, financial institutions, researchers, policy-makers, businesses, analysts, governance systems, consultants, gurus and pressure groups (such as environmentalist groups) as being involved in the practice of strategy (Whittington, 2003, 1996; Whittington *et al.*, 2003; Jarzabkowski, 2004, 2005; Jarzabkowski, Balogun and Seidl, 2007; Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Vaara and Whittington, 2012; Rouleau, 2013; Golsorkhi *et al.*, 2015b; Paroutis, Heracleous and Angwin, 2016). Despite the role of EOAs being identified and acknowledged by SaP scholars, it is an area that has not been widely explored, with few studies explicitly focusing on EOAs (Jarzabkowski and Spee, 2009). Despite Jarzabkowski and Spee (2009)'s calling for more research into EOAs, this remains an under-researched area.

EOAs are included in the SaP literature in one of four ways: by simply acknowledging that EOAs are participants in strategy in practice; by studying SaP in the context of an EOA organisation with the EOA as the unit of analysis; by studying some element of the EOA engagement with a host organisation as a main focus of the study; or with the EOA engagement with a host organisation at the periphery of the study. Relevant to this research are studies with EOAs engaging with host organisations at the periphery or as a main focus. The most relevant are those empirical studies where EOAs engaging with host organisations are a main focus; this literature review only identified seven such studies. The following sections of the SaP EOA literature review address these four groups of literature in turn.

3.8.1 EOAs acknowledged as strategy participants

It is common for SaP studies to refer to EOAs as practitioners that participate in organisations' strategy but go no further than acknowledging that EOAs are involved in strategy, without making the involvement of the EOA a focus of the research. The acknowledgement of EOAs as strategy practitioners provides a useful foundation for this and other SaP research on EOAs. The types of EOA that are identified in this way are consultants (Hendry, 2000; Jarzabkowski, 2004; Vaara, Kleymann and Seristo, 2004; Balogun and Johnson, 2005; Jarzabkowski and Wilson, 2006; Campbell-Hunt, 2007; Seidl, 2007; Whittington, 2007, 2015; Hendry, Kiel and Nicholson, 2010); academics and academia (Jarzabkowski, 2004; Jarzabkowski and Wilson, 2006; Whittington, 2007); institutional actors such as the media and the press (Jarzabkowski, 2004; Vaara, Kleymann

and Seristo, 2004; Jarzabkowski and Wilson, 2006; Whittington, 2007); and professional/industry bodies (Jarzabkowski, 2004; Whittington, 2007).

3.8.2 SaP studies of EOA organisations themselves

Several SaP framed studies focus on EOA organisations as the unit of analysis, using the EOA organisation as the case study to investigate the EOA organisation itself, rather than the EOA engaging with its clients. Heusinkveld and Visscher (2012) explore management knowledge commodification of enacted practice by management consultants and how they frame management concepts as enacted practice. Mantere and Vaara (2008) study how strategy processes are made sense of and what roles are given to specific people in 12 PSF EOAs; eight from the finance, insurance, retail and telecoms sectors and four from the public sector. Hydle (2015) researched time and space in strategising in a multinational engineering services PSF. Smets and Jarzabkowski (2013) use a PSF case study of a global law firm's banking group to develop a relational model of institutional work and complexity in an EOA organisation. Whittle and Mueller (2010) used the consultants from a telecoms company to study the role of management accounting systems in the development of strategy. Jarzabkowski and Fenton (2006) used four PSFs from the construction and business advisory sectors as part of their wider study of consequences of pluralistic contexts on strategising and organising. Laine and Vaara (2007) explore strategy discourse and subjectivity in an engineering and consulting organisation. These SaP studies into EOA organisations themselves are not relevant to this research as they focus on the strategy practitioners, practices and practice of the EOAs and not use of EOA to implement strategy in a client organisation.

3.8.3 SaP research with EOAs on the periphery

EOAs have featured on the periphery of several SaP studies. In these cases, the role of the EOA is not central to the research question but feature in some way in the study and its findings. Examples of such articles were identified as part of this literature review (Appendix B.1). It is interesting to note that in 15 of the articles, the EOAs were described as consultants (either management consultants, strategy consultants, external consultants or consultants) and in two cases the consultants are explicitly identified as being from McKinsey and Co. (Molloy and Whittington, 2005; Price, Roxburgh and Turnbull, 2006). In addition to consultants, institutional EOAs formed part of the research; these EOAs included regulators/government (Whittington *et al.*, 2003, 2006; Jarzabkowski, 2005), business schools (Whittington *et al.*, 2003; Whittington,

2006; Jarzabkowski, Balogun and Seidl, 2007), and the media (Whittington *et al.*, 2003).

Consultants and EOA financial organisations/institutional EOA such as investment bankers, investors and accountants (Whittington, 2003, 2006; Whittington *et al.*, 2003; Jarzabkowski, 2005), lawyers (Whittington, 2003, 2006) customers, suppliers and competitors (Regner, 2003; Regner and Zander, 2011) were also identified as EOAs involved in the strategy process.

The EOAs at the periphery of the studies were mostly involved in top level strategy development with the TMTs of organisations (Sminia, 2005; Hodgkinson *et al.*, 2006; Whittington, 2006; Nordqvist and Melin, 2008). In some cases, the TMT along with middle managers and operational staff were involved (Whittington, 2003, 2006; Hoon, 2007; Jarzabkowski, Balogun and Seidl, 2007; Jarzabkowski *et al.*, 2009; Dameron and Torset, 2014). There were several studies where, although on the periphery, the roles of EOAs were discussed. These provide useful insight for this research, as it seeks to explore the use of EOAs at the case study. In some of the studies, the role of the EOAs was to facilitate the strategy process (Hendry and Seidl, 2003; Hodgkinson *et al.*, 2006; Whittington *et al.*, 2006). Hendry and Seidl (2003) found that the use of external consultants acting as facilitators helped to separate the strategy work from day to day, business as usual (BAU) activities. Hodgkinson *et al.* *et al* (2006) observed that the use of EOA consultants as facilitators neutralised political pressure and conflict. They found that EOAs can also provide a control for an overreliance on experience-based knowledge. Hoon (2007) saw that external expert EOAs increased the legitimacy of ideas and proposals from middle managers, with the middle managers using the external experts to help increase their influence on strategy development.

3.8.4 SaP research with a focus on EOAs engaging with host organisations

Finally, there are those SaP studies that include a meaningful focus on EOAs engaging with host organisations. It is this body of literature that is most relevant for this research. The review of the SaP literature identified 12 such articles (Appendix B.2).

There are five theoretical articles that include a meaningful focus on EOAs and SaP. Melin and Nordqvist (2007) and Palmer and O’Kane (2007) both focus on institutional, aggregated EOAs, and as such are not relevant to the micro level focus of this research. Melin and Nordqvist (2007) explore the role of institutional EOAs researchers, educators, consultants, non-academic and academic journals, associations and lobbying groups in the institutionalisation and legitimisation of institutional infrastructures. Palmer and O’Kane (2007) examine the role of external securities analysts, investment bankers, financial markets and shareholders in shaping strategy through

corporate governance. In Pretorius and Stander (2012)³'s review the focus is on consultants and their liabilities. They develop a theoretical, management consultant liabilities framework based on a review and analysis of the literature. They identify seven liabilities which act as obstacles to success in consulting assignments (problem crystallisation, successful consulting, context knowledge, influential power, information overload, integrated activity, and time) and five mediating or moderating factors (legitimacy, consultant adaptability, client engagement, cognitive recipe and change). The framework is slanted towards improving outcomes for the management consultants more than the clients, and focusing on developing rather than implementing strategy, which limits its relevance of this research. It is published in a non-CABS ranked journal which prevents benchmarking the quality of the article. Jelenc and Raguz (2016) review the history of strategic management discipline in a book chapter developing Neostrategic management. They see the development of consultants as knowledge brokers acting as a bridge that can translate research results, helping strategy practitioners in organisations use scientific insights in their organisations. This view of consultants as knowledge brokers is relevant to this research as it highlights how EOAs can be used and the benefits they can bring to their clients. Dahl, Kock, and Lundgren-Henriksson (2016) consider a range of EOAs as they define and explore coopetition strategy across internal and external value networks including customers, suppliers, the community and competitors. Their study does not explicitly consider the EOAs (PSF, consultants, contractors, FTC etc.) that this research is focused on, despite these forming part of many organisations' external value networks.

The review of EOA SaP literature identified seven empirical articles which include a meaningful focus on EOAs.

Three of the seven empirical articles focus on institutional, aggregated EOAs, and as such are not relevant to the micro level focus of this research (Lounsbury and Crumley, 2007; Jarzabkowski *et al.*, 2009; Bowman, 2016). Lounsbury and Crumley (2007) use SaP to investigate strategy praxis at the institutional level in their study of how EOAs, in the form of the State, academics, professional/trade institutions and the media influence the creation of active money management practice in the US mutual fund industry. Continuing with an institutional approach to SaP research, Jarzabkowski *et al.* (2009)'s book chapter describes the role of an external regulator as an EOA and how it defined a regulatory logic that influenced the case study's

³ This article is published in the African Journal of Business Management which is not included in the CABS AJG journal rankings

strategy. Bowman (2016) used an SaP approach to study the practice of scenario planning in a multi-organisation public sector strategic partnership. The partnership included an NHS Trust, a Constabulary, an Enterprise body, the Council for Voluntary Services, and the wider Community.

Bygballe and Sward (2015)'s book chapter explores strategising in project based organisations (PBOs), specifically a construction company case study, using an SaP perspective. They investigate how EOA subcontractors influence the host organisation's strategy within and across projects. This study focuses on EOAs undertaking BAU work rather than strategy implementation work.

The remaining three articles (Nordqvist, 2012; Blom and Lundgren, 2013; Löwstedt, Räisänen and Leiringer, 2018) empirically study EOA engaging with clients. These are the most relevant of the SaP literature on EOAs for this research.

Nordqvist (2012) explores the roles, actors and arenas of strategy processes in family firms and identifies that external consultants are able to support the strategising process by being objective and independent from the family, allowing them to project confidence and exchange sensitive information. This is in addition to bringing specific skills, knowledge, experience and processes which the organisations lacked. He refers to the non-family actors (which includes the EOA consultants) as Simmelian strangers which he defines as "an actor who is neither too close, nor too far, from the other actors with whom he or she interacts." (Nordqvist, 2012, p. 31). The findings from the Nordqvist (2012) study are important for this research as they identify how external consultant EOAs are used and the benefits that they can bring to the client organisation.

Blom and Lundgren (2013)⁴ expand the understanding of the different types of strategy consulting work and the roles strategy consultants fulfil. They identify four metaphors for these roles based the organisational visibility of the consultant (open or covert) and the consultant's status in relation to the client (low or high). The four metaphors are The Serf (covert/low), The Butler (open/low), The Grey Eminence (covert/high) and The Chancellor (open/high). The four roles fulfilled by consultants identified by Blom and Lundgren (2013) provide a potentially useful framework when considering the roles EOAs fulfil in the case study. As it is published in a non-CABS ranked journal it is not possible to benchmark the quality of the article.

Löwstedt, Räisänen and Leiringer (2018)'s longitudinal case study of a PBO featured the work of management consultants as strategy experts encountering significant resistance from all levels of the organisation (top and middle management as well as project staff). They were facilitating nine

⁴ This article is published in the African Journal of Business Management which is not included in the CABS AJG journal rankings

days of strategy workshops. The consultants failed to anticipate, appreciate and adapt for the “incongruity of trying to integrate mainstream strategy practices into project actualities in a large construction company” (Löwstedt, Räisänen and Leiringer, 2018, p. 897). By trying to apply standard mainstream strategy templates, scripts and tools to the specific context and challenges of the host organisations (a construction PBO) they encountered resistance from all organisational levels which resulted in the workshop initiative they were facilitating being prematurely stopped. “The resistance that we witnessed was not mobilized out of spite, but based on a clash between contradictory logics and habitus of two very different sets of practices.” (Löwstedt, Räisänen and Leiringer, 2018, p. 897). The Löwstedt, Räisänen and Leiringer (2018) case study is pertinent for this research. Both study EOAs working with a client organisation and study multiple levels of the client organisation, rather than just the TMT. Their study identifies reasons for using EOAs, and the problems and causes of problems of using EOAs. Both of these are focuses of this research.

A feature of the SaP literature is that EOAs are often viewed as generic, aggregated groups. This applies in particular to external consultants which are often simply described as ‘consultants’, ‘strategy consultants’ or ‘management consultants’ (Jarzabkowski and Wilson, 2002, 2006; Sminia, 2005; Whittington, 2006, 2007; Laine and Vaara, 2007; Seidl, 2007). Internal strategy practitioners are viewed as both aggregated and individual actors (Jarzabkowski and Spee, 2009). This study expands the SaP EOA typography by studying EOAs as individual actors. In doing so, it develops the SaP EOA practitioner literature in the same way as the internal practitioner literature which studies internal practitioners as individual and aggregated actors (Jarzabkowski and Spee, 2009).

3.9 Non-SaP EOA literature

This research has adopted a SaP approach and, as such, the focus of this review is on EOAs in the SaP literature. The review highlights a relative scarcity of SaP empirical articles on EOAs implementing strategy. As a result, the scope of the review widens in this section, to briefly touch upon non-SaP EOA literature relating to PSFs in general, consultants as a sub-type of PSFs, and NSWs (primarily temporary, agency and contract workers) to provide a broader context for the research. Each of these areas is a substantial body of literature. Given that these areas are being used to supplement the SaP literature on EOAs, and coupled with the extent of the literature, it is impractical and prohibitively burdensome to undertake a full, systematic review of the literature, across the three domains in the scope of a DBA. Thorough summary reviews based on literature reviews from key authors in the fields, supplemented with specific research, provide an adequate overview of the broader non-SaP EOA research landscape.

3.9.1 Professional Service Firms (PSFs)

As discussed in Section 2.3.1, PSFs often provide EOA services to support strategy. There is a body of literature relating to PSFs that is worth briefly considering. It includes research articles, journal special issues (Harvey, Heineke and Lewis, 2016), a dedicated academic journal (the Journal of Professions and Organisations, launched in 2014) and quasi-academic handbooks and guides (Czerniawska and Smith, 2010; Reihlen and Werr, 2012; Empson *et al.*, 2015).

Skjølsvik, Perner and Løwendahl (2017)'s review of literature relating to PSF, KIBS and strategic management identified these nine recurring themes on the PSF strategic management literature:

- Human resource strategy – concerning PSF HR strategies, career models, HR development and management.
- Knowledge – relating to knowledge management, development and sharing.
- Market and client strategy – relating to strategic decisions and processes relating to clients and markets, such as professional relationships, satisfaction and quality, market characteristics, and purchasing.
- International strategy – relating to the various approaches to international PSFs.
- Management and organisation – concerning the internal management and organisation of PSFs.
- Archetypes and institutional strategy – developing theoretical understandings of PSFs.
- Innovation – relating to PSFs ability to develop new services and markets.
- Strategic analysis – concerning understanding performance, survival and value creation in PSFs.
- Mergers and collaborations – relating to interfirm collaboration and integration.

(Skjølsvik, Perner and Løwendahl, 2017)

This research is interested in PSFs that provide services to support strategy implementation in other organisations. It is striking that the research relating to PSFs is mostly in, on and about the PSFs, and there appears to be little research into PSFs as EOAs and their relationships with and impacts on their clients/hosts. Of the nine recurring themes on the literature identified by Skjølsvik, Perner and Løwendahl (2017), only market and client strategy and knowledge include a focus on the client/host organisations. Only a handful of the articles where market and client strategy or knowledge were either the primary or a secondary research theme include elements of engagement with their clients/host organisations which are relevant to the focus of this research. Of the PSF literature that address the PSF as an EOA and client-side issues, there are several broad groups of research. The groups include:

- Studies relating to the purchasing of PSF services by client organisations (Pardos, Gómez-Loscos and Rubiera-Morollón, 2007; Bäcklund and Werr, 2008; Sonmez and Moorhouse, 2010; Haverila, Bateman and Naumann, 2011; Kamyabi and Devi, 2012; O'Mahoney, Heusinkveld and Wright, 2013; Perner *et al.*, 2014; Perner, Werr and Bianchi, 2014).
- The purchasing of PSF services along with client organisation satisfaction and perceived value (Haverila, Bateman and Naumann, 2011; Kamyabi and Devi, 2012).
- Managing the client-PSF relationship (Sharma, 1997; Henrik Sieg *et al.*, 2012).
- Managing the client PSF relationship along with client satisfaction and perceived value (van der Walt, Scott and Woodside, 1994; Nätti and Still, 2007; Howden and Pressey, 2008; Dou *et al.*, 2010; Chatain, 2011; She and Nagahira, 2012; M.B. Schertzer, B. Schertzer and Robert Dwyer, 2013; Zhou *et al.*, 2017).

The PSF studies that relate to satisfaction and perceived value are relevant to the exploration of the benefits and problems of using EOAs that is the focus of this research (research question 4.3.2). The studies of purchasing PSF services and managing PSF relations will also be relevant, and will be relevant to the this research's aim of improving the use of EOAs at the subject organisation (research question 4.3.3)

In addition to the PSF literature identified by Skjølsvik, Perner and Løwendahl (2017) that address the PSF as an EOA and client-side issues, there are also PSF studies that focus on elements of knowledge management. These are potentially of interest for this study as knowledge transfer from the EOA is discussed as one of the benefits of using EOAs at the subject organisation. These PSF studies include: PSF and client organisation co-production of knowledge (Bettencourt *et al.*, 2002; Landry, Amara and Doloreux, 2012); the transfer of knowledge from the PSF to the client organisation (Wagner, Hoisl and Thoma, 2014; Zhou *et al.*, 2017); and knowledge transfer from the client organisation to the PSF (Ofek and Sarvary, 2001; Fosstenløkken, Løwendahl and Revang, 2003; Skjølsvik *et al.*, 2007; He and Wong, 2009).

Czerniawska and Smith (2010)'s guide to using PSFs identifies three common reasons for using them, providing a comparison for the case study use of EOAs explored in research question 4.3.1:

- Specialist skills.
 - Technical know-how.
 - Solution know-how.
 - Market know-how.
- Intellectual capability.

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- Independence.
- Creative thinking.
- Problem solving.
- Facilitation.
- Communication.
- Information.
- Analysis.
- Execution and Implementation (tried and tested processes).
 - Speed.
 - Energy and momentum.
 - A roadmap.

They acknowledge that sometimes organisations end up buying services they do not need. They identify the main occasions when PSFs are engaged inappropriately:

- The need for a scapegoat.
- Rubber-stamping decisions.
- Delaying tactics.
- Egotism of senior managers.

They also explore things that can go wrong with PSF engagements and the problems that can occur. Their findings can be compared with those from the subject organisation when addressing research question 4.3.2. These include:

- Poor initial design of the assignment with unrealistic expectations, a lack of defined deliverables, unexpected costs.
- Problems with the supplier selection and negotiation resulting in the wrong supplier being selected, failing to get enough end user input into the selection process, ineffective negotiations resulting in an unbalanced contractor.
- Poor project delivery and contract management which could manifest as client-side issues such as clients that dither and do not have a clear view of what they want or, worse still, clients that do not engage with the EOAs. There are also EOA side issues such as scope creep and stretching projects to increase revenue and upward selling, colloquially known as “land and expand”. The EOA practice of individual consultants creating senior roles and positioning themselves to take them was also identified.

(Czerniawska and Smith, 2010)

The Czerniawska and Smith (2010) practitioner guide for using PSF identifies some of the challenges associated with using PSFs. It then goes on to set out the expertise required to successfully engage PSFs and various tools, techniques and approaches that can be used to help organisations engage with PSFs. They discuss the need for any PSF purchasing approach to be aligned with the strategy, structure and culture of the host organisation. Approaches to defining the host organisation's requirements are set out, which in turn help to influence which purchasing approaches to use. They set out supplier selection methods and the fundamentals of negotiating and agreeing the contract. Processes and approaches for managing the ongoing engagement are presented. Finally, they discuss the factors that contribute to successful and unsuccessful engagements which might be reflected at the subject organisation; the learning from these factors may be applicable to the subject organisation to improve EOA engagements. They identify top-down and bottom-up factors that contribute to successful PSF engagements. The top-down factors are "a clear sense of purpose, commitment from the top and communication" (Czerniawska and Smith, 2010, p. 212). The bottom-up factors for collaborative PSF and client success are "integrated teams, flexibility, and individuals and organisations should benefit." (Czerniawska and Smith, 2010, pp. 213–4).

The PSF purchasing and engagement management recommendations from Czerniawska and Smith (2010) reflect general PSF literature. Perner, Werr and Bianchi (2014) provide a summary of how purchasing and managing PSF and consultant engagements has developed. They describe the increasing professionalisation and formalisation of EOA engagements, noting the tendency for organisations to move away from relational, trust based approaches which emphasised the importance of personal relationships between end client users and a senior member of the EOA firm. The PFS literature reports that these dyadic, personal relationships involved little or no involvement from procurement or purchasing departments and were vulnerable to the host organisation sticking with existing EOAs in spite the availability of cheaper and/or higher quality alternatives (Perner, Werr and Bianchi, 2014). The literature describes the increased formalisation of EOA purchasing and management as aiming to ensure professional and consistent purchasing using the following:

- Procurement professionals.
- Policies.
- Guidelines.
- Checklists.
- Preferred supplier lists (PSLs).

- Clear, upfront definition of assignment goals on which to base supplier selection and assignment evaluation.
- Practices for scanning the market for potentially competent suppliers and for evaluating these against each other and relevant criteria to identify the best value.
- Practices for the establishment of clear contracts specifying the commercial terms of the assignment.
- Practices and guidelines for structuring and managing the supplier.
- Practices and guidelines for monitoring the delivery process and supplier performance.

(Pemer, Werr and Bianchi, 2014).

The PSF literature also explores the impact of the increasing professionalisation and formalisation of PSF engagements. Pemer, Werr and Bianchi (2014) found that the use of PSL was not positively related to organisations' perceived ability to engage with PSF, but the use of policies and practices was.

The PSF purchasing and engagement management strands of research are relevant for research question 4.3.3 which aims to develop a framework for EOA engagements.

3.9.2 Consultants

As discussed above, PSFs cover a wide range of services from architecture and engineering to medical professionals and legal services. The sub-professions within PSF have their own academic and practitioner literature. Consider, for example, the various academic journals and trade publications dedicated to medicine, law, accounting, architecture, engineering, human resources, education etc. It is beyond the scope and practical limitations of this research to review the literature dedicated to each of these sub-professions of PSFs that might act as EOAs. It is, however, worthwhile briefly exploring the consultancy (specifically management consultancy) sub-profession when considering the non-SaP PSF EOA literature. The review of SaP EOA literature identified that although there was relatively little SaP EOA literature, consultants, and specifically management consultants, were prevalent. The researcher's own experience and anecdotal feedback from his peers and colleagues suggested that management consultants are a significant type of EOA when it comes to strategy implementation (see also 2.3.2).

There is a significant body of academic and quasi-academic literature dedicated to management consultancy. This includes academic journal articles, journal special issues (Sturdy, Werr and

Buono, 2009), and an entire book series with over 21 volumes published since 2001⁵. There is a division of the Academy of Management dedicated to management consulting and various handbooks and textbooks on the subject (Clark and Fincham, 2002; Kipping and Engwall, 2002; McKenna, 2006; Sturdy *et al.*, 2009; Kipping and Clark, 2012b). In addition to the academic literature there is a significant amount of practitioner literature available (Essinger, 1994; Ashford, 1998; Kipping and Engwall, 2002; Cope, 2003), as well as industry associations and bodies⁶.

The main management consulting academic research topics include:

- Management fashions.
- Management gurus.
- Knowledge production and management.
 - The nature of knowledge and the implications for knowledge workers.
 - How it is shared and managed within consulting firms.
 - How intra-firm knowledge management impacts performance.
 - Creation of new knowledge (using the client firms as a source of new knowledge).
 - New concept development and application across clients.
- Consultant-client relationships.
- The development of the consulting industry through time and in various countries.

(Clark and Fincham, 2002; Kipping and Clark, 2012b)

This research is interested in exploring what types of EOA are used to implement strategy, what they do and to what extent. The consultant literature describes the roles fulfilled by consultants, which can be compared to the experience at the subject organisation. Johnson *et al.* (2014) identify a number of roles that strategy consultants fulfil, although they do not cite any research to support this:

- Options generation, analysis and prioritisation.
- Knowledge transfer between client organisations.
- Promoting strategic decisions (influencing client decision makers due to their perceived credibility).
- Implementing strategy.

⁵ “Research in Management Consulting”, published by Information Age Publishing since 2001 and edited by Anthony F. Buono.

⁶ Management Consultancies Association (MCA) and Consultancy.uk.

Sturdy (2011)'s review of the impact of management consultancy on management identifies five areas of consultancy activity:

- Expertise (perspective)
 - Management ideas and frameworks.
 - Process (e.g. change and project management methods).
- Extras (people) – Provides resource to implement change.
 - Body shops.
- Facilitates change (process).
- Legitimation (politics) – Outsider and/or expert status helps legitimatise ideas and decisions (e.g. rationalizations).
- Non-project-specific work.
 - Product development (e.g. commodification, research and joint ventures).
 - Promotion (marketing services, relationship building and 'thought leadership').
 - Recruitment.

He also discusses the practice of clients scapegoating consultants by placing more blame on them than is warranted. Sturdy (2011) concludes that the impact of management consultancy on management is both understated and overstated. Reviews of the literature relating to the client-consultant relationship have identified the role of the consultant as expert problem solver to the lay client; and the consultants as partners working with the clients to facilitate and co-produce knowledge and solutions (Fincham, 1999, 2012; Sturdy, Werr and Buono, 2009; Nikolova and Devinney, 2012).

Nikolova and Devinney (2012, p. 389)'s review of management consulting literature neatly summarises what they describe as the "substantive controversy regarding the nature of consulting and the value of consultant's contributions". This is of interest for this research as it explores what consultants do for clients and the benefits and problems of using consultant EOA, which are directly relevant to research question 4.3.1 and 4.3.2. They identify literature that supports the view that consultants contribute significantly to management knowledge, that they are important change agents bringing new perspectives and frames of reference into organisations, and that they account for significant economic growth in developed countries. Their review also identifies literature that is more critical of management consultants, suggesting it is difficult to establish the actual value of consulting, which results in consulting being concerned with creating the impression of value, rather than value itself. They also find literature that criticises consultants for using standardised solutions rather than tailoring and developing solutions based on the specific circumstances of the clients. Their review finds research

suggesting that consultants may be guilty of manufacturing problems related to the latest thought leadership fads for which they happen to have “off-the-shelf” solutions.

Johnson et al. (2014) also provide valuable insight into the problems with using consultants. This can inform this research. They highlight that the use of strategy consultants is often seen as controversial, with questions over their value, while suggesting that poor management of consultants by the client organisations is often to blame. In addition, they identified three substantial criticisms of consultants: Firstly, the use of inexperienced, newly graduated staff with limited experience or understanding of how client organisations or their markets really work; secondly, that they deliver strategy recommendations without supporting the implementation; and finally, that they are expensive, overpaid and always trying to sell further, unnecessary work. As Johnson et al. (2014, p. 524) succinctly put it “Clients end up paying for more advice than they really need, much of it unrealistic and unimplementable.”

Reviews of the literature relating to the client-consultant relationship identified a critical view that sees the consultants as exploiting gullible and dependant clients with fads, coupled with clients using consultants as comfort blankets, or to rubber stamp and legitimise predetermined courses of actions (Fincham, 1999, 2012; Sturdy, Werr and Buono, 2009; Nikolova and Devinney, 2012). Research into the use of consultants reports resentment toward consultants from the host staff, particularly from middle managers working with the consultants (Sturdy, 1997) and relating to consultants engaging in back-stage promotion/networking (Sturdy, 2011).

The final aim of this research is to improve the use of EOAs in implementing strategy. The consultant literature that can inform this research includes literature dedicated to the purchasing of consultancy services, examining the processes and practice used to select and engage consultant EOAs (Dawes, Dowling and Patterson, 1992; Mitchell, 1994; Gallouj, 1997; Sieweke, Birkner and Mohe, 2012; Lonsdale *et al.*, 2017), and factors that contribute to successful engagements (Gable, 1996; Appelbaum and Steed, 2005; Haverila, Bateman and Naumann, 2011; Naylor and Goodwin, 2011; Bronnenmayer, Wirtz and Göttel, 2016b, 2016a).

As consultancy is a subset of PSF, it is perhaps unsurprising that the consultant literature is similar to the PSF literature (Section 3.9.1) in reporting a move from purchasing and managing consultancy engagements based on personal relationships to an increased professionalisation and formalised purchasing and engagement management (Lonsdale *et al.*, 2017).

The consultancy literature explores the adverse impact on both consultant and client of the increased professionalisation and formalisation. The Lonsdale et al. (2017) review of the

consultancy literature identifies the following risks as a result of the changing nature of consultancy procurement and management:

- Ill-informed, centralised procurement professionals.
- Over-formalised processes.
- Focus on cost over value.
- Disruption of critical close, end-user/supplier engagement, which is seen as important to co-production of solutions and a successful engagement.
- Standardised and sub-standard service outcomes as part of a process of service 'commodification'.
- Excessive rigidity over service specification.
- Dismissiveness towards supplier distinctiveness.

(Lonsdale *et al.*, 2017, pp. 157–158)

Johnson *et al.* (2014) identify three areas where client organisations take steps to improve outcomes when engaging strategy consultants. These reflect the increased formalisation generally reported in the consultancy literature:

- Adopting a professional approach to purchasing consulting services, rather than personal relationships.
- Developing skills to manage and supervise a portfolio of consulting projects with clear governance, responsibilities, reporting, reviews and assessments of the consulting projects.
- Effective partnering of client company staff with the consultants, which enables the consultants to be more effective and to support knowledge transfer from the consultants to the client at the end of the project.

Nesheim, Fahle and Tobiassen (2014) identified the need for hands-on management of EOAs, which they found was often neglected, and the importance of trust, cooperative relations and common localisation to the success of EOA engagements. Gable (1996) identified six⁷ success factors for consulting engagements, but does not explore what the client or EOA can do to

⁷ Recommendation acceptance, recommendation satisfaction, understanding improvement, understanding satisfaction, performance reasonability, performance satisfaction.

achieve these. Appelbaum and Steed (2005) identify nine⁸ success factors from the literature, they recommend that organisations establish guidelines for consulting projects including:

- Emphasis on clarity, internal communication and buy-in.
- Insisting that consultants invest in learning about the client organisation, its environment, capabilities and in-house strengths.
- Recognition that implementation planning and execution must be part of every consulting mandate.
- Developing clear governance procedures and establishing consistent processes surrounding external consulting engagements.

Consistent with previous research, Haverila, Bateman and Naumann (2011) find consultant characteristics, customer focus, and value emerged as broad themes driving client satisfaction. Naylor and Goodwin (2011) found several factors contributed to success or failure of consultant engagements in the NHS, including difficulties around procuring external support, building effective working relationships, and implementing the ideas generated by external partners.

Bronnenmayer, Wirtz and Göttel (2016b)'s study of 255 companies uses structural equation modelling to identify six critical success factors of management consulting from the clients' perspective, these are:

- Common vision.
- Intensity of collaboration.
- Project management.
- Consultant expertise.
- Provided resources.
- Top management support.

In relation to the research questions being addressed by this thesis, there are several shortcomings in the literature. Alvesson (2012) and Sturdy (2011) acknowledge that much management consultancy is undertaken by individuals, small companies or loose networks of consultants, but many authors (including Alvesson (2012)) focus on medium and large consultancy

⁸ Competent consultants; an emphasis on client results vs consultant deliverables; clear and well communicated expectations and outcomes; visible executive support; an adaptation to client readiness; an investment up front in learning the clients' environment; defined in terms of incremental successes; real partnership with consultants; and inclusion of the consultants through the implementation phase.

firms. In addition, despite the scope of management consultancy work being acknowledged in the literature to be broad and encompassing many elements including strategy implementation (Sturdy, 2011; Kipping and Clark, 2012a), much of the research literature focuses on strategy development and advisory work rather than the actual implementation of strategy, with only a handful of exceptions (Sturdy, 1997; Morris, 2000; Nesheim, Fahle and Tobiassen, 2014; Nesheim *et al.*, 2015; Lech and Zamojska, 2017). Finally, consultants are viewed as experts whose role is to solve client problems by using and sharing their expert knowledge with their clients, or engaging in client co-production of knowledge to solve problems (Nikolova and Devinney, 2012). However, the focus of knowledge management research is on knowledge management within consultancies or relating to consultancies extracting knowledge from the client, not looking at how the clients transfer and manage knowledge from the consultants. This element is of interest for this study as knowledge transfer from the EOA is discussed as one of the benefits of using EOAs at the subject organisation, and as an area that is problematic for the subject organisation (Heusinkveld and Benders, 2012; Morris, Gardner and Anand, 2012; Werr, 2012; Nesheim and Smith, 2015; Nesheim *et al.*, 2015).

3.9.3 Non-Standard Workers (NSWs)

As discussed in Section 2.3.3, NSWs often provide EOA services to support strategy. There is a significant body of academic knowledge on NSWs and contingent workers. It is beyond the scope of this research to conduct a full review of this literature; for examples see the various literature reviews on NSWs (Ashford, George and Blatt, 2007; De Cuyper *et al.*, 2008; Cappelli and Keller, 2013; Wilkin, 2013; Oldham and Fried, 2016). It is useful to briefly summarise some of the key aspects of the literature that could be pertinent to this research on EOAs and strategy implementation. Firstly, the type of NSW workers and the work they do is considered and then prominent research topics are discussed.

In Koene, Garsten and Galais (2014)'s review of literature on the management and organisation of temporary work, they identify that the literature tends to focus on temporary workers, whether agency, direct-hires or seasonal, that are usually being used for non-core, periphery, non-unique, lower value tasks. These types of roles are likely to focus on providing flexibility and cost reduction to BAU operations rather than relating to strategy implementation. As a result, caution is required when considering applying the findings from research on these kinds of NSWs to EOAs supporting strategy implementation, as the findings could be specific to the non-core, periphery, non-unique, lower value nature of the tasks.

There are several recurring themes in the literature, including:

- The nature of NSWs, reasons for using NSWs and its growth (Ashford, George and Blatt, 2007).
 - Classifying types of NSW (Cappelli and Keller, 2013).
 - Reasons for using NSWs and growth of the use of NSWs. Oldham and Fried (2016)'s review of literature on job design identified several reasons for organisations to use NSWs, such as to reduce costs, meet fluctuating demand and to enhance workforce knowledge. Flexibility to improve competitiveness was also identified as a reason for using NSWs (Roca-Puig *et al.*, 2008; Nesheim, Fahle and Tobiassen, 2014; Zeytinoglu *et al.*, 2017), as are screening potential permanent hires (Barley and Kunda, 2004; Nesheim, Fahle and Tobiassen, 2014), filling positions where the organisation has been unable to find permanent staff, to do undesirable work, to acquire new skills temporarily (Barley and Kunda, 2004) and to manage budget and headcounts (Barley and Kunda, 2004; Nesheim, Fahle and Tobiassen, 2014).
- Impact on firm performance.
 - Research on this topic produced inconsistent conclusions. Research suggests that the use of NSWs has a positive impact on firm performance, particularly in highly competitive markets (Ghosh, Willinger and Ghosh, 2009), while other studies found that NSWs are associated with poorer performance and effectiveness (Roca-Puig, Beltrán-Martín and Segarra Cipres, 2011; Stirpe, Bonache and Revilla, 2014; Zeytinoglu *et al.*, 2017). One study found a 'U' shaped relationship between the use of NSWs and productivity, with NSWs initially having a positive effect, but with overuse being negative (Roca-Puig *et al.*, 2008). Fisher and Connelly (2017)'s theoretical framework simulations suggest mixed results depending on the type of NSW and how they are used.
- Impact on NSWs of being an NSW in a host organisation.
 - De Cuyper *et al.* (2008)'s literature review on the psychological impact of temporary employment identified streams of research on NSW job satisfaction, organisational commitment, well-being and behaviour. Wilkin (2013)'s meta-analysis investigates job satisfaction between permanent and NSW workers and found that NSW had lower job satisfaction than permanent workers.
- Impact on host organisation incumbent employees of working alongside NSWs.
 - Various studies have looked at whether permanent employees feel threatened by NSWs, particularly with respect to their job security (de Cuyper *et al.*, 2009; von

Hippel and Kalokerinos, 2012; Oldham and Fried, 2016). Several studies identified in Oldham and Fried (2016)'s review of literature on job design found that permanent staff saw the NSWs as a threat to their job security.

- Challenges associated with managing NSWs (Nesheim, Fahle and Tobiassen, 2014) and, where applicable, the triangular relationship between the NSW, the agency providing them and the host/client organisation (Koene, Christina. Garsten and Galais, 2014).

Despite the focus on the use of lower skilled NSWs, the NSW literature does include studies that focus on skilled, professional NSWs, such as: clinical professionals (Allen, 2011; Beidas *et al.*, 2016; Osnowitz and Henson, 2016); teachers (Feather and Rauter, 2004); telecoms professionals (Allan and Sienko, 1998); IT professionals (Kunda, Barley and Evans, 2002; Barley and Kunda, 2004, 2006; George and Chattopadhyay, 2005; Bidwell, 2009; Bidwell and Briscoe, 2009; Kozica, Bonss and Kaiser, 2014; Mergel, 2016; Osnowitz and Henson, 2016; Pirie, 2016); engineers (Rousseau and Libuser, 1997; Jarmon, Paulson and Rebne, 1998; Barley and Kunda, 2004; Boswell *et al.*, 2012; Nesheim, Fahle and Tobiassen, 2014; Nesheim and Smith, 2015; Nesheim *et al.*, 2015; Osnowitz and Henson, 2016); analysts, business transformation and project/programme managers (Boswell *et al.*, 2012; Pirie, 2016); and writers and editors (Osnowitz and Henson, 2016).

The studies featuring skilled NSWs are directly relevant to this research and are the main focus of this part of the literature review. These studies explore similar themes to the broader NSW literature, which suggested that the themes may be applicable to skilled NSW. Skilled NSWs are engaged in various activities including BAU work which is less relevant to this study (Barley and Kunda, 2004, 2006; Feather and Rauter, 2004; Allen, 2011; Beidas *et al.*, 2016) and some more clearly related to implementation of strategy which is relevant to this research (Barley and Kunda, 2004, 2006; George and Chattopadhyay, 2005; Bidwell, 2009; Bidwell and Briscoe, 2009; McKeown and Hanley, 2009; Kozica, Bonss and Kaiser, 2014; Bryant and McKeown, 2016; Pirie, 2016). These studies may be more applicable to the types of skilled, professional EOAs likely to be engaged by host organisations to support strategy implementation that are the subject this research.

There have been several studies that describe what NSWs are used for that relate to this research's interest in what EOA are used for. These include Barley and Kunda (2004)'s two year ethnographic study of professional contractors that provides the basis for several articles (Kunda, Barley and Evans, 2002; Evans and Barley, 2004; Barley and Kunda, 2006). They identify six reasons for using NSWs (acquiring skills, budgets and headcount, screening, unfilled positions, and undesirable work). Bryant and McKeown (2016) found that highly skilled contractors positioned themselves in one of three specific ways (expert, outsider and stranger) which emphasised that

they are not part of the client organisation that they are working for. Bidwell (2009) tests core-periphery arguments relating to the use of skilled NSWs. He finds that NSW and host organisation employees are used very similarly, although with some differences. The differences included NSWs being less likely to be used in roles that are critical to the firm and more likely to be used when frontline host managers' interests could conflict with the organisation's interests. NSWs were less likely to be given positions requiring knowledge of the business.

The skilled NSW literature provides insights into the benefits and problems of using EOAs that is the focus this study's second research question (4.3.2). Nesheim, Fahle and Tobiassen (2014) study the challenges of having high-skilled NSWs in key positions.

The impact of skilled NSWs on the host organisations is a key theme for studies on the use of skilled NSWs and highlights benefits and problems of using NSWs which are relevant to this research. Rousseau and Libuser (1997) identify an increase in accident rates as a result of using NSWs in high-risk mining and petrochemical work and suggest a range of actions to address this. Jarmon, Paulson and Rebne (1998) found the performance of NSW skilled engineers to be comparable with their permanent peers. David (2009) found that organisations using skilled NSWs appeared to achieve short-term staffing flexibility but may have more difficulty filling job vacancies. Fisher and Connelly (2017) explore the circumstances under which using NSWs may be cost effective in terms of costs, performance and organisational citizenship behaviours (OCB) (e.g. 'going the extra mile'). They identify that costs associated with lower performance and higher turnover substantially reduce the overall value of temporary agency workers and that independent contractors were more cost-effective. They suggest the "temp-to-perm" approach of moving NSWs into permanent roles, having used the initial engagement as an opportunity to assess their suitability, being most cost-effective overall. Pirie (2016) investigates the reasons for and the negative impact of organisational silence (when people do not speak up) associated with business transformation and change contractors.

The benefits and problems of using EOA in terms of the differences between NSW and host organisation employees doing similar work in areas such as wellbeing, motivation and commitment are related to this research and have been the focus of NSW studies. Allan and Sienko (1998) found that professional and technical NSWs in a telecoms organisation were more motivated than permanent employees. Beidas et al. (2016) found that contract mental health clinicians has less positive attitudes. Boswell et al. (2012) examined skilled NSW's commitment to their client and intention to remain with the client and how these were positively related to perceived employment status. McKeown and Hanley (2012) examined NSW wellbeing and

support from the host organisation and found this could be mutually beneficial. Osnowitz and Henson (2016) investigate how a range of professional NSWs insulate themselves from host organisation overworking and unpaid overtime. Feather and Rauter (2004) explore the link between OCB and voluntary and involuntary NSWs. They find that contract teachers reported more job insecurity and more positive OCB compared to the permanent teachers.

Issues of knowledge management and transfer between skilled NSWs and the host organisation are identified and discussed in various studies (Kozica, Bonss and Kaiser, 2014; Nesheim, Fahle and Tobiassen, 2014; Nesheim and Smith, 2015; Nesheim *et al.*, 2015) this topic is of interest for this research as knowledge transfer from the EOA is discussed as one of the benefits of using EOAs at the subject organisation whilst also being an area that is problematic at the subject organisation.

The benefits and problems of using EOAs, coupled with opportunities to improve EOA use, that this research is interested in identifying at the subject organisation, are explored by Barley and Kunda (2004). They found that the host organisation staff could both respect and resent the skilled NSWs. The host staff could respect the skilled NSWs' technical skills and professional demeanour, but on the other hand the host staff could resent the skilled NSWs as a result of perceived inequality in relation to pay and taking exciting opportunities at the expense of the host staff. The other significant source of resentment towards the skilled NSWs observed by Barley and Kunda (2004) related to a perceived lack of commitment, and performance problems as a result of this attitude. The host staff reported behaviours and attitudes from the skilled NSWs which "jeopardize the interests of the firm" and "cause more work for permanent employees" (Barley and Kunda, 2004, p. 206). These included: "Shoddy work" (Barley and Kunda, 2004, p. 206), not due to a lack of skills, but due to lack of persistence and long term responsibility; short time horizons; only caring for their own welfare, cutting corners, sacrificing quality, minimising effort; believing that by the time mistakes came to light, they would have moved on; a mercenary work ethic that at times created more work for permanent staff, which they resented; lower quality from the skilled NSWs than the permanent staff; skilled NSWs leaving without finishing the work they were assigned (for another assignment) resulting in inefficiency as either another skilled NSW or permanent staff had to pick up the work and complete it; skilled NSWs sticking to narrow job descriptions and not being prepared to go beyond to volunteer to cover unexpected circumstances. A further source of resentment discussed by Barley and Kunda (2004) was that the permanent staff saw the use of skilled NSWs as management signalling that the permanent staff were not sufficiently skilled. They also discussed the roots of the resentment toward the skilled NSWs. They found the skilled NSW presence in the workplace was an implicit threat to permanent staff's job security, as it is a reminder of how tenuous permanent employment was and how little

employers seem to value permanent employees' loyalty and sacrifices to the firm. This affront was more substantial than the grievance over pay.

3.10 Summary of literature review

This literature review has described the academic landscape in which SaP sits and has highlighted the drivers that shaped the development of the SaP approach. As an approach to studying strategy, SaP is still developing and that creates opportunities for new contributions to the field. The review set out what SaP is, its research agenda and future directions, the research methods used to explore the approach, and criticism of it.

The central tenets of the SaP approach to strategy are strategy praxis, meaning the actual strategy activity that people do and the practitioners doing the strategy work. This review of SaP literature found it is lacking studies, both theoretical and empirical, that focus on EOA practitioners either as aggregate groups of EOAs such as consultants or contractors, or individual EOA actors, such as Grace the consultant. Of the few empirical SaP research studies that do address EOAs in a significant way, there are some that focus on institutional EOAs such as the State, academics, professional/trade institutions, the media, public bodies, and regulators (Lounsbury and Crumley, 2007; Jarzabkowski *et al.*, 2009; Bowman, 2016), which are outside the definition of EOAs that this research is using. The SaP articles on EOAs by Nordqvist (2012), Blom and Lundgren (2013) and Löwstedt, Räisänen and Leiringer (2018) are limited to only investigating consultant EOAs, and do not consider other types. This research helps to empirically explore the under-researched area of EOAs from a SaP perspective.

Johnson, Melin and Whittington (2003) define the scope of SaP as including any activity that relates to strategic outcomes; on this basis, strategy implementation should be included in the scope of SaP research. At present, the focus of SaP research in general and relating to EOAs is on the development of strategy, rather than its implementation. There are a few exceptions of SaP research that explore strategy implementation (Salih and Doll, 2013; Vogus and Rerup, 2018), but even these do not focus on EOAs. This research addresses these shortcomings by empirically studying strategy implementation, which is underrepresented in the SaP literature, and by focusing on EOAs and strategy implementation in a host organisation.

The review identified a lack of SaP literature on EOAs implementing strategy and looked beyond SaP for pertinent research. The literature on PSF, consultants and NSWs were briefly explored and found to include some relevant studies. The research on PSF was mostly focused on studies of

EOAs rather than on PSFs engaged by host organisations. Similarly, the research on consultants has a significant emphasis on studying consultancy organisations rather than their interactions with clients. The consultant literature focuses on the large consultancies at the expense of the many smaller consultancy organisations/individuals. The consultancy research concentrates on the strategy development work of consultancies and does not address the implementation work that they undertake. The NSW literature emphasises the use of low-skilled, periphery NSW/contingent workers, although there is also some research on skilled NSWs that could be involved in strategy implementation. This research enriches and enhances these three non-SaP areas by exploring the use of PSFs, consultants and NSWs in implementing strategy.

Chapter 4 Research Methods

4.1 Introduction

This chapter sets out the research methods used to address the three research questions. The research aims are restated, followed by the specific research questions. Research philosophy is discussed, and the epistemological and ontological positions of the research are described. Deductive and inductive approaches to the research are outlined, along with the approach taken by this project. The overall research strategy and design is then set out along with the approach to ethical issues. Issues of establishing the quality of the research are reported and finally the detailed mixed methods, quantitative and qualitative approaches for each research question are presented.

4.2 Research aim

The objective of the research is to critically assess the use of EOA in strategy implementation, to identify and understand who they are, the part they play and the views of permanent staff working with them. The research also aims to create a good practice framework for how to use EOA in strategy implementation.

Saunders, Lewis and Thornhill (2007) and Yin (2003) highlight that it is generally accepted that the purpose of research can be classified as exploratory, descriptive and explanatory. A research project can have more than one purpose and the purpose may change over time (Saunders, Lewis and Thornhill, 2007).

Exploratory research “seeks new insights into phenomena” (Saunders, Lewis and Thornhill, 2007, p. 133) and is particularly suited to situations where the aim is to clarify a problem and/or the nature of a phenomena. Descriptive research aims to accurately capture and depict persons, events or situations. It may be a precursor to an exploratory study. Explanatory research studies focus on the explaining the relationships between variables (Saunders, Lewis and Thornhill, 2007).

The purpose of this research is descriptive, exploratory and explanatory in that it seeks to describe the phenomena of EOAs working with organisations to implement strategy and explore what they do, how EOAs are used, what impact they have, and to explain how they can be used effectively. As identified above, Saunders, Lewis and Thornhill (2007) observe that a descriptive

element of a research project can be the forerunner of exploratory research, which is the case for this research project.

4.3 Research questions

The detailed research questions that are used to explore the research aims are as follows.

- 4.3.1 What type of EOAs are used in strategy implementation at the subject organisation; what are they used for and to what extent?**
- 4.3.2 What benefits and problems of EOAs supporting strategy implementation do permanent subject organisation members of staff report?**
- 4.3.3 How could the subject organisation improve the use of EOAs in strategy implementation?**

The research questions are explored using a mix of qualitative and quantitative research methods which are set out in the following sections.

4.4 Research philosophy

The overarching epistemology for this research is pragmatism. To satisfy the aims of this research it is appropriate to adopt elements of both positivist and interpretivist epistemology, making it pragmatic in nature. A pragmatic epistemological approach fits well with the applied nature of DBA research, the practitioner status of DBA researchers and the opportunity to conduct research in real world organisation, which may require a flexible approach to research methods.

As discussed in Section 3.2, Johnson et al (2007) argue that pragmatism is well suited to SaP research, highlighting that it: Values action and experience, focusing on the micro-activity; places people at the centre of the analysis; and highlights the importance of knowledge being practically useful.

This research is into people and the various roles they adopt in relation to strategy implementation. The aim of the research is not to test a hypothesis, nor to produce a set of generalisable findings. This research looks to develop a better understanding of the use of EOAs, acknowledging that elements of what EOAs do and the impact that they have on an organisation may be dependent on the viewpoint of the person observing the EOAs. Such a subjective view of reality is not aligned with a positivistic approach.

The research uses positivistic approaches where appropriate, such as quantitative analysis of data relating to the number, location and length of service (LoS) of EOAs.

The aim of the research includes exploring the impact of EOAs on the organisations that they are engaged with. A subjectivist/social constructionist ontology enables a wide range of impacts to be considered, including that EOAs may affect the culture and management of the organisation in which they are working.

The use of a pragmatic, mixed methods approach to the research into EOA is supported by a range of both qualitative and quantitative methods.

4.5 Research approach

In keeping with the pragmatic epistemology of this research, both deductive and iterative deductive/inductive approaches are used. The quantitative analysis adopts a positivistic, deductive approach while the qualitative methods employ both deductive and inductive approaches.

4.6 Research strategy and design

Case study research design is well suited for exploring contemporary phenomena in real life settings using multiple sources of evidence (Hussey and Hussey, 1997; Yin, 2003; Saunders, Lewis and Thornhill, 2007; Bryman, 2016). Case studies can be used to undertake descriptive/illustrative research, exploratory and explanatory research (Hussey and Hussey, 1997; Yin, 2003; Saunders, Lewis and Thornhill, 2007). Case study research is well suited to exploring the complexity, nature, context and processes related to the research topic (Saunders, Lewis and Thornhill, 2007; Bryman, 2016).

The principle of the DBA in general, and specifically at the University of Southampton, is that the candidates should be studying part time and working in an organisation. The candidates' research should address real world business issues and problems with the research conducted within an organisation and applied there (University of Southampton, 2012). Unlike traditional PhD research, the applied nature of DBA suggests less focus on theory building, extensions, and testing. In comparison to PhDs, the DBA research problem should be highly relevant in practice. DBA research should avoid ignoring theoretical elements completely, but should not have them as the main focus (Dwivedi, Ravishankar and Simintiras, 2015).

Chapter 4

The access to their own organisation afforded to the DBA candidates when coupled with the desire for the research to be applicable to their own organisation makes using the DBA candidates' organisation as a case study an ideal research strategy. The broadly descriptive and exploratory nature of this research's aims and research questions further support the case study research design. The embedded nature of this DBA candidate's role is that of an internal/practitioner-researcher (Saunders, Lewis and Thornhill, 2007).

The research strategy for this research is a case study of the candidate's organisation, which is referred to as Alpha. A range of mixed methods are used to address the research questions using quantitative cross-sectional and longitudinal methods along with qualitative methods. As Bryman (2016) states, case study research frequently uses quantitative as well as qualitative research methods.

Yin (2003) identifies a number of different ways of categorising case studies. He sees that they can be either single case or multiple case; holistic or embedded; that they can be a critical case, an extreme or unique case, a representative or typical case, a revelatory case, or a longitudinal case.

Alpha will be a single case study with multiple embedded units of analysis. The research covers a range of levels within the organisational hierarchy (board level executives, senior and middle management, implementation level) and a range of types of employee (permanent staff, consultants, contractors, FTCs) enabling a multilevel, multirole analysis. These multiple levels and types of employee are the multiple units of analysis. The case study is neither critical nor extreme/unique in nature. It is both representative/typical and revelatory. The use of EOAs in strategy implementation in financial service firms is commonplace, supporting the notion of a representative or typical study. The use of the researcher's own organisation as the case and the associated access gained, coupled with the internal/practitioner-researcher role of the researcher facilitates a closer and more detailed examination of the use and impact of EOAs on strategy implementation than previous SaP studies, making the case revelatory. There are longitudinal elements to the case, from data relating to several years of EOA use.

Alpha is an appropriate case study to address the research aims: As detailed in Chapter 5, the organisation is embarking on a significant strategic change. EOAs are working alongside permanent employees to define and implement the strategic change. The organisation is willing to participate in the research, with participants at multiple levels within the organisational hierarchy and multiple roles in strategy implementation.

The research questions will be addressed using mixed qualitative and quantitative methods. The primary qualitative source of data gathering is semi-structured interviews and will address all

elements of the research questions. The quantitative data is secondary data provided by Alpha relating to the number of some types of EOAs working in the organisation, and the LoS of some types of EOA. The quantitative data will be used to provide details of the distribution of EOA across the organisation and LoS.

There are concerns relating to external validity and generalisability of case study research (Bryman, 2016). Saunders, Lewis and Thornhill (2007) discuss that case study research can be seen as 'unscientific'. The key response to this criticism from proponents of case study research is that the purpose is not to be generalisable (Saunders, Lewis and Thornhill, 2007; Bryman, 2016). This is the case with this research, which does not claim to be generalisable to other cases or populations.

The descriptive, exploratory, and explanatory nature of the research objectives, along with the real life setting and multiple sources of data, make a case study design well suited to this research. The applied nature of the DBA, which focuses on solving real world problems in specific organisations mean that the findings do not need to be generalisable beyond the subject organisation. In summary, the research design is a single case study with multiple embedded units of analysis, that is representative/typical, revelatory, and longitudinal.

4.6.1 Strategy as Practice

Given the access to a real-world organisation afforded to the researcher as a DBA student working as a strategy practitioner, it is appropriate for the research to be framed by a SaP perspective.

SaP is not the only appropriate vehicle for understanding the activities of EOAs implementing strategy. The focus on strategy implementation by the subject organisation and the EOAs it engages would be well suited to adopting a resource-based approach (Barney and Clark, 2007). As a key driver for organisations using EOAs to implement strategy is to provide new capabilities to both implement the strategy and operationalise it in the end state, a dynamic capabilities approach (Teece, 2009) would also be appropriate. An SaP approach is preferred for this study as expanding SaP research on EOA is specifically highlighted an area for further research (Whittington, 2006; Jarzabkowski and Spee, 2009).

A SaP approach to strategy views strategy not as something that organisations have, not a property of an organisation, but rather something that people in the organisation do. Strategy is an activity. SaP focuses on two key questions: What do people involved in strategising do, and how do these people and their actions influence strategic outcomes? (Jarzabkowski, 2005;

Johnson *et al.*, 2007; Golsorkhi *et al.*, 2011). The scope for SaP can be any activity that relates to strategic outcomes (Johnson, Melin and Whittington, 2003).

The research fits well within the scope of SaP as it aims to explore the people undertaking strategy implementation and the EOAs, and to better understand what they do, and the impact they have on the organisation and its strategy.

From an epistemological point of view, SaP and pragmatism are well suited. The overarching focus of SaP is on the practice, practices and practitioners of strategy (Whittington, 1996; Johnson, Melin and Whittington, 2003; Jarzabkowski, 2004, 2005; Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Jarzabkowski and Kaplan, 2010). This supports a less rigid approach to research philosophy. A number of leading SaP writers make the case for less traditional, more pragmatic approaches to epistemology and ontology in relation to SaP research (Jarzabkowski, 2005; Johnson *et al.*, 2007; Golden-Biddle and Azuma, 2011; Grand, Rüegg-Stürm and Von Arx, 2011; Langley, 2011; Orlikowski, 2011; Tsoukas, 2011; Chia and Rasche, 2015).

Johnson *et al.* (2007) cite a number of SaP articles to highlight that a wide range of epistemological and ontological research philosophies have been used to study SaP, with a range of quantitative and qualitative methods. As discussed in Section 3.6, reviews of the SaP literature (Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Vaara and Whittington, 2012; Rouleau, 2013; Golsorkhi *et al.*, 2015a; Carter and Whittle, 2018) have identified many different research methods used in SaP research, including quantitative analysis, statistical analysis from secondary data, studies of single organisations, interviews and multi-level studies of organisations.

4.7 Ethical issues

In line with all doctoral research undertaken at the University of Southampton, this research has been approved by the appropriate Ethics Committee and has been completed in accordance with the University of Southampton Code of Ethics.

There is broad agreement on the general ethical principles that apply to research.

- Not doing harm.
 - Physical.
 - Mental.
 - Emotional.
 - Assessing.
- Participants' informed, voluntary consent, with the right to withdraw.
 - Generally, avoid any issues of deception.

- Privacy of potential and actual participants.
 - Maintenance of participant confidentiality and anonymity.

(Hussey and Hussey, 1997; Saunders, Lewis and Thornhill, 2007; Silverman, 2013; Miles, Huberman and Saldana, 2014; Bryman, 2016)

The sections on each of the various research methods and data collection will set out the procedures followed to ensure the research has been conducted in an appropriately ethical way. The research has been undertaken in a way to avoid harm to any participant and/or the organisations they are associated with. Participation has been based on the principle of informed, voluntary consent, with the right to withdraw at any time. All individuals and organisations that have participated in the research have been anonymised and, where possible, steps taken to prevent participants being identified, such as not referring to job titles that relate to a single person in an organisation that could make it easier to identify the individual if the organisation was identified e.g. CEO.

4.7.1 Ethical considerations specific to the internal-practitioner researchers

The principle that DBA candidates should be part-time students, working in an organisation, with the candidates' research being applicable to their organisations presents some additional issues relating to ethics and the credibility of the findings.

In discussions with the subject organisation (Alpha) it was acknowledged and accepted by Alpha that given DBA candidates are usually working in an organisation where the research should be applicable, it would be possible for a third party to combine details in the thesis with publicly available information on the researcher's career history (e.g. from LinkedIn) to infer the identity of Alpha.

A further issue with ethical and research credibility implications relates to the nature of the researcher's relationship with the participants. Saunders, Lewis and Thornhill (2007) recognises that being an internal researcher could impact negatively on data collection due to the researcher's relationship and relative status (superior, peer or subordinate) to those with access to data and/or who are potential or actual participants in the research. Saunders, Lewis and Thornhill (2007) suggests that one solution would be to adopt a covert approach to gain data. They pose the question "Will this approach be more likely to yield trustworthy data than declaring your real purpose and acting overtly?" (Saunders, Lewis and Thornhill, 2007, p. 189). They highlight that the answer to this question depends on several factors:

- The existing nature of the relationship between the internal researcher and potential/actual participants.
- The prevailing managerial style in the relevant parts of the organisation.
- The time and opportunity the internal researcher has available to develop the trust and confidence of potential/actual participants.

In considering the points made by Saunders, Lewis and Thornhill (2007), it is neither necessary nor appropriate to adopt a covert approach to the research. Undertaking covert research in the subject organisation would be a breach of the researcher's terms of employment, which could result in disciplinary action including dismissal and leave the researcher liable to damages; this alone makes a covert approach inappropriate, and unlikely to receive approval from the University of Southampton Ethics Committee. In addition, the researcher is not prepared to act in such a way.

In relation to this research, a covert approach is unnecessary when considering whether an overt approach will yield trustworthy data using the questions set out by Saunders, Lewis and Thornhill (2007) above. The internal researcher has strong and credible relationships with potential/actual participants based on c. 20 years working in the organisation in areas relevant to the research. The researcher has a strong and effective network with senior executives and other key influencers to help secure access and co-operation. The management style in the relevant parts of the organisation is generally open and consultative, which should facilitate open and honest participation. As the internal researcher has been employed by the subject organisation throughout the data collection phase of the research, it has been possible to develop the trust and confidence of potential and actual participants over an extended period in advance of the actual data collection.

As suggested by Saunders, Lewis and Thornhill (2007), assurances on how the data was to be used and the protection of anonymity were emphasised. This was particularly relevant where the internal researcher was interviewing participants subordinate to him and where they were working either directly or indirectly for him. In these cases, the demarcation between the internal researcher as researcher and manager were emphasised and participants were encouraged to speak openly and without fear or favour.

4.8 Quantitative methods

Quantitative analysis is used to address two of the research questions. Research questions 4.3.1 (What type of EOAs are used in strategy implementation at the subject organisation; what are they used for and to what extent?) and 4.3.3 (How could the subject organisation improve the use

of EOAs in strategy implementation?) are explored using data relating to the number of and departmental location of EOAs in Alpha, the LoS of EOAs used in the organisation and a snapshot summary of the use of EOA contractor and PSFs (including consultants) on a major strategic change programme referred to as the Omega Programme. As discussed in Section 3.6, SaP is mostly conducted using qualitative research (Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b). Despite this, SaP researchers have used quantitative research methods including statistical analysis from surveys and secondary data (Jarzabkowski, 2005; Johnson *et al.*, 2007; Golsorkhi *et al.*, 2015a). The availability of quantitative data relating to the use of EOAs at the subject organisation as a result of the access afforded to the internal-practitioner researcher provides a valuable tool to provide a quantitative foundation of extent of EOA use at the subject organisation.

Several tools have been used to analyse the quantitative data. These include a simple count, measures of central tendency, measures of variance, and charts (histograms, box whiskers). To avoid repeating the rationale for the suitability of the techniques each time they are used, a summary of the rationale for the key techniques used is in Appendix C.1. This section also includes the rationale for not using several common statistical tests that are widely used to test hypotheses in management studies.

This section describes the secondary data provided by the subject organisation, followed by the data analysis methods.

4.8.1 Secondary data provided by Alpha

During the semi-structured interviews, senior management from both Finance and HR offered to provide access to existing management information used by Alpha that could be used to investigate the use and impact of EOAs. The following data was requested from Alpha:

- The number, cost and LoS of EOAs in Alpha, broken down by department.

Alpha provided access to secondary data relating to some EOA types used by the organisation. They did not provide data on the number of or spend on external consultants. The data provided by Alpha is as follows:

- Monthly breakdown of Alpha employees from Finance department, December 2014 to April 2016.

- Summary of Alpha Employee's employment type by department as at end June 2016 and for 2015, 2014 and 2013 from HR Department.
- Details of the Omega programme Alpha project team, broken down by contractor and permanent employee of Alpha.
- Details of the Omega programme 2015 spend on permanent staff, contractors and PSF (including consultants).

There are several advantages and disadvantages to using secondary data. Morris (2003, p. 47) summarises the costs and benefits associated with using it: "...are we prepared to settle for secondary data that may not be *exactly* what we are looking for, but that are available here, now, and quite cheaply; or is the accuracy of the data such an important feature that we are prepared to pay for it in terms of time, money and effort?" (*italics in original*).

One of the advantages of the DBA being an applied doctorate undertaken by researchers whilst working in an organisation, with the research setting being the organisation that they are based in, is the access that it can provide. In the case of this research, the position of the researcher within Alpha resulted in the opportunity to leverage the advantages of using secondary data such as the low effort and cost in data collection, unobtrusive/low impact, enabling a longitudinal dimension and providing a wider comparison of results.

The data was provided in a Microsoft (MS) Excel spreadsheet and was processed using MS Excel. Using the Saunders, Lewis and Thornhill (2007) categories for secondary data, it would be classed as raw, documentary, written data. There are no concerns regarding the general suitability including the measurement validity, coverage and unmeasured variables. The precise suitability of the data considering the reliability, validity and measurement bias is also acceptable. A full assessment of the secondary data suitability can be found in Appendix C.2.

4.8.2 Cross-sectional and longitudinal analysis of the number and departmental location of EOAs across Alpha

To explore research questions 4.3.1 and 4.3.3 the department location of EOAs within Alpha was analysed.

The HR department provided a snapshot summary of number of employees by department broken down by permanent, FTC and contractor for 2013 to 2016. The 2016 data was as at end of June 2016. The data did not include details of consultants.

The percentage breakdown of EOAs as a proportion of the various Alpha departments was calculated from the raw data, with EOAs further broken down into FTC and contractor.

The company and department level data were further analysed to provide the year-on-year change in terms number of staff, broken down by permanent and EOA, with EOAs further broken down to FTC and contractors. The year-on-year change in percent of EOAs as a proportion of the department was calculated, with a breakdown of FTC and contractors.

The results are presented using line and bar charts for ease of interpretation.

4.8.2.1 Longitudinal data mortality

In the period from 2013 to 2016 there were several changes to the organisation and the organisational design; most notably, the acquisition of a discretionary management firm and two financial adviser firms. Several departments reorganised during the period, resulting in new departments being created, merged or removed. These changes over time mean that it has not been possible to conduct the longitudinal analysis for all departments and there is a risk that the make-up of departments changed between periods (because of gaining or losing sub-departments without being obvious in the data). Saunders, Lewis and Thornhill (2007) refer to issues such as these as data mortality.

4.8.3 Cross-sectional analysis of the length of service of EOAs

To explore research questions 4.3.1 and 4.3.3, the LoS of currently active EOAs and EOAs that were no longer engaged with the host organisation were analysed.

The Alpha Finance department provided monthly data for December 2014 to April 2016 that included the start date and leaving date (if applicable) of all Alpha staff (including contract and FTC EOAs but excluding consultants) employed during that month. The data was broken down by department. The data enabled an analysis of the LoS of contractor and FTC EOAs and for a comparison across Alpha departments. The inclusion of employee start and end (if applicable) date allowed for two separate sets of analyses. The first explored the active Alpha EOA population as at March 2016 and the second explored the length of service of EOAs leaving Alpha during the period December 2014 to April 2016, broken down by department. Given that elements of the data are both personal and sensitive (full name, employee number, reason for leaving, which could include disciplinary, and sickness absence), the data relating to preferred name, surname, leaving reason, sickness absence days, overtime units and overtime pay total were deleted from all records before any data processing was undertaken. No records including the sensitive data have been retained in relation to this research.

The steps taken in processing the data were as follows:

- EOAs were filtered from permanent employees using “appointee type” data.
- The EOAs were grouped by department.
- For currently active EOAs, the length of service in days was calculated for each EOA from their start date to 31/03/2016.
- For EOAs that had left Alpha, the length of service in days was calculated for each EOA from their start date to their end date.
- For Alpha and each department with EOAs the following metrics for all EOA, FTC and contractor length of service were calculated using MS Excel.
 - Count
 - Maximum
 - Median
 - Mean
 - Standard Deviation
- Histograms of length of service for Alpha in total and for departments were produced broken down by EOA, FTC and contractor.
- An interquartile range (box whiskers) diagram for Alpha in total and for departments were produced, broken down by EOA, FTC and contractor.

4.8.4 Cross-sectional analysis of EOA Contractor and PSF (including consultants) on the Omega Programme for 2015

To explore research questions 4.3.1 and 4.3.3, the headcount and cost of EOA contractors and PSF (including consultants) working on the Omega major strategic transformation programme were analysed.

The Omega programme management team provided details of the 2015 project team, broken down by contractor and permanent member of Alpha, along with the 2015 programme spend on permanent staff, contractors and PSF (including consultants).

Any commercially sensitive information was redacted, and the results were tabulated to present the cost, number of persons and percentages.

4.9 Qualitative methods – semi-structured interviews

To explore all three research questions, semi-structured interviews were conducted with permanent Alpha employees, EOAs that were engaged by Alpha, and EOAs not engaged with Alpha. The research methods used to conduct these interviews are set out in this section.

Given the descriptive and exploratory nature of the research questions, as discussed in Section 4.2, semi-structured interviews are a suitable method (Saunders, Lewis and Thornhill, 2007; Bryman, 2016). SaP research is mostly conducted using qualitative methods (Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b). Reviews of the SaP literature (Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Vaara and Whittington, 2012; Rouleau, 2013; Golsorkhi *et al.*, 2015a; Carter and Whittle, 2018) have identified many different research methods used in SaP research, including case studies of single organisations, interviews, and multi-level studies of organisations. As such, the qualitative semi-structured interviews used for this research are consistent with SaP research methods.

4.9.1 Participants and sampling

This research has adopted a multicriteria, stratified, purposive approach to sampling (Saunders, Lewis and Thornhill, 2007; Miles, Huberman and Saldana, 2014; Bryman, 2016). The characteristics of the criteria are employment status (EOA or Permanent, EOA (contractor), EOA (consultant), EOA (FTC)), and organisational hierarchy level.

The initial sub-groups for the primary groups (employment status and organisational level) were derived from the literature and information about the subject organisation.

As identified in Section 5.6, the subject organisation, Alpha, uses the terms consultant, contractor and FTC to define employment status. The terms and the definitions used by Alpha are aligned to the relevant employment legislation and broad literature as highlighted in Section 2.3 and Appendix A.1 and have been used in this research. The levels of organisational hierarchy are based on Alpha's internal organisational design and structure as highlighted in Section 5.7.

The sampling approach included elements of reputational (Miles, Huberman and Saldana, 2014), unsolicited snowball (Saunders, Lewis and Thornhill, 2007; Miles, Huberman and Saldana, 2014; Bryman, 2016) and politically important sampling (Miles, Huberman and Saldana, 2014). The reputational sampling element was derived from recommendations from key stakeholders received while negotiating access and promoting the research within the subject organisation.

The unsolicited snowball sampling occurred when participants suggested other potential participants who they believed would provide useful insights. This type of unsolicited sampling is a hybrid of intentional snowball and reputational sampling. Politically important sampling related to the inclusion or exclusion of participants due to politically sensitive issues; in the case of this research, no participants were excluded on this basis, but given the nature of the research, it was important to invite all members of the subject organisation executive to participate.

In addition to the sampling approaches identified in the literature, participants were also identified and invited to participate that added credibility to the research along with participants that were considered by the researcher to be opinion leaders within the subject organisation population. Invitations to participate in the research and details of those who agreed to participate were confidential and anonymous. Despite the confidentiality and anonymity, the research benefited from those invited to participate discussing the research with the wider organisation which encouraged participation. The participation of high profile, respected, credible opinion leader individuals also encouraged participation.

The sampling approach used in the research is appropriate and relevant as it ensures a range of participants that cover the key characteristics to explore the research questions across multiple levels of the subject organisation, namely employment status and organisational hierarchy level. By adopting elements of reputational, unsolicited snowball and politically important sampling, the participants are likely to have views relevant to the research topic, be supportive of the research and be unlikely to obstruct the research.

Individuals are included in multiple top-level categories. For example, the same permanent employee is included in the strategic level and organisational level top level categories.

Sixty-eight people were approached to participate in the research interviews. Forty-eight of those approached were permanent employees of Alpha and twenty were EOAs. Of the EOAs, fifteen were either engaged in work with Alpha or had recently been engaged by Alpha, and five were unrelated to Alpha at the time of the research.

4.9.1.1 Procedure for contacting potential participants

The detailed process for contacting and managing potential participant is in Appendix C.3. Potential participants were identified by the researcher based on his knowledge of the subject organisation in which he had worked for a significant time and from recommendations provided by key stakeholders. EOAs not engaged with the subject organisation were identified from the researcher's professional network and were approached informally to gauge interest in the research topic before being formally approached.

All potential participants were initially contacted by e-mail. The detailed text of the e-mails varied but the core messages were common across all e-mails. All prospective participants were sent a copy of the Participant Information Sheet (PIS). The PIS is a requirement for all research and supports best practice. The PIS was approved by the University of Southampton Ethics Committee (ERGO) and complied with the University standards for ethical research embracing the principles of informed, voluntary consent. See Appendix C.4 for a copy of the PIS.

Sample copies of the text sent to prospective participants are in Appendix C.5, Sections C.5.1, C.5.2, C.5.3 and C.5.4.

The interview invitations included a statement of thanks and a restatement of the research topic. The participants were informed that they would be required to sign a Participant Consent Form (PCF), a copy of which was attached to the invitation and is in Appendix C.6. By providing the participants with a copy of the PCF prior to the meeting, they had the opportunity to review it and raise any questions. The PCF was approved by ERGO and complied with the University standards for ethical research, embracing the principles of informed, voluntary consent. In accordance with University of Southampton guidance, each statement requested the participant to initial (rather than tick or cross) each statement; this approach was used to reduce the likelihood of participants signing the form without reading it.

The response rate for the invitation to participate in the research interviews was high (71%), and coverage across the key groups was strong; as a result, no chaser e-mails were sent.

4.9.2 Interviews

This research uses semi-structured interviews. Semi-structured interviews are appropriate for exploratory and descriptive research using a case study (Hussey and Hussey, 1997; Yin, 2003; Saunders, Lewis and Thornhill, 2007; Miles, Huberman and Saldana, 2014; Bryman, 2016) such as this study.

4.9.2.1 Interview guide

A sample interview guide for this research follows the suggestions of Bryman (2016) and can be found in Appendix C.7. To support both EOA and permanent staff being interviewed, along with the multilevel nature of the research, the interview guide included sections with different questions and themes for EOA and permanent host organisation staff, along with different

Chapter 4

questions and themes for different strategic levels of permanent staff. The main themes for the interviews were:

1. Were EOAs used?
2. What were EOAs used for?
3. Who were the EOAs?
4. The benefits and negatives of using EOA.
5. Impact (if any) on incumbents.
6. Management of EOA versus permanent staff.
7. Knowledge management and transfer.
8. Deliberate or emergent use of EOAs.
9. What did the EOAs contribute?
10. How did their engagement with the organisation go?

The main themes for the interview guide were developed for the research questions, the EOA literature (Sections 3.8 and 3.9), the internal-practitioner researcher's personal experience and anecdotes from practitioners. The first three interview themes (1, 2 and 3) are derived from research question 4.3.1. They explore if EOAs are used, and if so, what types of EOA are used, what they are used for and the extent of their use. Interview themes 4 and 5 are derived from research question 4.3.2 and explore the benefits and problems of using EOAs, as does theme 7 which was developed from the literature on EOA knowledge transfer and sharing (Sections 3.8 and 3.9). Interview theme 5 was developed from the NSW EOA literature which identified and discussed the impact of EOAs on host organisation staff (Section 3.9.3). Interview themes 6, 7, 8, 9 and 10 are developed from question 4.3.3. Themes 6 and 8 are developed from the literature on the procurement of EOAs (Sections 3.9.1 and 3.9.2). Interview themes 9 and 10 are developed from research questions 4.3.2 and 4.3.3 and are derived from the literature on the success criteria consulting projects (Section 3.9.2) and more generally the literature on EOAs (Sections 3.8 and 3.9).

4.9.2.2 Contextual, biographical metadata

The contextual, biographical metadata was collected on a separate sheet to avoid having personal data (name etc.) with the interview notes, to help preserve anonymity. This data supports the multilevel analysis. A blank example of the "Interviewee and Context Data" sheet is in Appendix C.8. The interviewee and contextual data included:

- Interviewee Name.
- Company.

- Time with company.
- Type of company (Host or EOA).
- If EOA, is Alpha the host?
- Current role.
- Role level.
- Time in role.
- If a host employee, have they worked as an EOA previously? And if so, for whom?
- If an EOA, have they worked in a host organisation engaging with EOAs previously? And if so, whom?

In accordance with good practice outline by Bryman (2016) and Saunders, Lewis and Thornhill (2007), information relating to the time, date and location of the interview as well as the characteristics of the interview setting (quiet or noisy, any interruptions, likelihood of being overheard etc.) were captured on the form, as were details of the seating plan and first impressions of how the interview went.

This data was stored on a secure spreadsheet and each interviewee was assigned a reference number. To support the anonymity of the participants, only the reference number would be used to identify the audio recording digital file, the transcript document and the interview notes document.

4.9.2.3 Conducting the interviews

In line with the recommend practices outlined by Bryman (2016) and Saunders, Lewis and Thornhill (2007), where possible the interviews were conducted in private meeting rooms at the participants' place of work, so that the setting was familiar and relevant to the research topic. Where possible the rooms were secure from accidental interruptions, were quiet and the conversations could not be overheard. The interviewee was dressed appropriately for each interview, matching the relevant corporate dress code for the location (the interviews were conducted in different offices with slightly different corporate dress codes ranging from informal through to business formal). All interviewees were provided with a copy of the PIS and PCF in advance of the meeting as part of the meeting invitation. This ensured that they were aware of the research topic, strengthened the principle of informed, voluntary consent and provided them with the opportunity to read, understand and raise any questions regarding the PCF before signing. Re-stating the purpose of the interview in the meeting invite and including the PIS provided participants with some time to consider their thoughts on the topic in advance.

As suggested by Saunders, Lewis and Thornhill (2007), the interview opening comments included: Initial introductions; a restatement of the purpose of the interview and the research in general; an explanation of the interview process, including issues of confidentiality; estimated duration; and clarifying that the interviewee was available for the whole interview time. Interviewees were handed a hard copy of the PIS and a PCF and were asked to complete the PCF prior to any audio recording.

All the interviews were conducted by the researcher, who is experienced and trained in conducting recruitment interviews and exploratory, fact finding and problem-solving interviews as part of his job as a strategy implementation professional. Furthermore, he has experience in conducting academic research interviews from his MBA.

The interviewer blended his experience from both work and the MBA with the guidance from Bryman (2016), Saunders, Lewis and Thornhill (2007) and Kvale (1996) to conduct the interviews in an appropriate manner using active listening, pauses, appropriate language, testing understanding and summarising. The research used different types of interview questions appropriate to the specific situation of each interview and part of each interview; this included both open and closed questions, introduction, probing and follow up questions, as well as direct and indirect questions.

Where appropriate elements of critical incident technique were used to explore incidents that were key to the use and impact of EOA on strategy implementation. In these cases, the interviewees were asked to describe in detail the incident and associated impacts. Saunders, Lewis and Thornhill (2007) describe critical incident technique as where the interviewee is asked to describe in detail a relevant activity or event where the impact was so clear that they have a firm view of the effects.

4.9.2.4 Audio Recording and Note Taking

To accurately and comprehensively capture the content of the interviews, they were audio recorded using a digital audio recorder, where permission was given by the participant. Most qualitative research interviews are recorded (Saunders, Lewis and Thornhill, 2007; Bryman, 2016). There are several benefits from audio recording research interviews including:

- Allowing the interviewer to focus on the questioning and listening.
- Giving the ability to re-listen and perform a more thorough examination of what is said in the interview.
- Providing an accurate and unbiased record of the interview to support trustworthiness, auditability and reliability of the research.
 - Removing the issues of the interviewer accurately remembering what was said.

- Removing the risk of intentional or unintentional errors in note taking.
- Helping to counter accusations that the analysis could be influenced by the researcher's values and biases.
- Providing a strong part of an audit trail to support the research findings.
- Allowing direct quotes to be faithfully reproduced.

(Saunders, Lewis and Thornhill, 2007; Bryman, 2016)

It should also be noted that there are some potential costs to audio recording interviews, these include the cost of equipment, risk of equipment malfunction, and an undue focus on the audio recorder. Audio recording the interview may be disconcerting for the interviewee, inhibiting them and deterring them from being fully open (Saunders, Lewis and Thornhill, 2007; Bryman, 2016).

In addition to the audio recording, good practice is to take brief notes in case of unnoticed equipment failure and to capture non-verbal cues that the audio recording will not pick up (Saunders, Lewis and Thornhill, 2007).

This research used a template (see Appendix C.9) to capture brief, time coded notes in addition to the audio recording. The interviewer noted the time on the digital recording along with brief details of the topic being discussed. This approach was to allow more focused coding of the transcripts during the analysis phase. To support the anonymity of participants, the time coded notes sheets identified the interviewee only with a reference number; no personal details were included.

As is good practice in qualitative research, informal pilot interviews were conducted (Bryman, 2016) to test the flow and timing of the interview along with recording equipment and approach to note taking.

4.9.2.5 Transcription and data cleansing

Interview transcription can be very time consuming, taking around five to six hours per hour of recorded interview, and requires specific skillset and training. The transcripts can be subject to error as a result of mishearing, fatigue or carelessness (Bryman, 2016).

A professional transcription service was used for this research. A University of Southampton approved, data protection compliant, specialist transcription service was used. This research used an intelligent verbatim style which had slight editing for ease of analysis and read quality. The

transcripts were formatted with time stamps every five minutes and using simple NVivo headings to allow auto-coding by speaker.

The benefits of this approach to transcription include the speed and accuracy of the transcription compared to the researcher's own capabilities. There is an obvious financial cost to using a transcription service. The transcribers lacked specific domain, topic and context knowledge. Coupled with their not being present during the interview, this resulted in some transcription quality issues. The transcriptions errors were infrequent and in cases where the transcriber was unsure of what was said, either due to poor audibility or the use of specialised jargon, they noted this in the transcription in [square brackets].

Once the transcripts were returned, they were reviewed, and data-cleansed to identify and correct any errors. The procedure ensured a clear audit trail and chain of evidence from original transcription to cleansed transcriptions, as per good practice identified by Bryman (2016), Miles et al. (2014) and Saunders, Lewis and Thornhill (2007). The detailed data cleansing procedures and file naming protocols are set out in Appendix C.10. These create an audit trail/chain of evidence to support trustworthiness and reliability of the research. It proved to be very useful that the facilitator/interviewer was the same person that cleansed and coded the interviews, as this provided some quality assurance and control for the transcription; it also increased the likelihood of any transcription errors being spotted and corrected. It would have been useful to have provided the transcription company with a list of terms/a glossary to aid the transcription.

4.9.2.6 The interview processes

It is important to document the results in terms of the research interview process and procedures, to support the trustworthiness, reliability and validity of the research process. A detailed account of the interview process can be found in Appendix C.11.

Forty-five interviews were conducted in total. Forty-three of the interviewees agreed to audio recording at the start of the interview. One interviewee initially declined to be audio recorded but changed their mind and consented to being audio recording approximately ten minutes into the interview. One interviewee declined to be audio recorded. In this case, they were a board level director that had been with the organisation for less than three months and with whom the researcher did not have an existing relationship. The researcher took detailed handwritten notes during this interview, which were typed up and coded.

Of the interviews that were audio recorded (forty-four), the minimum length was twenty-five minutes, the maximum sixty-two minutes, the mean length forty-six minutes, the median and mode both forty-seven minutes and the range thirty-seven minutes. It should be noted that the

interviews were booked for 60 minutes, creating an upper limited on the length, and that all the key topics were able to be covered in the time allocated.

Of the forty-five interviews, thirty-seven were conducted in private, secure meeting rooms without risk of being overheard and without any interruptions; eight of the interviews had some element of minor disruption as detailed in Appendix C.11.

4.9.3 Coding and analysis

To analyse the interview data, the transcripts were coded. Qualitative coding is the process of breaking down and labelling the data into component parts to facilitate analysis (Bryman, 2016). Coding the interview transcripts enables meaning to be attributed to individual data which will facilitate “pattern detection, categorisation, assertion or proposition development, theory building, and other analytic processes.” (Saldana, 2016, p. 5). There are a number of criticisms of coding qualitative data. These include that it can be reductionist, it distances the researcher from the data, and that it’s just counting (Saldana, 2016). Saldana (2016) argues that appropriate, well executed coding methods can mitigate these criticisms; see Appendix C.12 for more details.

There are several elements to the coding and analysis of qualitative interviews. These include decisions on whether to use computer software to support the process or to do it manually, and if software is used, which package and what approach to coding and analysis to use.

In considering the various approaches and tools that can be used to code and analyse semi-structured interviews, the key point is that the approaches and tools used should be appropriate to the research (Miles, Huberman and Saldana, 2014; Silver and Lewins, 2014; Bryman, 2016; Saldana, 2016).

4.9.3.1 Coding software

This research uses a Computer Assisted Qualitative Data Analysis (CAQDAS) software. As Bryman (2016) observes, there is no agreement that using CAQDAS is always useful or appropriate. The advantages of using a CAQDAS solution include efficiency and effectiveness of the coding and retrieve process, reduction of manual work, flexibility and functionality. Given the type and scale of the research, the use of a CAQDAS package is appropriate.

There are many CAQDAS solutions available; Saldana (2016) identifies seventeen packages. There is no one package that stands out as the best solution. The different packages have different functionality, restrictions, costs, resource requirements, and other pros and cons. It is important

that the package used is appropriate for the specific research being undertaken, the resources available and the researcher using it (Bazeley and Jackson, 2013; Miles, Huberman and Saldana, 2014; Silver and Lewins, 2014; Bryman, 2016; Saldana, 2016).

This research uses NVivo. The NVivo package is functionally rich, supporting all the coding and analytic requirements. NVivo is available from and supported by the University of Southampton; there were training courses and seminars provided by the University of Southampton; there is a knowledgeable and active online support community; there are multiple and easily accessible training and support resources online and in print; and the package uses a Windows-type user interface, making it familiar to the researcher and user friendly.

4.9.3.2 Coding method

This research adopts an approach recommended for novice researchers by Saldana (2016), which is appropriate given the lack of coding experience possessed by the researcher and expected from a doctoral researcher. See Appendix C.13 for more detail of coding methods. The approach to coding the interview transcripts follows the 'eclectic' approach set out by Saldana (2016) to develop and refine the first- and then second-cycle codes.

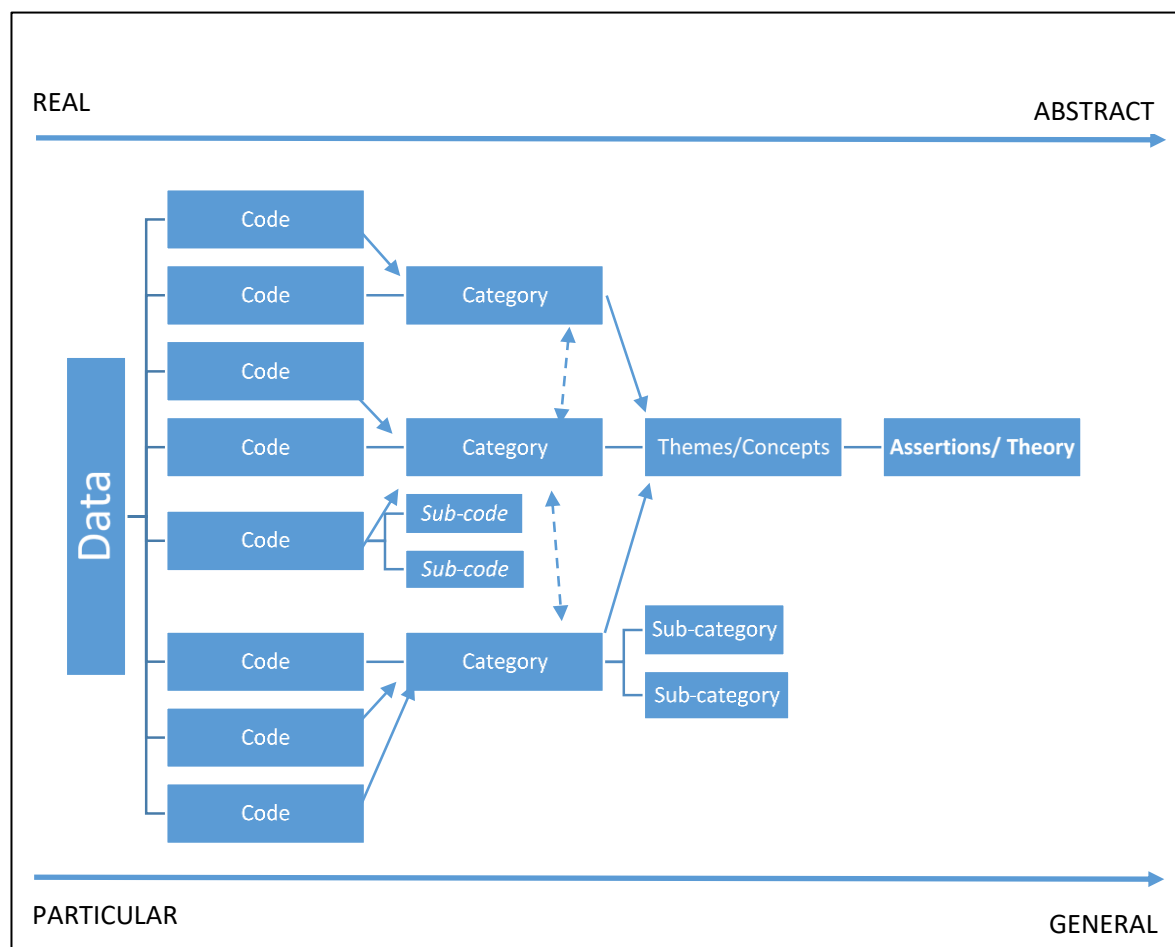
The eclectic approach is a hybrid method that can transition work with an array of first-cycle methods which have been used to form a "first draft" of coding into a strategic "second draft" recoding, based on experience from earlier coding. Eclectic coding employs two or more relevant/appropriate first-cycle methods to the same data (Saldana, 2016).

Eclectic coding is applicable for virtually all qualitative research, and particularly for beginner researchers learning how to code and for studies with a wide variety of data forms. It is appropriate as an initial, exploratory technique, where it is likely that the data will include various phenomena and/or processes that are of interest to the researcher. It is also useful for situations when a number of first-cycle methods support the research question and goals (Saldana, 2016).

The second cycle of recoding "will synthesize the variety and number of codes into a more unified scheme." (Saldana, 2016, p. 213).

Figure 4.1 summaries the high-level path from codes to theories via the development of categories, themes, assertions and propositions. Chapter 5 will set out the codes, categories and themes identified from the research, and Chapter 7, the discussion chapter, will include the development of any assertions and proposition from the data.

Figure 4.1 A streamlined codes to theories model for qualitative research



Adapted from Saldana (2016, p. 14)

As discussed in the Section 4.5, this research adopts both deductive and iterative deductive/inductive approaches in keeping with its epistemological position. This iterative deductive/inductive approach is used in the code generation. There are some a priori codes that emerged from the literature and experience that were predetermined in a deductive manner, along with codes that emerged inductively from the transcripts during the coding process.

Throughout the data analysis phase, jottings (Miles, Huberman and Saldana, 2014; Saldana, 2016) were used to capture “fleeting and emergent reflections and commentary on issues” that arose during the interviews and subsequent processing and analysis (Miles, Huberman and Saldana, 2014, p. 94). Analytic memos (Bazeley and Jackson, 2013; Miles, Huberman and Saldana, 2014; Silver and Lewins, 2014; Saldana, 2016) were used as short or extended narrative documents to capture reflections and thinking processes about the data. They are more than descriptive summaries, and attempt to synthesise the data into higher level analytic meanings.

NVivo was structured and utilised to support the coding and analysis processes in accordance with good practice and guidance from Slivers and Lewin (2014), Bazeley and Jackson (2013), the NVivo training material provided by the University of Southampton (Silver, Lewins and Patashnick, 2012; Silver *et al.*, 2014) and the online support provided NVivo (QSR International, 2014). NVivo was set up to be structured around sources (audio recordings, transcripts and secondary data), nodes and codes, classifications (of sources and nodes), collections (to facilitate groupings of items), queries (analytic data queries), reports and models. Details of how NVivo was set up and the folder structure can be found in Appendix C.14.

The interview transcripts were coded to the following types of codes to allow effective analysis exploiting the NVivo functionality:

- The entire interview to the relevant participant ID code.
- The entire interview to the facilitator code.
- All the interviewee's words to the relevant participant ID code sub-code.
- All the interviewer's words to the relevant participant ID sub-code (i.e. a facilitator sub-code under the interviewee's participant ID code).
- As the transcriptions had been formatted for NVivo, it was possible to auto-code the text to the facilitator and relevant participant ID codes.
- Portions of the participants' transcripts to the relevant 'Topics' code as appropriate.
 - Most of the coding was undertaken manually by the researcher.
 - Broad-brush auto-coding was used to provide initial identification of some key terms to facilitate efficient and targeted coding where appropriate. These included auto-coding for company names for EOAs and internal Alpha project names.
 - Auto-coding was used to support the recoding of the data because of topics that were identified inductively during the coding process. The use of auto-coding facilitated efficient checking of previously coded data for references to emergent topics. This supported the iterative recoding of the data, considering topics that emerged from the data.
 - Where auto-coding was used, all references identified were manually verified before being formally coded.
 - Auto-coding was only used as a high-level sweep of the data; all text was manually reviewed and coded several times as part of the multiple-cycle approach to coding and recoding.

In order to establish and maintain the trustworthiness, reliability and validity of the research and in line with suggested best practice (Bazeley and Jackson, 2013; Miles, Huberman and Saldana, 2014; Silver and Lewins, 2014; Bryman, 2016; Saldana, 2016), a research diary was kept documenting how and what processing of the data was undertaken. The jottings and analytic memos also provide support to the authenticity and trustworthiness of the research by providing an audit trail of the researcher's actions and thought processes. As recommend by Bazeley and Jackson (2013), the project event logging functionality in NVivo was used. This provides a strong audit trail for the data processing, independent from the research. The NVivo project event log records changes to the project. The event log can be viewed to monitor who has made changes, when the changes were made and what project item was changed.

4.10 Data management

The research Data Management Plan (DMP) sets out the procedures for how all research data, both qualitative and quantitative, primary and secondary, are managed as part of the research to ensure compliance with the relevant ethical and data protection requirements.

The DMP for this research is based on the guidance set out by the University of Southampton Research Management Policy 2016/2017 and the University of Southampton Library Data Management Team (Univeristy of Southampton, 2015, 2017a, 2017b). The key sections of the DMP are:

- Data Collection.
- Documentation and Metadata.
- Ethics and Legal Compliance.
- Storage and Backup.
- Selection and Preservation.
- Data Sharing.
- Responsibilities and Resources.

The full DMP can be found in Appendix C.15.

Chapter 5 Description of the Case Study

This section provides details of the case study, which is referred to as Alpha. The first section provides basic information about the subject organisation's business, markets, ownership, size and structure. The following section sets out the key pressures on the organisation for strategic change. Next are two sections that describe the original strategic position of the organisation and then the desired organisational end state after the bulk of the strategic change. There follows a section that sets out the how the strategic change was and is being implemented, along with how EOAs have supported the change implementation. The final two sections set out the classification of employment statuses and the organisational hierarchy at Alpha.

5.1 Introduction to Alpha

Alpha is a financial services group operating in the UK and internationally, overseeing in excess of £100 billion in customer investments (as at 30 June 2016). Alpha is part of a FTSE 100 listed group that provides life assurance, asset management, banking and general insurance, with more than 19 million customers across the world and has c. £350 billion assets under management (as at 30 June 2016) (Alpha, 2016b).

Alpha has adviser and customer offerings in the following areas:

- Financial advice in the UK and internationally [exact location redacted].
- Platform based wealth management and protection products in the UK.
- Cross-border, international, platform-based wealth management and protection products.
- Asset management/fund management.
- Discretionary investment management.

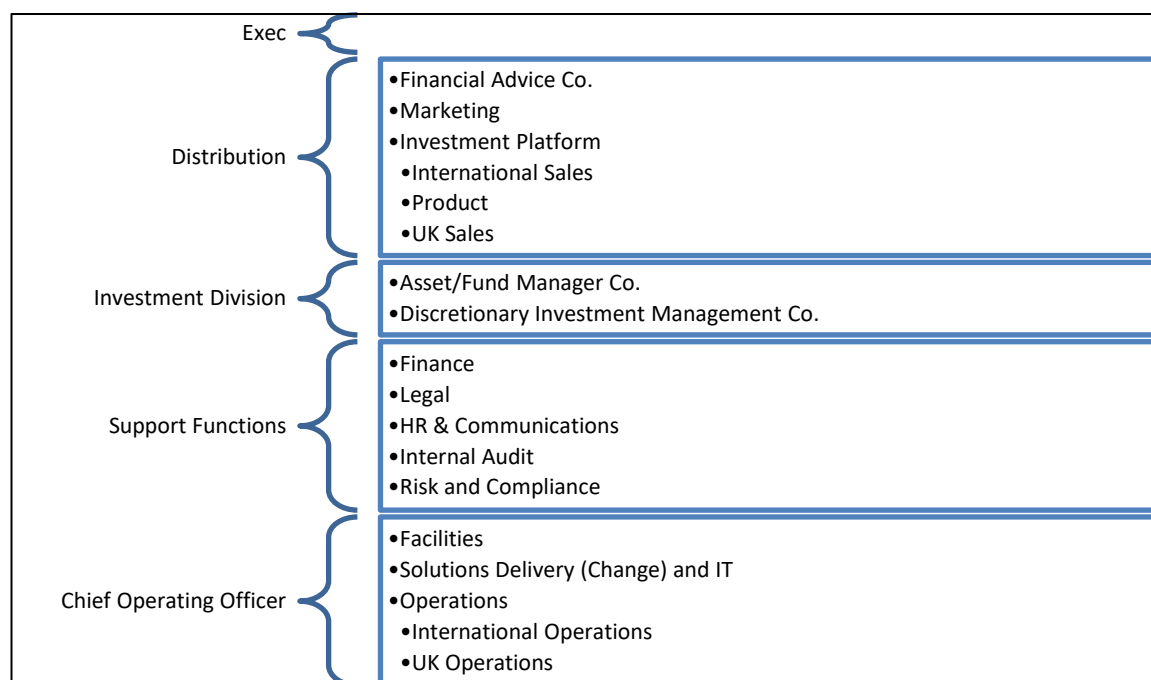
(Alpha, 2016b)

Alpha employs c. 3,600 people on both permanent and contract bases (as at 2016) across several departments and geographies organised into divisions⁹. The organisational structure has changed

⁹ Generic terms have been used for specific department names and details of structure and location are not included to preserve anonymity.

over the period 2013 to 2016. A summary of the main Alpha divisions and departments in 2016 is set out below.

Figure 5.1 Alpha Divisions and Departments



(Alpha HR Department, 2016)

It is worth noting the distinction between financial adviser services and a discretionary management service, and acknowledging that there can be some overlap. Financial advice usually relates to a broad spectrum of personal and corporate financial needs and undertakings such as life assurance, pensions, mortgage, loans, or protection. The financial adviser will recommend products and services to meet a client's needs but will not usually act on behalf of their clients to actively manage a client's assets. Discretionary management services usually focus on actively managing a client's assets on their behalf, exercising their discretion, and executing trades on behalf of the client in line with an agreed mandate. It is likely that many consumers of financial services would engage with a financial adviser, but it is generally only high net worth clients that engage with discretionary management services. Financial advisers will often have one or more discretionary management firms that they link with and that they recommend their high net worth clients use if appropriate.

In recent years, Alpha has undertaken a major strategic review and made major changes to its structure and offering.

The broad make-up of the group prior to the strategy review was several discrete, co-branded financial services companies around Europe providing their local markets with a range of life

assurance, pensions and investment products and services. The group also had an in-house asset/fund manager. Funds from this company were available through the product companies and direct to end consumers and other financial services firms. Alpha also had an international operation with several bases in offshore locations [locations redacted] that offered cross-border life assurance, pension and investment products and services with emphasis on offering products and services to UK expatriates and international investors around the world.

In terms of the broader global financial services sector set out in Section 2.2, Alpha fitted in the wealth/asset management and insurance sub-sectors. The life insurance products fitted into the insurance sub-sector, and the pensions, investment and fund management parts of the business sit in the wealth/asset management sub-sector. Alpha operated as a multinational and cross-border financial services organisation, and both acted as and relied upon intermediates.

5.2 Drivers for strategic change

There were several drivers for strategic change at Alpha. The parent group acquired the main component parts of Alpha in a hostile takeover in 2006. The parent company had been under pressure from some analysts and shareholders to break up the group. As a result, there was a strategic imperative within Alpha to ensure that the company could operate as a viable, standalone entity.

Regulatory change in UK financial services in recent years had put pressure on the business model of Alpha and its competitors. The most significant change in recent years for Alpha was the Retail Distribution Review (RDR) by the then UK regulator, the Financial Services Authority (FSA) (which changed to become the Financial Conduct Authority (FCA) in April 2013). The RDR changed the UK market for financial and investment advice. It introduced greater clarity and transparency between the different types of advice available (independent or restricted), banned commission payments to financial advisers from specific providers, banned some commission payments between providers, and set new, higher professional standards for financial advisers. (FSA, 2012; Petroff, 2012; Daily Mail City and Finance, 2013).

The scope of RDR was financial advisers and investment firms and has resulted in significance changes to business models, products, services, systems and business processes (FSA, 2012; Petroff, 2012; Daily Mail City and Finance, 2013).

A combination of regulatory change, increased competition, changes to distribution models, technological developments, and legacy IT systems increased pressure to reduce costs and

improve services and features. These pressures combined to squeeze profit margins on UK investment platforms. The result was a dynamic, competitive environment. It led to: some investment platforms struggling to make profits; new entrants to the market; some existing players being put up for sale; others being taken over; new pricing models, services and features being offered; new business models being developed; and new entrants to the market (Gillbe, 2015; Norman, 2015b, 2015a; Dawson, 2016).

The added pressure resulted in Alpha needing to identify and implement innovative products, services, and distribution and business models. The response was to move from providing platform-based life, pensions and investment products and services across Europe with operations in various countries, to becoming a vertically integrated wealth manager, providing a full client lifecycle proposition in the UK and internationally.

To better illustrate the strategy of moving from a horizontally integrated, internationally diversified financial services organisation to a vertically integrated model, it is useful to show Alpha's initial and target position within the broad, global financial services sector.

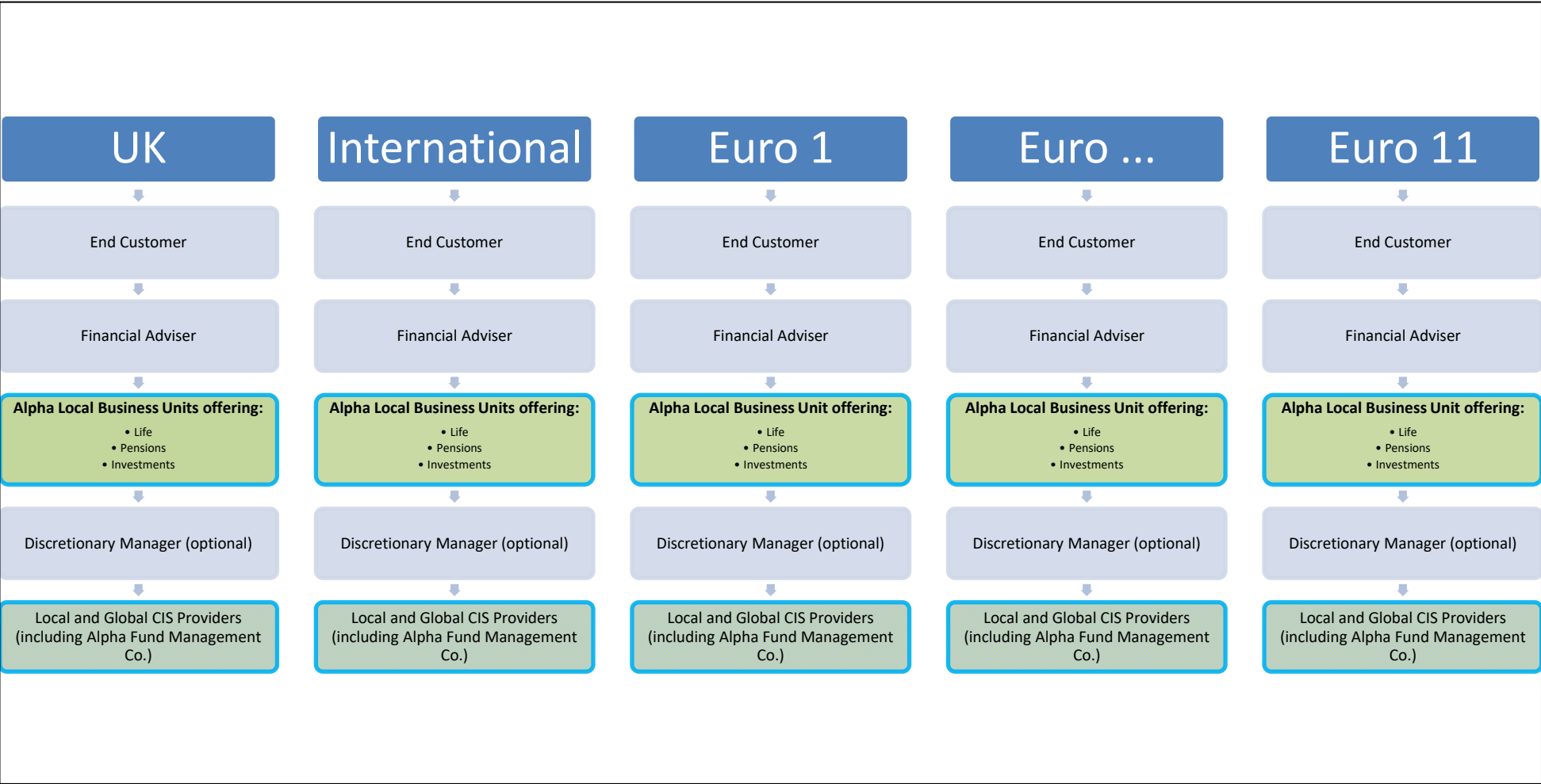
5.3 Alpha initial strategic position within global financial services marketplace

The Alpha proposition was to broadly focus on wealth management activities associated with pension accumulation, life assurance for investment, and investments in Collective Investment Schemes (CISs) such as Open-Ended Investment Companies (OEIC) and Unit Trusts (UTs), and, in some cases, direct investments such as equities and bonds. The Alpha proposition did not include banking activities such as deposit taking (current accounts, savings accounts etc.), loans (mortgage, overdraft, secured or unsecured lending, credit cards etc.), general insurance (home, motor, travel, pet etc.) or life assurance for protection (mortgage protection, loan protection, critical illness, income protection).

The Alpha business model was broadly similar across its UK, international and eleven European operations, offering a range of life, pensions and investment products which invested in a range of third-party investments including CISs and direct investments. The Alpha products allowed the clients to select their investment choice from a menu of, in some cases, over 1,000 funds from the World's leading fund managers and even more direct investments securities in some products. The CIS funds from the Alpha fund management business were usually available in the Alpha life, pensions and investment products. In general, Alpha did not market directly to end consumers but relied on third party financial advisers, independent from Alpha, to recommend Alpha

products. The extensive investment choice available to clients using the Alpha products, coupled with Alpha not offering financial advice itself, resulted in Alpha clients using financial adviser and discretionary management services to assist them in managing their investments. Figure 5.2 illustrates this model.

Figure 5.2 Alpha initial operating model



5.4 Alpha new strategic position within global financial services marketplace

The new strategy undertaken by Alpha resulted in:

- The divestment of eleven European businesses during 2012-2016.
- The acquisition of a UK and an international financial adviser firm, along with a discretionary management firm, during 2014-2016.
- A strategic push to increase the proportion of assets from the Alpha fund management business that are invested in the products offered by the Alpha life, pensions and investment products.

The change from a horizontally and geographically diversified organisation to vertically integrated business focused on two main geographic areas (UK and international investors) is illustrated in Figure 5.3.

Figure 5.3 Alpha new operating model (inc. sold businesses)

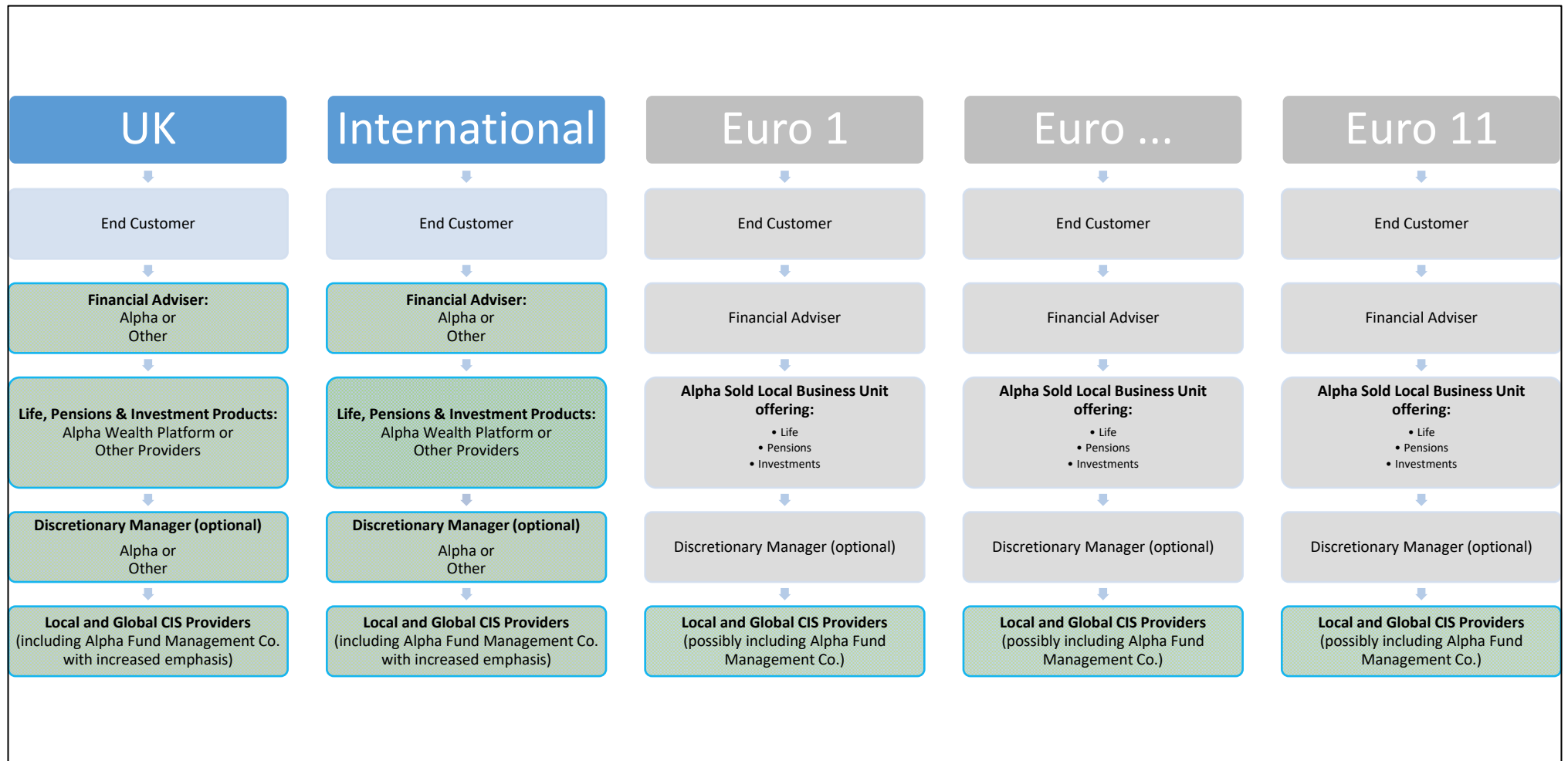
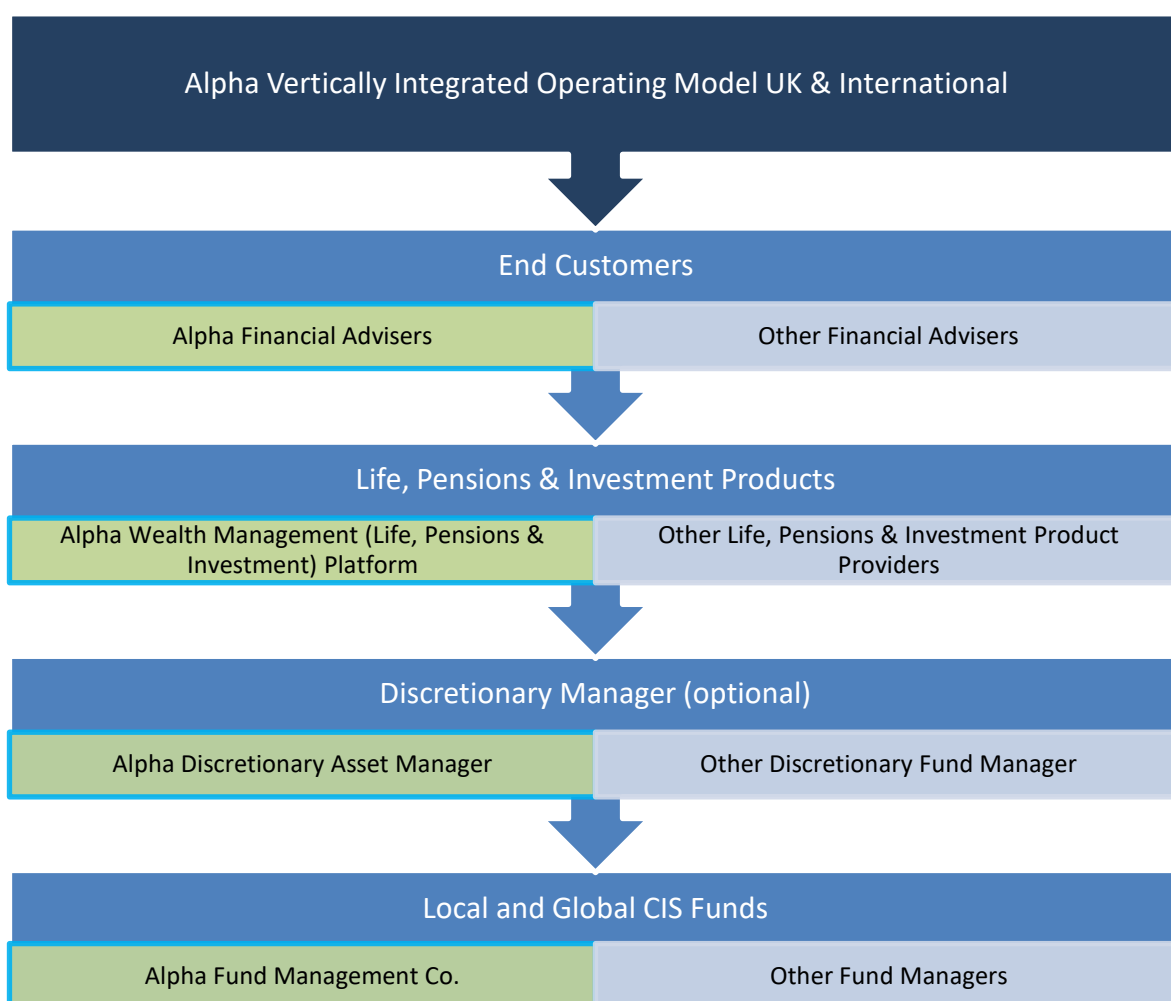


Figure 5.4 shows that at each level of the customer proposition (financial advice, wealth management products, discretionary management and fund choice), Alpha offered a solution. Each Alpha business used some, all or none of the other Alpha business propositions if appropriate for the end client, or they could use other providers if they offered a more suitable solution to meet the clients' needs. Providers other than Alpha that offered financial advice, wealth management products, discretionary management services and fund management could also choose to use some, all or none of the Alpha propositions depending on their need.

Figure 5.4 Alpha new operating model (exc. sold businesses)



One of the drivers for strategic change that was highlighted in Section 5.2 related to the pressure from analysts to break up the broader PLC group. In March 2016, the parent company announced its intention to break up the group, with Alpha becoming a standalone company by the end of 2018 (Alpha, 2016c). Alpha separated from the parent company and was listed on the London stock exchange as an independent company in 2018 (Alpha, 2018).

5.5 Implementation of the Alpha strategic change

To implement the strategy described in Section 5.3, Alpha streamlined its business and divested eleven European operations outside the UK in the period from 2012 to 2016. To achieve the financial advice and discretionary management elements of the vertically integrated financial proposition, Alpha acquired a UK financial adviser firm, an international [exact location redacted] financial adviser firm and a discretionary investment management firm during 2014 to 2016.

The remaining businesses within the Alpha group were rebranded during 2014-2015, to support the strategy. The rebrand was supported by a major advertising campaign across trade and consumer press, branded taxis in 18 cities, billboards across the UK including major transport hubs, and sports sponsorship.

In addition to divestments and acquisitions of businesses, the strategic review identified the need to transform the IT infrastructure and business processes for both the International and UK propositions. This transformation was necessary to ensure that the platform systems were fit for the new, vertically integrated strategy and to ensure that Alpha has flexible, competitive and profitable propositions that comply with and take advantage of the regulatory direction of travel. The programme to transform the international IT infrastructure and operating model was completed in 2015. The multiyear, multi-million-pound transformational change programme to transform the UK IT infrastructure and business processes by way of an outsource (ITO and BPO) to a third-party IT and business processes administrator (TPA) is ongoing. It commenced with early stage development in 2012, with the programme fully commencing from 2013.

The programme to transform the international IT infrastructure will be referred to as Chi, while the project to transform the UK IT and business processes will be referred to in the research as Omega. As part of Omega, the organisation undertook a project to transform the IT and business processes for UK investment administration for a range of heritage products; this project will be referred to as Psi. The Psi project scope did not include outsourcing the business processes; rather, they were being retained in-house and the proprietary Alpha technology was being replaced with a third-party solution under licence.

EOAs have been used by Alpha throughout the process of developing and implementing the strategic change from a horizontally to a vertically integrated organisation. Strategy consultants were engaged with as part of the process to define and agree the high-level strategic vision and direction. Specialist merger and acquisition (M&A) EOAs such as lawyers and investment banks were engaged with to support the sales of Alpha businesses and the selection and acquisition of the new businesses. A range of implementation EOAs were used to support the separation of the

divested businesses and the transfer of assets and liabilities to the new owners, along with the integration of the newly acquired businesses into the Alpha group. External advertising, creative, sports marketing and sponsorship EOAs were used by Alpha to support the rebranding of the remaining business. In addition to the specialist branding EOAs, implementation EOAs were used to support the practical implementation of the rebrand in terms of changes to internal and customer facing business systems and processes. IT and business process transformation programmes for the international and UK platform and the project to transform the UK investment administration systems and processes used a variety of EOAs to support their delivery, undertaking both assurance and implementation activities.

The researcher's own experience and anecdotal feedback from peers and colleagues at the subject organisation suggested widespread use of EOAs to support strategy implementation. As discussed in the 0, the cost, value and impact on the incumbent staff of EOAs is challenged anecdotally and through personal observations at the subject organisation.

5.6 Classification of employment status

As discussed in Section 2.3, there are several ways of categorising employment status, which reflect the distinctions made by Alpha, these are: Permanent, FTC, contractor and consultant. These terms are defined below using information provided by Alpha.

- Permanent – a permanent employee of Alpha, employed with a contract of employment.
- Fixed Term Contractor (FTC) – an employee of Alpha, employed for a fixed term with a contract of employment. “A contract of employment between an employee and an employer that lasts for a specified period.” (Alpha, 2016a, p. 1).
 - Paid through Alpha payroll to the individual rather than to an agency or company.
 - As highlighted in Section 2.3, FTCs enjoy similar employment rights to permanent employees.
 - FTCs employed by Alpha are generally employed on salary levels comparable with permanent employees doing the same work.
- Contractors – Engaged for a fixed term either via a company (often single employee limited company) or an agency, usually undertaking tasks like ‘consultants’ below, particularly in relation to IT and business change projects.
- Consultants – Professional services (consultancy):
 - “...infrequent, technical or unique functions performed by independent consultancies whose occupation is the rendering of such services. Examples of

professional services include, but are not limited to, accountants, actuaries, appraisers, architects, brokerage firms, business consultants, engineers and law firms. While not restricted to licentiates (individuals holding professional licenses), the services are considered “professional” and the contract may run to partnerships and companies.” (Alpha, no date b, p. 1)

- Alpha excludes contractors and companies that have a single employee from this category; see ‘contractors’ above.

This research is interested in exploring which of these types of non-permanent actors are used by the subject organisation to implement strategy, along with what they are doing to implement strategy and the extent to which they are being used.

5.7 Levels of organisational hierarchy

Alpha has a Career Choice Framework (CCF) which sets out the organisational hierarchy. The CCF sets out two hierarchical pathways through the organisation: one focused on developing as a manager of others, and one focused on developing as a domain specialist professional. The two pathways are interchangeable, and the boundaries are not always clear as it is likely that some professional specialist roles could have staff reporting to them. Each of the two CCF pathways has several hierarchical levels which are comparable in terms of hierarchical seniority. There are broader job families that cut through the CCF hierarchy and between career pathways, such as an IT and Change job family and an Operations job family. This allows for variation in salary bands for the same CCF level role to reflect the prevailing employment market conditions for specific roles. For example, salaries for mid-level actuaries may be higher than for the equivalent mid-level accountant.

Table 5.1 shows a summary of the Alpha organisational hierarchy from top to bottom. The horizontal levels are comparable across the two CCF pathways and the internal generic term for the hierarchical level.

Table 5.1 Alpha organisational hierarchy

Alpha Organisational Hierarchy				
Professional CCF Pathway		Managerial CCF Pathway		Generic Level
CCF Level	Description	CCF Level	Description	
Board Level Director – Member of the Alpha Executive Committee				Executive Management

Alpha Organisational Hierarchy				
Professional CCF Pathway		Managerial CCF Pathway		Generic Level
CCF Level	Description	CCF Level	Description	
Expert Lead Specialist 2	Industry recognised domain expert e.g. Programme Director, Taxation Expert.	Manager of Function/Non-Board Director	Manager of a collection of departments e.g. UK Head of Operations/UK Operational Director	Senior Management
Lead Specialist 1	Senior domain specialist e.g. senior lawyer, accountant, IT architect, programme manager.	Manager of Managers (two sub-levels – MM1 and MM2)	Manager of a department with multiple teams	Middle Management
Specialist	Domain specialist e.g. senior lawyer, accountant, IT architect, programme manager.	Manager of Others (two sub-levels – MO1 and MO2)	Manager/supervisor of a team	Highly skilled, technician/1 st Line Management
Professional (three sub-levels – P1, P2, P3)	Various levels of technical roles e.g. accounts assistant, investment administrator, legal assistant, project co-ordinator, junior business analyst, junior project manager.	Business Support (four sub-levels – BS1-BS4)	Various levels of operational, administrative roles e.g. customer service administrator, call centre agent etc.	Line workers of various levels of skills, knowledge and experience

(Alpha, no date a)

This study engages with permanent staff at all levels of the subject organisation to gain an understanding of the use of EOA in strategy implementation and the views of permanent staff working with them from multiple levels of the subject organisation.

5.8 Case study summary

The case study, Alpha, is a large, multinational financial services organisation providing insurance and wealth/asset management products and services in the UK and to international customers. The company has recently embarked on a significant strategic change from providing platform based life, pensions and investment products and services across Europe with operations in

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various countries to become a vertically integrated wealth manager providing a full client lifecycle proposition including financial advice, investment platforms for life, pensions and investments, discretionary management services, and fund/asset management. The development of this new strategy and its implementation have been supported by EOAs throughout.

Chapter 6 Results

This chapter sets out the results from the quantitative and qualitative investigations. The results are presented without discussion, as this follows in the discussion chapter.

The results from the quantitative investigations into the research questions are set out first. The quantitative analysis supports the exploration of all three research questions (see Section 4.3). The results are variously reported in tables, charts and graphs with supporting data held in the appendices.

The second part of the chapter focuses on the results from the semi-structured qualitative interviews and reports the topics raised in the interviews. The data from the interviews are developed into topics and themes and supported with quotes from the interviews.

6.1 Quantitative results

The quantitative analysis supports research question one: “What type of EOAs are used in strategy implementation at the subject organisation; what are they used for and to what extent?” The quantitative results relate to the type of EOA and the extent to which EOAs are used across the subject organisation. These areas are explored by:

- Cross-sectional and longitudinal analysis of the number and departmental location of contractor and FTC EOAs across Alpha. This analysis explores levels of two types of EOAs (contractors and FTC) use in the subject organisation and differences between departments. The longitudinal nature of the data allows for comparisons over time.
- Cross-sectional analysis of the LoS of contractor and FTC EOAs. This analysis explores how long two types of EOAs (contractors and FTCs) are used for in the subject organisation and differences between departments. The longitudinal nature of the data allows for comparisons over time. The data allows for an analysis of currently engaged, active contractor and FTC EOAs and those where the engagement has completed.
 - LoS of Alpha active contractor and FTC EOA by department as at end March 2016.
 - LoS of Alpha contractor and FTC EOA leavers December 2014 to April 2016.

Data relating to the use and cost of consultants and other PSF EOAs was requested from Alpha but was not forthcoming. Alpha agreed to be the subject organisation for the research on the basis that there would be minimal disruption to the organisation; this included being prepared to

share existing reports and management information but excluded any additional work to create or extract new, additional data reports and management information. It is interesting to note that off-the-shelf reports and management information on the use and costs of consultants and PSF EOA was not available from the HR or Accounts departments.

6.1.1 Cross-sectional and longitudinal analysis of the number and departmental location of contractor and FTC EOAs across Alpha

Cross-sectional and longitudinal data relating to the number of contractor and FTC EOAs and their departmental locations was used to explore research questions 4.3.1 and 4.3.3.

Tables in Appendix E.1 include the number of permanent, contractor, FTC and combined EOA (Contractor and FTC) staff per Alpha department for the period 2013 to 2016. Table 6.1 summarises the total permanent, FTC and Contractor headcount for Alpha for the period 2013 to 2016.

Table 6.1 Summary of Alpha permanent staff, FTC and contractor 2013-2016

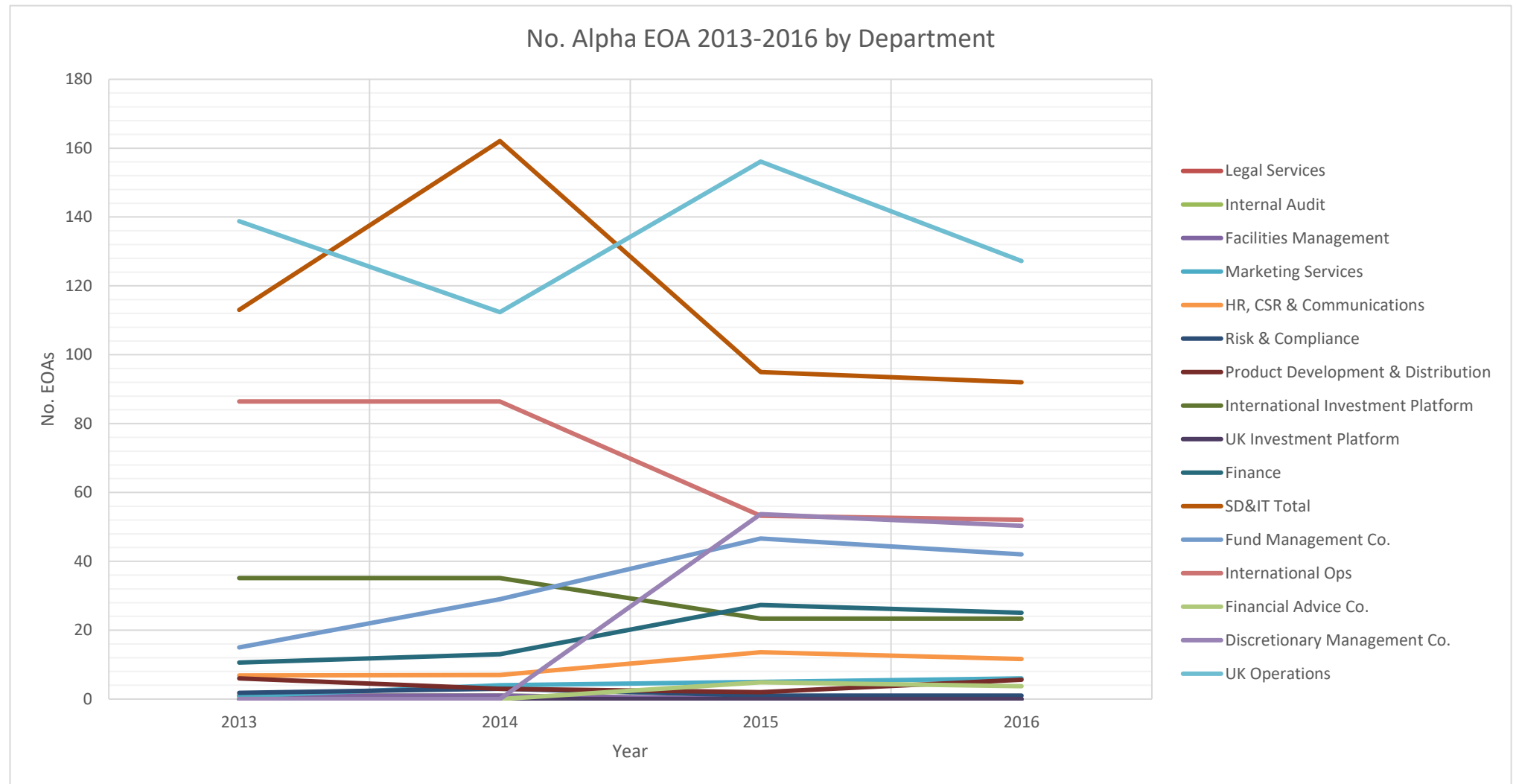
Summary of Alpha Permanent staff, FTC and Contractor 2013-2016									
Year	Permanent		FTC		Contractor		Total FTC & Contractor		Total
	n	% ¹⁰	n	% ¹⁰	n	% ¹⁰	n	% ¹⁰	n
2013	1715	80	243	11	173	8	416	20	2131
2014	1951	81	234	10	223	9	457	19	2408
2015	2994	86	275	8	207	6	482	14	3475
2016	3134	88	242	7	198	6	440	12	3574

The data from Alpha showed that during the period 2013-2016, FTC and contractor EOAs accounted for between 400-500 headcount annually, which represented 12-20% of total organisation headcount.

Chart 6.1 shows the number of EOAs (contractor and FTC, but not consultants) engaged by Alpha from 2013 to 2016, broken down by department. This data is also presented in a series of bar charts in Appendix E.1.1.

¹⁰ Percentage of total headcount by year.

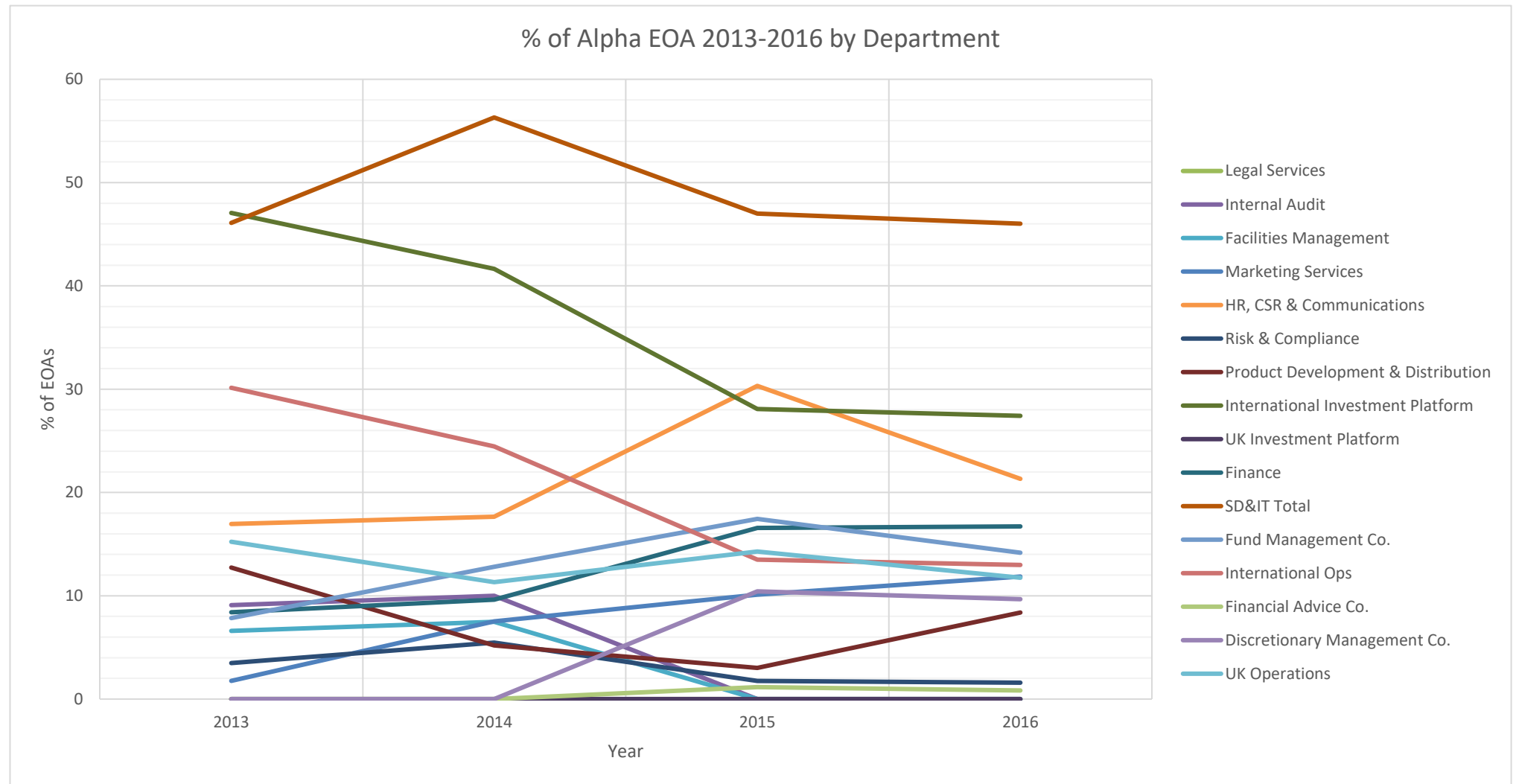
Chart 6.1 Number of Alpha contractor and FTC EOA 2013-2016 by department



The data show that the number of contractor and FTC EOAs used varies widely across departments with some (Legal Services and the UK Investment Platform) not using any, while other departments (such as SD&IT, UK Operations and International Operations) engage with significant numbers.

The data show that the levels of contractor and FTC EOA use has varied over time but with no general trend. The type of contractor and FTC EOA varies across departments with some favouring FTC while others rely on contractors. The UK and International Operations departments mostly use FTC, as does the Finance team, while SD&IT favour contractors along with the International Investment Platform, Fund Management Co. and the Discretionary Management Co. Chart 6.2 shows the percentage of EOAs (contractor and FTC, but not consultants) employed by Alpha from 2013 to 2016, broken down by department. This data is also presented in a series of bar charts in Appendix E.1.1.

Chart 6.2 Percentage of Alpha contractor and FTC EOAs 2013-2016 by department



The data show that the SD&IT department and the International Investment Platform both have large proportions of their departments as EOAs. The International Investment Platform's proportion of EOAs has steadily declined from 2013 to 2016 while for SD&IT, has varied from year to year but trended flat.

Six out of the sixteen Alpha departments have had the proportion of EOAs between 10% and 20% from 2013 to 2016, while seven departments use EOAs more sparingly, tending to be less than 10%, including two that did not use any EOAs from 2013 to 2016. It is interesting to note that UK Operations uses many EOA FTCs, but they make up a relatively small proportion of the staff when compared with other departments that use significant EOAs.

6.1.2 Cross-sectional analysis of the length of service (LoS) of contractor and FTC EOA

Cross-sectional analysis of the LoS of contractor and FTC EOAs can be used to explore research questions 4.3.1 and 4.3.3, including looking at outliers in the data.

Outliers are observations that are very different from most of the other data which do not seem to conform with the overall pattern in the data. Outliers can bias statistics such as mean and R^2 but should not be arbitrarily removed from the data for convenience of statistical analysis.

Outliers should be investigated, returning to the raw data and if necessary undertaking further investigation in an attempt to identify if they are a result of an error or bias in the data, or if the outliers represent a genuinely unusual phenomenon (Morris, 2003; Saunders, Lewis and Thornhill, 2007; Field, 2016).

An initial review of the data identified several outlier points that warranted further investigation. A review of the active EOA data identified two teams where all staff were allocated an appointee type of contractor; these were sales teams based in two overseas offices [locations redacted]. Further investigations found that this use of contractor status for these roles in these territories is a quirk of the operating models and that they did not reflect EOAs in the sense of this research; as a result, they were excluded from the data analysis. A review of the data on EOAs that had left Alpha identified two outlier points; further investigation determined that they were outliers for the same reasons as the teams just discussed, and they were excluded from the data analysis for the same reason.

6.1.2.1 Length of service (LoS) of Alpha active contractor and FTC EOAs by department as at end March 2016.

Tables in Appendix E.2 hold the data for the LoS in days for EOAs (both contractors and FTCs), Contractors and FTCs employed by Alpha as at 31/03/2016, broken down by department. The tables include a count of the number of contractor and FTC EOAs, and the maximum, median, mean and standard deviation LoS. Conditional formatting has been applied to the columns to help identify departments with relatively high and low contractor and FTC EOA LoS.

As the data represents active contractor and FTC EOAs, the minimum LoS is not part of the data. New contractor and FTC EOAs would be joining in the month that the data was taken and therefore would have a minimum of less than 30 days for any department employing a new contractor and FTC EOA during the month.

Chart 6.3 and Chart 6.4 show a comparison of the minimum, maximum, median and interquartile ranges of LoS of current EOAs for departments with total EOA populations of over ten. Chart 6.3 compares all EOAs and Chart 6.4 splits out contractor and FTC EOAs. Chart 6.5 show a comparison of the minimum, maximum, median and interquartile ranges of LoS of all current contractor and FTC EOAs. A key to the short department titles used in the legends can be found in Table 6.2

Table 6.2 Key to department names

Key to department names	
Short Title	Department
UK Ops	UK Operations
SD&IT	Solution Delivery and IT
IntOps	International Operations
Finance	Finance
Fund Man Co.	Fund Management Company
Disc Man Co.	Discretionary Management Company
HR	Human Recourses

Chart 6.3 Alpha current EOA LoS (departments with total EOA > 10) as at 31/03/2016

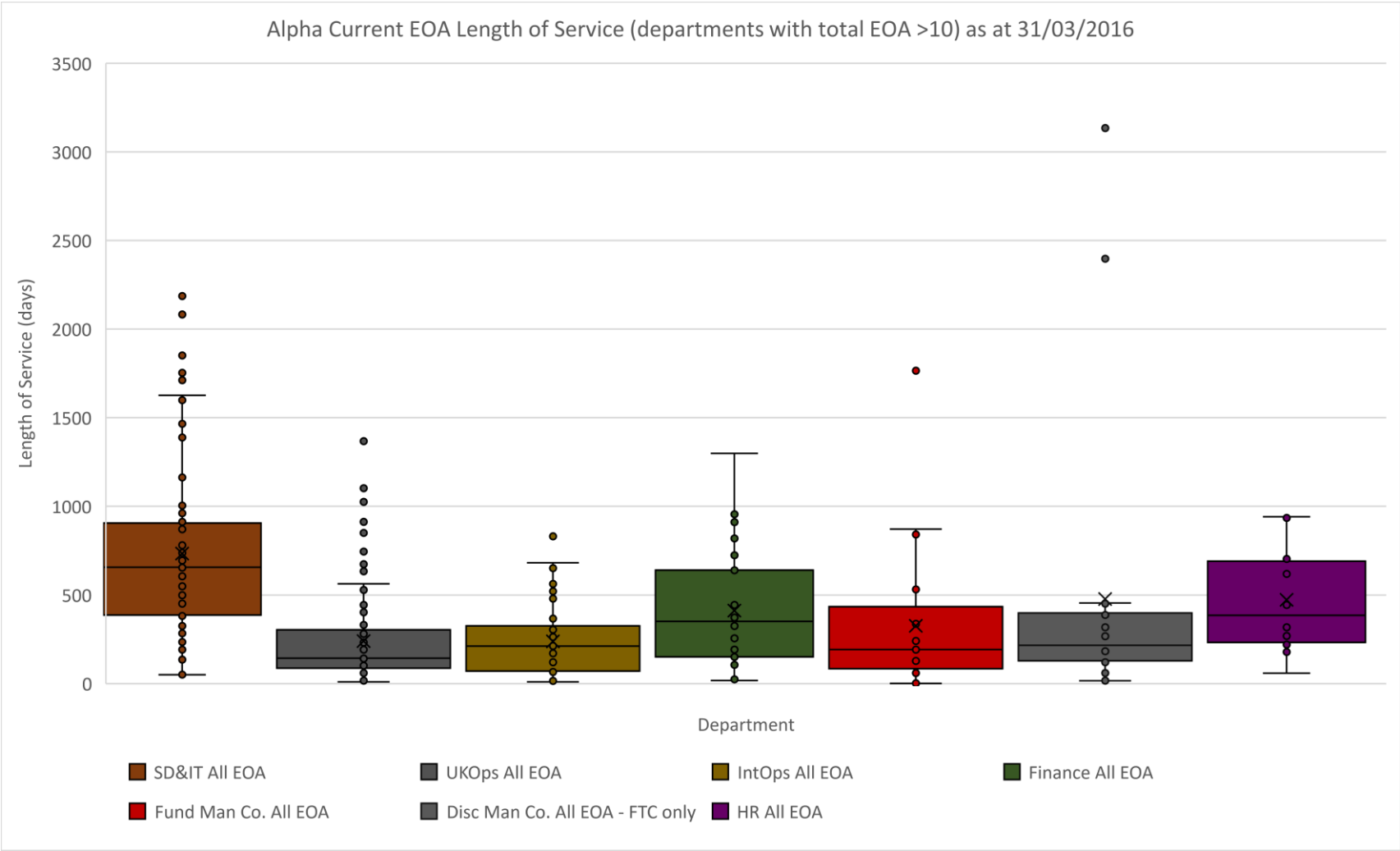


Chart 6.4 Alpha current contractor and FTC EOA LoS (departments with total EOA > 10) as at 31/03/2016

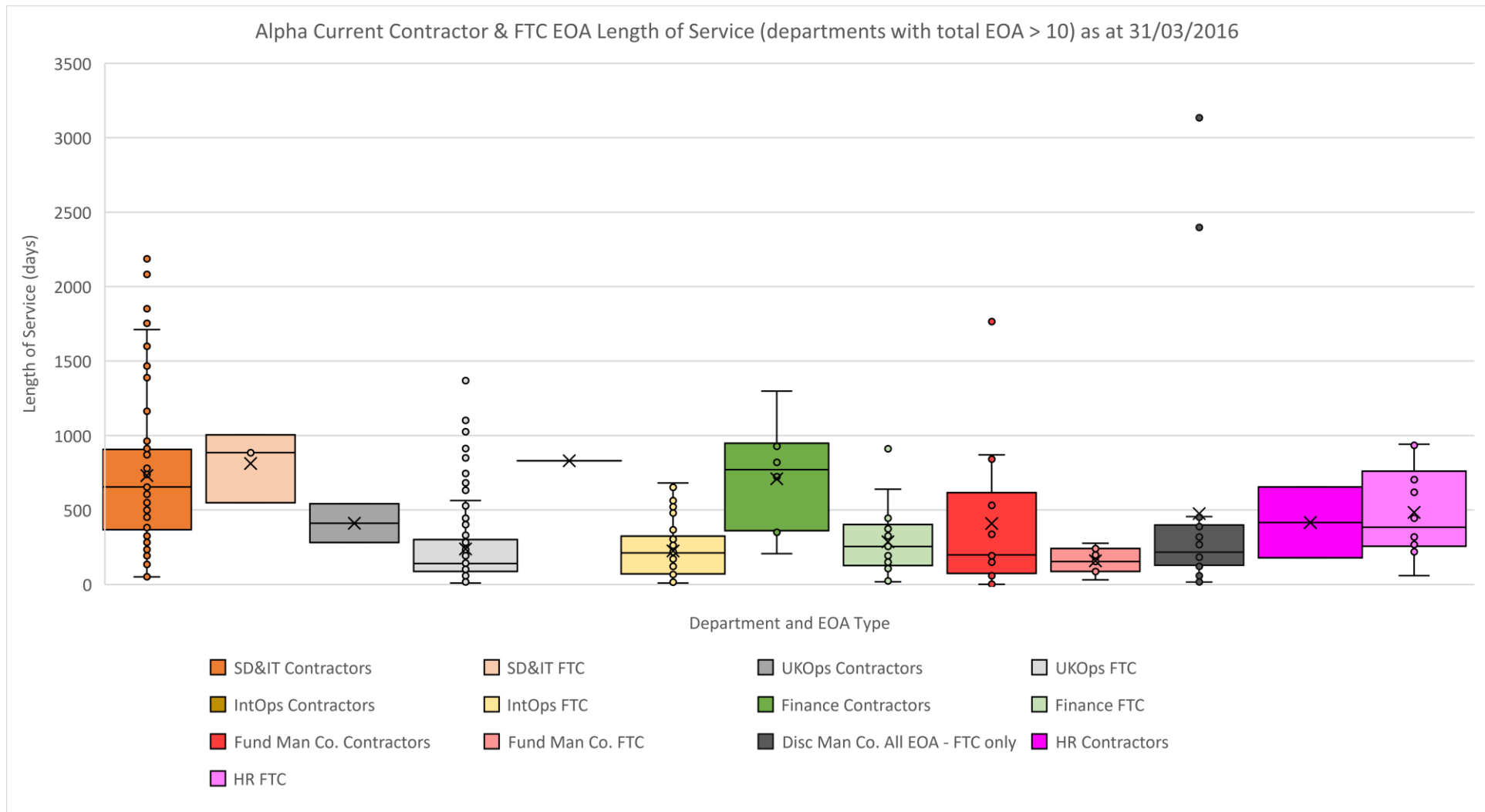
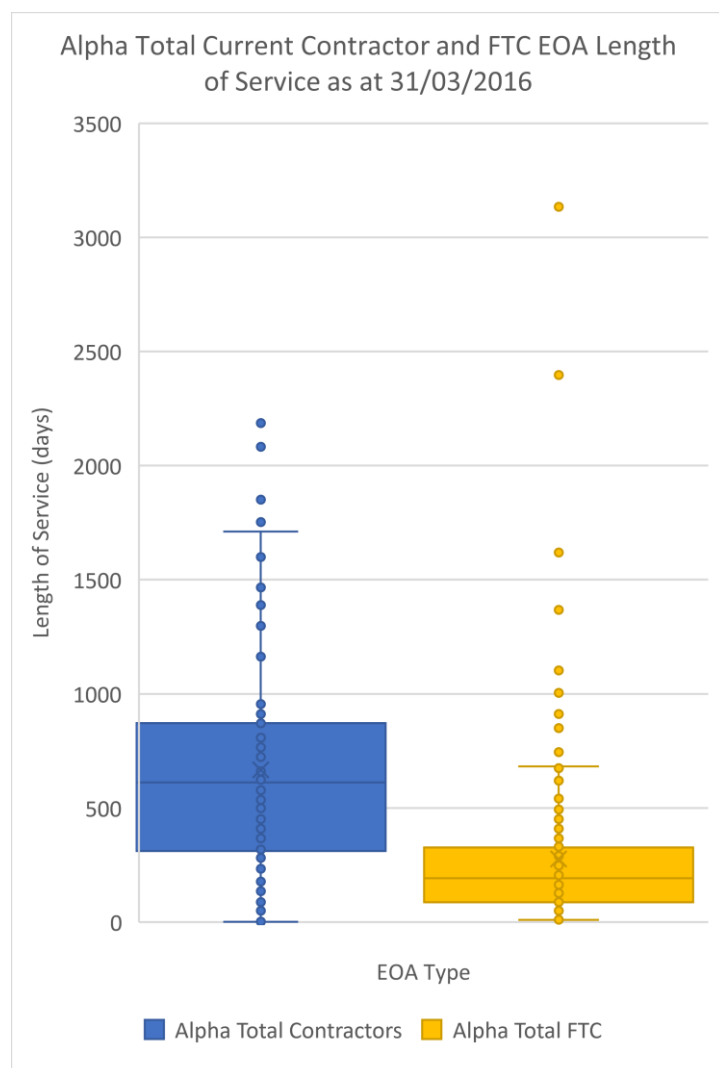


Chart 6.5 Alpha total current contractor and FTC EOA LoS as at 31/03/2016



The following histograms show the active contractor and FTC EOA LoS in days for departments with material contractor and FTC EOA populations over 45 (either total contractor and FTC EOA, or Contractor and FTC split), as at 31/03/2016. The width of the histogram bars has been set to ensure the LoS axes are similar widths when viewed on the page. The range of the frequency axes are the same for each grouping of contractor and FTC EOAs for the whole of Alpha data sets (all contractor and FTC EOA, contractors and FTC: 100), and for Alpha interdepartmental histograms (all contractor and FTC EOA, contractors and FTC: 60). This is to allow a fair comparison across different data sets and reduce the likelihood of the data being misinterpreted (Smailes and McGrane, 2000; Morris, 2003). A description of the key trends from the charts is included in Appendix E.4.

Chart 6.6 Alpha current contractor and FTC EOA length of service (n=415)

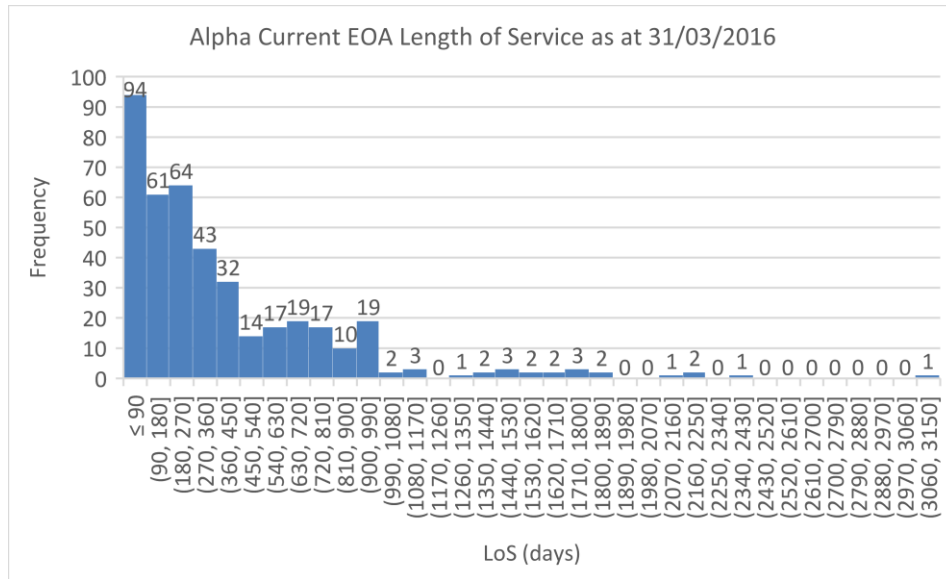


Chart 6.7 Alpha current contractor length of service (n=129)

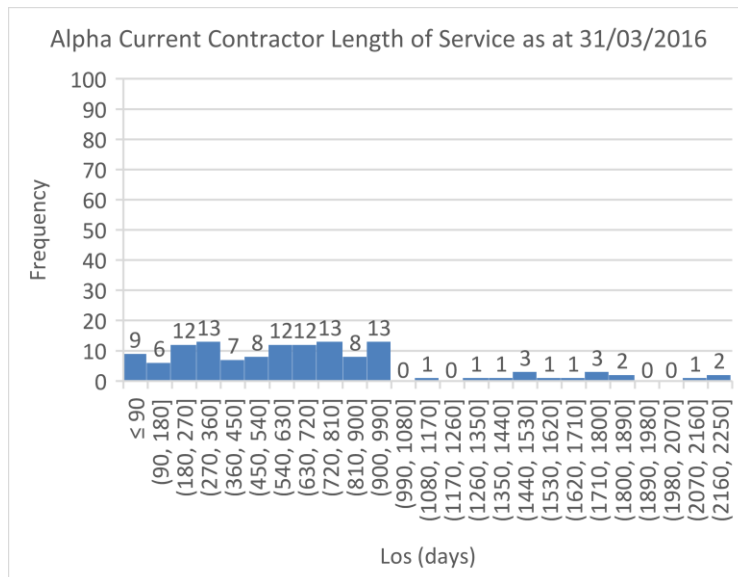


Chart 6.8 Alpha current FTC length of service (n=286)

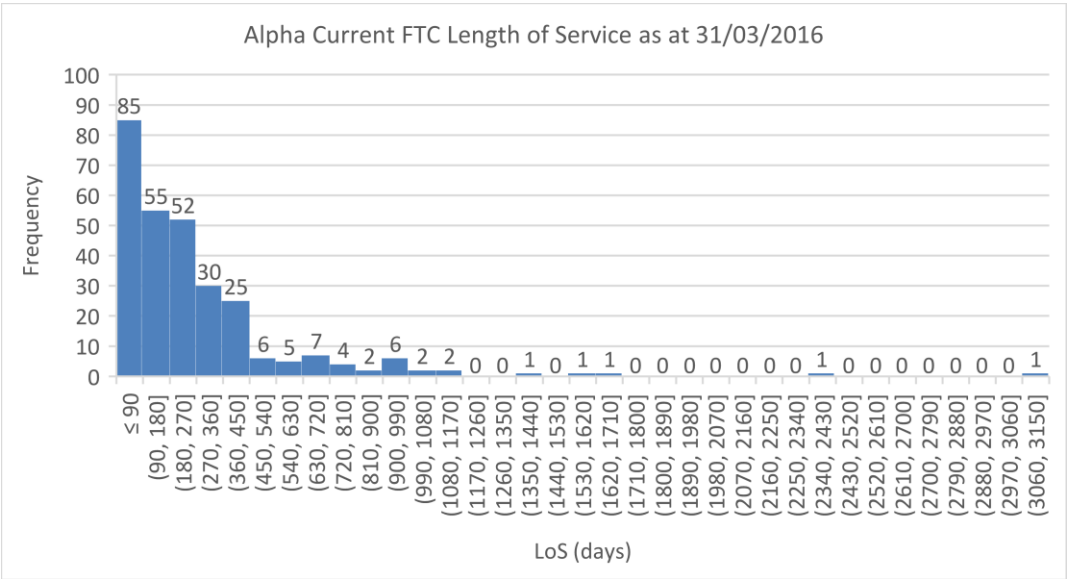


Chart 6.9 Alpha SD&IT current contractor and FTC EOA length of service (n=100)

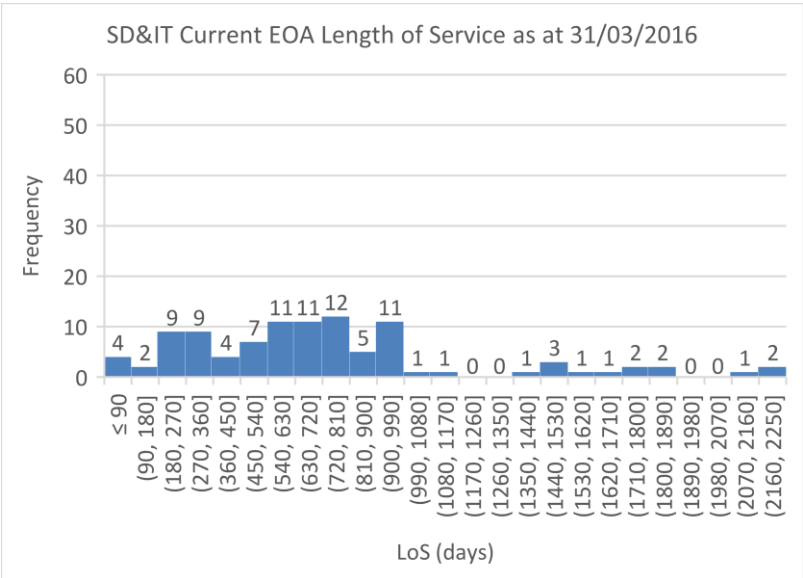


Chart 6.10 Alpha UK Operations current contractor and FTC EOA length of service (n=167)

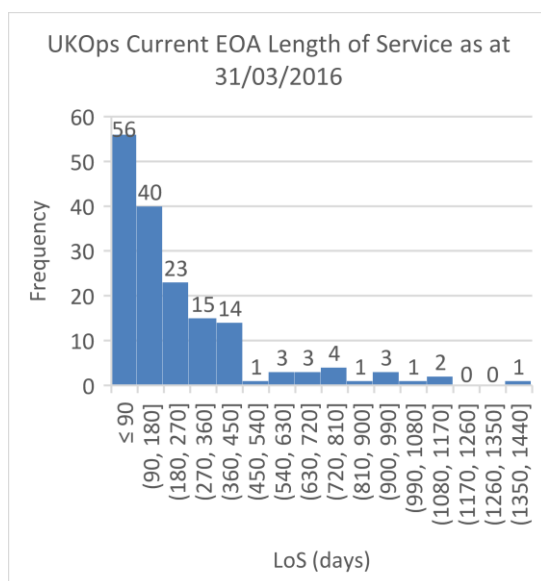
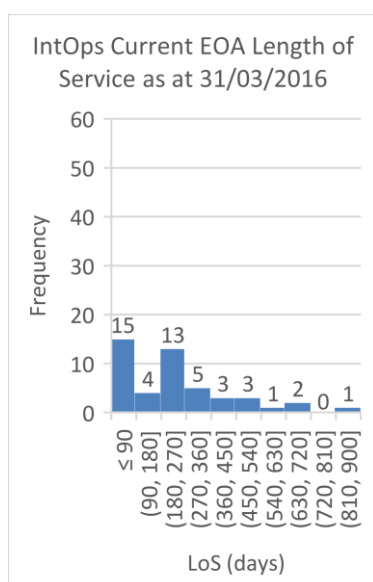


Chart 6.11 Alpha International Operations current contractor and FTC EOA length of service (n=47)



6.1.2.2 Length of service of Alpha contractor and FTC EOA leavers December 2014 to April 2016

The tables in Appendix E.3 show the LoS in days for EOAs that left Alpha employment during the period December 2014 to April 2016, broken down by department and EOA type. The tables include a count of the number of contractor and FTC EOAs, the minimum, maximum, median, mean, first and third quartile, interquartile range and standard deviation LoS. Conditional formatting has been applied to the columns to help identify departments with relatively high and low contractor and FTC EOA LoS.

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Chart 6.12 and Chart 6.13 shows a comparison of the minimum, maximum, median and interquartile ranges of LoS of EOAs that left Alpha during the period December 2014 to April 2016 for departments with over ten contractor and FTC EOA. Chart 6.12 compares all EOAs and Chart 6.13 splits out contractor and FTC EOAs. Chart 6.14 shows a comparison of the minimum, maximum, median and interquartile ranges of LoS of all contractor and FTC EOAs that left Alpha during the period December 2014 to April 2016. A key to the short department titles used in the legends can be found in Table 6.2.

Chart 6.12 Alpha leaver EOA LoS (departments with total EOA > 10) as at 31/03/2016

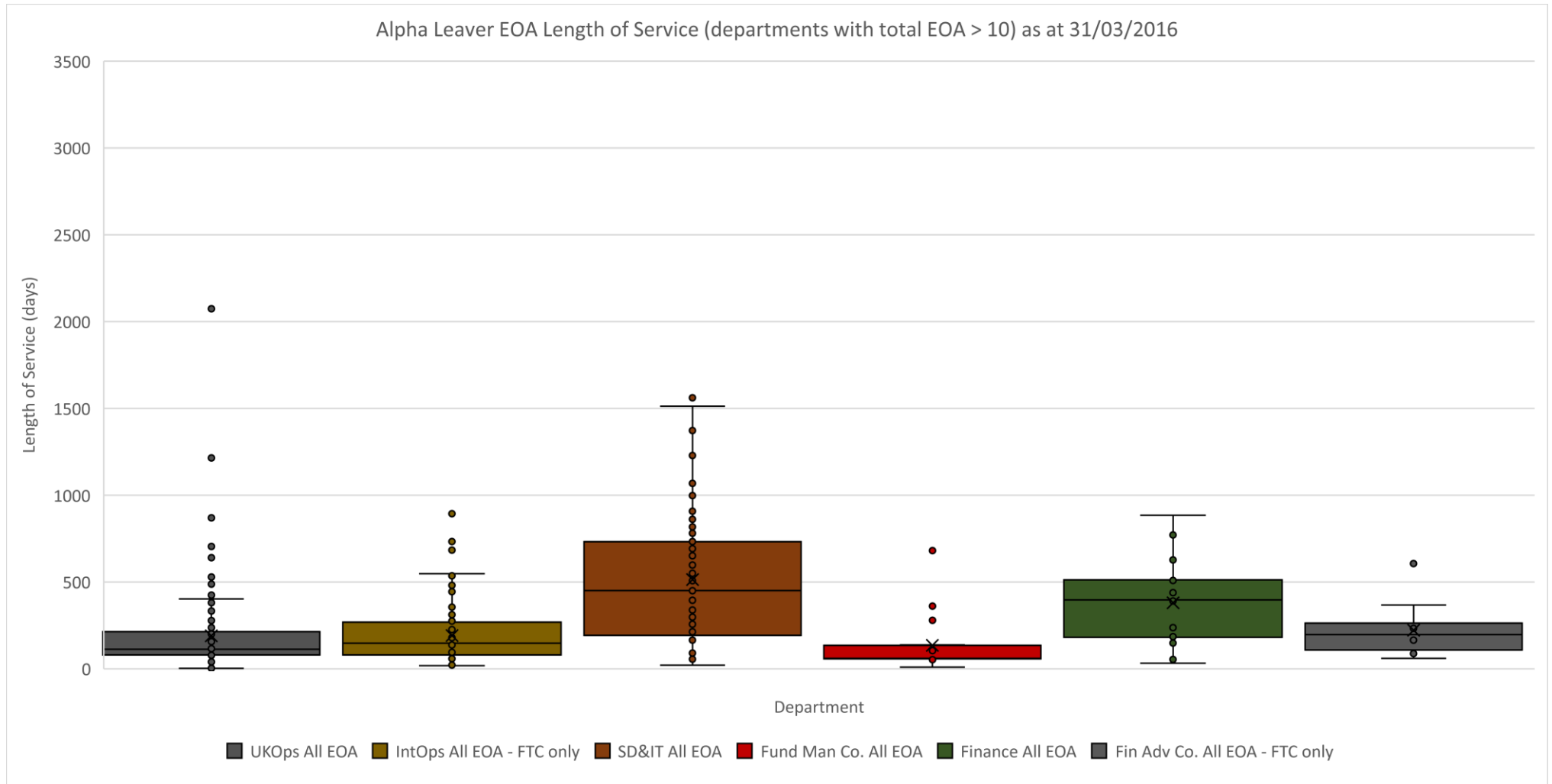


Chart 6.13 Alpha leaver contractor and FTC EOA LoS (departments with total EOA > 10) as at 31/03/2016

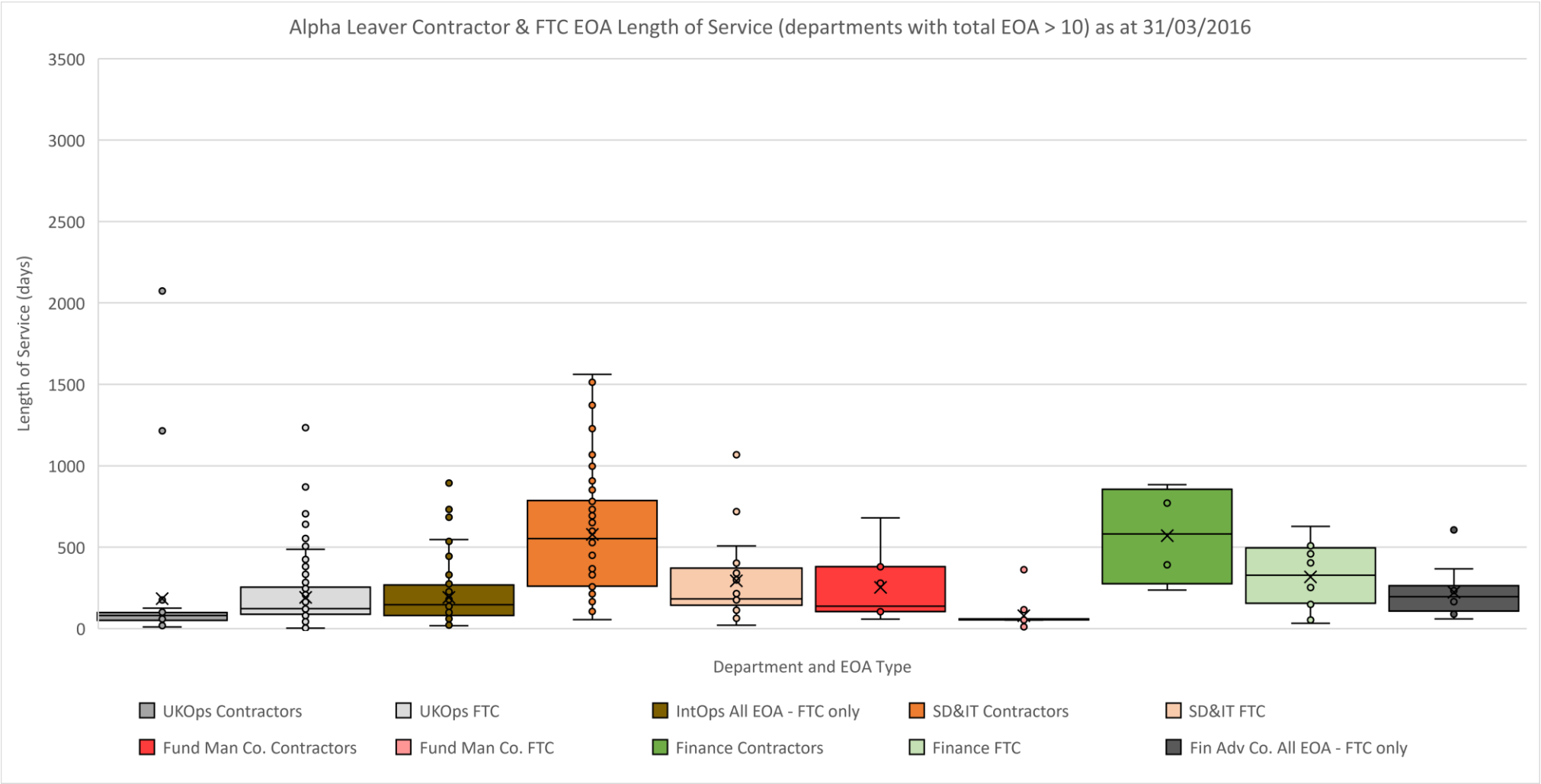
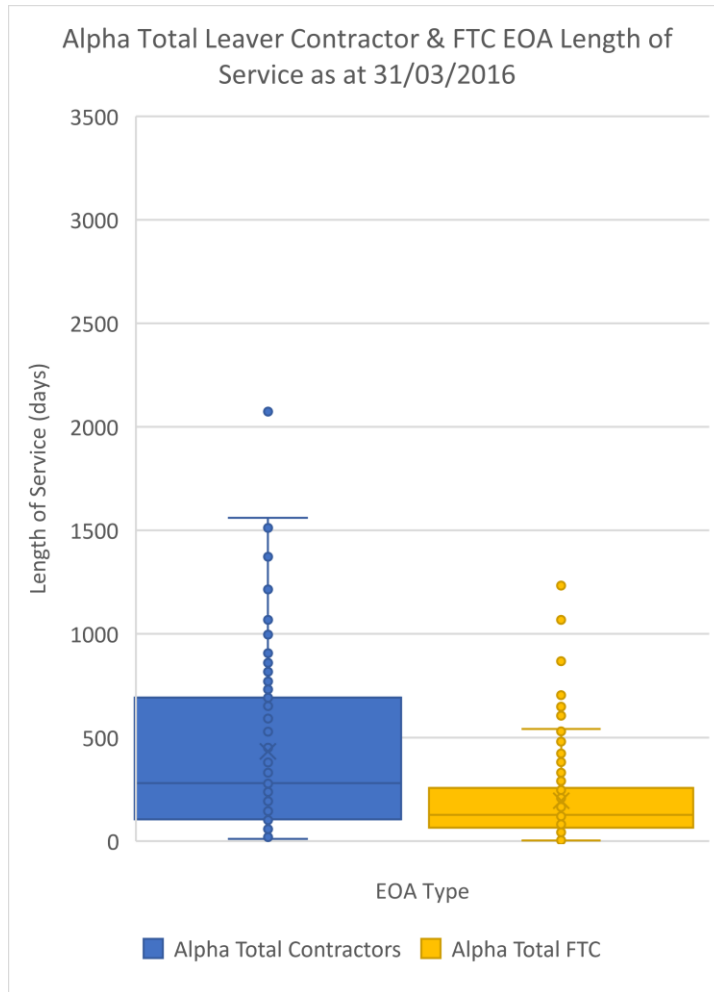


Chart 6.14 Alpha total leaver contractor & FTC EOA LoS as at 31/03/2016



The following histograms show the number of contractor and FTC EOAs by LoS in days for leavers between December 2014 and April 2016 for departments with material contractor and FTC EOA populations over 45 (either total contractor and FTC EOA, or contractor and FTC split). The width of the histograms has been set to ensure the LoS axes are similar widths when viewed on the page. The range of the frequency axes are the same for each grouping of contractor and FTC EOAs for the whole of Alpha data sets (all contractor and FTC EOA: 140, contractors and FTC: 110), and for Alpha interdepartmental histograms (all contractor and FTC EOA: 70, contractors and FTC: 60). This is to allow a fair comparison across different data sets and reduce the likelihood of the data being misinterpreted (Smailes and McGrane, 2000; Morris, 2003). A description of the key trends from the charts is included in Appendix E.4.

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Chart 6.15 Alpha leaver contractor and FTC EOA Length of Service Dec 2014-Apr 2016 (n=428)

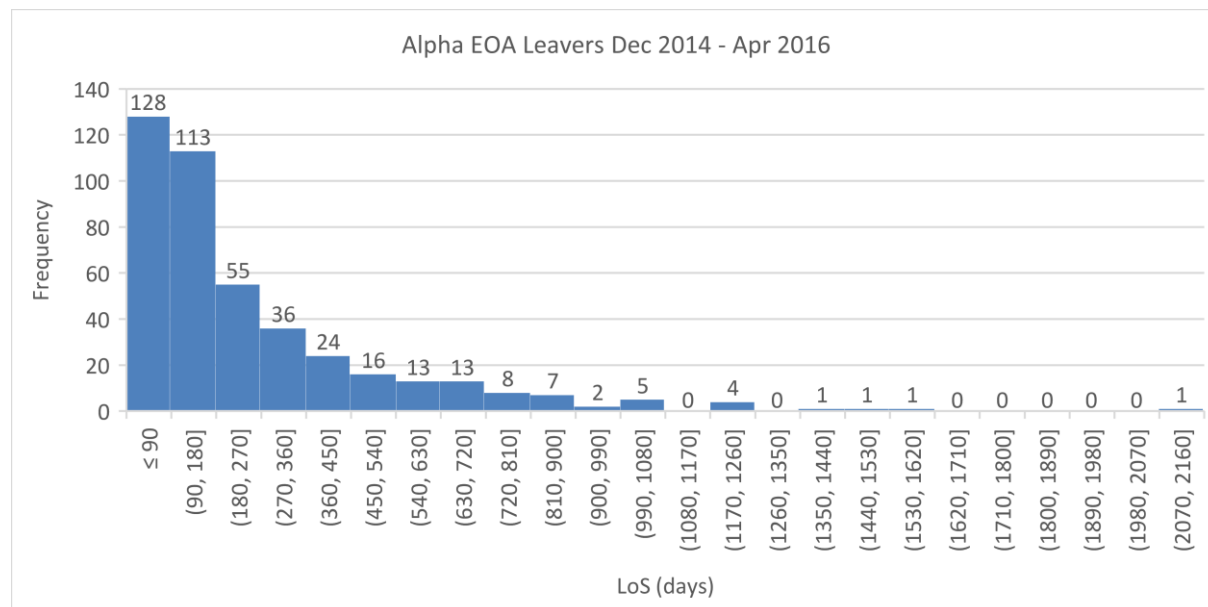


Chart 6.16 Alpha leaver contractor length of service Dec 2014-Apr 2016 (n=111)

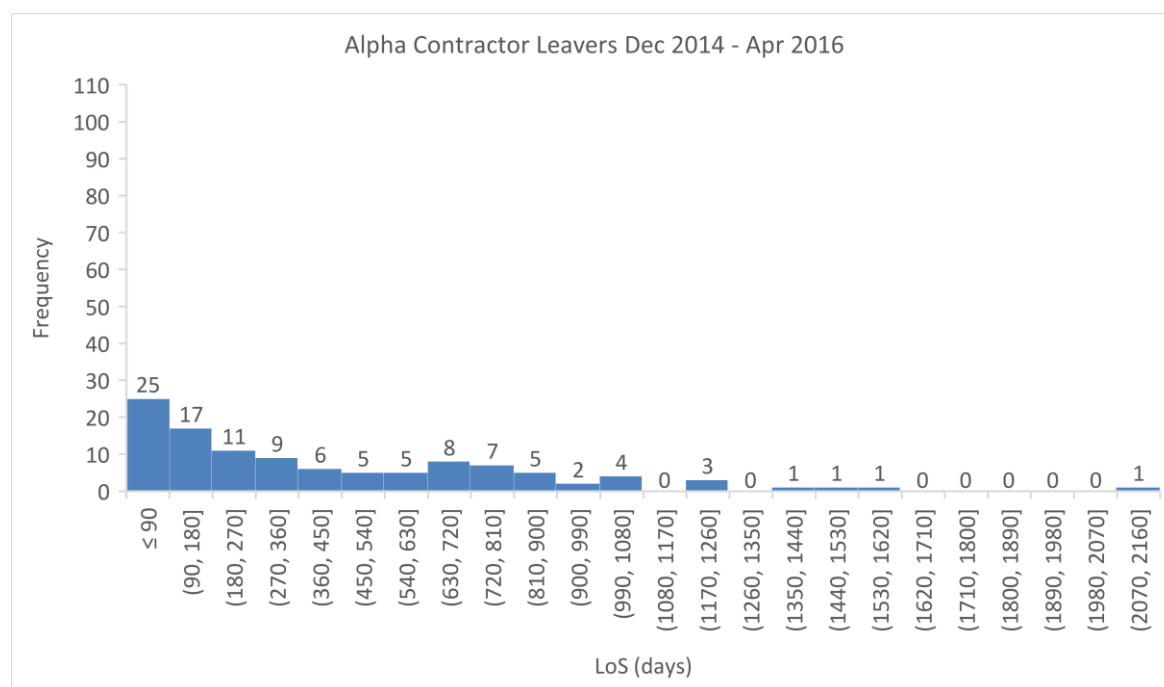


Chart 6.17 Alpha leaver FTC length of service Dec 2014-Apr 2016 (n=317)

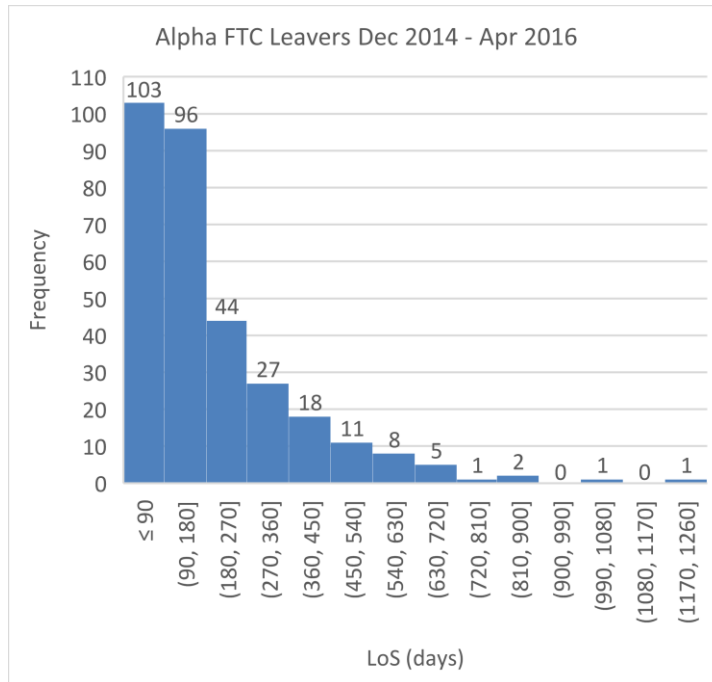
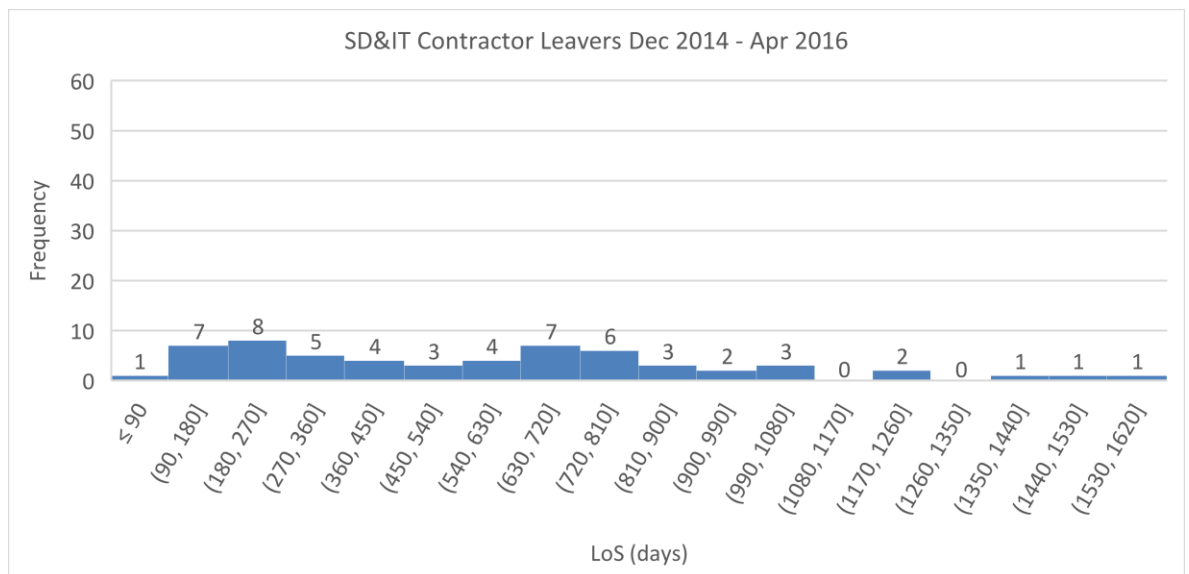


Chart 6.18 Alpha SD&IT leaver contractor length of service Dec 2014-Apr 2016 (n=58)



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Chart 6.19 Alpha SD&IT leaver FTC length of service Dec 2014-Apr 2016 (n=17)

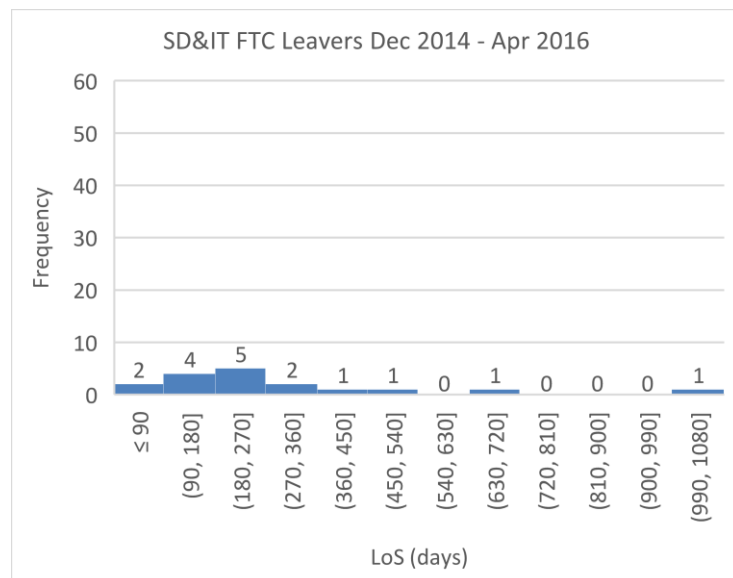


Chart 6.20 Alpha UK Operations leaver contractor length of service Dec 2014-Apr 2016 (n=28)

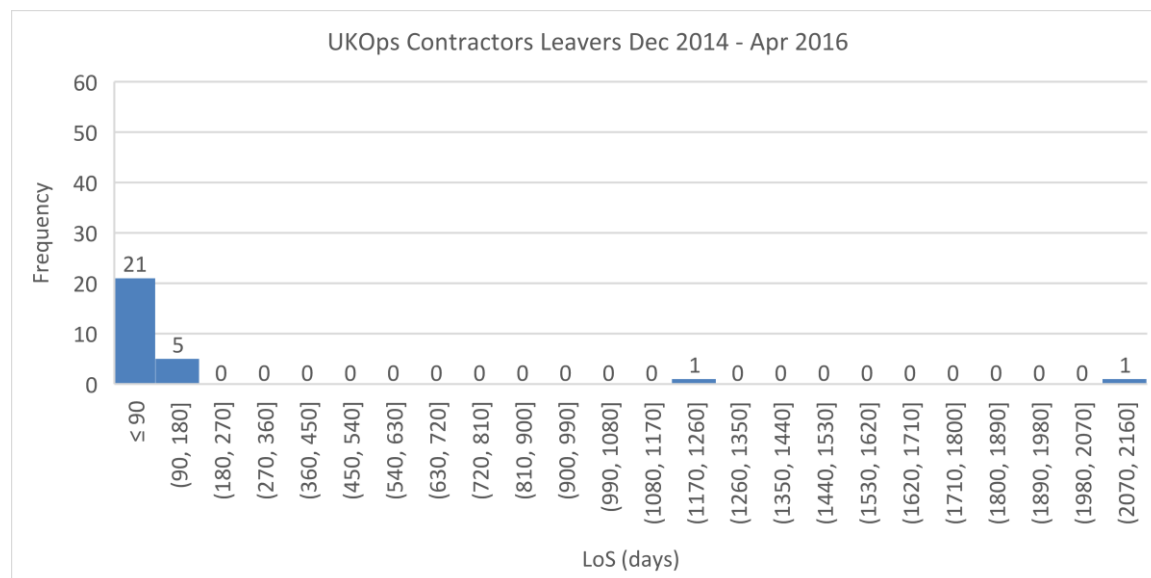


Chart 6.21 Alpha UK Operations leaver FTC length of service Dec 2014-Apr 2016 (n=148)

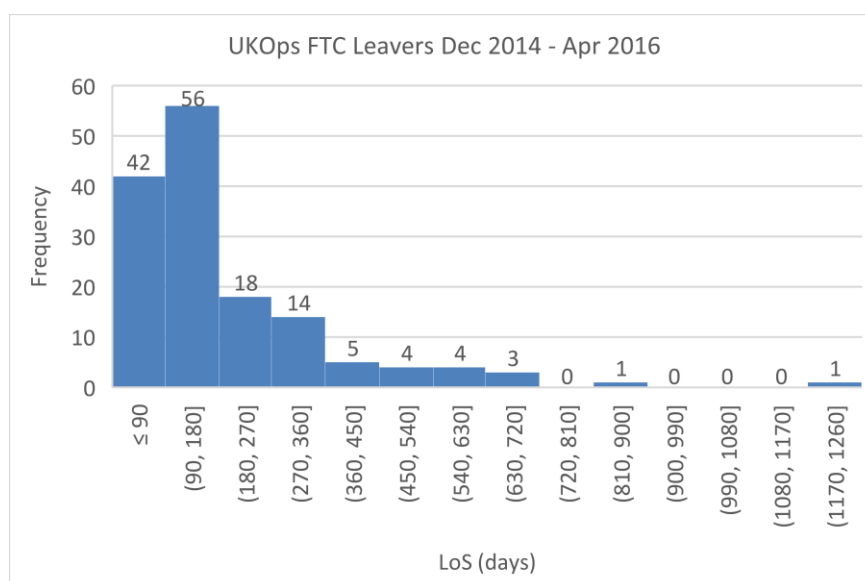
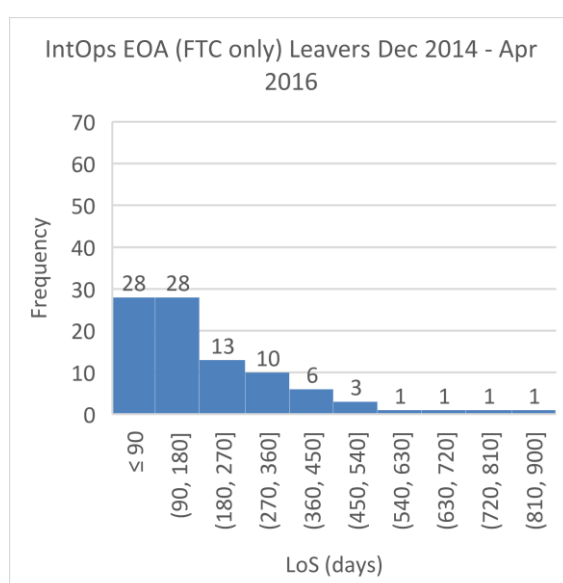


Chart 6.22 Alpha International Operations leaver EOA (FTC only) length of service Dec 2014-Apr 2016 (n=92)



6.1.2.3 Summary of cross-sectional analysis of the length of service (LoS) of EOA

The LoS of contractor and FTC EOAs varied widely between departments and EOA type, with some contractor and FTC EOAs being engaged for several years. The analysis found that for both current and leaver contractor and FTC EOAs, contractor LoS is longer and the range of LoS is wider than FTC for the whole organisation, and across departments.

The analysis of the current (still engaged) and leaver contractor and FTC EOAs LoS shows that some contractor and FTC EOAs have been with the organisation for a considerable amount of

time (243 have or had LoS greater than one year. The LoS for those contractor and FTC EOA still engaged by the host is higher than that for those who have left, as is the spread of LoS. In general terms, for both current and leaver, contractor LoS is longer and the range of LoS is wider than FTC for the whole organisation, and across departments.

Across both current and leaver contractor and FTC EOAs, there is a marked variation in LoS and range of LoS between departments. SD&IT and Finance stand out as having high LoS in both current and leaver contractor and FTC EOA LoS, with HR joining them for current contractor and FTC EOA.

Three departments with high numbers of current and leaver contractor and FTC EOA, UK Operations, International Operations and SD&IT, have markedly different LoS. The two Operations areas have comparatively low LoS when compared with SD&IT.

The histograms show that FTC EOA are generally used in greater numbers for comparatively short engagements and mostly tail off, with relatively few LoS beyond eighteen months (c. 540 days). Current FTC EOAs have longer LoS than leaver FTC EOAs and there are more of them. There are a few exceptionally long LoS FTCs.

The histograms for contractor EOA are much flatter than those for FTC EOAs, depicting lower peak levels of contractor EOA, with the contractor EOA LoS being more evenly distributed and contractor EOAs being engaged for longer. This observation is consistent across both current and leaver contractor EOA.

The histograms for the three departments with the highest number of contractor and FTC EOAs provide an insight into how different areas use different types of EOA. These histograms are in line with the company level histograms (Chart 6.6, Chart 6.7, Chart 6.8, Chart 6.15, Chart 6.16 and Chart 6.17) (which, of course, the three departments' data contribute to), showing that FTCs are used in higher numbers for shorter periods of time, although some persistent outliers with long LoS exist. The SD&IT histograms (Chart 6.9, Chart 6.18 and Chart 6.19) and the company level histograms indicate that contractor EOA LoS have lower peak levels, with the contractor EOA LoS being more evenly distributed and contractor EOAs being engaged for longer, also with persistent outliers with long LoS.

It is interesting to note that for leaver contractor and FTC EOAs, we have a material number of FTCs in SD&IT (17) and similarly a material number of contractors in UK Operations (28). These histograms show that the UK Operations contractor LoS (Chart 6.20) follow a similar pattern to the UK Operations FTC (Chart 6.21) while the SD&IT FTCs (Chart 6.19) have a similar LoS pattern to

SD&IT contractors (Chart 6.18). This suggests that the variation in LoS of EOAs is related to the department engaging them, rather than whether the EOA is a contractor or FTC.

A more detailed description of the data is in Appendix E.4.

6.1.3 Cross-sectional analysis of EOA contractor and PSFs (including consultants) on the Omega Programme for 2015

Cross-sectional analysis of EOA contractor and PSFs (including consultants) on the Omega transformation change Programme for 2015 was used to explore research questions 4.3.1 and 4.3.3.

Table 6.3 shows the composition of the Omega programme team in terms of permanent staff and contractors. The data show that 73% of the core programme team for this major strategic transformation programme are not permanent employees of the subject organisation, and that contractors are in senior roles such as Programme Director/Work Stream Leads. The 80 contractors working in the core programme team represent c. 39% of the 207 contractors working for Alpha during 2015 (Table 6.1). These results show significant use of EOAs to implement major strategic transformation at the subject organisation.

Table 6.3 Omega programme team contractor to permanent staff breakdown

Omega Programme Core Team Breakdown (2015)			
Alpha Omega Programme Team/Work Stream	Contractor	Permanent	Total
Programme Director and Work Stream Leads	3	8	11
Programme Management Office	7	1	8
Target Operating Model/End to End Process	2	1	3
Proposition and Design	0	4	4
Business Readiness	1	3	4
Data Migration	17	1	18
Testing	2	0	2
Retained IT Estate	21	0	21
Front End Services	19	8	27
Technical Delivery	5	1	6
IT Architecture	3	3	6
Total	80	30	110
%	73	27	100

Table 6.4 is an extract from the Omega programme financial report for 2015. The data shows the Omega programme 2015 spend on internal staff (permanent employees of Alpha seconded to the programme), contractors (day rate contractors working on the programme) and PSFs (specialist legal and management consultancy including from the Big Four advisory firms). The overall programme spend for 2015 was c. £70 million, with the remaining c. £58.7 million costs relating to Alpha third-party suppliers working on the programme (such as the incumbent ITO suppliers) and the new Omega programme ITO and BPO supplier.

Table 6.4 Extract from Omega programme Alpha spend (2015)

Extract from Omega Programme Alpha Spend (2015)		
Cost	£million	%
Alpha internal staff	2.7	24
Contractor	5.6	50
PSF (inc. consultants)	3.0	27
Total	11.3	100

The results show that contractor spend of £5.6 million makes up half of the Omega programme team headcount spend.

6.2 Qualitative results

The qualitative interviews support exploring all three research questions. Firstly, details of the interview participants are set out in terms of type of employee (permanent or EOA) and the organisational level and job role level. A summary of the interview process follows. Finally, the topics, categories and themes from the interviews that emerged from the multiple coding cycles are set out.

6.2.1 Participants

Sixty-eight people were approached to participate in the research interviews. Forty-eight of those approached were permanent employees of Alpha and twenty were EOA. Of the EOA, fifteen were either engaged in work with the subject organisation or had recently been engaged by the subject organisation, and five were unrelated to the subject organisation at the time of the research. The response rate for the invitation to participate in the research interviews was high (71%), and coverage across the key groups was strong.

Table 6.5 shows the permanent employees of the subject organisation that were invited to participate in the research interviews and those who agreed and were interviewed, broken down

by organisational level. Of the thirty-six people who agreed to participate, only two were not included in the research interviews. In both cases this was due to the location in which the respondents were based resulting in a failure to successfully arrange a mutually convenient interview time and location. In both cases, there was adequate coverage in the groups.

The information used to identify the group (e.g. which organisational level) a person is in was derived from the researcher's personal experience from working in the subject organisation and information on the subject organisation intranet to identify potential participants. During the interviews, the participants were asked to provide details of their organisational level; these self-reported categories of nature of role were captured as part of the interviews and are reported below in Table 6.6.

Table 6.5 Alpha permanent staff sampling

Alpha Permanent Staff				
		Invited to Participate	Agreed to Participate	Interviewed
Organisational Level	Senior Management	20	15	14
	Middle Management	17	12	11
	Technician/Line Worker	11	9	9
	Total	48	36	34

Table 6.6 Alpha participants (permanent) – nature of role

Alpha Participants – Permanent	
Nature of Role	Number.
Exec.	9
Management	6
Management and Delivery	9
Delivery	10
Total	34

Table 6.7 shows the EOAs who were invited to participate in the research interviews; both those engaged with the subject organisation and those not. The table shows those who agreed and were interviewed, broken down by type of EOA (consultant, contractor, FTC). The researcher's work in the subject organisation indicated that contractors were the type of EOA most involved in strategy implementation. As the primary focus of the research is on the role and impact of EOA on strategy implementation in the host organisation, the focus for EOA inclusion was on contractors rather than consultants and FTCs, whose inclusion in the interviews was not considered a priority.

In discussions with senior directors at the subject organisation, it was acknowledged that it would be difficult to get any of the consultants engaged with the organisation to participate in the research interviews due to issues with confidentiality, conflict of interest and the billable nature of their time; as a result, it was agreed not to approach any. The inclusion of one consultant who had previously been engaged with the host organisation was serendipitous, as the participant offered to participate because of an unrelated, informal meeting with the researcher. Two FTCs were invited to participate in the interview process. These were identified by the researcher through his own job role in the organisation as being unusual cases of FTCs (rather than contractors) that were solely engaged in strategic implementation projects. Alpha usually used FTCs to support BAU activities rather than strategic change. To mitigate for the lack of consultants engaged with the host organisation being interviewed, the researcher reached out to several consultants in his own network with the aim of capturing views of consultants without the specifics of the subject organisation and the associated confidentiality, conflict of interest and billing issues. The inclusion of more consultant, PSF and FTC EOA with experience of working with the subject organisation would have enhanced the research by providing greater insight from the EOA perspective directly related to the subject organisation. This could have resulted in further recommendations specific to the subject organisation.

Table 6.7 EOA Sampling

EOA Participants				
Host Organisation	Type of EOA	Invited to Participate	Agreed to Participate	Interviewed
Alpha	Consultant	1	1	1
	Contractor	11	6	5
	FTC	3	1	2
	Total	15	8	8
Non-Alpha	Consultant	5	3	3
Total		20	11	11

6.2.2 Development of codes, categories and themes

As described in Section 4.9.3, the interviews were coded and analysed using the eclectic approach set out by Saldana (2016). The eclectic approach is a hybrid method that can transition work with an array of first-cycle methods which have been used to form a “first draft” of coding into a strategic “second draft” recoding, based on experience from earlier coding (Saldana, 2016).

The interview data were coded in several first-cycle iterations and four distinct second-cycle iterations which culminate in main themes from the qualitative research in cycle 2.4. A full

description of the types of coding and analysis approach for this research are set out in Appendix E.5.1. A full list of individual codes, their attributes, number of references, and number of participants can be found in Appendix 0.

6.2.2.1 First coding cycles

The first-cycle codes were derived either deductively from the literature and experience as an a priori, provisional code, or inductively from the interview data as part of the analysis process.

It is important to note than simply counting the number of participants that reference a topic and the number of times a topic is referenced does not provide the rich understanding of the interview data that this research is seeking, but it is useful as part of the coding process to help to identify salient topics and to develop themes. The number of participants that reference a topic along with the total number of times a topic was referenced is include in the Table 11.13 (Appendix 0).

Reporting the number of times a topic has been referenced by participants can provide a sense of how widespread the topic is and when subjected to multi-level and/or multi-group analysis can provide some insight of how different groups view topics. Cross referencing the Descriptive, Structural and Emotion codes relating to who the EOAs are, how they are used, and what they do in practice, with the Evaluation codes helps to build a picture of the impact of EOAs on the subject organisation.

Appendix E.5.3 holds the data tables for the three main code types (EOA Type, EOA Use and EOA in Practice) broken down by categories of generic organisational hierarchy (Senior Management, Middle Management etc.); job role level (Executive, Management, Delivery, Management and Delivery); and Evaluation codes which confer judgements of merits, worth or significance to the topics. The data is presented in stacked column bar charts to display the breakdown of the number of references relating to the topics/codes for EOA Type, EOA Use and EOA in Practice split by both generical organisational hierarchy (senior management, middle management etc.) and role level (executive, management, delivery etc.). See Chart 6.23, Chart 6.24, Chart 6.25, Chart 6.26, Chart 6.27 and Chart 6.28.

The table in Appendix 0 shows the coding references relating to EOA use cross referenced with whether the interviewee considered the use to relate to providing capability or capacity and if the use of EOAs was part of a deliberate approach or emergent.

Chart 6.23: Multi-level analysis of EOA Type by organisational hierarchy

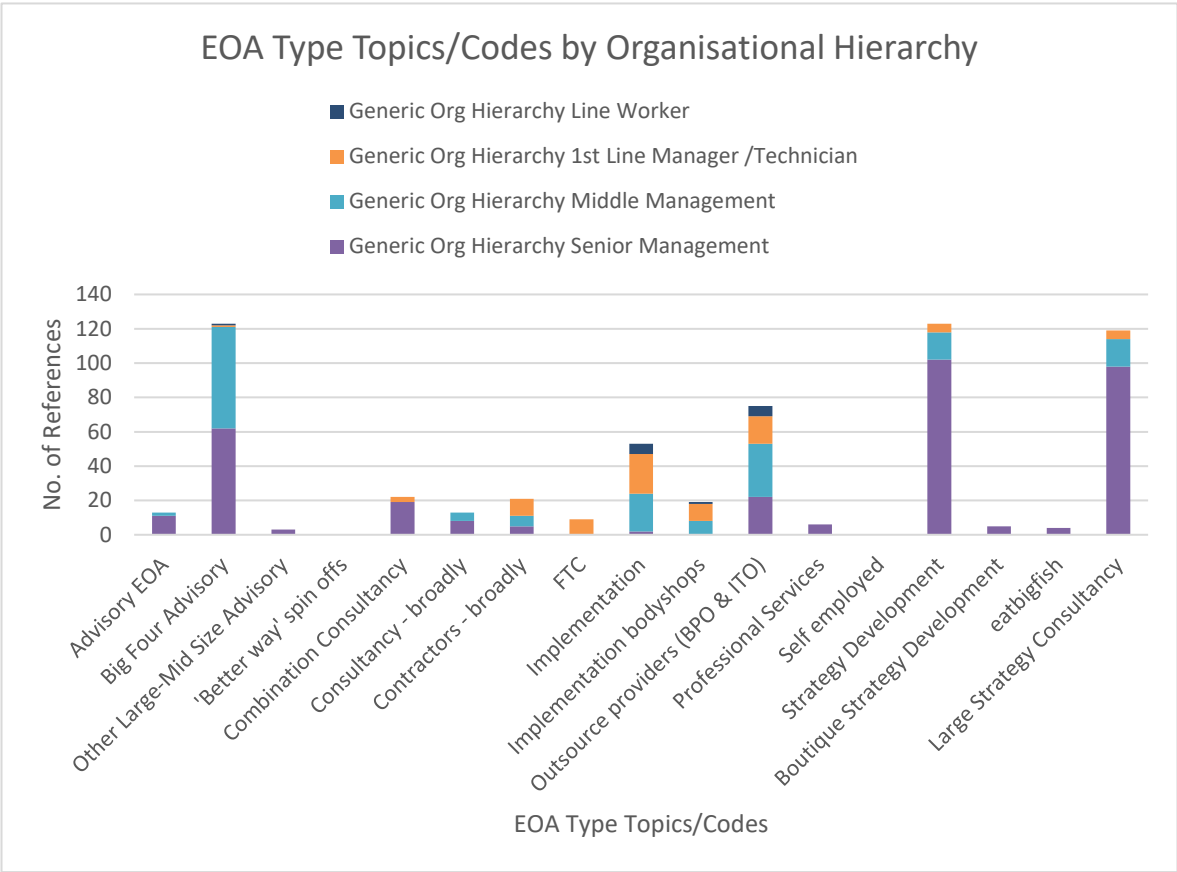


Chart 6.24: Multi-level analysis of EOA Type by role level

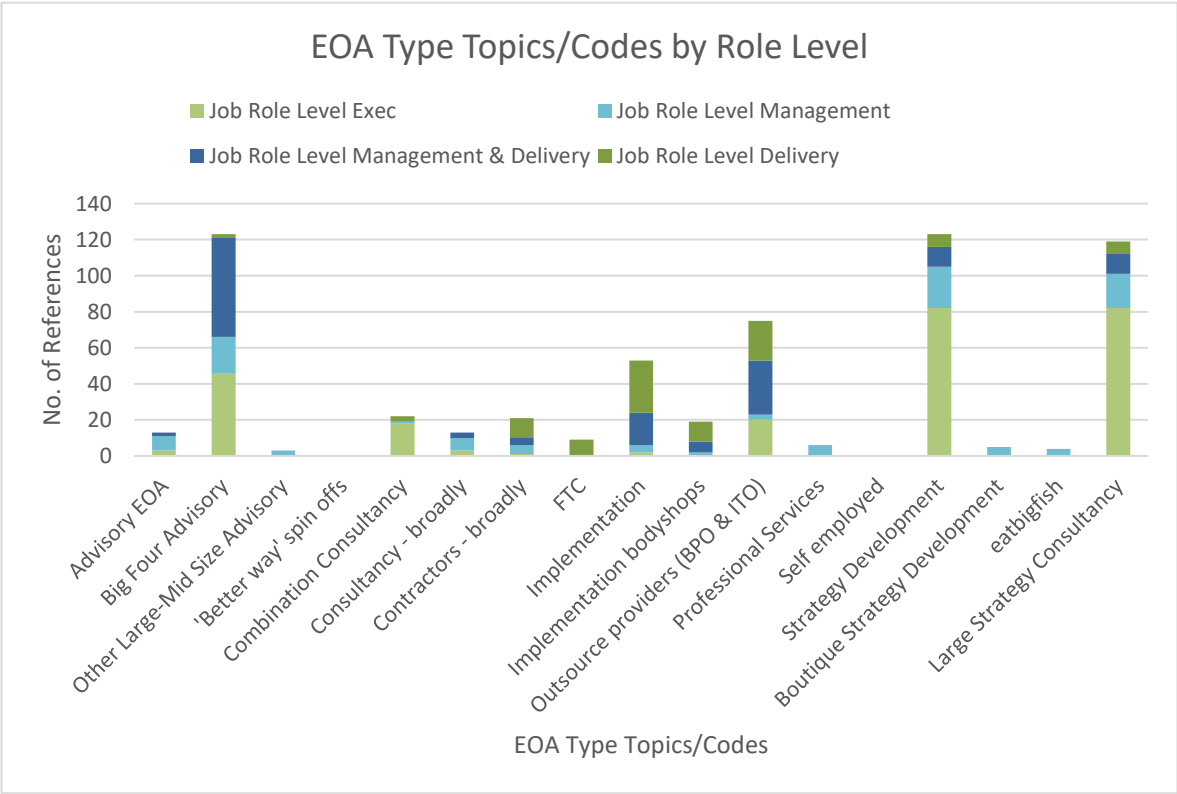


Chart 6.25: Multi-level analysis of EOA Use by organisational hierarchy

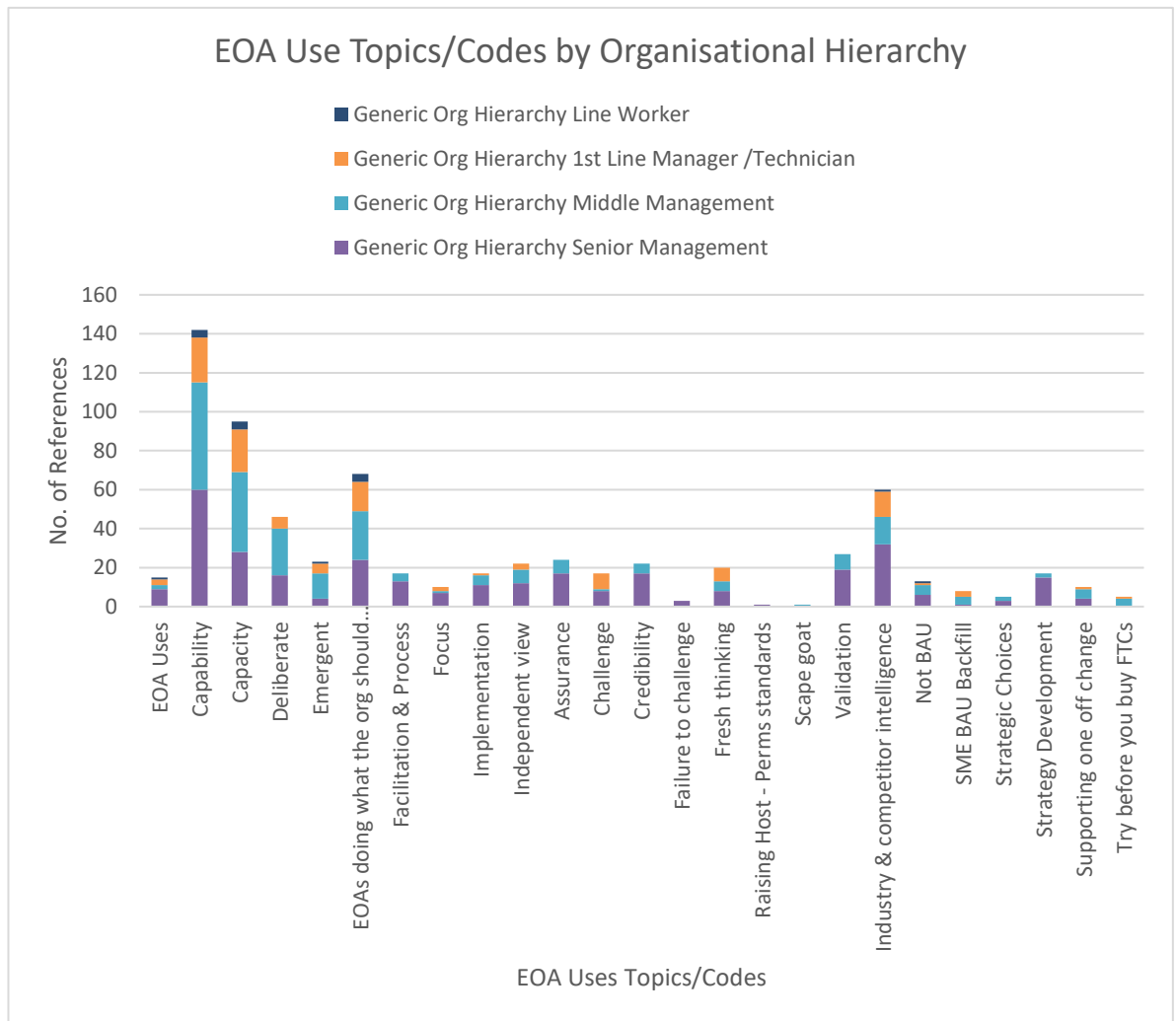


Chart 6.26: Multi-level analysis of EOA Use by role level

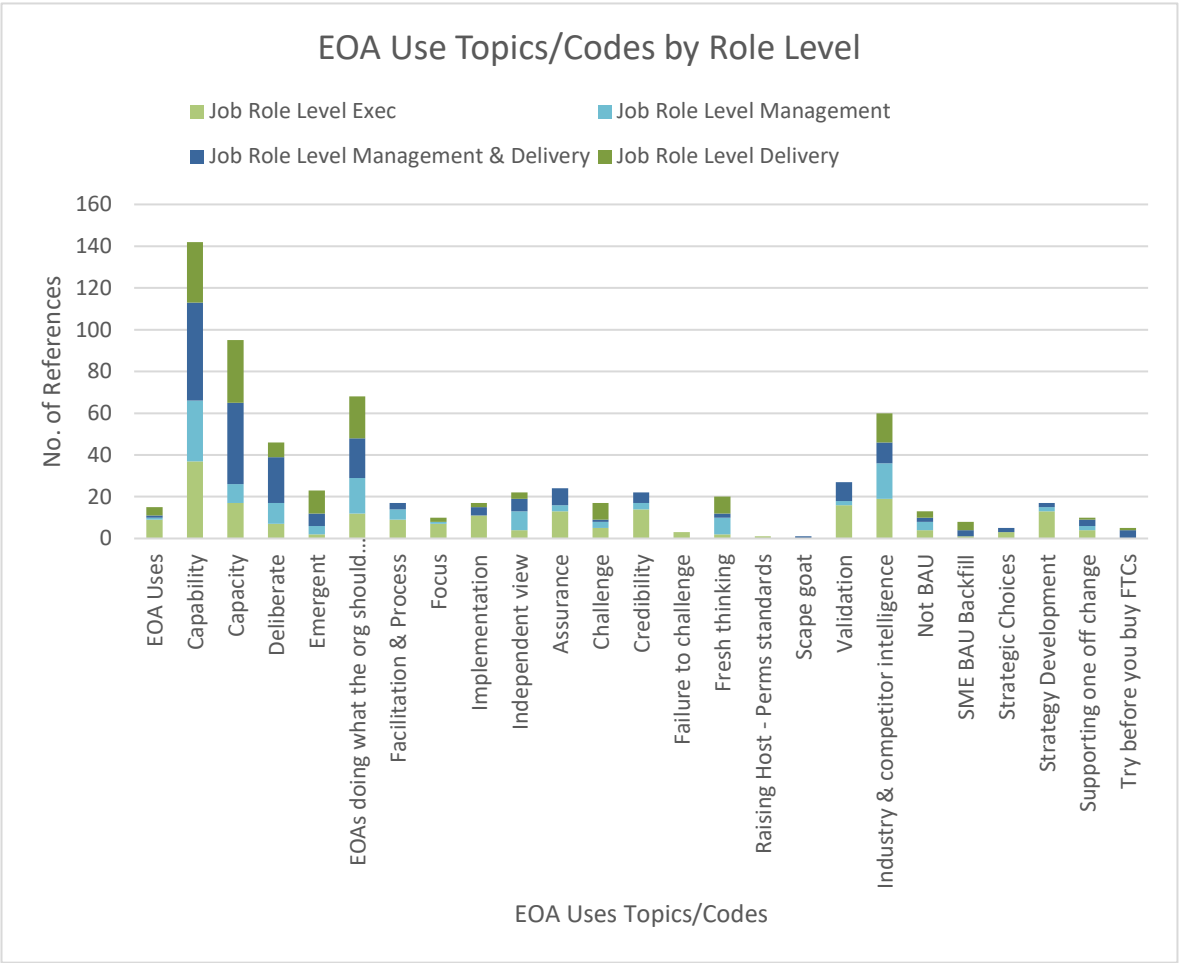


Chart 6.27: Multi-level analysis of EOA in Practice by organisational hierarchy

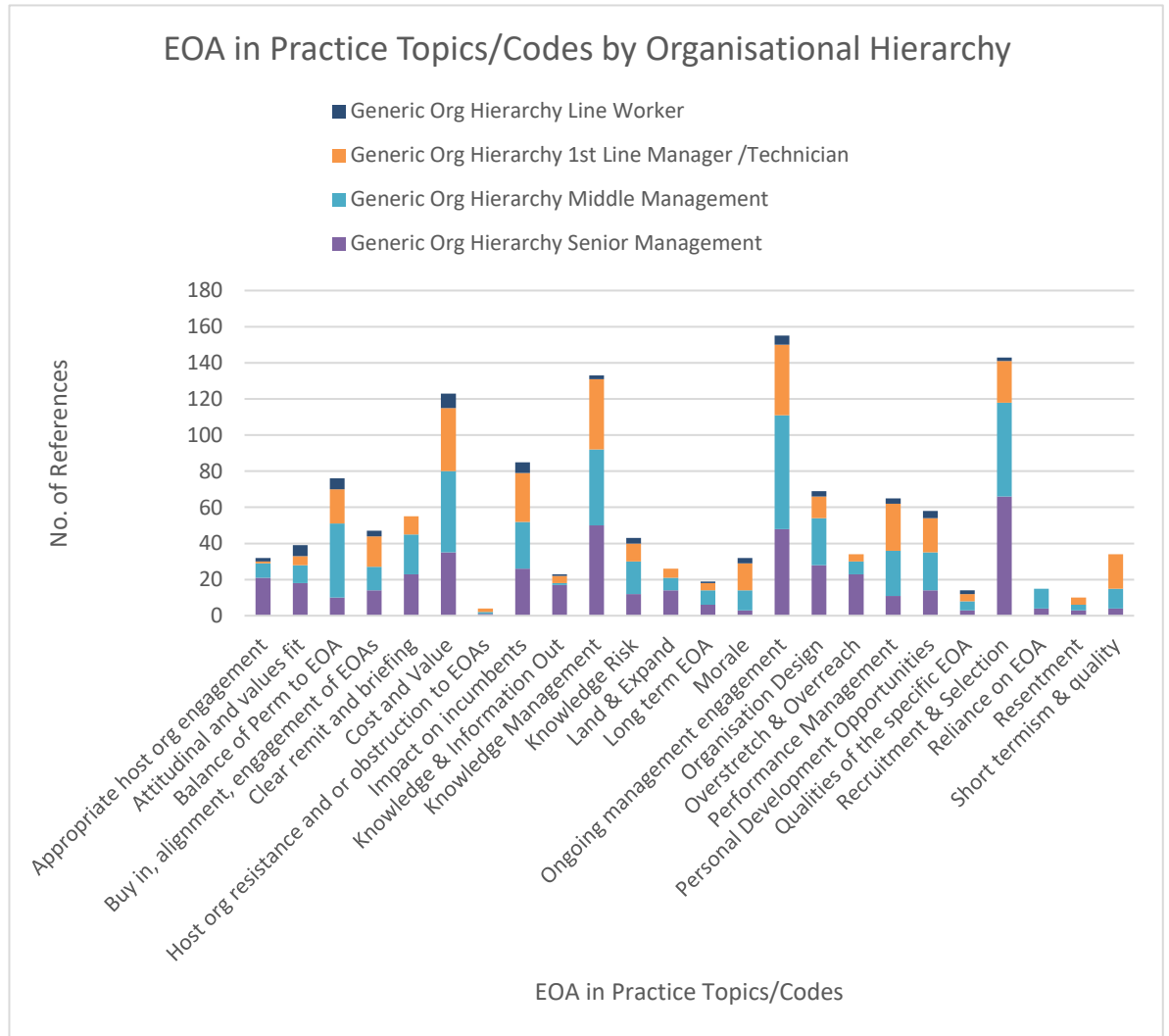
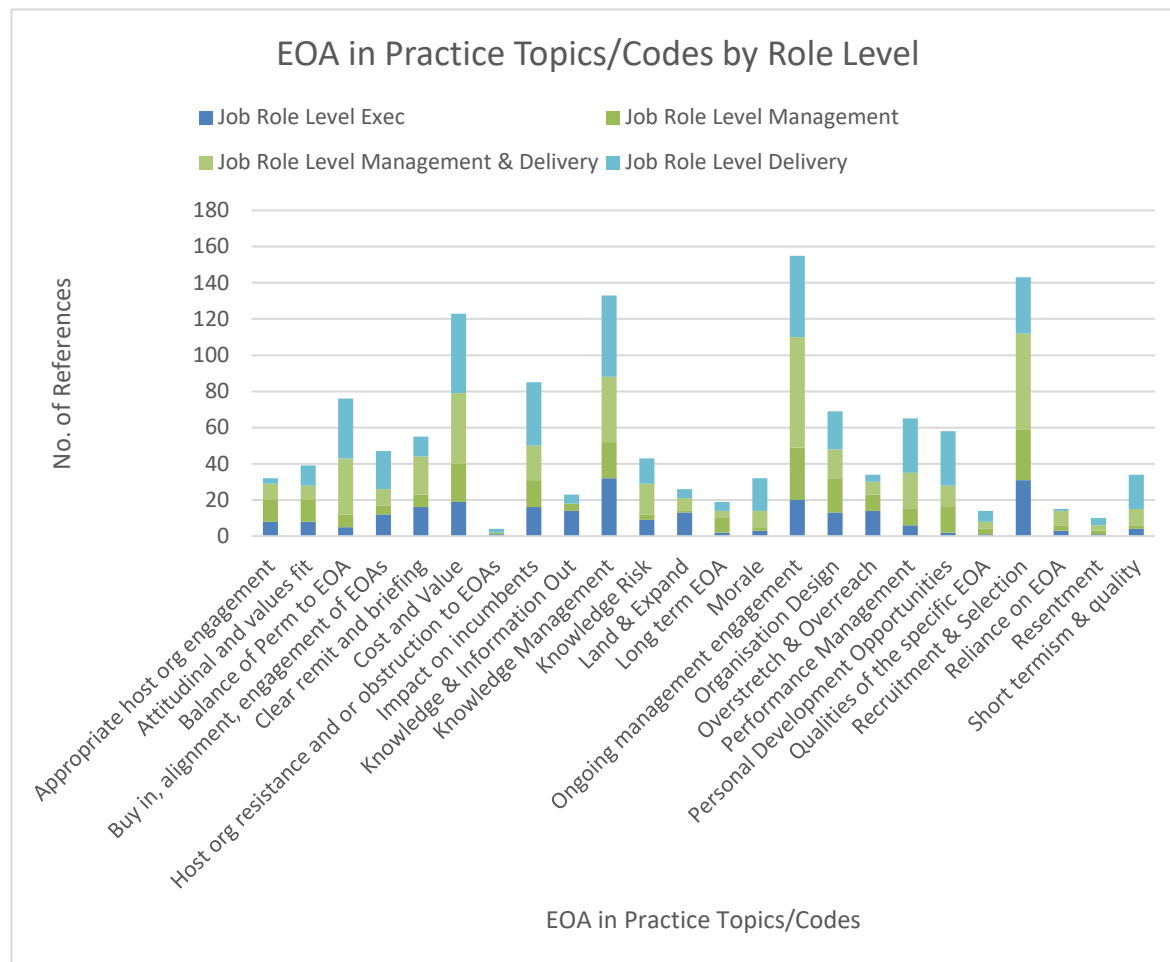


Chart 6.28: Multi-level analysis of EOA in Practice by role level



At the end of the first-cycle iterations, the codes were grouped into three high level 'Type of Code' categories. The three groups were:

- EOA Types – codes in this group related to kind of EOAs that the subject organisation uses e.g. freelance contractors, Big Four accountancy, global strategy houses etc.
- EOA Uses – codes in this group related to what the EOAs were doing for the subject organisation e.g. extra capacity, credibility, specialist knowledge.
- EOA in Practice – codes in this group related to the views of permanent subject organisation members and EOAs on what was happening in practice when the EOAs were working with the subject organisation.

6.2.2.2 Second coding cycles

The second set of coding cycles moves from codes to categories, continuing the iterative refinement of the analysis of the data coded to EOA in practice. The general approach fits with Saldana's (2016) eclectic coding method, with pattern coding methods used to group the summaries of the topics from the first-cycle coding into a smaller number of categories, themes

or constructs. Pattern codes are explanatory or inferential codes that identify emergent themes, configurations or explanations. The second cycle of recoding “will synthesize the variety and number of codes into a more unified scheme.” (Saldana, 2016, p. 213).

To analyse the interview data, four iterations of second-cycle coding were completed. The first iteration grouped the first-cycle codes into a category for “broadly negative” regarding the use of EOAs, and a category for “broadly positive”. The second iteration developed and refined categories further, drawing out: opportunities for increased value from the use of EOAs; risks and issues of using EOAs; the specific issues relating to knowledge management and knowledge loss with EOAs; and any hot topics relating to the impact of EOAs on the host organisation.

The third and fourth iterations built on simultaneously coding the interview data to multiple codes where appropriate. The use of simultaneous coding is particularly useful when analysing the interview data relating to EOAs in practice, as many of the first-cycle codes relate to each other. This is illustrated by topics such as “impact on personal development opportunities” being an example of the “impact of EOAs on incumbent staff” topic, and the “performance management of EOAs” topic being heavily related to the “ongoing management of EOA engagements” topic. The data were analysed using a series of matrix queries. The matrix queries cross-referenced the themes with: other themes, the types of EOA, and the uses of EOAs. The matrix queries cross-reference the themes with characteristics of the interviewees: their job role, and their level in the organisation (e.g. executive or middle management). The table in Appendix 0 shows the cross coding of topics to highlight areas where interviewees have discussed multiple topics in the same passage of interview.

The outcome of the final iteration of the coding cycles was four main themes relating to the practice of EOAs implementing strategy, along with the two themes relating to the type and use of EOAs.

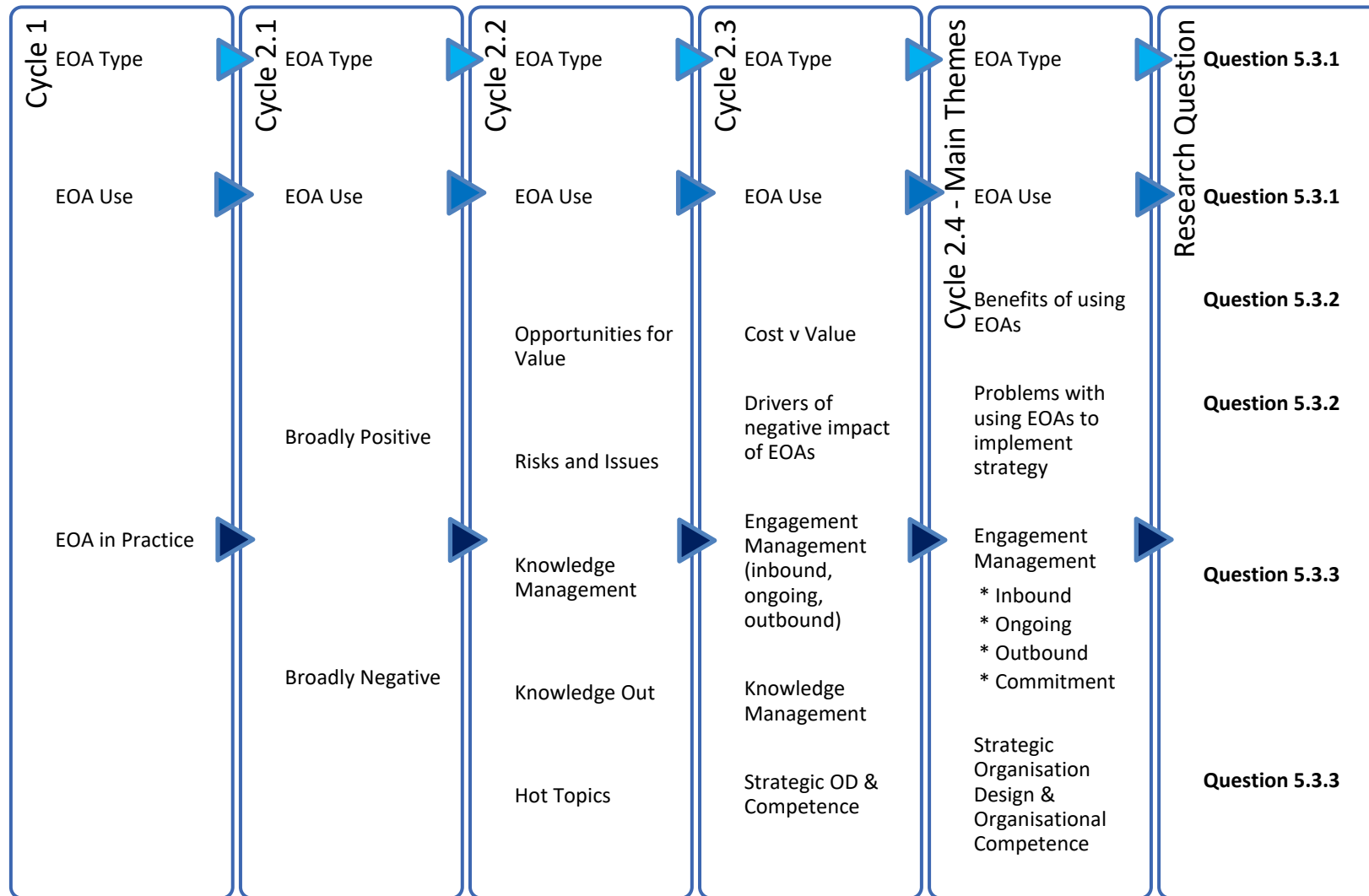
- EOA type.
- EOA use.
- Benefits of using EOAs.
- Problems with using EOAs to implement strategy.
- Engagement management.
 - Engagement management (inbound).
 - Engagement management (ongoing).
 - Engagement management (outbound).

- Engagement management (commitment of the host organisation to the EOA engagement).
- Strategic organisation design and competence.

6.2.2.3 Summary of the development of codes, categories, and themes

The categories and themes that emerged from the coding cycles and how these flow to the main themes and the research questions are illustrated in Figure 6.1. A summary of the coding cycles' categories and themes, and the underlying topics and codes can be found in Appendix E.5.6.

Figure 6.1 Summary of coding cycles, categories, themes and research question



Details of each of the six themes from the fourth iteration of the second cycle of coding are presented in the following sections.

6.2.3 What type of EOAs are used?

This section summarises the results from the coding of the interviews to describe what type of EOAs support strategy implementation at the subject organisation. The main themes from the interview data coding are set out, accompanied, where appropriate by selected quotations from the interviews.

The interviewees referred to five types of EOA that the subject organisation engaged with to support strategy implementation. These were: advisory consultancy, and within this broad category the Big Four advisory accountancy firms; strategy development firms in general; large, 'big name' strategy development consultancies (such as Bain and Co, McKinsey, BSG); outsource providers such as Capita, TCS, HCL; and firms providing contract or consultancy resource for implementation.

A sixth type of EOA that have a significant role in the implementation of Alpha's strategy were also identified. Senior managers from Finance, Marketing, HR and Training and Legal highlighted the importance of PSFs in supporting strategy implementation. The interviewees referred to the intentional use of specialist EOA to support activities where the subject organisation had actively decided not to retain the capacity or capability in-house.

The split across the organisational hierarchy shows that it is the senior management that dominate the comments regarding the strategy development consultancies; there is an even split of senior and middle management regarding advisory consultancy and the Big Four, while outsourcer EOAs are referred to by an even spread across all four levels of organisational hierarchy. Implementation EOAs are barely mentioned by senior management while being significantly cited by the other organisational levels. Senior management referenced strategy development and the Big Four advisory firms the most; middle management commented most on the Big Four advisory firms, outsource providers and implementation EOAs. First line management and technicians referred to outsource providers, implementation EOAs, contractors (in broad terms) and FTCs the most. Line workers' focus was on implementation and outsource providers.

6.2.4 What are the EOAs used for?

The following sections set out what the subject organisation used the EOAs for to support the strategy implementation, starting with using the EOAs to provide addition capacity. The next

section describes how EOAs are used to provide capabilities that the subject organisation requires, but does not possess, to implement strategy. The following section sets out how EOAs provide independent assurance, credibility and validation. The final section describes how business services departments of the subject organisation use PSF to provide additional capacity and capability to implement strategy.

6.2.4.1 EOAs providing additional capacity to implement strategy

The interviewees identified that EOAs were used to provide additional capacity to support strategy implementation. This view was reflected across all levels of the organisation and attracted both positive and negative comments.

In some cases, EOAs provided generic change implementation capacity such as business analysis skills as illustrated below.

“I have brought in just jobbing BAs [Business Analysts], who are just general, for a project like, say, [project name redacted] which we did; they were people that could come in and do some reasonably non-technical work, but quite high-volume working with a team and all the rest of it.” (MC18: Middle Management)

It was more common for the EOAs providing the additional capacity to support strategy implementation to require both generic change implementation skills (such as business analysis, project management or data migration) coupled with domain specific experience which the subject organisation staff have (such as life assurance, pensions or investment products) but require more of to deliver the strategy implementation, as the interviewee went on to explain:

“Then, there is something specific for a contractor that we would look for. So, that specific would depend on the assignment at the time. So, it could be pensions draw-down experience. It could investment administration, it could be a knowledge of digital. Whatever it may be, the specific would be the specific that we're looking for, for that particular contract role.” (MC18: Middle Management)

The use of EOAs to provide both additional capacity and new capabilities is reinforced by a member of the executive management team.

“But for implementation it's often you know the – the organisation will be staffed, resourced, to run largely with a BAU agenda. A new strategic vision and set of changes often involves an enhanced level of resourcing and also capability. But actually, you

don't want those people forever, so that's where a combination of consultancies and contractors works well.” (MC23: Executive Management)

6.2.4.2 EOAs providing capabilities to implement strategy that the subject organisation requires but does not possess

In addition to providing additional capacity to the subject organisation's existing resources, EOAs are also used to provide capabilities necessary to implement the strategy, but which the organisation does not possess. The subject organisation uses EOAs to provide: Specific knowledge and experience of delivering similar change elsewhere; technical, legal or regulatory knowledge and experience which the subject organisation lacked such as in mergers and acquisitions; and technical skills such as data migration. EOAs also provided benefits by bringing facilitation, process, tools, techniques and competitor knowledge and experience to strategy implementation that the subject organisation lacked but required. This is illustrated below.

“Similarly, on the M&A side, we have in the last year used small, specialist firms who've come in to help maybe put a data room together or help bolster a fairly lean team. They're not always the big firms, they're sometimes the smaller consultancy businesses where people have worked in M&A...” (MC04: Executive Management)

Interviewees identified using EOAs to provide facilitation and process services. This use of EOAs was generally positive, providing capabilities that the organisation required but did not possess and was part of a planned, deliberate approach, as highlighted below.

“So, this was a broader engagement across all of the businesses using a process that – an external consultant brought to us and facilitated by two external consultants from an agency... Actually, by using independent people, with a great process by the way, but independent people with great process and great external knowledge that sort of sense of independence brought with it almost a permission to probe and test across the organisation.” (MC37: Executive Management)

The use of EOAs to provide a new process and facilitation was further highlighted by a member of middle management discussing the use of specialist HR consultants. In that example, they were helping facilitate the implementation of a strategic restructure that resulted in a formal process to select staff for redundancy.

“So I think the value they added was to bring a different approach to interviewing, a different approach perhaps other than I had seen before in terms of the selection... It

certainly was a recruitment perspective, not from a selection kind of redundancy program type of perspective.” (MC40: Middle Management)

EOAs providing industry and competitor knowledge was also seen by interviewees as providing capabilities that the organisation required but did not possess, as part of a planned, deliberate approach to using EOA. The subject organisation members at all levels of the organisation and types of role considered this use of EOA as a benefit to the organisation. In relation to a top tier strategy consultancy providing competitor analysis of the market, a member of the executive management team commented:

“They did do a very good job of that competitor analysis market view. So undoubtedly – that wasn't stuff that we were expert in. I think actually that's where those consultants really do play a great role. They can give you access to data that's been analysed, formatted and in a useful – accessibility, if you like.” (MC02: Executive Management)

The interviewees also discussed how using EOAs with up to date industry and domain (e.g. business analysis, programme management, IT development) knowledge gained from a wide range of organisations, implementations and industries enables the subject organisation to benefit from best practice and embed this into their own processes and practices, as discussed by a member of senior management below.

“I think genuinely, they can make people raise their game. So, even the good people can get a little bit complacent when some of these talented people come in from the consultancies...People suddenly go oh, alright, my skills are a bit rusty or I don't know as much as I thought I did or actually that's quite a good way to do it. So, I think they can help with some of that.” (MC36: Senior Management)

6.2.4.3 Independent assurance, credibility and validation

The deliberate use of EOAs to provide assurance, credibility and validation relate to providing information and confidence to stakeholders both within (auditors, committees, boards, non-executive directors) and external to the organisation (external auditors, investors, regulators, suppliers, partners, customers), were identified, particularly, by senior management and those in the executive level roles. The use of EOAs for credibility was viewed as a capability issue while assurance and validation were both driven by capabilities and capacity. The selection of quotes below illustrate how EOAs are used to provide assurance, credibility and validation to key stakeholders of the subject organisation strategy and its implementation.

The first quote, from a member of the executive management team, illustrates how top tier strategy consultants are used to provide credibility, validation and assurance to the non-executive directors and parent company PLC board in relation to the subject organisation's executive management team's top-level strategy.

"I think we often use them to validate our own ideas and we do that because I think there's a perception that the board and the PLC structure – so the [Redacted – Alpha] board, where we've got our non-execs, and the PLC structure would believe it more because [Redacted – top tier strategy consultancy] say it than management say it, the executives. They're used almost as a kind of quasi assurance role...They didn't formulate any of the ideas; they were all ours. What they did is test them; they did a lot of quant-based analysis of what should we deliver, is that sufficient, are we focusing on the right things, are they delivering the most value?" (MC24: Executive Management)

They go on to explain how as a result of a change in the parent company chief executive, the subject organisation had four additional strategic reviews to reassess and assure the new PLC chief executive of the subject organisation strategy.

But for example, our Group's Chief Executive has just changed, [Redacted – new Group CEO name]. We have management consultancies all over us doing four other strategic reviews, reassessing our business plan...That is how senior guys operate. They get in; they do a strategic review which means they get somebody in from the outside to do it. They'll have close relationships and I think it's a fact of life. I think we just have to accept it." (MC24: Executive Management)

It is interesting to note that in a similar practice to the parent company using consultant EOAs to provide credibility, validation and assurance to the executive management of the subject organisation, senior management in the subject organisation observe the same practice from the executive management team to the senior management team. This is described below, in relation to the use of the Big Four advisory consultancies.

"I think the other reason we bring externals in is purely from a comfort perspective. That if you have a – one of the top four come in or a specialist consultancy come in to do something... It is also that comfort thing of, you've got an external in, to just double check. I think from an exco and senior stakeholder perspective, they like that comfort of an external's rubber stamped it and said it's okay." (MC14: Senior Management)

EOAs were used to establish credibility with the parent company at the start of the Omega strategy implementation project. Several of the Big Four advisory consultancies continued to be

used extensively on the programme to provide ongoing assurance to the subject organisation executive and other senior stakeholders. This is described below in relation to providing assurance on the subject organisation's ability to deliver the programme and, separately, on the programme governance.

"So, at the moment, we've got [Redacted - one of the big four advisory consultancy firms] in doing an assurance exercise on our ability to deliver Omega and that was something that our Board said that they wanted. It was imposed on us and we understood why they were doing it. ... Then we had in [Redacted – a different big four advisory consultancy firm] which was a really small assurance exercise just to check that all of our governance, all of our controls, all of our migration approach and everything was in line with our ExcOs." (MC17: Middle Management)

6.2.4.4 PSFs augmenting in-house business services departments

There was a recurring theme relating to the use of PSFs to support business services departments strategy implementation that was different from the more general comments on management consultants, contractors and FTCs. Several senior management interviewees from Finance, Marketing, HR and Legal referred to the intentional, planned and frequent use of specialist PSF EOAs as part of their strategic resourcing to support both BAU and strategy implementation activities. The PSFs are used where the subject organisation had actively decided not to retain the capacity or capability in-house, and instead, managed ongoing, retained relationships with PSFs.

For the Finance team, this is usually related to specialist actuarial resources to support specific, ad hoc projects such as transfers of books of insurance business. These types of actuarial resource are generally scarce, expensive and only needed for a short period of time. The interviewee explained that it is not necessary or economical to retain the skills permanently; rather, they are acquired as and when necessary.

The marketing function uses PSF advertising agencies for creative work such as the design of advertising campaigns for BAU or supporting strategy implementation such as the rebranding of the subject organisation, rather than having an in-house creative function. The interviewee explained that this was partly because there was not enough creative work to warrant a full-time creative function; that attracting creative talent into (what would be) a small, in-house function in a financial services organisation would be challenging; and that by using EOA for the creative work, they could use several suppliers to get fresh and original advertising solutions. The marketing function also used specialist EOA PSFs to provide sports marketing services to promote

the strategic rebrand at a series of major sporting events. The sports marketing specialists were used to provide the skills, knowledge and experience that the subject organisation did not have. In a similar approach to the use of advertising agencies, the use of specialist sports marketers was driven by it not being economical to have an in-house function and that the nature of the work is well suited to EOA that work across the industry rather than being embedded in a single organisation.

These points are illustrated by a member of the executive management team in relation to partnering with media, advertising and PR agencies.

“Then obviously we have delivery partners. So, we have both a media and an advertising agency and a PR agency who are on permanent retainer... those are skills that I think it's very difficult for us to maintain inside of that service limitation. So, we won't get that creativity. I don't believe – and maybe I should be challenged here – I think we would struggle to attract and retain the degree of creativity that we get from an ad' agency, the environment, the challenge, the other people, stimulus, the training. It's not our core so it's an agency which we draw on... I don't want to tie – I definitely don't want to tie. I even want some refreshment in the people there. I don't want the same people all of the time. You're looking for stimulus there, as well as execution.” (MC03: Executive Management)

The HR team use PSF EOAs to implement strategic change by using external HR executive search agencies to recruit for senior roles because of strategic reorganisations, and to provide specialist leadership development training. The interviewee explained that the use of EOAs, rather than the using the in-house HR recruitment function, was driven by the need to have access to information and contacts across the industry and market that external agencies can provide more readily than in-house functions. It was highlighted that using an external executive search agency allows for discrete advertising which can be useful if the strategic change is sensitive in nature. The leadership development PSFs were used as it was not economical to have a permanent in-house team.

Finally, the legal services function use EOA PSF for two distinct reasons. The first is to provide capacity; the interviewee explained that a strategic decision had been taken to reduce the size of the permanent legal function, and to retain the services of a local law firm to provide additional legal resource to support ad hoc peaks in demand for legal services, such as those created by the implementation of strategic projects. The second related to using EOA PSF legal firms to provide specialist legal capability to advise on highly technical and specialist legal issues that would only be relevant to the subject organisation rarely, such as mergers and acquisitions, VAT law, and the

transfer of books of insurance business. In these cases, the external legal services would usually be sourced from London based legal PSFs. The use of PSF to support this organisation design for the legal service department is explained by a member of the executive management team.

“I’ll give you an example. Acquisition of [Redacted: company that was acquired by the subject organisation as part of the strategy implementation], relatively contained smallish acquisition. [Redacted: Local legal services PSF] did it. Acquisition of [Redacted: company that was acquired by the subject organisation as part of strategy implementation], much bigger, much more complicated, also discretion management which is not probably [Redacted: Local legal services PSF – referred to above]’s forte, [Redacted: London based large legal services PFS]. But the general commercial and general IT, employment HR also use them. [Redacted: Local legal services PSF – referred to above] can cope with all of that.” (MC45: Executive Management)

In general, PSFs are used where it is not necessary or economical to retain the skills permanently. They are used to provide resources that are generally scarce, expensive and only needed for a short period of time, which the subject organisation would not need to retain permanently and would struggle to keep utilised if they had an in-house team. The PSFs are used where it is likely that an external, specialist, service providers can provide a higher quality service when compared to an in-house function.

In discussions with the senior managers from the functions using the EOA PSFs, it emerged that, due to the use of PSFs to support strategy implementation, it was necessary for members of the subject organisation staff to have skills, knowledge and experience in supplier selection and management. They identified that successful engagements were characterised by: having clear objectives for the PSF; active engagement and management of the PSF; ensuring the PSF staff had access to the right people in the host organisation; and a strong handover at the end of the engagement.

6.2.5 Benefits of using EOAs

This theme draws together the various benefits of using EOAs that were identified by members of the subject organisation during the qualitative interviews. The interviewees highlighted that when used well, EOAs benefited the subject organisation. They also raised that EOAs were often not used well, which is reflected in other themes (Sections 6.2.6 and 6.2.7).

6.2.5.1 New capabilities

The interviewees identified that PSFs, consultants and contractors were able to provide capabilities necessary to implement strategy that the subject organisation does not possess. This allowed the organisation to make strategic shifts beyond the current state by enhancing its existing capabilities. The results from this research identified several types of new capability provided by the EOAs, as detailed below.

- Knowledge and experience of delivering similar change elsewhere (e.g. rebranding, re-platforming).
- Technical, legal or regulatory knowledge and experience (e.g. mergers and acquisitions or data migration).
- Facilitation, process, tools, techniques.
- Competitor knowledge and experience.
- Up to date industry and domain knowledge and best practice gained from a wide range of organisations, implementations and industries.

EOAs are used when the temporary nature of implementing strategic change did not justify the creation/acquisition of skills, knowledge and experience that would only be needed on a transitional basis for the duration (or part duration) of the strategy implementation.

The quote below from a senior manager highlights the benefits of using EOAs to provide capabilities needed to implement strategy.

“So, we have examples of where we've used externals incredibly well. So, when you look at [Redacted strategy implementation project], RDR [regulatory compliance project] that we did, you saw people like [Redacted – financial services specialist consultancy] there in roles like [Redacted – name of external consultant] who had had – we used those consultants incredibly well. So, we used their skills, their knowledge, their experience of a wider market to make sure that we embedded best practices into those programmes. Also, her, the individual, she was incredibly talented. So, she could do that role very, very well.” (MC14: Senior Management)

6.2.5.2 Additional capacity

The interviewees acknowledge the benefit of using EOAs to provide additional capacity to facilitate transformational strategic implementation at a scale and pace that would not otherwise be possible given existing resource levels. The interviewees saw value in using EOAs to provide

headcount flexibility for when the temporary nature of implementing strategic change did not justify a significant increase in permanent headcount.

The quote below relates to using EOAs to provide capacity to support a large strategic implementation project and illustrates the benefits of using EOAs to provide the additional capacity needed to implement strategy.

“I would say it is a necessary part of operating an enterprise that you rely on consultants and contractors for expertise, flex and to fill gaps in your own capacity and capability at various times.” (MC15: 1st Line Manager/Technician)

The permanent staff at the subject organisation working alongside the EOAs saw that using them to support temporary strategic change helped to insulate the permanent staff from potential redundancy when the implementation was complete and level of capacity reduces, as illustrated below.

“...the Omega project that we're working on at the moment, there's a whole load of requirement activity for which we've got, on the part I'm working on, a dozen or so [contract] business analysts. When that's finished... At that point you don't need as many business analysts because there's not so much work going. Yeah, the aim is to have the appropriate number of people for the amount of work that's needed at different points within the project. That's sort of variable which leads itself quite well to this kind of external model where you bring people in and then let them go and maybe some people will come back later on in a project.” (MC07: Middle Management)

6.2.5.3 Independent assurance, credibility and validation

Providing an independent view, to provide impartial assurance, credibility and validation for the organisation itself and its stakeholders such as parent company, shareholders, regulators was identified as a benefit of using EOAs to implement strategy. For the benefits associated with the EOAs providing independent assurance, credibility and validation to stakeholders to be realised, the interviewees highlighted that the EOAs were usually big-name consultancies such as Bain & Co., McKinsey & Co. or the Big Four advisory firms. The subject organisation interviewees reported that having a high value brand of consultancy attached to a project increases the project credibility and provides assurance and validation to senior stakeholders, which otherwise may have been lacking. This was illustrated in many of the interviews with executive management and is illustrated with a selection of quotes below.

“Well the [Redacted – name of strategy plan] strategy we did with [Redacted – top tier strategy consultancy], so one of the strategic consultants. I think the big firms – you can work with big firms like Bain or BCG or McKinsey or Oliver Wyman, so the really big strategic firms, because you want to have and your board wants a semblance of credibility, third party independence from the management team as to how strategy is being developed. That's very much what's happened with our [Redacted – top tier strategy consultancy] work on [Redacted – name of strategy plan]. We knew what it is we wanted, but to present that to the board it was better that [Redacted – top tier strategy consultancy] did it, rather than the management team, because it looks better.”

(MC01: Executive Management)

Another member of the executive management team discusses further the subtly different agendas associated with using a top tier strategy consultancy to work on the strategic plan.

“....Parent want a view of real value and potential; Parent want a view of how we really stack up against competitors and getting that competitor analysis [from a top tier strategy house] that they can use as context or be aware of rather than – use sounds a bit derogatory – but have a context for what we are telling them or what they are seeing in terms of our results, our strategy and where we're going.

Our agenda is maybe similar. I'll use similar words, but it could be coming at things from a different angle. Our own validation, to be able to talk about our own narrative in that context of competitors; to boost, if you like, or to reaffirm – this could go either way – but I guess to affirm what we believe is so in terms of we think we stack up here, we think that we've got potential to be X.” (MC02: Executive Management)

Another member of the executive discussed how top tier strategy consultancies can be used to help provide assurance to non-executive directors (NEDs) and other stakeholders that may be detached from the detail of the organisation and its marketplace.

“Now, if you remember the group board, which obviously it's a publicly listed company, it has a majority of NEDs, independent chairman, a senior and an independent director, you need to convince them as well and they're that much – the group board is that much further away from the business we know. So the – [Redacted – top tier strategy consultancy] helps solidify our approach and that gives the board a level of confidence that, okay, what they said – again, this is a bit of assurance, it's a bit of salesmanship, but it's kind of, like, okay. [Redacted – top tier strategy consultancy] has evaluated and

thinks this is an appropriate thing with the following tweaks. It just helps sell a strategy as well.” (MC05: Executive Management)

One member of the executive management team was very clear on what objective of using a top tier strategy consultancy to work on the strategy, and that it was successful.

“You know what, I think in terms of the specific objective that we had, which was to effectively persuade both of the boards of the merit of our strategy, job done.” (MC03: Executive Management)

6.2.5.4 New ideas and challenge

EOAs bringing new ideas and challenge to the strategy implementation was reported as a benefit of using EOAs. The subject organisation staff saw that as the EOAs were not part of the subject organisation, they were not burdened by internal history or politics and, as such, were able to provide new ideas and challenge. This is illustrated by quotes from members of the executive management team, middle management and a technician working on strategy implementation projects.

“So, they had that kind of quasi-independence that everybody across the organisation was able to trust them because they – from their perspective there were no vested interests they were coming from externally which was a benefit.” (MC37: Executive Management)

“So, I think it's them coming in with a bit of fresh thinking because I think we are quite single-minded a little bit as a business at times. We've obviously in historical ways, we've been quite – long service people, we've got the same mindsets. So, I think at times I think it's really good to bring in someone who's fresher thinking, people that have seen that different stuff,” (MC11: Middle Management)

“...if your change area is just made up of permanent members of staff then actually you might not get that challenge, or you might not get that experience. If your change area is just made up of temporary contract staff, you might end up in a totally different place. But actually what you want is you want that dynamic and sometimes it's down to the individual, it's not necessarily just about external versus internal but I think that the fact that you've got external and internal does help mix up that dynamic and introduce challenge I think.” (MC27: 1st Line Manager/Technician)

6.2.5.5 Releasing permanent staff to implement strategy

Interviewees highlighted a deliberate, strategic approach to resourcing the major transformational change programmes adopted by the Investment Administration (IA) and Finance departments. To free up experienced, permanent staff from their BAU roles to support transformational change programmes, the IA and Finance departments adopted what was referred to as “backfill and shuffle forward”. For transformational change programmes that required dedicated resources, experienced, permanent staff would be identified to be seconded to the change programmes. This approach reduced the need to use external consultants or contractors and ensure the change programme was resourced by people with relevant domain and local knowledge. The permanent staff would need to be temporarily replaced in their original teams. To make up this shortfall in resource, contractors and FTCs would be brought into the BAU team (the backfill). The backfilling EOAs were often brought in at entry level roles in the team and existing members of the team would be given the opportunity to temporarily move into a more senior role through the team hierarchy, until the gap created by the seconded member of the team has been filled (the shuffle forward). Using the EOAs in entry level roles and having existing members of the team shuffle forward meant it was easier and cheaper to recruit the EOAs and provided development opportunities for the permanent members of the team. The approach is summarised below by the senior manager in the Finance department.

“So, we've got a number [of contractor EOAs] that have been procured to support our Solvency II deliverables. In order to do that rather than get them in – the vast majority – rather than getting the vast majority of them in to do the work of that project. What we've done is we've said we want to release our SMEs because they've got their experience and their knowledge of our systems and our processes. So, we want them in the project and actually we want the contractors to be doing the day to day BAU work.”
(MC26: Senior Management)

Figure 6.2 and Figure 6.3 illustrate how the backfill and shuffle forward approach was typically used in the IA department to release experienced members of a team to work on the implementation of transformational strategic change. Figure 6.2 shows the starting structure of a typical IA team; the two members of the team to be seconded to a change programme are Supervisor A and Specialist 3.

Figure 6.2 Investment Administration backfill and shuffle forward – starting structure

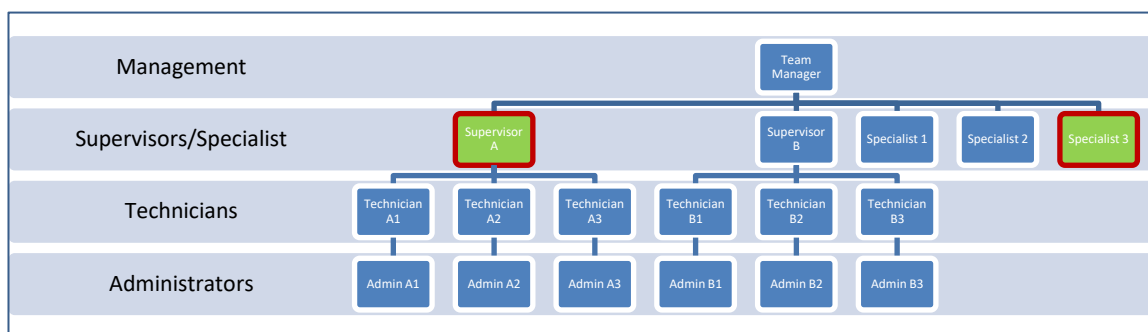
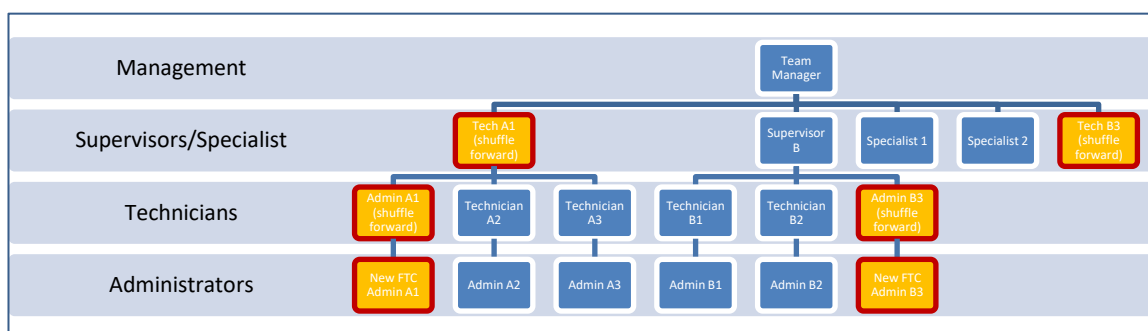


Figure 6.3 shows the team structure after the two secondees to the change programme have temporarily left: Technician A1 has been temporarily moved into the supervisory role vacated by Supervisor A; Administrator A1 has been temporarily moved into the technician role vacated by Technician A1; and a new FTC has been brought into the team to backfill Administrator A1; Technician B3 has been temporarily moved into the specialist role vacated by Specialist 3; Administrator B3 has been temporarily moved into the technician role vacated by Technician B3; and a new FTC has been brought into the team to backfill Administrator B3.

Depending on the duration of the secondment to the programme and the nature of the role, permanent staff shuffling forward might be given a temporary enhancement to salary, and/or the additional responsibility could be reflected in the annual bonus.

Figure 6.3 Investment Administration backfill and shuffle forward – implemented structure



The advantages of the backfill and shuffle forward approach include keeping costs down by engaging entry level FTCs rather than more senior level contractors. It creates development opportunities for incumbent employees to work on transformational strategic change programmes or to develop new skills and experience in their department. The approach provides valuable experience for high potential, talented staff to develop new skills and gain experience of more senior roles which, in effect, creates a pool of staff ready for the next stage in their career development.

For the backfill and shuffle forward approach to work, there must be staff members ready, willing and able to shuffle up, which is not always the case, and extra supervision for those acting up is required. A final feature of the backfill and shuffle forward approach is that the team members seconded to the change programmes do not always want to return to their old roles, preferring to continue working in change programmes; similarly, those team members who have shuffled forward may not want to step back into their old roles. In some of these cases, seconded members of IA applied for, and were successful in getting, permanent jobs working on organisational change. The interviewees from the IA department viewed this as a positive aspect to the approach which they said fitted with a department culture of personal development and encouraging staff to seek out opportunities both in and outside of the department.

The management team from the IA department feel that this approach works, as illustrated below.

“...certainly on [Redacted – Psi] project, we've used people, fixed term contractors into the business to free the people up because we know it's...closer to 24, 36 months or whatever, but it was worth that effort.” (MC40: Middle Management)

6.2.5.6 Try before you buy (temp to perm) recruitment and selection

The use of EOAs to support strategy implementation provides a route into the organisation for EOAs who are seeking permanent roles, while allowing the both the EOA and the organisation to assess the suitability and fit before making a permanent move; this practice has been referred to as “try before you buy” and “temp to perm”.

The “try before you buy” approach has proved useful in filling permanent vacancies in IA. By filling permanent internal vacancies with FTCs who have been working in the department for some time as part of the backfill and shuffle forward (6.2.5.5), the department removes a significant amount of risk and cost from the recruitment process. A benefit of the “try before you buy” approach is highlighted by a member of the IA management team.

“So [Redacted: FTC who became permanent] is a good example where we did bring somebody else in and actually subsequently now we've made them permanent...and it helps us to, I guess, spot that talent, that it's quite difficult to determine via an interview and even in the initial period,” (MC40: Middle Management)

The “try before you buy” approach has proved useful in filling permanent vacancies across the subject organisation with EOA Consultants, Contractors, FTCs and PSF EOAs.

6.2.5.7 Personal development opportunities for permanent staff

A key benefit of using EOAs identified by the interviewees which related to consultants, PSFs and FTCs are the opportunities for personal development of new skills, knowledge and experience by the subject organisation permanent staff working alongside experienced EOAs. The subject organisation staff benefited from the experience with tacit and explicit knowledge transferring to them. This kind of personal development of existing staff helps to develop the overall organisation capabilities, potentially bridging a gap between current and desired end state capabilities. Another benefit of using EOAs which the interviewees identified related to tapping into their skills, knowledge and experience; it enabled the host organisation to review and refresh processes, procedures and standards by drawing on up to date best practices from other organisations and industries. This is illustrated by the extract from an interview with a permanent business analyst working alongside EOAs on the Omega strategy implementation project.

“If you have people like me who have been here for far too long then I might only know a certain way of doing things, being the [Alpha] kind of way of doing things. Then that needs to be challenged regularly and I think that's what they should be able to do. You come out and think you can learn things from them, who you work with, can't you?

“So, I like working with different people on that basis and people who have worked in lots of different places. They perhaps have the experience that, well, we can try this and I know that this has worked this – whatever reason, in a different company, or a different company works in this way and it does or doesn't work for this reason, is really useful. Rather than someone just coming up with an idea, which is great to try out, but it is quite good to know what the pitfalls are if someone has already tried it out, which is less likely to have been the case if someone's been here for 20 years.” (MC39: Technician)

The use of EOAs to release permanent staff to work on strategy implementation (6.2.5.5) created personal development opportunities for those staff working on the strategy implementation with EOAs and those not directly working the EOAs on the strategy implementation project. The members of the subject organisation who “shuffled forward” in their operational teams into more senior roles benefit from the experience of acting up in their role and from the additional training and coaching.

6.2.5.8 Cost management and cost accounting

The interviewees discussed how using EOAs to provide additional capacity and capabilities to support short term strategy implementation benefited the subject organisation by helping to contain the permanent, fixed cost base.

The use of EOAs to provide short term resourcing solutions is perceived as being lower cost in the long run, when compared with increasing the permanent, fixed cost base to provide the short-term capacity and capability that would subsequently be underutilised once the strategy implementation is complete. The subsequent underutilisation of resources would be inefficient and/or likely to result in the need for formal headcount reduction. Formal headcount reduction could be costly and have a negative impact on morale, if in the form of a redundancy programme, and would incur time and costs in terms of administering a formal redundancy programme and the cost of redundancy payments. This use of EOAs to avoid increasing permanent headcount is illustrated by a member of senior management below.

“What we tend to do is we bring them in to have that flexibility within our change capacity where you don't want to all of a sudden go and recruit a huge permanent overhead because it's for a period of time.” (MC16: Senior Management)

Using EOAs to support strategy implementation, rather than having a larger permanent staff, allowed BAU cost centre managers to contain BAU headcount and costs, something they were under pressure to do. The EOA resources for strategy implementation were funded from central, separate, project budgets funded from capital rather than running costs.

If the EOAs are engaged in transformational change, the costs can be considered an exceptional item in the accounts, whereas permanent staff usually form part of the ongoing business expenses which impact the profit and loss account. The transformation spend exceptional item costs were referred to as Below the Line (BTL) costs; this term was derived from the costs not hitting the bottom line of the profit and loss account, as illustrated below.

“...as a business, we use [Redacted – EOA contractor firm] as a way of on-boarding contractors without having to have them on the SD&IT headcount. So, they go through [Redacted – EOA contractor firm]. That's not necessarily about a specialism, but it's more about us being able to on-board without impacting the above the line costs.” (MC17: Middle Management)

6.2.6 Problems with using EOAs to implement strategy

This theme relates to the topics that were identified as problems with using EOAs to implement strategy. It includes negative impacts on the host staff such as EOAs not having the necessary capabilities, the long-term use of EOAs, resentment, reducing morale and adversely affecting personal development opportunities. The theme also includes problems relating to the performance, behaviours and practices of EOAs implementing strategy.

6.2.6.1 High cost

This theme relates to EOA usually being viewed as an expensive option. They are viewed as being more expensive than and paid more (at times significantly more) than internal host organisation staff.

Alpha did not provide data on the costs of using consultancies, but the high day rates and cost of using consultancy firms was a theme from the qualitative interviews. The interviewees from the subject organisation referred to top tier strategy consultancies and the Big Four advisory firms being paid day rates ranging from £2,000 to £4,000 per day in relation to strategy development and implementation work. The interviewees from the subject organisation identified several specific industry-wide financial and tax regulatory projects such as Solvency II where the subject organisation had engaged external consultants from the Big Four advisory firms. Consultants from the Big Four had also been engaged to support the large transformation change programme referred to as Omega.

The subject organisation provided details of the 2015 project rate card for SD&IT which sets out the indicative costs of a project for several roles relevant to implementing strategic projects, for permanent employees and contractors. For budgeting purposes, contractors and consultants are costed on 220 working days per year. Although the actual day rates for contractors and cost to the company for permanent employees would vary from individual to individual, the rate card was used for project budgeting purposes. The rate card provides an indication of the difference in cost to the company of using a contractor or a permanent employee. It also provides an indication of the difference in the value of the remuneration for permanent employees and contractors. It should be noted that the day rate for permanent staff is based on a fully loaded cost, including salary, bonus, pension, other benefits (e.g. private medical), employer NI and overheads such as heating, lighting, IT equipment. Table 6.8 is an extract from the SD&IT 2015 project rate card including details of the difference between the permanent and contractor day rates expressed as a multiple of the permanent employee day rate.

Table 6.8 Extract from Alpha SD&IT project rate card

SD&IT Project Rate Card 2015			
Role	Permanent Employee Day Rate (fully loaded) (p.a.)	Contractor Day Rate (inc VAT) (p.a.)	Multiplier
Programme Manger	£475 (£104,500)	£1,150 (£253,000)	x2.4
Project Manager	£275 (£60,500)	£825 (£181,500)	x3.0
Principal Business Analyst	£425 (£93,500)	£925 (£203,500)	x2.2
Business Analyst	£250 (£55,000)	£650 (£143,000)	x2.6

During the interviews, members of the subject organisation staff referred to the day rates for contractor EOAs engaged on strategic implementation programmes and in some cases compared this with the annual salary (excluding pension, bonus, and other benefits) that a comparable permanent member of the organisation would be paid (Appendix E.6). The amounts were generally in line with the rate card which indicates that the permanent staff perception of the cost of EOAs and the comparable permanent staff salaries were accurate.

Across all levels of the organisation, from Director to front line staff, the permanent staff were aware of the high cost of using EOAs. The high cost could be a source of resentment (Section 6.2.6.9).

In situations where EOAs were perceived as adding significant value to the host organisation, by demonstrating valuable capabilities and exhibiting strong behaviours and values aligned to the corporate culture, host staff were generally comfortable with of cost and pay of EOAs, although some members of the subject organisation staff resented EOAs due to the high cost, regardless. In situations where EOAs were perceived as not adding enough value, performing poorly, lacking the skills, knowledge and competence for the role and/or demonstrating poor behaviours and values, there is a negative impact on morale which was amplified due to the cost/pay associated with EOAs. These points are illustrated by the quotes below.

“So it's possible to achieve good value out of what is an extremely expensive resource if they're used diligently and thoughtfully, but you can buy exactly the same resource and achieve incredibly poor value by trusting them too much, not understanding what their motivation is in all cases, not incorporating them into your business processes properly, not aligning them to the true direction of the business and things like that.” (MC15: 1st Line Manager/Technician)

“...the pay doesn't bother me at all, but I think you do see that. There is this idea that we're getting a contractor, paying him a good whack; they ought to be really good and if they're not...if they're not then we're going to be pissed off about it and we're going to allow our morale to suffer as a result. You do see that.” (MC07: Middle Management)

6.2.6.2 Poor performance

Poor performance of EOAs was a major theme from the interviews and was highlighted by interviewees across the organisation, as illustrated by the comments from a technician and a member of middle management working with consultant and contractor EOAs.

“So that's three people that we've presumably paid pretty good whack for who haven't been very good at all – who have not been – certainly two of them, really not respected by the rest of the project team. I think it comes back to this kind of morale thing a bit... We're getting these guys in, they're travelling down from God knows where to manage this project and they're really not very good and they're pissing us off.” (MC07: Middle Management)

“There are a lot of rubbish contractors, I can't believe it, that's the thing. I don't know how people can go contracting and be rubbish. I guess they don't know they're rubbish, I don't know. There's very – I was just surprised, I've met loads of people that I just think are absolutely rubbish.” (MC09: Technician)

This research also identifies that despite being independent from the subject organisation and being objective, consultants may tell the subject organisation executives what the consultants thought the subject organisation executives wanted to hear. This was coupled with the consultants not challenging the executives sufficiently, as discussed by members of the executive management team, in relation to a top tier strategy consultancy.

“I think secretly we probably wanted a bit more challenge. The challenge was at that level of detail rather than at the level of principle and operating model. That was a bit of a shame in a way. So, there were some areas where they started to challenge, and when we pushed back, I think they gave in too easily.” (MC03: Executive Management)

Further poor EOA performance stemmed from them not providing new ideas that the subject organisation wanted and needed, as highlighted by a member of the executive management team.

“So, they almost did an assurance role rather than a pure management consultancy role and I think we didn't get enough from them in terms of fresh ideas, fresh perspectives. There wasn't anything new that came from that [unclear].” (MC24: Executive Management)

The interviewees also identified the issue of management consultancies applying standard models and templates without enough tailoring and customisation to the specific context and challenges of the client organisation. This issue was highlighted by a senior manager when discussing challenging the output from consultants.

“...when they give draft reports back, if there's 20 findings in there, we should be challenging those 20 findings and going, well which one of those really is actually going to add any difference and which one is just in your template for every review that you do? Because they do.” (MC14: Senior Management)

One senior manager concisely summed up the issue of contractor EOA poor performance.

“...but with a lot of the contractors they're not, they're just really a bunch of muppets.” (MC16: Senior Management)

6.2.6.3 Lacking the required skills, knowledge and experience

Consultant and contractor EOAs being perceived as not having the required skills, knowledge and experience for the work they were brought in to do was identified as a problem.

For consultancies, this was often associated with inexperienced junior consultants lacking relevant domain knowledge and/or general consulting experience or from the senior consulting partner agreeing that the firm has specific domain skills or experience that it may not actually have. For contractors, this often related to a mismatch of skills, knowledge and experience, with some contractors lacking the experience required.

Interviewees suggested that this problem could be caused in part by the subject organisation not being clear on what they need the EOAs to do, and bringing in EOAs without the appropriate skills and experience. The subject organisation staff identified that poor recruitment and selection of EOAs could result in EOAs overreaching and overstretching their capabilities. This could result in poor performance due to the EOA's actual skills, knowledge and experience not matching that required or that which it was believed they possessed. They noted that the problem was amplified by a failure to address it once it came to light.

This is highlighted by a member of the executive team (MC03), who discussed an engagement with a top tier strategy firm that was terminated part-way through when it became apparent that the consultants did not possess the necessary specific domain knowledge for the international and offshore markets. The issue of contractor lacking the necessary skills is illustrated by this member of the subject organisation staff:

“But we've had a couple of instances with [Implementation Body Shop EOA Co.] in particular where they have just parachuted in fluff and nonsense, useless people...So, it's confidential so I'll name some names. [EOA Individual] for example was completely useless, like an empty suit,” (MC15: 1st Line Manager/Technician)

A cause of EOA consultants not having the necessary skills, knowledge and experience that has been identified by the research is the practice of consultancy firms pitching for an assignment with their top tier partners and senior consultants (who do have the relevant skills, knowledge and experience), only for the delivery of the assignment to be undertaken by junior consultants (who do not). This is explored further in Section 6.2.6.4.

6.2.6.4 Overselling the delivery team

A problem linked to EOAs lacking the required skills, knowledge and experience (Section 6.2.6.3) and ‘land and expand’ (Section 6.2.6.6) is the practice of strategy and advisory EOAs pitching for business based on a high level of involvement from partner-level, senior resource and the firm’s top talent, only for the assignment to be undertaken by a more junior team with less relevant skills, knowledge and experience. This amplified issues of the high cost of EOAs and EOA lack of required skills, knowledge and experience. As one very senior member of Alpha put it...

“...especially with consultancies you get sold by this select partner and his sidekick and they come in and it's all schmooze, schmooze, schmooze. Then as they start to fill roles, they start to fill you with a load of graduates – especially the big consultancies... Then you end up with a bunch of graduates who don't have the experience and expertise, which is the reason you went to consultancy in the first place.” (MC16: Senior Management)

6.2.6.5 Not committed to long term success

EOAs not buying into or engaging with the organisations vision and strategy, resulting in a lack of commitment, was identified as an issue. Due to the temporary nature of the EOA relation with the subject organisation, EOAs may not be committed to the organisation’s long-term vision and

values. The EOAs are focused on short term, rather than longer term, and they are not being around to be held accountable for their actions. Issues related to EOAs not being invested in the long-term success of the host were identified, such as EOA adopting a short-term focus and not developing longer term solutions, which could result in problems with the long-term quality of the solution. A further issue is that the long-term nature of strategic change results in EOAs knowing that by the time the change is operationalised, they are unlikely to be in the organisation to be held accountable for any quality issues. These concerns are illustrated by the following extract.

“On Omega, we've had a bunch of contract BAs writing our requirements who are gradually disappearing as the requirements kind of get signed off when we get into the later phases of the project. So, most of those guys are not going to be around even when we get into test so they're not going to see the fruits of their labour. I just worry that that leads to a bit of a lack of real commitment to quality. I think this comes down to the professionalism of the individual. So, for some of the people I've worked with that wouldn't be a concern at all...That's fantastic, so no concern about that sort of attitude at all, but I think you see other people who are a bit different and who take a very short-term view of, *'I just need to get through this contract and then I'll move on to something else. I'm not going to say this out loud, but I don't really care what happens to this project because I'm being paid to write these requirements and if they get signed off then I'm okay and I'll move on.'* I worry that if you get a disproportionate amount of those kind of people who haven't got the long-term view, haven't got a vested interest in the long-term success of what it is they're working on, that that can lead to a less than fantastic outcome.” (MC07: Middle Management)

The issues of EOAs not being as committed to the long-term success of the subject organisation are further illustrated by a first line manager/technician.

“We hire people to make decisions and often when you're making a decision there's the easy way and there's the right way. It comes down to I think the difference between being motivated by hitting your short-term deliverables, which would move you towards the easy way of doing something, compared to making the organisation a better place and upholding the principles and doing it right and having to live with your decision as well, which might make you do it the right way. Everyone cuts corners, perms and contractors, but I think the contractors are more inclined to cut corners and process out, to focus on their deliverables, which may or may not, depending on the decision, have some long-term cost to the organisation. You've got to assume that the procedures or

the right decision is right for a reason and therefore not selecting it just for a quick delivery comes at some cost.” (MC15: 1st Line Manager/Technician).

6.2.6.6 Land and expand

The practice of EOA firms executing a ‘land and expand’ strategy whereby they get a foothold into an organisation and then look to sell other EOA resources was highlighted as an issue. This was particularly acute when it was coupled with EOAs downplaying the capabilities and capacities of the host organisation staff to make the case for bringing in more EOAs from their organisation, and further exacerbated if the incoming EOAs failed to deliver because of issues of overreach and overstretch.

The interviewees from the subject organisation working on the Omega transformational change programme discussed the practice of land and expand, which was facilitated by the programme having EOAs in senior programme management roles. This allowed them to bring in further EOAs from their own organisation, arguing that the subject organisation did not have the capabilities and capacities internally. As one internal member of the Omega programme team said:

“...while they've got someone in the programme director role on Omega, they put one senior person, is effectively a bridgehead and then they tried to find opportunity and flood the organisation beneath them with more people... So, they get paid for doing their job but they also then – they have their finger on the pulse and they always know just the man for every job.” (MC15: 1st Line Manager/Technician)

In addition to EOAs looking to expand their billable presence on projects they are directly engaged on, a further element of the land and expand practice relates to EOAs looking to sell additional services and projects, as discussed by a senior manager:

“The one thing a consultancy firm does is, when they come in, they want more work. So they will find stuff to make sure that they've got more work to go to...Don't let them get – scope creep just because they, ooh I like the look of that thing over there, I'd better go and have a look at that.” (MC14: Senior Management)

A member of the executive also discussed how a top tier strategy consultancy used an engagement that was generally viewed as successful to pitch for more work. As part of presenting the findings from the initial work, the consultancy successfully convinced some members of the Board and executive that there was a need to do an additional piece of work and to engage them to do it. This was despite concerns of other members of the executive in relation to whether the

consultants had the necessary domain and market knowledge to successfully complete the work. As a member of the executive highlighted, once the consultants have access to the top management team, they are in a strong position to push for more work.

“It was quite interesting because [Redacted – Top tier strategy consultancy] did a proposal, this is a very important piece of work, they mentioned it to the board. Because now they've got access to your board members, right? So, they start talking to your board members and your shareholders about what you need to do. So, all of a sudden [Redacted – Alpha CEO] getting them tweeting, oh [Redacted – Top tier strategy consultancy] think you should do so and so.” (MC03: Executive Management)

This example is interesting as the engagement was terminated part-way through when it became apparent that the consultants did not possess the necessary, specific domain knowledge for the international and offshore markets, as highlighted in Section 6.2.6.3.

6.2.6.7 Being used to do work that could be undertaken by permanent staff

The research found EOAs being used to do work which could and should be done by internal staff. The permanent staff highlighted that the use of EOAs in this way was costly, fuelled the need for long term use of EOAs, made it tougher to retain knowledge in the subject organisation and limited the personal development of permanent staff.

Unsurprisingly, this topic attracted negative feedback from the subject organisation staff. All levels of the organisational hierarchy and types of job role identified this as a significant use of EOAs and the issue was voiced particularly strongly by those involved in detailed implementation. The following quote illustrates some of these views.

“And sometimes, you know, when you see people in roles where you think absolutely there are people that you know of that could do that on a short-term basis.... You can't help but think we're not spending money in the right way.” (MC25: Middle Manager)

6.2.6.8 Limiting personal development opportunities

By using EOAs to work on the high-profile strategy implementation project, opportunities for permanent staff to raise their profile and to prove their talent and ability were suppressed. By not having permanent staff working alongside the EOAs there was a missed opportunity for the subject organisation staff to learn and practice new skills, and to gain experience.

The findings from the research found that the use of EOAs at the expense of internal staff could suppress personal development opportunities of permanent staff, and supports the view from

permanent staff that EOAs are used when internal staff could be given the opportunity to do the work (as highlighted in Section 6.2.6.6). The issues are summarised by a senior manager.

“...as an organisation we talk a lot about developing our own staff and giving people opportunities but yet in times of pressure – be that because of failed change or whatever, a crisis, we don't stick to that. But then when it goes all quiet again, we don't then invest the time to bring those people up, so we end up relying on externals the next time as well. I think there's – I think we have people who would like to be involved in making things better but don't know how but would really relish the chance to learn. But I think we rely on the externals for that.” (MC13: Senior Management)

A member of the subject organisation working on strategy implementation projects discussed the double impact on incumbent staff personal development opportunities when EOAs are used in line management positions. In this case, the use of EOAs managing permanent staff was seen as another example of EOAs doing work that could be undertaken by members of the subject organisation (Section 6.2.6.7), which suppressed the personal development opportunities for a member of the subject organisation to move into the line management role. The example also illustrates the inconsistency in EOA performance. The interviewee had been managed by two EOAs: one that was willing to coach and develop the interviewee and support their personal development and one who was not.

“So another example, in the last 18 months I've had four managers, two of them have been contractors.....So we're reporting into a contractor, not only did that limit the ability for a Lead [Lead Business Analyst] to move into that role and have exposure to that sort of activity, I was line managed by a contractor. It was done with the best intentions, the fact that they were very experienced at that consultant level, I could leverage the knowledge. The last one I had did not want to do this.” (MC08: Technician/1st Line Management)

6.2.6.9 Resentment

The permanent subject organisation employees identified that the use of EOAs could be a source of resentment among the permanent team. The perception that the EOAs are paid significantly more than the permanent staff for doing equivalent work was a source of resentment, as was contractors having greater flexibility in their working patterns, such as working from home on Mondays and Fridays. These issues are illustrated by the following quotes from a senior manager.

“...internally people get to hear and see how they're remunerated, and it can obviously create a huge amount of negative feeling and undervalued employees.” (MC11: Senior Management)

The view of the senior manager is supported by the sentiments of a first line manager/technician.

“There can be resentment because of the fact that contractors, consultants et cetera often earn more than permanent staff. That greater earning isn't necessarily balanced out by the fact that they're paying for their own holidays, healthcare et cetera. Even if it is, the perception from permanent staff is often that they're paid a lot more and they're not doing anything any different. So, there can be - and I know for a fact there is at the moment - quite a lot of resentment about that. Rightly or wrongly.” (MC41: 1st Line Manager/Technician).

The extract below highlights the issue in relation to the working pattern, and how the resentment was less of an issue if the EOA was perceived as adding value.

“...but some of it is real resentment about – there's a line used in IT which may be used elsewhere which – the twats – which contractors who, as part of their deal have agreed to work Tuesday, Wednesday and Thursday [TWaT].....Then they work at home on Monday and Friday and that – fair play if that's what they can do as part of their contract but that causes a lot of resentment as well because permanent staff don't get to do that. So, it does rub – but then if somebody is in on those Tuesdays, Wednesdays and Thursdays and making a difference and part of the team, they're not resented as much as some of the others. (MC13: Senior Management)

6.2.6.10 Poor attitude, values and behaviours

The permanent members of the subject organisation identified problems of using EOAs for strategy implementation when EOA's attitudes, values and behaviours are poor and out of step with the organisational culture. It was clear from the interviews that this did not apply to all EOAs, but when it did occur, the subject organisation did not always address it well. These issues were highlighted by members of the subject organisation staff who worked alongside EOAs on strategy implementation as illustrated below.

“We had one guy to basically coordinate between testing team and [Redacted – third party testing team] who said how are you spending my money. Like he's sat there like Toad of Toad Hall at the end of the table, banging his fist on the table, saying how are you spending my money. I was like you've only been here a week, you don't even work

here really. And I'm not paid anything at all, so I don't understand what the problem is. Go away.” (MC34: Line worker)

It is interesting to note that in some cases, EOAs are brought in specifically to shake things up and provide a fresh approach, so in some ways bringing a different set of values and behaviours may be desirable, as highlighted by the extract below in relation to an external consultancy being used to renegotiate supplier service level agreements (SLAs). The subject organisation wanted to improve the SLA terms and engaged an EOA firm which had a more aggressive approach than the subject organisation to achieve this. As illustrated below, this can be successful but can cause some tension with the host staff, particularly if this is at odds with strongly embedded cultural values-based behaviours such as honesty, accountability, integrity and respect.

“So, we had an engagement with a consultancy company called [Redacted – Financial services consultancy] who came in and they were there to look at the suppliers we were using and were we getting value for money we needed, were the SLAs high enough... ...they kind of were the SAS actually, the aggression they came in with. But that was all good fun and...what they tried to achieve, ...it was something that needed to be done. They came in and they did it. The way they went about it wasn't in a way that they were caring about making friends, and that's – I guess that's par for the course. They're there to do a job; they did that job and most of them left.” (MC34: Line Worker)

6.2.6.11 Failure to retain knowledge

The issue of losing valuable knowledge from EOAs was most strongly identified as an issue by those working closely with the EOAs in management and delivery roles, as discussed by members of the senior and middle management team.

“If this person [EOA] goes we're fucked. But actually, what we should be doing is not transferring it to another contractor, we need to be transferring it to the business. So, I just don't think it's part of our ethos to think about that and therefore you end up retaining these people on day rates or they hold us to account and say oh unless you pay me this I'm fucking off and you'll be like well we're dependent on you, we can't lose your knowledge, what the fuck do we do.” (MC16: Senior Management)

The subject organisation staff also identified a frequently missed opportunity to transfer knowledge from the EOAs to the subject organisation teams working alongside them, as discussed

by a member of middle management who said that EOAs don't see it as part of their responsibilities to support and coach the permanent staff.

"What I don't think we do is get enough out of these people. So, they tend to be experienced people that have done quite a lot of stuff and have worked at a reasonable level and are generally quite successful. I don't think we do enough to tap into that; to help; maybe to help them develop our permanent people. I don't see any of that. It's back to this point about they come in to do a very defined, discrete piece of work whereas if they were a permanent member of staff they'd absolutely be mentoring and coaching and all those sort of things. But we don't just – it just doesn't seem that we use people in that way and yet they're potentially some of the best people working in the organisation at that particular time. Conversations I've had with some of these people they absolutely don't see that as their role. They're, this is what you told me – you told me to get these requirements into shape and I've done it. I don't see any way is my role to help develop this junior member of staff that I'm sitting next to and yet they would probably have a lot of – to add to that." (MC07: Middle Management)

6.2.6.12 Undesirable knowledge transfer to competitors or other third parties

As part of the broader knowledge management theme, issues relating to EOAs being a mechanism for commercially valuable and sensitive knowledge and information leaking from the organisation to competitors, the media, other third parties, were identified. The issues of knowledge loss were mainly discussed by senior management and those in executive roles with different concerns and reactions depending on whether the EOAs were big name strategy and/or advisory consultancies or implementation contractors. It was generally acknowledged by the interviewees that a part of engaging with strategy and advisory consultancies is that they gain a deeper understanding of the host organisation's business and intentions and that they will assimilate this information with the knowledge and information they have gained from engagements with other client organisations. It was accepted that the loss of some valuable knowledge and information via consultancy EOAs was inevitable, but this is offset by the host organisation benefiting from the similar, reciprocation of relevant knowledge and information that the EOAs have gained from other clients. The interviewees generally considered this an acceptable situation and discussed the need for a strong relationship with the EOA organisation to ensure a level of trust that results in specific, sensitive information not being identifiable when assimilated into the EOA organisation. As highlighted by one Senior Manager...

"...here's this very peculiar thing that on the one hand you're hoping that they will give you a competitive advantage and you don't want them to be working with a direct

competitor. On the other hand, a lot of the things you ask them all of the time are exactly what the direct competitors are doing. So, if one stands back from it, they are, if you like, almost a legitimate way for the industry to share information. It's a – not share information in a commercially sensitive way but share insight. They're a legitimate way for the industry to share best practice and insight.” (MC03: Executive Management)

The interviewees were less comfortable with the risk of leaking sensitive information and knowledge via EOA contractors. The main issues related to the contractor EOAs needing to have knowledge of and access to very detailed and potentially very sensitive information to do their jobs. This information could be: detailed commercial terms; new product launches; pricing and promotional changes; and project and programme timescales and cost. Several interviewees highlighted that the organisation runs the same risk with permanent staff, but that with EOAs it is not a question of if they will leave the organisation, but when will they leave.

“There's also that bit of – I've experienced it myself with [EOA Name] coming in. In terms of some of the very commercially sensitive stuff, for all I know she might hang her boots up in a week's time and go and join [Direct Competitor Firm]. So, it's that competitor risk of if they nab one of these people, there's that exposure of a competitor taking away all that knowledge and expertise from someone we quite liberally impart upon them our strategy, our commercial terms, everything.” (MC11: Middle Management)

6.2.6.13 Long term use

The permanent staff discussed that EOAs were used over the long term. They discussed how the long-term use of EOAs is incongruent with the notion of EOAs being used to provide short-term capacity and targeted capability to support specific strategic implementation, as highlighted below.

“I understand why contractors are brought in; it should be a short-term thing to fill a hole where we need particular skills or knowledge. But then that's maintained and carried on. We've got some people who've been here longer than I have on a contract.” (MC34: Line Worker)

The also suggested that some EOA contractors benefit from strong networks of senior managers, which keeps them engaged with the subject organisation over long periods.

“...we tend to have long-standing contractors who are here for five or 10 years who have a support network among senior management let's say and that tends to protect them as they move from one project to another as if they were a permanent employee but they're not, they are in fact a contractor.” (MC15: 1st Line Management/Technician)

The permanent staff also saw that the long-term use of EOAs was a missed opportunity to develop the capabilities required in the subject organisation's own staff.

“I think – so we have a lot of long-term externals, some people who come in for six months and then four years later they're still here. I think there's got to be a mechanism for us to say, well look actually why are we still using an external... Have we not developed our own staff, is it truly something that we are actually going to get rid of next year, that kind of thing? So, I think that review mechanism is key because there are a lot of people who have been around a long time. (MC13: Senior Management)

6.2.6.14 Poor performance and behaviours not addressed

Poor performance and poor attitudes, values and behaviours from EOAs were compounded by the subject organisation being perceived as not consistently taking actions to address them. With EOAs, there was little or no active management of performance and behaviours.

The tendency of the subject organisation to continue to use and renew contracts of EOAs that were perceived as performing poorly was a source of resentment, frustration and low morale for some permanent staff. In cases where it was acknowledged that EOAs were not up to the job, rather than terminating the contract immediately, they were often allowed to continue until the end of their contract, which was then not renewed.

Some poor performing EOAs appeared to be protected by members of their EOA organisation being in senior positions on large strategic change implementation projects and by having influence over senior managers to reallocate their EOAs onto other projects.

The negative impact on the host organisation staff because of issues relating to EOA performance, behaviours, attitudes, values, quality and competence were amplified if/when they were not addressed and rectified either by way of an intervention by management to alter behaviours/working practices or to remove/replace the EOA in question. The interviewees reported the subject organisation not consistently taking actions to address these issues, with little or no active management EOA of performance and behaviours.

Several of the above points are illustrated in one extract from an interview with an Alpha permanent member of staff.

“But we've had a couple of instances with [Implementation Body Shop EOA Co.] in particular where they have just parachuted in fluff and nonsense, useless people. Trying to get them out the building as well is very, very, very difficult because they have – they've got a senior person who has clout with the top table who has visibility of all of the opportunities within the organisation. So, it's confidential so I'll name some names. [EOA Individual] for example was completely useless, like an empty suit, and he started working on Finance and then they – Finance weren't happy with him, they kicked him out, he ended up moved over to [Redacted Programme Workstream]. [Redacted Programme Workstream] weren't happy with him, kicked him out so he ended up in [Redacted Programme Workstream] working on some of the [Redacted Programme Workstream] work. [Alpha Individual] then said get him out of my sight. Lots of people have been saying it and then they try and put him up on [International Programme] on the sixth floor... Another one, [EOA Individual], survived here for three years on £1500 a day plus £400 worth of expenses and just survived, delivered nothing, moved from one place in the organisation to another...But on £1500 who can blame anyone for just trying to stay one more day.” (MC15: 1st Line Manager/Technician)

The issue of poor performance and behaviours of EOA consultants not being addressed is highlighted in an extract from an interview with an EOA consultant working with the subject organisation. The interviewee discussed the difficulties faced by members of the client organisation when attempting to challenge, criticise and flag problems with consultants, when the consultants have senior level relationships with the client organisation. Although the interviewee does not suggest they observed these practices at the subject organisation, it provides a fascinating insight to how consultancies manage their clients and the types of practices that organisations engaging with consultants should be aware of and guard against.

“I think one of the problems you find is often the consultancy is appointed by a very senior person who isn't necessarily involved on the project on a day-to-day basis, whether that's an FD [Finance Director], whether it's the CEO, on these big projects which often they are. So, what you have is a bit of a – the consultants have got the ear of a more senior person than you if you're the senior client running the project... So that's quite difficult, if you're a client you're not happy. You're not happy with consultancy being brought in by someone who is two levels above you and therefore you don't feel you can challenge them or if you do challenge them that then gets reported back above you.” (MC22: EOA Consultant)

6.2.7 Engagement management

The management of the engagement of the EOAs by the subject organisation, once a decision had been taken to use EOAs to support strategy implementation, was a significant topic which included a wide range of issues relating to management and control, or lack of management and control, of EOAs in the organisation.

An experienced EOA consultant that worked with the subject organisation discussed the importance of the clients purchasing EOA services having the skills and experience to management the engagement from start to end.

“Yes, and this comes back to – most of the projects that I've seen go wrong are down to the inexperience of clients in engaging consultancy. So, using externals is great in the right place but done if you're not an expert in buying consultancy services is very dangerous because you just assume, they'll be brilliant, and often they aren't. Or you'll assume they'll stick to the scope or you'll assume that they probably know a bit more than they do. So, a real skill that is required if you're going to engage with a consultancy is using consultancies well.” (MC22: Consultant EOA)

The EOA engagement management theme encompasses a range of organisational processes, procedures, practices and systems involved in the subject organisation procuring, managing and using EOAs. The broad issues of engagement management have been broken down into four areas: The first relates to the getting EOAs into the organisation once the initial decision to use them has been taken; the second category covers the management of the EOAs whilst engaged by the organisation; the third category focuses on the management of the EOA at the end of the engagement, when they leave the organisation; and the final category relates to the host organisation's commitment to the engagement.

6.2.7.1 Engagement management (inbound)

This theme relates to several topics associated with the practices and processes of getting EOAs into an organisation. The interviewees highlighted many areas for improvement, as well as practices that worked well, although these were not always applied consistently.

6.2.7.1.1 Clear remit

Participants reported that it was important to ensure that there was a clear and well understood remit and brief that set out why the EOAs were needed, what they would be doing, how they fitted into organisation, what success looked like and who they reported to. EOAs and Alpha staff identified the value of a clear remit and brief being established from the outset of an engagement

and provided examples of good and poor practice from within Alpha, highlighting a lack of consistency across the organisation. This is illustrated by an extract from an interview with a member of the executive management team who had experienced both successful and unsuccessful EOA consultancy engagements.

“I think great practice is you need to have a clear understanding of what the remit is. What is the exam question? Okay. What are you looking to answer? Because clarity of instructions to the consultant will provide the best results. For example, we use [Redacted – Big Four advisory consultancy] to help us put together the risk appetite framework for [Alpha]... So, he helped us kind of formulate our risk appetite framework. So, it was great, because again it was a clear exam question.” (MC05: Executive Management)

And then in relation to the same piece of work which was originally tasked to a different Big Four advisory consultancy...

“We didn't give them the right exam question and they came up with some gobbledygook that made no sense... So again, I think it's about clarity of objective exam question. That is the best practices. And it's in a clear timeframe and what you expect to be the deliverable. (MC05: Executive Management)

The importance of having a clear remit when engaging EOAs was raised by many of the interviewees. It was identified that the responsibility lay with the subject organisation itself and that the subject organisation was inconsistent in doing so, as highlighted by a senior manager:

“I think the biggest danger of using externals is poor management and poor clarity of their remit or objectives when they're here. So, a lot of this I'd put on the business. So, if you allow consultants or contractors to come in and you're not clear on setting out what you want them to do, manage them effectively, I think you can end up with a lot of wasted cost.” (MC16: Senior Management)

It was highlighted that the ability to actively monitor and manage the performance of EOAs, to maintain quality and avoid short-term focus on quick fixes, was undermined if there was no clear remit/brief set out at the start of the engagement to use as a performance management baseline.

6.2.7.1.2 Procurement, recruitment and selection process

A recurring theme regarding the recruitment and selection of EOAs was that the process was often less rigorous than would be used for a permanent employee. As a result, there were issues relating to the quality of EOAs, including their skills, knowledge and competence to do the job, along with EOAs values and behaviour, coupled with attitudinal fit and values. To achieve robust recruitment and selection, it was acknowledged that the appropriate people from the host organisation need to be fully engaged with the EOA onboarding, from the very start of the process and throughout the selection/recruitment process (and the whole engagement), and that this was not always the case. These issues are highlighted by many of the interviewees and illustrated in the quote below.

“We interview contractors very badly and actually consultants probably even worse. We don't give them anywhere near as much time as we would a permanent member of staff and yet the role they're coming into could be more critical than most of the permanent staff we have in-house. So, I think the process around engagement of contractors and consultants can be quite poor. Not is, can be.” (MC36: Senior Management)

The subject organisation staff also discussed being constrained in their recruitment of EOAs by the HR and Procurement departments' PSLs for engaging with consultants, contractors and recruitment agencies. PSLs are used to restrict managers looking to engage with EOAs to a list of companies where the subject organisation has agreed terms and has contracts and relationships in place. The aim of the PSL is to: reduce overall cost; deter speculative approaches direct to managers from recruitment consultants/agencies, management consultancies and PSFs; and to prevent individual managers agreeing to costs, terms and contractual arrangements that may be undesirable for the subject organisation. A member of the subject organisation resourcing strategy implementation team highlighted that being restricted to PSLs can result in a limited pool of suitable candidates and that the process for engaging with an EOA not on the PSL was onerous at times when the EOAs were needed urgently.

“...you generally get a list of people from an agency because we've approved that agency, you can't go outside the agency because it's like you've got to sign a million forms...Oh my god, it's a nightmare. So, you're limited in your pool of who you can look at anyway, by who has signed our procurement process or whatever.” (MC14: Senior Management)

Strong, effective inbound engagement management is important to ensure that land and expand practices were kept in check. This can be achieved by the involvement of permanent staff to

provide control over inbound EOAs. In addition, a formal EOA inbound engagement management helps keep track of the balance of EOAs and permanent staff working on programmes, projects and work streams to support a deliberate and appropriately balanced blend of EOA and permanent staff where necessary.

6.2.7.1.3 Induction (housekeeping and knowledge transfer)

Beyond the recruitment and selection of EOAs, it was highlighted that the subject organisation was inconsistent in how EOAs were brought into the organisation and set to work. There were some examples of EOAs being idle while housekeeping matters relating to security, technology, details of the work they were to do etc. were addressed.

Once the housekeeping was in order, issues relating to getting the EOAs up to speed with the various information/knowledge that they would need to do their jobs was identified. This related to a range of information/knowledge including: basic information about the organisation and its vision, mission, proposition; background to the project they were working on; corporate standards and templates; understanding who they needed to speak to for technical/domain information; and others. It was suggested that ensuring efficient housekeeping, induction and knowledge transfer to the incoming EOAs could increase EOA buy in and alignment to the organisation's vision and goals.

The interviewees identified that when EOAs were brought into the company poorly, this had a negative impact on them and raised issues of cost and value; conversely, when it was well handled, it had the opposite effect, as demonstrated by two very different views from contractor EOAs engaged by Alpha.

“Very often when you join this company you wouldn't necessarily have a login, you wouldn't necessarily have a machine, you wouldn't necessarily have access to the systems that you need”. (MC44: Alpha EOA Contractor)

“one thing that's really good about here is they give you a really good introductory process. When I came, I had my laptop on day one, I had my desk, I had my RSA token, literally everything was set up ready for me.” (MC09: Alpha EOA Contractor)

6.2.7.2 Engagement management (ongoing)

Following on from the inbound engagement management, the participants identified a similar theme relating to how well or otherwise the ongoing/inflight engagement of the EOAs was

managed. In general, the participants highlighted a lack of consistency, with pockets of good and poor practice.

6.2.7.2.1 Performance management

The topics relating to the ongoing management of the EOA engagement focus on the management of EOA performance in terms of quality, competence, appropriate solutions (avoiding short-term, quick fixes) behaviours and values. The ongoing management of the engagement relies on the robust inbound engagement management to provide a clear remit and brief to set out what the EOAs should be doing, so that they can be managed against it. The management of the EOA engagement also requires strong recruitment and selection to increase the likelihood the EOAs have the skills and will to deliver whatever is being expected of them. To actively monitor, manage and support the EOAs, the host organisation needs to commit the appropriate resources to work with the EOAs. By coupling support and oversight of the EOAs with well-defined expectations, issues of poor performance, behaviours etc. can be addressed quickly and effectively. The interviews indicated that the performance management of EOAs was inconsistent, with some areas setting clear objectives, monitoring performance and managing any performance related issues, while some did not. This is highlighted by the interview extracts below, firstly from a senior manager relating to objectives.

“...so obviously we don't do six monthly reviews but they do have – most of them have objectives to meet and again it depends on what they're working on, some will have one-to-one's, some won't, but there will be a tracking of what they're doing.” (MC13: Senior Management)

And then from a Technician/1st Line Manager in relation to the reluctance of poor behaviour and performance from EOAs to be challenged.

“I quite often talk to my management where there is a reluctance sometimes to actually manage the behaviour and the performance of those contractors to such an extent that you kind of feel like they're actually getting away with murder and they're getting paid very handsomely for it.” (MC08: Technician/1st Line Manager)

6.2.7.2.2 Knowledge management and transfer

In a similar theme to the management of knowledge when the EOAs are first brought into the organisation (Section 6.2.7.1.3), participants highlighted the need for knowledge management and knowledge transfer during the engagement. Unlike the inbound knowledge management where the emphasis was on porting knowledge and information from the host organisation to the

EOA, knowledge management during the engagement requires multiple dimensions including from the host to the EOA, but also from the EOAs back into the host organisation. The active knowledge management from EOAs to host serves multiple purposes, such as supporting the personal development of host staff, which could reduce the long-term dependency on EOAs and boost the overall host organisation human capital. The transfer of knowledge from the EOAs to the host organisation staff is essential for the successful operationalisation and implementation of the strategic initiative into the business. This is crucial where the host staff will be responsible for delivery once the EOAs hand over and move on. A further aspect of knowledge management during EOA engagement is intra-EOA knowledge management; this relates to the management of knowledge between EOAs engaged on the same or related strategic implementation. This element of knowledge management is particularly relevant on large strategic change programmes where many EOAs and multiple types of EOA are involved, and where success is dependent of various EOAs working together and sharing knowledge about the host organisation and their own specialisms. The problem of not managing knowledge from EOAs engaged in strategy implementation is illustrated below.

“Where I think you hit barriers in and around knowledge transfer is in the contractor space, so if you look at big large-scale change programs – like [Omega], like [Chi] to some degree – we have a huge amount of change resource in there. Our contractors are not currently incentivised to transfer knowledge and to develop and bring up the people that they are working alongside, permanent people. So, we end up with a heavy reliance on daily rate contractors, because we're not making enough of ensuring knowledge transfer from experts that we're bringing in that we're paying a lot of money for.”

(MC10: Middle Management)

6.2.7.2.3 Ongoing long-term use

The final point relating to the ongoing management of EOA engagement concerns long-term EOAs. It is interesting to note that the analysis of EOA length of service from the data provided by Alpha identified that the longest serving EOAs had an LoS up to eight years, while interviewees cited several EOAs with eight, nine, ten and fifteen years. The interviewees referred to the regular reengagement of EOAs after a short break that would not be apparent in the data. This could account for the difference between the LoS data (6.1.2) and the interviews. The ongoing, regular and active management of EOA engagements can help to identify where EOAs are morphing from providing targeted capacity or capability to support a specific, time-bound strategic implementation into being a BAU resource which could/should be a permanent role.

As one Senior Manager pointed out,

“I have found constantly that I have people who by any other measure are full-time employees but retain a consultancy-based approach. Yet have been with us, in some cases, for 15 or 20 years.” (MC04: Executive Management)

6.2.7.3 Engagement management (outbound)

The final sub-theme of the EOA engagement management relates to the ending of EOA engagements. The feedback from the interviews again suggested that this was an area with some good and some poor practices.

6.2.7.3.1 Knowledge management and transfer

One of the key areas related to the management of EOA knowledge, and knowledge transfer from the EOA to the host organisation as part of the ending of the EOA engagement. The need for structured knowledge transfer covering creation, sharing, storing and retrieval of documentation was identified. In addition, face to face knowledge transfer was necessary to ensure the host organisation captured and could use relevant knowledge and information once the EOA had left. These areas were identified as key issues and ones that could be improved. Successful knowledge transfer is reliant on appropriate engagement from the host organisation to set out what knowledge and information should be captured, how it should be captured, and to whom it should be transferred to, along with making host staff available to receive the output from the knowledge transfer.

As highlighted in the sections on inbound and ongoing engagement management (Sections 6.2.7 and 6.2.7.2), a clear brief that sets out what is expected from EOAs at the start of an engagement and monitoring throughout can support the final knowledge transfer.

Some of the issues of EOA knowledge management at the end of EOA engagements are highlighted in the extract below.

“Because that's the other thing that we don't necessarily manage very well with contractors and consultants is you bring them in, they do their job, they finish, and they walk away. They walk away with the knowledge and experience which they've got which makes them more marketable externally. What have we done to ensure that we've extracted everything out of them that we need as a business in the future?” (MC14: Senior Management)

The problem of the subject organisation failing to prioritise and take steps to transfer knowledge from EOAs are highlighted by a middle manager.

“So what we do is we put people on programs, we give them objectives around business delivery and milestones and any program delivery. We don't give them any kind of objective in and around knowledge transfer. Actually, that should be part of their criteria for success. Then they come back, and they renegotiate because they want to stay for longer. You pay them more money and you still don't [get the KT]. So actually, I think partly that's our fault. I think we're so busy trying to deliver the programs that we forget about doing things like transfer of knowledge and making that more - and I know people like [Redacted Alpha permanent senior manager] have tried very hard to make that part of the culture, but it's quite a challenge.” (MC10: Middle Management)

6.2.7.3.2 Timely removal of poor performing EOAs

A clear brief from the outset, along with active performance management, can result in poorly performing EOAs being removed from the business in a timely manner, minimising the cost and impact on the business. The interviews revealed that the subject organisation often failed to use the flexibility of EOA contracts to remove poor performing EOAs from the organisation as soon as it were apparent that they were not performing adequately. The subject organisation appears to allow contracts to run their course rather than exercising the option to terminate mid-way. This is illustrated by the quotes below from a senior manager and a technician/first line manager.

“I would say as a general business, we haven't been very good at getting rid of people, perm or contractors. We shy away from the conflict and just let it happen. We let it happen naturally. Their contract comes to an end and we just let it run. So actually, we suffer for a period of time, potentially. I would say on [Omega] we have experience of just removing people. But that again comes down to who's running the program and we just don't put up with it, so there you go. But I would say as a business, we're not great at managing people out.” (MC14: Senior Management)

The technician/first line manager also highlights the potentially damaging impact that failing to remove poor performing EOAs can have.

“Because then [Alpha] has a policy where it does not like to terminate a contract early - which I absolutely disagree with, that's the whole point of it - you can then be stuck with people for the duration. So, if you signed a six-month contract you are paying someone

tens of thousands of pounds that are potentially exhibiting negative or disruptive behaviours that you can't do an awful lot about.” (MC08: Technician/1st Line Management)

6.2.7.3.3 EOA engagement review and application of lessons

The final area of outbound EOA engagement management relates to capturing information about the EOA to aid future re-engagement. Several participants identified that there was a tendency for some EOAs be regularly re-engaged across the business and that this can have benefits and costs. It was noted that some high quality and good value EOAs had been re-engaged on other strategic initiatives, and that this was a good thing, while equally, poor EOAs were also re-engaged and that it appeared that there was inconsistency in sharing of information about EOAs when considering re-engaging them, as highlighted by this interview extract.

“I've got my – probably like everybody who's been around in IT as long as I have, I've got my phone list of people that I would phone if I went somewhere. I would bring them in; quite a short list. Because they would come in and they would act like they were permanent staff. They'd do the hours, they'd make the commitment, they would fit in in the right kind of way. But there are others that I would never lift the phone to for the opposite reason. It literally is just about money. They could be frying chips in a fish and chip shop as long as it paid them the same day rate.” (MC36: Senior Management)

6.2.7.4 Host organisation commitment to the EOA engagement

The EOAs that were interviewed for the research discussed the importance of having the appropriate commitment from the host organisation to support the engagement.

The consultant EOAs identified that a failure to have commitment from appropriate people at the host organisation to provide time, data, information, resources and sponsorship to the EOA engagement resulted in poor engagements.

They emphasised the need for sponsorship from a suitably senior stakeholder and the importance of having the right people in the organisation, with experience of working with EOAs, committing enough time and effort to work with them to support the engagement. This is illustrated by this quote from a consultant EOA with experience working with the subject organisation.

“Because the [client] companies who are experienced at using them, experienced at challenging them, whether that's the number of people they put in the project, the quality of the output, the arguments they are taking you through, if you're very inexperienced in that you're unlikely to get a good answer. So almost as important as

engaging the right consultancy is having the right number of people or the right people in the client who have actually been there and done it, engaging consultancies.” (MC22: Consultant EOA)

The EOAs also discussed the need for host organisations to ensure they provide resource to work with the EOAs to act as a conduit for knowledge transfer from the EOAs into the client organisation:

“The other one though and which people often forget about, back to the knowledge transfer, is get some young bright people [from the client] involved in the project, even if they know next to nothing because you're always going to need some arms and legs on the project, the consultancies often will bring those but that's limited value. Just having some young bright people who want to get stuck in, involved in the project because they'll be the one who is then the project manager or the lead analyst on the next project.” (MC22: Consultant EOA)

Although the interviewees were quick to criticise the EOA for not transferring knowledge, the EOAs that were interviewed discussed challenges associated with the host organisation not committing resource to work with the EOAs to receive the knowledge transfer from the EOA. This is highlighted below.

“They don't tend to put enough shadow next to, to take and receive the information. That contract closes, the funds dry up – whatever it might be. They're just left with okay, that was interesting. There's nothing sustaining now that activity... So, when you put your business case together to engage externals – and it is that kind of implementation phase – then it – put the business case together for the internal resources to support as well.” (MC43: Consultant EOA)

The issue of failing to commit resource to work with the EOAs to receive the knowledge transfer from the EOA was acknowledged by the subject organisation, as highlighted by a middle manager.

“So, you've got to pepper those people [expert EOAs], sprinkle them in amongst your permanent resources and allow the knowledge to grow. That's the ideal thing to do. Are we doing that? Not to the very best of our ability. Yes, we are in some places but not...” (MC10: Middle Management)

6.2.8 Strategic organisation design and capabilities

The final main theme from the interview data concerns how the use of EOAs in strategy implementation can be informed by, and inform, the overall organisation design and organisational competences, capabilities and capacity.

This theme draws on topics raised by the interviewees that focus on longer-term drivers for the use of EOAs. It includes how EOAs could be used to help the organisation acquire and retain new skills, knowledge and experience to support strategic shifts which require a change in the organisation design and the organisation's competencies, capacities and capabilities. As one employee put it...

".....it's about balance, it's all about balance, because if you get the balance right then actually you leverage the benefit of having the externals without having so much of the negativity, particularly what I believe is the erosion or potentially even harsher, the resentment that can harbour within the permanent pool." (MC08: 1st Line Manager/Technician)

The interviewees discussed how EOAs were actively used to help support the changing organisation design because of the wider strategic change in operating model. This links to the benefits of having a clear remit and brief for the EOAs which support the strategic organisation design. The strategic shift to replacing the technology platform and outsourcing the business operations was supported by filling emerging vacancies with EOAs rather than permanent staff. This tactic was used in the IT, Change and Operations areas to avoid employing people into permanent roles, knowing that they would be made redundant or transferred to the outsourcer in the near term. EOAs were also used to create a transitional organisation design and operating model to facilitate the strategic shift. Such a significant change to the business required additional resources; rather than recruiting permanent staff, EOAs were often used to supplement the host staff and provide resource flex. The use of EOAs to provide resource flex happens across the organisation, particularly in IT, Change, Operations and Finance. The challenge for Alpha is getting the balance correct. It has struggled with this, as illustrated by this extract from an interview with a 1st Line Manager/Technician working on strategic implementation.

"So, my initial thoughts are there's a role for contractors in flexible organisation. I think we have gone too long with a recruitment freeze and it's left us using contractors to provide our core capacity rather than as a flex capacity and that's detrimental to the organisation because they don't carry the same zeal, vigour and ownership that I think

the permanent staff should and in a lot of cases do carry.” (MC15: 1st Line Manager/Technician)

The benefits to of this approach of using EOAs include short term flexibility and the opportunity to keep the costs off the bottom line for accounting purposes. If the EOAs are engaged in transformational change, the costs can be considered an exceptional item in the accounts, whereas permanent staff usually form part of the ongoing business expenses which impact the profit and loss account.

Interviewees identified that there were problems with the deliberate use of EOAs to support transitional organisation designs. At the time of conducting the interviews, the organisation’s large and complex programme of strategic change had been underway for several years, and had been subject to delays. At time of writing, the changes are still being implemented and the latest public statements from the host organisation predicted that it is still to run for several more years, making a total of c. seven years for some elements of the implementation. Issues discussed by the interviewees with such long-term programmes relate to: the long-term use and reliance on EOAs; the challenge of getting the right balance of EOAs and permanent staff; and issues of cost and value, where it is suggested that it would have been lower cost to have recruited permanently and/or upskilled the permanent staff to support the implementation, rather than use EOAs for several years.

6.3 Results summary

The research finds that the subject organisation relies on a variety of EOA types to support strategy implementation. The main types of EOAs used by Alpha to implement strategy are:

- Big name strategy consultants such as Bain and Co., BCG, McKinsey & Co.
- Advisory consultants including the Big Four advisory consultants.
- Specialist, technical PSF EOAs for legal, creative marketing, advertising, IT, training and development, HR etc.
- Change implementation consultant/contractor firms.
- Change implementation individual consultant/contractors.

The level of detail of the data provided varied for different types of EOA, with detailed statistics relating to contractor and FTC in general, and a breakdown of PSF and consultant spend, along with data on contractors for the Omega strategy implementation programme. Information about

the extent of consultant and PSF use in implementing strategy is based on qualitative interviews and reveals significant use of EOAs.

The research found that the subject organisation has four distinct categories of EOA use to support strategy implementation. EOAs are used as additional capacity to bolster existing organisational capabilities, to allow it to implement strategy at a pace and scale that it would not otherwise be able to do. EOAs are used to provide capabilities that the organisation does not have internally, but which are required to implement strategy. EOAs are used to bring an independent view, to provide impartial assurance, credibility and validation. PSF EOAs are used to augment the internal business services functions for strategy implementation activities where the subject organisation had actively decided not to retain the capacity or capability in-house.

Four key themes emerged from the data. The first theme relates to the benefits of using EOAs to implement strategy that the interviewees discussed (Section 6.2.5). Themes relating to problems with using EOAs to implement strategy were then presented (6.2.6). Moving beyond issues of the benefits and problems of using EOAs, the next theme related to how the subject organisation manages the use of EOAs (6.2.7). The final theme related to the strategic organisation design, organisation capabilities and EOA use to implement strategy (6.2.8).

The discussion that follows considers the implications of these finding for the research questions.

Chapter 7 Discussion

7.1 Introduction

The discussion chapter is where the implications of the findings can be considered in relation to the research questions and the literature. It is where the limitations of the study can be discussed. (Hussey and Hussey, 1997; Saunders, Lewis and Thornhill, 2007; Wallace and Wray, 2011; Bryman, 2016). As this thesis is for a DBA and should be practically applicable (University of Southampton, 2012), the implications of the findings should be discussed from an academic and practitioner perspective. The result of this dual objective for the discussion chapter is the use of tables to present the detailed findings in relation to the research questions from a practitioner perspective followed by narrative discussions of findings that relate to the academic literature.

This aims of this research are to critically assess the use of EOA in strategy implementation, to identify and understand who they are, the part they play and the views of permanent staff working with them. The research also aims to create a framework for how EOA could be used in strategy implementation.

The study uses a pragmatic, mixed methods approach, supported by qualitative and quantitative methods. The quantitative analysis adopts a positivistic, deductive approach while the qualitative methods employ both deductive and inductive approaches. The research design is a single case study, with multiple embedded units of analysis, that is representative/typical, revelatory and longitudinal. The research is framed by a SaP perspective and draws on additional non-SaP academic literature (PSF, consultants NSW) that address EOAs and strategy implementation. The three research questions are:

- 4.3.1 What type of EOAs are used in strategy implementation at the subject organisation; what are they used for and to what extent?
- 4.3.2 What benefits and problems of EOAs supporting strategy implementation do permanent subject organisation members of staff report?
- 4.3.3 How could the subject organisation improve the use of EOAs in strategy implementation?

The discussion of the first research question explores the way EOA practitioners support strategy implementation and how the existing SaP literature reflects the organisational reality of the subject organisation.

The discussion of the second research question builds on the descriptive foundations of the first and explores the views of permanent members of the subject organisation staff working with EOAs to implement strategy.

The discussion of the third research question is an integrated analysis of the themes from this research and the existing literature to provide recommendations to the subject organisation.

Finally, limitations with the study are discussed.

Different approaches to structuring the discussion of the research questions reflect the different implications of the findings for practitioners and the literature. In circumstances where the findings broadly reflect the literature, the focus is on presenting them concisely to reflect a practitioner perspective. In situations where the findings have implications for the literature, the discussion adopts a narrative style to reflect an academic perspective.

7.2 What type of EOAs are used in strategy implementation at the subject organisation; what are they used for and to what extent?

The objective of the first research question is to describe the operational reality of EOAs supporting strategy implementation in the subject organisation. The implications of the findings in relation to the research questions are discussed here. The discussion also explores how the SaP literature and other literature on EOAs address this topic and if the observations from the subject organisation reflect the findings from the literature.

The discussion of this research questions is split into four areas. The first two describe the types of EOA used by the subject organisation to implement strategy, and how they are used. The findings are descriptive and generally confirm the observations from the relevant literature. They are presented in Table 7.1.

The next section explores the extent to which the subject organisation uses EOAs for strategy implementation and is split into two sections. The first section addresses the extent of the use of PSF and consultants in implementing strategy, which again confirm the findings from the relevant literature. The next subsection discusses the extent of implementation contractor and FTC use in more detail. The final section discusses how different types of EOAs are used by the subject organisation to implement strategy in different ways.

7.2.1 The types of EOA used to implement strategy and how EOAs are used in strategy implementation

The research finds that the subject organisation uses a variety of EOA types to support strategy implementation. The main types of EOAs used by Alpha to implement strategy are:

- Big name strategy consultants such as Bain and Co., BCG, McKinsey & Co.
- Advisory consultants including the Big Four advisory consultants.
- Specialist technical PSF EOAs for legal, creative marketing, advertising, IT, training and development, HR etc.
- Change implementation consultant/contractor firms.
- Change implementation individual consultant/contractor.

The research found that the subject organisation has four distinct categories of EOA use to support strategy implementation (see Section 6.2.4).

- EOAs are used to provide additional capacity to bolster existing organisational capabilities to allow the subject organisation to implement strategy at a pace and scale that it would not otherwise be able to do (Section 6.2.4.1).
- EOA are used to provide capabilities that the organisation does not have internally, but which are required to implement strategy (Section 6.2.4.2).
- EOAs are used to bring an independent view, to provide impartial assurance, credibility and validation (Section 6.2.4.3).
- PSF EOAs are used to augment the internal business services functions for strategy implementation activities, where the subject organisation had actively decided not to retain the capacity or capability in-house (Section 6.2.4.4).

The types of EOA and their uses observed at the subject organisation are EOAs are consistent with the relevant PSF, consultant and EOA literature (see Section 3.9). They formed part of the first-cycle codes that were derived deductively, from the literature and experience, as a priori provisional codes. Table 7.1 presents the types of EOA used to implement strategy and how they are used in strategy implementation. It does not include a detailed discussion of the literature or specific references, other than those for SaP EOA articles. It does indicate the relevant section of the literature review.

Table 7.1 Types of EOA used to implement strategy and how they are used

	How the findings answer the research question	Implications for the literature
Type of EOA	<p>The main types of EOAs used by Alpha to implement strategy are:</p> <ul style="list-style-type: none"> • Big name strategy consultants such as Bain and Co., BCG, McKinsey & Co. • Advisory consultants including the Big Four advisory consultants. • Specialist technical PSF EOAs for legal, creative marketing, advertising, IT, training and development, HR etc. • Change implementation consultant/contractor firms. • Change implementation individual consultant/contractor. 	<p>In relation to the use of consultants and PSFs, the findings confirm the SaP literature which identifies consultant EOAs as strategy practitioners (Section 3.8).</p> <p>As one would expect, the PSF and consultant literature identify PSF and consultants as strategy implementation practitioners (Sections 3.9.1 and 3.9.2).</p> <p>Change implementation consultants/contractors implementing strategy do not appear to be represented in the SaP literature as strategy practitioners. This highlights an opportunity to extend the scope of SaP literature to include change implementation consultants/contractors implementing strategy as strategy practitioners.</p> <p>The use of change implementation consultants/contractors implementing strategy feature in a strand of the literature on skilled NSWs (Section 3.9.3).</p>

	How the findings answer the research question	Implications for the literature
How EOAs are used: Additional capacity	<p>EOAs are used to provide additional capacity to bolster existing organisational capabilities to allow the subject organisation to implement strategy at a pace and scale that it would not otherwise be able to do (Section 6.2.4.1). Given the temporary nature of transformational change programmes, a significant increase in permanent headcount would not be justified.</p> <p>The additional capacity to support strategy implementation in the subject organisation came predominantly from consultancies (advisory Big Four and mid-range) and implementation contractors, along with the augmentation of the in-house business services functions by PSFs.</p>	<p>The EOA theory captures the same practice observed in subject organisation's use of a wide range of EOAs to provide additional capacity and confirms that the theory is practically applicable.</p> <p>The subject organisation's use of EOAs to provide capacity to deliver strategy implementation is reflected in the SaP literature (Nordqvist, 2012; Jelenc and Raguž, 2016; Löwstedt, Räisänen and Leiringer, 2018).</p> <p>This is also reflected in the non-SaP literature on consultants (Section 3.9.2), PSF (Section 3.9.1) and NSW (Section 3.9.3).</p>

	How the findings answer the research question	Implications for the literature
How EOAs are used: New capability	<p>EOA are used to provide capabilities that the organisation does not have internally, but which are required to implement strategy (Section 6.2.4.2).</p> <ul style="list-style-type: none"> • Knowledge and experience of delivering similar change elsewhere. • Technical, legal or regulatory knowledge and experience. • Facilitation, process, tools, techniques. • Competitor knowledge and experience. • Up to date industry and domain knowledge gained from a wide range of organisations, implementations and industries. 	<p>EOA theory captures the same practice observed in subject organisation, using a wide range of EOAs to provide additional capability, and confirms that the theory is practically applicable.</p> <p>This is reflected in the SaP literature (Nordqvist, 2012; Jelenc and Raguž, 2016; Löwstedt, Räisänen and Leiringer, 2018).</p> <p>This is also reflected in the non-SaP literature on consultants (Section 3.9.2), PSF (Section 3.9.1) and NSW (Section 3.9.3).</p>
How EOAs are used: Impartial assurance, credibility and validation	<p>EOAs were used to bring an independent view, to provide impartial assurance, credibility and validation (Section 6.2.4.3).</p>	<p>EOA theory captures the same practice observed in the subject organisation, using EOAs to provide independence, impartial assurance, credibility and validation, and confirms that the theory is practically applicable.</p> <p>This use of EOAs reflects SaP research on consultant EOAs by Hoon (2007) and Nordqvist (2012).</p> <p>The non-SaP PSF (Section 3.9.1) and consultant (Section 3.9.2) EOA literature also identifies consultants as being used to provide independence, impartial assurance, credibility and validation.</p>

	How the findings answer the research question	Implications for the literature
How EOAs are used: Augment in-house business services departments	<p>PSF EOAs are used to augment the internal business services functions for strategy implementation activities where the subject organisation had actively decided not to retain the capacity or capability in-house (Section 6.2.4.4).</p> <p>The subject organisation intentionally uses specialist technical PSF EOAs for legal, creative marketing, advertising, IT, training and development, HR etc., usually as part of a deliberate approach to augment permanent teams to support implementing strategic change programmes. PSF EOAs were used to satisfy peaks in demand for resource and to provide specialist, technical skills not possessed by the subject organisation.</p>	<p>The use of PSF by the subject organisation to provide these kinds of professional, knowledge intensive and low capital-intensive services to support strategy implementation for marketing, finance, HR and legal is in line with the mainstream PSF literature (Czerniawska and Smith, 2010; von Nordenflycht, 2010; Brock, Leblebici and Muzio, 2014).</p>

7.2.2 The extent of EOA use in implementing strategy

Significantly, the research found that the subject organisation relied on various types of EOAs to implement strategy. The data provided by the case study varied for different types of EOA. The subject organisation provided detailed statistics relating to contractors and FTCs in general, a breakdown of PSF and consultant spend, and data on contractors for the Omega strategy implementation programme (Section 6.1). In addition, the qualitative interviews validate the quantitative results and provide further insight into the extent of consultant and PSF use in implementing strategy where quantitative data was sparse. The data reveals a significant use of EOAs.

7.2.2.1 PSF and consultants

The subject organisation did not provide detailed data on the extent of consultant or PSF use to support strategy implementation across the whole organisation; however, the qualitative

interviews highlight the frequent and regular use of consultants to provide a range of services to support strategy implementation. As described in Section 6.2.4.4, PSFs form a fundamental part of the subject organisation operating model for business services, augmenting the in-house business services functions to support strategy implementation.

Despite the lack of detailed data on the extent of consultant and PSF use by the subject organisation, the quantitative data relating to the Omega multiyear, multimillion-pound, transformational change programme highlighted the significant programme spend on PSF, including consultants (£3 million), this compares with £2.7 million budget for internal staff (Section 6.1.3).

The practice of using PSF and consultant EOA to implement strategy identified in the subject organisation is similar to that reported in the literature (Appelbaum and Steed, 2005; Czerniawska and Smith, 2010; Haverila, Bateman and Naumann, 2011; Naylor and Goodwin, 2011; Johnson *et al.*, 2014; Bronnenmayer, Wirtz and Göttel, 2016a).

7.2.2.2 Implementation contractors and FTCs

The qualitative interviews and quantitative analysis show that the use of implementation contractors, either engaged directly or via a change implementation organisation, is significant and varies greatly between departments, with some departments having large numbers of consultants, contractors and FTCs for long periods of time to support strategic change and peaks in BAU activities (Sections 6.1.1, 6.1.2 and 6.1.3).

The quantitative data relating to the Omega transformational change programme highlighted the significant use of implementation contractors in the core programme delivery team, which had 80 contractors out of a team of 110 (73%), at a cost of c. £5.6 million; this compares with £2.7 million budget for internal staff.

The findings from the research that implementation contractors and FTC EOAs are used significantly across the subject organisation to implement strategy confirms the observations from the NSW literature on the use of skilled itinerant workers (Barley and Kunda, 2004, 2006; Cappelli and Keller, 2013; Nesheim, Fahle and Tobiassen, 2014). The current NSW literature does not explore the use of implementation contractors and FTC EOAs in enough detail to allow a comparison of the observations from the subject organisation with other organisations using implementation contractors and FTC EOAs to implement strategy.

The wide variation in absolute number and proportion of types of EOA (contractor vs. FTC) and between departments suggests different approaches to using contractor and FTC EOAs for

resourcing strategy implementation. It is not clear, from either the quantitative analysis or the qualitative interviews, if the different departmental approaches to using contractor and FTC EOAs for resourcing strategy implementation is deliberate or emergent. The qualitative interviews did not reveal a deliberate, organisation level approach to the use of contractor and FTC EOAs. Given the different approaches to using different types of EOAs across the subject organisation, there is an opportunity for the organisation to learn from the effectiveness and appropriateness of the different EOA approaches and apply any learnings throughout the organisation.

The implied, taken for granted assumption on the use of EOAs to support strategy implementation is that they are used to supplement the host organisation's capacity and/or capability for a defined period to support specific strategic implementation programmes. The findings from the quantitative data analysis of the length of service of contractor and FTC EOAs both support and challenge this assumption, with FTCs being used for relatively short engagements and contractors used on longer term basis.

The subject organisation's significant and long term uses of contractors to implement strategy highlights an opportunity to expand the scope of the SaP literature, which does not currently explore the use of contractor EOAs implementing strategy over significant periods. As highlighted in Section 6.2.5.8, by using EOAs to implement strategy as part of an exceptional transformation change cost rather than increasing permanent headcount, the ongoing operating costs are not increased; this practice is identified in the NSW literature (Barley and Kunda, 2004). The interviewees also discussed that the Omega major strategy implementation programme was significantly over time and cost. As the Omega programme's delivery timeline has stretched, contractor EOA engagements have been extended and additional contractor EOAs moved on to the programme to speed up progress. A further explanation of the long-term use of contractor EOAs relates to the nature of the Omega programme. The Omega programme will result in the need for the subject organisation to have a new organisation design, with a smaller change delivery and internal IT function. Using EOA contractors, even for a significant period of time, rather than increasing permanent headcount reduces the number of redundancies required as part of the strategy implementation.

The long-term use of contractors has implications for the subject organisation. It suggests that the permanent workforce might be under resourced which results in a reliance on contractor EOAs over long periods. There is an opportunity for the subject organisation to review its use and reliance on long-term contractor EOAs and consider increasing levels of permanent resource. Any

changes to permanent resourcing should be balanced with considerations of the associated loss of benefits from using EOAs, as discussed in Section 7.3.1.

The analysis of the interview data (Section 6.2.3) identified that implementation contractors and FTCs are barely mentioned by executive and senior management while being significantly cited by the other organisational levels and job roles. Given that the subject organisation relies on implementation contractors and FTC to implement strategy, this research has identified a potential blind spot at executive and senior management level. This blind spot could explain the apparent lack of coherent approach to using implementation contractors and FTCs across the organisation demonstrated by the significant, ongoing and long-term use of contractor and FTC EOAs to implement strategy, coupled with variation in absolute number and proportion of types of EOA (contractor and FTC), and between departments. A greater awareness of the use and reliance on contractor and FTC EOAs at senior levels could result in a more coherent and deliberate approach to resourcing strategy implementation in general including, specifically, the use of contractor and FTC EOAs.

7.2.3 How different types of EOAs are used by the subject organisation to implement strategy

The research finds EOAs supporting strategy implementation worked on large, strategic, transformational change programmes and projects, along with regulatory change programmes and projects. The specific support provided by the EOAs varied across types of EOA and the various strategic change programmes and projects.

The big-name strategy consultants (such as Bain and Co., BCG, McKinsey & Co.) were used in the development and promotion of high-level strategy, working with the executive management of Alpha to inform and challenge the strategy while providing assurance, validation and credibility to the parent company PLC Board and the external market including analysts and regulators.

The Big Four advisory consultants were used to provide technical expertise for regulatory projects. They were used on large transformational change programmes to provide assurance, audit, programme and project management, control and delivery. One of the large transformational change programmes used three of the Big Four advisory consultants at various periods in the programme. At times, two or more of the Big Four were engaged at the same time in different roles e.g. programme management from one firm and programme assurance and audit from another.

Specialist technical PSF EOAs for legal, creative marketing, advertising, IT, training and development, HR etc. tended to be used as part of deliberate approach to augment the permanent teams to support implementing strategic change programmes. The PSF EOAs were used to satisfy peaks in demand for resource and to provide specialist, technical skills not possessed by the subject organisation. These PSFs were used in a deliberate way to support strategy implementation activities where the subject organisation had actively decided not to retain the capacity or capability in-house.

The change implementation consultant/contractor firms and individuals are used to provide programme and project management and delivery to large transformational change programmes and regulatory driven programmes. These EOAs were often used in senior programme roles such as Programme Director, programme and project management and support roles such as Programme Managers, Project Managers and Project Co-ordinators, and programme/project delivery roles such as Test Managers, Testers, and Business Analysts.

FTC EOAs were predominately used in the operations teams to boost BAU capacity which, in turn, released permanent resources to work on projects implementing strategy. The use of FTCs appeared to be both emergent and deliberate with different departments adopting different practices. The UK IA department's backfill and shuffle forward approach (Section 6.2.5.5) is an example of the deliberate use of FTC to support strategy implementation.

Implementation contractors and FTC EOAs were used across the subject organisation, with marked differences between departments and types of EOA (contractors and FTCs). The length of service of contractor and FTC EOAs varied widely between departments and EOA type, with some contractor and FTC EOAs being engaged for several years. The use of implementation consultants/contractors was significant, with some departments hosting a large number of contractors and FTCs for long periods of time to support strategic change and peaks in BAU activities.

7.2.4 Summary of discussion of question 4.3.1

This research questions asks: "what type of EOAs are used in strategy implementation at the subject organisation; what are they used for and to what extent?". The types of EOAs used by the subject organisation to implement strategy are big name strategy consultants (e.g. Bain and Co., BCG, McKinsey & Co.), advisory consultants including the Big Four, specialist technical PSF and change implementation consultant/contractor firms and individuals. EOAs provide the subject

organisation with additional capacity, new capabilities and independent assurance, validation and credibility. PSFs are used to augment the in-house business services teams to provide legal, finance, creative marketing, advertising, IT, training and development and HR services to support strategy implementation. The extent of EOA use implementing strategy at the subject organisation is significant. It varies markedly across the departments in the subject organisation and in some cases, EOAs are used for prolonged periods.

Despite the role of EOAs being identified and acknowledged by SaP scholars, it is an area that has not been widely explored. Few studies explicitly focus on EOAs (see Section 3.8). What SaP literature that there is on EOAs, identifies consultants and PSF as EOA.

The SaP literature acknowledges that consultants are involved in strategy in practice but there appears to be relatively little SaP research that has its primary focus on consultants, and even fewer that have a meaningful focus on consultants engaging with client organisations to implement strategy. The results from this research show that the subject organisation uses consultant EOAs as strategy practitioners. The subject organisation engages the Big Four advisory consultancies to support strategy implementation. Consultancies provide the subject organisation with: Programme and project management and support services; audit and assurance; and specialist technical advice. It is interesting to note that the SaP literature on consultants tends to focus on strategy development rather than strategy implementation. This research highlights the opportunity for SaP research to study consultant EOAs implementing strategy.

PSFs, in general, are identified as EOA strategy practitioners in SaP theory. There are some SaP studies of PSF, with PSF as the primary focus and unit of analysis, but there does not appear to be SaP research relating to PSFs engaged in implementing strategy with their clients' organisations. The results from this research identify a similar practice of the subject organisation using PSF EOAs as strategy practitioners.

The findings from this research identified change implementation consultant/contractor firms and individuals as being EOA significant to strategy implementation in the subject organisation. These EOAs are used across the organisation on key strategic transformational change programmes (such as Omega). The critical nature of the roles undertaken by them (e.g. programme directors and work stream leads) emphasises the significance of their involvement in strategy implementation. The SaP literature does not feature these types of EOA strategy practitioners; this creates an opportunity to explore the practice of strategy implementation by a group of strategy implementation practitioners which the SaP literature appears to be unaware of.

The SaP EOA literature focuses on large consultancies and PSF; it does not include the study of the use of small independent consultants, contractors or FTCs in strategy implementation. This research found that small independent consultants, contractors and FTC have a significant role in strategy implementation in the subject organisation.

The results of this research relating to who the strategy implementation EOAs are and what they do generally confirm the PSF, consultant and NSW literature and are not particularly remarkable. What is observed in the subject organisation, but does not appear to be reflected in the EOA literature, is the practice of an organisation engaging multiple types of different EOA simultaneously to work on the same strategy implementation. The different types of EOA have their own literature; as the research scope tends to be limited by the type of EOA practitioner, it fails to include other types of EOA. As SaP is interested in both the practitioners and the practice of strategy, it is well placed to study EOA strategy implementation practitioners more comprehensively, drawing from and combining the research on PSF, consultants and NSWs to present a unified view of EOA strategy implementation practitioners and their practices.

The significant extent (in terms of the proportion of EOA and the LoS of some contractor EOAs) of EOAs used by the subject organisation to implement strategy suggests that the permanent workforce might be under resourced, resulting in a reliance on contractor EOAs over long periods. The scale of EOA use (particularly contractors) in terms of proportion of the workforce and LoS does not appear to feature in the literature. There is an opportunity for the subject organisation to review its use and reliance on long term contractor EOAs and consider increasing permanent levels of resource. Any changes to permanent resourcing should be balanced with considerations of the benefits of using EOAs.

7.3 What benefits and problems of EOAs supporting strategy implementation do permanent subject organisation members of staff report?

The objective of this research question is to describe the views of the permanent subject organisation staff members on the benefits and problems of EOAs supporting strategy implementation. The SaP literature on EOAs does not study the views of permanent members of the host organisation in relation to EOAs, nor do the literature on PSF or consultants. The literature on NSWs provides some insights. This research provides a rare insight into the strategy implementation process in a large financial services organisation and the practitioners engaged in

the praxis of implementing strategy from the viewpoint of the strategy implementation practitioners. From a theoretical standpoint, the findings from this research can inform research on SaP EOA practitioners and the practice of using EOAs to implement strategy. From a practical standpoint, the findings from this research give a voice to the permanent staff working with EOAs to implement strategy, articulating both the benefits and problems of using EOAs from the perspective of those working closely with the EOAs. This creates an opportunity to explore, challenge and learn from the many anecdotes relating to using EOAs that are prevalent in the subject organisation.

The interviews with permanent subject organisation members highlighted several areas relating to the benefits and problems of using EOAs to implement strategy. These findings are discussed in turn. The structure of these sections is the same for benefits and problems of using EOAs. To satisfy both the practitioner and academic perspective, the findings from the research in terms of benefits or problems identified by the research are set out initially. The benefits or problems of using EOAs identified by the research are presented in a table which identifies the relevant section of the results chapter, along with an indication of whether the benefit is reported in the existing EOA literature.

A discussion of the findings where there are implications for the academic literature follows the table.

7.3.1 Benefits of using EOAs for strategy implementation

The subject organisation staff identified and appreciated a range of benefits of using EOAs; most of these observations are reflected in the literature, while some shed new light on the benefits of using EOAs to implement strategy. The research found that the main benefits of using EOAs to implement strategy at the subject organisation are:

- New capability (Section 6.2.5.1).
 - Knowledge and experience of delivering similar change elsewhere (e.g. rebranding, re-platforming).
 - Technical, legal or regulatory knowledge and experience (e.g. mergers and acquisitions or data migration).
 - Facilitation, process, tools, techniques.
 - Competitor knowledge and experience.
 - Up to date industry and domain knowledge and best practice gained from a wide range of organisations, implementations and industries.
- Additional capacity (Section 6.2.5.2).

- Independence from the subject organisation (Section 6.2.5.3).
- New ideas and challenge (Section 6.2.5.4).
- Releasing permanent staff to work on strategy implementation – backfill and shuffle forward approach (Section 6.2.5.5).
- Try before you buy (EOA to permanent recruitment) (Section 6.2.5.6).
- Personal development and organisational capabilities (Section 6.2.5.7).
- Cost management and accounting (Section 6.2.5.8).

These results confirm that the main reasons for using EOAs identified from this research (additional capacity; new capability; providing independent assurance; validation and credibility; and to augment in-house business services departments; see Section 7.2.1) are reported as being beneficial. This is reassuring for the subject organisation as it validates the use of EOAs and provides empirical support to the literature regarding reasons for using EOAs.

Table 7.2 presents the benefits of using EOAs identified by this research, and the relevant section of the results chapter, along with an indication of whether the benefit is reported in the existing EOA literature. A discussion of the findings where there are implications for the literature follows the table.

Table 7.2 Benefits of using EOAs to implement strategy

Benefit	Results section	Existing Literature				Literature examples
		PSF ¹¹	Cons ¹²	NSW ¹³	SaP ¹⁴	
New capability	6.2.5.1	✓	✓	✓	✓	(Hendry and Seidl, 2003; Barley and Kunda, 2004; Whittington <i>et al.</i> , 2006; Hodgkinson <i>et al.</i> , 2006; Hoon, 2007; von Nordenflycht, 2010; Czerniawska and Smith, 2010; Sturdy, 2011; Nikolova and Devinney, 2012; Nordqvist, 2012; Kipping and Clark, 2012b; Blom and Lundgren, 2013; Johnson <i>et al.</i> , 2014; Jelenc and Raguž, 2016; Skjølsvik, Perner and Løwendahl, 2017; Löwstedt, Räisänen and Leiringer, 2018)

¹¹ Professional Services Firm literature

¹² Consultant literature

¹³ Non-Standard Worker literature

¹⁴ Strategy as Practice literature

Benefit	Results section	Existing Literature				Literature examples
		PSF ¹¹	Cons ¹²	NSW ¹³	SaP ¹⁴	
Additional capacity	6.2.5.2	✓	✓	✓		(Barley and Kunda, 2004; Roca-Puig <i>et al.</i> , 2008; Czerniawska and Smith, 2010; Sturdy, 2011; Johnson <i>et al.</i> , 2014; Zeytinoglu <i>et al.</i> , 2017)
Independence from the case study	6.2.5.3	✓	✓		✓	(Hoon, 2007; Czerniawska and Smith, 2010; Sturdy, 2011; Nordqvist, 2012; Bryant and McKeown, 2016).
New ideas and challenge	6.2.5.4	✓	✓	✓	✓	(Barley and Kunda, 2004; Hodgkinson <i>et al.</i> , 2006; Czerniawska and Smith, 2010; Sturdy, 2011; Jelenc and Raguž, 2016)
Releasing permanent staff	6.2.5.5					Not apparent in the literature
Try before you buy (EOA to permanent recruitment)	6.2.5.6	✓		✓		(Barley and Kunda, 2004; Czerniawska and Smith, 2010; Fisher and Connelly, 2017)
Personal development and organisational capabilities	6.2.5.7	✓	✓	✓		(Bettencourt <i>et al.</i> , 2002; Barley and Kunda, 2004; Czerniawska and Smith, 2010; Johnson <i>et al.</i> , 2014; Kozica, Bonss and Kaiser, 2014; Nesheim, Fahle and Tobiassen, 2014)
Cost management and accounting	6.2.5.8			✓		(Barley and Kunda, 2004; Nesheim, Fahle and Tobiassen, 2014)

These results are important for the subject organisation and other organisations using EOAs to implement strategy as they provide validation that EOAs can benefit strategy implementation, the permanent staff, and the wider organisational capabilities and capacities. These findings are less remarkable in terms of implications for the literature. The benefits of using EOAs identified in this research were predicted from practice and the existing literature either in one or more of the SaP, PSF, consultant and NSW domains (Sections 3.8 and 3.9). The benefits formed part of the first-cycle codes that were derived deductively from the literature and experience as a priori provisional codes. Areas where this research has implications for the literature are discussed below.

7.3.1.1 Permanent staff job security not threatened by EOA use

NSW studies have looked at whether permanent employees working alongside NSWs providing additional capacity, doing similar or the same work, feel threatened by NSW, particularly with respect to their job security (Barley and Kunda, 2004; de Cuyper *et al.*, 2009; von Hippel and Kalokerinos, 2012; Kozica, Bonss and Kaiser, 2014; Nesheim, Fahle and Tobiassen, 2014; Oldham and Fried, 2016). Several studies identified in Oldham and Fried (2016)'s review of literature on job design, Kozica, Bonss and Kaiser (2014) and Barley and Kunda (2004) found that permanent staff saw the NSWs as a threat to their job security.

This finding was not reflected in the subject organisation. The interviewees did not report that working alongside NSWs was a threat to their jobs; in fact, quite the opposite was observed. The permanent staff at the subject organisation viewed the use of EOAs as a benefit, providing flexibility to the organisation's capacity which helped to insulate the permanent staff from potential redundancy once the strategy implementation was completed (Section 6.2.5.2). This view of NSW being a buffer to insulate permanent staff from potential redundancy was also reported in Nesheim, Fahle and Tobiassen (2014)'s study of consultants working in the Norwegian petroleum sector.

It is important to note that most of NSW studies identified in Oldham and Fried (2016)'s review were focused on low-skilled, non-core NSWs rather than the high-skilled NSWs working on strategy implementation for the subject organisation. One explanation could be that the lower skilled permanent workers in some of the studies are concerned that they could be replaced by cheaper NSWs, while the high-skilled, permanent workers at the subject organisation have no such concerns, as the contractor EOAs they are working with are more expensive and cost the subject organisation more per day than the permanent staff.

Kozica, Bonss and Kaiser (2014) and Barley and Kunda (2004) study highly skilled professional contractors. Barley and Kunda (2004) found that the presence of highly skilled contractor EOAs in the workplace was an implicit threat to permanent staff's job security, as it is a reminder of how tenuous permanent employment was and how little employers seem to value permanent employees' loyalty and the sacrifices they make to the firm. The contrary findings from this research warrant further research. The Barley and Kunda (2004) study which found contractor EOAs being perceived as a threat to permanent staff job security was based on US high-tech IT of the late 1990s. The levels of employee rights and protections applying to the permanent staff at the subject organisation in 2015-16 in the UK, coupled with the contrast between the IT and Financial

Services labour market, might explain why the permanent staff at the subject organisation did not report viewing EOAs as threat to job security.

7.3.1.2 Contractor EOA providing impartial assurance, credibility and validation

The existing EOA literature and the permanent staff at the subject organisation (Section 6.2.5.3) identify that EOAs can be beneficial by providing an independent view, to provide impartial assurance, credibility and validation for the organisation itself and its stakeholders (e.g. parent company, shareholders, regulators). The focus of the literature is on the usefulness of consultants and PSF in providing objectivity and independence, and while the interviewees at the subject organisation agree with this, they also identified that contractor EOAs can also provide this.

7.3.1.3 EOA used to release permanent staff to work on strategy implementation (backfill and shuffle forward)

A benefit of using EOAs discussed by the staff at the subject organisation is the use of EOA to provide additional capacity which facilitated the Investment Administration and Finance departments' backfill and shuffle forward approach to resourcing strategy implementation (Section 6.2.5.5). The backfill and shuffle forward approach seconded experienced permanent staff to strategy projects, and then uses FTCs and contractors to fill roles (often entry-level) to enable the permanent staff to shuffle forward to fill the gap left by the seconded member of the team.

This approach resulted in a lower cost than resourcing the strategy implementation directly with EOAs. Having permanent staff working on the strategy implementation assisted with the subject organisation's organisational knowledge acquisition and retention in relation to the strategy implementation, along with providing personal development opportunities for the permanent staff to develop new skills, knowledge and experience by working on the strategy implementation. There are also personal development opportunities for those acting up a role in the BAU teams.

The use of EOA to release permanent staff to work on strategy implementation using the backfill and shuffle forward approach does not appear to be explored in the EOA literature. The subject organisation used PSFs, consultants (including the Big Four advisory firms), contractors and FTCs to provide backfill resources and this may indicate a gap in the PFS, consultant and NSW literature. The NSW literature discusses the use of NSWs supporting BAU to provide additional capacity and capability (Barley and Kunda, 2004, 2006; Feather and Rauter, 2004; Allen, 2011; Beidas *et al.*, 2016) but does not refer to EOAs being used in BAU teams to enable permanent staff to work on strategy implementation.

The use of EOAs to release permanent staff to work on strategy implementation was a deliberate approach taken by the IA and Finance departments. It was not discussed in relation to any other departments from the subject organisation, despite there being potential for other areas to benefit from it.

7.3.2 Problems with using EOAs to implement strategy

This research finds that permanent staff at the subject organisation identify many problems with using EOAs for strategy implementation. Although some of these issues have been discussed in existing SaP EOA literature, there are several which appear to be new insights into using EOAs for strategy implementation.

The research found the following problems using EOAs to implement strategy at the subject organisation:

- High cost (Sections 6.1.1, 6.1.3 and 6.2.6.1).
- Poor performance (Section 6.2.6.2).
 - Failing to meet expectations (Section 6.2.6.2).
 - Consultant EOAs not providing enough challenge (Section 6.2.6.2).
 - Lacking the required skills, knowledge and experience (Section 6.2.6.3).
 - Overselling the delivery team (Section 6.2.6.4).
 - Using standard templates (Section 6.2.6.2).
 - Not being committed to long term success (Section 6.2.6.5).
- Land and expand (Section 6.2.6.6).
- Poor attitude, values and behaviours (Section 6.2.6.10).
- Poor performance and behaviours not addressed (Section 6.2.6.14).
- Doing what could be done by permanent staff (Section 6.2.6.7).
- Limiting personal development opportunities (Section 6.2.6.8).
- Resentment towards EOAs from permanent staff (Section 6.2.6.9).
- Failure to retain knowledge (Sections 6.2.6.11, 6.2.7.2.2 and 6.2.7.3.1).
- Undesirable knowledge transfer to competitors or other third parties (Section 6.2.6.12).

Table 7.3 presents the problems of using EOAs identified by this research and the relevant section of the results chapter, along with an indication of whether the problem is reported in the existing EOA literature. A discussion of the findings where there are implications for the literature follows the table.

Table 7.3 Problems with using EOAs to implement strategy

Problem	Results section	Existing Literature				Literature examples
		PSF ¹⁵	Cons ¹⁶	NSW ¹⁷	SaP ¹⁸	
High cost	6.1.1, 6.1.3, 6.2.6.1	✓	✓	✓		(Clark and Fincham, 2002; Barley and Kunda, 2004; Czerniawska and Smith, 2010; Sturdy, 2011; Kipping and Clark, 2012a; Nikolova and Devinney, 2012; Johnson <i>et al.</i> , 2014; Nesheim, Fahle and Tobiassen, 2014) and mainstream media and non-academic literature (2.3.5)
Poor performance	6.2.6.2			✓		(Rousseau and Libuser, 1997; Barley and Kunda, 2004; Beidas <i>et al.</i> , 2016)
Failing to meet expectations	6.2.6.2.6.4	✓	✓	✓		(Barley and Kunda, 2004; Sturdy, Werr and Buono, 2009; Czerniawska and Smith, 2010)
Consultant EOAs not providing enough challenge	6.2.6.2					Not apparent in the literature
Lacking the required skills, knowledge and experience	6.2.6.3		✓			(Johnson <i>et al.</i> , 2014; Bronnenmayer, Wirtz and Göttel, 2016b)
Overselling the delivery team	6.2.6.4		✓			(Johnson <i>et al.</i> , 2014)
Standard templates	6.2.6.2		✓		✓	(Nikolova and Devinney, 2012; Löwstedt, Räisänen and Leiringer, 2018)
Not committed to long term success	6.2.6.5			✓		(Barley and Kunda, 2004; George and Chattopadhyay, 2005; Allen, 2011; Bryant and McKeown, 2016)
Land and expand	6.2.6.6	✓	✓			(Czerniawska and Smith, 2010; Johnson <i>et al.</i> , 2014)
Poor attitude, values and behaviours	6.2.6.10			✓		(Barley and Kunda, 2004; Nesheim, Fahle and Tobiassen, 2014)

¹⁵ Professional Services Firm literature¹⁶ Consultant literature¹⁷ Non-Standard Worker literature¹⁸ Strategy as Practice literature

Problem	Results section	Existing Literature				Literature examples
		PSF ¹⁵	Cons ¹⁶	NSW ¹⁷	SaP ¹⁸	
Poor performance and behaviours not addressed	6.2.6.14	✓				(Czerniawska and Smith, 2010)
Doing what could be done by permanent staff	6.2.6.7	✓	✓	✓		(Barley and Kunda, 2004; Czerniawska and Smith, 2010; Johnson <i>et al.</i> , 2014)
Limiting personal development opportunities	6.2.6.8			✓		(Barley and Kunda, 2004; Nesheim, Fahle and Tobiassen, 2014)
Resentment towards EOAs from permanent staff	6.2.6.9		✓	✓		(Sturdy, 1997, 2011; Barley and Kunda, 2004)
Failure to retain knowledge	6.2.6.11, 6.2.7.2.2, 6.2.7.3.1	✓		✓		(Bettencourt <i>et al.</i> , 2002; Kozica, Bonss and Kaiser, 2014; Nesheim, Fahle and Tobiassen, 2014; Nesheim and Smith, 2015; Nesheim <i>et al.</i> , 2015)
Undesirable knowledge transfer to competitors or other third parties	6.2.6.12	✓	✓	✓		(Clark and Fincham, 2002; Kipping and Clark, 2012b; Johnson <i>et al.</i> , 2014; Nesheim, Fahle and Tobiassen, 2014; Skjølvsvik, Perner and Løwendahl, 2017)

These results are important for the subject organisation and other organisations using EOAs to implement strategy as they provide an insight into the problems associated with it. This enables the subject organisation and other organisations to take steps to reduce the likelihood of the problems occurring, and the impact of them if they do. These findings are less remarkable in terms implications for the literature; the problems of using EOAs identified in this research tend to be found in the existing literature, in one of more of the SaP, PSF, consultant and NSW domains (Section 3.8). Areas where this research does more than confirm the existing literature are discussed below.

7.3.2.1 EOA poor performance

Interviewees from the subject organisation raised poor performance by EOAs as a significant issue when using EOAs to implement strategy. There does not appear to be SaP EOA literature that addresses issues of EOA performance, but several NSW studies that examine high-skilled NSWs

highlight the differences, in attitude and performance terms, between high-skilled NSWs and employees of the host organisation doing similar work.

The findings from the NSW literature are inconclusive and contradictory, suggesting that EOA performance is varied. Allan and Sienko (1998) found that professional and technical NSWs in a telecoms organisation were more motivated than permanent employees while Beidas et al. (2016) found that contract mental health clinicians had less positive attitudes. Rousseau and Libuser (1997) identify an increase in accident rates as a result of using NSWs in high-risk mining and petrochemical work and suggest a range of actions to address this. Jarmon, Paulson and Rebne (1998) found the performance of NSW skilled engineers to be comparable with their permanent peers. Barley and Kunda (2004) found that permanent staff working alongside contract EOAs accused the EOAs of “shoddy work” and that they “cause more work for permanent employees”. Feather and Rauter (2004) explored the link between organisational citizenship behaviours (OCB) and voluntary and involuntary NSWs. They find that contract teachers reported more job insecurity and more positive OCB compared to the permanent teachers.

The mixed conclusions from the NSW research reflect the feedback from the subject organisation, which found examples of both good and poor EOA performance and behaviours. The key issues for both theory and practice relate to what factors contribute to good and poor performance from EOAs and how the subject organisation can influence them.

7.3.2.2 Consultant EOAs not providing enough challenge

Members of the subject organisation’s top management team raised that they felt a top tier strategy consultancy failed to provide enough challenge when they were engaged to review and validate the organisation’s strategy (6.2.6.2). The consultancy failed to meet the expectations of the cases study top management team. This view, to some extent, builds on the criticism that consultants are sometimes used to rubber stamp and legitimise predetermined courses of actions (Sturdy, Werr and Buono, 2009; Czerniawska and Smith, 2010). In this case, however, the rubber stamping of decisions was not the cynical outcome desired by the client; the client genuinely wanted to be challenged and found the consultancy not to be critical and objective enough. Reasons for this failure to challenge were not discussed by the interviewees, and the topic was not raised in the interviews with EOAs. Further research is needed on this topic and could consider if consultants are reluctant to antagonise senior executives with whom they need to retain a strong personal relationship in order to secure future work, and how this could be overcome. The implication for theory and practice is that consultants appear to be guilty of

rubber stamping and legitimising predetermined courses of actions, but that in some circumstances where the client genuinely wants to be challenged, this can backfire.

7.3.2.3 EOAs lacking the required skills, knowledge and experience

EOAs not having the required skills, knowledge and experience for the work they were brought in to do was identified as a problem (Section 6.2.6.3). This issue does not appear to be covered in the EOA literature, which seems to assume that the EOAs have the necessary capabilities and use them appropriately. The findings at the subject organisation suggest that EOAs lacking the required skills, knowledge and experience is an issue for PSFs, consultants, contractors and FTC; this may indicate a gap in the PSF, consultant and NSW literature.

7.3.2.4 Poor performance, behaviour, attitude and values, and a failure to address them

The research found that the issues of poor performance (Section 6.2.6.2) and poor attitudes, values and behaviours (Section 6.2.6.10) from EOAs were compounded by the subject organisation not being perceived as taking actions to address them (Section 6.2.6.14). The subject organisation staff highlighted that if a permanent member of staff consistently failed to perform in their role or consistently displayed inappropriate behaviours it is likely that formal performance management measures would be put in place, but with EOAs there was little or no active management of performance and behaviours. They noted that in some cases, rather than exercising the flexibility of EOA contracts and ending the engagement when faced with poor performance or behaviours, the usual practice was to allow the contract to run its course. EOAs perceived as performing poorly but having their contracts renewed and/or being moved on to other projects was a source of frustration for permanent staff. It was suggested that some poor performing EOAs were protected by members of their EOA organisation in senior positions on large strategic change implementation projects and having influence over senior managers to reallocate their EOAs onto other projects. The issue of poor performance and behaviours of EOA not being addressed by the client organisation is identified by Czerniawska and Smith (2010); they report that organisations and individuals often find it hard to challenge poor performance from PSF EOAs. They discuss the need for client organisations to have a formal framework to define and measure what is expected, along with professional relationship managers with the strong interpersonal skills, the ability to stand firm with suppliers and display determination, tenacity and independence. They summarise the characteristics of a successful EOA contract manager as someone with “intestinal fortitude” (Czerniawska and Smith, 2010, p. 192). The practices reported

at the subject organisation suggest that the application of more and better EOA contract and performance management would be beneficial.

7.3.2.5 Failure to retain knowledge

A major issue identified in the interviews related to not developing and retaining skills, knowledge and experience from the EOAs. This was both to implement the strategy initially and to successfully operationalise the strategy in BAU once the transformation change programme had completed, and the EOAs have left the organisation (Sections 6.2.6.11, 6.2.7.2.2 and 6.2.7.3.1).

The failure to retain knowledge from EOAs working on strategy implementation becomes an issue for organisations if it is desirable for it to be retained either to support future strategy implementation or the operationalisation of the strategy in BAU. If an organisation uses EOA to provide the capacity and capability to implement strategy and wishes to retain the EOA knowledge initially brought to the engagement and the knowledge they developed during the implementation, knowledge must be transferred from the EOA to the permanent staff of the organisation. The findings from the interviews with the subject organisation highlighted a lack of consistency in Alpha's approach to transferring knowledge from EOAs to permanent staff. As a result the effectiveness of knowledge transfer from EOA to the subject organisation was mixed (Sections 6.2.6.11, 6.2.7.2.2 and 6.2.7.3.1).

Nesheim, Fahle and Tobiassen (2014)'s qualitative study of engineering and technical specialist consultants working in the Norwegian petroleum sector found a similar situation. They reported the host organisations being vulnerable to: consultants with host-specific, rare knowledge and skills leaving; some consultants being reluctant to share their knowledge; and a lack of procedures to stimulate the sharing of knowledge and information between consultants and permanent employees. These problems match those reported at the subject organisation. Research by Nesheim et al. (2015) and Nesheim and Smith (2015) explore the phenomenon of knowledge sharing between EOAs and host organisation staff. They identify that trust (Nesheim *et al.*, 2015), autonomous motivation, and perceived organisational support (Nesheim and Smith, 2015) can increase knowledge sharing behaviour between EOAs and permanent staff. Nesheim et al. (2015) finds that when there is a high level of trust, people are more willing to share knowledge and information. Nesheim and Smith (2015) cite Deci and Ryan (2000, p. 70)'s definition of autonomous motivation as "the inherent tendency to seek out novelty and challenge, to extend and exercise one's capabilities, to explore and to learn". In this context, perceived organisational support relates to whether the organisation is perceived as valuing the contribution, and caring for the welfare, of those working for them (Nesheim and Smith, 2015).

Kozica, Bonss and Kaiser (2014) use the concept of absorptive capacity to describe the process of organisations utilising external knowledge from freelance EOAs. They define absorptive capacity “as the organisational capability to identify, assimilate, and exploit external knowledge” (Kozica, Bonss and Kaiser, 2014, p. 422). Their study of previous literature and IT freelancers reported several ways in which organisations can increase their absorptive capacity and successfully transfer knowledge from EOAs to permanent staff, which could help the subject organisation improve its inconsistent approach to knowledge transfer. They suggest the advantages and risks of using EOAs for external knowledge should be communicated internally to build a culture that values EOA knowledge whilst not overvaluing it. They identify the need to integrate EOAs into the organisation and suggest assigning a permanent member of staff to work with the EOA. They also suggest creating a positive climate amongst the permanent team. They identify the need to plan enough time for effective knowledge sharing between EOAs and permanent staff in the project plan. They suggest that EOAs are usually highly motivated to share knowledge unless they are concerned that they will not find another assignment; to counter this, they suggest avoiding engaging EOAs with below average day rates, as it is these EOAs that often have below average qualifications, resulting in difficulty finding work.

This research finds the same issues of failure to retain knowledge and undesirable loss as reported in Nesheim, Fahle and Tobiassen (2014). Despite the findings from Nesheim *et al.* (2015) and Nesheim and Smith (2015) relating to different industrial sectors, the similarity in the highly skilled nature of the EOAs and the challenges relating to managing EOAs suggest that the subject organisation should take steps to encourage knowledge sharing between EOAs and the permanent staff by improving trust, autonomous motivation and perceived organisational support. Furthermore, these studies highlight the opportunity for the subject organisation and other organisations seeking to stimulate knowledge sharing to engage with the wider knowledge sharing literature (such as Wang and Noe (2010) and Reinholt, Pedersen and Foss (2011)) to explore further if it can be applied to EOA and permanent staff knowledge sharing behaviour.

EOAs interviewed for the research discussed that in some cases attempts by consultants to transfer knowledge into the client organisation were frustrated by lack of suitable and available permanent staff to work with the EOA (6.2.7.4). The EOAs also raised that although they could prepare documents and handover notes at the end of engagements, this still required members of the client organisation to read and understand the information. They highlighted that more comprehensive knowledge handovers were achieved in engagements with a high level of engagement from the client, in which the client made skilled staff available to work with them.

Bettencourt et al. (2002) echoes the sentiments of the EOAs engaged with the subject organisation. Their study finds that effective co-production of solutions, which result in shared knowledge, is reliant on clients knowing what is expected of them, being motivated to work with the EOAs, and having the necessary knowledge, skills, and abilities.

7.3.2.6 Undesirable knowledge transfer to competitors or other third parties by contractor EOAs

The loss of knowledge from the subject organisation to competitor firms via EOA individuals and EOA organisations working with several competing clients was raised as an issue in the interviews (6.2.6.12). It was accepted that the loss of some valuable knowledge and information via consultancy EOAs and PFS was inevitable, and this is offset by the host organisation benefiting from the reciprocation of relevant knowledge and information that the EOAs have gained from other clients. This view of an acceptable trade-off between knowledge gained and lost, with the EOA acting as an inter-organisation conduit for information, is reflected in the consultancy literature which identify that a key reason for using consultants is their market insight, gained from exposure to and sharing experiences of other organisations in the market place (Clark and Fincham, 2002; Kipping and Clark, 2012b; Johnson *et al.*, 2014; Skjølsvik, Perner and Løwendahl, 2017).

The research found that interviewees were less comfortable with the risk of leaking sensitive information and knowledge via EOA contractors than via EOA consultancies and PSFs. The main issues related to contractor EOAs needing to have knowledge of, and access to, very detailed and potentially very sensitive information, coupled with turnover of EOA contractors between competitor firms. Despite the subject organisation identifying this as an issue and a concern, the practice continues and there was no suggestion of an intention to act to reduce the exposure. Nesheim, Fahle and Tobiassen (2014) identify and discuss the issue of knowledge leakage from skilled NSW EOAs and find similar practices to the subject organisation: it is viewed that the benefits of using skilled EOAs outweigh the potential cost of information leakage. They also suggest that confidentiality agreements can be used to reduce information leakage from EOAs; a practice used extensively at the subject organisation (along with the standard confidentiality clauses in the terms of business). They also suggest that the reputational damage to the EOA if they are perceived as being dishonest or deceitful are a mechanism for reducing leakage. They suggest that this mechanism is dependent on the EOA working in close knit networks. Although there are differences in Norwegian petroleum and UK financial services industries, the subject organisation interviews suggest close networks of skilled EOAs and frequent re-engagement by

the same company, or same person at a different company, suggesting that the risk to reputation of being perceived as a dishonest or deceitful information leaker could be an effective control.

7.3.3 SaP EOA literature

The SaP literature identifies some of the main benefits of using EOA consultants, such as to facilitate the strategy process (Hendry and Seidl, 2003; Hodgkinson *et al.*, 2006; Whittington *et al.*, 2006) and to increase the legitimacy of ideas and proposals from middle managers, with the middle managers using the external experts to help increase their influence on strategy development (Hoon, 2007).

The SaP literature tends not to recognise the problems that can occur when engaging EOAs. Nordqvist (2012) identifies that external consultants can support the strategising process by being objective and independent as well as bringing specific skills, knowledge, experience and processes which the organisations lacked. He presents a view of consultants that fails to identify the aspects of consultancy engagements that are less desirable for the client organisation which were identified by this research. The somewhat idealised, uncritical view of consultancy is also found in SaP literature from Blom and Lundgren (2013). They expand the understanding of the different types of strategy consulting work and the roles strategy consultants fulfil by constructing four metaphors based the organisational visibility of the consultant (open or covert) and the consultant's status in relation to the client (low or high). They fail to identify the roles of consultants identified in this research that are potentially undesirable for the client, such as maximising earning for their consultancy by adopting a land and expand approach and downplaying the capabilities and capacities of the host organisation staff to create a greater demand for consultants.

Räisänen and Leiringer (2018) is a rare example of SaP research that reports problems with using EOAs. They find consultants as strategy experts encountering significant resistance from all levels of the organisation (top and middle management as well as project staff) by trying to apply standard mainstream strategy templates, scripts and tools to the specific context and challenges of the host organisations.

7.3.4 The complex, contradictory and paradoxical nature of the benefits and problems of using EOAs to implement strategy

This study has shown that benefits and problems of using EOA co-exist in the same organisation, at the same time, and even with the same EOAs. The insights into the use of EOAs to implement strategy at the subject organisation highlight the complex nature of the phenomena. EOAs behave and perform differently, with examples from the subject organisation of both desirable and undesirable elements of EOA engagements across and within types of EOA groups (PSF, consultants, contractor and FTC). The issue is further complicated by the fact that EOA individuals and organisations can be engaging in desirable and undesirable activities at the same time, such as consultancy firms providing valuable technical advice while at the same time engaging in land and expand activities to gain more work, or technically competent contractors not demonstrating the company values.

The existing literature does not reflect this complex and, at times, contradictory and paradoxical view of strategy implementation with EOAs that this research has been able to explore. The discussion of the benefits and problems of using EOAs to implement strategy has identified several apparent paradoxes relating to the benefits and problems of using EOAs to implement strategy, which are discussed below.

7.3.4.1 Keeping costs off the bottom line and out of BAU cost centres versus the high cost of EOAs

A key benefit of using EOAs relates to how the costs and headcount are managed and reported. The use of EOAs can keep costs off the bottom line and out of BAU departmental headcounts (Section 6.2.5.8), which creates the impression keeping costs and headcount down. This is contradicted by the high cost of using EOAs when compared with permanent staff (Section 6.2.6.1).

7.3.4.2 The long-term use of short term EOAs

A key driver for using EOAs to implement strategy is that they provide temporary, short term capacity and/or capability to bolster internal resources (Sections 6.2.5.1 and 6.2.5.2), yet the experience of the subject organisation is that EOAs are frequently engaged over long periods of time (Section 6.1.2, 6.2.6.13 and 7.2.2).

7.3.4.3 EOAs limiting and providing personal development opportunities for permanent staff

EOAs are seen by the permanent staff of the subject organisation as limiting the personal development opportunities of permanent staff (Section 6.2.6.8) and of doing work they perceive could be done by permanent staff (Section 6.2.6.7). At the same time, and even on the same strategy implementation programme, however, EOAs are also viewed as supporting personal development opportunities for permanent staff and the organisation by working alongside permanent staff (Section 6.2.5.7) and by being used to release permanent staff from BAU to work in strategy implementation or to temporarily “shuffle up” (Section 6.2.5.5). These observations highlight the lack of consistent approach to engaging EOAs and how they work with the subject organisation. It is ironic that the subject organisation identifies the benefits of using EOAs to transfer skills and knowledge to the permanent staff but, as reported by the permanent staff, adopt an ad hoc, inconsistent approach to realising the benefit.

7.3.4.4 The independence of EOAs and their lack of commitment

EOAs were criticised by the subject organisation staff for lacking commitment to, and not being aligned to the long-term vision, goals and values of, the subject organisation. This is a product of the EOAs, by definition, not being part of the subject organisation (Section 6.2.6.5). At the same time, a key benefit of using EOAs is that they are not part of the organisation and as such can bring independence, new ideas and challenge (Sections 6.2.5.3 and 6.2.5.4).

7.3.4.5 EOAs enabling faster implementation and short-termism

One of the key drivers for using EOAs is the need to implement strategy at a pace that the host organisation could not manage alone, and using EOAs to bring a focus and drive to the implementation (Sections 6.2.5.1 and 6.2.5.2). The pressure on the EOAs to implement strategy swiftly may create an environment where the EOAs are encouraged to focus on short term, quick win solutions (Section 6.2.6.5) at the expense of longer term, and potentially slower to implement solutions.

7.3.4.6 Good and poor performance and behaviours

The reported performance and behaviour of EOAs implementing strategy at the subject organisation brought to light another inconsistency. The permanent staff reported that some EOAs performed well, were competent, possessed the required skills and experience, demonstrated the values and behaviours expected and helped to develop the permanent staff. As

the same time, in the same organisation and on the same strategy implementation, the permanent staff also reported poor performance and behaviours (Sections 6.2.6.2 and 6.2.6.10) and a failure of the subject organisation to take appropriate and enough actions to address it (Section 6.2.6.14). The ambiguity of the performance and behaviours of EOAs that has been observed at the subject organisation is reflected in the NSW literature, which reports inconsistent results (Section 3.9.3).

7.3.4.7 EOA value being derived from their skills, knowledge and experience versus EOA motivation to share knowledge

Skilled EOAs, whether PSFs, consultants or skilled NSWs are generally engaged because of demand for their skills, knowledge and experience. The greater the demand for the EOAs' expertise and the longer the need for the expertise, the higher the price and the longer the engagement. Whether it is an international legal services PSF, one of the Big Four advisory firms, or a one person independent consultant, the ability to negotiate favourable terms (fees, flexibility, terms, length of engagement etc.) is dependent on having expertise that the client needs, but does not have, while in some circumstances the client will want to motivate the EOA to transfer skills, knowledge and experience to their permanent staff to reduce the demand for EOAs.

7.3.4.8 Market and competitor experience and knowledge versus undesirable knowledge transfer to third parties

A final paradox of using EOAs to implement strategy is that of knowledge transfer between host organisations. A major benefit of using EOAs is that they bring with them experience and knowledge of strategy implementation, the market and specific domains from working with competitors, which the subject organisation wants to tap into. This benefit is at odds with the inevitable loss of experience and knowledge of/about the cases study to its competitors when the EOAs move onto subsequent assignments. The subject organisation staff see this as undesirable, particularly in relation to knowledge loss via contractor EOAs.

7.3.5 Summary of discussion of question 4.3.2

This research question asks: what benefits and problems of EOAs supporting strategy implementation do permanent subject organisation members of staff report? The research at the subject organisation has identified a range of benefits and problems of using EOAs to implement strategy. These benefits and problems of using EOAs are not well covered in the SaP literature. The little SaP literature there is on EOAs engaging with clients focuses on consultant EOAs and does not study other types of EOAs such as PSFs and contractors.

Despite the limited SaP literature on the benefits and problems of using EOAs to implement strategy, when it is combined with the PSF, consultant and NSW literature, the benefits and problems of using EOAs to implement strategy that were reported at the subject organisation have also been observed in the literature.

This research is a study of the practice of strategy implementation involving EOA strategy practitioners and presents a more complete picture of the benefits and problems of using different types of EOAs to implement strategy. This is relevant for practitioners and those studying the different types of EOAs.

The subject organisation has shown that the operational reality of EOAs implementing strategy involves different EOAs and EOA types working on the same implementation at the same time, and with this comes a range of benefits and problems for the subject organisation. The benefits and problems of using EOAs co-exist in the same organisation at the same time, and even with the same EOAs. The challenge for the subject organisation and strategy implementation practitioners is to identify and acknowledge the benefits and problems of using EOAs to implement strategy and to attempt to maximise the benefits while minimising and mitigating for the problems. The challenge for researchers is to reflect the complex nature of the practice of strategy implementation and the various EOAs that support it.

7.4 How could the subject organisation improve the use of EOAs in strategy implementation?

The final research question analyses the findings from this research and the EOA literature to develop a set of recommendations on how the subject organisation might improve the use of EOAs in strategy implementation. This discussion is an integrated analysis and synthesis of the themes from this research and the existing literature to provide recommendations to the subject organisation.

The analysis of the research results suggests two key areas where the subject organisation could improve the use of EOAs in strategy implementation. The first relates to understanding how EOAs can support the subject organisation strategy implementation in terms of the organisation's competences, capabilities and capacity required to deliver the transformation change to implement the strategy, and to sustain the strategy in BAU once it is implemented. The second area where the subject organisation could improve the use of EOAs in strategy implementation is how the EOA engagements are managed, from the start through to the end of the engagement.

To satisfy both the practitioner and academic perspective, the findings from the research in terms of EOA engagement management are set out initially. The elements of the approach to EOA engagement management are presented in a table which identifies the relevant section of the results chapter, along with an indication of whether the benefit is reported in the existing EOA literature. A discussion of the findings where there are implications for the academic literature follows the table.

7.4.1 EOAs and the strategic capabilities and capacity implementation gap

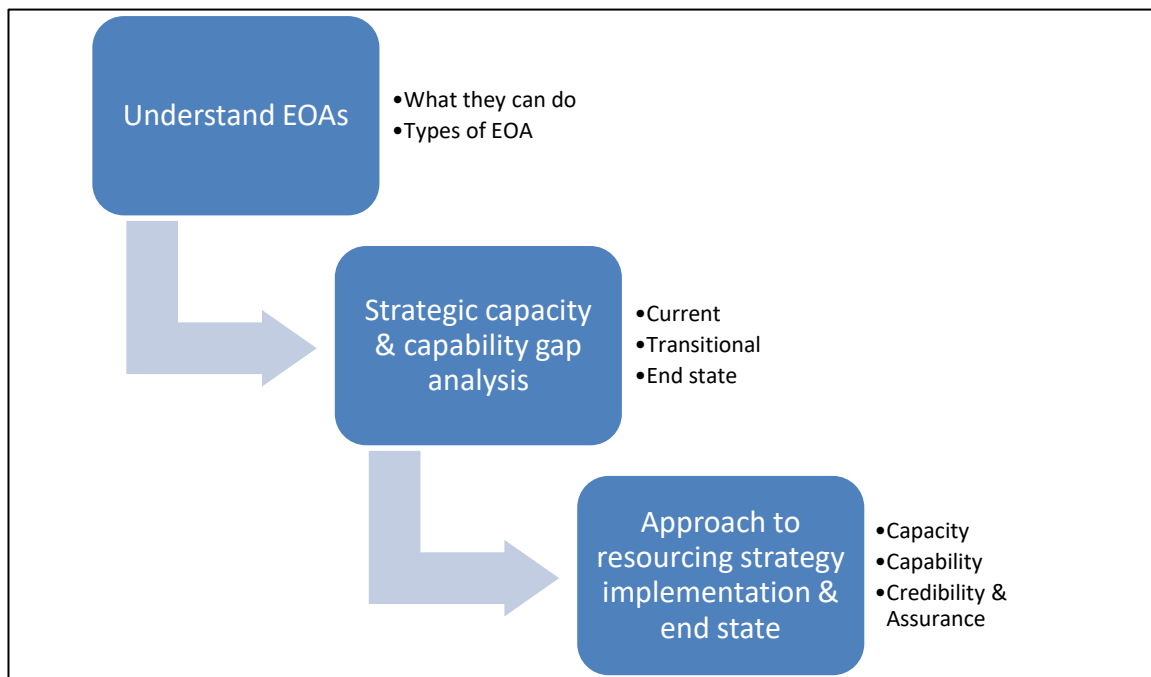
The subject organisation does not appear to have a formal approach to how to resource strategy implementation and how EOAs can be used (see Section 6.2.8). Considering the analysis of the research results, the following, three stage approach to resourcing strategy implementation is proposed. Figure 7.1 illustrates the three stages.

The first stage requires those involved in command and control of the strategy implementation to have a good understanding of what EOAs can do, and the different types of EOA.

The second stage requires a gap analysis to determine how the current capabilities and capacity of the organisation match those needed in the transitional state of strategy implementation and the end state once the strategy has been implemented and needs to be operationalised and sustained. This requires an understanding of the subject organisation strategy in terms of the organisation's current competences, capabilities and capacity, those required to deliver the transformation change to implement the strategy, and those required to sustain the strategy in BAU once it is implemented.

The final stage combines the understanding of EOAs with the gaps in the subject organisation's transitional state and end state capabilities and capacity to identify where and what types of EOAs might be suitable to bridge any gaps and how to work with them.

Figure 7.1 Three stage approach to resourcing strategy implementation



7.4.1.1 Understanding EOAs

To enable those involved in the command and control of the strategy implementation to develop an approach to resourcing the strategy implementation using EOAs, it will be helpful for them to be informed about the what EOAs can be used for and the various types of EOA. Given that those members of the subject organisation responsible for the command and control of the strategy implementation are senior level staff with high demands on their time, it is important that information about the uses for and types of EOAs are clear and concise. Building on the findings from the first research questions, the following summary information is suggested.

Figure 7.2 shows the five main ways EOAs can be used to implement strategy and Figure 7.3 shows the five main types of EOA used by the subject organisation to support strategy implementation.

One of the main uses for EOAs identified by the subject organisation is to provide assurance on, and credibility of, the strategy implementation to internal and external stakeholders (such as PLC board, NEDs, stock market analysts, shareholders, regulators). Figure 7.4 illustrates, at a high level, the relationship between the different types of EOA and the relative level of credibility they are likely to have with stakeholders; in simple (and somewhat obvious) terms, an individual contractor will have less credibility than a top tier strategy consultancy such as Bain and Co., BCG, McKinsey & Co. Figure 7.5 shows, at a high level, the relationship between the different types of

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EOA and the relative cost; again, in simple (and somewhat obvious) terms, an individual contractor will be lower cost than a top tier strategy consultancy such as Bain and Co., BCG, McKinsey & Co. These four diagrams illustrate in clear and concise terms the key features of EOAs relevant to developing an approach to resourcing strategy implementation.

Figure 7.2 Main uses for EOAs

Additional disposable capacity	Additional disposable capacity to release permanent staff	Additional retainable capacity (EOA to perm)	Additional retainable capacity (EOA to train perm)	New disposable capability	New retainable capability	Disposable impartial assurance, credibility and validation
<ul style="list-style-type: none"> Augmenting existing change capacity to enable strategy implementation at a scale and pace that would otherwise not be possible. 	<ul style="list-style-type: none"> Enables permanent staff to bring their skills, knowledge and experience to the strategy implementation and supports the creation, development, acquisition and retention of skills, knowledge and experience by the host organisation to support the strategy once implemented. 	<ul style="list-style-type: none"> Initially using EOAs to provide additional capacity with the view to moving suitable EOAs into permanent roles. 	<ul style="list-style-type: none"> EOAs working alongside permanent staff being redeployed to the strategy implementation projects in advance of moving into new end state roles which require new skills and knowledge. In addition to providing transitional capacity, EOAs train the perms to provide additional end state capacity. 	<ul style="list-style-type: none"> New capabilities required to implement strategy that the host organisation does not currently possess and will not require after implementation. 	<ul style="list-style-type: none"> New capabilities required to implement strategy that the host organisation does not currently possess and will require after implementation either to sustain the implemented strategy or to be used for future strategy implementation and transformational change. 	<ul style="list-style-type: none"> Provide assurance, credibility and validation to give confidence to stakeholders both within (auditors, committees, boards, non-executive directors) and external to the organisation (external auditors, investors, regulators, suppliers, partners, customers).

Figure 7.3 Main types of EOAs

International, high value brand consultancies and PSF	International and national, mid value brand consultancies, advisory and PSF	Specialist technical PSF EOAs	Contractor and FTC change implementation firms and agencies	Individual change implementation contractor or FTC
<ul style="list-style-type: none"> Bain & Co., McKinsey & Co., BCG, Baker McKenzie, Norton, Rose & Fullbright. Big Four advisory firms (Deloitte, E&Y, PwC, KPMG). 	<ul style="list-style-type: none"> Accenture, Grant Thornton, PKF. 	<ul style="list-style-type: none"> Boutique/ niche management consultancy, legal, creative marketing, advertising, IT, training and development, HR etc. 	<ul style="list-style-type: none"> Projects One, recruitment consultancies. 	<ul style="list-style-type: none"> Individual contractors and FTCs.

Figure 7.4 EOA type and relative credibility with stakeholders

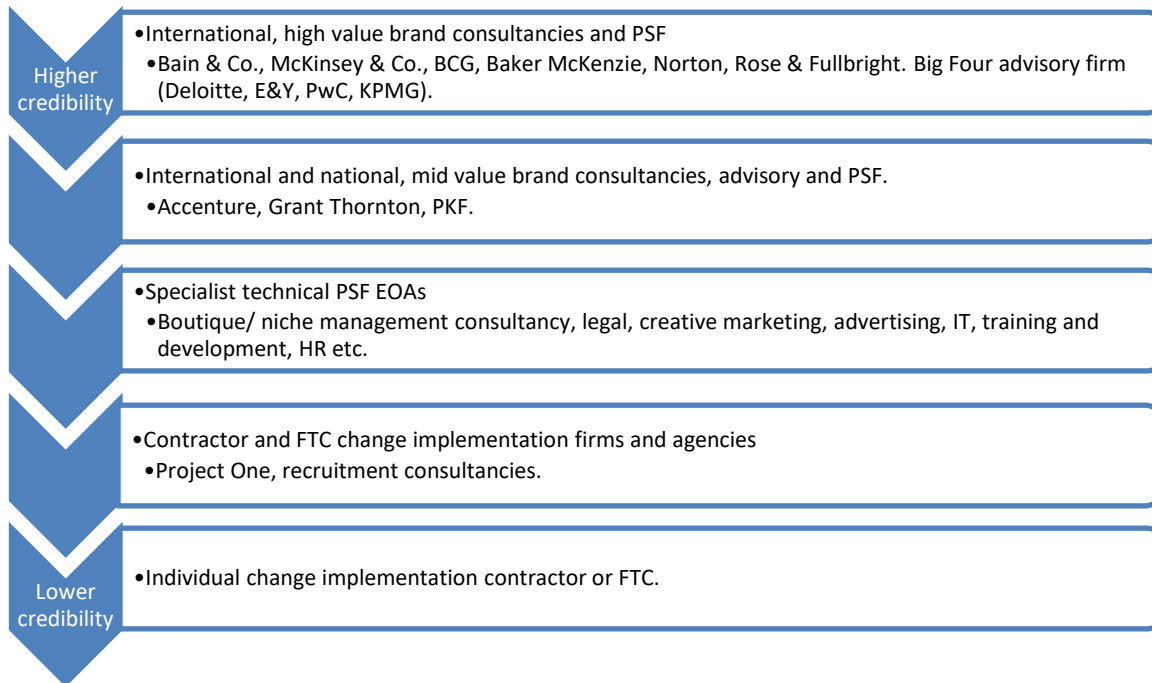
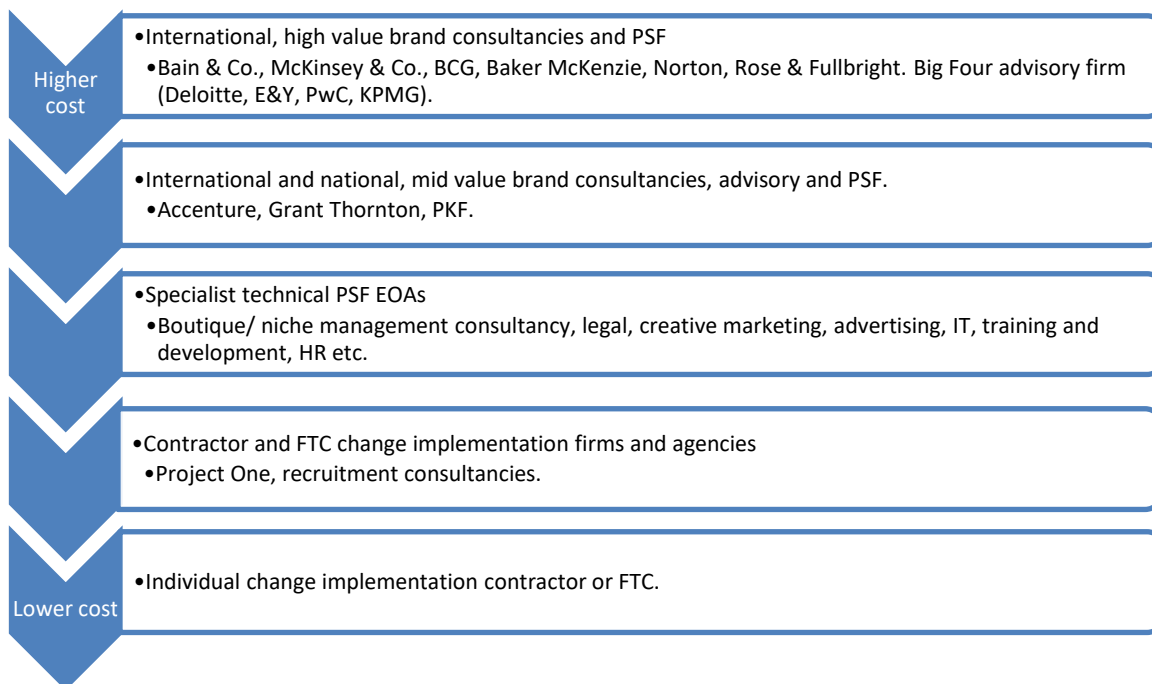


Figure 7.5 EOA type and relative cost



7.4.1.2 Strategic capability and capacity gap analysis

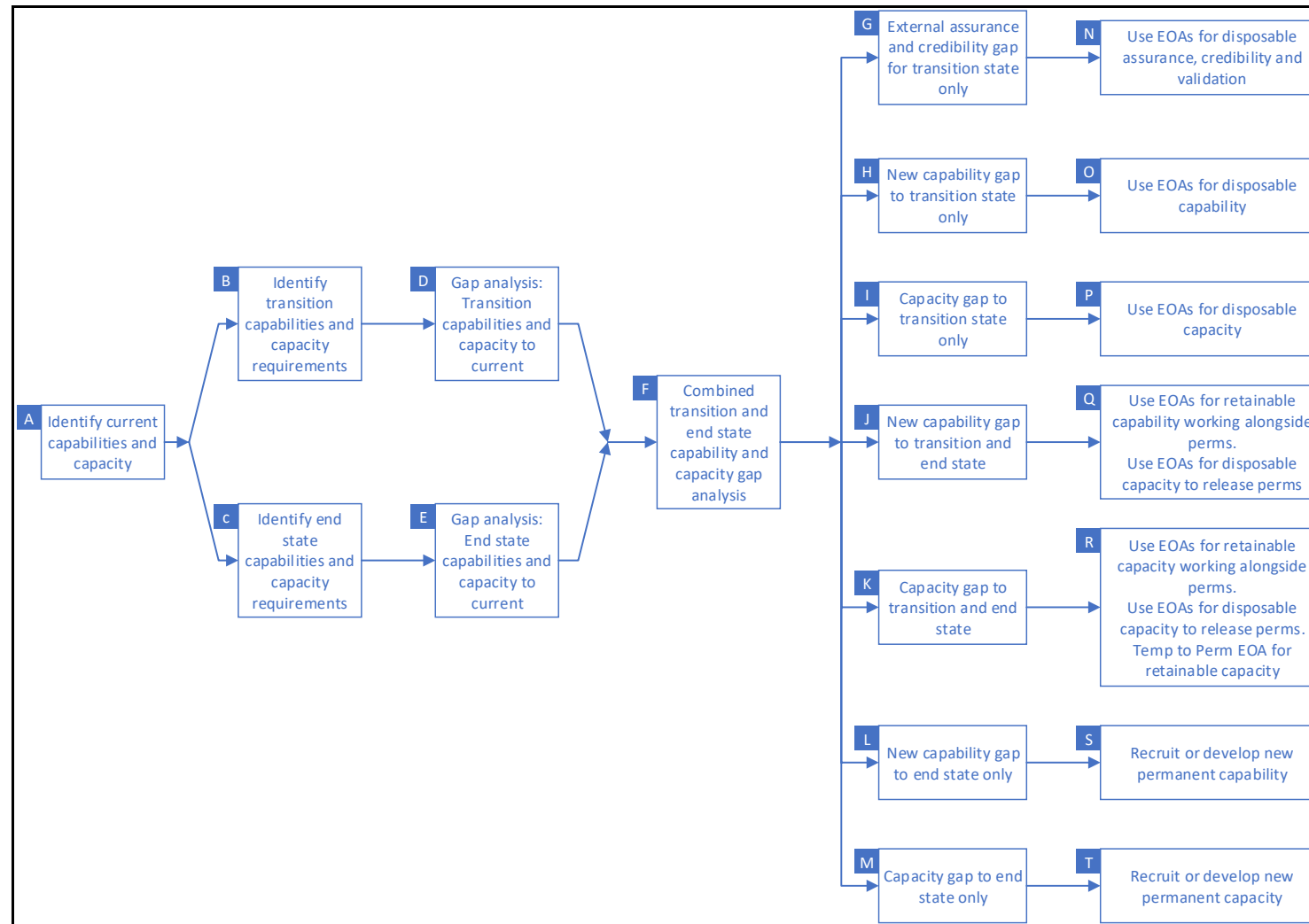
The second stage in determining how to resource strategy implementation is a gap analysis to identify the gap between the current capabilities and capacity and those required to implement and then operationalise the strategy. This process is illustrated in Figure 7.6. This stage requires the subject organisation to assess the current capacity and capabilities (box A) of the organisation against those necessary to implement the strategy during the period of transformational change

(box B), and secondly against those required to run the operation once the strategy has been implemented (box C). This will enable different types of gaps in the subject organisation capabilities and capacity to be identified.

By identifying gaps between the end state capability and capacity and the current state (box E) the subject organisation will ascertain where they need to either acquire or reduce permanent capacity and capability. The second type of gap is between the current state and the transitional state during which the strategy is being implemented (box D). The capacity and capability gaps from current to end state and transitional requirements are overlaid (box F) to identify three types of capabilities and capacity gaps: Transitional only gaps (boxes H and I); gaps in capacity and capability for both the transitional strategy implementation and the end state strategy operationalisation (boxes J and K); and end state only gaps (boxes L and M). In addition, any gaps relating to requiring external assurance and credibility will be identified (box G).

The final stage of the process matches an appropriate resourcing solution to the type of gap as illustrated by the last column of Figure 7.6 (boxes N to T) which coincide with the main uses for EOAs discussed in Section 7.4.1.1 and set out in Figure 7.2. In scenarios where there is a need to recruit or develop permanent capacity or capability (boxes Q, R, S and T), and current permanent capacity or capability has been identified as not being required in the end state (box E), there is potential to avoid/reduce redundancy of current staff and avoid/reduce additional recruitment by training the current staff in the new required capacity and capability. For scenarios where there is a capacity or capability gap in the transitional and end state, the EOAs supporting the transition can work with the permanent staff to provide training and knowledge sharing.

Figure 7.6 Strategy implementation capability and capacity gap analysis



A major challenge with developing a capability and capacity gap analysis of this sort is that, when undertaking genuinely transformation change, it can be difficult to accurately know the capabilities and capacity that are required to implement and then operationalise the strategy, or how much and for how long resource is needed. It is particularly difficult to accurately predict the resource requirements when the transformational change is on a large scale. This has been clearly demonstrated by the continuing extending timescale for Omega strategy implementation. As a result, it is practical to build flexibility and agility into strategy implementation resourcing.

7.4.1.3 Approach to using EOAs to resource strategy implementation and end state

The strategic capability and capacity gap analysis process described in 7.4.1.2 helps an organisation identify the gaps between its current capabilities and capacity and those required to implement its strategy. The analysis identified how EOAs could be used to bridge transitional and end state gaps. The next step is to apply this analysis to our understanding of EOAs, to match the needs of the subject organisation to the types of EOAs and what they can do.

Table 7.4 summarises the suitability of different types of EOAs as described in Figure 7.3 (e.g. international, high value brand consultancies or individual change implementation contractors) to meet the various subject organisation's objectives for using them to implement strategy as described in Figure 7.2 (e.g. additional disposable capacity or new retainable capability). The matrix provides a guide (in terms of high, medium and low) to the suitability of different types of EOAs depending on the objective of the subject organisation as determined by the strategic capability and capacity gap analysis (7.4.1.2 and Figure 7.6), the need for credibility with stakeholders, and cost as set out in Figure 7.4 and Figure 7.5.

Table 7.4 EOA suitability matrix

EOA suitability matrix									
Credibility with stakeholders	Objective of using EOA to implement strategy	Additional disposable capacity	Additional disposable capacity (release permanent staff)	Additional retainable capacity (EOA to Perm)	Additional retainable capacity (working alongside permanents)	New disposable capability	New retainable capability (working alongside permanents)	Disposable impartial assurance, credibility and validation	Relative cost
	Type of EOA								
Highest	International, high value brand consultancies and PSF	High	Low	Low	High	High	High	High	Highest
	International and national, mid value brand consultancies, advisory and PSF	High	Low	Low	High	High	High	High	
	Specialist technical PSF EOAs	High	Medium	Medium	High	High	High	Medium	
	Contractor and FTC change implementation firms and agencies	High	High	High	High	High	High	Low	
Lowest	Individual change implementation contractor or FTC	High	High	High	High	High	High	Low	Lowest

7.4.1.4 EOAs and the strategic capabilities and capacity implementation gap conclusion

The three-stage approach to resourcing strategy implementation set out in this section provides the subject organisation with a practical mechanism to guide their approach to using EOAs to implement strategy. The approach is not intended to be dogmatically applied; it aims to ensure those making the resourcing decisions are aware of the various types of EOAs and how they can be used to support strategy implementation. The application of the approach illuminates the gaps in the subject organisation's transitional and end state strategic capabilities and capacity, and applies this to types of EOAs and how they can be used, to develop an informed and appropriate approach to using EOAs to implement strategy. By using this approach, the subject organisation will be able to identify what they need from EOAs and which EOAs are likely to be suitable, based on the nature of the gap, the need for credibility with stakeholders and the cost.

The use of this approach will create an environment where the subject organisation can make informed decisions about using EOAs to implement strategy. This can reduce their long-term reliance on EOAs and support the development of in-house capacity and capability required to operationalise strategy in the end state.

The existing SaP, PSF, consultant and NSW literature do not appear to explore how organisations could align the use of EOAs implementing strategy with gaps in the client organisations' transitional and end state strategic capabilities and capacity.

Once the subject organisation has identified what they want to use the EOAs for and which type of EOA they want to use, they need to identify and engage suitable EOAs with the required capacity and capabilities. The next section discusses how the subject organisation can improve managing EOA engagements.

7.4.2 Managing the EOA engagement

The management of EOA engagements by the subject organisation, from the point when a decision had been taken to use EOAs to support strategy implementation, through to the end of the engagement, was a significant topic which included a wide range of issues and opportunities to improve (see Section 6.2.7). In general terms, the subject organisation managed EOA engagements inconsistently, with pockets of good and poor practice. The management of EOA engagements are supported by professional, centralised EOA procurement and engagement management, and local strategy implementation managers and SMEs. The key for the subject

organisation is to build on and apply the good practice consistently across EOA engagements and apply good practice from literature.

This research has highlighted a range of areas where the subject organisation can improve its use of EOAs implementing strategy. The SaP literature on EOAs does not address the management of EOAs implementing strategy but there are PSF, consultant and NSW literature which explore purchasing, managing and knowledge sharing.

The research found opportunities to improve the management of EOA engagements that cover a range of organisational processes, procedures, practices and systems involved in the subject organisation procuring, managing and using EOAs. The PSF, consultancy and NSW literature make several suggestions for how to improve EOA management. These suggestions have been combined with the findings from the research to create framework for EOA management.

The broad issues of engagement management that emerged from this research fall into three areas. The first relates to the inbound engagement management of getting EOAs into the organisation once the initial decision to use them has been taken; the second covers the ongoing engagement management of the EOAs whilst engaged by the organisation; and the third involves the outbound management of the EOA at the end of the engagement, when they leave the organisation. Figure 7.7 illustrates the three areas of EOA engagement management, and Table 7.5 provides a summary of recommendations, the relevant section(s) of the results chapter, and, where the recommendation draws on existing literature, examples of the relevant literature. A discussion of the recommendations where there are implications for the literature follows the table.

Figure 7.7 EOA engagement management

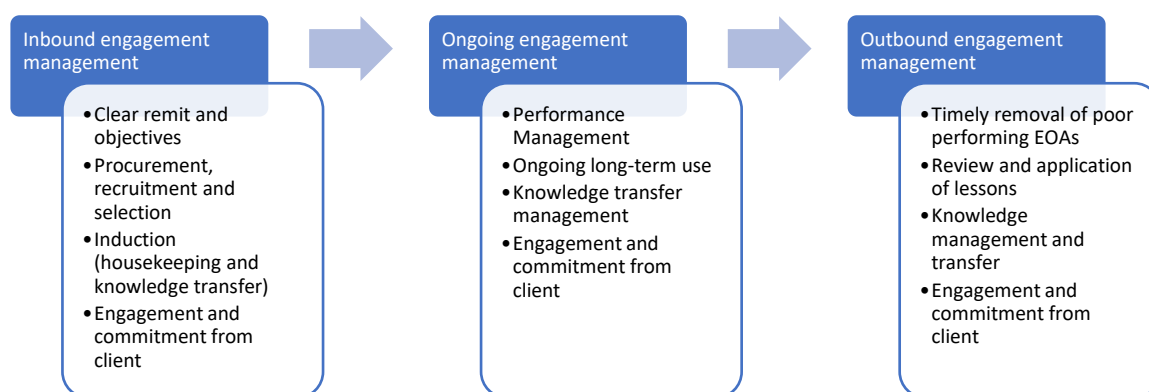


Table 7.5 Summary of opportunities to improve EOA management at the subject organisation

Stage	Area	Details	Results section	Example literature
Inbound	Clear remit and objectives	A clearly articulated statement setting out the objectives and remit for the EOAs. Ideally this is derived from the EOAs and the strategic capabilities and capacity implementation gap analysis (Section 7.4.1) which will determine the objectives of using the EOA in terms of capabilities, capacity, knowledge transfer to the subject organisation (disposable or retainable) and/or disposable impartial assurance, credibility and validation. It will also identify suitable types of EOA based on the need for credibility with stakeholders and budget.	6.2.6.2, 6.2.6.3, 6.2.6.4, 6.2.6.6, 6.2.6.11, 6.2.6.14, 6.2.7.1.1	(Appelbaum and Steed, 2005; Czerniawska and Smith, 2010; Johnson et al., 2014; Bronnenmayer, Wirtz and Göttel, 2016a, 2016b)
Inbound	Procurement, recruitment and selection	A flexible, pragmatic, consistent and robust approach to the procurement, recruitment and selection of EOAs. Using the strategic capabilities and capacity implementation gap analysis (Section 7.4.1) and clear remit and objectives (above) to identify and assess suitable EOAs. Avoiding paying less than the average market rate for contractors to reduce the EOA's incentive for withholding knowledge sharing and engaging in opportunistic action. Not using PSLs.	6.2.6.3, 6.2.6.4, 6.2.6.6, 6.2.7.1.2	(Appelbaum and Steed, 2005; Czerniawska and Smith, 2010; Naylor and Goodwin, 2011; Johnson et al., 2014; Kozica, Bonss and Kaiser, 2014; Perner, Werr and Bianchi, 2014)
Inbound	Induction (housekeeping and knowledge transfer)	Consistently apply EOA induction as part of the inbound engagement management which draws on the remit and objectives to ensure the appropriate housekeeping arrangements (e.g. access, hardware, software) are in place. The induction process will identify the knowledge and information that the EOAs will require to meet their remit and objectives. Those managing the EOAs are tasked to put in place an induction plan to ensure the EOAs have access to the people, systems, data and documentation necessary to deliver their objectives.	6.2.7.1.3	(Appelbaum and Steed, 2005; Czerniawska and Smith, 2010; Johnson et al., 2014; Nesheim, Fahle and Tobiassen, 2014; Bronnenmayer, Wirtz and Göttel, 2016a, 2016b)

Stage	Area	Details	Results section	Example literature
Ongoing	Performance Management	<p>Link the remit and objectives identified above to formal governance and controls to ensure objectives are set, monitored, reported on, managed and, where necessary, corrective action taken. The performance management of EOAs could be co-ordinated from a centralised, professional supplier management function and informed by local management of EOAs on the strategy implementation projects, whether PSF, consultants, contractors or FTCs. This local level engagement management would need to be undertaken by permanent staff working on the strategy implementation projects with the EOAs and could feed into the high level, centralised, EOA performance management.</p> <p>There is a further opportunity for the performance management to identify EOAs suitable for being offered permanent roles (using the EOA to permanent approach) to fill resource gaps identified in the strategic capability and capability gap analysis (Section 7.4.1).</p>	6.2.6.2, 6.2.6.3, 6.2.6.4, 6.2.6.10, 6.2.6.14, 6.2.7.2.1	(Barley and Kunda, 2004; Appelbaum and Steed, 2005; Czerniawska and Smith, 2010; Nesheim, Fahle and Tobiassen, 2014; Fisher and Connelly, 2017)
Ongoing	Ongoing long-term use	<p>The ongoing, regular and active management of EOA engagements can help to identify where EOAs are morphing from providing targeted capacity or capability for a specific, time-bound strategic implementation into being a BAU resource which could/should be a permanent role. Regular reviews of EOA LoS and regular re-engagement should be conducted as part of formal, central EOA management.</p> <p>The subject organisation can then make the roles permanent and either transition the EOA into the new roles or have a structured handover from the EOA to a permanent member of the subject organisation (either an existing member of staff or a new permanent recruit).</p>	6.2.6.13, 6.2.7.2.3	(Barley and Kunda, 2004; Fisher and Connelly, 2017)

Stage	Area	Details	Results section	Example literature
Ongoing	Knowledge transfer management	<p>Where the strategic capabilities and capacity gap analysis (Section 7.4.1) has identified that the capabilities of the EOA should be developed and retained in-house, the subject organisation should take active measures to facilitate the transfer of knowledge from the EOAs to the subject organisation. This knowledge transfer activity should be specified in the objective of the EOA engagement and it should be monitored and managed as part of the ongoing EOA management and the specific strategic implementation project plan.</p> <p>The responsibility for ongoing knowledge transfer during EOA engagements should sit with the local management of the strategy implementation and form part of the strategy implementation project/programme management and reporting.</p> <p>The knowledge transfers objectives should be specific and include, where appropriate, a range of approaches to transferring, capturing and retaining knowledge, such as documenting activities, processes and procedures and providing training, coaching and mentoring to subject organisation staff.</p> <p>The EOAs should be supported and incorporated into the project teams to create a positive environment, conducive to a knowledge sharing.</p> <p>EOAs suitable for “Try before you buy” (EOA to permanent recruitment) (Section 6.2.5.6) should also be identified and approached as part of this activity.</p> <p>For the knowledge transfer to be successful, the subject organisation must ensure they commit enough, appropriately skilled and motivated, permanent staff to work with the EOAs to receive and retain the knowledge.</p> <p>The knowledge transfer plan should also include transfer of knowledge between EOAs engaged on the same or related strategic implementation.</p>	6.2.6.8, 6.2.6.11, 6.2.7.2.2	(Bettencourt <i>et al.</i> , 2002; Czerniawska and Smith, 2010; Landry, Amara and Doloreux, 2012; Johnson <i>et al.</i> , 2014; Koene, Christina. Garsten and Galais, 2014; Kozica, Bonss and Kaiser, 2014; Nesheim, Fahle and Tobiassen, 2014; Nesheim and Smith, 2015; Nesheim <i>et al.</i> , 2015; Bronnenmayer, Wirtz and Göttel, 2016b)

Stage	Area	Details	Results section	Example literature
Outbound	Timely removal of poor performing	A clear brief from the outset, along with consistent active performance management, would enable the subject organisation to objectively identify and remove poorly performing EOAs in a timely manner, minimising the cost and impact on the business.	6.2.6.2, 6.2.6.10, 6.2.6.14, 6.2.7.3.2	(Czerniawska and Smith, 2010)
Outbound	Review and application of lessons	A formal mechanism is needed for capturing EOA details such as specialism, domain knowledge, experience and performance. The assessment of the EOA performance should be informed by the improvements to the subject organisation EOA management detailed above to facilitate an objective assessment linked to the initial objectives and ongoing performance management. This information can then be fed into the improved recruitment and selection process to identify suitable EOAs to work on future strategy implementation projects.	6.2.7.3.3	No examples found
Outbound	Knowledge management and transfer	Where codified knowledge has been identified as needing to be retained, ensure it is captured and stored consistently in a manner to enable retrieval and future sharing. Where knowledge has been transferred tacitly to permanent subject organisation staff through working with EOAs, the details of the permanent staff should be recorded to facilitate the application of the knowledge in-line with the strategic capability and capacity gap analysis (Section 7.4.1). There is a further opportunity to identify EOAs suitable for being offered permanent roles (using the EOA to permanent approach). As highlighted in the sections on inbound and ongoing engagement management, a clear brief that sets out what is expected from EOAs at the start of an engagement and monitoring throughout can support the final knowledge transfer.	6.2.6.8, 6.2.6.11, 6.2.7.3.1	See Ongoing knowledge management and transfer section, and (Barley and Kunda, 2004; Fisher and Connelly, 2017) re: temp to perm.

Stage	Area	Details	Results section	Example literature
All	Engagement and commitment from the subject organisation	<p>Appropriate sponsorship of the EOA engagement from a suitably senior stakeholder and the right people in the organisation committing enough time and effort to work with them to support the engagement is needed. There are several requirements of permanent resource to improve EOA engagements:</p> <ul style="list-style-type: none"> • To support the development of the strategic capability and capacity gap analysis (Section 7.4.1). • To manage and control the procurement and recruitment of EOAs. • To provide task-specific SME input into procurement and recruitment of EOAs. • To provide knowledge and information to the EOAs. • To work with, manage and support the EOAs. • To work with the EOAs to receive knowledge and information. <p>The subject organisation permanent staff supporting the EOAs must be willing and able; the subject organisation must commit to equip their permanent staff with the skills to work with EOAs, either by providing training and support or recruiting permanent staff with those skills, knowledge and experience.</p>	6.2.7.4	(Appelbaum and Steed, 2005; Naylor and Goodwin, 2011; Nesheim, Fahle and Tobiassen, 2014; Bronnenmayer, Wirtz and Göttel, 2016a, 2016b)

7.4.2.1 EOA engagement management

The areas for improvement of EOA management at the subject organisation (Figure 7.7 and Table 7.5) suggest the organisation would benefit for the consistent application of the types of professional formal processes that already exist in the organisation, and are identified in the literature, to ensure professional and consistent purchasing and management of EOAs, such as:

- Procurement professionals.
- Policies.
- Guidelines.
- Checklists.
- Clear, upfront definition of assignment goals on which to base supplier selection and assignment evaluation.

- Practices for scanning the market for potentially competent suppliers and for evaluating these against each other and relevant criteria to identify the best value.
- Practices for the establishment of clear contracts specifying the commercial terms of the assignment.
- Practices and guidelines for structuring and managing the supplier.
- Practices and guidelines for monitoring the delivery process and supplier performance.

(Pemer, Werr and Bianchi, 2014).

The consistent and pragmatic application of this type of EOA management should act as a control for some of the problems highlighted by this research, and identified by the PSF and consultant literature, related to using an informal approach to EOA management based on personal relations, involving little or no involvement from procurement or purchasing departments. The PSF and consultant literature reflects the observations from the subject organisation that the lack of a consistently applied, professional EOA engagement management approach makes the organisation vulnerable to continuing with existing EOAs in spite of cheaper and/or higher quality alternatives (Pemer, Werr and Bianchi, 2014; Lonsdale *et al.*, 2017). Consistent and pragmatic application of professional EOA management across all types of EOA used by the subject organisation (PSF, consultants, contractors and FTCs) should have a positive impact on many of the problems observed at the subject organisation in relation to inconsistent and, at times, poor management of the inbound, ongoing and outbound engagement of EOAs implementing strategy. These include:

- Failure to consistently establish a clear remit and objectives.
- Inconsistent and subjective approaches to procurement, recruitment and selection.
- Inconsistent and, at times, poor EOA onboarding and induction.
- Inconsistent performance management of engagements.
- Lack of control of scope creep and land and expand.
- Failure to identify and reduce long-term use of EOAs.
- Lack of knowledge transfer to and from EOAs.
- Inability to remove poor performing EOAs in a timely manner.
- Failure to review and apply lessons learnt.

7.4.2.2 Professionalisation and formalisation of EOA engagements

The current EOA management practices observed at the subject organisation reflect the PSF and consultant literature (Sections 3.9.1 and 3.9.2.). The PSF and consultant literature describe the increasing professionalisation and formalisation of EOA engagements, noting the tendency for

organisations to move away from relational, trust-based approaches which emphasised the importance of personal relationship between end client user and a senior member of the EOA firm. The PSF and consultant literature reports that these dyadic, personal relations involved little or no involvement from procurement or purchasing departments and increased the risk of sticking with existing EOAs in spite of cheaper and/or higher quality alternatives (Pemer, Werr and Bianchi, 2014; Lonsdale *et al.*, 2017). This research found EOA purchase and management throughout the organisation is varied and inconsistent, including both professionalisation and formalisation of elements of EOA purchase and management and, in some circumstances, the relational approach with no or limited support from the formal procurement function. This provides the additional insight that both types of approach to EOA engagement management can co-exist a single organisation.

7.4.2.3 Personalisation versus formalisation of EOA management

The consultant literature is critical of the increased professionalisation and formalisation of the management of consultant engagements (Section 3.9.2), suggesting that it will result in a “...cost-focused approach that disrupts close end-user/supplier engagement and causes sub-standard service outcomes.” (Lonsdale *et al.*, 2017, p. 157). Lonsdale *et al.* (2017)’s qualitative research explores these concerns and concludes that they are partially justified. They find the prevailing view in the consultancy literature overly pessimistic and observe that the involvement of purchasing professionals and the formalisation of consultant engagement management has a positive impact in controlling the problems of engaging consultants discussed earlier and improving cost focus. To achieve this without realising the fears identified in the prevailing literature, formal consultant management needs procurement professionals in a supporting role, they need to focus on value for money, not low cost, and must be aware of the importance of the close end-user/supplier engagement relationship. They found the involvement of professional procurement functions was welcomed by end users, provided the end user/supplier engagement is preserved.

The conclusions of the Lonsdale *et al.* (2017) research strongly match the observations from the subject organisation. The findings from the subject organisation include the desire from the subject organisation to improve EOA engagements through consistently applying a more formal approach to EOA management, while not being constrained by PSLs or overly bureaucratic processes, detached from the delivery of the strategy implementation projects. The results emphasised the importance of keeping the local managers and SMEs responsible for and working

on the strategy implementation heavily involved in all elements of managing the EOA engagement.

7.4.2.4 Knowledge transfer and sharing

This research finds that the transfer of knowledge to and from EOAs implementing strategy is both important and inconsistent in the subject organisation. The feedback from the subject organisation indicated pockets of good practice but the lack of a formal and consistent approach to transferring knowledge during the EOA engagement. The subject organisation would benefit from the development of a knowledge transfer plan which sets out what knowledge should be acquired and retained from the EOAs and how, as part of the strategy implementation planning.

The feedback from the subject organisation identified three types of knowledge transfer between EOAs and the subject organisation where there was inconsistency and scope for improvement.

- Firstly, the importance of knowledge transfer from the subject organisation to the EOAs that was highlighted in the inbound induction, housekeeping and knowledge transfer.
- Secondly, where the strategic capabilities and capacity gap analysis (Section 7.4.1) has identified that the capabilities of the EOA should be developed and retained in-house, the subject organisation should take active measures to facilitate the transfer of knowledge from the EOAs to the subject organisation.
- Finally, the transfer of knowledge between EOAs engaged on the same or related strategic implementations was identified by the subject organisation. This related to large strategic change programmes where many EOAs and multiple types of EOA are involved, where success is dependent on various EOAs working together and sharing knowledge about the host organisation and their own specialisms. This knowledge transfer activity should be specified in the objective of the EOAs, as set out above.

The subject organisation staff identified the need to improve bi-directional knowledge share between themselves and EOA at all stages of EOA engagement. The PSF, consultant and NSW literature identify the importance of knowledge sharing on the success of EOA engagements for the clients and the EOAs (Bettencourt *et al.*, 2002; Czerniawska and Smith, 2010; Landry, Amara and Doloreux, 2012; Johnson *et al.*, 2014; Koene, Christina. Garsten and Galais, 2014; Nesheim, Fahle and Tobiassen, 2014; Nesheim and Smith, 2015; Nesheim *et al.*, 2015; Bronnenmayer, Wirtz and Göttel, 2016b).

The recommendations for knowledge transfer and sharing in Table 7.5 incorporate various findings from the literature. Landry, Amara and Doloreux (2012) study knowledge exchange strategies of 1,124 Canadian PSFs, which highlighted the use of both personalisation (tacit) and

commoditisation (explicit) approaches to knowledge sharing. Nesheim *et al.* (2015) and Nesheim and Smith (2015) suggest taking steps to encourage knowledge sharing between EOAs and permanent staff by improving trust, autonomous motivation and perceived organisational support. Kozica, Bonss and Kaiser (2014) recommend not paying less than the average market rate for contractors, to reduce the EOA's incentive for withholding knowledge sharing. Bettencourt *et al.* (2002) identify seven categories of client role responsibilities necessary for co-production and sharing of knowledge:

- Communication openness.
- Shared problem solving.
- Tolerance.
- Accommodation.
- Advocacy.
- Involvement in project governance.
- Personal dedication.

The EOA management framework set out above emphasises the need for the subject organisation to take ownership and action across the seven areas identified in the Bettencourt (2002) study.

7.4.2.5 Success factors and good practice

The EOA management framework described draws on success factors and good practice identified in the literature. Several studies have examined success factors relating to EOA engagements and have identified practical recommendations for client organisations, to promote successful EOA engagements. These recommendations generally reflect themes identified from this research and are included in the framework for EOA management.

Bronnenmayer, Wirtz and Göttel (2016b)'s study of 255 companies uses structural equation modelling to identify six critical success factors of management consulting from the clients' perspective. These are common vision, intensity of collaboration, project management, consultant expertise, provided resources, and top management support. The interviewees from this research confirm the findings from the Bronnenmayer, Wirtz and Göttel (2016b) study. These have been incorporated into the improvements to the subject organisation EOA engagement management.

Nesheim, Fahle and Tobiassen (2014) identified the need for hands-on management of EOAs, which they found was often neglected, as similarly reported at the subject organisation. They also

identified the importance of trust, cooperative relations and common localisation to the success of EOA engagements. Naylor and Goodwin (2011)'s empirical study of the external consultants by NHS Commissioners in England identified several factors which contributed to success or failure, including difficulties associated with procuring external support, building effective working relationships, and implementing the ideas generated by external partners. All of this resonates with the findings from this research.

Appelbaum and Steed (2005)'s empirical research on success factors in management consulting engagements at a North American telecommunications company concludes with recommendations to improve consultancy engagements that are similar to the recommendations from this research. They recommend: Greater emphasis on clarity, internal communication and buy-in; insisting that consultants invest more time in learning about the telecommunications organisation, its environment, capabilities and in-house strengths; recognition that implementation planning and execution must be part of every consulting mandate; and developing clearer governance procedures and establishing more consistent processes surrounding external consulting engagements.

7.4.2.6 Preferred supplier lists

The formal practices for managing EOAs include the use of PSLs (Pemer, Werr and Bianchi, 2014; Lonsdale *et al.*, 2017). There was criticism from members of the subject organisation management team that the current process for EOA procurement lacked flexibility and that the use of restrictive PSLs made it slow, bureaucratic and burdensome to get EOAs into the organisation, and could result in potentially suitable EOAs being excluded if they were not on the PSL (6.2.7.1.2). This observation directly confirms the findings from Pemer, Werr and Bianchi *et al.* (2014)'s cross-sectional study of 76 large Swedish organisations using PSFs. They did not find the use of PSL to be positively related to organisations' perceived ability to purchase professional services. This research recommends the subject organisation stop using PSLs.

7.4.2.7 Management of all types of EOA

The subject organisation and the literature focus mainly on the procurement of large PSF and consultancy engagements. This research identified the significant use of change implementation consultant/contractor firms and individuals, which also require consistent and robust approaches to the procurement, recruitment and selection of EOAs.

7.4.3 Summary of discussion of question 4.3.3

The discussion of the final research question, “How could the subject organisation improve the use of EOAs in strategy implementation?”, explores key areas where the findings from the subject organisation indicate opportunities to improve the use of EOAs in strategy implementation. The first involves developing a clear understanding of how EOAs can support the subject organisation strategy implementation, in terms of the organisation’s competences, capabilities and capacity required to deliver the transformation change to implement the strategy, and to sustain the strategy in BAU once it is implemented. A three-stage approach is suggested: First, set out to ensure key decision makers understand EOAs and how they can be used; second, complete a strategic capability and capacity gap analysis to identify gaps between the current organisation’s capability and capacity and what is required to both implement the strategy and operationalise it in BAU; finally, by combining the first and second parts of the approach, the organisation can identify the types of EOA that are appropriate to support the strategy implementation, and how they can be engaged.

The second area explored in the discussion draws on the existing literature and the results from the research to suggest where the subject organisation could improve the management of EOA engagements, from the very start through to the end of the engagement. Areas for improving EOA management at the subject organisation include the consistent application of several professional, formal processes. This will ensure professional and consistent purchasing and management of EOAs. This is coupled with appropriate engagement and commitment from the subject organisation to support the engagement.

7.5 Limitations of the study

The research design for this study is a single case study with multiple embedded units of analysis. The study uses a pragmatic, mixed methods approach to the research, supported by qualitative and quantitative methods. As discussed in Section 4.6, as this study is a single case study; the findings from it should not be generalised.

The quantitative analysis of EOA, including the number of and departmental location of EOAs (contractors and FTC) , the length of service of EOAs (contractors and FTCs) and a snapshot summary of the use of EOA contractor and PSFs (including consultants) on a major strategic change programme, rely on secondary data provided by the subject organisation.

The subject organisation did not provide general data on the number of, or spend on, external consultants and PSFs, which prevented analysis of the location, level and cost of consultants and other PSF across the subject organisation.

There are several advantages and disadvantages to using secondary data which are discussed in Section 4.8.1. Morris (2003, p. 47) summarises the costs and benefits associated with using secondary data: “...are we prepared to settle for secondary data that may not be *exactly* what we are looking for, but that are available here, now, and quite cheaply; or is the accuracy of the data such an important feature that we are prepared to pay for it in terms of time, money and effort?” (*italics in original*). A full assessment of the suitability of the secondary data used in this research can be found in Appendix C.2. The secondary data satisfied the suitability criteria. The main limitation of using secondary data for this research is that the researcher was not able to validate the accuracy and completeness of the data, although as the sources were formal finance and HR reporting systems, confidence in the data can be high.

The use of secondary data resulted in low effort and cost in data collection, which is an important consideration for unfunded DBA research such as this, where the time and effort for data collection must fit around full-time employment. The secondary data also enabled unobtrusive/low impact data collection and enabled a longitudinal dimension which would not have been possible otherwise, given the limited window for DBA data collection.

The study’s qualitative element, the interviews, had two limitations. Firstly, the interviews were coded by a single researcher, the author of this thesis; as a result, it is not possible to test for intra-rater reliability. Intra-rater reliability and variability relate to the coder inconsistency applying data to the code (topics, categories etc.). As the research project has been undertaken for a DBA, which requires it to be the work of the candidate, it is not appropriate to have a second researcher code the interviews to provide a second view of the coding which could be compared for inter-rater reliability. Additionally, the unfunded nature of this DBA means that it would not be financially viable to pay for the time of another researcher to code the interviews. The detailed coding methodology and audit trail reduce the risk of intra-rater variation.

The nature of the DBA is: It is part time; the research will deal with a real world, high level strategic business issues and problems; and the research needs to be conducted from within an organisation and applied there. This gives rise to the second limitation of the study regarding the qualitative interviews: The researcher (interviewer) is an embedded internal researcher with pre-existing relationships with many of those being interviewed (in some cases, working directly with and for the researcher), which might impact the interviewees. Several measures were taken to control for the impact of the embedded nature of the researcher, as set out in Section 4.7.1.

A limitation of the study relates to SaP as the main literature. As discussed in 0 and Chapter 7, there is a scarcity of SaP literature exploring EOAs implementing strategy. The lack of SaP literature in this area is both an opportunity for the study and a limitation. The opportunity is for this study to contribute to SaP literature by expanding the scope to explore EOAs as identified by leading SaP scholars (Whittington, 2006; Jarzabkowski and Spee, 2009). The limitation concerns the absence of relevant SaP literature to ground the research in. To counter this issue, the study connects with other literature relevant to EOAs implementing strategy. Connecting with other streams of literature has been identified as both an appropriate and desirable approach for SaP research (Jarzabkowski and Spee, 2009; Golsorkhi *et al.*, 2015b). The study connects with additional distinct and substantial research areas that are relevant to the research. The literature review in section 3.9 reviews PSFs in general, consultants as a sub-type of PSFs, and NSWs (primarily temporary, agency and contract workers). Further to these areas, knowledge management, project management and change management emerged from the discussion of the findings as being relevant areas of literature.

The limitation is that within the scope and practicalities of undertaking a DBA research project it has not been possible to fully engage with the numerous other research areas. This does create the opportunity for further research which has the potential to demonstrate the inter-relatedness of several disparate domains and their relevance and usefulness to practice.

The conclusion and further research chapter follows, which will set out findings and discussion of the three research questions and summarises the implications for theory and practice. The chapter will conclude with suggestions for further research.

Chapter 8 Practical Contribution

Contributing to practice is an integral part of the DBA programme. It places emphasis on applied research addressing real world problems. This section substantiates the practical contribution of the research.

Since conducting the research and developing frameworks for improving the use of EOAs implementing strategy at the subject organisation, there have been several substantial developments.

- The author/researcher left the subject organisation to become an independent consultant several years ago.
- There have been several changes in personnel at the subject organisation, including participants, and notably, the Chief Operating Officer (COO) and Chief Information Officer (CIO) that supported the research leaving the subject organisation.

The author applied elements of the research to projects he was responsible for at the subject organisation as the thesis was being developed and recommendations were emerging. These projects were still in progress when the author left the subject organisation.

All participants were given the opportunity to request a summary of the research findings and recommendations. Participants that requested a summary, and were contactable, received summaries in 2020, after the research was completed. To honour the principle of the subject organisation not being explicitly named in publicly accessible documents, participants that no longer worked for the subject organisation received a summary that did not refer to the subject organisation by name. Their summary focused on the recommendations and did not include specific information relating to the extent of EOA use at the subject organisation (see Appendix F.1). The EOA participants' summary excluded references to the name of the subject organisation and specific information relating to the extent of EOA use at the subject organisation, it included additional recommendations for EOAs (see Appendix F.2). In all cases, feedback on the usefulness and practical applicability of the research were requested.

As the author no longer works for the subject organisation, access to it is more restricted, making it more challenging to observe the impact of the research. Fortunately, the author left on good terms and maintains a strong network within the subject organisation and can engage with

members of the subject organisation that participated in the research and are able to comment on its impact.

The author has applied the findings from the research in professional practice as an independent change consultant and is able to provide feedback from a range of organisations, both on the client-side and EOAs, where elements of the recommendations have been applied.

Members of the subject organisation that participated in the research and no longer work for the subject organisation were provided with a summary of the research. This has resulted in the frameworks being applied to other organisations.

The observations relating to the practical contribution of the research are based on the author's own experience applying the frameworks in the subject organisation, feedback from members of the subject organisation, and feedback from ex-members of the subject organisation applying the research at their new organisations, organisations the author has engaged with through professional practice, and EOAs that participated in the research. In addition to the subject organisation, organisations that have applied the research and provided feedback on the usefulness and practical application include:

- One of the UK's largest insurance companies, offering a range of life and general insurance and retirement products.
- The UK financial advice arm of a UK based global investment company.
- The UK subsidiary of a multinational insurance company offering general insurance products in the UK.
- A UK financial services company that buys and administers closed books of life assurance and pensions business from other companies.
- A finance services consultancy.
- A management consultancy specialising in strategic decision analysis across all sectors.
- A large NHS Foundation Trust.
- The author's own strategic research and implementation consultancy.

The research developed four frameworks, as set out in Section 7.4, that can benefit organisations using EOAs to support strategy implementation:

- Understanding EOAs (see Section 7.4.1.1). This relates to improving knowledge and understanding of EOAs in general terms (uses, types, benefits, problems, contradictions/complexity) and specific to the organisation in terms of the extent of EOA use.

- Capacity and capability gap analysis (see Section 7.4.1.2). This identifies where EOAs could help fill capacity and capability gaps when organisations are implementing strategy. The gap analysis also highlights where the organisation should be taking steps to transfer and retain knowledge from EOAs and where this is not necessary.
- EOA suitability matrix (see Section 7.4.1.3). This framework matches the gaps in an organisation's capacity and capability with appropriate EOA types.
- EOA engagement management (see Section 7.4.2). This framework describes how to apply theory and practice to improve the management of EOAs engaged by an organisation.

Feedback from practitioners in relation to the practical contribution of each of the four framework areas is presented below.

8.1 Understanding EOAs

The tools developed by this research to improve client side knowledge and understanding of EOAs (see Section 7.4.1.1) have been rolled out to several organisations which have reported benefits. There are two dimensions to understanding EOAs. The first aims to improve a client organisation's knowledge and understanding of EOAs in terms of the uses, types, benefits, problems, and contradictions/complexity. The second relates to providing organisations with an accurate view of their current EOA use across the organisation, providing insight into local variation and how this is aligned with their strategic objectives.

Through professional practice as an independent consultant, the author has provided training sessions and material to several financial services organisations. Formal and informal feedback from the financial services organisations, at the time and when followed up subsequently, stated that the training sessions and material have resulted in improved knowledge and understanding of when and how to use EOAs, along with a more informed view of some of the potential problems with engaging EOAs. This increased awareness of EOA characteristics amongst their change professionals resulted in more appropriate EOA engagements. This resulted in the organisations reporting a greater emphasis on matching the type of EOA to the nature of the engagement and less reliance on simply re-engaging previously used consultants when contractors or FTC were more appropriate. The increased awareness of the benefits, problems, and contradictions/complexity of engaging EOAs was reported to have resulted in more considered, active and targeted management of EOA engagements, this helped them to build on the benefits and dampen the problems of using EOAs.

In addition to the information on understanding EOAs, the subject organisation benefited from a detailed analysis of the extent of EOA use broken down by department and EOA type. This extra level of information provided a company-wide overview of EOA use which was previously lacking. The detailed information on extent of EOA use resulted in some change areas and projects revisiting and revising their EOA use. An area where benefits were reported included the identification of long term EOAs (contractors and FTC), and challenging whether the long term EOA roles should be replaced with permanent roles. The mid to long term nature of some EOA contractors on large change programmes prompted a discussion on the appropriateness of contractors versus FTC or permanent staff for long term (multi-year) change programmes. This resulted in a general decrease in the use of EOAs and increase in use of permanent staff. There was still substantial EOAs but with increasing FTC use (which are generally cheaper, but with a commitment to a fix term) in place of contractors (generally more expensive, but with less commitment from the subject organisation).

8.2 Capacity and capability gap analysis

The gap analysis framework (see Section 7.4.1.2) helps identify where EOAs could help fill capacity and capability gaps when organisations are implementing strategy. The gap analysis also highlights where the organisation should be taking steps to transfer and retain knowledge from EOAs and where this is not necessary. This tool was deployed by the author on a technology change project at the subject organisation, and as part of a consulting assignment for a department at a large NHS Foundation Trust. In both cases, the application of the tool identified gaps in capacity and capability which were not previously identified. The framework also suggested how to fill the gaps and informed detailed knowledge transfer and management planning.

The feedback from the customer for the department at the NHS Foundation Trust was positive, highlighting the value of identifying the capacity and capability gaps upfront, coupled with building knowledge transfer activities into the implementation plan from the start. At time of writing the programme was in progress and addressing the capacity and capability gaps has been built into a “People” stream of the overall implementation and business readiness activity, as have the knowledge transfer activities.

In the case of the technology change programme at the subject organisation, the capacity and capability gap analysis identified which EOAs to use and when. This resulted in a different blend of PSF, FTC and contractors supporting the programme. The analysis also informed the training and business readiness planning and implementation. The feedback from the project sponsor and

permanent staff working on the project was positive. They reported that being clear why the EOAs were needed and communicating this to the project team helped team cohesion, which reflects the importance having and communicating clearly the remit for using EOAs (see Sections 6.2.7.1.1., 7.4.1.1 and 7.4.2.1) The client reported using the framework to inform programme resourcing. The resulting blend of PSF, contractors and FTC use led to a more appropriate and cost-efficient EOA balance. This approach reduced reliance on contractors in the medium term, resulting in fewer contractors and greater use of lower cost FTC (with a view to some becoming permanent via the try before you buy, EOA to permanent recruitment (see Sections 6.2.5.6, 7.3.1 and 7.4.2.1)). There was also a proportionate increase in permanent staff seconded to the programme, which in turn contained cost, and supported knowledge management and transfer.

The capacity and capability gap analysis framework has been presented to change practitioners at several other organisations. Feedback has been positive with comments suggesting the framework will be useful, practically applicable and with the potential to improve change implementation. The author plans to follow up with these organisations through his professional practice to help them implement the frameworks.

8.3 EOA suitability matrix

This framework (see Section 7.4.1.3) matches the gaps in an organisation's capacity and capability with appropriate EOA types using the knowledge and understanding of EOAs in terms of the uses and types developed from Sections 8.1 and 8.2.

This framework has been deployed by the author on a technology change project at the subject organisation, and as part of a consulting assignment for a department at a large NHS Foundation Trust. In both cases the application of the EOA suitability matrix identified appropriate EOAs to fill gaps in capacity and capability. The feedback from the customer for the NHS Foundation Trust department was positive, highlighting the value of using a robust, repeatable, and documented process for identifying appropriate EOAs upfront, rather than the more informal approach previously used. It is interesting to note the paradox of having an EOA conduct an analysis and assessment of EOA use. This emphasises the importance of developing permanent inhouse EOA engagement management capability and capacity, a point, somewhat ironically, identified by the framework.

In the case of the technology change programme at the subject organisation, the EOA suitability matrix identified appropriate EOAs and enabled targeted recruitment and procurement activities.

The feedback from the project sponsor and permanent staff working on the project was positive. It was reported that having a clear view of what types of EOA were needed, and why, kept the procurement focused on the specific requirements of the capacity and capability gaps for the particular programme at hand rather, than more generic approaches, sometimes relying on established, broad, PSLs. The approach also prevented less appropriate types of EOA being engaged unnecessarily, something that was reported as not uncommon, with EOAs in the past being engaged based on personal relationships and previous, unrelated assignments, rather than the specific needs of the current specific strategic change programme.

The EOA suitability matrix framework has been presented to change practitioners at several other organisations. Feedback has been positive with comments suggesting the framework will be useful, practically applicable and with potential to improve change implementation. The author plans to follow up with these organisations through his professional practice to help them implement the frameworks.

8.4 EOA engagement management

This framework (see Section 7.4.2) describes how to improve the management of EOAs engaged by an organisation. This tool has been deployed by the author on a technology change project at the subject organisation prior to leaving and by change practitioners at the subject organisation since the author left. Through professional practice as an independent consultant, the author has provided EOA engagement management framework training sessions and material to several financial services organisations. In addition, because a summary of the EOA engagement management model was provided to members of the subject organisation that participated in the research and no longer work for the subject organisation, the EOA management model has been applied to other organisations. The author requested and received formal and informal feedback from practitioners using the EOA engagement management tool.

Feedback from practitioners has been positive, with comments suggesting the framework will be useful, practically applicable and with potential to improve change implementation. Specific feedback related to the value of having a clearly defined remit/brief for the engagement, including explicit knowledge transfer requirements, up front. The practitioners highlighted improvements to knowledge transfer from the EOAs to the client side staff due to having the requirements identified upfront, and monitoring progress as part of the ongoing engagement management.

The practitioners provided mixed feedback on the active performance management element of the framework. They agreed that it was an important aspect and highlighted that when

undertaken and linked to the clear remit, it helped to improve EOA performance. They reported problems in some cases where the client-side organisations were not able to commit resources to actively manage EOA performance.

A theme of the feedback focused on the EOA engagement management framework's continued emphasis on the importance of appropriate and continued engagement and commitment from the client organisation to manage the EOA engagement. Practitioners commented that although this was not particularly novel, by explicitly calling it out and identifying the high impact aspects of the engagement where client-side engagement is crucial, appropriate client-side resources could be allocated to support the EOAs. Conversely, and as highlighted above, this was not always the case due to the client-side organisations not having the necessary resources available.

This illustrates another paradox of EOA engagements where client organisations engage EOAs due to having insufficient resources to support strategy and change implementation. A product of these client-side resource constraints is that they can lack the resources to manage and support the EOA engagements. The result is a perfect storm of insufficient client-side resource to support strategy implementation and change itself resulting in the use of EOAs, and insufficient client-side resource to support the engagement of EOAs. This can result in an environment where the problems with EOA engagements (identified by this research, see Sections 6.2.6 and 7.3.2) can thrive. This research has developed frameworks to support organisations in embedding strategy and change implementation resourcing into the organisational high-level strategic planning and detailed implementation planning.

In addition to client-side feedback relating to the EOA management model, EOAs that participated in the research provided informal feedback. They highlighted that by presenting the model to clients they were able to emphasise the importance of appropriate and continued client-side engagement and commitment, coupled with the need for basic housekeeping (e.g. access to buildings, data and people) to enable them to provide a good service. By discussing the importance of client-side engagement and commitment to the success of the engagement and using the framework to identify the points in the engagements where an absence of client-side engagement is particularly damaging, client engagement and commitment appeared to improve. The use of the framework to highlight the benefits of good housekeeping and disruptive impact of poor housekeeping on the ability for engagements to "hit the ground running" during the tendering phase of engagements was beneficial. This resulted in smoother starts to engagements with fewer delays in getting access to client-side people and data. They also discussed the value of using the model to explicitly discuss knowledge transfer requirements upfront and agree the

mechanism (documentation, co-creation, co-working etc.) for knowledge transfer. The framework was used to explicitly discuss knowledge transfer requirements and the associated commitments necessary to facilitate knowledge transfer with the client. One EOA that used the framework reported improved engagement and commitment by client-side staff to support co-creation of solutions and supporting documentation as a direct result of the framework.

There were several areas of the EOA engagement management model which were not mentioned in the practitioner feedback. These include the inbound procurement, recruitment and selection; inbound induction; the ongoing long-term use; the outbound timely removal of poor performing EOAs; and the outbound review and application of lessons. The nature of the feedback was mostly informal and unstructured and as such it is not appropriate to draw inferences from the absence of comments in relation to these areas. The author is hoping to follow up more fully with the organisations applying the EOA engagement management model through his professional practice and to develop the model accordingly.

8.5 Summary

The frameworks to improve EOA use have been applied by several organisations, including the original subject organisation, new organisations which members of the subject organisation have subsequently moved into, organisations the author has engaged with through professional practice, and EOAs that participated in the research. The feedback from these practitioners suggests that the four main elements of the recommendations to improve EOA use are useful, practically applicable and have had a meaningful impact on improving EOA engagements. The feedback has identified that the four frameworks for improving EOA use can be applied individually or collectively.

The feedback on the use of the four frameworks in practice suggest that the frameworks for improving the knowledge and understanding of EOAs and EOA engagement management have been applied more widely than the capacity and capability gap analysis, and the EOA suitability matrix. It is possible that this is a result of these frameworks being easily applicable to inflight EOA engagements as well as new engagements, making them immediately applicable, with improvements being realised in the short term. The elements relating to understanding EOAs and their extent specific to an organisation requires data and analysis. Organisations may not have this immediately accessible and, as such, it may require additional capacity and capability. The capacity and capability gap analysis and EOA suitability matrix tools are applied at a strategic level and ideally form part of the organisations' overall strategy and change portfolio implementation planning processes. Embedding these tools into these processes is linked to the organisations'

strategic change planning cycles and requires changes to the strategy and change portfolio implementation planning processes. Incorporating these tools into the organisations' processes and culture appears to be a slower and more involved process.

It is ironic that organisations would likely benefit from external consultancy support to set up, tailor and implement the frameworks to improve EOAs implementing strategy and more widely in the organisation. Through his professional practice as an independent consultant, the author offers capacity and capability to help organisations apply the four frameworks developed from this research into their strategy and change portfolio implementation.

Chapter 9 Conclusion and Further Research

9.1 Introduction

The objective of this research is to critically assess the use of EOAs in strategy implementation, to identify and understand who they are, the part they play and the views of permanent staff working with them. The research also aims to create a good practice framework for how to use EOAs in strategy implementation at the subject organisation. The research addresses the following research questions:

- What type of EOAs are used in strategy implementation at the subject organisation; what are they used for and to what extent?
- What benefits and problems of EOAs supporting strategy implementation do permanent subject organisation members of staff report?
- How could the subject organisation improve the use of EOAs in strategy implementation?

The research finds five types of EOA and four distinct categories of EOA use to implement strategy. The extent of EOA use is considerable. It varies between departments. In some cases, EOAs have been continuously engaged for substantial periods. A range of benefits and problems of using EOAs to are reported, as were suggestions for improving EOA engagements. The use and management of EOAs within the subject organisation was inconsistent, with examples of both good and poor practice. Two areas for improvement are proposed. The first relates to understanding how EOAs can support strategy implementation, in terms of the competences, capabilities and capacity required to deliver transformation change to implement strategy and then to sustain strategy. The second relates to how EOA engagements are managed.

The conclusion and further research chapter brings the thesis to a close and suggests areas for further development. The implications of the findings for the research questions are set out, followed by implications and contribution to the literature and theory. The implications and contribution to practice are then presented. Finally, suggestions for further research are discussed.

9.2 Implications for the research questions

The implications of the findings from the research for each of the three research questions is set out below.

9.2.1 What type of EOAs are used in strategy implementation at the subject organisation; what are they used for and to what extent?

The types of EOAs used by the subject organisation to implement strategy are big name strategy consultants (e.g. Bain and Co., BCG, McKinsey & Co.), advisory consultants, including the Big Four, specialist technical PSFs, and change implementation consultant/contractor firms and individuals. The EOAs provide the subject organisation with additional capacity, new capabilities, and independent assurance, validation and credibility. PSFs are used to augment the in-house business services teams to provide legal, finance, creative marketing, advertising, IT, training and development, and HR services to support strategy implementation. The extent of EOA use implementing strategy at the subject organisation is significant; it varies markedly across the departments in the subject organisation and in some cases the EOAs are used for a prolonged time.

9.2.2 What benefits and problems of EOAs supporting strategy implementation do permanent subject organisation members of staff report?

Table 9.1 summaries the benefits and problems of EOAs supporting strategy implementation reported by permanent subject organisation staff.

Table 9.1 Summary of the benefits and problems of EOAs supporting strategy implementation

Problems	Benefits
High cost	New capability
Poor performance	Additional capacity
Failing to meet expectations	Independence from the subject organisation
Lacking the required skills, knowledge and experience	New ideas and challenge
Overselling the delivery team	Releasing permanent staff to work on strategy implementation
Standard templates	Try before you buy (EOA to permanent recruitment)

Problems	Benefits
Not committed to long term success	Personal development and organisational capabilities
Poor attitude, values and behaviours	Cost management and accounting
Poor performance and behaviours not addressed	
Land and expand	
Doing what could be done by permanent staff	
Limiting personal development opportunities	
Resentment towards EOAs from permanent staff	
Failure to retain knowledge	
Undesirable knowledge transfer to competitors or other third parties	

9.2.3 How could the subject organisation improve the use of EOAs in strategy implementation?

The first area for improving use of EOAs implementing strategy at the subject organisation identified by the research involves developing a clear understanding of how EOAs can support the subject organisation strategy implementation, in terms of the organisation's competences, capabilities and capacity required to deliver the transformation change to implement the strategy, and to sustain the strategy in BAU once it is implemented. A three-stage approach is suggested:

- Ensure key decision makers understand EOAs and how they can be used.
- Conduct a strategic, capability and capacity gap analysis that identifies gaps between the current organisation's capability and capacity and what is required to both implement the strategy and then to operationalise it in BAU.
- Combine the first and second parts of the approach to identify types of EOA appropriate to support the strategy implementation, and how they can be engaged.

The second area for improving use of EOAs implementing strategy at the subject organisation identified by the research is to consistently apply professional, formal processes to improve the management of EOA engagements. These cover a range of organisational processes, procedures, practices and systems involved in the subject organisation procuring, managing and using EOAs. There are three parts. The first relates to the inbound engagement management of getting EOAs into the organisation once the initial decision to use them has been taken; the second relates to the ongoing engagement management of the EOAs whilst engaged by the organisation; and the final part is the outbound management of the EOA at the end of the engagement, when they leave the organisation. The research showed that in order to be successful, improvements to the EOA engagement management should be accompanied by the appropriate engagement and commitment from the subject organisation to support the engagement.

9.3 Implications for, and contribution to, the literature and theory

This research is framed by a SaP perspective. As discussed in the literature review (Chapter 3), the SaP approach views strategy not as something that organisations have, not a property of an organisation, but rather something that people in the organisation do. Strategy is an activity. SaP focuses on two key questions: What do people involved in strategising do, and how do these people and their actions influence strategic outcomes? (Jarzabkowski, 2005; Johnson *et al.*, 2007; Golsorkhi *et al.*, 2011). The scope for SaP can be any activity that relates to strategic outcomes (Johnson, Melin and Whittington, 2003). SaP has three focal points: practitioners, practices and practice (praxis) (Jarzabkowski, 2005).

This research contributes to the SaP theory by empirically exploring the micro level practice of strategy implementation by internal and external practitioners across all levels and several years at the subject organisation, with the research conducted by an internal, embedded practitioner-researcher. These are areas identified in the SaP literature as being of interest, and where further empirical research would benefit the SaP literature. The existing literature calls for research into the areas addressed by this study, such as: EOA practitioners (Whittington, 2006; Jarzabkowski and Spee, 2009); expanding SaP literature, beyond the top management team, more deeply into organisations (Vaara and Whittington, 2012; Golsorkhi *et al.*, 2015b); increasing the amount of longitudinal SaP research; exploring emotions in strategy work; developing a better understanding of the world of strategy practitioners; and drawing on practitioner knowledge and experience (Golsorkhi *et al.*, 2015b).

Various SaP authors identify that strategy practitioners can occupy range of roles and positions in an organisation, as senior executives, middle managers, project managers (Spender and Grant,

1996; Floyd and Lane, 2000; Dutton *et al.*, 2001; Grant, 2003; Mantere, 2005; Whittington, 2006; Jarzabkowski, Balogun and Seidl, 2007; Jarzabkowski and Spee, 2009; Golsorkhi *et al.*, 2015b). An analysis of the SaP articles in Jarzabkowski and Spee's (2009) review and other studies shows that most studies focus on senior or top management/executives' involvement in strategy development. Golsorkhi *et al.* (2015b) highlights that it is important to promote critical thinking within the SaP community to ensure that...

“...Strategy as Practice research does not dissolve into a restricted study of top management, but includes analysis of how others contribute to strategizing and how they at times may resist strategies and their implications.” (Golsorkhi *et al.*, 2015b, p. 2).

This research contributes to SaP by including and moving beyond the top management team of the subject organisation to include members of the subject organisation and EOAs implementing strategy across the organisational hierarchy.

The existing SaP literature on EOA practitioners covers a wider range of actors included as regulators, organisations/institutions, business schools, the media, the state, financial institutions, researchers, policy-makers, businesses, analysts, governance systems, consultants, gurus, pressure groups (such as environmentalist groups) (Whittington, 2003, 1996; Whittington *et al.*, 2003; Jarzabkowski, 2004, 2005; Jarzabkowski, Balogun and Seidl, 2007; Johnson *et al.*, 2007; Jarzabkowski and Spee, 2009; Vaara and Whittington, 2012; Rouleau, 2013; Golsorkhi *et al.*, 2015b; Paroutis, Heracleous and Angwin, 2016). Despite the role of EOAs being identified and acknowledged by SaP scholars, it is an area that has not been widely explored, with few studies explicitly focusing on EOAs (Jarzabkowski and Spee, 2009). The scope of this research relates to EOAs as non-permanent actors engaged by a host organisation to contribute to the strategy implementation. The SaP literature on these types of EOAs is generally limited to PSF and consultants (see Section 3.8). This research contributes to SaP by including change implementation consultant/contractor firms and individuals and FTCs.

By using the DBA to apply the SaP perspective and the academic process to the real world issue of using EOAs to implement strategy and making practical recommendations for the subject organisation, this research tackles the criticism of SaP that despite being grounded in the practice of strategy it can, at times, appear impenetrable and irrelevant to non-academics (Cummings and Daellenbach, 2009) and supports Golsorkhi *et al.* (2015b)'s call to make strategy practice research accessible to practitioners and to draw on practitioner knowledge and experience.

As Johnson, Melin and Whittington (2003) assert, the scope for SaP can be any activity that relates to strategic outcomes. The review of the SaP literature for this research found that the research agenda tends to focus on top level strategising rather than strategy implementation (Chapter 3). This research contributes to SaP by explicitly focusing on the implementation of strategy through transformational change programmes at the subject organisation.

The SaP literature argues for connections and collaboration with other streams of management literature (Jarzabkowski and Spee, 2009; Golsorkhi *et al.*, 2015b). It was in this spirit that this research drew on literature on Professional Service Firms (PSFs), consultants as a sub-set of PSFs, and Non-Standard Workers (NSWs).

The PSF, consultant and NSW literature provided a foundation that this research could draw on which is not present in the SaP literature. As explored in the discussion chapter (Chapter 7), findings from this research generally confirm the observations from the PSF, consultant and NSW literature. The types and uses of EOAs reported in this research are generally covered by a combination of the PSF, consultant and NSW literature, as are the benefits and problems associated with using EOAs. There are opportunities for each of the three EOA domains to explore applicability of the others' research as this study concludes there are areas of commonality.

The contribution of this research is that by empirically exploring the practice of EOA practitioners implementing strategy, it identifies multiple EOA practitioners of the same (e.g. KPMG and PwC) and different type (PSFs, consultants, NSWs) working to implement the same strategy, at the same time, on the same projects, in a single organisation. The respective bodies of literature on PSF, consultants and NSWs operate in isolation from one another. This research shows that, in practice, the use of EOAs is more complicated, with EOAs of the same and different types interacting with each other. Given the scope of SaP to study all strategy practitioners and the actual practice of strategy, it seems an ideal perspective to draw together separate EOA domains to explore the complex and contradictory practice of strategy implementation with EOA practitioners.

The challenge for researchers is to reflect the complex nature of the practice of strategy implementation and the various EOAs that support it.

9.4 Implications and contribution to practice

Contributing to practice is an integral part of the DBA programme. It places emphasis on applied research addressing real world problems and is undertaken by practitioner-researchers.

The driving force for this thesis is the author's experience of working with EOAs to implement strategy at the subject organisation. The author observed first-hand the perceived high cost and variable value of using EOAs to implement strategy. The author experienced working with excellent EOAs, that were crucial in implementing strategy and contributed to the personal development of permanent staff through sharing their knowledge and experience. As a counterpoint to this, the author also worked with EOAs that they perceived to be terrible; performing poorly, lacking necessary skills, exhibiting poor values and behaviours, hoarding knowledge and being a source of resentment from the permanent staff working with them.

It was against this backdrop that the author wanted to seek out and leverage the existing body of knowledge and apply the rigour and robustness of an academic approach to explore the phenomenon through a DBA.

This research contributes to practice by providing the subject organisation with a rich picture of how it uses EOA to implement strategy and the views of the permanent staff working with them as described in Sections 9.2.1 and 9.2.2. The implication for the subject organisation is that there is scope to improve how it uses EOAs to implement strategy.

This research further contributes to practice by proposing an approach for the subject organisation to improve the use of EOAs implementing strategy. The approach is set out in Section 7.4 and have been shared with the subject organisation. The recommendations for the subject organisation emphasise commitments and steps that it can take to improve the use of EOAs implementing strategy.

As discussed in Section 7.5, the findings from the research should not be generalised; however, anecdotal feedback to the author when discussing the findings of the research with internal and EOA strategy implementation practitioners working in the private and public sector suggest that the conclusions of this study are far from unique. At the very least, this research has contributed to a discussion and debate amongst internal and EOA strategy implementation practitioners on the use of EOAs implementing strategy and how it can be improved. Anecdotal discussions with the author, coupled with invitations to present the conclusions of the research to private and public sector organisations, suggest that there is a desire within the practitioner community to improve and better understand EOAs implementing strategy. This indicates that the contribution to practice of this research has potential to be even greater.

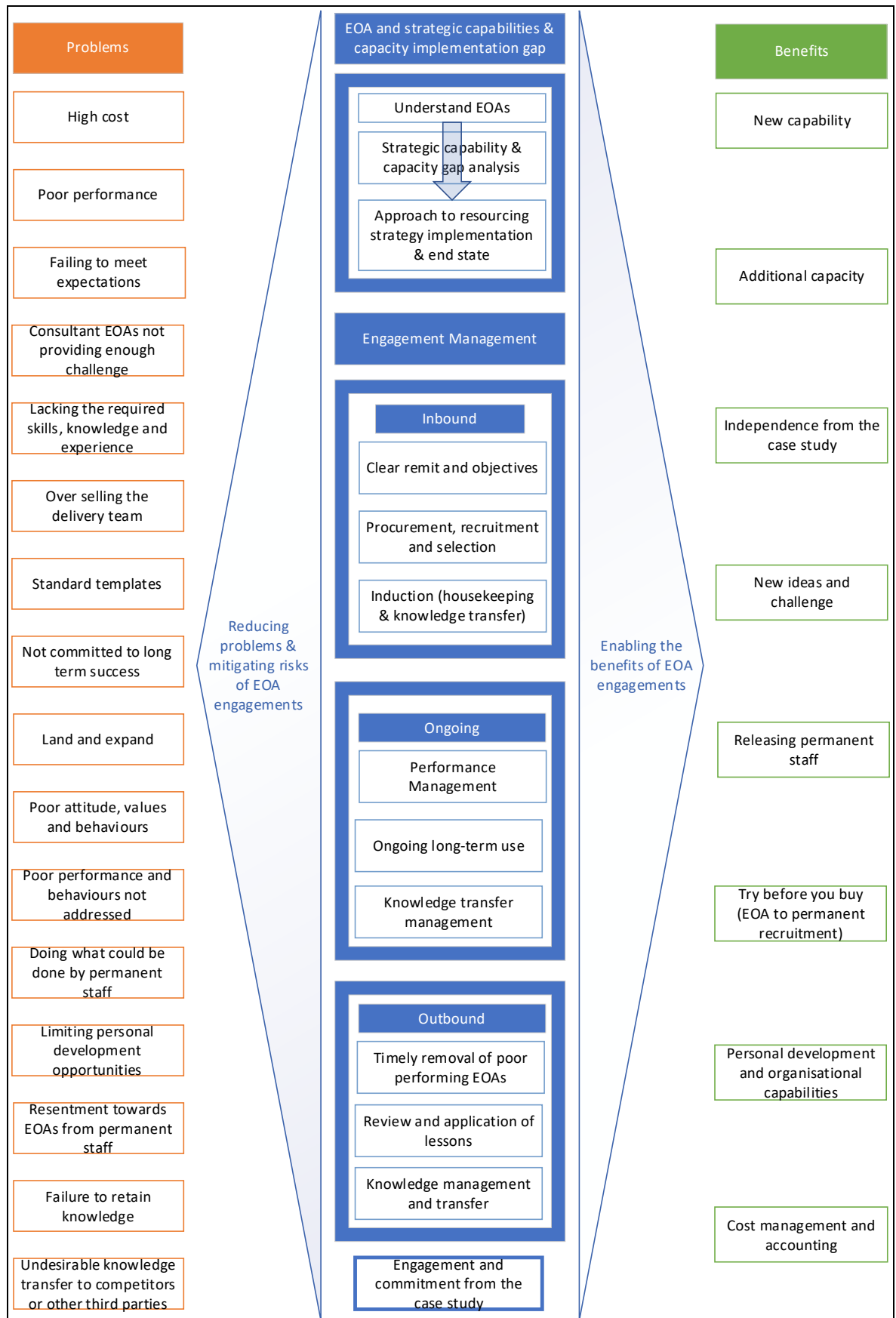
This research paints a rich picture of the use of EOAs implementing strategy at the subject organisation. The reported benefits and problems of using EOAs to implement strategy at the

subject organisation are described. At the subject organisation, EOAs play an important part in implementing strategy, bringing many benefits as well as problems. The use and management of EOAs within the subject organisation was inconsistent, with examples of both good and poor practice. This study has identified a series of recommendations that the subject organisation can adopt to develop and extend the existing good practice and build on the benefits, while reducing the problems of using EOAs to implement strategy. This is illustrated in Figure 9.1.

As described in 0, the recommendations to improve EOA use have been applied by several organisations, including the original subject organisation, current organisations of members of the subject organisation that have subsequently moved on, organisations the author has engaged with through professional practice, and EOAs that participated in the research. The feedback from these practitioners suggests that the four main elements of the recommendations to improve EOA use are useful, practically applicable and have had a meaningful impact on improving EOA engagements. The feedback has identified that the four frameworks for improving EOA use can be applied individually or collectively.

Somewhat ironically, the feedback from organisations applying the research findings suggest it would be useful to use external consultancy support to set up, tailor and implement the frameworks. Through his professional practice as an independent consultant, the author offers capacity and capability to help organisations apply the four frameworks to develop and extend existing good practice and build on the benefits, while reducing the problems of using EOAs to implement strategy.

Figure 9.1 Summary of EOA use problems and benefits, and how the subject organisation can use and manage EOAs better



9.5 Further research

The final section of the conclusion presents areas for further research.

This research is a single case study and, as such, is not generalisable. Further research on the use of EOAs implementing strategy in organisations across various sectors could be undertaken to see if the findings from this research are observed in other organisations. It would be useful to conduct the research in other large financial services organisations, non-financial services private sector organisations and public sector organisations. Anecdotal feedback suggests the findings from this research reflect practice in other financial and non-financial private and public sector organisations. Comparative research should investigate the types of EOA used to implement strategy, how they are used and the extent to which they are used. The research should explore the benefits and problems of EOAs supporting strategy implementation reported by the permanent members of staff, and study how the organisations manage their EOA engagements, with a view to identifying good and poor practice.

The scale of EOA use (particularly contractors) in terms of proportion of the workforce and LoS at the subject organisation does not appear to feature in the literature, and is an area where further research should be undertaken to explore if this practice is prevalent beyond the subject organisation.

This research identified that consultant and contractor EOAs were, at times, perceived as not having the required skills, knowledge and experience for the work they were brought in to do (Table 7.3.) The research found that for consultancies, this was often associated with inexperienced junior consultants lacking relevant domain knowledge and/or general consulting experience or from the senior partner agreeing that the firm has specific domain skills or experience that it may not actually have. For contractor EOAs, the cause often related to a mismatch of skills, knowledge and experience. The interviewees suggested that this problem could be caused in part by the subject organisation not being clear on what they need the EOAs to do and bringing in EOAs without the appropriate skills and experience. The phenomenon of EOAs not having the required skills, knowledge and experience features in the EOA literature on consultants in relation to inexperienced junior consultants being parachuted onto projects, but it does not appear to be explored in the literature with regard to more experienced consultants and contractors lacking required skills, knowledge and experience. This is an area which would benefit from further exploration.

The undesirable knowledge transfer to competitors or other third parties was identified as a problem of using EOAs to implement strategy (Table 7.3). The subject organisation accepted that

the loss of some valuable knowledge and information via consultancy EOAs and PFS was inevitable, and this is offset by the host organisation benefiting from the reciprocation of relevant knowledge and information that the EOAs have gained from other clients. This view supports the PSF and consultant literature. The research also found that the subject organisation staff were less comfortable with the risk of leaking sensitive information and knowledge via EOA contractors than other EOA types. This is related to contractor EOAs needing to have knowledge of, and access to, very detailed and potentially very sensitive information, coupled with the turnover of strategy implementation EOA contractors between competitor firms. This topic of knowledge transfer to competitors due to contractors (as opposed to consultants or PSFs) moving between organisations does not appear to be addressed in the current literature. Further research should explore if the concerns identified at the subject organisation are found in other organisations using contractor EOAs and how the issue is handled elsewhere.

This study's third research question asks "How could the subject organisation improve the use of EOAs in strategy implementation?" (Section 4.3). An approach to improving the use of EOAs at the subject organisation is proposed as part of this research. 0 describes how the recommendations of this research have been applied at the subject organisation and elsewhere. Further research should be undertaken at the subject organisation and others that are adopting the recommendations to explore the extent of the recommendations' adoption, any adaptations and their effectiveness.

One area for the subject organisation to improve EOA management relates to knowledge sharing between EOAs and permanent staff. The recommendations of this research drew on several studies exploring knowledge co-production and sharing (Bettencourt *et al.*, 2002; Kozica, Bonss and Kaiser, 2014; Nesheim and Smith, 2015; Nesheim *et al.*, 2015). These studies highlight the opportunity to engage with the wider knowledge sharing literature (such as Wang and Noe (2010) and Reinholt, Pedersen and Foss (2011)) to explore further if it can be applied to EOA and permanent staff knowledge sharing behaviour.

This research found that although different types of EOAs (PSF, consultants, contractor organisations and individuals, and FTC) were implementing strategy at the subject organisation, the respective bodies of literature on PSFs, consultants and NSWs operate in isolation from one another. Further research should be done to explore if findings and theories from these discrete research areas apply to the other EOA types.

Chapter 9

This research finds the benefits and problems of using EOA co-exist in the same organisation at the same time, and even with the same EOAs. The existing PSF, consultant and NSW literature does not appear reflect this complex and, at times, contradictory and paradoxical view of the practice of strategy implementation with EOAs. There is an opportunity for the PSF, consultant, NSW and SaP literature to explore this phenomenon.

The study connects with several distinct and substantial research areas (PSFs in general, consultants as a sub-type of PSFs, and NSWs, knowledge management, project management and change management). There is an opportunity for further research to demonstrate the inter-relatedness of these disparate domains and their relevance and usefulness to the practice of strategy implementation.

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Chapter 11 Appendices

Appendix A Context for the research

A.1 UK Employment status and taxation relevant to EOAs

The broad definition of EOAs used in this research included types of EOA where individuals work in a host organisation. This might be an EOA employed by another organisation such as a consultancy firm, or an individual who is self-employed or employed by the host organisation directly. To explore the nature of the relationships between different types of EOA and the host organisation that engage them, it is important to understand the types of employment status in the UK and the implications for employment rights and taxation. There are three main types of employment status: employee; worker; and self-employed and contractor. There are also two other employment statuses, director and office holder.

- Employee – Has a contract of employment and will carry out the work personally. Employees have rights to such things as: a written statement of employment, itemised pay slip, the National Minimum Wage, holiday pay, maternity and paternity pay etc., the right to request flexible working hours, the right not to be discriminated against.
- Worker – Also has a contract of employment, and generally must carry out the work themselves. The key difference between a worker and an employee is that workers are likely to be used for casual or irregular work. The organisation using the worker does not have to offer them work and the worker does not have to accept work if offered. Workers are entitled to some, but not all employment rights of an employee. Workers include:
 - Casual work.
 - Agency work (an agency worker is supplied by a temporary work agency to a host organisation to carry out work for the host. The work is normally for a temporary period).
 - Freelance work.
 - Seasonal work.
 - Zero hours work.
- Self-employed (including self-employed contractor) – Run their own business as a sole trader. They are more likely to be contracted to provide a service for a host organisation. They will not be paid by the host through PAYE (Pay As You Earn) and don't have the same employment rights and responsibilities as employees or workers.

(ACAS, 2017a; GOV.UK, 2017a)

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There are two further employment arrangements which are pertinent to the use of EOAs: fixed term contracts and umbrella companies.

A fixed term contract is a contract of employment that ends on a specified date or on the completion of a task such as a project. Fixed term contracts can be used for: seasonal or casual employees (up to 6 months), a specialist employee for a project, and statutory leave (maternity, paternity and parental etc) cover. People on fixed term contracts are classed as employees and have the same rights as permanent employees. (ACAS, 2017b; GOV.UK, 2017b).

An umbrella company is a company that will act as an employer for contractors on fixed term contracts. The umbrella company acts as an intermediary between the individual contractor and their recruitment agency or host organisation. The umbrella company collects payment for the work the contractor has done from the host organisation or recruitment agency and then pays it on to the individual contractor, having deducted the necessary tax and National Insurance (NI) contributions, and the umbrella company fees. (ACAS, 2017a).

For the purposes of this research, EOAs could be any of the following:

- EOA Company (Public Limited Company (PLC), Limited, Partnership, Limited Liability Partnership (LLP), Limited Liability Company (LLC) etc). They will contract with the host organisation on a business to business (B2B) basis.
- Self-employed, sole trader directly contracted with the host organisation.
- Self-employed, sole trader contracted with the host organisation via an umbrella company (with or without a recruitment agency).
- Casual or irregular workers such as (freelance, agency and temporary).
- FTC on an individual fixed term contract with the host organisation.

The employment status determines the tax treatment of the individual undertaking the EOA activity:

- Employees of a host organisation are not EOAs. The host organisation is the employer and will pay the employee via the PAYE systems. They will deduct the appropriate income tax and NI contributions for both employee and employer.
- If a host organisation uses EOAs with the status of worker (such as agency or freelance workers), the host organisation will pay the worker via PAYE and will deduct the appropriate income tax and NI contributions for both employee and employer.
- If a host organisation engages with a self-employed EOA contractor, the host organisation will pay the EOA sole trader (not using PAYE for income tax and NI). The EOA, as a self-employed sole trader, will pay income tax and NI as part of their returns.

- If a host organisation engages a self-employed EOA via an umbrella organisation, the individual EOA is an employee of the umbrella company. The host organisation pays the umbrella company (or the recruitment agency, which pays the umbrella company) and the umbrella company pays the individual EOA via PAYE and will deduct the appropriate income tax and NI contributions for both employee and employer.
- If a host organisation engages with an EOA company, the transaction between the two organisations will be at a B2B level and the host organisation will pay the EOA organisation, not the individual EOAs. The EOA company will pay the individual EOAs in accordance with their employment status (e.g. employees and workers via PAYE for income tax and NI, or pay directly to other EOA companies, self-employed or and recruitment agencies/umbrella firms, which would handle any PAYE, income tax and NI).

Her Majesty's Revenue and Customs (HMRC) are responsible for the collection of income tax, employee and employer NI contributions. HMRC are interested in the employment status of EOAs where they suspect "disguised employment". This is where self-employed workers supply their services to a host organisation via an intermediary such as a limited company, rather than with a contract of employment, where the EOA would be an employee of the host organisation had the intermediary not been used. These arrangements can save the host organisation significant sums as they do not pay employers' NI contributions, and it also means that they do not have to offer the same employment rights and benefits as they would to an employee or worker. The EOA benefits from the arrangement through lower income tax and NI resulting in up to 30% extra income. IR35 tax legislation is designed to combat this kind of tax avoidance. If an arrangement with an EOA limited company falls foul of IR35, HMRC will reclaim the appropriate tax and NI. (ContractorCalculator.co.uk, 2015; GOV.uk, 2017; GOV.UK, 2017c).

"A common example is the 'Friday to Monday' phenomenon. That is when an employee leaves employment with their employer on a Friday only to return to the same role in the same office on the Monday, only engaged as a contractor or consultant trading through a personal services company [limited company] and paying much less tax."
(ContractorCalculator.co.uk, 2015)

IR35 should not be a problem for genuine EOA contractors, freelancers, interims or consultants who are legitimately running their own businesses. There are three principles to determine employment status:

- Control: What degree of control does the host organisation have over what, how, when and where the EOA activities are undertaken?

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- Substitution: Can the individual EOA send a substitute individual in their place?
- Mutuality of obligation: Is the host organisation obliged to offer work and is the EOA obliged to accept it?

Other factors relating IR35 include the contract type, whether the EOA is taking a financial risk, if the EOA is “part and parcel” of the host organisation, if the EOA is in business on their own account and if the EOA is providing their own equipment.

(ContractorCalculator.co.uk, 2015; GOV.uk, 2017; GOV.UK, 2017c)

In the event of a dispute over the employment status of an individual, a court or employment tribunal can make the final decision over employment status. It is possible for an employment tribunal or court ruling on employment status to contradict the treatment by HMRC (for income tax and NI) (GOV.UK, 2017a).

Appendix B Literature Review

B.1 SaP literature with EOA on the periphery

(Hendry and Seidl, 2003; Regner, 2003; Whittington, 2003, 2006; Sminia, 2005; Jarzabkowski, 2005; Molloy and Whittington, 2005; Hodgkinson *et al.*, 2006; Pye and Pettigrew, 2006; Whittington *et al.*, 2006; Price, Roxburgh and Turnbull, 2006; Hoon, 2007; Jarzabkowski, Balogun and Seidl, 2007; Nordqvist and Melin, 2008; Jarzabkowski *et al.*, 2009; Regner and Zander, 2011; Madsen, 2016).

B.2 SaP literature with some meaningful focus on EOAs

(Palmer and O’Kane, 2007; Lounsbury and Crumley, 2007; Melin and Nordqvist, 2007; Jarzabkowski *et al.*, 2009; Pretorius and Stander, 2012; Nordqvist, 2012; Blom and Lundgren, 2013; Bygballe and Sward, 2015; Bowman, 2016; Dahl, Kock and Lundgren-Henriksson, 2016; Jelenc and Raguž, 2016; Löwstedt, Räisänen and Leiringer, 2018).

Appendix C Research Methods

C.1 Rationale for quantitative analysis tools

C.1.1 Count

The count provides a simple, actual count of the number of people in each of the categories. This allows for comparisons between types of employee (permanent, FTC and contractor) and between departments. The use of count also allows for the overall size of a population to be considered when using relative measures such as percentages. This can be particularly useful in acting as a sense check where small populations can result in misleading comparisons between populations of differing sizes. E.g. 20% of one population could be 20 people, when 20% of another population could be 1 person, in which case it is useful to be aware of the actual count as well as the percentage.

C.1.2 Measures of central tendency

(1) Mean

The mean is used to compare different employee types and departments. As the mean uses every data value equally, it is influenced by exceptionally high and low values (Smailes and McGrane, 2000; Morris, 2003; Field, 2016). To mitigate for the influence of extreme data points the median, interquartile range and standard deviation are also used.

(2) Median

The median is used to compare different employee types and departments. The median is the middle of the data set and as a result is affected less by extreme data points. (Smailes and McGrane, 2000; Morris, 2003; Field, 2016). The mean, interquartile range and standard deviation are also used to compliment the use of the median.

(3) Mode

Mode is not used in the analysis of any of the data. As a measure of central tendency for comparing the types of employees and departments, the mode is not useful. The mode measures the most frequent score. It can be an imprecise measure of central tendency, as there may be more than one mode in the data which can result in ambiguity, and it ignores data that is not

typical (Morris, 2003). In addition, it is prone to easily changing value when comparing small population sizes (Smailes and McGrane, 2000), and some of the departments have small populations.

C.1.3 Measures of variance

(1) Minimum

The minimum is used to calculate the range and interquartile range. It is also used to allow a comparison between types of employee and departments.

(2) Maximum

The maximum is used to calculate the range and interquartile range. It is also used to allow a comparison between types of employee and departments.

(3) Range

The simple range is used to allow a comparison of the dispersal between types of employees and departments. It is acknowledged that the range is a poor measure of dispersal as it is based only on the extreme values (Smailes and McGrane, 2000; Morris, 2003; Field, 2016). To mitigate for this, the range is used in conjunction with the interquartile range to create box and whiskers charts.

(4) Interquartile range

The interquartile range is used as a measure of dispersal. It is more robust than the simple range as it excludes extreme values and shows the distribution of values between extremes (Smailes and McGrane, 2000; Morris, 2003; Field, 2016). The interquartile range is used to create box and whiskers charts to allow a comparison of the dispersal of length of service of EOAs between types of employees and departments.

(5) Standard Deviation

The standard deviation denotes the spread of a set of data points around the mean; it allows us to see how typical the mean value is, indicating how near the values in the data are to the mean. It is useful to report the mean and standard deviation together to provide context to the mean. This is particularly useful when comparing data sets where the means could be similar, but different standard deviations show differences in the spread of data points (Smailes and McGrane, 2000; Morris, 2003; Field, 2016).

C.1.4 Charts

(1) Histogram

Histograms are useful for presenting continuous data for comparison, with the area of each block representing the frequency (Smailes and McGrane, 2000; Morris, 2003; Field, 2016). Histograms are used to present the continuous data relating to the length of service of EOAs in a clear way, allowing for easy comparisons between departments and types of EOA.

(2) Box and Whiskers

The box and whiskers diagram is used to present the median, range and quartiles allowing for a graphic representation and comparison (Morris, 2003; Field, 2016) of EOA length of service across types of employees and departments in a clear way, allowing for easy comparison.

C.2 Suitability of secondary data

As part of establishing the credibility of the research, it is necessary that all secondary data sources are subject to rigorous evaluation to ensure that it is suitable for the research. Saunders, Lewis and Thornhill (2007) suggest that researchers must be sure that secondary data will answer the research questions and meet the research objectives, benefits relating to using the data are greater than the costs, and that access to the data will be provided. The overall suitability of the data must be considered, including the measurement validity, coverage and unmeasured variables. The precise suitability should consider various elements of the reliability and validity of the data along with any measurement bias (Saunders, Lewis and Thornhill, 2007). The elements of precise suitability should include reliability, internal validity, external validity, ecological validity, inferential validity and measurement bias (deliberate distortion, changes in the way the data are collected) (Saunders, Lewis and Thornhill, 2007; Bryman, 2016).

C.2.1 Monthly breakdown of Alpha employees from Finance department December 2014 to April 2016

The data fields were: Company Unit, Business Unit Name, Cost Description, Cost Centre, Employee Number, Preferred Name, Surname, Gender, Grade, Appointee Type, Appointee Type Description, Location, Date Joined, Date Left, Leaving Reason, Sickness Absence Days, Cost of Sickness, Overtime Units, Overtime Pay Local, FTE Count.

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The Appointee Type and Appointee Type Description identified if an employee was a permanent employee, FTC or a contractor. It did not include details of consultants engaged by Alpha.

Given that elements of the data are both personal and sensitive (full name, employee number, reason for leaving, which could include disciplinary, and sickness absence), the data relating to preferred name, surname, leaving reason, sickness absence days, overtime units and overtime pay local were deleted from all records before any data processing was undertaken. No records including the sensitive data have been retained in relation to this research.

Table 11.1 Evaluation of secondary data, monthly breakdown of Alpha employees from Finance department December 2014 to April 2016

Evaluation of Secondary Data Monthly breakdown of Alpha employees from Finance department December 2014 to April 2016	
Measure	Comments
Overall Suitability	
Measurement validity	<p>The measurement validity is satisfactory. The data captures the type of employee, department, start date and end date (if applicable).</p> <p>Confidence in the measurement validity of the data can be high as it is produced monthly by the Alpha Finance department for management reporting purposes. The data is reporting actual count of employees rather than an abstract phenomenon and captures the data in full, creating a high level of face and content validity while making criterion, concurrent, predictive, construct and convergent validity less relevant.</p>
Coverage	<p>The time period covered is correct.</p> <p>The data include permanent and two of the three categories of EOAs (contractors and FTC).</p> <p>The data does not include information on PSF or consultants.</p>
Unmeasured variables	The data does not include information on PSF or consultants.
Precise suitability	

<p style="text-align: center;">Evaluation of Secondary Data</p> <p style="text-align: center;">Monthly breakdown of Alpha employees from Finance department December 2014 to April 2016</p>	
Measure	Comments
Reliability	Confidence in the reliability of the data is satisfactory. It is produced monthly by the Alpha Finance department for management reporting purposes using data extracts from the company financial (General Ledger) and HR (payroll) systems. The report is run and re-run monthly.
Internal validity	Not applicable as the data does not attempt to include any causal relationship claims.
External validity	Not applicable as at this stage no attempt is being made to use the data to generalise to other contexts. The data is being used to describe the subject organisation.
Ecological validity	The data is a count of employees in their natural setting and the data collection process is part of the organisational norms rather than a new process to support the research. As a result, ecological validity of the data can be considered satisfactory.
Inferential validity	Inferential validity is satisfactory. The data is not being used to generalise to other contexts. The data is being used to describe the subject organisation which is consistent with the research method.
Measurement bias <ul style="list-style-type: none"> Deliberate distortion Changes in the way the data are collected 	<ul style="list-style-type: none"> It is unlikely that the data has been deliberately distorted as the data is part of the Finance department regular management information pack and, as such, is subject to quality controls and checks. It is possible that the way the data are collected could have changed over time, although given the checks and controls in the Finance department, this should have been documented and the researcher made aware of any changes.

Evaluation of Secondary Data Monthly breakdown of Alpha employees from Finance department December 2014 to April 2016	
Measure	Comments
Costs/Benefits	Given the low cost of obtaining the data and high fit regarding supporting the research question, the benefits significantly outweigh the costs.

C.2.2 Summary of Alpha Employee's Employment Type by Department as at end June 2016 and for 2015, 2014 and 2013 from HR Department

Table 11.2 Evaluation of Secondary Data, summary of Alpha employee's employment type by department 2013-2016.

Evaluation of Secondary Data Summary of Alpha employee's employment type by department 2013-2016.	
Measure	Comments
Overall Suitability	
Measurement validity	<p>The measurement validity is satisfactory. The data that are provided capture the type of employee, department by department.</p> <p>Confidence in the measurement validity of the data can be high as it is produced monthly by the Alpha HR department for management reporting purposes. The data is reporting actual count of employees rather than an abstract phenomenon and captures the data in full, creating a high level of face and content validity while making criterion, concurrent, predictive, construct and convergent validity less relevant.</p>
Coverage	<p>The time period covered is correct.</p> <p>The data include permanent and two of the three categories of EOAs (contractors and FTC). The data does not include information on PSF or consultants.</p>

<p style="text-align: center;">Evaluation of Secondary Data</p> <p style="text-align: center;">Summary of Alpha employee's employment type by department 2013-2016.</p>	
Measure	Comments
Unmeasured variables	The data does not include information on PSF or consultants.
Precise suitability	
Reliability	Confidence in the reliability of the data is satisfactory. It has been taken from the company HR records using reports using data extracts from the company financial (General Ledger) and HR (payroll) systems.
Internal validity	Not applicable as the data does not attempt to include any causal relationship claims.
External validity	Not applicable as at this stage no attempt is being made to use the data to generalise to other contexts. The data is being used to describe the subject organisation.
Ecological validity	The data is a count of employees in their natural setting and the data collection process is part of the organisational norms rather than a new process to support the research. As a result, ecological validity of the data can be considered satisfactory.
Inferential validity	Inferential validity is satisfactory. The data is not being used to generalise to other contexts. The data is being used to describe the subject organisation which is consistent with the research method.
Measurement bias <ul style="list-style-type: none"> Deliberate distortion Changes in the way the data are collected. 	<ul style="list-style-type: none"> It is unlikely that the data has been deliberately distorted as the data is extracted from the HR records. It is possible that the way the data are collected could have changed over time, although given the checks and controls in the HR department this should have been documented and the researcher made aware of any changes.

Evaluation of Secondary Data Summary of Alpha employee's employment type by department 2013-2016.	
Measure	Comments
Costs/Benefits	Given the low cost of obtaining the data and high fit regarding supporting the research question, the benefits significantly outweigh the costs.

C.2.3 Summary of the use of EOA Contractor and PSF (including consultants) on the Omega Programme for 2015

Table 11.3 Evaluation of Secondary Data, summary of the use of EOA Contractor and PSF (including consultants) on the Omega Programme for 2015

Evaluation of Secondary Data Summary of the use of EOA Contractor and PSF (including consultants) on the Omega Programme for 2015	
Measure	Comments
Overall Suitability	
Measurement validity	<p>The measurement validity is satisfactory. The data that are provided capture the type of headcount and cost (permanent, contractor or PSF) for the Omega programme.</p> <p>Confidence in the measurement validity of the data can be high as it is produced by the Omega programme management team which is subject to oversight from senior executives and internal and external auditor. The data is reporting actual headcount and costs rather than an abstract phenomenon and captures the data in full creating a high level of face and content validity, while making criterion, concurrent, predictive, construct and convergent validity less relevant.</p>

<p style="text-align: center;">Evaluation of Secondary Data</p> <p style="text-align: center;">Summary of the use of EOA Contractor and PSF (including consultants) on the Omega Programme for 2015</p>	
Measure	Comments
Coverage	<p>The time period covered is correct.</p> <p>The data include permanent and two of the three categories of EOAs (contractors and PSFs (including consultants)). The data does not include information on FTCs.</p>
Unmeasured variables	The data does not include information on FTCs.
Precise suitability	
Reliability	Confidence in the reliability of the data is satisfactory. It has been taken from the Omega programme project accounting systems.
Internal validity	Not applicable as the data does not attempt to include any causal relationship claims.
External validity	Not applicable as at this stage no attempt is being made to use the data to generalise to other contexts. The data is being used to describe the subject organisation.
Ecological validity	The data is a headcount and cost of those working on a change programme in their natural setting and the data collection process is part of the organisational norms rather than a new process to support the research. As a result, ecological validity of the data can be considered satisfactory.
Inferential validity	Inferential validity is satisfactory. The data is not being used to generalise to other contexts. The data is being used to describe the subject organisation which is consistent with the research method.

<p style="text-align: center;">Evaluation of Secondary Data</p> <p style="text-align: center;">Summary of the use of EOA Contractor and PSF (including consultants) on the Omega Programme for 2015</p>	
Measure	Comments
<p>Measurement bias</p> <ul style="list-style-type: none"> Deliberate distortion Changes in the way the data are collected. 	<ul style="list-style-type: none"> It is unlikely that the data has been deliberately distorted as the data is extracted from the Omega programme management systems. It is possible that the way the data are collected could have changed over time, although given the checks and controls in the Omega programme team, this should have been documented and the researcher made aware of any changes.
Costs/Benefits	<p>Given the low cost of obtaining the data and high fit regarding supporting the research question, the benefits significantly outweigh the costs.</p>

C.3 Detailed process for contacting and managing potential participants

To ensure the quality of the research findings, it is important ensure there is a clear and well documented audit trail of the procedures and processes followed during data collection and analysis. Accurate documentation is critical to produce reliable, consistent, repeatable findings and to ensure that there is transparency in how sense was made from the raw data (Hussey and Hussey, 1997; Yin, 2003; Saunders, Lewis and Thornhill, 2007; Silverman, 2013; Miles, Huberman and Saldana, 2014; Bryman, 2016; Field, 2016). Well-documented procedures for data collection help to establish the quality and trustworthiness of the research by demonstrating dependability and auditability (Miles, Huberman and Saldana, 2014; Bryman, 2016).

- Potential participants were identified by the researcher based on his knowledge of the subject organisation in which he had worked for a significant time and from recommendations provided by key stakeholders. EOAs not engaged with the subject organisation were identified from the researcher's professional network and were approached informally to gauge interest in the research topic before being formally approached.

- All potential participants were initially contacted by e-mail. The detailed text of the e-mails varied based on the following variables, although the core messages were common across all the e-mails:
 - Existing professional relationship with the researcher.
 - Working directly on the project(s)/programme(s) that the researcher was running at that time.
 - Personalised e-mails to board level director.
- Where e-mails were sent to more than one recipient, all recipients' details were hidden to ensure anonymity of the potential participants.
- The core messages in the initial approach to prospective participants' e-mails were:
 - Introduction and short bio of the researcher.
 - Background information on the University of Southampton DBA programme.
 - Brief outline of the research topic and aims.
 - Statement confirming that the organisation has consented to participation, including reference to the research being supported by COO who is acting as sponsor and the CIO who oversees the implementation of strategic change.
 - Invitation to participate in a research interview and brief outline of the areas for discussion.
 - Statement that the duration of the interview will be around 60 minutes.
 - Statement that the Participant Information Sheet (PIS) is attached and that it provides further information about the research and how it is governed.
 - The PIS was approved by the University of Southampton Ethics Committee (ERGO) and complied with the University standards for ethical research embracing the principles of informed, voluntary consent.
 - The key sections of the PIS are:
 - Study Title
 - Researcher
 - Ethic reference number
 - What is the research about?
 - Why have I been chosen?
 - What will happen if I take part?
 - Are there any benefits in my taking part?
 - Are there any risks involved?
 - Will my participation be confidential?

- What happens if I change my mind?
- What happens if something goes wrong?
- Where can I get more information?
- An attachment of the PIS.
- Voting buttons to indicate agreement to participate in the research interviews.
- Offer to provide further information.
- Researcher's contact details.
- Sample copies of the text sent to prospective participants are in Appendix C.5, Sections C.5.1, C.5.2, C.5.3 and C.5.4.
- The EOAs not engaged with the subject organisation were initially contacted informally to gauge their interest in the research and were then formally contacted via e-mail including the information above.
- Details of prospective participants and their responses were held on an Interview Control Spreadsheet, which was held securely, in accordance with the data management plan.

The interview control spreadsheet held the following details:

- Ref no, permanent or EOA, name, job role, organisational level, strategic level, type of contact e-mail (director, relationship with researcher etc.), date invitation to participate e-mail sent, details of any chaser e-mails, reply, reply date, confirmation that interview booked, comments.
- The details of prospective participants that agreed to be interviewed were held on a new spreadsheet which included details of the time, date, location and confirmation of acceptance of the interview.
- The interviews were set up using Microsoft Outlook and included the following information:
 - Date, time and location of meeting.
 - Statement of thanks for agreeing to participate in the research.
 - A reminder of the research topic.
 - Statement that they would be required to sign a Participant Consent Form (PCF).
 - A copy of the PCF prior to the meeting to give the participants the opportunity to review the PCF and raise any questions.
 - A statement that the PCF was approved by the University of Southampton Ethics Committee (ERGO) and complied with the University standards for ethical research embracing the principles of informed, voluntary consent.
 - The participant initials and signs the PCF to confirm that:

- I have read and understood the participant information sheet (Partici Info Sheet - DJOC DBA Strategy And EOA V1.1 2015.07.18) and have had the opportunity to ask questions about the study.
- I agree to take part in this research project and agree for my data to be used for the purpose of this study.
- I agree to be interviewed for this research and for the information I provide during the interview to be used for the purpose of this study.
- I agree for the interview to be audio recorded.
- I understand my participation is voluntary and I may withdraw at any time without my legal rights being affected.
- “If you would like a summary of the research when it is completed, please initial the box and provide an e-mail address below”.
- In accordance with University of Southampton guidance, each statement requested the participant to initial (rather than tick or cross) each statement; this approach was used to reduce the likelihood of participants not reading the form, and just signing at the end. The PCF is in Appendix C.6.
- Another copy of the PIS.

C.4 Participant information sheet

Participant Information Sheet

Study Title: How do extra organisational actors (EOA) influence the development and realisation of organisational strategy?

Researcher: David O'Connor

Ethics number: 17058

Please read this information carefully before deciding to take part in this research. If you are happy to participate you will be asked to sign a consent form.

What is the research about?

I am currently a Business Solutions Manager for Alpha ([ALPHA]). In my role I act as business owner of key change initiatives to ensure the achievement of [ALPHA] vision and objectives. I lead and provide direction to project delivery teams. I have worked for [ALPHA] (previously [previous name for Alpha]) for c. 18 years in various operational and change roles.

I am studying for a Doctorate of Business Administration (DBA) at the University of Southampton. The DBA is part time and the equivalent to a PhD, with some distinct differences. Unlike a PhD, which addresses a purely academic question, the DBA research will deal with a real world, high level strategic business issues and problems. The research needs to be conducted from within an organisation and applied there; this makes the DBA intellectually stimulating and professionally challenging.

My doctoral research is on the role of externals (consultants, contractors, interim and temporary staff) on the development and implementation of organisational strategy.

My aim is to critically assess the use of externals in the development and implementation of organisational strategy, in order to identify and understand the part that they play. The research also aims to create a framework for how externals could be used in the development and implementation of organisational strategy.

To support my research I am conducting interviews with a selection of people, internal and external, involved in the development and implementation of an organisation's strategy, at all levels. The interviewees would range from those involved at board level through to those working on the implementation of change initiatives.

My DBA is entirely self-funded and the work is conducted in my own time.

Why have I been chosen?

I am keen to include you in my research and understand your thoughts and experiences relating to the development and/or implementation of strategic change, as you are involved in this either as a permanent employee or an external.

What will happen to me if I take part?

If you agree to take part in the research, I will conduct a face to face, semi-structured interview with you. After the interview I will send you a copy of my notes and a transcript any audio recording of the interview for your records and to give you the opportunity to correct any misunderstanding. The interview should last no more than one hour, and, if you agree, may be audio recorded.

I may contact after the interview you to clarify any points if necessary. This contact could be e-mail, phone or a face to face follow up. You are under no obligation to participant in or provide any follow up.

Are there any benefits in my taking part?

Whatever your role in the development and implementation of strategic change, whether as an internal or external member of an organisation there could be a number of potential benefits from this research. You and your organisation can benefit from the findings of my research and will be able to apply these to your work. The research could be of benefit by identifying ways to get better value and knowledge from externals; identifying how and where externals can have impact in organisation, help to inform the shape and profile of resource and knowledge within an organisation, now and into the future; and support the creation and maintenance of competitive advantage through our intellectual and human capital.

If you would like summary of the research please indicate this on the “participant consent sheet”.

Are there any risks involved?

Given the nature and approach of the research there are no material risks to you in participating in this research.

Will my participation be confidential?

The research and any data collected for the research will comply with the Data Protection Act and the University Data Management policy. In accordance with the University of Southampton Data Protection Policy and Research Data Management Guidance, the data will be stored on the University secure SharePoint site.

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Participants and participating organisations will not be explicitly identified in the final research.

What happens if I change my mind?

You can withdraw from the research at any time.

What happens if something goes wrong?

In the unlikely case of concern or complaint that cannot be addressed by the researcher (David O'Connor – see below for contact details), please contact the research supervisor, [Redacted name, e-mail and phone number] or write to: Southampton Business School, Building 2, [Redacted room], University of Southampton, Highfield, Southampton, SO17 1BJ.

In the event that [Redacted – supervisor name] is unable to resolve an issue please contact the research support officer, [Redacted names and e-mail] or Head of Research Governance [Redacted phone number and e-mail], or write to them at: Research and Innovations Services, University of Southampton, The John Fairclough Centre, Building 37/M26, Southampton, SO17 1BJ.

Where can I get more information?

If you have any questions relating to this research please contact me at [Redacted e-mail and phone number].

C.5 Text of e-mails sent to prospective interview participants

C.5.1 CEO and Board Level Directors

I am currently a Business Solutions Manager for Alpha ([ALPHA]). In my role I act as business owner of key change initiatives to ensure the achievement of [ALPHA] vision and objectives. I lead and provide direction to project delivery teams. I have worked for [ALPHA] (previously [previous name for Alpha]) for c. 19 years in various operational and change roles.

I am studying for a Doctorate of Business Administration (DBA) at the University of Southampton. The DBA is part time and the equivalent to a PhD, with some distinct differences. Unlike a PhD, which addresses a purely academic question, the DBA research will deal with a real world, high level strategic business issues and problems. The research needs to be conducted from within an organisation and applied there; this makes the DBA intellectually stimulating and professionally challenging. My DBA is entirely self-funded and the work is conducted in my own time.

My doctoral research is on the role of externals (consultants, contractors, interim and temporary staff) on the development and implementation of organisational strategy.

My aim is to critically assess the use of externals in the development and implementation of organisational strategy, in order to identify and understand the part that they play. The research also aims to create a framework for how externals could be used in the development and implementation of organisational strategy.

[COO] and [CIO] have agreed to support the research and for [ALPHA] to be a case study. This gives [ALPHA] the opportunity to benefit from this research by exploring how we use externals to support the development and realisation of our strategy. I am interested in exploring the role of externals from the engagement with [Redacted – top tier strategy consultancy] for [Strategy Development], through to how [Change and IT] use externals to support managing and delivering our strategic change portfolio, and further into the role of externals delivering change programmes such as [List of three strategic change programmes].

To support my research I am conducting interviews with a selection of people, internal and external, involved in the development and implementation of [ALPHA]'s strategy, at all levels. The interviewees would range from those involved at board level through to those working on the implementation of change initiatives.

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I am keen to include you in my research and understand your thoughts and experiences relating to the development and implementation of strategic change. If you are happy to be interviewed please let me know and I will set it up? The interview should last around 60 mins.

I have attached the “participant information sheet” which provides some more background to the research and how it is governed.

If you have any questions, please let me know.

Regards,

David O’Connor

[Include signature info]

C.5.2 Non-board – existing relationship

As you may be aware, I am currently studying part-time for a Doctorate of Business Administration (DBA) at the University of Southampton. My DBA is entirely self-funded and the work is conducted in my own time.

My doctoral research is on the role of externals (consultants, contractors, interim and temporary staff) on the development and implementation of organisational strategy.

[COO] and [CIO] have agreed to support the research and for [ALPHA] to be a case study. To support my research I am conducting interviews with a selection of people, internal and external, involved in the development and implementation of [ALPHA] strategy. I am interested in exploring the role of externals from the engagement at exco level to define [Strategy Development], through to how [Change and IT] use externals to support managing and delivering our strategic change portfolio, and further into the role of externals delivering change programmes such as [List of three strategic change programmes].

I am keen to include you in my research and understand your thoughts and experiences relating to the development and implementation of strategic change. If you are happy to be interviewed, please use the attached voting buttons and I will be in touch to set it up? The interview should last around 60 mins.

Please note that participation in the research is entirely voluntary and you can withdraw from the research at any time.

I have attached the “participant information sheet” which provides some more background to the research and how it is governed. Please read this information before agreeing to participate in the research.

If you have any questions, please let me know.

Regards,

David O’Connor

[Include signature info]

C.5.3 Non-board – no existing relationship

Hello,

I am currently a Business Solutions Manager for Alpha ([ALPHA]). In my role I act as business owner of key change initiatives to ensure the achievement of [ALPHA] vision and objectives. I lead and provide direction to project delivery teams. I have worked for [ALPHA] (previously [previous name for Alpha]) for c. 19 years in various operational and change roles.

I am currently studying part-time for a Doctorate of Business Administration (DBA) at the University of Southampton. My DBA is entirely self-funded and the work is conducted in my own time.

My doctoral research is on the role of externals (consultants, contractors, interim and temporary staff) on the development and implementation of organisational strategy.

[COO] and [CIO] have agreed to support the research and for [ALPHA] to be a case study.

To support my research I am conducting interviews with a selection of people, internal and external, involved in the development and implementation of [ALPHA] strategy, at all levels. I am interested in exploring the role of externals from the engagement at exco level to define [Strategy Development], through to how [Change and IT] use externals to support managing and delivering our strategic change portfolio, and further into the role of externals delivering change programmes such as [List of three strategic change programmes].

[Senior Change Manager] has suggested that you might have some interesting insights and I am keen to include you in my research and understand your thoughts and experiences relating to the

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development and implementation of strategic change. If you are happy to be interviewed, please use the attached voting buttons and I will be in touch to set it up? The interview should last around 60 mins.

Please note that participation in the research is entirely voluntary, there is absolutely no obligation for you to participate and you can withdraw from the research at any time.

I have attached the “participant information sheet” which provides some more background to the research and how it is governed. Please read this information before agreeing to participate in the research.

If you have any questions, please let me know.

Regards,

David (Des) O'Connor

C.5.4 Non-board – Working directly on the project(s)/programme(s) run by the researcher

Hello,

As you may be aware, I am currently studying part-time for a Doctorate of Business Administration (DBA) at the University of Southampton. My DBA is entirely self-funded and the work is conducted in my own time.

My doctoral research is on the role of externals (consultants, contractors, interim and temporary staff) on the development and implementation of organisational strategy.

[COO] and [CIO] have agreed to support the research and for [ALPHA] to be a case study. To support my research I am conducting interviews with a selection of people, internal and external, involved in the development and implementation of [ALPHA] strategy. I am interested in exploring the role of externals from the engagement at exco level to define [Strategy Development], through to how [Change and IT] use externals to support managing and delivering our strategic change portfolio, and further into the role of externals delivering change programmes such as [List of three strategic change programmes].

I am keen to include you in my research and understand your thoughts and experiences relating to the development and implementation of strategic change. If you are happy to be interviewed, please use the attached voting buttons and I will be in touch to set it up? The interview should last around 30-60 mins.

Please note that participation in the research is entirely voluntary, there is absolutely no obligation for you to participate. If you do agree to participate, you can withdraw from the research at any time.

I have attached the “participant information sheet” which provides some more background to the research and how it is governed. Please read this information before agreeing to participate in the research.

If you have any questions, please let me know.

Regards,

C.6 Participant consent form

CONSENT FORM (v1.3)

Study title: How do extra organisational actors (EOA) influence the development and realisation of organisational strategy?

Researcher name: David O'Connor

Ethics reference: 17058

Please **initial** the box(es) if you agree with the statement(s):

INITIALS
not ✓ or ✗ please

I have read and understood the participant information sheet
(Partici Info Sheet - DJOC DBA Strategy And EOA V1.1)

☐

I agree to take part in this research project and agree for my data

☐

I agree to be interviewed for this research and for the
information I provide during the interview to be used for the

☐

I agree for the interview to be audio recorded.

☐

I understand my participation is voluntary and I may withdraw at
any time without my legal rights being affected

☐

Data Protection

I understand that information collected about me during my participation in this study will be stored on a password protected computer and that this information will only be used for the purpose of this study. All files containing any personal data will be made anonymous.

Name of participant (print name)

Signature of participant.....

Date.....

If you would like a summary of the research when it is completed, please
initial the box and provide an e-mail address below.

☐

E-mail.....

C.7 Interview guide

Semi-structured interviews require a set of themes or questions to base the interview around.

Bryman (2016) refers to this as an interview guide. He suggests that the interview guide:

- Be ordered to create a reasonable flow but be prepared to deviate from this order in the actual interview when necessary.
- Supports the research aims and questions.
- Uses language that is comprehensible to the interviewees.
- Does not ask leading questions.
- Collects contextual, biographical metadata.

DBA EOA Research – Interview Structure & Guidance Notes.

1. General (to all)

- What are the benefits of using EOA?
- What are the negatives of using EOA?
- Impact (if any) on incumbents
 - Reward
 - Morale
- Management of EOA v Perm
 - Approach
 - Performance Management
- Knowledge management & transfer

2. To host organisation

2.1. Top level strategy development

- Do you have a strategy?
- What is your strategy?
- How did you develop your strategy?
- What was the process?
- Who was involved? And in what ways?
- Did you use anyone external to the organisation?
 - If so, who?
 - And why?
 - Capacity/Capability/Did any knowledge need to be retained (was it)?

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- Deliberate/emergent?
- What did they contribute?
- How did their engagement with the organisation go?

2.2. Strategic Choices/Planning

- Do you have a plan for implementing your strategy?
- How did you decide what to do and what not to do to realise develop your strategy?
- What was the process for this?
- Who was involved? And in what ways?
- Did you use anyone external to the organisation?
 - If so, who?
 - And why?
 - Capacity/Capability/Did any knowledge need to be retained (was it)?
 - Deliberate/emergent?
 - What did they contribute?
 - How did their engagement with the organisation go?

2.3. Strategic implementation (change delivery)

- Who is delivering the strategic changes?
 - Internal/External – what roles?
 - Why?
 - Deliberate or emergent?
 - Capacity/Capability/Did any knowledge need to be retained (was it)?
 - What did they (EOAs) contribute?
 - How did their engagement with the organisation go?

3. To EOA

- At which of the following levels of strategy development and implementation do you and your organisation work at?
 - Top level strategy development
 - Strategic Choices/Planning
 - Strategic implementation (change delivery)
- Why do organisations use you?
 - Capacity/Capability/Did any knowledge need to be retained (was it)?
 - Deliberate/emergent?
 - What do you/your organisation contribute?
- What makes a good client engagement for you/your organisation?

- Why do you work as an EOA rather than as an internal?

C.8 Interviewee and context data sheet

DBA - Extra Organisational Actor Research Interviewee(s) and Context Data.

Ref	Interviewer Name	Date	Time	Location
Setting (quiet or noisy, any interruptions, can you be overheard etc.)				

Interviewee Name	Company	Time with Co.	Type of Co. (Host or EOA)	If EOA, is [Alpha] Host?
Current Role	Role Level*			Time in role
* Strategy development; strategic choices/planning; strategic implementation				
If a Host employee, have you worked as an EOA previously? If yes, please provide details below.				Yes / No
If an EOA, have you worked in a host organisation engaging with EOAs previously? If yes, please provide details below.				Yes / No

Seating Plan Sketch	General Impression of How Interview Went & Other Comments

[illegible]

Interview Time Code Notes	
Time Code	Notes

C.10 Detailed data cleansing procedures and file naming protocols

- The original transcriptions were saved without any amendments.
 - The file naming protocol was interviewee reference, six-digit date (YYMMDD), the word trans e.g. MC01_151022_Trans.
- The cleansing process was completed using tracked changes on a new version of the transcript document, saved with a new file name to identify that the file included the tracked changes because of the data cleansing.
 - The file naming protocol was interviewee reference, six-digit date (YYMMDD), the word trans and the word tracked e.g. MC01_151022_Trans_Tracked.
- The transcription was reviewed against the audio recording.
 - The speaker IDs were changed from the generic “interviewee” or specific name to the participant ID or generic “facilitator”. This change was not tracked as it was not related to the substance of the interview.
 - Where the transcription identified the speaker by name this was replaced with the participant ID code.
 - Any sections that the transcriber found unclear as identified by the transcriber in [square brackets] were located and the audio recording checked. Where possible, the transcription was updated to reflect what was said using relevant domain knowledge and having been present at the interview to clarify. Where it was not possible to identify, what was said in the section was left as [unclear].
 - Where transcription errors or omissions were identified, such as mishearing words or phrases, these were corrected.

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- Once the transcript was cleansed and saved to the tracked changes version of the file, another new version of the transcript was created where the tracked changes were accepted, which replaces the changed text with the replacement text. This creates a clean version of the updated document that is ready to be coded and analysed.
 - The file naming protocol was interviewee reference, six-digit date (YYMMDD), the word trans and the word cleansed e.g. MC01_151022_Trans_Cleansed.
- Points to note:
 - It would have been useful to have provided the transcription company with a list of terms/glossary to aid the transcription.
 - It would have been useful at the start of each interview to request the that speaker ID be the participant ID code and “facilitator”.
 - It has proven to be very useful that the facilitator/interviewer was the same person that has cleansed and will code the interviews, as this can provide some quality assurance and control for the transcription and increases the likelihood of any transcription errors being spotted and corrected.

The use of tracked changes and the creation of three iterations of the transcripts (original, tracked and cleansed) creates an audit trail/chain of evidence to support trustworthiness and reliability of the research.

C.11 Interview process

In addition to the substantive results from what was said in the interviews, it is important to document the results in terms of the research interview process, to support the trustworthiness, reliability and validity of the research process.

Forty-five interviews were conducted in total. Forty-three of the interviewees agreed to audio recording from the start. One interviewee (who did agree to be audio recorded) initially queried being audio record and indicated that what they said would be moderated because of being recorded. In this case, the interviewee was a board level director with whom the interviewer did not have an existing relationship. The interviewer noted that once the interview got going, the interviewee did not appear to hold back or curtail their views. One interviewee initially declined to be audio recorded. In this case, the interviewee was a board level director with whom the researcher did not have an existing relationship. The interviewee said they did not consent to audio recording due to wanting to speak frankly, and concerns of the recording being made

public/used against them in the future. They consented to audio recording part way through the interview, stating that it was to reduce the note taking required by the interviewer. The interviewer noted the interviewee changed their mind regarding audio recording after approximately ten minutes, during which time a rapport had developed along with a move to a less formal interview setting. The remainder of the interview was audio recorded. Detailed handwritten notes covered the period prior to the audio recording, which were typed up and stored with the interview transcript, and coded. One interviewee declined to be audio recorded. In this case, they were a board level director that had been with the organisation for less than three months and with whom the researcher did not have an existing relationship. Detailed handwritten notes were taken during this interview which were typed up and coded.

Of the interviews that were audio recorded (forty-four), the minimum length was twenty-five minutes, the maximum sixty-two minutes, the mean forty-six minutes, the median and mode both forty-seven minutes and the range thirty-seven minutes. It should be noted that the interviews were booked for 60 minutes, creating an upper limited on the length, and that all the key topics were able to be covered in the time allocated.

Of the forty-five interviews, thirty-seven were conducted in private, secure meeting rooms without risk of being overheard and without any interruptions; eight of the interviews had some element of disruption.

- One interview was conducted in a private, secure meeting room without risk of being overheard but was interrupted by an urgent phone call for the interviewee. The interview was paused while they took the call.
- One interview was conducted in a private, secure meeting room without risk of being overheard but was interrupted people mistakenly thinking they had booked the meeting room. The interview was paused while the situation was resolved.
- One interview was conducted in a private, secure meeting room without risk of being overheard but an initially noisy air conditioning unit provided some distraction until it was switched off. The noise from the air conditioning unit did not affect the quality of the audio recording. This interview also had one interruption when refreshments were brought in by the interviewee's personal assistant.
- One interview was conducted in a private, secure meeting room without risk of being overheard, but a noisy leaf blower being used outside the office provided some distraction until it passed. The noise from the leaf blower did not affect the quality of the audio recording. This interview also had two brief interruptions from maintenance staff.

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- One interview started in a private, secure meeting room without risk of being overheard, and was moved to another similar room after eleven minutes due to a meeting room booking conflict.
- One interview was conducted in a café at a quiet, out of the way table in a position such that the interview could not be overheard.
- One meeting was conducted in an alcove meeting space, enclosed on three sides. This was not ideal for confidentiality as it was possible to be overheard.
- One interview was started in a private, secure meeting room without risk of being overheard but was relocated to an Alpha internal café due to broken lights in the meeting room and the interviewees desire for refreshments. This resulted in scope for interruptions (none happened) & increased chance of being overheard, although the table used was out of earshot of other tables. This interviewee initially declined to be audio recorded, but after the relocation consented to audio recording. The interviewer noted that the interviewee became more relaxed once in the café with a (warm) refreshment and that this may have contributed to agreeing to the audio recording.

One interview was shortened to only thirty minutes at the interviewees request; they were also five minutes late for the interview. The interviewer noted that the interview and the interviewee felt rushed.

The interviewer noted that in one interview the interviewee expressed some concern over who would hear/see the recording/transcript but was reassured by the interviewer that their contribution would be anonymous. One interviewee appeared quite nervous; the interviewer noted that this could possibly due to the interviewee working on a project that reported to the interviewer, their status as an FTC and a desire to have a permanent role in the subject organisation.

Several of the interviews had to be re-arranged due to postponements from the interviewees. Unsurprisingly, this was particularly prevalent among the senior management: a meeting with one board level director was postponed five minutes after it was due to start, with the interviewer waiting in the meeting room. Despite several re-arrangements, all of the interviews that were agreed did take place.

A benefit of reviewing the audio recordings of the interviews during the cleansing of the interview transcripts was that it allowed the researcher to listen to and critique his own performance in the interviews against good practice, to reflect on how he could improve his interview technique and to apply this to subsequent interviews. This process reduced the risk of the interviewer asking leading questions and helped them to ensure they used pauses and silence in the interviews.

C.12 Critiques against coding

From Saldana (2016).

- Coding can be seen as reductionist.
 - Some coding methods can be reductionist and might be by design, but others (in fact, Saldana argues, most) are not. Some, by design, merely assist with descriptive, topical indexing, some are formulaic and prescriptive, but Saldana (2016, p. 40) argues that most “generate discovery of the participant’s voice, process, emotions, motivations, values, attitudes, beliefs, judgements, conflicts, microcultures, identities, life course patterns etc. These are not “reductionist” outcomes but multidimensional facets about the people we study.”
- Coding tries to be objective.
 - Saldana (2016) argues that coding does not attempt to be objective, accepting individual researchers assigning symbolic meaning to data is an inherently subjective process, and that this is appropriate for qualitative analysis, leaving objectivity to quantitative approaches.
- Coding is mechanistic, instrumentalist, and distances you from your data.
 - Saldana (2016) argues that this is not the case if the coding is done well, using multiple cycles of reading and re-reading the data, and coding and recoding to ensure the researcher is immersed in their data.
- Coding is nothing more than counting.
 - This could be partly true for some coding methods such as Content Analysis, but “...frequency of occurrence is not necessarily an indicator of significance.” (Saldana, 2016, p. 41). Well executed coding methods do not require counting but ask the researcher “... to ponder, to scrutinize, to interrogate, to experiment, to feel, to empathize, to sympathize, to speculate, to assess, to organize, to pattern, to categorize, to connect, to integrate, to synthesize, to reflect, to hypothesize, to assert, to conceptualize, to abstract, and -if you are really good – to theorize.” (Saldana, 2016, p. 41).
- Coding is an outdated method for qualitative data analysis.
 - Saldana (2016) dismisses this criticism, arguing that coding has persisted because it is a valid and useful approach, and that technological advances have helped it to evolve over time. It does not preclude or exclude other theories or approaches and is not a philosophy or way of viewing the world in itself. Coding is a tool to help develop a better understanding about the world from the researcher’s data.
- There’s more to data analysis than just coding.
 - Yes, there is. “Coding is just one way of analysing qualitative data, not the way” (Saldana, 2016, p. 42).

C.13 Coding methods

Saldana (2016) identifies and discusses 26 different first-cycle coding methods, one method for moving from first to second-cycle coding and six methods for second-cycle coding (see Table 11.4). Miles (2014) states that there is no need to use just one approach; they can be compatible and, as a result, can be mixed and matched as appropriate. It is important that the methods used

are appropriate for the specific study given its research topic, epistemology, and theoretical, conceptual and methodological position (Miles, Huberman and Saldana, 2014; Saldana, 2016).

Table 11.4 First and second-cycle coding methods

First and second-cycle coding methods	
FIRST-CYCLE CODING METHODS	
Grammatical Methods Attribute Coding Magnitude Coding Sub-coding Simultaneous Coding	Literary and Language Methods Dramaturgical Coding Motif Coding Narrative Coding Verbal Exchange Coding
Elemental Methods Structural Coding Descriptive Coding In Vivo Coding Process Coding Concept Coding	Exploratory Methods Holistic Coding Provisional Coding Hypothesis Coding
Affective Methods Emotion Coding Values Coding Versus Coding Evaluation Coding	Procedural Methods Protocol Coding OCM (Outline of Cultural Materials) Coding Domain and Taxonomic Coding Causation Coding
	Themeing the Data
FIRST TO SECOND-CYCLE CODING METHOD	
Eclectic Coding	
SECOND-CYCLE CODING METHODS	
Pattern Coding Focused Coding Axial Coding Theoretical Coding Elaborative Coding Longitudinal Coding	

(Saldana, 2016, p. 68)

C.14 NVivo folder structure

- Sources folders.
 - Internal sources folders set up for:
 - Secondary data from Alpha.
 - Interview audio files.
 - Interview transcripts (cleansed).
 - Literature – for articles relevant to the research.
 - My writing – to store analytic memos and jottings.
 - Memo sources set up for research diary, analytic memos and jottings.
- Nodes/Codes folders.
 - Codes – themes.
 - Participants – code for each participant including the interviewer.
 - Imported into NVivo from the interview master control sheet.
 - Practical Codes – to support the process of coding e.g. aid memoirs, sections that require investigation or review, marker to resume coding after a break etc.
 - Topics – the substantive codes relating to the subject organisation and research questions.
 - Write-up – to identify data that may be directly referred to in the final write up (e.g. quotes, summaries etc.).
- Classification folders.
 - Source classifications.
 - Node classifications.
 - Code attributes (deductive/inductive, coding method, code type).
 - Participant ID classifications e.g. employer, employer type (EOA, host), job title, organisational level, strategic level etc. This data was imported into NVivo from the interview master control spreadsheet and facilitates the multilevel and cross-case analysis.
- Collections.
 - Sets (used to group codes into categories and themes).
 - Search folders (project items that meet previously defined search criteria).
 - Memo links (all the memo links).
 - See Also Links (all the 'see also' links).
 - Annotations (all the annotations).

Appendices

- Queries.
 - Queries – all the saved bespoke queries that are used for data analysis.
 - Text searches for broad brush and auto coding.
 - Matrix coding queries for multilevel and cross case analysis.
 - Results – to store the results of the matrix coding queries.
- Reports.
 - Reports – default folder for predefined and bespoke reports.
 - Extracts – default folder for extracted reports to support research audit trail.
- Models – default folder for storing models produced from the data using NVivo.

C.15 Research data management plan

Data Collection

What data will you collect or create?

Primary data:

Semi-structured Interviews:

- Audio recorded using MP3 format. Using Sony Sound Organiser software for storage and management.
- Third party transcription service will be used for transcribing the interviews. Details tbc.
- Written notes from interviews (MS Word documents).
- NVivo software will be used to code the interviews.

Participant Observation:

- Written field notes (hand written, copied to MS Word).
- Recorded (dictated) field notes (MP3 format, using Sony Sound Organiser software for storage and management).
- NVivo software will be used to code the participant observation.

Existing Data:

- Company reports (Formats: PDF, Word, Excel, PowerPoint)
- Internal organisation reports, documents, minutes, data extracts (Formats: PDF, Word, Excel, PowerPoint).
- Number of EOA (over what period)
- Cost of EOA (over what period)
- Location of EOA in the organisation
- Cut by role/task in development & implementation of org strategy.
- Cut by change initiative (project cost centre/control)
- Impact on incumbents
- Compare number, location, role & reason (capacity, capability etc.) of EOA to other organisational measures of employee satisfaction such as:
- Sickness

- Turnover
- Reasons for leaving (exit interviews etc.).
- Other measures

Analysis of Quantitative Data:

The quantitative elements of the data will be processed using either or MS Excel, MS Access and SPSS, depending on the volume of the data and nature of analysis.

Analysis of Qualitative Data:

The qualitative elements of the data will be processed using NVivo.

How will the data be collected or created?

- Semi-structured interviews.
- Participant observations.
- Internal documents provided by participating organisations.
- Publicly available documents relating to participating organisations.

Documentation and Metadata

What documentation and metadata will accompany the data?

Semi-structured interviews:

Date, time, location, description of the location, interviewer name, interviewee name, gender, host organisation, time with organisation, time in current role, job title, employment status (permanent, consultant, contractor, temp), if not a permanent staff with host, name of employer, job title, time with employer, time in current role).

Participant Observations:

Field notes, diaries and memoranda.

Date, time, location, description of location and activities being undertaken.

Where known, information regarding the subjects as for the semi-structured interviews.

As part of the process of gaining informed, voluntary consent, meta data for the subjects will be requested.

Organisation Documents:

Date accessed, standard citation data (where possible).

Ethics and Legal Compliance

How will you manage any ethical issues?

- Principle of informed, voluntary consent for all participants.
- All participants (individuals and organisations will be offered the opportunity to be anonymised.
 - The practical limitations of anonymising participants will be fully explained.
- Where necessary interview and participant observation data will be stored separately from the identifier references.
- Full compliance with University of Southampton ethnics procedures (ERGO).
- Full compliance with University of Southampton data management and protection procedures.
- Approval from participating organisations (where necessary, Legal department and HR sign off).

How will you manage copyright and Intellectual Property Rights (IPR) issues?

- The IPR of the existing organisation data, remains with the organisation that created it.
- The IPR of the data collected by the researcher sits solely with the doctoral student and researcher, David O'Connor.

Storage and Backup

How will the data be stored and backed up during the research?

In accordance with the University of Southampton Data Protection Policy and Research Data Management Guidance, the data will be stored on the University secure SharePoint site. The data will be held on a SharePoint 2010 collaboration group "Extra Organisational Actors and Strategy Development and Implementation".

The group is set to the maximum level of confidentiality and security (Hidden - this group is invisible to all non-members. It is appropriate only for the most confidential material where the existence of the group must be kept out of the public domain). This reflects the personal and potentially commercially sensitive nature of the research.

The secure University Personal Files (also known as My Documents) will also be used to store the research data.

Both My Documents and the SharePoint group are regularly backed up (every two hours for My Documents).

How will you manage access and security?

Access to the data via the SharePoint group will be managed by David O'Connor, the principle and sole investigator and the DBA supervisor (Dr John Marti). It will be restricted to only those requiring access to support the DBA.

Access to data via "My Documents" is restricted to David O'Connor, the principle and sole investigator.

Selection and Preservation

Which data are of long-term value and should be retained, shared, and/or preserved?

- Unless the data is used to support a published article all the personal and organisation data will be destroyed within 12 months of the award of the DBA. Subject to any University of Southampton requirements for further retention.
- If any of the data is used to support a published article the data will be retained in accordance with any associated requirements.

What is the long-term preservation plan for the dataset?

The data will be destroyed within 12 months of the award of the DBA.

Data Sharing

How will you share the data?

Given the potentially commercially sensitive nature of the research and the need to provide assurances of data confidentiality and security to participating organisations and individuals, the data will not be shared.

Are any restrictions on data sharing required?

Given the potentially commercially sensitive nature of the research and the need to provide assurances of data confidentiality and security to participating organisations and individuals, the data will not be shared.

Responsibilities and Resources

Who will be responsible for data management?

David O'Connor, the doctoral student, principle investigator, and sole/lead researcher.

What resources will you require to deliver your plan?

Access to the appropriate software:

Word, Excel, Access, PowerPoint, NVivo, SPSS, Sony Sound Organizer.

Access to secure data storage:

University of Southampton "My Documents" and SharePoint 2010 collaboration group.

Appendices

Training on:

Access, NVivo, SPSS, SharePoint, Sony Sound Organizer, Ethnographic research methods.

These resources have been secured and training needs identified and met through the DBA Personal Development Plan (PDP).

Appendix D Case Study

D.1 E-mail exchange with Alpha COO confirming agreement to participate

From: COO

Sent: 02 September 2015 18:29

To: O'Connor, David

Cc: Senior HR Business Partner

Subject: RE: Research into External and Strategic Development and Implementation

Thanks

Yes let's discuss on the 7th. I will need to draft an intro memo so interviewees know I have agreed this. We will also need to say you are doing this in your own time, which I'm sure you understand!

See you then

And I have brought [Senior HR Business Partner] into the loop

Best. [COO]

-----Original Message-----

From: O'Connor, David

Sent: Wednesday, September 02, 2015 05:44 PM GMT Standard Time

To: COO

Subject: Research into External and Strategic Development and Implementation

[COO],

I mentioned back in March about my doctoral research into the use of external consultants, contractors and temporary staff in the development and implementation of organisational strategy. We discussed that I would like to use [Alpha] as a case study.

My research would explore how we use external to support the development and realisation of our strategy. I am interested in exploring the role of external from the engagement with [Redacted – top tier strategy consultancy] for [Strategy Project], through to how [Change and IT] use external to support managing and delivering our strategic change portfolio, and further into the role of external delivering change programmes such as [List of Strategic Change Programmes and Projects x 3].

Appendices

When we last discussed the research you were supportive, and you flagged that I should run the proposal past *[Head of Legal Services]* in Legal. I have met with *[Head of Legal Services]* and have taken him through the research proposal. *[Head of Legal Services]* was supportive of the research and saw no legal reason for *[Alpha]* not to participate. In particular *[Head of Legal Services]* and I discussed that Alpha and all individuals could be anonymised. We recognised that the final doctoral thesis will be in the public domain (copy held at the British Library e-theses online service - EThOS). As a result of this it would be possible for a third party to read it and possibly infer that *[Alpha]* was one of the case studies. The likelihood of this is low and the risk of any subsequent negative publicity for *[Alpha]* also low. In fact, there would be a positive PR spin on the fact that *[Alpha]* actively engages in ground breaking research to help get even better value for our shareholders, customers, and people from those externals that we engage with.

Since we last discussed my research I have gain ethics approval from the University of Southampton, which means I am able to start the data collection phase of my research. I have also successfully completed the Part One Assessment of my doctorate which means that my supervisory team believe that my research proposal is sound and worth pursuing.

As we discussed before I would like to *[Alpha]* as a single case study, with multiple embedded units of analysis.

- *[Alpha]* as a whole and the role of EOA in defining the *[Redacted]* strategy.
- The *[IT and Change]* function and the role of EOA in the delivery of the overall change portfolio.
- Two large programmes of change in different stages.
 - *[Redacted]* – post-delivery, retrospective review.
 - *[Redacted]* – in flight, large transformational change.
 - A smaller project within the scope of one of the large transformational change programmes.
 - *[Redacted]* – a programme which I manage, as a spin off from *[Redacted]*.

The data collection would be:

- The provision of information that already exists in the organisation (such as structure charts, numbers of contract staff etc.).
- Interviews with a selection of people involved in the development and implementation of our strategy at all levels, from the executive through to those working on the change initiatives.
- There is scope for me to undertake participant observation on the *[Redacted]* project.

The participation of all individuals will be voluntary, based on the principle of informed consent and can be anonymised. The use of *[Alpha]* as a case study can also be anonymised.

I am now at the point where I would like to start gathering data and conducting interviews. Are you happy for me to do this and are you happy to support and sponsor this research?

We have a meeting on Monday 7th September to discuss the *[Redacted]* project, if we have time I am happy to discuss this then.

Regards,

[Researcher].

Appendix E Results

E.1 Alpha permanent and contractor and FTC EOA headcount by department 2013-2016

Vertical conditional formatting has been applied to the contractor, FTC and combined EOA (Contractor and FTC) percentage columns to help identify departments with high and low contractor and FTC EOA use.

Table 11.5 Alpha Perm and Contractor and FTC EOA 2013-2014

Alpha Perm and Contractor and FTC EOA 2013-2014																		
Business Area	2014									2013								
	Perm		FTC		Contr		Total EOA		Total	Perm		FTC		Contr		Total EOA		Total
	No.	%	No.	%	No.	%	No.	%		No.	%	No.	%	No.	%	No.	%	
Legal & Co Sec	4	100%	0	0%	0	0%	0	0%	4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Internal Audit	9	90%	0	0%	1	10%	1	10%	10	10	91%	0	0%	1	9%	1	9%	11
Facilities	12	93%	1	7%	0	0%	1	7%	13	14	93%	1	7%	0	0%	1	7%	15
Marketing	49	92%	4	8%	0	0%	4	8%	53	45	98%	1	2%	0	0%	1	2%	45
Human Resources	33	82%	6	15%	1	3%	7	18%	40	34	83%	7	17%	0	0%	7	17%	40
Risk & Compliance	52	95%	3	5%	0	0%	3	5%	55	50	97%	1	2%	1	2%	2	3%	52
Product & Distribution	55	95%	1	2%	2	3%	3	5%	58	41	87%	2	4%	4	8%	6	13%	47
Int Investment Platform	49	58%	1	1%	34	40%	35	42%	84	40	53%	2	3%	33	44%	35	47%	75

Alpha Perm and Contractor and FTC EOA 2013-2014																		
Business Area	2014									2013								
	Perm		FTC		Contr		Total EOA		Total	Perm		FTC		Contr		Total EOA		Total
	No.	%	No.	%	No.	%	No.	%		No.	%	No.	%	No.	%	No.	%	
UK Investment Platform	95	100%	0	0%	0	0%	0	0%	95	85	100%	0	0%	0	0%	0	0%	85
Finance	122	90%	7	5%	6	4%	13	10%	135	116	92%	6	4%	5	4%	11	8%	126
SD&IT	126	44%	34	12%	128	44%	162	56%	288	132	54%	19	8%	94	38%	113	46%	245
Fund Management Co.	198	87%	5	2%	24	11%	29	13%	227	176	92%	6	3%	9	5%	15	8%	191
International Operations	267	76%	67	19%	19	5%	86	24%	353	200	70%	65	23%	21	7%	86	30%	287
Intrinsic	n/a	n/a	n/a	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Discretionary Management Co.	n/a	n/a	n/a	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
UK Operations	880	89%	104	11%	8	1%	112	11%	993	772	85%	134	15%	5	1%	139	15%	911
Alpha Total	1951	81%	234	10%	223	9%	457	19%	2408	1715	80%	243	11%	173	8%	416	20%	2131

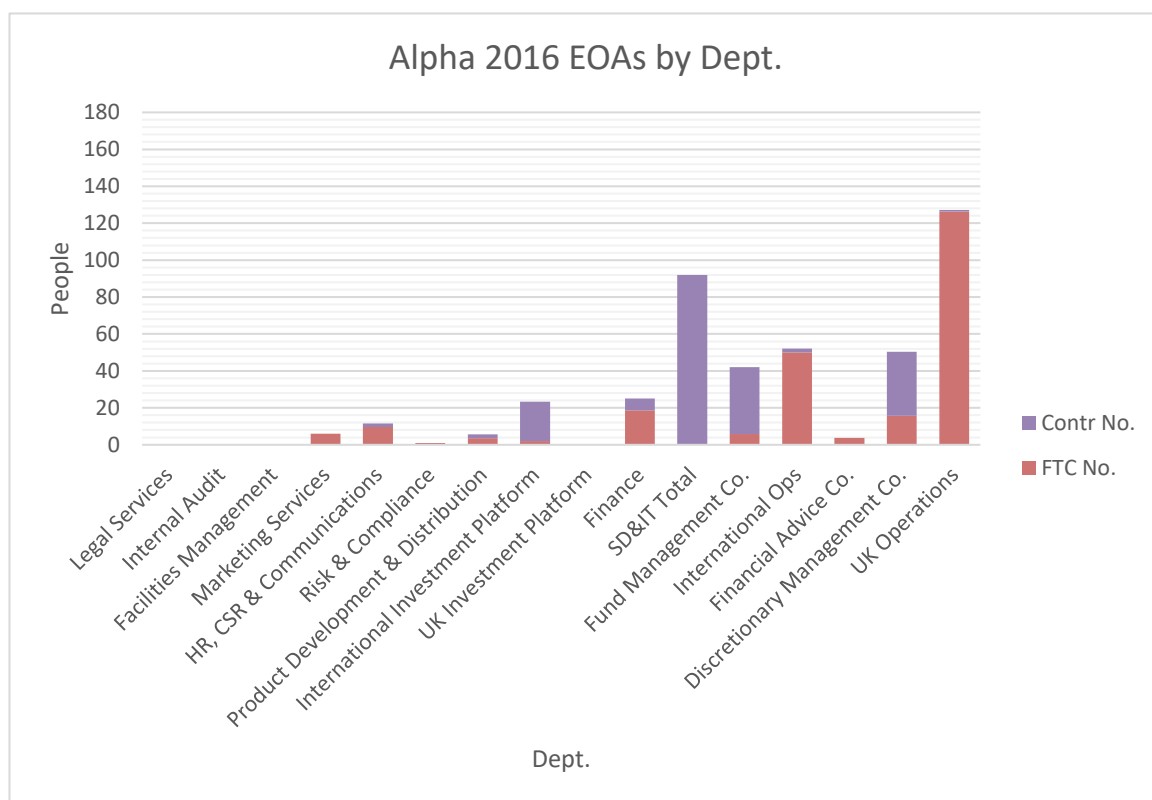
Table 11.6 Alpha Perm and contractor and FTC EOA 2015-2016

Alpha Perm and contractor and FTC EOA 2015-2016																		
Business Area	2016									2015								
	Perm		FTC		Contr		Total EOA		Total	Perm		FTC		Contr		Total EOA		Total
	No.	%	No.	%	No.	%	No.	%		No.	%	No.	%	No.	%	No.	%	
Legal & Co Sec	4	100%	0	0%	0	0%	0	0%	4	5	100%	0	0%	0	0%	0	0%	5
Internal Audit	16	100%	0	0%	0	0%	0	0%	16	10	100%	0	0%	0	0%	0	0%	10
Facilities	31	100%	0	0%	0	0%	0	0%	31	10	100%	0	0%	0	0%	0	0%	10
Marketing	45	88%	6	12%		0%	6	12%	51	44	90%	5	10%	0	0%	5	10%	49
Human Resources	43	79%	10	18%	2	4%	12	21%	54	31	70%	12	26%	2	4%	14	30%	45
Risk & Compliance	62	98%	1	2%	0	0%	1	2%	63	56	98%	1	2%	0	0%	1	2%	57
Product & Distribution	61	92%	4	5%	2	3%	6	8%	67	64	97%	1	2%	1	2%	2	3%	66
Int Investment Platform	62	73%	2	2%	21	25%	23	27%	85	60	72%	3	4%	20	24%	23	28%	83
UK Investment Platform	101	100%	0	0%	0	0%	0	0%	101	93	100%	0	0%	0	0%	0	0%	93
Finance	125	83%	19	12%	6	4%	25	17%	150	137	83%	21	13%	6	4%	27	17%	165
SD&IT	108	54%	0	0%	92	46%	92	46%	200	107	53%	2	1%	93	46%	95	47%	202
Fund Management Co.	254	86%	6	2%	36	12%	42	14%	296	221	83%	9	4%	37	14%	47	17%	267
International Operations	349	87%	50	12%	2	0%	52	13%	401	341	87%	48	12%	5	1%	53	13%	394
Intrinsic	446	99%	4	1%	0	0%	4	1%	450	415	99%	5	1%	0	0%	5	1%	420

Alpha Perm and contractor and FTC EOA 2015-2016																		
Business Area	2016									2015								
	Perm		FTC		Contr		Total EOA		Total	Perm		FTC		Contr		Total EOA		Total
	No.	%	No.	%	No.	%	No.	%		No.	%	No.	%	No.	%	No.	%	
Discretionary Management Co.	470	90%	16	3%	35	7%	50	10%	521	462	90%	15	3%	39	8%	54	10%	515
UK Operations	957	88%	126	12%	1	0%	127	12%	1084	938	86%	153	14%	3	0%	156	14%	1094
Alpha Total	3134	88%	242	7%	198	6%	440	12%	3574	2994	86%	275	8%	207	6%	482	14%	3475

E.1.1 Bar charts of Alpha permanent and contractor and FTC EOA headcount by department 2013-2016

Chart 11.1 Alpha 2016 contractor and FTC EOAs by department



Appendices

Chart 11.2 Alpha 2016 % permanent, contractor and FTC EOAs by department

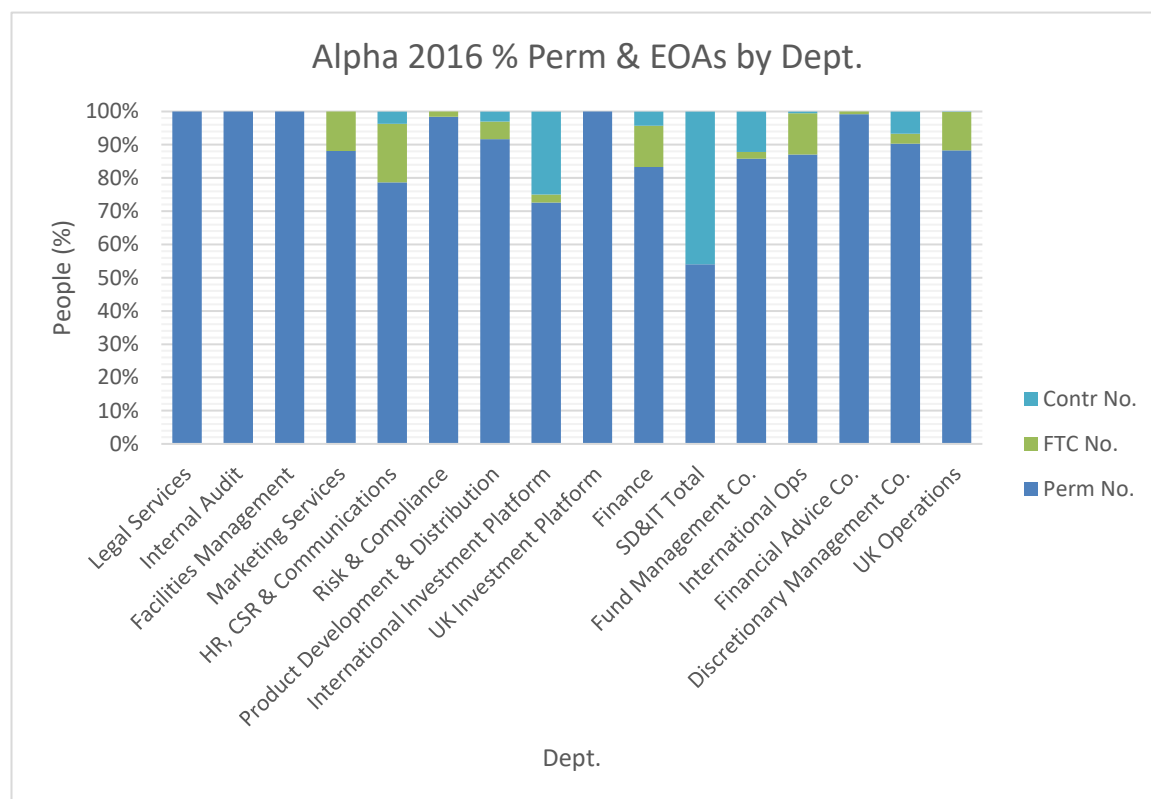


Chart 11.3 Alpha 2015 contractor and FTC EOAs by department

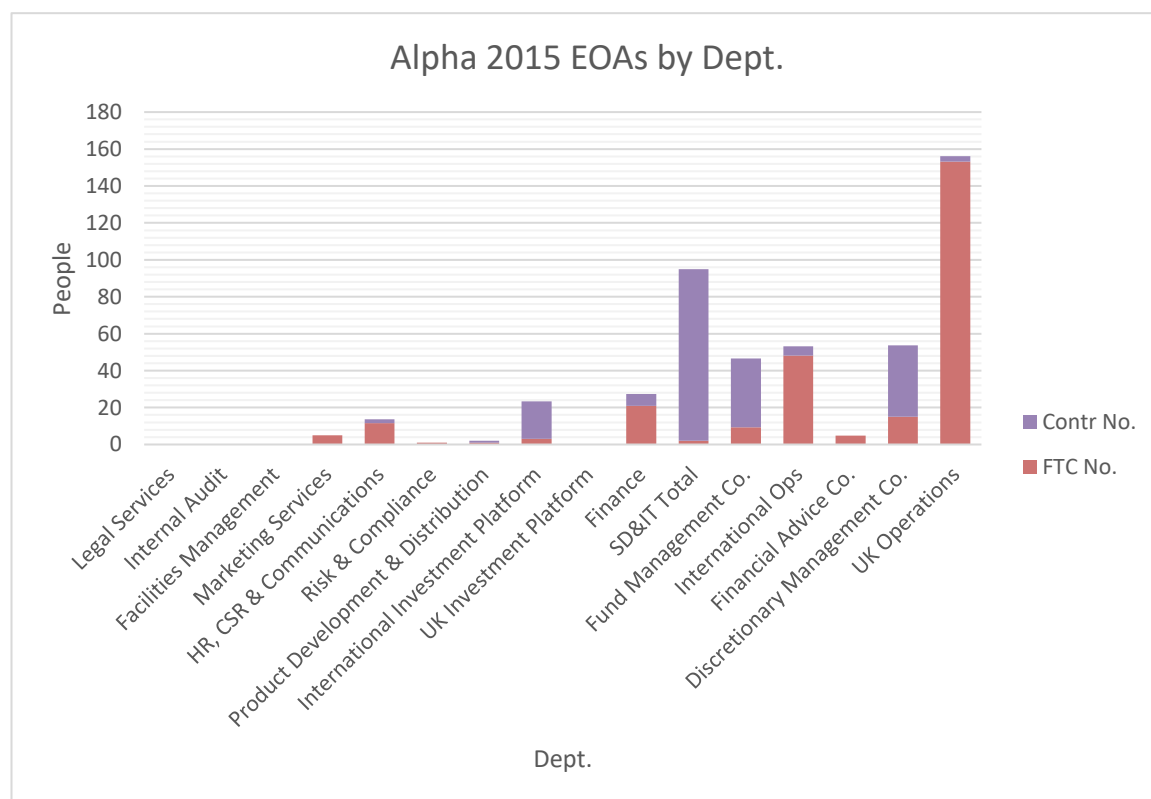


Chart 11.4 Alpha 2015 % permanent, contractor and FTC EOAs by department

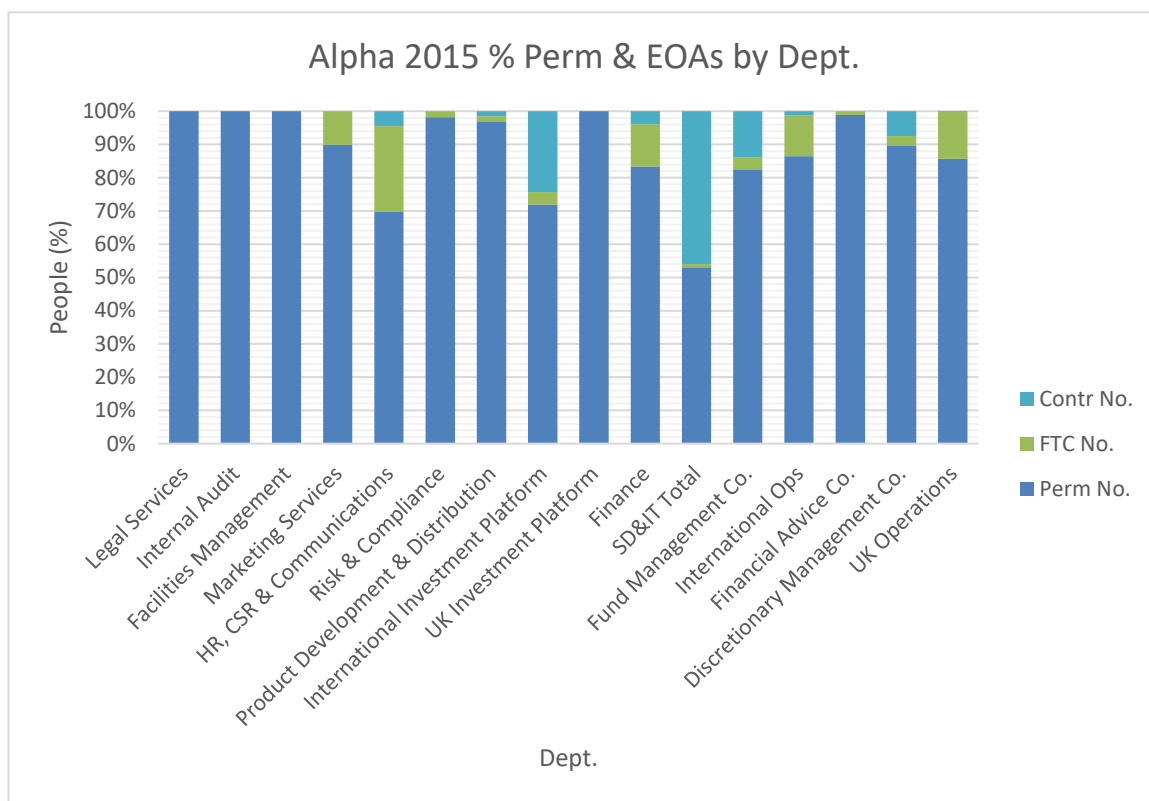


Chart 11.5 Alpha 2014 contractor and FTC EOAs by department

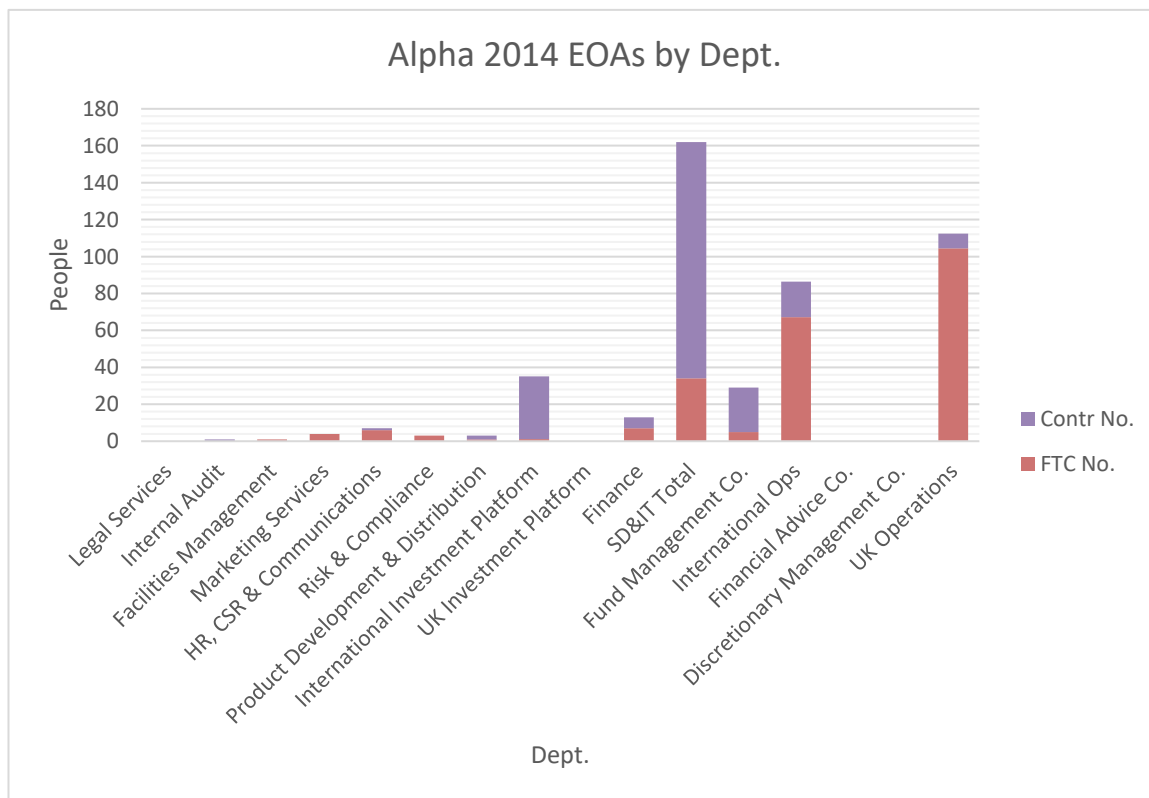


Chart 11.6 Alpha 2014 % permanent, contractor and FTC EOAs by department

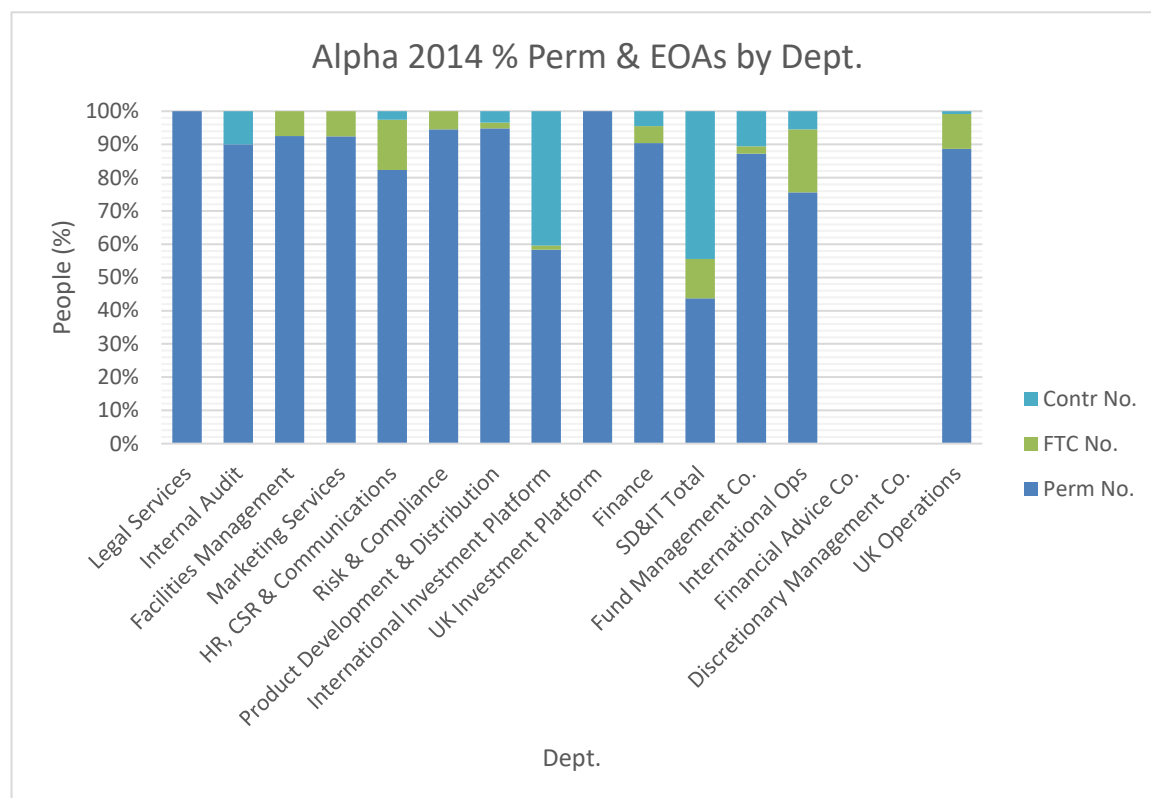


Chart 11.7 Alpha 2013 contractor and FTC EOAs by department

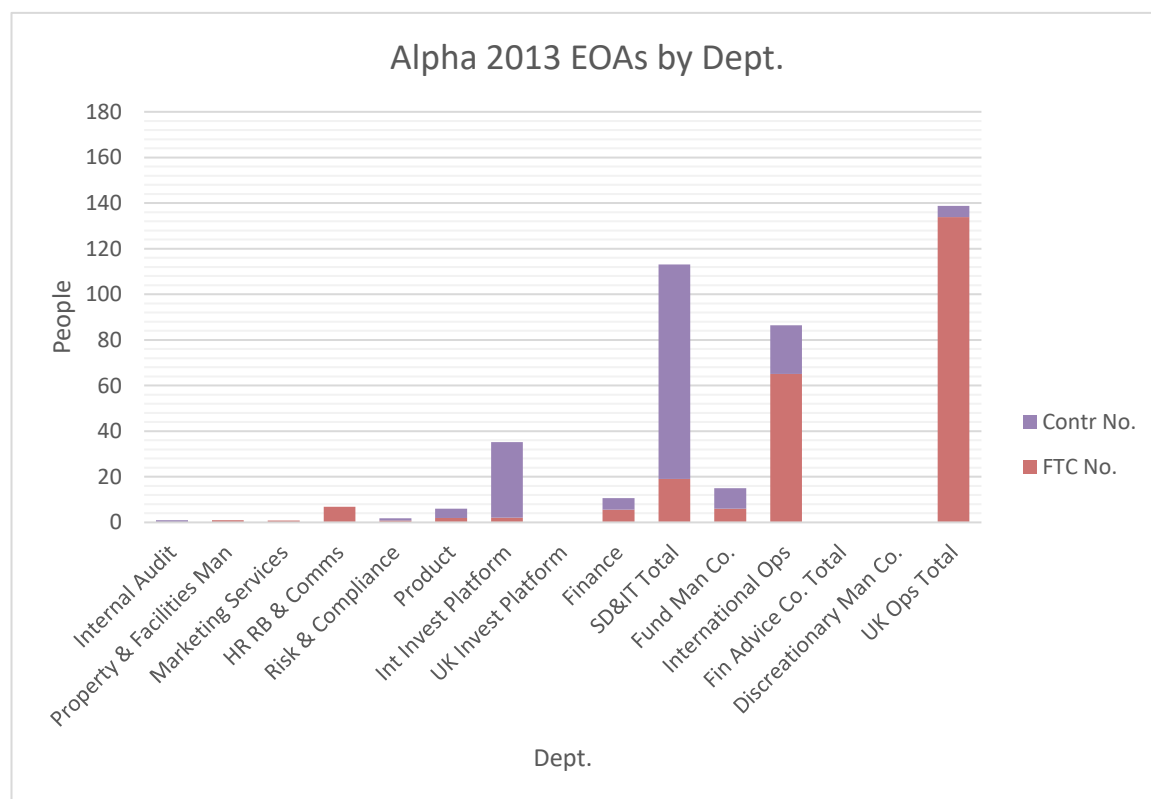
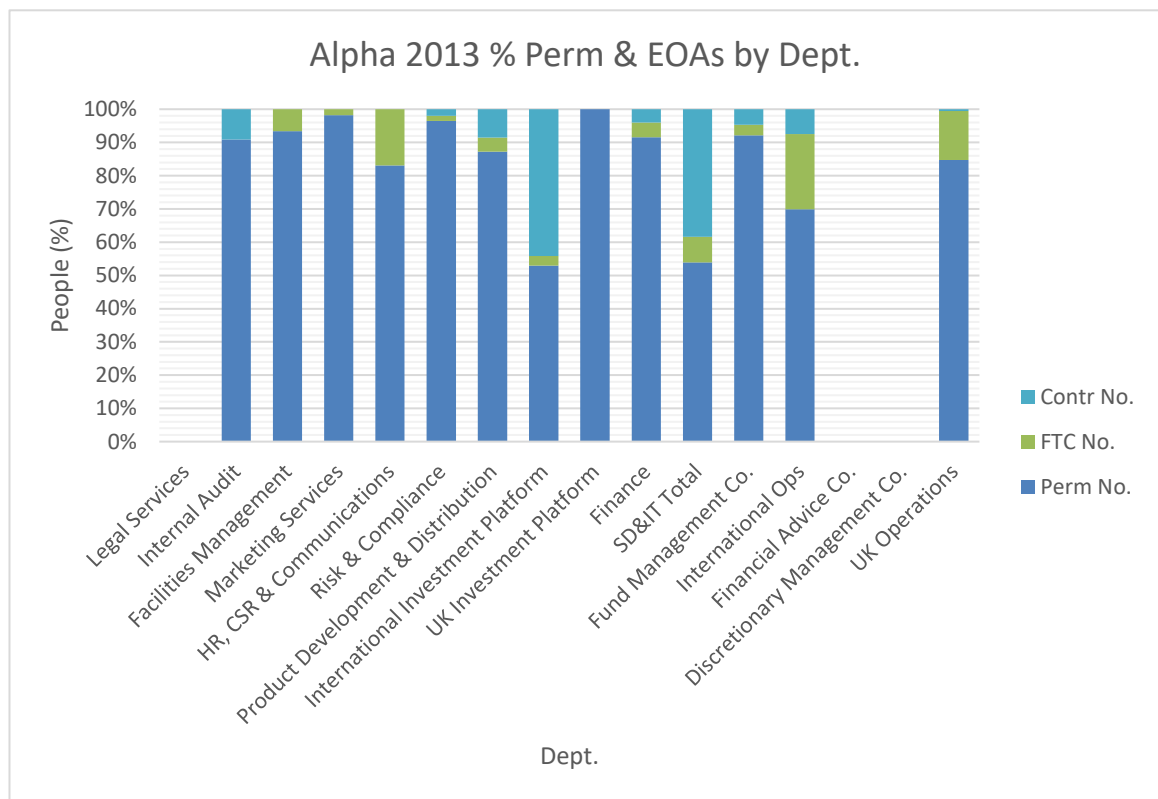


Chart 11.8 Alpha 2013 % permanent, contractor and FTC EOAs by department



E.2 Length of service of Alpha active contractor and FTC EOAs by department as at end March 2016

Vertical conditional formatting has been applied to the columns to help identify departments with high and low contractor and FTC EOA length of service (LoS).

Table 11.7 Alpha all active contractor and FTC EOA LoS (days) by Dept.

Alpha all active contractor and FTC EOA LoS (days) by Dept.					
	Count	Max	Median	Mean	StdDev
Alpha All EOA	415	3134	248	398	423
UK Ops All EOA	167	1368	143	240	241
SD&IT All EOA	100	2222	656	734	475
IntOps All EOA	47	831	212	238	191
Fin All EOA	27	1298	351	412	325
Fund Man All EOA	21	1765	192	326	402

Alpha all active contractor and FTC EOA LoS (days) by Dept.					
	Count	Max	Median	Mean	StdDev
Disco Man All EOA	20	3134	216	476	783
HR All EOA	12	941	385	472	281
Mark All EOA	8	1634	286	433	461
Fin Adv All EOA	3	276	143	152	97
IntSales All EOA	3	1619	227	676	667
Prod&Dist All EOA	3	367	65	164	144
Comms All EOA	1	154	154	154	0
Digi All EOA	1	122	122	122	0
Misc All EOA	1	73	73	73	0
R&C All EOA	1	437	437	437	0

Table 11.8 Alpha all active contractor LoS (days) by Dept.

Alpha all active contractor LoS (days) by Dept.					
	Count	Max	Median	Mean	StdDev
Alpha Cont	129	2222	612	667	476
SD&IT Cont	97	2222	654	731	481
Fund Man Cont	14	1765	199	409	468
Fin Cont	8	1298	772	709	344
HR Cont	2	654	416	416	238
Mark Cont	2	381	335	335	46
Prod&Dist Cont	2	367	216	216	151
UKOps Cont	2	542	412	412	131
Digi Cont	1	122	122	122	0
IntOps Cont	1	831	831	831	0
Comms Cont	0				
Fin Adv Cont	0				
IntSales Cont	0				
Misc Cont	0				
Disco Man Cont	0				
R&C Cont	0				

Table 11.9 Alpha all active FTC LoS (days) by Dept.

Alpha all active FTC LoS (days) by Dept.					
	Count	Max	Median	Mean	StdDev
Alpha FTC	286	3134	192	276	332
UKOps FTC	165	1368	141	238	241
Int Ops FTC	46	682	212	225	171
Disco Man FTC	20	3134	216	476	783
Fin FTC	19	911	255	287	218
HR FTC	10	941	385	483	288
Fund Man FTC	7	276	154	159	80
Mark FTC	6	1634	276	465	528
Fin Adv FTC	3	276	143	152	97
IntSales FTC	3	1619	227	676	667
SD&IT FTC	3	1004	885	813	193
Comms FTC	1	154	154	154	0
Misc FTC	1	73	73	73	0
Prod&Dist FTC	1	59	59	59	0
R&C FTC	1	437	437	437	0
Digi FTC	0				

E.3 Length of services of Alpha contractor and FTC EOA leavers December 2014 to April 2016

Vertical conditional formatting has been applied to the columns to help identify departments with high and low contractor and FTC EOA length of service (LoS).

Table 11.10 Alpha contractor and FTC EOA LoS (days) – Leavers Dec 2014-Apr 2016

Alpha contractor and FTC EOA LoS (days) – Leavers Dec 2014-Apr 2016										
	Count	Min	Max	Range	Q1	Q3	IQR	Median	Mean	StdDev
Alpha All EOA	428	2	2073	2071	81	333	252	161	256	276
UK Ops All EOA	176	2	2073	2071	81	214	133	112	190	235
IntOps All EOA	92	18	893	875	81	255	174	147	191	163
SD&IT All EOA	75	21	1561	1540	196	728	532	450	513	365
Fund Man Co. All EOA	22	10	680	670	59	130	71	60	135	154
Fin All EOA	16	32	884	852	184	510	326	397	380	238
Misc All EOA	13	60	60	0	60	60	0	60	60	0
Fin Adv Co. All EOA	11	60	606	546	112	255	144	196	223	149

IntSales All EOA	9	144	1007	863	272	591	319	354	477	277
Mark All EOA	5	58	270	212	157	248	91	179	182	75
Digi All EOA	3	29	613	584	76	368	292	226	255	256
Prod&Dist All EOA	3	359	470	111	399	454	56	438	422	47
Comms All EOA	1	423	423					423	423	0
IA All EOA	1	84	84					84	84	0
R&C All EOA	1	219	219					219	219	0

Table 11.11 Alpha Contractors LoS (days) – Leavers Dec 2014-Apr 2016

Alpha Contractors LoS (days) – Leavers Dec 2014-Apr 2016										
	Count	Min	Max	Range	Q1	Q3	IQR	Median	Mean	StdDev
Alpha Cont	111	10	2073	2063	105	686	582	279	432	400
SD&IT Cont	58	55	1561	1506	262	775	513	553	578	368

Alpha Contractors LoS (days) – Leavers Dec 2014-Apr 2016										
	Count	Min	Max	Range	Q1	Q3	IQR	Median	Mean	StdDev
UKOps Cont	28	10	2073	2063	51	93	42	81	184	422
IntSales Cont	9	144	1007	863	272	591	319	354	477	277
Fund Man Co. Cont	7	58	680	622	119	330	211	137	253	202
Fin Cont	4	237	884	647	353	799	447	581	571	265
Digi Cont	2	29	123	94	53	100	47	76	76	47
Int Audit Cont	1	84	84					84	84	0
Mark Cont	1	270	270					270	270	0
Prod&Dist Cont	1	470	470					470	470	0
Comms Cont	0									
IntOps Cont	0									
Fin Adv Co. Cont	0									

Alpha Contractors LoS (days) – Leavers Dec 2014-Apr 2016										
	Count	Min	Max	Range	Q1	Q3	IQR	Median	Mean	StdDev
Misc Cont	0									
R&C Cont	0									

Table 11.12 Alpha FTC LoS – Leavers Dec 2014-Apr 2016

Alpha FTC LoS – Leavers Dec 2014-Apr 2016										
	Count	Min	Max	Range	Q1	Q3	IQR	Median	Mean	StdDev
Alpha FTC	317	2	1234	1232	65	256	191	127	195	179
UKOps FTC	148	2	1234	1232	88	251	163	123	191	179
Int Ops FTC	92	18	893	875	81	255	174	147	191	163
SD&IT FTC	17	21	1068	1047	175	340	165	183	293	256
Fund Man Co. FTC	15	10	361	351	53	60	7	60	79	78
Misc FTC	13	60	60	0	60	60	0	60	60	0

Alpha FTC LoS – Leavers Dec 2014-Apr 2016										
	Count	Min	Max	Range	Q1	Q3	IQR	Median	Mean	StdDev
Fin FTC	12	32	627	595	171	471	300	328	317	190
Fin Adv Co. FTC	11	60	606	546	112	255	144	196	223	149
Mark FTC	4	58	248	190	132	196	64	168	161	68
Prod&Dist FTC	2	359	438	79	379	418	40	399	399	40
Comms FTC	1	423	423					423	423	0
Digi FTC	1	613	613					613	613	0
R&C FTC	1	219	219					219	219	0
Int Audit FTC	0									
IntSales FTC	0									

E.4 Description of cross-sectional analysis of the length of service of EOA

The length of service (LoS) of contractor and FTC EOAs varied widely between departments and EOA type, with some contractor and FTC EOAs being engaged for several years. The analysis found that for both current and leaver contractor and FTC EOAs, LoS is longer and the range of LoS is wider for contractor EOAs than FTC EOAs for the whole organisation, and across departments.

The analysis of the current (still engaged) contractor and FTC EOAs LoS shows that some contractor and FTC EOAs have been with the organisation for a considerable amount of time. For all contractor and FTC EOA across the whole organisation, the mean LoS is 398 days and the median 248, with one outlying FTC in the Discretionary Management Company having over 3,000 days service and still being employed. The standard deviation for all contractor and FTC EOAs is 423 days, because of a wide range of LoS. Contractors have a higher mean (612) and median (667) LoS when compared to FTC (192 and 276 respectively). Similarly, the contractor standard deviation is higher (476 days compared to 332 days for FTCs). There are several outlier points beyond 1.5 times the interquartile range (IQR). For the definition of outliers, the Excel Box and Whisker chart follows the Tukey industry standard of 1.5 times the IQR (MS Excel Help, 2015).

The analysis of the leaver contractor and FTC EOAs' (EOAs that left Alpha between December 2014 and April 2016) LoS shows some contractor and FTC EOAs had been with the organisation for a considerable amount of time, although not as long as those contractor and FTC EOA still engaged. For all contractor and FTC EOAs across the whole organisation, the mean LoS is 256 days and the median 161, with one outlying contractor in UK Operations having over 2,000 days service at the point of leaving. The standard deviation for all contractor and FTC EOAs is 276 days because of a wide range of LoS, although this is not as wide as for those contractor and FTC EOA still engaged by Alpha. Contractors have a higher mean (432) and median (279) LoS when compared to FTC (195 and 127 respectively). Similarly, the contractor standard deviation is higher at 400 days compared to 179 days for the FTCs. There are several outlier points beyond 1.5 times the IQR.

The LoS for those contractor and FTC EOA still engaged by the host is higher than that for those who have left, as is the spread of LoS. In general terms, for both current and leaver contractor and FTC EOAs, LoS is longer and the range of LoS is wider for contractors than FTCs for the whole organisation, and across departments.

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Across both current and leaver contractor and FTC EOAs, there is a marked variation in LoS and range of LoS between departments. SD&IT and Finance stand out in both current and leaver contractor and FTC EOA LoS, with HR joining them for current contractor and FTC EOA.

Three departments with high numbers of current contractor and FTC EOA, UK Operations, International Operations and SD&IT, have markedly different LoS. The two Operations areas have comparatively low LoS, with mean LoS of 240 days for UK Operations and 238 days for International Operations, along with median LoS of 143 days and 212 days respectively. The standard deviation is 241 days for UK Operations and 191 days for International Operations. By contrast, SD&IT have a mean LoS of 734 days, a median of 656 days and a standard deviation of 475 days. It is a similar picture for leaver contractor and FTC EOA. The two Operations areas have comparatively low LoS, with mean LoS of 190 days for UK Operations and 191 days for International Operations, and median LoS of 112 days and 147 days, respectively. The standard deviation is 235 days for UK Operations and 163 days for International Operations. By contrast, SD&IT have a mean LoS of 513 days, a median of 450 days and a standard deviation of 365 days.

The departments with medium level of contractor and FTC EOA use (10-30 current contractor and FTC EOAs and 10-25 leaver contractor and FTC EOAs), including Finance, HR, the Fund Management Company, the Discretionary Management Company and the Financial Advice Company have LoS mean, median and standard deviation higher than that of UK and International Operations but lower than SD&IT. The current contractor and FTC EOA LoS means range from 326 to 476 days, with medians from 192 to 385 days. The standard deviations range from 281 to 402 days, except for the Discretionary Management Company which has one outlier point which pulls the standard deviation up to 783 days. Repeating the trend for the departments with high numbers of contractor and FTC EOAs, the LoS for leaver contractor and FTC EOAs LoS are lower than the current contractor and FTC EOAs in departments with medium levels of contractor and FTC EOAs (10-25 contractor and FTC EOAs during the period) such as the Fund Management Company and the Financial Advice Company. The exception to this is the Finance department, which has comparatively high LoS for leaver contractor and FTC EOAs with a mean of 380 days, a median of 397 days and a standard deviation of 238 days. See Appendices E.1.1 and E.3 for the supporting data.

The histograms for current and leaver contractor and FTC EOAs (Section 6.1.2) further illustrate the observations from data tables in Appendices E.1.1 and E.3 and the box and whiskers charts (Section 6.1.2). The selected histograms show the number of contractor and FTC EOAs (frequency) for each of the LoS bins. Histograms have been presented for Alpha current and leaver contractor

and FTC EOAs for all of Alpha, broken down by all contractor and FTC EOA, contractor EOA and FTC EOA.

The histograms for both current and leaver contractor and FTC EOAs show that FTC EOAs are generally used in greater numbers for comparatively short engagements, and mostly tail off, with relatively few LoS beyond eighteen months (c. 540 days). Current FTC EOAs have more EOAs with long LoS. As identified from the box and whiskers charts, there are a few exceptionally long LoS FTCs.

The histogram for contractor EOA is much flatter, depicting lower peak levels of contractor EOA, with the contractor EOA LoS being more evenly distributed and contractor EOAs being engaged for longer than for FTCs. This observation is consistent across both current and leaver contractor EOAs.

The histograms for the three departments with the highest number of contractor and FTC EOAs provide an insight into how different areas use different types of EOA. The three departments are UK Operations, International Operations and SD&IT. For current contractor and FTC EOAs, the histograms include all contractor and FTC EOAs, although SD&IT has only three FTC, UK Operations has only two contractors and International Operations has only one contractor. The histograms reinforce the trend from across Alpha that FTCs are used in higher numbers for shorter periods of time than contractors, although some persistent outliers with long LoS exist. The SD&IT histogram also reinforces the view that contractor EOAs have a more even distribution of LoS and generally higher LoS than FTCs, also with some persistent outliers with long LoS.

The histograms of leaver contractor and FTC EOAs for the three departments shows a similar position for SD&IT contractors and FTCs for UK and International Operations. It is interesting to note that for leaver contractor and FTC EOAs we have a material number of FTCs in SD&IT (17) and similarly a material number of contractors in UK Operations (28). These histograms show that the UK Operations contractor LoS follow a similar pattern to the UK Operations FTC while the SD&IT FTCs have a similar LoS pattern to SD&IT contractors.

E.5 Coding and analysis

E.5.1 Types of coding and analysis approach

The types of coding and analysis approach for this research are set out below. The definitions of the coding methods are from Saldana (2016) and Miles et al. (2014):

- First-cycle coding methods:
 - Elemental methods (foundation approaches to coding):
 - Structural/Utilitarian Coding – Applied to a content-based or conceptual phrase from the data that relates to a specific research question to both code and categorise the data. Applicable to most qualitative studies, particularly those with multiple participants, standardised or semi-structured data gathering, hypothesis testing or exploratory investigations. Useful for gathering topic list or indexes of major categories or themes.
 - Descriptive Coding – summarises the basic topic of the passage of data. Usually a word or short phrase, often a noun.
 - Initial/Open Coding – initiating procedural step that breaks qualitative data into discrete parts and examines them. Aim is to be open to where the data takes the research. Uses other methods e.g. process coding.
 - Affective methods (subjective human experiences):
 - Emotion Coding – labels emotions recalled or experienced by the participant. Appropriate for studies exploring intrapersonal and interpersonal participant experiences and actions. Provides insights into the perspectives, worldviews and life conditions.
 - Evaluation Coding – Codes that assign a judgement about the “merit, worth or significance” of programmes or policies e.g. applying positive or negative to a descriptive code to indicate a positive or negative evaluation by the participant. (Miles, Huberman and Saldana, 2014, p. 76)
 - Exploratory methods: (preliminary, open ended coding based on what has been deductively assumed may be present before the data are analysed):
 - Holistic Coding – applies a single code to a large chunk of data rather than line by line coding. Used to capture the sense of the overall content and possible categories that might develop. The large chunks can be as small as half a page or as large as a completed study.
 - Provisional Coding – uses a “start list” of research generated codes based on investigations prior to data collection and analysis. Provisional codes can be revised, modified, deleted or expanded to include new codes. Appropriate for research that builds on and/or corroborates existing research.
 - Grammatical methods (in relation to the mechanics of coding, enhancing the organisation, nuances, and texture of the data.):

- Attribute coding – notation for basic descriptive information such as setting, demographic, participant characteristics. Appropriate for all qualitative research.
 - Sub-coding – second-order tag assigned to detail or enrich the initial first-cycle coding. More extensive categorising, indexing and subcategorising of general codes. Appropriate for all qualitative research.
 - Simultaneous Coding – applying two or more codes to the same extract or overlapping two or more codes applied to sequential data extracts. Appropriate when the data content suggests multiple meanings.
- Iterative recoding.
- Second-cycle coding methods:
 - Refinement of the analysis:
 - Rename codes – to better reflect the phenomena they relate to.
 - Refine code definitions – considering any renaming of codes and more complete understanding of the data.
 - Merge codes – where the difference between them is not as meaningful as first thought and/or where a broader theme is more appropriate.
 - Group codes – into hierarchical listings.
 - Move codes – to support the evolving organisational approach to the research management.
 - Delete codes – that have become redundant.
 - Iterative recoding.
 - Pattern coding – grouping summaries of topics from the first-cycle coding into a smaller number of categories, themes or constructs. Pattern codes are explanatory or inferential codes that identify emergent themes, configurations or explanations. Pattern coding develops “meta code”, categories that identify and include similarly coded data. Pattern coding is more than just organising the data, it attempts to attribute meaning.
 - Focused coding – “Focused coding categorises coded data based on thematic or conceptual similarity.” (Saldana, 2016, p. 235). Focused Coding “...searches for the most frequent or significant codes to develop the most salient categories in the data corpus...” (Saldana, 2016, p. 240).

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- Moving from codes to categories – categories are the synthesis of the data via codes.
“Synthesis combines different things in order to form a new whole,” (Saldana, 2016, p. 10).
- Multilevel, within case analysis of themes across organisational level and strategic level.
- Thematic analysis – extraction of key themes from the data (Bryman, 2016).
 - Themes are not codes, they are the outcome of coding, categorising and analytic reflection. They are phrases or sentences that describe subtle or tacit processes. Themes can be: ideas as descriptions of behaviour, explanations for why something happens, iconic statements, morals from participant stories (Saldana, 2016).

E.5.2 First cycle codes, their attributes and type

Table 11.13 First cycle codes, their attributes and type

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Alpha Sub Cases	Deductive	Structural	Case ID	39	480	Where the participants have referred explicitly to one of the Alpha sub case studies.
Sub-case Chi	Deductive	Structural	Case ID	25	49	Where participants have referred explicitly to the Chi change programme.
Sub-case Omega	Deductive	Structural	Case ID	39	352	Where participants have referred explicitly to the Omega change programme
Sub-case Psi	Deductive	Structural	Case ID	18	79	Where participants have referred explicitly to the Psi change project
EOA in Practice	Deductive	Descriptive	EOA in Practice	0	0	What is actually happening with EOAs in organisations.
A team sells, B team delivers	Inductive	Descriptive	EOA in Practice	2	4	The EOAs pitch for the work with their top tier partners and consultants, but once the engagement is agreed move lower skilled, less experienced EOAs in to deliver the assignment
Appropriate host org engagement	Inductive	Descriptive	EOA in Practice	20	77	Ensuring the right people from the host organisation are engaged at the right time. E.g. right level of senior sponsorship coupled with the right SMEs/local host people.

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Attitudinal and values fit	Inductive	Descriptive	EOA in Practice	16	45	Comments in relation to EOAs' attitude and values and how they fit/match with those of the host organisation, or at least the part of the host organisation that the EOA is engaged with. Need to be aware that an organisation may not have homogenous values/culture.
Balance of Perm to EOA	Inductive	Descriptive	EOA in Practice	26	94	Comments relating to the balance/blend of EOA to permanent in the host organisation.
Buy in, alignment, engagement of EOAs	Inductive	Descriptive	EOA in Practice	25	57	Comments relating to the buy in engagement of EOA and they alignment to the host orgs vision, strategy, values, and specific projects etc.
Clear remit and briefing	Inductive	Descriptive	EOA in Practice	29	78	Comments regarding having a clear remit and brief for the engagement of the EOA from the outset.
Consultant cost	Deductive	Descriptive	EOA in Practice	3	3	Reference to the cost of consultancy.
Contractor cost	Deductive	Descriptive	EOA in Practice	11	14	Relating to the cost of contractors.
Cost and Value	Inductive	Descriptive	EOA in Practice	37	137	Issue of the cost of and value from EOAs.
Host org resistance and or obstruction to EOAs	Inductive	Descriptive	EOA in Practice	7	13	Where members of the host organisation resist and/or obstruct the EOAs in the execution of their work (either directly or indirectly, intentionally/or unintentionally).
Impact on incumbents	Deductive	Descriptive	EOA in Practice	38	113	Comments on the impact on host organisations' incumbent, permanent staff. Sometimes simultaneously coded with Negative or Positive.

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Insulation from redundancy	Inductive	Descriptive	EOA in Practice	6	7	Host staff viewing the use of EOAs (particularly contractors) as providing a flexibility to the workforce that insulates them (the permanent staff) from redundancy and cost cutting.
Knowledge & Information Out	Deductive	Descriptive	EOA in Practice	10	23	Risk to a source of an organisation's competitive advantage and/or IP by engaging with EOAs. AUDIT TRAIL: Created by merging CA Risk and IP Risk 1st Cycle Codes.
Knowledge Management	Deductive	Descriptive	EOA in Practice	42	190	Comments regarding KM.
Knowledge Risk	Deductive	Descriptive	EOA in Practice	26	52	Risk of an organisation failing to retain useful/valuable knowledge as a result of using EOAs.
Land & Expand	Inductive	Descriptive	EOA in Practice	13	32	EOA companies get relationship with a senior host manager or a single/small number of EOA get into a host organisation to form a bridgehead to place more EOAs with EOAs. Generally seen as unnecessary for the host organisation but increasing revenue for the EOA. Also known as "penetrate and radiate".
Long term EOA	Inductive	Descriptive	EOA in Practice	12	23	Where EOA have been engaged with a host organisation for a long period of time. Often resulting in questions of whether the role should be permanent and issues of cost, value and KM.
Morale	Deductive	Emotion	EOA in Practice	15	35	Where participants have discussed the impact of EOA on host organisation morale. Sometimes simultaneously coded with Negative or Positive

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Ongoing management engagement	Inductive	Descriptive	EOA in Practice	39	201	Comments relating to the ongoing, day to day management, command and control of EOA in a host organisation.
Organisation Design	Deductive	Descriptive	EOA in Practice	28	76	Comments relating to the host organisation's OD.
Overstretch & Overreach	Deductive	Descriptive	EOA in Practice	13	40	Relating to EOAs not having the necessary skills, knowledge, experience, capability and/or capacity to successfully complete their task. Could be intentional/unintentional, consciously/unconsciously.
Performance Management	Deductive	Descriptive	EOA in Practice	30	86	Relating to the performance management of EOA e.g. management of poor performance and behaviours. May be simultaneously coded with "effective" or "ineffective".
Personal Development Opportunities	Deductive	Descriptive	EOA in Practice	25	91	Regarding the use of EOA by organisations and the impact/opportunity for personal development of host organisation permanent staff. AUDIT TRAIL: Merged with "for incumbents" code when "for EOA" PDO code was deleted as part of 2nd cycle.
Qualities of the specific EOA	Inductive	Descriptive	EOA in Practice	11	18	Where the skills, knowledge, experience, attitude, approach or values of the specific EOA have been identified as a factor.
Recruitment & Selection	Deductive	Descriptive	EOA in Practice	37	177	Relating to the recruitment and selection of EOAs (as individuals and/or firms). Often simultaneously coded with "effective" or "ineffective".
Reliance on EOA	Inductive	Descriptive	EOA in Practice	11	19	References to a host organisation becoming dependant on EOA(s).

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Resentment	Inductive	Emotion	EOA in Practice	7	10	Where participant have discussed feelings of resentment associated with the use of EOAs.
Short termism & quality	Inductive	Descriptive	EOA in Practice	15	39	The issue that EOAs may not be focused on the medium to long term, with particular respect to quality.
Standard templates & approaches	Inductive	Descriptive	EOA in Practice	2	2	Where the EOAs use standard templates, processes and approaches without tailoring or customising them for the specific client context.
EOA Types	Deductive	Structural	EOA Type	0	0	Types of EOA.
Advisory EOA	Deductive	Structural	EOA Type	3	13	Generic term for the EOAs offering advisory services, usually large or mid-size accountancy firms.
Big Four Advisory	Deductive	Structural	EOA Type	22	151	KPMG, Deloitte, E&Y and PwC.
Other Large-Mid Size Advisory	Deductive	Structural	EOA Type	2	4	e.g. Grant Thornton, PFK etc.
'Better way' spin offs	Deductive	Structural	EOA Type	4	22	EOA set up by people from a traditional EOA who believe there is a better way to providing consulting services.
Combination Consultancy	Deductive	Structural	EOA Type	9	38	MCA Type C. All types of consultancy services offered. Accenture, Capgemini, CSC, IBM, Logica.
Consultancy – broadly	Inductive	Structural	EOA Type	5	13	Catch-all for all and any consultancy services.
Contractors – broadly	Inductive	Structural	EOA Type	8	21	Catch-all for all and any contractor services.
FTC	Inductive	Structural	EOA Type	2	9	Fixed Term Contractor – paid comparable with FTE.

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Implementation	Deductive	Structural	EOA Type	15	62	E.g. Tori Global and Projects One.
Implementation body shops	Deductive	Structural	EOA Type	11	27	Such as Project One.
Outsource providers (BPO & ITO)	Deductive	Structural	EOA Type	21	79	Outsource providers, both ITO and BPO.
Professional Services	Deductive	Structural	EOA Type	1	6	e.g. Legal, M&A, HR, PR, Creative, Sports Marketing.
Self employed	Deductive	Structural	EOA Type	2	2	Self-employed EOAs.
Strategy Development	Deductive	Structural	EOA Type	28	160	EOA consultancies that specialised in strategy development.
Boutique Strategy Development	Deductive	Structural	EOA Type	3	23	Small, boutique, specialist strategy consultancies.
[Redacted - Boutique Strategy Consultancy]	Inductive	Structural	EOA Type	1	4	Specific boutique strategy consultancy [Redacted] that were engaged by Alpha to translate the CEOs vision.
Large Strategy Consultancy	Inductive	Structural	EOA Type	26	133	Large, multinational, big name brand strategy consultancies.
EOA Uses	Deductive	Descriptive	EOA Use	13	17	The things that EOA are used for by host organisations.
Capability	Deductive	Descriptive	EOA Use	41	163	Skills, knowledge and experience (competence) that the host organisation does not have internally.

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Capacity	Deductive	Descriptive	EOA Use	39	112	Additional resources to bolster the host's own resources to meet demand.
Deliberate	Deductive	Descriptive	EOA Use	24	54	EOA used planned and considered.
Emergent	Deductive	Descriptive	EOA Use	19	30	EOA use developed organically/emergent, as a result of a crisis.
EOAs doing what the org should or could be doing	Inductive	Descriptive	EOA Use	27	82	Where the EOAs are considered to be doing something that the host organisation could or should do themselves.
Facilitation & Process	Deductive	Descriptive	EOA Use	12	27	EOAs act as facilitator and/or bring a process (possibly proprietary) to a host organisation. Assumed that the host lacks either the capability or capacity to do this themselves.
Focus	Inductive	Descriptive	EOA Use	6	13	The use of expensive EOA bring focus to a topic. By being expensive/external, the EOA attracts attention/focus that an in-house approach might not get from scarce internal resources.
Implementation	Deductive	Descriptive	EOA Use	11	19	Use of EOA to implement a strategy.
Independent view	Deductive	Descriptive	EOA Use	16	30	Using EOA to bring a view that is independent of the host organisation (culture, politics, history, tech, industry/domain etc.)
Assurance	Deductive	Descriptive	EOA Use	14	29	EOAs used to assure a strategy/implementation.
Challenge	Deductive	Descriptive	EOA Use	14	31	EOAs used to challenge a strategy/implementation.
Credibility	Deductive	Descriptive	EOA Use	16	31	EOAs used to provide credibility to a strategy/implementation.

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Failure to challenge	Inductive	Descriptive	EOA Use	3	4	Where EOA fail to provide (enough, the right kind of) challenge to a strategy/implementation.
Fresh thinking	Inductive	Descriptive	EOA Use	17	32	EOAs used to provide fresh thinking a strategy/implementation.
Raising Host – Perms standards	Inductive	Descriptive	EOA Use	1	1	EOAs used to raise the host organisation/perm staff performance/standards, either through tacit or explicit knowledge transfer and/or reality check.
Scape goat	Inductive	Descriptive	EOA Use	2	2	EOAs used to provide a scapegoat for host organisation management.
Validation	Deductive	Descriptive	EOA Use	20	32	EOAs used to validate a strategy/implementation.
Industry & competitor intelligence	Inductive	Descriptive	EOA Use	28	68	Using EOAs to provide a greater understanding of the wider industry and an organisation's competitors. This intelligence is gain by virtue of the fact the EOAs work for many firms in an industry and have access to other companies etc. that a host organisation could not have.
Not BAU	Deductive	Descriptive	EOA Use	13	16	EOA to undertake work that is not BAU.
SME BAU Backfill	Inductive	Descriptive	EOA Use	7	11	Using EOA (usually FTC) to backfill BAU roles to free up permanent SMEs to support change. Used particularly on the IAH project (Psi).
Strategic Choices	Deductive	Descriptive	EOA Use	6	13	EOAs supporting the strategic choices of the host organisation e.g. what/which projects to undertake to achieve/implement the strategy.
Strategy Development	Deductive	Descriptive	EOA Use	10	21	EOAs supporting the development of the host organisation strategy.
Supporting one off change	Deductive	Descriptive	EOA Use	7	10	EOAs supporting one off change.

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Try before you buy FTCs	Inductive	Descriptive	EOA Use	5	9	Approach to recruitment where you initially offer an FTC to see if an employee is suitable before offering them a permanent contract.
Evaluation Codes	Inductive	Evaluation	Evaluation	0	0	Parent code for codes where participants have expressed views that evaluated EOAs and their use.
Effective	Inductive	Evaluation	Evaluation	30	69	Where participants have discussed, directly or indirectly, the effectiveness of something e.g. recruitment, performance management etc., and they consider it effective.
Ineffective or non-existent	Inductive	Evaluation	Evaluation	34	151	Where participants have discussed, directly or indirectly, the effectiveness of something e.g. recruitment, performance management etc., and they consider it ineffective or non-existent.
Negative influence	Inductive	Evaluation	Evaluation	31	78	The child code "negative influence" for parent code for positive or negative influence sub-codes, to be used as a simultaneous evaluation code for other descriptive/emotion codes such as "impact on incumbents" and "morale".
Poor engagements	Deductive	Evaluation	Evaluation	20	54	Examples of poor EOA engagements.
Positive engagements	Deductive	Evaluation	Evaluation	21	64	Examples of positive EOA engagements.
Positive influence	Inductive	Evaluation	Evaluation	14	22	The child code "positive influence" for parent code for positive or negative influence sub-codes, to be used as a simultaneous evaluation code for other descriptive/emotion codes such as "impact on incumbents" and "morale".

Code Attributes						
Code Name	Code Approach	Coding Cycle Method	Type of Code	No. of Participants	No. of References	Description/Audit Trail
Why be an EOA	Inductive	Descriptive	Why be an EOA	8	12	Reasons from EOA for being an EOA.

E.5.3 Data tables for multilevel analysis of EOA type, use and practice

The tables of the topics/codes show the three main code types (EOA Type - Table 11.14, EOA Use - Table 11.15 and EOA in Practice - Table 11.16) broken down by categories of generic organisational hierarchy (Senior Management, Middle Management etc.); job role level (Executive, Management, Delivery, Management and Delivery); and evaluation codes which confer judgements of merits, worth or significance to the topics. The columns in the tables have been vertically conditionally formatted to highlight which topics were most referenced by each group or category.

Table 11.14 Multi-level analysis of Alpha EOA type

Multi-Level Analysis of Alpha EOA Type by Generic Organisational Hierarchy, Role Level and Evaluation Codes (vertical conditional formatting)																	
EOA in Type Topics/Codes	Total Refs (Host & EOAs)	Total (Alpha - Host Only)	EOA	Generic Org Hierarchy				Job Role Level				Evaluation					
				Senior Management	Middle Management	1st Line Manager /Technician	Line Worker	Exec	Management	Management & Delivery	Delivery	Positive influence	Positive engagements	Effective	Negative influence	Poor engagements	Ineffective or non existent
Advisory EOA	13	13	0	11	2	0	0	3	8	2	0	0	0	0	0	1	4
Big Four Advisory	151	123	28	62	59	1	1	46	20	55	2	0	5	7	0	6	10

Multi-Level Analysis of Alpha EOA Type by Generic Organisational Hierarchy, Role Level and Evaluation Codes (vertical conditional formatting)																	
EOA in Type Topics/Codes	Total Refs (Host & EOAs)	Total (Alpha - Host Only)	EOA	Generic Org Hierarchy				Job Role Level				Evaluation					
				Senior Management	Middle Management	1st Line Manager /Technician	Line Worker	Exec	Management	Management & Delivery	Delivery	Positive influence	Positive engagements	Effective	Negative influence	Poor engagements	Ineffective or non existent
Other Large-Mid Size Advisory	4	3	1	3	0	0	0	0	3	0	0	0	0	0	0	0	0
'Better way' spin offs	22	0	22	0	0	0	0	0	0	0	0	0	2	0	0	1	0
Combination Consultancy	38	22	16	19	0	3	0	18	1	0	3	0	0	0	0	0	1
Consultancy - broadly	13	13	0	8	5	0	0	3	7	3	0	0	0	1	1	1	3
Contractors - broadly	21	21	0	5	6	10	0	1	5	4	11	0	0	0	4	0	5
FTC	9	9	0	0	0	9	0	0	0	0	9	0	0	0	0	0	0
Implementation	59	53	6	2	22	23	6	2	4	18	29	1	3	0	0	7	19
Implementation body shops	27	19	8	0	8	10	1	0	2	6	11	0	0	0	0	0	7
Outsource providers (BPO & ITO)	79	75	4	22	31	16	6	20	3	30	22	0	0	1	1	1	1
Professional Services	6	6	0	6	0	0	0	0	6	0	0	0	0	0	0	0	0
Self employed	2	0	2	0	0	0	0	0	0	0	0	1	3	0	0	2	2
Strategy Development	154	123	31	102	16	5	0	82	23	11	7	3	16	6	1	7	3
Boutique Strategy Development	22	5	17	5	0	0	0	0	5	0	0	0	6	0	0	1	0
[REDACTED Boutique consultancy]	4	4	0	4	0	0	0	0	4	0	0	0	4	0	0	0	0
Large Strategy Consultancy	133	119	14	98	16	5	0	82	19	11	7	3	12	5	1	5	2

Table 11.15 Multi-level analysis of Alpha EOA use

Multi-Level Analysis of Alpha EOA Uses by Generic Organisational Hierarchy, Role Level and Evaluation Codes (vertical conditional formatting)																	
EOA Use Topics/Codes	Total Refs (Host & EOAs)	Total (Alpha - Host Only)	EOA	Generic Org Hierarchy				Job Role Level				Evaluation					
				Senior Management	Middle Management	1st Line Manager /Technician	Line Worker	Exec	Management	Management & Delivery	Delivery	Positive influence	Positive engagements	Effective	Negative influence	Poor engagements	Ineffective or non-existent
EOA Uses	17	15	2	9	2	3	1	9	1	1	4	0	1	0	1	1	0
Capability	163	142	21	60	55	23	4	37	29	47	29	6	11	10	4	5	6
Capacity	112	95	17	28	41	22	4	17	9	39	30	3	3	5	6	3	7
Deliberate	54	46	8	16	24	6	0	7	10	22	7	4	21	11	3	19	2
Emergent	30	23	7	4	13	5	1	2	4	6	11	2	0	0	2	1	4
EOAs doing what the org should or could be doing	82	68	14	24	25	15	4	12	17	19	20	0	0	0	8	7	15
Facilitation & Process	27	17	10	13	4	0	0	9	5	3	0	0	4	2	1	1	1
Focus	13	10	3	7	1	2	0	7	1	0	2	0	0	0	0	0	0
Implementation	19	17	2	11	5	1	0	11	0	4	2	0	1	0	1	2	2
Independent view	30	22	8	12	7	3	0	4	9	6	3	0	9	2	1	1	0
Assurance	29	24	5	17	7	0	0	13	3	8	0	0	2	0	1	2	1
Challenge	31	17	14	8	1	8	0	5	3	1	8	0	4	3	1	1	0
Credibility	31	22	9	17	5	0	0	14	3	5	0	0	2	0	1	3	1
Failure to challenge	4	3	1	3	0	0	0	3	0	0	0	0	0	0	0	4	0
Fresh thinking	32	20	12	8	5	7	0	2	8	2	8	0	4	4	1	0	0
Raising Host - Perms standards	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0

Multi-Level Analysis of Alpha EOA Uses by Generic Organisational Hierarchy, Role Level and Evaluation Codes (vertical conditional formatting)																	
EOA Use Topics/Codes	Total Refs (Host & EOAs)	Total (Alpha - Host Only)	EOA	Generic Org Hierarchy				Job Role Level				Evaluation					
				Senior Management	Middle Management	1st Line Manager /Technician	Line Worker	Exec	Management	Management & Delivery	Delivery	Positive influence	Positive engagements	Effective	Negative influence	Poor engagements	Ineffective or non-existent
Scape goat	2	1	1	0	1	0	0	0	0	1	0	0	0	0	0	1	1
Validation	32	27	5	19	8	0	0	16	2	9	0	0	0	0	1	3	2
Industry & competitor intelligence	68	60	8	32	14	13	1	19	17	10	14	2	4	8	1	1	1
Not BAU	16	13	3	6	5	1	1	4	4	2	3	0	0	0	2	1	1
SME BAU Backfill	11	8	3	1	4	3	0	1	0	3	4	0	0	0	0	0	0
Strategic Choices	13	5	8	3	2	0	0	3	0	2	0	0	1	0	0	0	0
Strategy Development	21	17	4	15	2	0	0	13	2	2	0	0	1	0	1	0	0
Supporting one off change	10	10	0	4	5	1	0	4	2	3	1	0	1	0	1	0	1
Try before you buy FTCs	9	5	4	0	4	1	0	0	0	4	1	0	0	0	0	0	0

Table 11.16 Multi-level analysis of Alpha EOA in practice

Multi-Level Analysis of Alpha EOA in Practice by Generic Organisational Hierarchy, Role Level and Evaluation Codes (vertical conditional formatting)																		
EOA in Practice Topics/Codes	Total Refs (Host & EOAs)	Total Refs (Alpha - Host Only)	EOA	Generic Org Hierarchy				Job Role Level				Evaluation						
				Senior Management	Middle Management	1st Line Manager /Technician	Line Worker	Exec	Management	Management & Delivery	Delivery	Positive influence	Positive engagements	Effective	Negative influence	Poor engagements	Ineffective or non existent	
Appropriate host org engagement	77	32	45	21	8	1	2	8	12	9	3	0	9	0	3	4	6	
Attitudinal and values fit	45	39	6	18	10	5	6	8	12	8	11	2	3	3	6	2	9	
Balance of Perm to EOA	94	76	18	10	41	19	6	5	7	31	33	1	7	2	5	5	15	
Buy in, alignment, engagement of EOAs	57	47	10	14	13	17	3	12	5	9	21	0	1	0	4	3	10	
Clear remit and briefing	76	55	21	23	22	10	0	16	7	21	11	0	7	1	1	2	7	
Cost and Value	137	123	14	35	45	35	8	19	21	39	44	1	5	3	37	11	16	
Host org resistance and or obstruction to EOAs	13	4	9	1	1	2	0	1	1	0	2	0	0	0	2	1	0	
Impact on incumbents	113	85	28	26	26	27	6	16	15	19	35	12	0	7	50	3	12	
Knowledge & Information Out	23	23	0	17	1	4	1	14	4	0	5	0	1	0	2	1	1	
Knowledge Management	190	133	57	50	42	39	2	32	20	36	45	14	0	34	6	3	45	
Knowledge Risk	52	43	9	12	18	10	3	9	3	17	14	0	0	0	5	1	15	
Land & Expand	32	26	6	14	7	5	0	13	1	7	5	0	2	0	0	3	6	
Long term EOA	23	19	4	6	8	4	1	2	8	4	5	1	0	0	6	1	9	
Morale	35	32	3	3	11	15	3	3	2	9	18	1	0	0	25	0	3	
Ongoing management engagement	200	155	45	48	63	39	5	20	29	61	45	2	8	8	11	7	43	
Organisation Design	76	69	7	28	26	12	3	13	19	16	21	2	2	2	2	2	10	
Overstretch & Overreach	40	34	6	23	7	4	0	14	9	7	4	0	1	0	5	9	12	

Multi-Level Analysis of Alpha EOA in Practice by Generic Organisational Hierarchy, Role Level and Evaluation Codes (vertical conditional formatting)																	
EOA in Practice Topics/Codes	Total Refs (Host & EOAs)	Total Refs (Alpha - Host Only)	EOA	Generic Org Hierarchy				Job Role Level				Evaluation					
				Senior Management	Middle Management	1st Line Manager /Technician	Line Worker	Exec	Management	Management & Delivery	Delivery	Positive influence	Positive engagements	Effective	Negative influence	Poor engagements	Ineffective or non existent
Performance Management	86	65	21	11	25	26	3	6	9	20	30	1	0	4	7	2	34
Personal Development Opportunities	91	58	33	14	21	19	4	2	14	12	30	14	1	17	14	1	18
Qualities of the specific EOA	18	14	4	3	5	4	2	1	3	4	6	1	2	3	2	1	2
Recruitment & Selection	176	143	33	66	52	23	2	31	28	53	31	0	7	19	8	4	38
Reliance on EOA	19	15	4	4	11	0	0	3	3	8	1	0	0	0	0	0	3
Resentment	10	10	0	3	3	4	0	1	2	3	4	1	0	0	7	0	1
Short termism & quality	39	34	5	4	11	19	0	4	2	9	19	0	0	0	4	4	5

E.5.4 EOA uses by capability, capacity, emergent and deliberate

Table 11.17 EOA uses by capability, capacity, emergent and deliberate

EOA Uses by Capability, Capacity, Deliberate and Emergent				
EOA Use Topics/Codes	EOA High Level Use			
	Capability	Capacity	Deliberate	Emergent
EOAs doing what the org should or could be doing	11	7	11	1
Facilitation & Process	6	1	6	0
Focus	0	0	7	0
Implementation	6	8	4	1
Independent view	8	2	3	0
Assurance	2	2	3	0
Challenge	2	1	1	0
Credibility	6	0	5	0
Failure to challenge	0	0	1	0
Fresh thinking	4	2	1	0
Raising Host - Perms standards	0	0	0	0
Scape goat	0	0	0	0
Validation	3	3	4	0
Industry & competitor intelligence	35	2	8	1
Not BAU	11	7	5	0
SME BAU Backfill	0	8	2	0
Strategic Choices	0	0	2	0
Strategy Development	3	0	3	0
Supporting one off change	7	4	3	0
Try before you buy FTCs	0	3	1	0
Total	104	50	70	3

E.5.5 EOA in practice topics cross referenced

The table has been horizontally conditionally formatted to help draw out the topics with most cross reference which helps to group individual topics into groups of related topics.

Table 11.18 EOA practice codes cross reference

EOA in Practice Codes Cross Reference (horizontal conditional formatting)																								
EOA in Practice Topics/Codes	Appropriate host org engagement	Attitudinal and values fit	Balance of Perm to EOA	Buy in, alignment, engagement of EOAs	Clear remit and briefing	Cost and Value	Host org resistance and or obstruction to EOAs	Impact on incumbents	Knowledge & Information Out	Knowledge Management	Knowledge Risk	Land & Expand	Long term EOA	Morale	Ongoing management engagement	Organisation Design	Overstretch & Overreach	Performance Management	Personal Development Opportunities	Qualities of the specific EOA	Recruitment & Selection	Reliance on EOA	Resentment	Short termism & quality
Appropriate host org engagement	n/a	3	13	6	9	7	3	2	0	10	0	2	0	0	19	2	2	0	5	2	5	4	0	2
Attitudinal and values fit	3	n/a	1	8	5	6	0	5	1	1	0	0	4	1	4	1	4	3	0	9	20	0	1	1
Balance of Perm to EOA	13	1	n/a	5	1	12	0	5	0	11	6	3	1	2	11	27	3	0	3	0	7	4	1	3
Buy in, alignment, engagement of EOAs	6	8	5	n/a	7	5	0	3	0	2	1	1	2	1	18	1	2	2	2	4	9	1	0	17
Clear remit and briefing	9	5	1	7	n/a	5	1	1	0	9	1	4	1	0	19	0	2	5	2	0	19	2	0	2
Cost and Value	7	6	12	5	5	n/a	0	51	0	4	2	4	4	26	29	4	7	19	3	2	19	2	8	2

EOA in Practice Codes Cross Reference (horizontal conditional formatting)																								
EOA in Practice Topics/Codes	Appropriate host org engagement	Attitudinal and values fit	Balance of Perm to EOA	Buy in, alignment, engagement of EOAs	Clear remit and briefing	Cost and Value	Host org resistance and or obstruction to EOAs	Impact on incumbents	Knowledge & Information Out	Knowledge Management	Knowledge Risk	Land & Expand	Long term EOA	Morale	Ongoing management engagement	Organisation Design	Overstretch & Overreach	Performance Management	Personal Development Opportunities	Qualities of the specific EOA	Recruitment & Selection	Reliance on EOA	Resentment	Short termism & quality
Host org resistance and or obstruction to EOAs	3	0	0	0	1	0	n/a	6	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0
Impact on incumbents	2	5	5	3	1	51	6	n/a	0	23	2	1	2	28	10	2	4	12	24	1	5	0	10	1
Knowledge & Information Out	0	1	0	0	0	0	0	0	n/a	1	7	0	0	0	0	0	0	1	0	1	2	0	0	0
Knowledge Management	10	1	11	2	9	4	0	23	1	n/a	30	4	3	1	14	7	1	5	52	1	13	3	0	4
Knowledge Risk	0	0	6	1	1	2	0	2	7	30	n/a	0	1	0	6	0	0	2	1	0	7	1	0	5
Land & Expand	2	0	3	1	4	4	1	1	0	4	0	n/a	0	0	11	0	8	1	0	0	9	1	0	2
Long term EOA	0	4	1	2	1	4	0	2	0	3	1	0	n/a	2	5	3	0	3	2	1	3	0	1	0
Morale	0	1	2	1	0	26	0	28	0	1	0	0	2	n/a	5	0	1	8	1	0	2	0	8	1
Ongoing management engagement	19	4	11	18	19	29	1	10	0	14	6	11	5	5	n/a	4	8	47	7	2	42	1	0	6
Organisation Design	2	1	27	1	0	4	0	2	0	7	0	0	3	0	4	n/a	0	0	8	0	1	2	0	0
Overstretch & Overreach	2	4	3	2	2	7	0	4	0	1	0	8	0	1	8	0	n/a	3	0	1	15	0	1	3
Performance Management	0	3	0	2	5	19	0	12	1	5	2	1	3	8	47	0	3	n/a	1	0	14	1	2	2

EOA in Practice Codes Cross Reference (horizontal conditional formatting)																														
EOA in Practice Topics/Codes	Personal Development Opportunities	Qualities of the specific EOA	Recruitment & Selection	Reliance on EOA	Resentment	Short termism & quality	Appropriate host org engagement	Attitudinal and values fit	Balance of Perm to EOA	Buy in, alignment, engagement of EOAs	Clear remit and briefing	Cost and Value	Host org resistance and or obstruction to EOAs	Impact on incumbents	Knowledge & Information Out	Knowledge Management	Knowledge Risk	Land & Expand	Long term EOA	Morale	Ongoing management engagement	Organisation Design	Overstretch & Overreach	Performance Management	Personal Development Opportunities	Qualities of the specific EOA	Recruitment & Selection	Reliance on EOA	Resentment	Short termism & quality
	5	2	5	4	0			0	3	2	2	3	0	24	0	52	1	0	2	1	7	8	0	1	n/a	1	3	0	0	0
	2	9	20	4	0			9	0	4	0	2	0	1	1	1	0	0	1	0	2	0	1	0	1	n/a	8	0	0	1
	5	2	5	7	9			19	19	9	19	0	0	5	2	13	7	9	3	2	42	1	15	14	3	8	n/a	4	1	7
	4	0	0	4	0			0	4	1	2	2	0	0	0	3	1	1	0	0	1	2	0	1	0	0	4	n/a	0	1
	0	1	1	1	0			1	1	0	0	8	0	10	0	0	0	0	1	8	0	0	1	2	0	0	1	0	n/a	0
	2	1	1	3	17			2	2	2	2	2	0	1	0	4	5	2	0	1	6	0	3	2	0	1	7	1	0	n/a

E.5.6 Summary of the coding cycles' categories and themes, and the underlying topics and codes

This diagram is designed to be magnified using the zoom function on PDF readers such as Adobe Acrobat. The clarity of the image will not degrade when magnified to a legible level (350%).

[illegible]

E.6 Interviewee reported EOA day rates and comparable permanent salaries

During the interviews, members of the subject organisation referred to the day rates for contractor EOAs engaged on strategic implementation programmes and, in some cases, compared this with the annual salary (excluding pension, bonus, and other benefits) that a comparable permanent member of the organisation would be paid. These are listed below. It should be remembered that this information reflects what was reported in the interviews and has not been verified:

- Contractors
 - £400 to £800 per day.
 - £400-£2,500 per day.
 - Permanent staff on £20,000 per year and equivalent contractors on £500 per day.
 - Two contractors on £1,500 per day.
 - Contractors in senior roles on £2,000 per day.
- Business analysts
 - Permanent Business Analyst on “about” £40,000 per year.
 - Contract Business Analysts on £500-£800 per day.
 - Permanent Business Analyst on £47,000 per year with contractor Business Analysts on £450-£500 per day.
 - Permanent Business Analyst on £40,000 per year with contractor Business Analysts on £500 per day.
 - Permanent Business Analyst on £32,000 per year with contractor Business Analysts on £450 per day.
- Programme and Project Managers
 - Permanent Senior Project/Programme Manager on “about” £55-60,000 per year.
- Project Management Office
 - Permanent Project Co-ordinator on £23,000 per year. Equivalent contractors on £250-£300 per day.

Appendix F Practical Contribution

F.1 Subject organisation: Research summary



Summary of research on professional services firms, consultants, contractors, and temporary staff implementing strategy and change

David O'Connor

Introduction

During late 2015 – early 2016 you kindly participated in my research for a Doctor of Business Administration (DBA)¹⁹ at the University of Southampton and indicated that you would like a summary of the research when it was completed.

To recap, the objective of the research was to critically assess the use of externals in strategy and change implementation, and to identify and understand who they are, the part they play, and the views of permanent staff working with them. Through the research, I also created a good practice framework for how to use externals in strategy and change implementation.

Despite the passing of time since the data were collected, I believe that the findings will be relevant and of use to organisations implementing strategy and change, and the externals that support them.

Please find below a summary of the research and the recommendations. More detail on the findings and recommendations are available on request. I hope this summary is useful. I would be extremely interested in feedback and am keen to understand if the findings and recommendations are useful and practically applicable. If you have any thoughts or comments, please let me know.

If you are interested in discussing how I can help you improve your use of externals supporting strategy and change implementation, in my capacity as an independent consultant, please get in touch.

For further information, to provide feedback, and to discuss this research, please contact:

David O'Connor

¹⁹ The DBA is part time and the equivalent to a PhD, with some distinct differences. Unlike a PhD, which addresses a purely academic question, the DBA research will deal with real world business issues and problems. The research needs to be conducted from within an organisation and applied. My DBA was entirely self-funded, and the work was conducted in my own time.

Overview

Organisations spend substantial money, time and effort on externals, such as professional services firms (PSF), consultants, contractors, fixed term contractors (FTC), temporary staff and other non-standard workers (NSW), to implement strategy and change. Externals can be crucial to successful strategy and change implementation. Externals have the potential to provide capabilities and capacity necessary for strategy and change implementation that organisations may not possess. Where strategy and change implementation is transformational in nature, with significant change to business models or organisational culture, it is likely that the organisation is not starting with the capability or capacity to implement and sustain the transformation. Using appropriate externals well can enable successful strategy and change implementation and support the development of in-house capacity and capability required to operationalise the strategy and change in the end state.

Use of externals is controversial due to concerns over cost and effectiveness. The nature of the benefits and problems associated with using externals to implement strategy and change can be complex, contradictory, and paradoxical. Organisations can improve their use of externals implementing strategy and change by using appropriate externals and actively managing the full engagement.

Externals play an important part in implementing strategy and change, bringing benefits as well as problems. The study finds that the use and management of externals is inconsistent, with examples of both good and poor practice. The study identified a series of recommendations, based on theory and practice, to develop and extend the existing good practice and build on the benefits, while reducing the problems associated with using externals to implement strategy and change.

About the study

This research critically assesses externals implementing strategy and change at a subject organisation. It identifies who the externals are and what they do, and it explores the views of permanent staff working with them.

The research questions are explored using a mix of qualitative and quantitative research methods. Forty-five semi-structured interviews were conducted, along with data analysis of c.3,500 staff and externals. The research covers a range of organisational levels (board level executives, senior and middle management, implementation level) and a range of types of employee (permanent staff, consultants, contractors, FTC).

A framework for using externals to implement strategy and change is proposed. This study has identified a series of recommendations for using externals to implement strategy and change.

Findings

Types of externals implementing strategy and change

Five types of externals are used to implement strategy and change.

- Big name strategy consultants such as Bain and Co., BCG, McKinsey & Co.
- Advisory consultants including the Big Four advisory consultants.
- Specialist, technical PSFs for boutique/niche management consultancy, legal, creative marketing, advertising, IT, training and development, HR etc.

Appendices

- Change implementation consultant/contractor firms.
- Change implementation individual consultant/contractors.

Uses of externals implementing strategy and change

There are four distinct reasons for using externals to implement strategy and change.

- Capacity to bolster existing organisational capabilities, to allow it to implement strategy and change at a pace and scale that it would not otherwise be able to do.
- Capabilities that the organisation does not have internally, but which are required to implement strategy and change.
 - Knowledge and experience of delivering similar change elsewhere.
 - Technical, legal or regulatory knowledge and experience.
 - Facilitation, process, tools, techniques.
 - Competitor knowledge and experience.
 - Up to date industry and domain knowledge gained from a wide range of organisations, implementations and industries
- Independent view, to provide impartial assurance, credibility and validation.
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Extent of externals implementing strategy and change

At the subject organisation the extent of externals use is considerable. It often varies between departments. In some cases, externals are continuously engaged for substantial periods.

Benefits and problems of using externals implementing strategy and change

A range of benefits and problems of using externals are reported (table below). The benefits and problems do not apply to all externals, or all of the time.

Benefits and problems of using externals implementing strategy and change

Problems	Benefits
High cost	New capability
Poor performance	Additional capacity
Failing to meet expectations	Independence from the client
Not providing enough challenge	New ideas and challenge
Lacking the required skills, knowledge and experience	Releasing permanent staff to work on strategy and change implementation
Overselling the delivery team	Try before you buy (external to permanent recruitment)
Standard templates	Personal development and organisational capabilities
Not committed to long term success	Cost management and accounting
Land and expand	
Poor attitude, values and behaviours	
Poor performance and behaviours not addressed	
Doing what can be done by permanent staff	
Limiting personal development opportunities	

Problems	Benefits
Resentment towards externals from permanent staff	
Failure to retain knowledge	
Undesirable knowledge transfer to competitors or other third parties	
Long-term use and reliance	

Using externals to implement strategy and change can be complex and contradictory.

- Benefits and problems of using externals co-exist in the same organisation, at the same time, and even with the same externals.
- Externals behave and perform differently, with examples of both desirable and undesirable elements of externals engagements across and within types of external groups (PSF, consultants, contractors and FTC). It is important to tailor the management of externals to the specific externals and to avoid one-size fits all approaches.
- Externals as individuals and organisations can be engaging in desirable and undesirable activities at the same time, such as consultancy firms providing valuable technical advice while at the same time engaging in land and expand activities to gain more work, or technically competent contractors not demonstrating the company values.
- Other studies find that client organisation staff can feel that using externals threaten their job security or career prospects. However this research finds that the subject organisation permanent staff do not view externals as a threat to their job security if they see them as providing flexibility to the organisation's capacity, and therefore helping to insulate the permanent staff from potential redundancy once the strategy and change implementation was completed.
- Preferred supplier lists (PSLs) are a popular procurement tool for engaging externals. However, this study and other research find restrictive PSLs make getting externals into an organisation, bureaucratic and burdensome and can result in potentially suitable externals being excluded if they are not on the PSL.
- In situations where externals are perceived as adding significant value to the client organisation, by demonstrating valuable capabilities and exhibiting strong behaviours and values aligned to the corporate culture, the client organisation staff were generally comfortable with of cost and pay of externals and did not resent them (although some members of the subject organisation staff resented externals due to the high cost, regardless).
- In situations where externals are perceived as not adding enough value, performing poorly, lacking the skills, knowledge and competence for the role and/or demonstrating poor behaviours and values, there is a negative impact on morale which was amplified due to the cost/pay associated with externals.

Several apparent contradictions and paradoxes are identified.

- Using externals to keep costs off the bottom line and out of business as usual (BAU) cost centres versus the high cost of externals.
- The long-term use of short-term externals.

- Externals limiting personal development opportunities for permanent staff versus them providing development opportunities for permanent staff.
- The independence of externals versus their lack of commitment to the organisation.
- Externals enabling faster implementation versus short-termism from externals.
- Good versus poor performance and behaviours of externals.
- Externals' value being derived from their skills, knowledge and experience versus how motivated they are to share knowledge.
- Market and competitor experience and knowledge versus undesirable knowledge transfer to third parties.

Recommendations

The use and management of externals is inconsistent, with examples of both good and poor practice. This study has identified a series of recommendations, based on theory and practice, to develop and extend the existing good practice and build on the benefits, while reducing the problems of using externals to implement strategy and change. The recommendations are summarised here.

Review current external use

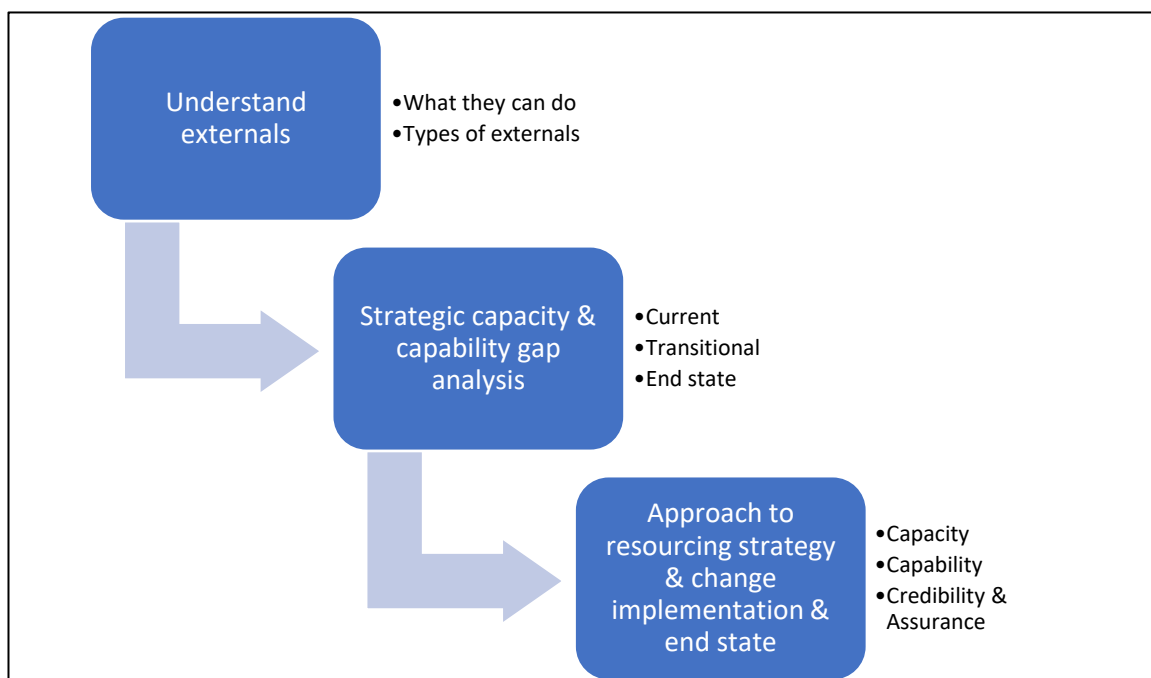
The extent of externals use is considerable. It often varies between departments. In some cases, externals are continuously engaged for substantial periods. Substantial and prolonged use of externals suggests the permanent workforce might be under-resourced, resulting in a reliance on contractors over long periods. It is important for organisations to understand and monitor the use of externals to determine the extent of use of externals to ensure they are using them well.

Getting appropriate externals in

This recommendation is a detailed methodology to specify how externals can bridge the gap between existing and required competences, capabilities and capacity to deliver transformational change, in order to implement and sustain strategy and change.

A three-stage approach is suggested (figure below): First, set out to ensure key decision makers understand what externals can do, the types of externals, and how they can be used; second, complete a strategic capability and capacity gap analysis to identify gaps between the organisation's current capability and capacity and what is required, both to implement the strategy and change, and to operationalise it in BAU; finally, by combining the first and second parts of the approach, identify gaps in capability and capacity along with the types of externals that are appropriate to fill the gaps to support the strategy and change implementation.

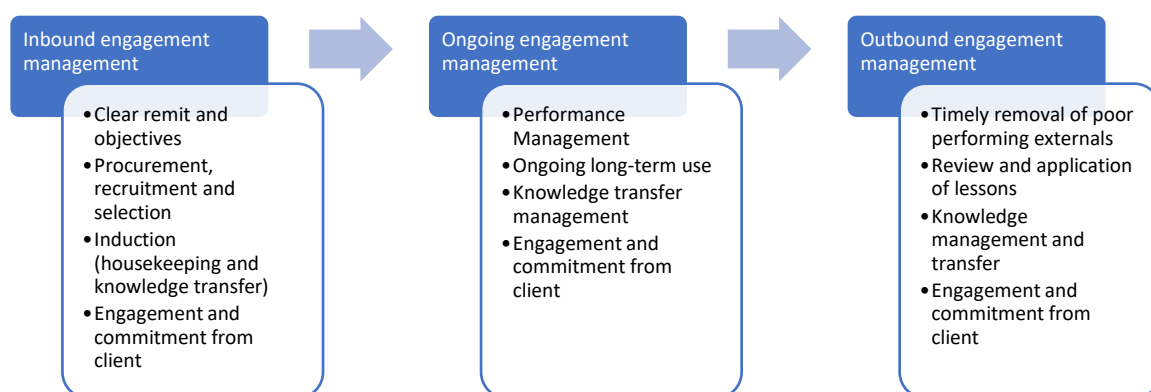
Three stage approach to resourcing strategy and change implementation



Managing externals for benefits and reducing problems

The third recommendation relates to how to manage the three stages of an engagement with externals. The recommendations cover inbound activities such as procurement and onboarding, ongoing management and monitoring of the engagement, and outbound close down activities including knowledge sharing and feedback, see figure below.

Externals engagement management



Implementing an approach to managing externals: challenges and solutions

Implementing a successful approach to managing externals can be challenging, particularly when undertaking substantial strategy and change implementation. Organisations should implement an approach to managing externals as soon as possible and ideally before starting major strategy and change implementation.

Appendices

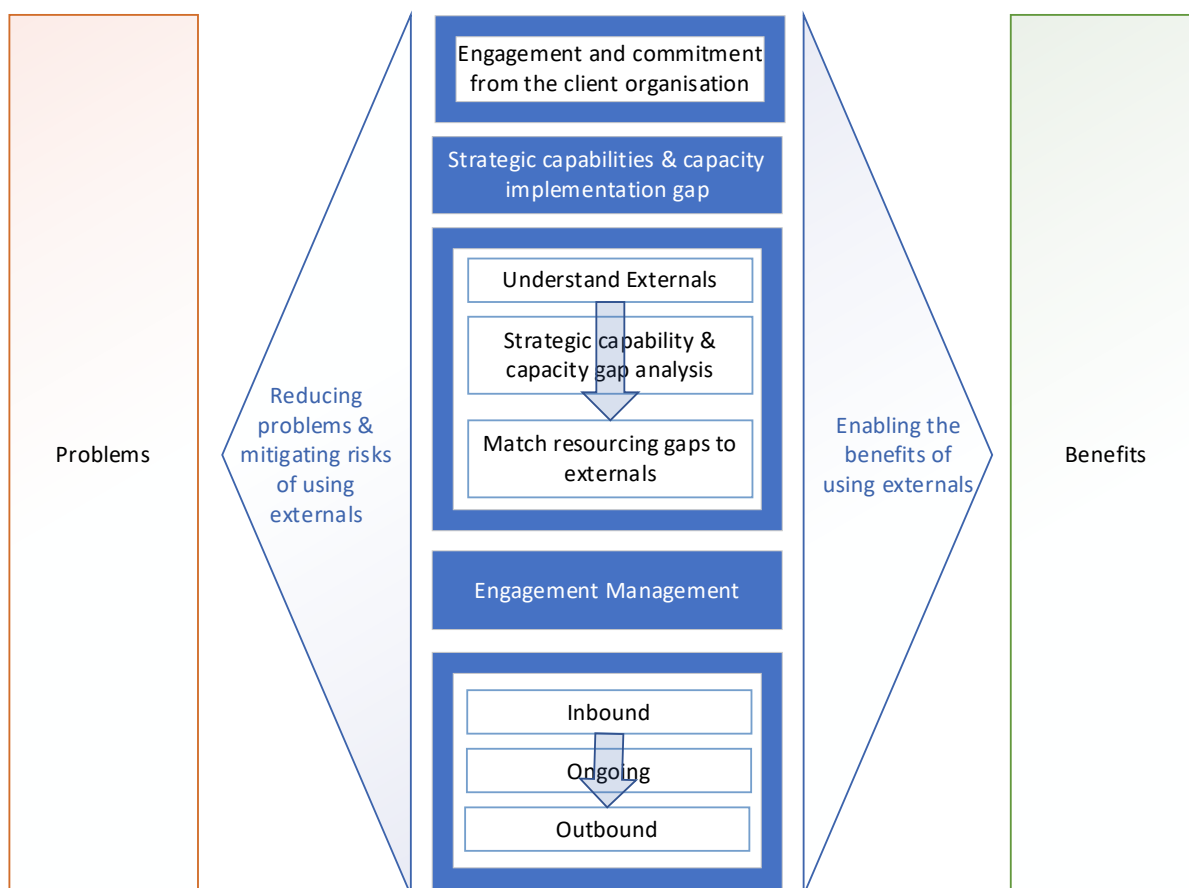
A key element of successfully engaging externals is having client side, permanent staff who are willing, able, and available to support all stages of the engagement. Unfortunately, the staff best suited to providing this support will already be in high demand for both change and BAU. The solution is to build permanent resource to support the engagement of externals into both BAU and programme resourcing plans as a matter of course.

A major challenge with developing a capability and capacity gap analysis of the sort recommended is that it can be difficult to accurately know the capabilities and capacity that are required to implement and then operationalise the strategy and change. The solution is to build flexibility and agility into strategy and change implementation resourcing; have realistic expectations; use best estimates; have regular reviews; and act quickly to revise and adapt the approach, as necessary.

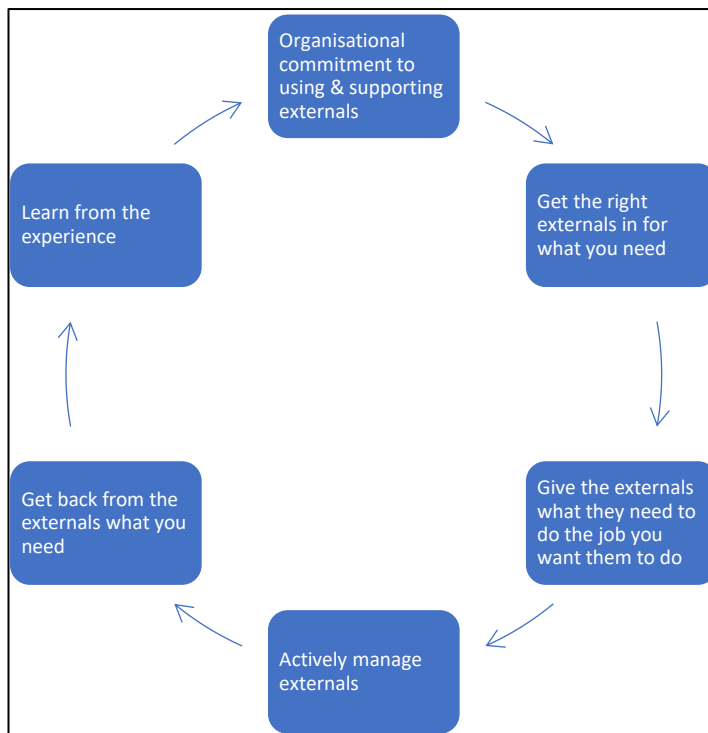
Conclusion

Externals can be crucial to successfully implementing strategy and change. Using externals can be challenging and complex there are problems and benefits. It is up to the client to commit the resources to be willing and able to get the right externals in, use them well, and learn from their experiences. This is summarised in the figures below.

Summary of using externals for strategy and change implementation



Summary of how to reduce the problems with, and increase the benefits of, using externals for strategy and change implementation



F.2 EOA participant: Research summary



Summary of research on professional services firms, consultants, contractors, and temporary staff implementing strategy and change

David O'Connor

Introduction

During late 2015 – early 2016 you kindly participated in my research for a Doctor of Business Administration (DBA)²⁰ at the University of Southampton and indicated that you would like a summary of the research when it was completed.

To recap, the objective of the research was to critically assess the use of externals in strategy and change implementation, and to identify and understand who they are, the part they play, and the views of permanent staff working with them. Through the research, I also created a good practice framework for how to use externals in strategy and change implementation.

Despite the passing of time since the data were collected, I believe that the findings will be relevant and of use to organisations implementing strategy and change, and the externals that support them.

Please find below a summary of the research and the recommendations. More detail on the findings and recommendations are available on request. I hope this summary is useful. I would be extremely interested in feedback and am keen to understand if the findings and recommendations are useful and practically applicable. If you have any thoughts or comments, please let me know.

If you are interested in discussing how I can help you improve your client engagements, in my capacity as an independent consultant, please get in touch.

For further information, to provide feedback, and to discuss this research, please contact:

David O'Connor

²⁰ The DBA is part time and the equivalent to a PhD, with some distinct differences. Unlike a PhD, which addresses a purely academic question, the DBA research will deal with real world business issues and problems. The research needs to be conducted from within an organisation and applied. My DBA was entirely self-funded, and the work was conducted in my own time.

Overview

Organisations spend substantial money, time and effort on externals, such as professional services firms (PSF), consultants, contractors, fixed term contractors (FTC), temporary staff and other non-standard workers (NSW), to implement strategy and change. Externals can be crucial to successful strategy and change implementation. Externals have the potential to provide capabilities and capacity necessary for strategy and change implementation that organisations may not possess. Where strategy and change implementation is transformational in nature, with significant change to business models or organisational culture, it is likely that the organisation is not starting with the capability or capacity to implement and sustain the transformation. Using appropriate externals well can enable successful strategy and change implementation and support the development of in-house capacity and capability required to operationalise the strategy and change in the end state.

Use of externals is controversial due to concerns over cost and effectiveness. The nature of the benefits and problems associated with using externals to implement strategy and change can be complex, contradictory, and paradoxical. Organisations can improve their use of externals implementing strategy and change by using appropriate externals and actively managing the full engagement.

Externals play an important part in implementing strategy and change, bringing benefits as well as problems. The study finds that the use and management of externals is inconsistent, with examples of both good and poor practice. The study identifies a series of recommendations, based on theory and practice, to develop and extend the existing good practice and build on the benefits, while reducing the problems associated with using externals to implement strategy and change.

About the study

This research critically assesses externals implementing strategy and change at a subject organisation. It identifies who the externals are and what they do, and it explores the views of permanent staff working with them.

The research questions are explored using a mix of qualitative and quantitative research methods. Forty-five semi-structured interviews were conducted, along with data analysis of c.3,500 staff and externals. The research covers a range of organisational levels (board level executives, senior and middle management, implementation level) and a range of types of employee (permanent staff, consultants, contractors, FTC).

A framework for using externals to implement strategy and change is proposed. This study has identified a series of recommendations for using externals to implement strategy and change.

Findings

Types of externals implementing strategy and change

Five types of externals are used to implement strategy and change.

- Big name strategy consultants such as Bain and Co., BCG, McKinsey & Co.
- Advisory consultants including the Big Four advisory consultants.
- Specialist, technical PSFs for boutique/niche management consultancy, legal, creative marketing, advertising, IT, training and development, HR etc.
- Change implementation consultant/contractor firms.
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Uses of externals implementing strategy and change

There are four distinct reasons for using externals to implement strategy and change.

- Capacity to bolster existing organisational capabilities, to allow it to implement strategy and change at a pace and scale that it would not otherwise be able to do.
- Capabilities that the organisation does not have internally, but which are required to implement strategy and change.
 - Knowledge and experience of delivering similar change elsewhere.
 - Technical, legal or regulatory knowledge and experience.
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- Independent view, to provide impartial assurance, credibility and validation.
- Augmentation of internal business services functions. PSFs are used where organisations actively decided not to retain the capacity or capability in-house.

Extent of externals implementing strategy and change

At the subject organisation the extent of externals use is considerable. It often varies between departments. In some cases, externals are continuously engaged for substantial periods.

Benefits and problems of using externals implementing strategy and change

A range of benefits and problems of using externals are reported (table below). The benefits and problems do not apply to all externals, or all of the time.

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- Other studies find that client organisation staff can feel that using externals threaten their job security or career prospects. However this research finds that the subject organisation permanent staff do not view externals as a threat to their job security if they see them as providing flexibility to the organisation's capacity, and therefore helping to insulate the permanent staff from potential redundancy once the strategy and change implementation was completed.
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Recommendations for client-side users of externals

The use and management of externals is inconsistent, with examples of both good and poor practice. This study has identified a series of recommendations, based on theory and practice, to develop and extend the existing good practice and build on the benefits, while reducing the problems of using externals to implement strategy and change. The recommendations are summarised here.

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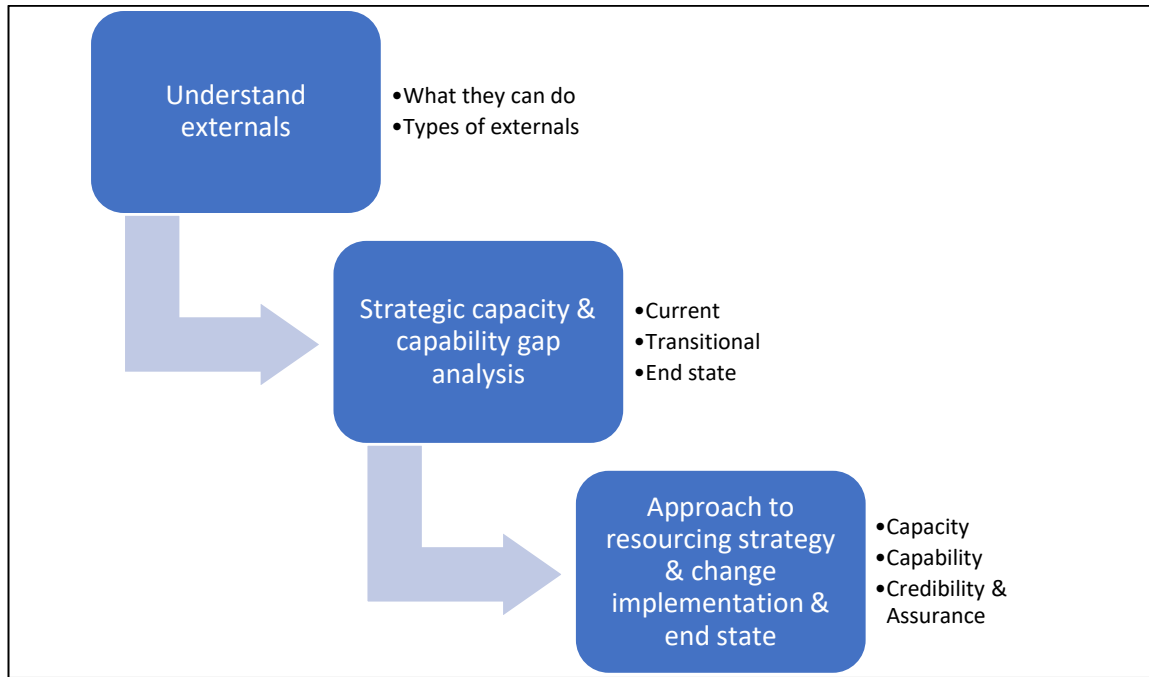
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Getting appropriate externals in

This recommendation is a detailed methodology to specify how externals can bridge the gap between existing and required competences, capabilities and capacity to deliver transformational change, in order to implement and sustain strategy and change.

A three-stage approach is suggested (figure below): First, set out to ensure key decision makers understand what externals can do, the types of externals, and how they can be used; second, complete a strategic capability and capacity gap analysis to identify gaps between the organisation's current capability and capacity and what is required, both to implement the strategy and change, and to operationalise it in BAU; finally, by combining the first and second parts of the approach, identify gaps in capability and capacity along with the types of externals that are appropriate to fill the gaps to support the strategy and change implementation.

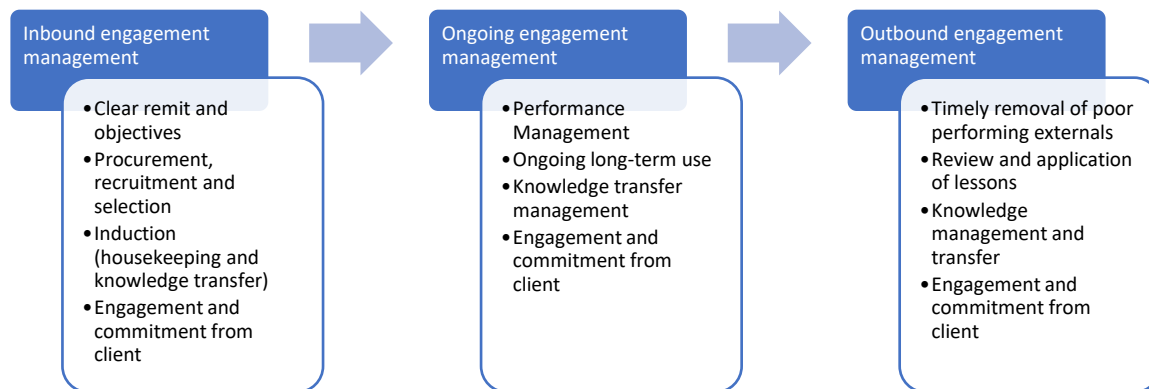
Three stage approach to resourcing strategy and change implementation



Managing externals for benefits and reducing problems

The third recommendation relates to how to manage the three stages of an engagement with externals. The recommendations cover inbound activities such as procurement and onboarding, ongoing management and monitoring of the engagement, and outbound close-down activities including knowledge sharing and feedback. See (figure below)

Externals engagement management



Implementing an approach to managing externals: challenges and solutions

Implementing a successful approach to managing externals can be challenging, particularly when undertaking substantial strategy and change implementation. Organisations should implement an approach to managing externals as soon as possible and ideally before starting major strategy and change implementation.

A key element of successfully engaging externals is having client side, permanent staff who are willing, able, and available to support all stages of the engagement. Unfortunately, the staff best suited to providing this support will already be in high demand for both change and BAU. The

solution is to build permanent resource to support the engagement of externals into both BAU and programme resourcing plans as a matter of course.

A major challenge with developing a capability and capacity gap analysis of the sort recommended is that it can be difficult to accurately know the capabilities and capacity that are required to implement and then operationalise the strategy and change. The solution is to build flexibility and agility into strategy and change implementation resourcing; have realistic expectations; use best estimates; have regular reviews; and act quickly to revise and adapt the approach as necessary.

Recommendations for externals

The focus of the research is on how clients can use externals well, and stems from my experience on the client side working with externals. Somewhat ironically, since starting the research I have become an independent consultant myself and have been applying my research to my engagements as an external. Although not a formal topic of the research, see figure below for my recommendations for externals.

Recommendations for externals

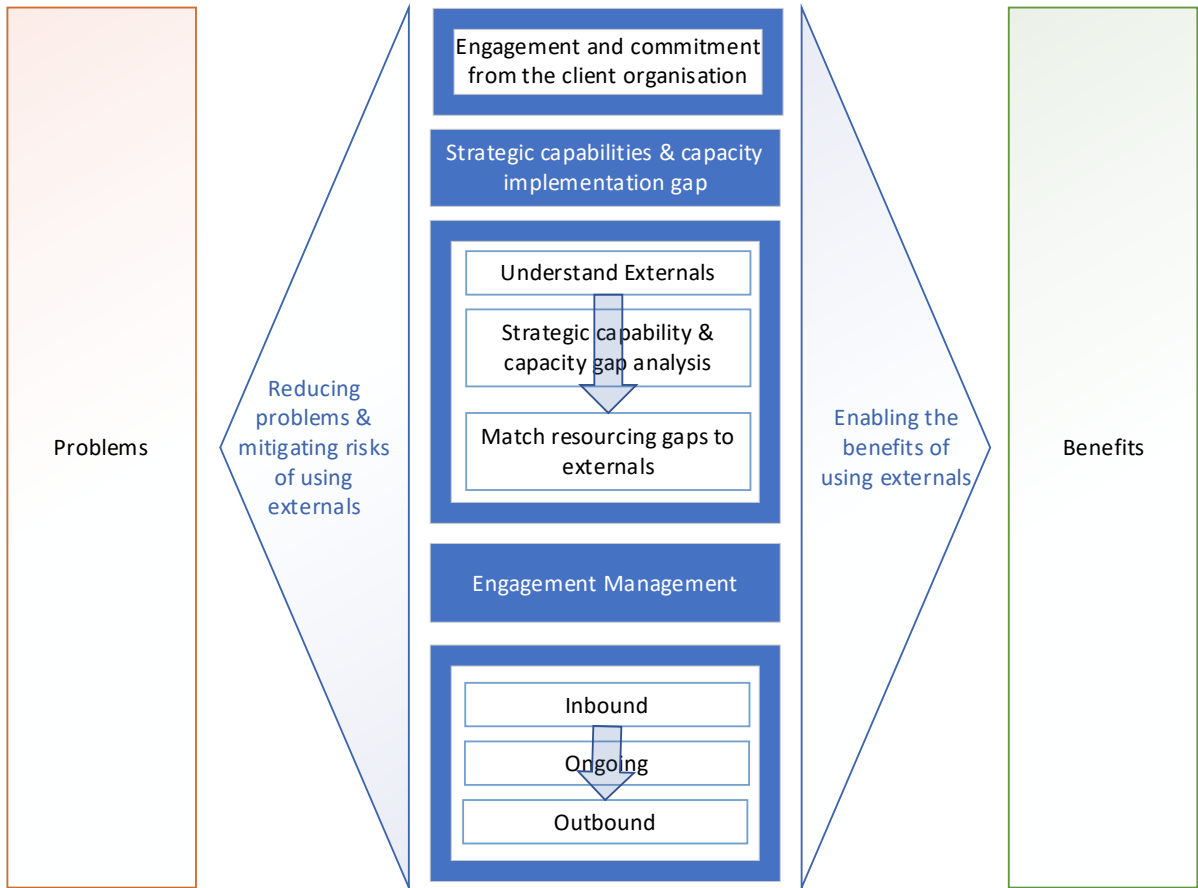
Appreciate the client-side view – problems, benefits, and complexity	Work with the client to help them use you better	Know & agree why they are using you
Co-create a clear remit and objectives	Define upfront what you need from the client to be able to do a good job & the impact of not having it	If the client wants to retain knowledge, be specific about what and how
Regular quality reviews to ensure client expectations (in terms of performance and behaviours) are being met, exceeded, or managed	Be aware of and sensitive to the potential impact you might have on permanent staff	Engage constructively with formal procurement
	Build strong, trust based personal relationships with key stakeholders including relevant SMEs as well as cost centre controllers	

Conclusion

Externals can be crucial to successfully implementing strategy and change. Using externals can be challenging and complex there are problems and benefits. It is up to the client to commit the

resources to be willing and able to get the right externals in, use them well, and learn from their experiences. This is summarised in figures below.

Summary of using externals for strategy and change implementation



Summary of how to reduce the problems with, and increase the benefits of, using externals for strategy and change implementation

