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Evolution of hybrid service delivery models in the organisation of the future

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Evolution of Hybrid Service Delivery Models in the organisation of the future

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A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

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ABSTRACT

The purpose of this research is to develop a model that will aid organisations in evaluating their criteria to move to a hybrid service delivery model and to review existing criteria to gain an understanding of the efficiencies or inefficiencies driving the model.

The problem statement addressed by this research was to evaluate the considerations and requirements for organisations introducing hybrid service delivery models. A model was developed to aid organisations identifying the drivers or facilitators to successfully move into a hybrid service delivery model. The model, through literature, attempts to establish the drivers and impediments to successfully move into a hybrid service delivery model.

The research uses a semi-quantitative methodology using Fuzzy Cognitive Mapping (FCM) introduced by Euler in 1736 (Papageorgiou & Stylios, 2008). The first known use of FCM as used in this paper can be attributed to Axelrod, as a result of showing the causal relationships between variables (Papageorgiou & Stylios, 2008).

The findings of the study show that organisations want greater control over their end-to-end processes, the responses indicate that organisations would want to work in partnership with the service provider through a collaborative culture, which they believe would lead to improved quality of operational data and improved performance management of the operations. It must be noted that the reduced cost structure of operations as a facilitator to organisations selecting hybrid service delivery models ranked fifth across the sixteen variables, indicating that organisations are changing their approach from a pure cost saving mind set to a more holistic mind set.

The research implies that further studies can be done about the maturity of the models and the organisations themselves; this includes the ability of the organisation and its employees to embrace change.

DECLARATION

I, Vasco Lopes Da Silva, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA) at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.



(Vasco Lopes Da Silva)

Signed at Johannesburg

On the 17th day of February 2016

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CHAPTER 1. INTRODUCTION

1.1 Purpose of the study

The purpose of this research is to build a facilitation model based on criteria developed by Fersht, Filippone, Aird, and Sappenfield (2011), which has been adapted and modified to suit this research to aid organisations that are investigating the efficiencies gained by moving to a hybrid service delivery model. These are the organisations that plan to employ hybrid service delivery models to aid the execution of business strategy through embedded business functions, shared services, and outsourced service providers. The model further seeks to provide guidance on the appropriate mix of driver and facilitator selection to enable organisations to forecast the expected results when transitioning to a hybrid service delivery model.

Many organisations have failed and/or have deferred implementing hybrid models simply as a result of culture, including political and other factors (Freytag, Clarke, & Evald, 2012). The improper understanding of the drivers and facilitators for a hybrid service delivery model further distorts the process that enables a successful implementation and the realization of the benefits as a result of transitioning to a hybrid service delivery model (Ulrich, 1995).

1.2 Context of the study

Organisations have been pursuing efficiencies since the 1880's, initially by making changes to the structure and reporting lines within the organisation (Chandler, 1964). This hierarchical model is considered the traditional model by which organisations have arranged and processed activities within the various functional departments, activities such as Human Resources, Finance and Information Technology were replicated across the organisation. In the early 1980's, organisations began to consolidate these activities into central departments that developed into a shared services function to service the organisation from a central point, including but not limited to, Information

Technology activities that serviced the whole organisation from a shared point, Human Resources centres that were setup to run payroll activities (Aguirre, Couto, Disher, & Neilson, 1998).

Organisations need to have a clear understanding of the long-term strategy to ensure success; this applies to both the implementation of a simple organisational structure as it does to the shared services functions as to the implementation of a hybrid service delivery model. Whilst the decision to change an organisational structure can be reversed at relatively low cost, the reversal to a shared or outsourced partner will be higher, and not easily achieved should the incorrect functional activities be transitioned to an outsourced partner (CEB, 2013b).

According to Chandler (1964), the structure of an organisation will have an impact on its operations. Organisations are deemed to have a hybrid service delivery model when functions within the organisation have been strategically placed in either an embedded function, meaning that they are completed within the organisation, or that activities have been transitioned to an outsourced service provider (Belcourt, 2006).

The evolution of organisational structure and the development of shared services has been deemed to bring about savings to the business as a result of efficiencies and the removal of duplicate roles within the organisation (McIvor, McCracken, & McHugh, 2011), although caution needs to be applied (Relph & Parker, 2014). Hybrid service delivery models give organisations a competitive advantage by allowing them to leverage capabilities, skill and data (Fersht, Snowdon, & Justice, 2013). The identification of functional activities that can be outsourced has been questioned, as leaders approach the subject from different backgrounds and without first clearly defining the problem to be addressed (Deloitte, 2013; Weidenbaum, 2005).

The idea has since progressed further when organisations begin to understand the various activities and determine that if the activity was done by a third party, in theory, it should bring about further efficiencies (Ulrich, 1995), by reducing the organisation's office foot print, not having to invest in the technology to

process the activities and by the reduction of employees, finally enabling the organisation to effectively concentrate on the core business functions, without having to manage daily transactional activities (Damanpour & Gopalakrishnan, 1998; Gosselin, 1997).

1.3 Problem statement

1.3.1 *Main problem*

Evaluate considerations and requirements for organisations introducing a hybrid service delivery model.

1.3.2 *Sub-problem One*

Identify the facilitators or drivers to successfully move into a hybrid service delivery model.

1.4 Significance of the study

The study provides guidance to organisations that are considering moving to a hybrid service delivery model. Currently, there is inadequate substantial research to assist, guide and inform the decision making process of transforming an organisation's operating model from "traditional" to hybrid. The research provides a view of the drivers and facilitators that are suitable candidates to enable functions to be transitioned to a hybrid service delivery model. The research further provides leading questions that organisations may need to examine in the transformation of their operating model.

The study looks to industry professionals that assist, guide or manage organisations in the development of hybrid service delivery models. The study develops a generic model that can be replicated across various organisations and functions, regardless of the industry in which they operate.

1.5 Delimitations of the study

Whilst the study highlights key areas concerned with the selection of the drivers and facilitators to enable the transition (Belcourt, 2006; Hutzschenreuter, Lewin, & Dresel, 2011; Paagman, Tate, Furtmueller, & de Bloom, 2015) to a shared services environment or to an outsourced partner, the study does not focus on how to select and negotiate with the selected partner, nor the development of a contract and transitioning of activities to these partners.

1.6 Definition of Terms

Hybrid Service Delivery Model – Combination of embedded functional expertise, shared services and outsourced partners to manage and deliver the organisation's strategic objectives.

Shared Services – the centralisation of services within an organisation, traditionally transactional activities.

Shared Business Services – the centralisation of services within an organisation that includes more than the traditional transactional services.

Outsourcing – functional activities are moved to a partner outside the organisation to process. Examples include, but are not limited to, the following types of transactional activities: Payroll, Information Technology helpdesks.

On shoring - fundamentally can be argued to be the same as outsourcing with the key difference that the functions are performed in the country in which the organisation operates.

Offshoring – fundamentally can be argued to be the same as outsourcing with the key difference that the functions are performed in a different country.

1.7 Assumptions

The study assumes the following:

- That the process that goes into making the decision to create a shared services or outsource is agnostic of the industry that the organisation operates within.
- The feedback collated fairly represents the decision making process required to move to a hybrid service delivery model.
- A mix of service providers and service recipients is crucial to the research.

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

As the business world changes at an ever increasing pace, the need to be ahead of competitors in relation to time to market and competitive advantage has grown exponentially (McGrath, 2013), organisations have, for a few years, attempted to find various ways of focusing on core activities (Belcourt, 2006; Benito, Dovgan, Petersen, & Welch, 2012; Sharma & Loh, 2009). Belcourt (2006) implies that one of the main impediments for the failure of organisations attempting to outsource is that organisations do not understand the problem they are trying to resolve. Other models such as shared services or outsourcing, be they internal to the organisation or through partnerships, face similar issues in that managers do not fully understand the drivers of the business (Deloitte, 2013; Ramphal, 2013; Ulrich, 1995). The requirement for efficiencies and cost savings in business can be gauged by the growth seen in hybrid service delivery models as proposed by Metters and Verma (2008); they further attribute these developments in technology to cost reductions of infrastructure.

A model developed by Blake et al. (2014) set out to demonstrate the ability of software to assist organisations in choosing activities to be located into a shared services environment. The model captured words inputted by a user and, based on a complex algorithm, determined the type of shared services requirement for the organisation (Blake et al., 2014). The detection was done via synonym replacement or rewording using Software Requirement Specification (SRS); it was further able to identify services that would otherwise been unidentified by human intervention (Blake et al., 2014). The outcome of the research resulted in a successful model which enabled organisations to determine the requirements and the recommended services (Blake et al., 2014).

Other models have been developed by various researchers who include; Liou and Chuang (2010); Wang and Yang (2007), Liou, Wang, Hsu, and Yin (2011), using the Decision Making Trial and Evaluation Laboratory (DEMENTAL)

method which was selected as it allowed them to build a relations structure between criteria, their models however focused solely on outsourcing supplier selection and systems outsourcing. Lin, Lin, Yu, and Tzeng (2010) developed a model using the multiple criteria decision-making (MCDM) technique; the model was also aimed at the service provider selection process. Whilst the above represent just a little of the literature reviewed, it must be noted that all found similar challenges in the selection of outsourced service providers: these are, cost reduction, efficiency, quality, to name a few (Lin et al., 2010; Liou & Chuang, 2010; Liou et al., 2011; Wang & Yang, 2007), these criteria fit into the same criteria proposed by this research that aims to guide organisations on which route to take, based on their selection.

This research introduces a different perspective, that is, to develop a model using Fuzzy Cognitive Mapping (FCM) initially introduced by Euler in 1736; in this initial version, it was known as direct diagrams (Papageorgiou & Stylios, 2008); they further acknowledge that Axelrod was the first to use FCM to show causal relationships. FCM representation can be viewed as mind maps (APPENDIX A) with the exception that they represent causal reasoning (Kosko, 1986). The uncertainty or “fuzziness” allows for gradations of causality between concepts, the causal effects can be one sided or dual between concepts (Kosko, 1986).

The diagrams that are generated as a result of using FCM give an indication of the relationships between the various factors being mapped; these relationships can be positive or negative (Kosko, 1986). A positive relationship shows that a change in one factor will influence factors related to it with a positive result, a negative relationship will indicate that a change in a factor will subdue the result in factors that are directly related to it (Kosko, 1986).

Thus, the FCM results derived from the inputs and outputs into the model can defined as semi-quantitative as a result of the methodology being applied, whilst numerical inputs are used and evaluated to other numerical outputs, there is a representation of qualitative methodology although not sufficient to label the use of FCM as mixed methodology (Kok, 2009). FCM models require some sort of stabilisation to be built into them; whilst standard calibration techniques used in

more generic quantitative models cannot be used in their entirety, Kok (2009) believes that some assumptions need to be deduced, including that the model is in a steady state when it is first developed; he further states that changes to these values can therefore aid in the stabilization of the model; the third point he raises concerns the use of standard matrix calculations that can be used to test the adjacency of the matrix, finally, the recommendation is that Akaike (1974) model on information criterion should be applied to aid the selection of the most appropriate model.

By using FCM, the study attempts to find causal links between the common reasons for either shared services or outsourcing of services within organisations. Literature indicates that the following; cost reduction, quality improvements, improved performance, automation of processes, scalability of the organisation, standardisation of processes, innovation, talent are primary reasons that organisations investigate shared services or outsourcing (Belcourt, 2006; Benito et al., 2012; Fersht et al., 2011; Sharma & Loh, 2009).

Research conducted has identified FCM as a tool that can be useful in scenario development and it has been used in various industries (Kok, 2009; Raskin, Gallopin, Gutman, Hammond, & Swart, 1998). The FCM methodology is seen to be semi-quantitative as it involves using numerical components with an element of word based research (Kok, 2009). FCM has further been used as a tool that allows for dynamic modelling of a system whilst recognising the various components that make up the system as they interact with each other (Kok, 2009; Kutlu & Kadaifci, 2014).

2.2 Background

The word ‘hybrid’ as defined by Stevenson (2010) in the Oxford Dictionary of English, means that it is a combination of two things, for example, a hybrid vehicle that uses both an electrical and a petrol engine to propel the vehicle. The word was chosen as a suitable descriptor for this study as it explains the model to which organisations are moving, in the search for business optimisation (Belcourt, 2006; Benito et al., 2012; Fersht et al., 2011; Sharma &

Loh, 2009). In his research, Kastberg (2014) introduces a differing naming convention for organisations that are structured with either shared services or outsourcing agreements. Kastberg (2014) used the term horizontal organisational relationships (HORs).

Organisations are adopting varying business models as a strategic weapon that they possess over their peers (Benito et al., 2012; Sharma & Loh, 2009). Suggestions by Manning, Massini, and Lewin (2008) are that evidence exists in that organisations are no longer focusing purely on the cost reduction aspect when choosing to create a shared services or to investigate outsourcing. Through their research, Benito et al. (2012) discovered that these included, but were not limited to, speed to market, scarcity of talent in complex skills, it further enabled the business to be set up to customers, development of new service needs in a short time, as well as other environmental concerns.

Shared services can be diagrammatically explained as by Sivagananathan (2011) in Figure 1; the intention of shared services is to consolidate functions that will allow an organisation to become leaner. Typically these activities are the routine, transactional type activities that can be standardized and efficiencies gained through economies of scale, in comparison to decentralisation where activities happen at various locations for large multi-site organisations and functions are repeated (Relph & Parker, 2014). Sivagananathan (2011) also included a comparison to centralised organisations of the past; these organisations had services based at Head Offices and often were far removed from the operational activities of the organisation (Chandler, 1964).

In moving to a shared services model, organisations begin to understand that whilst there are some cost savings initially, to gain further benefits and further reduce costs they need to invest in technology that will allow them to further simplify and automate the high volume transactional process (Belcourt, 2006; CEB, 2012; Ramphal, 2013). This generally leads organisations to investigating alternative models that could save them the expense of technology and enable them to leverage off the knowledge of others; this is also known as outsourcing (Belcourt, 2006; Everest, 2015; Fersht et al., 2013; McIvor et al., 2011).

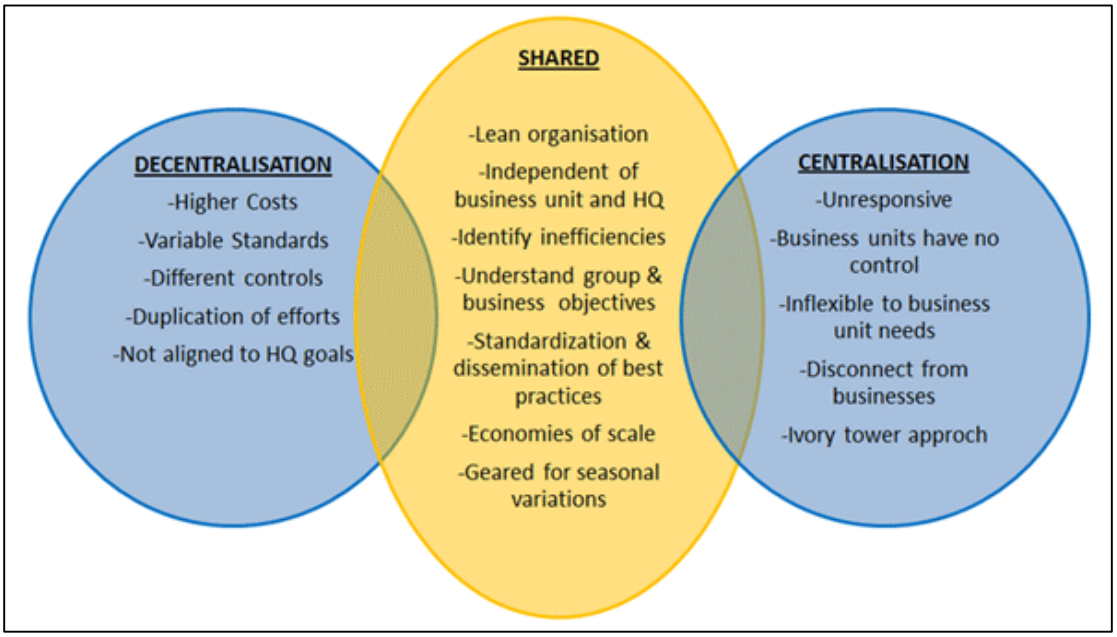


Figure 1: Comparison of Models (source: Sivagananathan (2011))

Varadarajan (2009) refers to outsourcing as when organisations delegate activities that were normally performed internally, be they centralised or in a shared services environment to an external party, these environments can be situated either onshore or offshore, the relevant legislation in the country where the organisation functions from will be key to the decision. Outsourcing allows organisations to take advantage of talent within other organisations (Belcourt, 2006); literature comparisons show that there are similarities in selecting activities to be moved to a shared services and/or outsourcing environment (Blake et al., 2014; Kurunmäki & Miller, 2011; Relph & Parker, 2014).

As the activities share commonality in the type of activities that are grouped as those that can be placed in a shared service environment or those to be outsourced to a third party, it should be noted that there is a requirement to understand the levers that drive the processes within the business (Kastberg, 2014). Literature shows that organisations are good at creating controls for internal processes, however there are limited studies on what causes the need for these controls (Kastberg, 2014). Reviews of organisations that are considering or have transitioned to hybrid models, intimate that some of the

controls are historical and have not evolved with the requirements of the organisation (Aguirre et al., 1998), thus making the transition to a hybrid model challenging as the controls may not be able to be replicated outside the organisation without intimate organisational knowledge.

Raiborn, Butler, and Massoud (2009) highlight, in their review, that functions and activities can be a mix of existing business functions that can be transitioned to a hybrid service delivery model; certain organisations have registered separate organisational entities from which services will be delivered as opposed to outsourcing to an established service provider. The transformation of an organisation from a traditional business model to a fully integrated and hybrid model can be observed in Figure 2 (CEB, 2011). It can be concluded from Figure 2 that organisations have to follow a process to ensure the sustainability of a hybrid service delivery model.

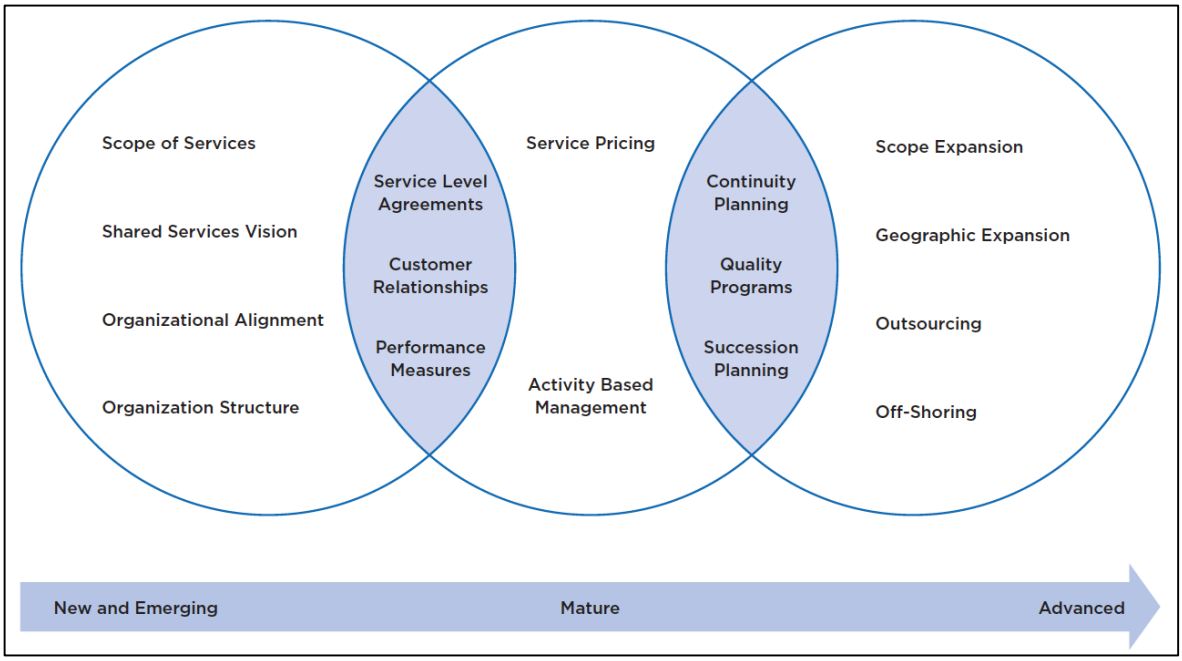


Figure 2: Transformation of organisational models (source: CEB (2011))

In their viewpoint document, Aguirre et al. (1998) identified three areas within which organisational activities can be grouped (Table 1), first are the *transaction-based* activities which are considered to be routine and repetitive and, more often than not, transactional in nature, examples of these activities include accounts payable, accounts receivable, payroll, and so forth. Second, they identified *expertise-based* activities these differ from *transaction-based*

activities in that there is a requirement for specialised or technical knowledge, examples cited as law, tax, compensation benefits, to list a few. The third group was labelled *strategy-based* activities - these are the activities that cannot be completed without intimate knowledge of the organisation and an understanding of the greater organisational strategy, examples include strategic planning, market research and succession planning.

Table 1: Organisational Activities (source: Aguirre et al. (1998))

	Transaction-Based	**Expertise-Based**	**Strategy-Based**
Description	Routine, repetitive activities, often transactional in nature. Scale Intensive.	Activities requiring specialised or technical knwoledge. Some degree of customisation required by business.	Activities requiring business-specific knowledge or enterprise-wide perspective. Strong upside for effective decisions. Policy Orientated.
Operating Philosophy	Managed like a “utility” for lowest cost and scale. Flat organisation with broad control spans. Processes designed to be executed with minimum expertise. Rewarded for efficiency and productivity.	Managed to maximise value provided to the business. Team-based organisation. Staffed with creative, innovative thinkers. Rewarded for time to market, business impact and value creation.	Managed to maximise value provided to the business. Small teams or individual contributors. Staffed with creative, innovative thinkers. Rewarded for value creation.

2.3 Architecture to enable hybrid services

The words “business model” have been used in a very nonchalant way amongst managers and academics, a well-defined business model can aid an organisation achieve a competitive advantage just as it can cause it to fall into a constant iteration cycle (Magretta, 2002). Organisations need to “*unlearn traditional channels of delivery*” for shared services to be successful (Ulrich, 1995), the same unlearning should be applied to hybrid service delivery models, as processes change so the organisation will be required to change with them. The facilitators and drivers as discussed by several authors (Belcourt, 2006; Benito et al., 2012; Fersht et al., 2011; Paagman et al., 2015; Sharma & Loh, 2009), are efficiency and cost, control and compliance, effectiveness and agility; whilst these are not only the drivers behind moving towards a hybrid service delivery model, they are also used to measure the success of the transition to the new organisational model. Additional drivers that need to be considered are Legislation, Corporate Policy and/or Business Management (Aguirre et al., 1998), including the maturity and culture of the organisation (Fersht et al., 2011; Herbert & Seal, 2012).

2.3.1 *Efficiency and Cost*

The literature suggests that primary concerns for organisations are efficiency and cost, Gosselin (1997)’s research on the effect of strategy, centred on activity based costing can be used as a base to highlight the importance of the cost of services to organisations and how they ultimately impact on profits; in an interview with Jeff Immelt (CEO of General Electric), Immelt states that back office costs can be cut to reduce the overall cost of processing activities, and that these should be outsourced (Stewart, 2006). Organisations that outsource services understand and discover efficiencies in the processes via standardisation and conformance to process, therefore bringing about efficiency and cost savings (Brewer, Ashenbaum, & Ogden, 2013).

Benito et al. (2012) express that once organisations move to what this paper defines as hybrid models they are able to add this to their “*strategic armoury*” -

this view is also supported by others (Belcourt, 2006; Brewer et al., 2013; Sharma & Loh, 2009) which further imply that organisations can focus on their main strategic objectives. Findings however reveal that without the appropriate processes in place, costs can actually rise (Bock, Opsahl, George, & Gann, 2012).

2.3.2 *Control and compliance*

The narrow focused manager will argue that both outsourcing and shared services will dilute the control that an organisation has over the activities transitioned to either of the environments (Conklin, 2005; Gerbl, McIvor, Loane, & Humphreys, 2015), whilst studies have found that by removing tiers in organisations and enforcing controls at activity level allows organisations to focus and redeploy resources to other areas of the business as required (Bock et al., 2012).

Ulrich (1995) implies that to enable control and compliance, boundaries need to be removed, roles are clarified and team work is essential to ensuring that the consolidation is done as quickly as possible. In endeavouring for control and compliance, organisations need to look past the contract and ensure that there are systems and metrics in place to aid in the managing of the service provider (Mullin, 1996). Studies have shown that twenty per cent of organisations cease contracts after two years and fifty per cent after four years after the implementation of hybrid service delivery models (Freytag et al., 2012; Mullin, 1996). The struggle for power from the organisation's managers should be observed and monitored to ensure that they do not derail the efforts of the contract (Hansen & Rasmussen, 2013).

2.3.3 *Effectiveness and agility*

The effectiveness of the relationship between the service provider and the organisation relies on the type of relationship that exists, this relationship needs to be worked on and managed closely to ensure that both parties are able to meet their obligations (Freytag et al., 2012; Hansen & Rasmussen, 2013). It is

important to note that the relationship should not be focused at merely the contractual level but also at the operational and tactical tiers as these are the tiers that will be engaging on a daily basis with the providers of the service (Ulrich, 1995).

Mullin (1996) highlights that whilst any new strategy has a learning curve, there will be an expected period of stabilization required, however service providers stress that management relinquish their responsibilities in relation to the delivery of services as the work transitions in the belief that it is no longer the organisation's responsibility. This therefore makes it difficult for services to be delivered successfully as the service provider is left alone to make decisions and management thinks that the contract will hold answers to any decisions that are required to be made. For changes to be effective in organisations, there has to be a fit into the organisational structure (Damanpour & Gopalakrishnan, 1998). Hybrid service delivery models will remain an issue if organisations see the service providers through the lens of a contract only.

The ability for an organisation to change and conform to the requirements of the market is not a new concept, however McGrath (2013) and Porter (1996) agree that for organisations to be successful, they need to possess the ability to be fluid and change direction in strategy as required. This includes taking on any efficiency innovations that service providers may propose (Conklin, 2005), and operating as one unit, service providers need to be seen as a department of the organisation and not as outsiders.

2.4 Impediments to move to a hybrid model

General management theory suggests that for organisations to be successful they need to coexist and work together with their value chains and across departments (Bartlett & Ghoshal, 2002), however evidence exists in literature, that team work is vital to the success of either model (Ulrich, 1995), other literature suggests that the team work does not have to be physical, but that it can be team work through mutual knowledge sharing (Ceci & Prencipe, 2013). Chen, McQueen, and Sun (2013) believe that the approach organisations take

when managing knowledge transitions can be aided by creating scenarios, these scenarios can aid in the resolution of issues as and when they transpire.

As with all business transactions, the transitioning of work to hybrid models will see the development of the contract between both parties, however whilst contracts exist, Belcourt (2006) expresses the need for a change in the strategic thinking to ensure the success of the transitioned activities, a view supported by others such as Mullin (1996). Findings of a research completed by Bock et al. (2012) supports previous research in that changes to organisations' structure do not necessarily yield savings, as a result of unforeseen or unpredictable costs.

The retention of the knowledge shared during the transition of the activities remains a key factor and a requirement for documentation to be developed upfront of the activities and how these are to be performed (Ceci & Prencipe, 2013). The risk of service degradation is highlighted in various articles as a result of the service provider not having intimate knowledge of the business, however Belcourt (2006) highlights an additional risk that the service provider could become a competitor (Arrunada & Vázquez, 2006), of which there are a few examples such as Sony became Nintendo's competition after building Nintendo's gaming consoles for many years, IBM found that Lenovo started to develop their own computers whilst they were building computers for IBM.

Belcourt (2006) points out that the transitioning of services out of the organisation can cause the culture to be fragmented, which often leads to displaced employees, often these are forced to work for the service provider. The effects of fragmentation does not end with the affected employees, often affecting those remaining behind in the organisation left feeling resentful (Belcourt, 2006), organisations need to be cognizant of this and address issues with the remaining employees, the cost of these employee interruptions have not fully been studied and are currently unknown (Bock et al., 2012).

As discussed, cost is considered as one of the main factors when organisations consider transitioning activities and developing hybrid service delivery models. Holweg, Reichhart, and Hong (2011) reviewed previous literature and concluded that there are three types of cost, namely static, dynamic and hidden

costs. Their research found that static costs are as per the contract and the expected volumes, dynamic costs come as a result of various factors such as changes to processes internal to the organisation that have not included the service provider and as a result are being charged as out of contract services, and finally, hidden costs - these include changes in foreign currency, particularly for organisations that offshore their services; other costs, as highlighted by their research, suggests that these are changing energy costs and changes in political climate that lead to changes in legislation; from the examples listed, it can be concluded that hidden costs make it difficult for organisations to account for them (Holweg et al., 2011).

2.4.1 *Proposition:*

Based on literature and organisational papers reviewed, an assumption can be made that evidence exists that the following factors are drivers behind organisations moving towards hybrid service delivery models

- Efficiency and cost
- Control and compliance
- Effectiveness and agility
- Legislation
- Corporate Policy / Business Management

These are deemed as contributors to the successful transition to shared services and/or to an outsourced service provider. Literature suggests that the success of moving to a hybrid model is fundamentally based on the approach and change management techniques employed by the management of the organisation.

2.5 Conclusion of Literature Review

Literature highlights that organisations have been consistently looking at ways of removing cost from their operational costs in an attempt to become more profitable and allow the core of the organisation to focus on the activities that add value and generate cash for the organisation. These iterations can be seen

back as far as the 1890's (Chandler, 1964), limited literature exists from the 1970's and 1980's, however some later research reference activities that took place in this period; the bulk of the literature for shared services and outsourcing can be found from the 1990's to present day.

The ability to be flexible in the current market requires that organisations be agile, and are further able to make decisions focused around their core activities and how they move to market. The idea of shared services and outsourcing is by no means new, this research introduces a relatively new terminology for organisations operating with shared services and outsourcing partners, referred to as a hybrid service delivery model.

It is clear from the literature that the transition to a hybrid service delivery model is a process and that organisations cannot merely sign a contract and move activities to other parties, be they internal or external. Whilst many believe that organisations can move almost all activities to these environments (CEB, 2013a, 2013b; Deloitte, 2013; Everest, 2015; Fersht et al., 2013), it must be noted that the view is from those who are enablers and negotiators of services. Therefore whilst their knowledge needs to be recognised, it cannot be used in isolation to make the decision to move to a hybrid services model.

There are possibly equal amounts of literature that vote for and against the hybrid model, but all agree that the issue is not with the model itself, but that the issues organisations have experienced are as a result of understanding the activities within their organisation in relation to the number of iterations of the same process and an understanding of how issues are resolved. The issue of transactional errors often only becomes apparent when moving to a hybrid model as a result of measures put in place to track these, which frequently did not exist in the original process.

Literature highlights that there are three main drivers that organisations pursue in an attempt to define their operational models; an additional two sub drivers were identified during the literature review.

The primary driver mentioned consistently is *efficiency and cost* which comes across almost all of the literature review papers that debate hybrid models, be they shared services or outsourcing, the importance of these two is that in wanting to save costs, organisations need to self reflect and clean up activities being performed, to ensure that only critical activities remain without hampering the organisational activities, an example of these activities can be seen as reports that are prepared monthly with no real focus or purpose which adds value to the organisation.

The second driver mentioned is *control and compliance*, all literature reviews refer to this driver as a key requirement, however it is highlighted that some organisations fail as a result of implementing this in the incorrect context. Literature highlights that managers that manage service providers through contracts are hampering the relationship as opposed to aiding the organisational requirements.

The third key driver identified is *effectiveness and agility* - often organisations attempt to move to a hybrid model to allow them to react to market demands and believe that if they are focusing on their core activities, they will be able to so; there is also evidence that organisations believe that this can be done by moving a switch similar to turning on a light bulb. The reality, as highlighted by Freytag et al. (2012), is that this requires a high degree of change management and consistent relationship management.

The final two drivers, namely legislation and corporate policy / business management, are mentioned across limited literature reviews, this can be expected as these drivers are limited to certain organisations operating from within countries where political and legislative issues drive some of the organisations strategic decisions.

2.5.1 *Proposition:*

Based on literature and organisational papers reviewed an assumption can be implied that evidence exists that the following factors are drivers behind organisations moving towards hybrid service delivery models

- Efficiency and cost
- Control and compliance
- Effectiveness and agility
- Legislation
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These are deemed as contributors to the successful transition to shared services and/or to an outsourced service provider. Literature suggests that the success of moving to a hybrid model is fundamentally based on the approach and change management techniques employed by the management of the organisation.

CHAPTER 3. RESEARCH METHODOLOGY

This section declares the methodology used to address the problem statements identified in the literature discussed in the previous chapter, the initial approach and the subsequent steps taken to validate the methodology, and to either accept the proposition or determine if further studies should be pursued.

This research was conducted in two phases. Phase one involved understanding the literature available in order to understand the facilitators or drivers and the impediments that organisations needed to identify, table 4 and table 5 in the appendix map the authors to the drivers and facilitators identified, in order to successfully move into a hybrid service delivery model, a model that had been developed using data-driven FCM methodology (Stacey, 2015) to understand the relationships between the various drivers and the facilitators or drivers and the impediments.

Phase two involved approaching managers of organisations that currently operate hybrid service delivery models or are evaluating the move to this type of organisational model. It was also viewed as important to contact managers of organisations receiving the service from these outsource organisations to allow for input to ensure that the information was collated across the entire value chain. This enabled the research to confirm if the facilitators or drivers and the impediments form part of the criteria to be satisfied before organisations move to a hybrid service delivery model.

3.1 Research methodology

There are various methods of conducting research -the first method is known as quantitative, a qualitative developed as a result of the quantitative method having gaps that did not the methodology to be used in all scenarios as a result of further development in the research arena an additional method was introduced namely the mixed methods (Tashakkori & Creswell, 2007). Olson (2013) argues that whilst each of the methods have their respective strengths,

he concludes that, irrespective of the method, there are two issues that need to be addressed upfront before selecting a model.

The first issue is that of the lack of definitions that can be articulated in such a manner that the general person is able to understand, the second is that the focus is placed on the methodology and not on the basic assumptions of the two models being used (Olson, 2013). A key to doing research and selecting models to analyse a topic is that the researcher does not build hypotheses before completing the study, this approach can be observed in objective research (Olson, 2013). On the opposite side of the spectrum is subjective research, this type of research accepts that theories differ yet they can still be valid.

The methodology approach used in this research paper can be considered semi-quantitative as a result of using a data driven FCM, to answer the problem statement. The use of a data driven approach enables the FCM model to manage the variability of the relationships within the model (Stacey, 2015).

3.2 Research Design

During the literature review, criteria on the facilitators or drivers and the impediments, needed to introduce hybrid service delivery models in organisations were recorded. The following criteria were highlighted as key drivers that organisations consider as identified by Belcourt (2006), Fersht et al. (2013), Paagman et al. (2015);

- Efficiency / Cost
- Control / Compliance
- Effectiveness / Agility
- Legislation
- Corporate Policy / Business Management

The key facilitators were identified as the following:

- Reduced Cost Structure of Operations
- Improved Quality of Operational Data enabling management decisions
- Improved Performance Management of Operations
- Better use of Automation (Leaner organisation)
- Greater Scalability of Operations
- Greater Accountability of Operations Staff to Deliver Value
- Greater Control over Functions / End-to-End Processes
- Greater Standardization of Processes IT Enabled Business Processes
- Greater Compliance with Operations
- Greater Collaborative Culture with Internal Business Unit Managers
- Greater Collaborative Culture with Managers and Staff in the Service Provider teams
- Tactical improvements to Operations and Processes
- Centralized and Coordinated Governance
- Innovations to Operations and Processes (unique / new methods)
- Integrated Sourcing Strategy across the BUs, Shared services and Outsourced services
- Developing Talent which aligns Corp Goals with Ops Strategy

Once the initial structure had been developed, a review of the available literature allowed for each of the above items to be allocated a score based on the numbers of times each item was mentioned across the various research journals or professional documentation from various consulting houses. A FCM model diagram was developed based on the literature and can be reviewed in the appendix (Figure 4 FCM Literature Model).

3.3 Population and sample

3.3.1 *Population*

The population for this research focused on organisations that currently employ hybrid service delivery models. It further included organisations that have not

yet employed this model but are currently evaluating the criteria in order to understand which are the drivers required for their specific organisation and the desired output. The spread of the respondents was an almost equal split in service providers, be these internal to an organisation or external service providers, and of the respondents who indicated that they are recipients of the service, with only a small number of the total respondents indicating that they are investigating the use of a hybrid service delivery model. The respondents selected to participate in the completion of the model ranged from Executive to senior managers across a variety of organisations within various countries.

3.3.2 *Sample and sampling method*

The research consisted of a survey that was distributed to the various organisations and industry experts who rated the importance of the facilitators to the drivers presented. The survey was completed by organisations that operate within the hybrid services environment, both from a service provider and recipient perspective as well as organisations that are currently considering moving. Table 2 gives an indication as to the profile of the organisations that participated in the survey.

Table 2: Profile of Respondents

Organisation	Location
Anglo American	South Africa / United Kingdom
Coal South Africa	South Africa
Coal Australia	Australia
Caaps	Australia
Scan Services	Australia
Kumba Iron Ore	South Africa
ADEPT	South Africa / United Kingdom
Accenture	South Africa / United Kingdom

Organisation	Location
Genpact	South Africa
British Petroleum	South Africa
South African Breweries	South Africa
ABSA	South Africa
Standard Bank	South Africa
Outsource Magazine	United Kingdom
SASOL	South Africa
Vodacom	South Africa
Everest	United States of America
Intellection	South Africa
BPESA	South Africa
Racing and Wagering	Australia
First National Bank	South Africa

3.4 The research instrument

The data were collected as per APPENDIX B. The survey was limited to the information collated during the literature review to ensure that respondents rated the facilitators based on the drivers identified.

The survey consists of sixteen facilitators that respondents need to consider; these were rated to the drivers of the decision that enable organisations to transition to a hybrid service delivery model.

The data were collated upon closure of the survey and entered individually into a master model; this enabled the researcher to understand the variances between the respondent organisations and the literature that had been used to develop the model. Figure 3 gives an indication as to the results collated from

the literature review. As an illustration, it can be deduced from Figure 3 that from the literature reviewed, research indicates that although Efficiency and Cost is the primary driver to consider, innovations relating to the processes within the organisation and their effect will be limited.



Figure 3: Model output results from literature review

3.5 Procedure for data collection

The survey was distributed to organisations that currently employ a hybrid service delivery model, to service providers and industry experts; through these contacts the survey was distributed to organisations considering implementing a hybrid service delivery model.

3.6 Data analysis and interpretation

APPENDIX C shows the output of the results that had been collated during the literature review. The analysis of the data consisted of first inputting each

individual's responces into the model and reviewing their output in comparison of the other respondents, the data were then reviewed based on the ranking of the consolidated responses and the consensus of the responses. Once the collation of data was completed, the results were compared to the literature review to understand the variances and how they would influence the decision to move to a hybrid service delivery model. As a result of using a data driven FCM model, the initial values where divided two a total of six times, to ensure stability in the model.

3.7 Limitations of the study

Trust levels from the participants in the study need to be taken into account; if they are not comfortable in discussing the realities of their organisations, it may distort the findings. Due to the model being developed from literature, it may be that components exist in certain industries that have not been highlighted through the literature. If this risk materialises, it will result in some rework of the methodology to be used.

3.8 Validity and reliability

A degree of confidence existed that the participants would respond in an open and honest way, and that the collation of information based on the existing literature review would represent the arena and scope of work being covered by this research paper.

3.8.1 *External validity*

Messick (1987) intimates that it is necessary to test results against real world scenarios. The benefits gained by organisations adopting hybrid models can be subjective as a result of a variety of factors, namely that the respondents to this research may have joined post the implementation of hybrid services and as a result are not fully aware of the initial requirements for the model. The scope of what is being measured by any mechanism and the intention to which activities

are being measured is considered the validity of the mechanism (Carmines & Zeller, 1979).

In conducting research, it is accepted to generalise findings as a result of the research having been conducted on specific samples of data, external validity refers to this generalisation of results based on the population observed (Lucas, 2003). The industry differences should further be considered; an organisation that has high volumes of activities will experience significantly more savings than one with few volumes. Consideration should also be made on the standardisation of processes; organisations that are not able to standardise process will not benefit from hybrid service delivery models.

3.8.2 *Internal validity*

As part of the validity testing of internal sources, Messick (1987) recommends looking for confounding influences, from the literature review we understand that there are some sources that do not agree with the principles of shared services or outsourcing and intimate that many fail within two years (Freytag et al., 2012; Mullin, 1996). The sources that agree and promote shared services and outsourcing, agree that there are challenges in setting up and maintaining these models, however the issues that arise are not as a result of the models but due to lack of understanding by the organisations (Belcourt, 2006; Benito et al., 2012; Ganguli & Roy, 2010; Sharma & Loh, 2009).

The research used the same model throughout the various interactions with the respondents to ensure consistency; additional information that were highlighted were dealt with outside of the model and are reviewed in the discussion of the results.

3.8.3 *Reliability*

The consistency of the data collection and the method in which the data is managed and consolidated for analyses ensured a level of reliability specifically if the result can be repeated at each stage of the research. As discussed that whilst there is a high degree of confidence that the respondents behaved with

honesty and integrity, the recording of the data was done in Qualtrics to ensure that all respondents were presented with identical questions.

CHAPTER 4. PRESENTATION OF RESULTS

4.1 Introduction

The purpose of this chapter is to present the results collated from the survey distributed to the relevant organisations and/or industry professionals. The results are linked to the findings deduced from the literature review and determine if drivers identified are relevant in the context of the organisations and industry experts that participated in the survey.

The results of each respondent have been consolidated and inputted into a data driven FCM model individually. The model was designed to evaluate individual inputs from organisations or individuals, the results of the survey have been analysed through the interpretation of the spread of results across the questions posed and the level of consensus by the respondents across various facilitators and the drivers. This was done to ensure that the detail was not lost through the consolidation of data.

The functionality of data driven FCM models operate with what are known as drivers and facilitators. For the purposes of this research, the survey was concentrated to the relationship between the five drivers and the sixteen facilitators, the individual relationships between each of the facilitators was left unchanged from the literature findings. This was done to reduce the number of permutations the respondents had to complete, had this approach not been taken respondents would have had to complete over three hundred permutations, as opposed to the eighty permutations presented to respondents.

4.2 Results Analysis

The results of the survey were reviewed in a data driven FCM model using Excel to enable the interpretation of the results. This has allowed the interpretation of the results in a consolidated view without distorting the individual results represented by each of the respondents. The purpose of the research was to develop a model to aid organisations to evaluate their drivers to

move to a hybrid service delivery model and to allow organisations that currently employ the model to evaluate their organisation by linking the evaluations from the findings to existing literature.

4.2.1 *Drivers*

The survey requested that users rank the drivers presented to them in order of priority. The analysis of the drivers used in the model indicates the respondent's consistency between the research conducted indicating that the order of priority of the drivers to be considered before transitioning to a hybrid service delivery model is as follows:

1. Efficiency / Cost
2. Effectiveness / Agility
3. Control / Compliance
4. Corporate Policy / Business Management
5. Legislation

The results of the respondents in ranking the drivers presented in the survey indicated that Efficiency / Cost is the primary driver for moving to a hybrid service delivery model. The responses analysed indicate that the respondents rated Effectiveness / Agility as the next driver for shared services followed by Control and compliance rated as the third most important driver when selecting a hybrid service delivery model.

The results analysed from the survey further reveal that the respondents felt that Corporate Policy and Business Management was the fourth most important driver, the respondents indicated that Legislation is the least important driver of the five drivers presented in the survey. Research indicates that the results of the drivers should not be used for interpretation exclusively; the results should be viewed together with those of the facilitators.

4.2.2 *Facilitators*

The model developed included sixteen facilitators linked to the five drivers, these were not presented in a particular order within the survey to ensure that responses were not influenced by industry expectations. The facilitators that ranked the highest in the mean value almost always had the greatest spread of respondents across the scale; from the literature review, this can be attributed to the maturity of the organisation, the duration that the organisations have been embracing a hybrid service delivery model and the view of those that are investigating transitioning to the model.

The facilitators are listed below according to the mean values generated from the survey:

1. Greater Control over Functions / End-to-End Processes
2. Greater Collaborative Culture with Managers and Staff in the Service Provider teams
3. Improved Quality of Operational Data enabling management decisions
4. Improved Performance Management of Operations
5. Reduced Cost Structure of Operations
6. Greater Standardization of Processes IT Enabled Business Processes
7. Developing Talent which aligns Corporate Goals with Operations Strategy
8. Greater Accountability of Operations Staff to Deliver Value
9. Innovations to Operations and Processes (unique / new methods)
10. Greater Compliance with Operations
11. Centralized and Coordinated Governance
12. Greater Collaborative Culture with Internal Business Unit Managers
13. Integrated Sourcing Strategy across the BUs, Shared services and Outsourced services
14. Better use of Automation (Leaner organisation)
15. Tactical improvements to Operations and Processes
16. Greater Scalability of Operations

The mean of the respondents indicated that organisations are seeking greater control over functions / end-to-end processes, it can be inferred that organisations want to concentrate on their primary functions and not focus on the transactional activities. Respondents indicated that having a collaborative culture with the service provider is the second most important aspect when moving to a hybrid service delivery model, reasoning that a high number of the respondents have a developed level of maturity and trust in their service providers. A considerable number of the respondents felt that they would have an improved quality of operational data, which would enable management decisions across the organisation followed by a high number of the respondents who felt an improved performance management of operations is critical to a hybrid service delivery model.

The results of the survey indicate that whilst the reduction of the organisational cost structure is important, the respondents of the survey indicated that it is no longer the most important factor in the implementation of a hybrid service delivery model, ranking as the fifth highest scoring facilitator, the consensus from the respondents indicated a reasonably high spread from the selected audience which ranged from those still thinking of implementing a hybrid service delivery model to organisations that have more than ten years experience. The view on cost shows that organisations are no longer merely looking at the organisational structure, but at the mechanics of the organisation that can aid in cost savings and therefore efficiencies.

For some organisations, the use of information technology is merely an enabler for them to achieve an end result. The respondents of the survey believe that organisations need to standardise their IT enabled processes in view of reducing complexity in the organisation. Respondents felt that developing talent, which aligns corporate goals and operations strategy, the responses gathered for this point demonstrated the second largest spread of the data collated. By implication, focusing the various departments within the organisation on their core competencies, respondents believe that organisations can hold their operational staff more accountable to deliver value to the organisations, as they are not focused on the transactional activities. The ability to introduce

innovation to operations and process had the lowest consensus in the responses collated from the respondents and had a final rating of eight in the list of important factors to consider.

The survey revealed that respondents were less certain that moving to a hybrid service delivery model would improve the current compliance from operations; a reasonable level of consensus was achieved in the responses analysed. Respondents rated centralised and co-ordinated governance as the eleventh facilitator for moving to a hybrid service delivery model, this facilitator had the third highest consensus in the scoring observed during the analysis of the results.

As with compliance from operations, the respondents felt that organisations may not benefit from a greater collaborative culture with internal business unit managers, a slight reduction in consensus to the compliance from operations facilitator was noted here. Respondents indicated that it is of importance for organisations to have an integrated sourcing strategy across the business units, and the hybrid service delivery providers, the consensus for this facilitator placed second in the overall findings, showing a level of agreement across all the respondents.

Respondents further rated that by moving to a hybrid service delivery model, it may not bring about better use of automation for the organisation. The respondents further rated that tactical improvements to operations and processes would not be necessarily achieved through a hybrid service delivery model. The final facilitator ranked by the respondents was that of greater scalability of operations, whilst this is the lowest ranked facilitator in the survey, it is also the one with the highest consensus in the responses analysed.

CHAPTER 5. DISCUSSION OF THE RESULTS

5.1 Introduction

This chapter discusses the results of the survey, referencing the literature on the requirements and impediments of hybrid service delivery. The discussion compares the results collated from the survey respondents to the existing literature to understand if from the base used, organisations are evolving from the traditional cost saving mind set to hybrid service delivery to a more evolutionary approach of benefitting from other factors that can support the organisation towards a sustainable environment.

The proposition stated that there are five key drivers supporting organisations decisions to move from a traditional business model to a hybrid service delivery model. The discussion rates these in order of priority and integrates these with the sixteen facilitators that were used in the model.

5.2 Results pertaining to the proposition

The results were consolidated and analysed, based on the mean and the standard deviation of the respondents to each of the facilitators.

5.2.1 *Drivers: Efficiency / Cost and Control / Compliance*

Based on the mean ranking, it is evident that the respondents primarily want greater control over functions / end-to-end processes within their organisations when operating within a hybrid service delivery model. In a presentation by Everest (2015) to an organisation that participated in the survey, they contend that one of the design principles of a hybrid model is to serve as a platform for the development of end-to-end process excellence and to facilitate the capability to introduce end-to-end process expertise. Fersht et al. (2013) intimate that hybrid service delivery models enable mature organisations to deliver and optimise end-to-end processes, giving them the ability to associate unrelated systems, transactions and process owners. The view is supported by

research completed by Herbert and Seal (2012), in which their findings indicate that the establishment of a hybrid service delivery model leads to an approach consistent with an end-to-end process methodology.

Driver: By organisations having greater control over functions / end-to-end processes it can be implied that they will be satisfying the ***efficiency / cost*** *and the* ***control / compliance*** *drivers identified as part of the five drivers that aid the transitioning to a hybrid service delivery model.*

5.2.2 *Drivers: Effectiveness / Agility*

Respondents indicated that having a collaborative culture between the organisation and the service provider as the second most important facilitator, however prior research has proposed that organisations are changing their mind set to a collaborative approach to ensure that the service provider is seen as an extension of the organisation, enabling decision making to be a facilitated process (Belcourt, 2006). Traditionally the relationship with a service provider has been seen as an 'us and them' (Belcourt, 2006; Blake et al., 2014; Gosselin, 1997; Relph & Parker, 2014). Other findings suggest that due to the symbiotic nature of organisational process and the need for ensuring a successful outcome as per the contractual agreements, an incentive for a collaborative culture between both parties is high (McIvor et al., 2011).

Driver: Having a progressive relationship with the service provider intimates that an organisation could be more ***effective and agile****.*

5.2.3 *Drivers: Efficiency and Agility*

Gewald and Dibbern (2009) highlighted many risks in moving to a hybrid service delivery environment and determined that the increase in quality of work was rated highly through the respondents to their survey. The findings of this survey are similar in which organisations are looking for ways to move work to specialists, knowing that the quality of the operational data will be higher than they could achieve internally. By employing a hybrid service delivery model, a considerable number of the respondents felt that they would have an improved

quality of operational data, which would enable management decisions across the organisation. A high number of the respondents felt an improved performance management of operations is critical to a hybrid service delivery model. These two responses tie into the literature reviewed and recommendations by Benito et al. (2012), in which organisations need to move away from the thinking based solely around cost reduction.

*Driver: The improved quality and performance management within the organisation will enable the organisation to become more **efficient** at delivering their service and conceivably provide the organisation with information to be more **agile**.*

5.2.4 *Drivers: Efficiency / Cost*

Organisations have been, for many years, attempting to reduce the cost structure of their operations through the implementation of technology or through the business process reviews (Aguirre et al., 1998; Chandler, 1964). The results of the survey indicate that whilst the reduction of the organisational cost is important as a driver of the process, the respondents of the survey demonstrate that it is no longer the most important factor in the implementation of a hybrid service delivery model, this is evident by the ranking of the facilitators to enable the process. Manning et al. (2008)'s research indicates that organisations are no longer just focusing on the cost reduction aspect when considering alternative operating models, and concluded that organisations want to access more specialised talent that service providers offer. Their research does not reject the cost reduction element be it through labour arbitrage or other cost savings, however it does conclude that it is becoming less important. They continue that organisations in general lack an understanding of the drivers within their organisations, which ultimately complicates the move to a hybrid model. Bock et al. (2012) concluded that changes to the organisational structure focused purely on cost savings did not yield its promised results as it can prompt unforeseeable costs.

*Driver: Whilst the **cost** driver came across in all the reviews completed and was ranked together with **efficiency** as the highest ranking driver it is evident from*

the interpretation of the facilitators that cost on its own is no longer the most important factor, but still very relevant.

5.2.5 *Drivers: Control / Compliance and Corporate Policy / Business Management*

For some organisations, the use of information technology is merely an enabler for them to achieve an end result. The respondents of the survey believe that organisations need to standardize their IT enabled processes, with a view to reducing complexity in the organisation. According to Yang and Huang (2000), it can allow organisations access to technology and skills without having to build internal capability and further give the organisation the ability to move with technology, based on the partner they have chosen (Paagman et al., 2015).

Driver: The theory here is that if a service provider manages technology, functions with the organisation would not be able to procure software and implement without having obtained approval from the relevant structures, therefore by implication resulting in the ***control / compliance*** *and by way of interpretation the* ***corporate policy / business management*** *drivers being satisfied.*

5.2.6 *Drivers: Legislation and Corporate Policy / Business Management*

Organisations can avoid the expense of developing internal talent through the use of a hybrid service delivery model, specifically for unique skills sets whereby organisations have to pay for staff retention but at the cost of minimal utilisation thereby reducing their labour costs (Benito et al., 2012). Whilst respondents felt that developing talent, which aligns corporate goals and operations strategy, the responses gathered for this point demonstrated the second largest spread of the data collated, indicating and supporting various views that, through the selection of hybrid models, organisations will reduce their internal need to develop talent (Lewin & Volberda, 2011; Paagman et al., 2015). In their research, Lewin and Volberda (2011) contend that organisations

may still be required to develop talent in the form of the teams that will manage and oversee the relationship with the service provider.

*Driver: The discussion on talent links closely to **legislation** in various countries, where some countries do not allow for activities that have been completed internally to be transitioned to other countries. The ability for the organisation to enable itself to be exposed to external talent, links to the driver of **corporate policy / business management**.*

5.2.7 *Drivers: Corporate Policy / Business Management*

By focusing the various departments within the organisation on their core competencies, organisations can hold their operational staff more accountable to deliver value to the organisations as they are not focused on the transactional activities and are therefore able to focus on their organisational priorities (Paagman et al., 2015).

*Driver: The point that organisations want staff to be more accountable can be linked to the **corporate policy / business management** driver defined in this research.*

5.2.8 *Drivers: Effectiveness / Agility and Efficiencies*

The ability to introduce innovation to operations and process had the lowest consensus in the responses collated from the respondents. This finding was similar to that of Paagman et al. (2015) in their research, whilst not highly considered by most organisations, a few believe that by introducing a hybrid model to their organisations, it will expose the organisation to best practices across multiple organisations that could be adopted.

*Driver: In relation to innovation the exposure to other practices may enable the organisation to become more **effective and agile**, however it may also compromise the organisations' position should the service provider share its **efficiencies,** it could lose any industry advantage it may have accumulated over time.*

5.2.9 *Drivers: Control / Compliance*

Aguirre et al. (1998) intimate that the board of an organisation is responsible to ensure compliance at a strategic level, including their involvement in mediation and resolution of significant disagreements between the organisation and the service provider. The results indicate that in relation to compliance of operations, respondents placed this as the tenth most important facilitator. Other research has concluded that organisations need to use multiple strategies to ensure compliance and shape commitment from all parties (McIvor et al., 2011).

Driver: Intimating that organisations recognise that regardless of the model within which they operate, there is a need for ***control / compliance.***

5.2.10 *Drivers: Control / Compliance and Corporate Policy / Business Management*

The respondents of the survey indicated that centralised and co-ordinated was the eleventh most important reason for moving to a hybrid service delivery model, this was the third highest facilitator in terms of consensus. Ramphal (2013)'s research intimates that centralised and co-ordinated governance forms part of the key success factors of a hybrid service delivery model, and concludes that strong governance is essential to the success of the model.

Driver: By implication, having a centralised and co-ordinated governance will facilitate the ***control / compliance*** *and drive the* ***corporate policy / business management*** *within the organisation.*

5.2.11 *Drivers: Corporate Policy / Business Management*

A risk to implementing a hybrid service delivery model is that the organisation may limit the establishment of mutual links between employees and reduce the impending need to build a strong internal culture (Raiborn et al., 2009). Hybrid models can further lead to a fragmentation of the organisational culture, caution is advised to organisations planning to move activities be these finance, human

resources or information technology to name a few, that the organisation remains cognizant of activities that require a sound understanding of the organisation to ensure effective results (Belcourt, 2006). Other research contends that the effects on the internal culture due to implementing a hybrid service delivery model can be related to the pace of change and the long-term vision of the organisation (Fersht et al., 2013). Organisations that embrace organisational transformation are more likely to succeed at the implementation of a hybrid service delivery model (Bock et al., 2012). In effect the successful implementation of a hybrid service delivery model can be associated with organisations that are already creative, which are organisations that are strategically flexible and embrace organisational model innovation (Bock et al., 2012). The respondents to the survey indicated that a greater collaborative culture with internal business managers as not so important, with a respectable level of consensus amongst the results collated.

Driver: The research implies and highlights a few plausible issues with transitioning to a hybrid service delivery model, denoting that organisations need to ensure that ***corporate policy / business management*** *is considered when adapting the organisation to a new operational model.*

5.2.12 *Drivers: Control / Compliance*

The success of an integrated sourcing strategy within the organisations moving to a hybrid service delivery model is dependent on the support service outsourcing agreements, between the organisation and the service provider (Raiborn et al., 2009). The symbiotic relationship of organisational processes increases the need for synchronisation between the parties involved in the process, be these internal to the organisation or external (Gerbl et al., 2015). Having an integrated sourcing strategy may further mitigate the uncertainty as to how to document a process or procedure in a contract and will allow the organisation and service provider to work through issues as they arise (Gerbl et al., 2015).

Driver: Indicating that the organisation will gain ***control and compliance*** *of its sourcing strategy.*

5.2.13 *Drivers: Efficiency / Cost*

Through the use of automation, organisations have been able to realise a cost saving in their administrative expenses and find improvements in efficiencies and a level of standardisation in their processes (Ramphal, 2013). Other research indicates that organisations could save more on costs should they do their own process re-engineering and implement automated processes in-house as opposed to outsourcing process (Belcourt, 2006). The survey results indicate that organisations employing the model will not necessarily become leaner through the automation of processes. It can be assumed this is as a result that the process is already with the service provider and therefore if automation is applied to any processes, the benefits will be within the service providers environment, Belcourt (2006) highlights that organisations should consistently manage the service provider to ensure that they understand how the activities are being performed at the service provider, and that efficiencies and cost savings employed by the service provider should be transferred to the organisation.

Driver: By not having to focus and pursue automation techniques at their own ***cost,*** *organisations will reduce their capital expenditure whilst enjoying the* ***efficiencies*** *gained from the end-to-end process changes employed by the service provider.*

5.2.14 *Drivers: Effectiveness / Agility*

The ability to deliver tactical improvements to operations was rated as the second least important facilitator to transitioning to a hybrid service delivery model with a substantive level of consensus amongst the respondents. Gerbl et al. (2015) contends that the level of tactical improvements in organisations is dependent on the hybrid model selected, concluding that using a local and independent partner may result in a high value relationship as a result of direct contact with the customer, whereas an offshore captive model will result in minimal value. The finding corresponds to research completed by Fersht et al. (2011) that indicates that in comparison to strategic value being delivered by the

transition to a hybrid service delivery model, tactical value delivers the least benefit.

Driver: Based on the findings and under specific conditions, the organisation may be able to benefit from being more ***effective and agile****.*

5.2.15 *Drivers: Efficiency / Cost*

Respondents rated the scalability of operations as the least important variable out of the sixteen presented to them, the responses reviewed indicated that the highest level of consensus was recorded in the analysis for this facilitator. Fersht et al. (2011) intimate that scalability is limited to the activities being taken on by the service provider and not necessarily the remaining activities within the operation. An organisational specific study completed by Everest (2015) intimates that the organisation would achieve flexibility through the ability to scale in relation to its ability to expand and contract at the operations. By giving the organisation the ability to spread the activities over a larger pool of resources, organisations are able to achieve a level of scalability at the operations (Paagman et al., 2015).

Driver: By implication as a result of organisations being able to be scalable, it implies that organisations are able to become more ***efficient and cost*** *conscious.*

It is largely agreed within the literature that organisations that place control and compliance as a priority for moving to a hybrid service delivery model do not understand what they are trying to achieve or the drivers of their respective organisations (Belcourt, 2006; Deloitte, 2013; Ramphal, 2013). Whilst limited research has been done on the impact of corporate policy / business management and legislation on hybrid service delivery models, Belcourt (2006) concludes that organisations need to understand their own business before attempting to drive a business through a policy.

5.3 Summary

It is evident that organisations still consider cost reduction as a key factor when choosing to move to hybrid service delivery model. From the literature reviewed, it is further evident that organisations have their own motivations driving the transitioning to this type of model; these could be circumstantial, economic or personal.

The research proposes that the proposition set out in chapter two of this research, that efficiency / cost, control and compliance, effectiveness and agility, legislation and corporate policy / business management are acceptable drivers for organisations to evaluate when considering moving to a hybrid service delivery model.

CHAPTER 6. CONCLUSIONS & RECOMMENDATIONS

This chapter summaries and compares the findings to the problem statement and the proposition set out earlier in this document. It develops recommendations for organisations and suggests possible future research.

6.1 Conclusions of the study

The purpose of this study was to build a model that would allow organisations to evaluate their perceptions and understanding of the drivers and facilitators presented and provide them with a graphical view as to the strength, be it positive or negative, each of the drivers and facilitators would have in their organisation. APPENDIX D demonstrates a few examples of the model output extracted from the responses received.

The research proposes that there is substantial evidence to support the literature in the drivers and facilitators that organisations consider when moving to a hybrid service delivery model. In the research, it is emphasised that organisations should not merely look at the drivers without considering the facilitators. From the initial analysis of the results as described in Chapter 4, it was evident that through the ranking of the drivers in the survey, that respondents placed effectiveness / agility ahead of control and compliance when analysing the drivers separately to the facilitators. Once the facilitators were analysed and integrated to the drivers and the literature, it became apparent that the analysis requires a holistic view of both the drivers and the facilitators to ensure a complete view. By linking the results of the survey for each facilitator to each of the drivers, the ranking of the drivers largely aligns to those of the literature review introduced in the proposition, with the exception of legislation which becomes the fifth driver, this is perhaps due to the lack of research, or alternatively the countries in which the survey was completed did not highlight legislation as a concern in relation to transitioning to a hybrid service delivery model.

This research proposes that the drivers and facilitators when considering a hybrid service delivery model could be presented as per Table 3:

Table 3: Linking of drivers and facilitators

Driver	Facilitator
Efficiency / cost	Greater Control over Functions / End-to-End Processes
	Improved Quality of Operational Data enabling management decisions
	Improved Performance Management of Operations
	Reduced Cost Structure of Operations
	Innovations to Operations and Processes (unique / new methods)
	Better use of Automation (Leaner organisation)
	Greater Scalability of Operations
Control / compliance	Greater Control over Functions / End-to-End Processes
	Greater Standardization of Processes IT Enabled Business Processes
	Centralized and Co-ordinated Governance with Ops Strategy
	Integrated Sourcing Strategy across the BUs, Shared services and Outsourced services
	Greater Compliance with Operations
Effectiveness / agility	Greater Collaborative Culture with Managers and Staff in the Service Provider teams
	Improved Quality of Operational Data enabling management decisions
	Improved Performance Management of Operations
	Innovations to Operations and Processes (unique /

Driver	Facilitator
	new methods)
	Tactical improvements to Operations and Processes
Corporate Policy / Business Management	Greater Standardization of Processes IT Enabled Business Processes
	Greater Accountability of Operations Staff to Deliver Value
	Developing Talent which aligns Corp Goals
	Centralized and Coordinated Governance with Ops Strategy
	Greater Collaborative Culture with Internal Business Unit Managers
Legislation	Developing Talent which aligns Corp Goals with Ops Strategy

6.2 Management Recommendations

The review of the literature highlighted that the method chosen to move to a hybrid service delivery model is dependent on many factors, including that of the existing culture within the organisation and the service provider that will facilitate them to transition to the model. The focus of the management team needs to be on why the organisation is choosing to alter their operational process. The understanding of the current business drivers that enable the business to operate are crucial. It is evident in the literature that organisations that do not currently understand their business will fail at transitioning to a hybrid service delivery model. By implication, the maturity of the organisation and its management will play a large role in the success of the transition.

Research indicates that only thirty per cent of organisations that transition to this type of model will not renew their contract with the service provider, however there is insufficient substantial research to understand if these

organisations re-established the activities in-house or if they moved to a different service provider. Whilst this study did not include in its scope the selection and transitioning to a service provider, the literature reviewed cautions organisations to select vendors that have a similar culture to the organisation.

The literature review highlighted within its conclusion that organisations want to be agile. The research suggests that for organisations to become more agile when moving to a hybrid service delivery model, that they would need to build sound relationships with the service provider and develop a collaborative culture. The choice of service provider would enable them to increase / improve their data quality, as a result of more specialist teams performing the activity which would ultimately enable the organisation to make management decisions with an improved degree of confidence in the data.

Whilst literature cautions against managing the service provider through a contract, the contract and its associated measures can be used to track the progress of the organisation and understand its difficulties. Literature highlights that organisations can benefit from the improved performance management that organisations gain by moving to a hybrid service delivery model and the results of the survey support this finding.

It is evident that most of the respondents chose efficiency and cost when they were asked to rate the drivers, however upon presenting them with the facilitators and requesting them to rate the importance to each of the drivers, cost is no longer the most important variable. It can be inferred from the literature, that organisations are looking to control and understand the organisation from a different perspective, the research highlighted that the most important facilitator is that of control over functions / end-to-end process. The maturity of the organisation and their level of understanding will influence this facilitator and it’s ranking as was observed through the results at an individual level.

6.3 Suggestions for future studies

The model was developed to enable management to determine the drivers within their organisations, as a result of literature reviewed and criteria developed for other unrelated instruments. A broad approach was used to facilitate a manageable model and the relationship with the literature was reviewed.

6.3.1 *Recommendation to evolve the hybrid service delivery model*

The analysis of the results highlight that the model should be expanded further to enable a more detailed view of the drivers. Whilst a broad approach was used for this research, it is evident from the results that the model would benefit by further separating the drivers into individual categories as an alternative approach. Table 4, gives an indication of the proposed drivers to be used for future research. The research should further include more demographical information on the organisation and the respondents to support the notion that the maturity of the organisation plays a pivotal role in the respondents' selection of drivers and facilitators.

Table 4: Proposed changes to drivers for future research

Model drivers	Proposed future model drivers
Efficiency / Cost	Efficiency
	Cost
Control / Compliance	Control
	Compliance
Effectiveness / Agility	Effectiveness
	Agility
Legislation	Legislation
Corporate Policy / Business	Corporate Policy

Model drivers	Proposed future model drivers
Management	Business Management

6.3.2 *Potential problem statement evolution of hybrid service delivery model*

Evaluate the driver selection and the impact on hybrid service delivery models that organisations may consider, and the selected drivers as a result of the organisational maturity, as opposed to those within a traditional organisation.

6.3.3 *Significance of future studies into the evolution of hybrid service delivery models*

The study will expand on this research to enable management that have understood the drivers and facilitators in their organisation and to learn from other organisations at the same maturity level and those who have already moved to along the maturity curve. The inclusion of the demographics into future research will enable a more granular view of the drivers and facilitators depending on the level of maturity of their organisation and enable a comparison to those who have been using the model for a prolonged period of time.

6.3.4 *Additional research*

Additional research is proposed on the organisations to gain perspective as to how many organisations actually understand the drivers of their business, this suggested piece of research is not linked to hybrid service delivery models, but literature highlighted across various sources that organisations do not truly understand their business.

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APPENDIX A

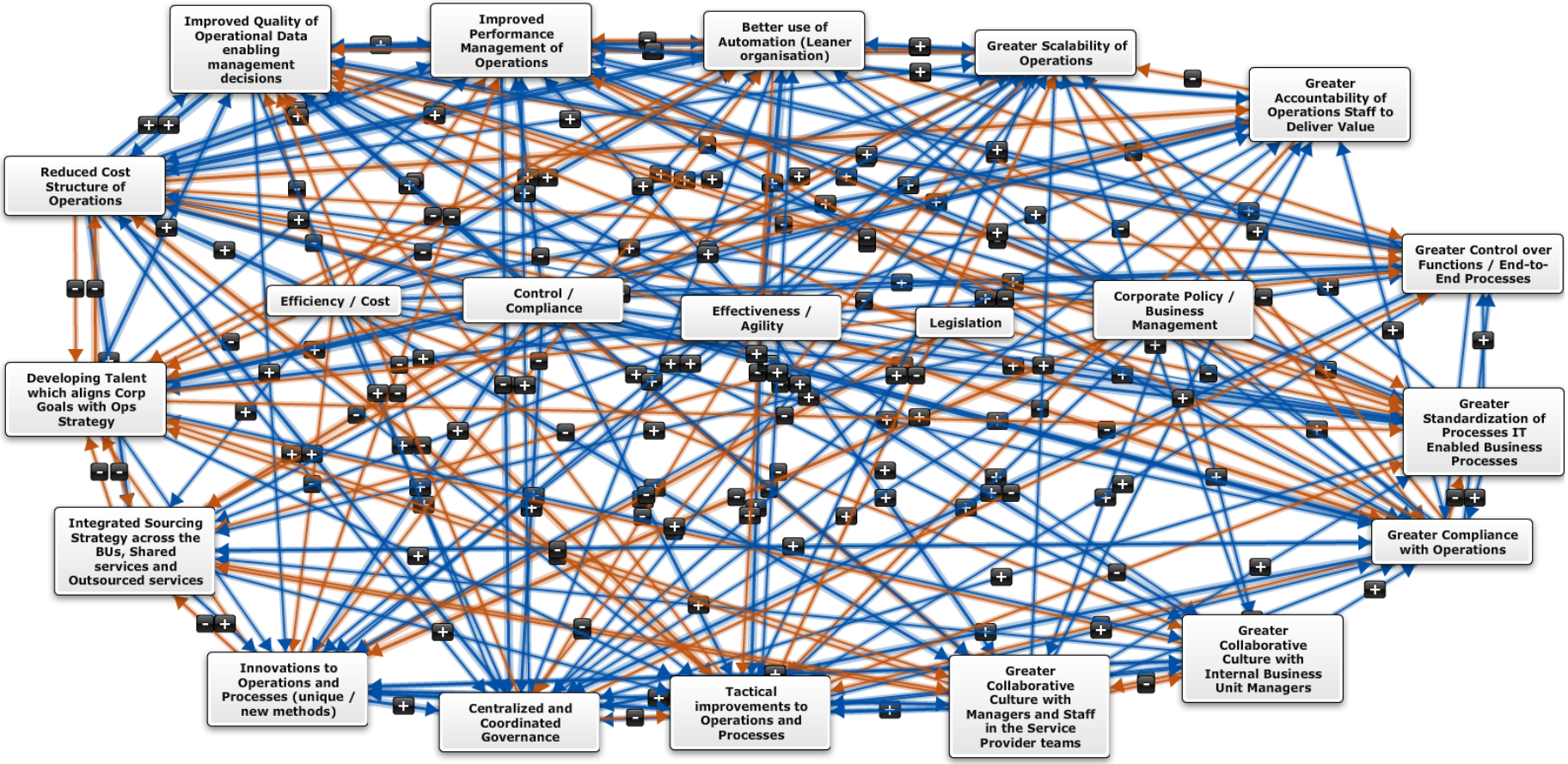


Figure 4: FCM Literature Model

APPENDIX B

Hybrid Service Delivery Survey

Introduction
The purpose of this research is to build a facilitation model to aid organisations that are investigating the efficiencies gained by moving to a hybrid service delivery model. These are the organisations that plan to employ hybrid service delivery models to aid the execution of business strategy through embedded business functions, shared services, and outsourced service providers. The model will further seek to provide guidance on the criteria required to enable organisations to successfully transition to a hybrid service delivery model.

Procedure
The questionnaire will take approximately 10 minutes or less to complete. The survey will ask you to provide detail of your experience with Hybrid Service Delivery models within your organisation.

Consent
By filling in the survey, you acknowledge that:

- **You agree to the use of the data you provide in the *Hybrid Service Delivery Survey.***
- **The data you provide is accurate to the best of your knowledge.**
- **You are in a position to provide such data.**
- **You are aware that data and identities of yourself and your organisation are kept strictly confidential and known only to the researchers.**

This survey is part of the requirements for the completion of the MBA programme at the University of Witwatersrand, c*ontinuing with this survey conveys your informed consent.*

Contact Details
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Mobile: **+27 73 030 7107**

Supervisor: **Anthony Stacey**
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In relation to the hybrid service delivery model are you a provider of services or a recipient of services?

- ◯ Provider
- ◯ Recipient

What is the status of your organisation?

- ◯ Investigating Shared Services / Outsourcing
- ◯ Shared Services / Outsourcing is part our current business model

Please rate the following based on the strength of the relationship between the item and the impact on reducing the operations cost structure?

	Negative Impact				No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to deliver improved quality of operational data to enable management decisions?

	Negative Impact				No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to improve performance management within the operation?

	Negative Impact				No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to deliver the best use of automation?

	Negative Impact				No Impact			Positive Impact

Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to deliver the greatest scalability of operations?

	Negative Impact			No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its relevance to your opinion that it might achieve in operational staff taking on greater accountability to deliver value?

	Negative Impact			No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to deliver the best governance over operations and or end-to-end processes?

	Negative Impact			No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○

Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its relevance to your opinion that it might achieve through the standardization of processes (IT Enabled Business Processes)?

	Negative Impact						Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to deliver the greatest collaboration between operations and shared services?

	Negative Impact						Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to deliver the optimum collaborative culture between internal business unit managers?

	Negative Impact						Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its relevance to your opinion that it might achieve a collaborative culture with managers and staff in the service provider teams?

	Negative Impact			No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to deliver the best tactical improvements to operations and processes?

	Negative Impact			No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to deliver the best centralized and coordinated governance model?

	Negative Impact			No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its ability to encourage the best innovation from operations and processes (unique / new methods)?

	Negative Impact			No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its relevance to your opinion that it might achieve an integrated sourcing strategy across the business units, shared services and outsourced services?

	Negative Impact			No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

Please rate the following based on the strength of the relationship between the item and its relevance to your opinion that it might achieve the best talent development program which aligns corporate goals with operational strategy?

	Negative Impact			No Impact			Positive Impact
Cost and Efficiency	○	○	○	○	○	○	○
Control / Compliance	○	○	○	○	○	○	○
Effectiveness / Agility	○	○	○	○	○	○	○
Legislation	○	○	○	○	○	○	○
Corporate Policy / Business Management	○	○	○	○	○	○	○

When considering whether to move to a hybrid service delivery model, please rank the evaluation criteria in order of importance to you.

- Cost and Efficiency 1
- Control / Compliance 2

- Effectiveness / Agility 3
- Legislation 4
- Corporate Policy / Business Management 5

APPENDIX C

Adjacency Matrix	Efficiency / Cost	Control / Compliance	Effectiveness / Agility	Legislation	Corporate Policy / Business Management	Reduced Cost Structure of Operations	Improved Quality of Operational Data enabling management decisions	Improved Performance Management of Operations	Better use of Automation (Leaner organisation)	Greater Scalability of Operations	Greater Accountability of Operations Staff to Deliver Value	Greater Control over Functions / End-to-End Processes	Greater Standardization of Processes IT Enabled Business Processes	Greater Compliance with Operations	Greater Collaborative Culture with Internal Business Unit Managers	Greater Collaborative Culture with Managers and Staff in the Service Provide	Tactical improvements to Operations and Processes	Centralized and Coordinated Governance	Innovations to Operations and Processes (unique / new methods)	Integrated Sourcing Strategy across the BUs, Shared services and Outsources	Developing Talent which aligns Corp Goals with Ops Strategy
Efficiency / Cost	Transmitter nodes					0,25	0,13	0,13	0,25	0,13	0,13	-0,10	0,25		-0,10		0,25	0,13		0,25	-0,10
Control / Compliance						0,30	0,30	0,30	0,30	0,30	0,25	0,25	0,30	0,25	0,30	0,25	0,30	0,30	0,25	0,30	0,20
Effectiveness / Agility							0,20		0,20			-0,10		-0,10		-0,10	0,13	0,13		0,13	0,20
Legislation						0,30	0,25	0,20	0,25	0,25	0,13	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,20
Corporate Policy / Business Management						0,25	0,20	0,20	0,13		0,13			-0,10	0,13	0,13	0,13	0,20	0,20	0,13	-0,10
Reduced Cost Structure of Operations	Normal and Receiver Nodes						0,30	0,25	0,30		0,25			0,25			-0,20	0,25			-0,20
Improved Quality of Operational Data enabling manage						0,25		0,13	0,25	-0,20		0,25	-0,20	-0,20		0,25	-0,13	-0,20			0,25
Improved Performance Management of Operations						0,25	0,20		-0,20		0,20	0,20	0,20	-0,20				0,20	-0,20		0,20
Better use of Automation (Leaner organisation)						0,20	0,20			0,13				0,13			0,13		-0,20		-0,13
Greater Scalability of Operations						0,13	0,13	-0,13	0,13		-0,13		0,13	-0,13	0,13	0,13	-0,13	0,13	0,13	0,13	
Greater Accountability of Operations Staff to Deliver Va						-0,20		0,13					0,20		0,20		0,20		0,20		0,20
Greater Control over Functions / End-to-End Processes						-0,13	-0,13	0,13	-0,20			0,20	0,20					-0,20			-0,13
Greater Standardization of Processes IT Enabled Busir						0,13	-0,20	-0,20	-0,20				-0,20		0,30	-0,20		-0,13			-0,20
Greater Compliance with Operations								0,20	0,13	-0,13		0,20	0,20		0,20	0,13	0,20			0,20	
Greater Collaborative Culture with Internal Business Ur															-0,20	0,20			0,20		0,20
Greater Collaborative Culture with Managers and Staff							0,20							-0,13					0,20	-0,13	0,13
Tactical improvements to Operations and Processes						0,20			-0,20	0,20	-0,20	0,20		-0,20	0,20	0,20		-0,20	0,20	0,20	0,20
Centralized and Coordinated Governance						0,13	0,13	0,25	0,13	-0,13		0,25	0,25	0,25		0,20			0,25		
Innovations to Operations and Processes (unique / new							0,20			0,20	0,20				0,20	0,20	0,20		0,20	0,20	0,20
Integrated Sourcing Strategy across the BUs, Shared s						0,25				-0,13				0,20	0,20	-0,20			-0,20		-0,13
Developing Talent which aligns Corp Goals with Ops St						-0,20			-0,20		-0,20				-0,20	-0,20			0,13	-0,20	
Steady State:	0,4	0,6	0,2	1	0,8	1,758	1,889	1,746	0,752	0,133	1,131	1,601	1,212	0,697	0,625	1,64	0,329	0,937	0,818	0,659	0,87

Values to be entered into these cell based on rating, each cell needs a value from rating table

Template for model response						
1	2	3	4	5	6	7
-0,2	-0,13	0	0,13	0,2	0,25	0,3

ResponseID																		
R_u49xhbEW03O6mid	1,758	1,889	1,746	0,752	0,133	1,131	1,601	1,212	0,697	0,625	1,64	0,329	0,937	0,818	0,659	0,87
R_3RwmvfepRvw249c	1,172	1,319	1,609	0,39	0,19	1,045	1,854	1,457	0,833	0,688	1,578	0,346	0,829	0,613	0,653	0,743
R_DvskcT7KMiARR4J	1,814	2,118	2,147	0,426	0,349	1,575	2,441	1,849	1,237	0,973	2,222	0,564	1,049	1,451	0,917	1,598
R_3rMokpuLN1uNeW7	1,654	1,473	1,655	0,507	-0,294	1,644	1,481	1,062	0,765	-0,005	1,051	0,433	0,857	0,06	0,313	-0,18
R_22IZMCuhxD7TyrB	1,627	1,993	1,669	0,633	0,435	1,202	2,255	1,766	1,239	0,947	2,024	0,495	0,839	1,101	0,951	1,546
R_Wrf52zwLYOUH66t	1,325	1,616	1,453	0,025	0,396	1,108	1,729	1,438	0,842	0,948	1,906	0,633	0,805	1,552	0,773	1,709
R_3PpHqGbxb1DeUpR	1,763	1,916	1,969	0,507	0,36	1,35	2,127	1,67	1,081	0,917	2,041	0,435	0,966	1,311	0,814	1,515
R_2RQCYgdQp0bEKk3	1,541	1,715	1,809	0,453	0,283	0,962	1,81	1,493	0,824	0,773	1,854	0,519	0,923	1,255	0,694	1,558
R_3JC5AFb7qJkG49E	1,225	1,023	1,033	0,367	0,439	0,88	1,304	1,203	0,734	0,546	1,38	0,483	0,354	0,326	0,652	0,691
R_8oZZgZgAR6D7LZn	1,79	1,712	1,787	0,663	0,371	1,404	1,922	1,801	1,26	0,889	1,969	0,466	1,02	1,162	0,908	1,24
R_bPYqsIQK9GSXbYl	1,912	1,933	1,974	0,665	0,403	1,239	1,992	1,82	1,087	0,788	1,851	0,433	1,112	0,958	0,885	1,411
R_9ZurIZPuBJ6bLsV	1,526	1,847	1,765	0,42	0,335	1,18	1,949	1,542	1,034	0,908	1,927	0,455	0,904	1,306	0,757	1,505
R_eLOb3QQP2hNHdQ1	0,058	-0,164	-0,163	-0,111	-0,036	-0,074	-0,028	0,053	-0,084	0,088	-0,165	-0,082	-0,083	0,142	-0,093	0,028
R_1Csk7XMnM74IKrj	1,72	1,97	1,781	0,557	0,389	1,423	2,02	1,641	0,982	0,787	2,047	0,415	0,92	1,239	0,714	1,587
R_RlUmC1Q9NxcV1nz	1,572	1,769	1,826	0,439	0,415	1,067	2,166	1,579	1,094	1,017	1,9	0,606	0,885	1,242	0,866	1,455
R_OcGsxZXG9NoOhJn	1,331	1,467	1,422	-0,091	0,466	1,303	2,125	1,812	1,09	1,287	2,145	0,741	0,952	1,737	1,073	1,563

R_3jcTkAXUxVYvUId	1,845	1,856	1,776	0,733	0,375	1,068	1,464	1,493	0,842	0,857	1,922	0,417	1,052	0,847	0,784	1,18
R_eL2SwjKEQKd7rFv	1,838	2,142	2,035	0,574	0,397	1,53	2,441	1,768	1,25	1,156	2,224	0,643	1,039	1,543	1,005	1,622
R_302BRxcBtTQCPs1	1,678	1,682	1,853	0,156	0,469	1,244	2,253	1,896	1,176	1,111	2,127	0,657	1,062	1,62	0,918	1,637
R_21uKnUD9y9lP2vx	0,761	1,133	1,159	0,076	0,429	0,778	1,553	1,287	0,804	0,839	1,435	0,512	0,62	1,139	0,654	1,249
R_3CJen7BMomRoenJ	0,885	1,308	1,116	0,387	0,256	0,847	1,415	1,252	0,79	0,706	1,528	0,4	0,666	1,106	0,588	1,177
R_2eOTS9CNJGD3xQl	1,17	1,402	1,088	0,669	0,145	0,647	1,139	0,972	0,588	0,235	1,14	0,164	0,521	0,309	0,477	0,568
R_3KxeVr6rgucwFWQ	1,445	1,531	1,612	0,486	0,323	1,046	1,952	1,528	0,933	0,065	1,815	0,091	0,97	0,83	0,854	1,065
R_29nPChSbhWwrNRh	1,29	1,567	1,582	0,439	0,307	0,771	0,904	0,989	0,607	0,265	1,558	0,14	1,017	0,378	-0,144	1,29
R_2Vt4uJkUL2et2Q2	1,567	1,048	1,439	0,829	-0,035	1,053	1,62	1,52	0,583	-0,156	0,628	-0,115	0,825	-1,146	0,753	-0,675
R_3O7Geol8RuY0gJD	1,559	1,362	1,42	0,776	0,379	1,126	1,493	1,309	0,941	0,708	1,641	0,225	0,98	1,022	0,672	0,8
R_1N35zUX5XT0rhA1	0,24	0,961	0,988	0,351	0,016	0,393	0,755	0,621	0,028	0,01	0,576	0,034	0,1	-0,182	0,175	0,499
R_2tL3D2AxbguKclb	1,563	1,776	1,825	0,405	0,352	1,128	1,836	1,541	1,024	0,823	1,911	0,47	0,791	0,885	0,744	1,376
R_1rIA1mIFVURgVVX	1,916	2,082	2,057	0,738	0,505	1,388	2,279	1,667	1,158	0,977	2,09	0,585	0,994	1,074	0,973	1,423
R_ekP8IlwRFAVENW5	1,994	1,933	0,588	1,956	0,245	-0,036	0,615	1,1	0,283	-0,281	1,565	3E-04	1,031	-1,262	0,766	-1,164
R_2adpABTnHCh4TS5	1,09	1,293	1,019	0,725	0,181	0,596	1,032	1,019	0,837	1,136	0,656	0,585	0,699	0,639	0,693	0,276
R_3NP12AYxUnGFB2i	1,088	1,436	1,401	0,327	0,466	0,989	1,664	1,431	0,358	-0,059	1,579	0,252	0,89	0,902	0,676	1,161
R_2ZVX9m6QXi5Pci3	0,113	0,123	0,443	-0,675	0,003	0,112	0,566	-0,265	0,565	0,415	0,088	0,165	0,179	-0,416	0,139	0,272
R_3ni5VIJNjkRCL2P	1,321	1,182	1,403	-0,03	-0,207	0,633	1,315	1,152	0,782	0,63	1,351	0,536	0,62	0,991	0,693	1,278
R_24hBekkQGg9Epjy	1,541	1,52	1,63	0,449	0,513	1	1,834	1,319	1,051	1,009	1,613	0,528	0,852	1,218	0,716	1,504
R_2yd45fo5vv9lTrG	1,789	2,11	2,001	0,596	0,311	1,388	2,202	1,778	1,034	0,792	2,324	0,379	1,047	1,37	0,718	1,485
R_2zVofQoyo9yM7Aw	1,583	1,914	1,68	0,506	0,475	1,156	2,073	1,458	0,963	0,929	1,911	0,548	0,784	1,384	0,827	1,525
R_3DjNnsTsyDtda8a	1,762	1,984	1,963	0,491	0,382	1,39	2,19	1,695	1,075	0,906	2,1	0,452	0,985	1,322	0,755	1,587
R_263ank70EpaRpp1	0,918	1,121	1,045	-0,178	0,119	0,556	1,46	1,032	0,876	1,171	1,519	1,004	0,698	1,894	0,987	1,627
R_2zdwKBLsUq58d3O	1,696	1,898	1,901	0,58	0,337	1,303	2,104	1,72	0,995	0,806	1,994	0,373	0,903	1,206	0,755	1,471
R_2QS4INDEe97WjX8	1,734	1,913	1,806	0,431	0,417	1,25	2,178	1,713	1,205	1,241	2,213	0,745	0,992	1,659	1,059	1,594
R_eXRXoMmgC7C0PmN	1,571	1,804	1,661	0,689	0,394	0,984	1,836	1,166	0,491	0,691	1,711	0,304	0,75	1,066	0,627	1,259
R_2rDGjWA5NyDg60C	1,414	1,456	1,436	0,316	0,246	0,999	1,657	1,432	0,959	0,791	1,732	0,489	0,858	1,164	0,684	1,306
R_290KlHQ6eRGr6x9	1,352	1,599	1,824	0,272	-0,037	1,259	2,077	1,582	0,991	0,923	1,666	0,373	0,84	0,415	0,617	1,177
R_1GPSZh47vIVBgUG	-0,549	-0,116	-0,791	-1,162	-0,08	-1,125	-0,372	-0,468	0,319	1,474	0,474	1,816	-0,046	2,397	1,228	1,78
R_3oWlyhqnd9luB1T	1,799	1,979	1,808	0,55	0,4	1,149	1,936	1,576	0,967	1,069	1,988	0,59	0,952	1,426	0,916	1,47
R_3JKGq8T7FZ6v9WE	1,211	1,653	1,19	0,589	0,431	0,71	1,246	1,028	0,153	0,755	1,179	0,266	0,714	0,984	0,559	0,952
R_1CBaVUGTmDHnbNp	0,791	0,295	0,611	0,524	0,138	0,141	0,192	0,772	0,097	0,034	0,225	-0,19	0,467	0,03	0,629	-0,473
R_ZCeL2wsiwugF6SJ	1,351	1,359	1,791	0,557	0,285	1,422	1,839	1,711	1,25	0,59	1,91	-0,151	1,168	0,672	0,423	0,808
R_zTGGNg4BLrzyZdT	0,986	1,34	1,43	0,157	0,523	1,085	1,524	1,204	0,448	0,534	1,355	0,34	0,365	0,984	0,514	1,052
R_2XnZ1kAg5qV4sZx	1,648	1,605	1,898	0,522	-0,293	1,217	1,754	1,433	1,116	0,462	1,459	0,261	0,993	0,55	0,723	0,602
R_3EWhmOGtql8QO7a	1,463	1,665	1,674	0,249	0,332	1,193	1,876	1,45	0,748	0,633	1,738	0,296	0,977	0,838	0,709	1,022
R_wZ3JTxl0l47zSUh	1,852	2,12	1,885	0,692	0,356	1,419	2,37	1,491	1,196	1,089	2,021	0,733	0,828	1,384	1,021	1,285
R_6MeNB92LNWk6oi5	1,738	1,959	1,868	0,476	0,48	1,044	1,97	1,229	0,634	0,807	1,761	0,456	0,952	1,233	0,781	1,538
R_sjxdRN40WkJHOW5	1,781	1,905	1,965	0,606	0,352	1,373	2,132	1,708	0,911	0,704	2	0,299	1,005	0,645	0,658	1,244
Min	-0,549	-0,164	-0,791	-1,162	-0,294	-1,125	-0,372	-0,468	-0,084	-0,281	-0,165	-0,19	-0,083	-1,262	-0,144	-1,164
Max	1,994	2,142	2,147	1,956	0,523	1,644	2,441	1,896	1,26	1,474	2,324	1,816	1,168	2,397	1,228	1,78
Mean	1,392	1,536	1,501	0,426	0,279	0,994	1,657	1,34	0,832	0,71	1,602	0,417	0,807	0,916	0,707	1,085
Rank Mean	5	3	4	14	16	8	1	6	10	12	2	15	11	9	13	7
Stdev	0,509	0,528	0,55	0,408	0,203	0,484	0,611	0,48	0,332	0,391	0,568	0,305	0,28	0,668	0,258	0,632
Rank StdDev	10	11	12	7	1	9	14	8	5	6	13	4	3	16	2	15
-1	0	0	0	1	0	1	0	0	0	0	0	0	0	2	0	1
-0,8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-0,6	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
-0,4	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1
-0,2	0	0	0	0	3	0	1	1	0	1	0	0	0	0	0	0
0	0	2	1	4	4	2	1	0	1	3	1	4	2	1	2	1
0,2	2	1	0	4	8	2	1	1	3	4	1	6	2	3	2	1
0,4	1	1	0	8	24	1	0	0	3	2	1	14	2	3	1	2
0,6	0	0	2	23	16	2	1	0	5	5	2	22	2	2	5	2
0,8	2	0	1	12	0	5	2	2	8	14	2	7	9	4	28	3
1	3	1	1	1	0	7	1	2	16	15	0	0	27	10	12	4
1,2	4	5	7	0	0	15	2	7	13	8	3	1	11	8	4	7
1,4	8	6	0	0	0	13	3	8	6	2	3	0	0	12	1	9
1,6	12	9	9	0	0	6	7	17	0	1	8	0	0	4	0	18
1,8	15	9	14	0	0	1	6	11	0	0	8	0	0	3	0	5
2	7	16	15	1	0	0	13	5	0	0	14	1	0	1	0	0
2,2	0	5	4	0	0	0	10	0	0	0	8	0	0	0	0	0
2,4	0	0	0	0	0	0	5	0	0	0	4	0	0	1	0	0

APPENDIX D

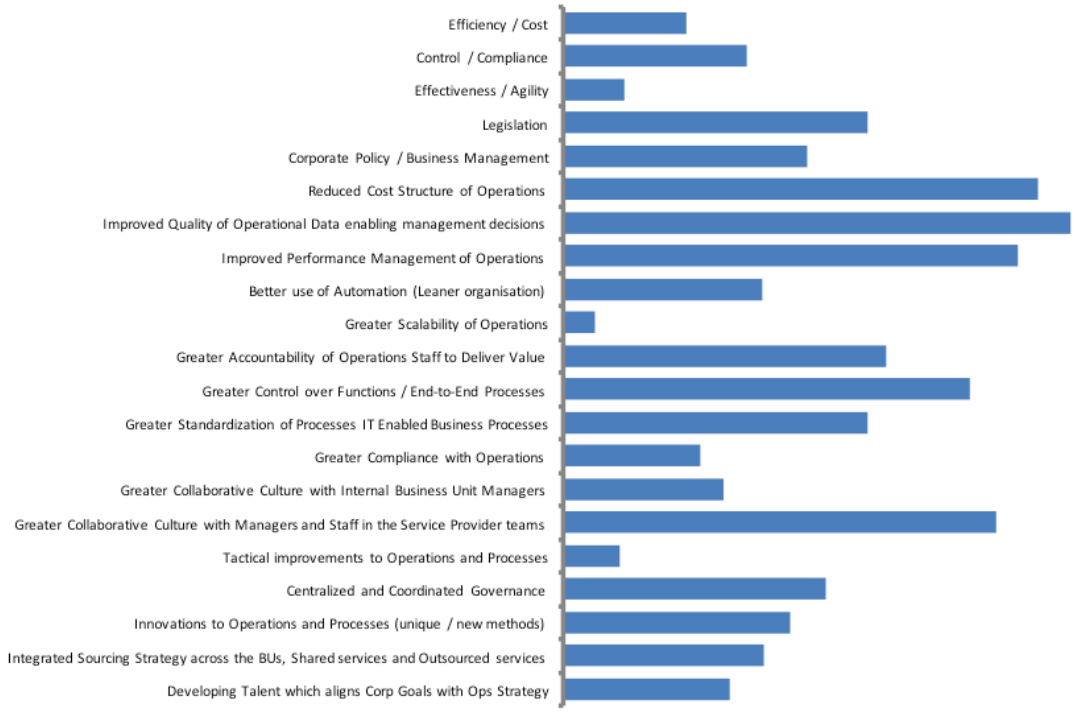


Figure 5: Respondent 1, example



Figure 6: Respondent 2, example

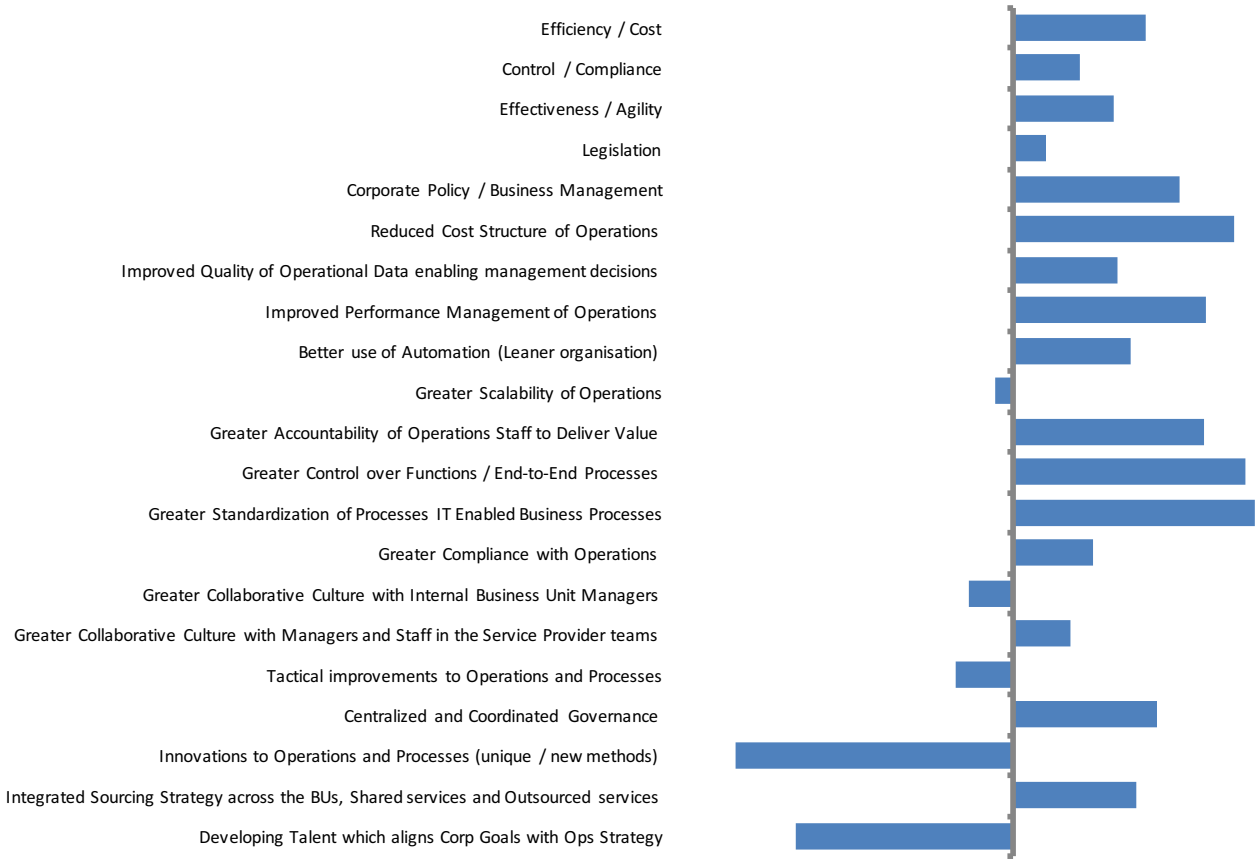


Figure 7: Respondent 3, example

APPENDIX E

Table 5: Author map of drivers

AUTHOR	Efficiency / Cost	Control / Compliance	Effectiveness / Agility	Legislation	Corporate Policy / Business Management
Aguirre, D., Couto, V., Disher, C., & Neilson, G. (1998)	X	X + / -	X		X
Arrunada, B., & Vázquez, X. H. (2006)	X	X -			
Belcourt, M. (2006)	X	X	X	X	X
Benito, G. R. G., Dovgan, O., Petersen, B., & Welch, L. S. (2013)	X	X + / -	X	X + / -	X
Bock, A. J., Opsahl, T., George, G., & Gann, D. M. (2012)			X		
Brewer, B., Ashenbaum, B., & Ogden, J. A. (2013)	X		X		
CEB, S. S. L. C. (2011)	X		X		X
CEB, S. S. L. C. (2012a)	X		X -	X	
CEB, S. S. L. C. (2012b)	X		X		
CEB, S. S. L. C. (2013a)	X	X	X	X	X
CEB, S. S. L. C. (2013b)	X -	X -	X -		
Conklin, D. W. (2005)		X			
Damanpour, F., & Gopalakrishnan, S. (1998)			X	X	
Deloitte. (2013)	X	X	X		X

AUTHOR	Efficiency / Cost	Control / Compliance	Effectiveness / Agility	Legislation	Corporate Policy / Business Management
Everest. (2015)					
Fersht, P., Filippone, T., Aird, C., & Sappenfield, D. (2011)	X	X	X	X	X
Fersht, P., Snowdon, J., & Justice, C. (2013)	X	X	X	X	X
Gosselin, M. (1997)			X		
Hansen, Z. N. L., & Rasmussen, L. B. (2013)			X	X -	
Holweg, M., Reichhart, A., & Hong, E. (2011)	X		X	X	
Hutzschenreuter, T., Lewin, A. Y., & Dresel, S. (2011)	X		X	X -	
Lewin, A. Y., & Volberda, H. W. (2011)	X				
Manning, S., Massini, S., & Lewin, A. Y. (2008)	X				
McIvor, R., McCracken, M., & McHugh, M. (2011)	X	X			
Metters, R., & Verma, R. (2008)	X				
Paagman, A., Tate, M., Furtmueller, E., & de Bloom, J. (2015)	X -	X	X		X + / -
Ramphal, R. (2013)		X			
Sharma, A., & Loh, P. (2009)	X	X	X	X	X
Ulrich, D. (1995)	X -	X	X		
Weidenbaum, M. (2005)	X -				X -

Table 6: Author map of facilitators 1-5

AUTHOR	Reduced Cost Structure of Operations	Improved Quality of Operational Data enabling management decisions	Improved Performance Management of Operations	Better use of Automation (Leaner organisation)	Greater Scalability of Operations
Aguirre, D., Couto, V., Disher, C., & Neilson, G. (1998)	X + / -	X	X		
Arrunada, B., & Vázquez, X. H. (2006)	X		X		
Belcourt, M. (2006)	X + / -	X + / -	X + / -	X	
Benito, G. R. G., Dovgan, O., Petersen, B., & Welch, L. S. (2013)	X	X	X		
Bock, A. J., Opsahl, T., George, G., & Gann, D. M. (2012)			X		
Brewer, B., Ashenbaum, B., & Ogden, J. A. (2013)			X		X
CEB, S. S. L. C. (2011)	X	X			X
CEB, S. S. L. C. (2012a)	X + / -	X	X		
CEB, S. S. L. C. (2012b)	X	X	X		
CEB, S. S. L. C. (2013a)	X + / -	X			
CEB, S. S. L. C. (2013b)	X -	X		X	
Conklin, D. W. (2005)	X				
Damanpour, F., & Gopalakrishnan, S. (1998)			X		
Deloitte. (2013)	X	X	X	X	X
Everest. (2015)					
Fersht, P., Filippone, T., Aird, C., & Sappenfield, D. (2011)	X	X	X	X	X
Fersht, P., Snowdon, J., & Justice, C. (2013)	X + / -	X	X	X	X

AUTHOR	Reduced Cost Structure of Operations	Improved Quality of Operational Data enabling management decisions	Improved Performance Management of Operations	Better use of Automation (Leaner organisation)	Greater Scalability of Operations
Gosselin, M. (1997)	X				
Hansen, Z. N. L., & Rasmussen, L. B. (2013)	X	X	X		X
Holweg, M., Reichhart, A., & Hong, E. (2011)	X -	X			
Hutzschenreuter, T., Lewin, A. Y., & Dresel, S. (2011)	X		X		X
Lewin, A. Y., & Volberda, H. W. (2011)	X	X	X		
Manning, S., Massini, S., & Lewin, A. Y. (2008)	X		X		
McIvor, R., McCracken, M., & McHugh, M. (2011)	X		X		
Metters, R., & Verma, R. (2008)	X		X		
Paagman, A., Tate, M., Furtmueller, E., & de Bloom, J. (2015)	X + / -	X	X	X	X
Ramphal, R. (2013)				X	
Sharma, A., & Loh, P. (2009)	X	X	X	X	X
Ulrich, D. (1995)					
Weidenbaum, M. (2005)	X				X

Table 7: Author Map of facilitators 6-10

AUTHOR	Greater Accountability of Operations Staff to Deliver Value	Greater Control over Functions / End-to-End Processes	Greater Standardization of Processes IT Enabled Business Processes	Greater Compliance with Operations	Greater Collaborative Culture with Internal Business Unit Managers
Aguirre, D., Couto, V., Disher, C., & Neilson, G. (1998)	X	X		X	X
Arrunada, B., & Vázquez, X. H. (2006)					
Belcourt, M. (2006)	X	X + / -	X	X	X
Benito, G. R. G., Dovgan, O., Petersen, B., & Welch, L. S. (2013)		X + / -			
Bock, A. J., Opsahl, T., George, G., & Gann, D. M. (2012)		X			X
Brewer, B., Ashenbaum, B., & Ogden, J. A. (2013)	X	X	X		
CEB, S. S. L. C. (2011)	X	X		X	X
CEB, S. S. L. C. (2012a)					X + / -
CEB, S. S. L. C. (2012b)		X			X
CEB, S. S. L. C. (2013a)		X	X	X	X + / -
CEB, S. S. L. C. (2013b)	X -	X -			
Conklin, D. W. (2005)				X	
Damanpour, F., & Gopalakrishnan, S. (1998)		X			
Deloitte. (2013)	X	X			X
Everest. (2015)					

AUTHOR	Greater Accountability of Operations Staff to Deliver Value	Greater Control over Functions / End-to-End Processes	Greater Standardization of Processes IT Enabled Business Processes	Greater Compliance with Operations	Greater Collaborative Culture with Internal Business Unit Managers
Fersht, P., Filippone, T., Aird, C., & Sappenfield, D. (2011)	X	X	X	X	X
Fersht, P., Snowdon, J., & Justice, C. (2013)	X	X	X	X	X
Gosselin, M. (1997)		X			
Hansen, Z. N. L., & Rasmussen, L. B. (2013)		X			
Holweg, M., Reichhart, A., & Hong, E. (2011)		X			
Hutzschenreuter, T., Lewin, A. Y., & Dresel, S. (2011)				X	
Lewin, A. Y., & Volberda, H. W. (2011)		X			
Manning, S., Massini, S., & Lewin, A. Y. (2008)		X	X		
McIvor, R., McCracken, M., & McHugh, M. (2011)		X	X		
Metters, R., & Verma, R. (2008)		X	X		
Paagman, A., Tate, M., Furtmueller, E., & de Bloom, J. (2015)	X	X + / -	X		X
Ramphal, R. (2013)			X		
Sharma, A., & Loh, P. (2009)	X	X	X	X	
Ulrich, D. (1995)		X			X
Weidenbaum, M. (2005)	X				

Table 8: Author map of facilitators 11-16

AUTHOR	Greater Collaborative Culture with Managers and Staff in the Service Provider teams	Tactical improvements to Operations and Processes	Centralized and Coordinated Governance	Innovations to Operations and Processes (unique / new methods)	Integrated Sourcing Strategy across the BUs, Shared services and Outsourced services	Developing Talent which aligns Corp Goals with Ops Strategy
Aguirre, D., Couto, V., Disher, C., & Neilson, G. (1998)	X		X	X		
Arrunada, B., & Vázquez, X. H. (2006)	X			X + / -		
Belcourt, M. (2006)	X + / -	X	X	X	X + / -	X
Benito, G. R. G., Dovgan, O., Petersen, B., & Welch, L. S. (2013)	X	X				X
Bock, A. J., Opsahl, T., George, G., & Gann, D. M. (2012)	X	X	X	X		
Brewer, B., Ashenbaum, B., & Ogden, J. A. (2013)						
CEB, S. S. L. C. (2011)	X			X		X
CEB, S. S. L. C. (2012a)				X		X
CEB, S. S. L. C. (2012b)				X		X
CEB, S. S. L. C. (2013a)	X		X	X -		X
CEB, S. S. L. C. (2013b)						X -

AUTHOR	Greater Collaborative Culture with Managers and Staff in the Service Provider teams	Tactical improvements to Operations and Processes	Centralized and Coordinated Governance	Innovations to Operations and Processes (unique / new methods)	Integrated Sourcing Strategy across the BUs, Shared services and Outsourced services	Developing Talent which aligns Corp Goals with Ops Strategy
Conklin, D. W. (2005)				X		
Damanpour, F., & Gopalakrishnan, S. (1998)			X	X		
Deloitte. (2013)	X	X	X	X	X	X
Everest. (2015)						
Fersht, P., Filippone, T., Aird, C., & Sappenfield, D. (2011)	X	X	X	X	X	X
Fersht, P., Snowdon, J., & Justice, C. (2013)	X	X	X	X	X	X
Gosselin, M. (1997)				X		
Hansen, Z. N. L., & Rasmussen, L. B. (2013)	X	X	X	X		X
Holweg, M., Reichhart, A., & Hong, E. (2011)	X					
Hutzschenreuter, T., Lewin, A. Y., & Dresel, S. (2011)	X -		X	X -		X
Lewin, A. Y., & Volberda, H. W. (2011)		X	X			X
Manning, S., Massini, S., & Lewin, A. Y. (2008)	X					X
McIvor, R., McCracken, M., & McHugh,	X					

AUTHOR	Greater Collaborative Culture with Managers and Staff in the Service Provider teams	Tactical improvements to Operations and Processes	Centralized and Coordinated Governance	Innovations to Operations and Processes (unique / new methods)	Integrated Sourcing Strategy across the BUs, Shared services and Outsourced services	Developing Talent which aligns Corp Goals with Ops Strategy
M. (2011)						
Metters, R., & Verma, R. (2008)						
Paagman, A., Tate, M., Furtmueller, E., & de Bloom, J. (2015)	X + / -	X	X	X		X
Ramphal, R. (2013)			X			
Sharma, A., & Loh, P. (2009)	X	X	X	X	X	X
Ulrich, D. (1995)	X					
Weidenbaum, M. (2005)						