

**University of Twente**  
School of Management and Governance  
Chair of Technology Management  
Prof. Dr. Holger Schiele

**Master Thesis for the program:**  
Master Business Administration – track Purchasing & Supply Management  
Academic Year 2018-2019

**Contract Management Implementation:  
a roadmap built on critical success factors**

**Author:** Matthijs Seppenwoolde  
M.Sc. Business Administration, University of Twente  
Purchasing and Supply Management

**First supervisor**  
K.P.M. Stek  
University of Twente,  
Enschede, Netherlands

**Second supervisor**  
Prof. Dr. habil. H. Schiele  
University of Twente,  
Enschede, Netherlands

**Enschede, 28<sup>th</sup> of August 2019**

## Table of Contents

Table of Contents .....	ii
Index of Tables .....	iv
Index of Figures .....	v
Abstract.....	1
<b>1. Introduction.....</b>	<b>3</b>
1.1. Increased levels of outsourcing call for adequate contract management practices .....	3
1.2. Within the dynamics of public procurement, the implementation of contract management is crucial in ensuring a successful execution of its function.....	4
1.3. Public procurement professionals need critical success factors to plan their contract management implementation .....	5
1.4. After the framework of literature and the description of the used method, the results will lead to conclusions and implications to theory and practice.....	6
<b>2. This research is placed in a broader framework of current literature.....</b>	<b>6</b>
2.1 Public procurement substantially differs from private procurement.....	6
2.2. The crucial importance of contract management has its roots in the agency theory.....	8
2.3. Current literature lacks an overview of factors crucial to the successful implementation of contract management .....	10
2.3.1. Literature lacks an overview of the crucial factors that affect the implementation of contract management .....	10
2.3.2. Literature lacks a change management theory focus on contract management. ....	14
2.3.3. Contract management affects individuals across several organisational levels and has received strategic attention.....	19
2.4. The roadmap of contract management implementation can be built upon its critical success factors.....	21
<b>3. Methodology .....</b>	<b>23</b>
3.1. The analytic strategy is based on qualitative research and follows a theory-before-research model .....	23
3.2. The World Café methodology was used to gather data .....	24
3.3. The World Café methodology is built upon seven integrated principles which lead to conversations that matter .....	25
3.4. The design for this research project consists of a questionnaire and two World Café discussions .....	27
3.4.1. Two World Café sessions were organised by Het NIC to discuss the implementation of contract management. ....	27
3.4.2. A questionnaire was used to gather participant related information.....	28
3.4.3. The sample was created by means of judgement sampling .....	28

3.5. Ethics were dealt with by informing the participants on forehand .....	29
3.6. The data analysis within the World Café sessions followed a structured approach .....	31
3.7. The data was transformed into a top-ten factors per research question and controlled for the influence of differences in sample population .....	32
4. Results.....	33
4.1. The two research populations together form a sample population consisting of public procurement professionals .....	33
4.2. The research population believes contract management is of crucial importance and believe that it is inadequately implemented within their organisations.....	36
4.3. The two World Café sessions led to 110 unique discussion points across all research questions .....	38
4.4. A top-ten discussion points with the highest number of votes was created per research question.....	39
4.4.1. The creation of a solid support base is the most important factor in the implementation of specifically contract management.....	39
4.4.2. A clear deviation of tasks, responsibilities and authorities is the most important factor in overcoming organisational resistance .....	41
5.4.3. The clear deviation of tasks, responsibilities and authorities is the most important factor in the integration of contract management into the organisational framework/structure.....	43
4.5. High levels of variance were found between the top-ten of the different World Café locations per research question. ....	45
4.6. No significant differences in research population were found between the two World Café sessions. ....	46
5. Discussion .....	47
5.1. The results of the two World Café sessions confirm and add to current literature .....	47
5.2. Combining the roadmaps per research questions led to the creation of a roadmap for the implementation of contract management. ....	53
6. Conclusions.....	55
7. Implications and Limitations .....	57
7.1. This research is the first to build a roadmap on contract management implementation .....	57
7.2. The roadmap can serve as a guide for practitioners.....	58
7.3 There are several limitations to the results of the World Café sessions.....	58
7.3.1. There is a large amount of variation between the two World Café sessions.....	58
7.3.2. The important role of the table hosts can have influenced the results .....	59
7.3.3. The distribution of stickers by participants can have influenced the results of the two World Café sessions.....	59
Bibliography .....	61
Appendices.....	66

## Index of Tables

Table 1: ‘Age’ and ‘Gender’ of the research population per location.....	34
Table 2: Highest completed level of education of the research population per location.....	34
Table 3: Work experience of the research population (in years) per location.....	35
Table 4: Current industry in which the research population is active per location.....	36
Table 5: Amount of discussion points mentioned per research question per location.....	38
Table 6: Number of votes given to the research questions per location.....	39
Table 7: Amount of discussion points per research question after combining the two locations.....	39
Table 8: The top-ten discussion points regarding the implementation of specifically contract management.....	40
Table 9: The top-ten discussion points regarding the overcoming of organisational resistance.....	41
Table 10: The top-ten discussion points regarding the integration of contract management into the organisational framework/structure.....	44
Table 11: Overview of the deviation of discussion points per research question over the two locations.....	46
Table 12: Education specialisation of the participants per location.....	66
Table 13: Current job of the participants per location.....	66
Table 14: Results of the one-way ANOVA on the continuous variables.....	67
Table 15: Results of the independent sample T-test on the continuous variables.....	67
Table 16: Results of the Pearson chi-square test on the categorical variables.....	68

## Index of Figures

Figure 1: Three-step model of behavioural change.....	14
Figure 2: Uses of critical success factors.....	22
Figure 3: Theory-before-research model.....	23
Figure 4: Components of Data Analysis: Interactive Model.....	31
Figure 5: Overall scores per questionnaire statement.....	37
Figure 6: The critical success factors of the specific implementation of contract management transformed into roadmap steps.....	41
Figure 7: The critical success factors of how to overcome organisational resistance transformed into roadmap steps.....	43
Figure 8: The critical success factors of the integration into the organisational structure transformed into roadmap steps.....	45
Figure 9: The eight factors in overcoming organisational resistance.....	49
Figure 10: The combination of roadmaps per sub-research question.....	52
Figure 11: A roadmap for the implementation of contract management.....	54

## Abstract

This thesis investigates the critical success factors of the implementation of contract management. A lack of adequate contract management is one of the main reasons for outsourcing to not produce the expected results. The main internal reason for inadequate contract management is its improper implementation. This thesis therefore aims to find those factors that are of crucial importance in ensuring a successful implementation of contract management and ultimately build a roadmap upon these factors. This study will find those critical success factors by investigating the implementation of specifically contract management; the impact of change management theory on the implementation process; and the integration of contract management in the organisational structure. The base of this research consists of two World Café discussions, organized by Het NIC.

This research collected two different sets of data. The first set of data was collected via a questionnaire, which was distributed before the start of the World Café sessions. In order to obtain participant related information, this questionnaire consisted of questions regarding their 'age', 'gender', 'education' and 'work-life'. This participant related data was collected, in order to be able to test whether differences in outcomes between the two World Café sessions, could be attributed to the differences in research population between the two sessions.

The second set of data was collected during the two World Café sessions. Table hosts were asked to notate the points of discussion which came across during the sessions. After three rounds of discussions, all notated discussion points were voted upon by the participants. They all received 20 stickers, with which they could indicate which discussion points they perceived as being the most important in implementing contract management. The total number of votes per discussion point makes it possible to investigate the importance of each discussion point from the perspective of the participants and conclude upon which factors they perceive as being critical to the success of contract implementation per location and per sub-research question. Finally, all discussion points and all votes were combined to be able to answer the overarching research question.

The total research sample consisted of twenty-four participants, with thirteen of them attending the World Café session in Den Dolder and eleven of them in Zwolle. Almost all participants were currently working in the public sector. The participants were invited by Het NIC, which send out an invitation via e-mail and posted this invitation on

social media. The invitation invited the participants to participate in a World Café discussion regarding the search for “The critical success factors of the implementation of contract management.” This research was conducted at the request of Het NIC, which is a consultancy company providing organisations with professional advice on purchasing, (European) tenders and contract management. Het NIC aims to use the results of this research as input for the further development of their knowledge and capabilities regarding contract management.

The results of the two World Café sessions were transformed in a top-ten per research question. It showed that for the successful implementation of specifically contract management, it is crucial to create a solid support base within the organisation. The results also show the large importance of top-management support and an adequate skill level of contract managers regarding this theme. To reduce the impact of change-related resistance to contract management, this research found the importance of a clear deviation of tasks, responsibilities and authorities to be the most crucial one. The results regarding the second theme further stress out the need for a clear goal during the contract management process. To successfully integrate contract management into the organisational framework, this research found the crucial importance of a clear distribution of tasks, responsibilities and authorities. Regarding the third theme, it is also found that contract management should be involved in important contracts, the purchasing policy and the purchasing process.

After combining the results of the three sub-research questions into one top-ten, it was possible to answer the overarching research question of this research. The critical success factors of the implementation of contract management were found in this research. It can be concluded that the most important factor in the implementation of contract management is the clear distribution of tasks, responsibilities and authorities. The second most important factor is the creation of a solid support base. The top-three critical success factors is completed by the need for a contract management system. This system should be central, it should be well-functioning and up-to-date. It is also important that only one system is in place.

Besides the creation of a top-ten critical success factors per research question, these critical success factors were also transformed into a roadmap for implementing contract management. Distinguishing between three phases, each critical success factor was placed in either the ‘unfreezing’ stage, the ‘moving’ stage or the ‘refreezing’ stage. Critical

success factors placed in the ‘unfreezing’ stage were mostly concerned with the creation of a solid support base and the need for top management support. In the ‘moving’ stage, an important role was found for an IT system and the clear distribution of tasks, responsibilities and authorities. Further found were several conditions which had to be met, in order to be successful during the actual implementation. The ‘refreezing’ stage mostly consist of factors which deal with the integration of the function into the organisational framework.

This research contributes to the current literature framework by being the first to investigate the implementation process of contract management and by identifying its critical success factors. It is also the first research that build a roadmap for the implementation of contract management. Managers of public organisation can use this roadmap as a user manual during their process of implementing contract management.

## 1. Introduction

### 1.1. Increased levels of outsourcing call for adequate contract management practices

As organisations continue to focus on core competencies and outsource non-core yet critical functions,<sup>1</sup> contracting is and will continue to be a major task facing public managers.<sup>2</sup> As contract management is seen as a crucial factor in ensuring the success of contracting/outsourcing,<sup>3</sup> the importance of contract management as a business process will continue to increase as well.<sup>4</sup> This trend of increasing importance of contract management is also shown in literature, as Spina et al. (2013) found a positive trend in the amount of attention given to contract management.<sup>5</sup>

Contract management is defined as the “art and science of managing a contractual agreement throughout the contracting process.”<sup>6</sup> Once the government enters into a contract with a supplier, the contracting process is not finished, because the contract must be managed during its entire lifecycle. This is considered the contract management phase of the process.<sup>7</sup> Keskitalo (2006) states that contract management is not only involved after the contract has been signed, but that it “entails a process of thoroughly and efficiently managing contract creation, execution and analysis to capitalise on operational and

<sup>1</sup> Patel (2006) p. 1 & Rendon (2008) p. 298-299

<sup>2</sup> Brown et al. (2006) p. 323 ; Sherman (1987) p. 2 ; Rendon and Garrett (2005) p. 57

<sup>3</sup> Brown and Potoski (2003) p. 153 ; Mba and Agumba (2018) p. 88 ; Nemeč et al. (2012) p. 64

<sup>4</sup> Rendon and Garrett (2005) p. 57

<sup>5</sup> Spina et al. (2013) p. 1209

<sup>6</sup> Garrett and Rendon (2005) p. 270

<sup>7</sup> Robinson (2009) p. 302



financial performance and reduce risk”.<sup>8</sup> The main objective of contract management is the full realisation of a contracts’ potential.<sup>9</sup>

Internally, the improper implementation of contract management is the main reason why contracting/outsourcing does not achieve the expected benefits and in some cases even has a negative impact on the effectiveness and quality of the outsourced services.<sup>10</sup> An unsuccessful implementation comes “with a resulting loss in effectiveness and an increase in costs.”<sup>11</sup> On the other hand, a successful implementation of contract management leads to a successful outsourcing and therefore contributes to the overall success of the organisation. As contract management is seen as more important in public than in private organisations, this research focuses on organisation in the public sector.<sup>12</sup> This focus is justified by Allas et al. (2018), who found that when comparing all sectors, the one with the highest potential of savings is the public sector.<sup>13</sup>

## 1.2. Within the dynamics of public procurement, the implementation of contract management is crucial in ensuring a successful execution of its function.

Procurement at public organisations is continually evolving, both conceptually and organisationally. As of the late 20<sup>th</sup> century, this evolution accelerated. The main reason for this acceleration is the increased pressure on governments to increase their efficiency. As stated by Thai (2008), they had to “do more with less”.<sup>14</sup> Several issues underlying this efficiency pressure were severe limits on budgets; decreased government capacity; increased levels of outsourcing; public demand for increased transparency in public procurement; and greater concerns about efficiency, fairness, and equity.<sup>15</sup> Besides these organisational issues, procurement professionals in the public sector have faced an environment, which is constantly changing. Rapidly emerging technologies, complex international and regional trading agreements, increased environmental concerns and increased product choice have made the public procurement much more complex. Additionally, public policy makers have increasingly used public procurement as a tool to achieve socioeconomic goals.<sup>16</sup> These additional pressures have increased the necessity for

---

<sup>8</sup> Elsey (2007) p. 3

<sup>9</sup> Keskitalo (2006) p. 22

<sup>10</sup> Nemec et al. (2012) p. 55

<sup>11</sup> Bower and Walton Jr. (1973) p. 126

<sup>12</sup> Larson (2009) p. 235

<sup>13</sup> Allas et al. (2018) p. 2

<sup>14</sup> Thai (2008) p. 2

<sup>15</sup> Kettl (2000) 488- 490; Romzek and Johnston (2002) p. 425 ; Patel (2005) p. 1

<sup>16</sup> Thai (2008) p. 2

public procurement to increase its efficiency and effectiveness. As contract management is crucial for public procurement to be successful and its inadequate implementation is one of the main reasons for its failure, research is necessary.

As a public organisation decides to implement the contract management function, it should consider that it is introducing another method of working and that this change might run into resistance.<sup>17</sup> However, in public administration literature, far less attention is given to the importance of organisational change compared to the general literature on management and organisational behaviour.<sup>18</sup> Current research has suggested several factors, which influence the implementation process, but these factors should not serve as a road map, but as a compass for practitioners seeking to find their way.<sup>19</sup> It therefore remains unclear which steps a practitioner should take during the implementation of contract management and it is thus interesting to transform the ‘compass’ of contract management into a roadmap, as a wrong focus might lead you into a tough spot.<sup>20</sup>

### 1.3. Public procurement professionals need critical success factors to plan their contract management implementation

In contrast to previous research and to fill the gap in scientific literature, this study aims to provide insight into which factors are crucial to ensure a successful implementation of contract management, to overcome organisational resistance and to properly relate the contract management function to the rest of the organisation. Critical success factors are described as characteristics, conditions, or variables that can have a significant impact on the success of the project, in this case the implementation of contract management, when properly sustained, maintained, or managed.<sup>21</sup> To be able to conclude on these factors, the following overarching research question is used:

*Research Question: What are the critical success factors of the implementation of contract management?*

The research is qualitative in nature, as the answer on this research question is found by organising two World Café sessions. During these two World Café sessions, public procurement professionals discussed three themes during three rounds. The three themes were derived from three sub-research questions which will be explained in this

---

<sup>17</sup> Kotter and Schlesinger (1989) p. 297 ;

<sup>18</sup> Rainey and Fernandez (2012) p. 168

<sup>19</sup> Rainey and Fernandez (2012) p. 173

<sup>20</sup> Bower and Walton Jr. (1973) p. 126

<sup>21</sup> Alias et al. (2014) p. 64 ; Milosevic and Patanakul (2005) p. 183

research. The themes stress the implementation of specifically contract management; the impact of change management theory on the implementation process; and the integration of contract management in the organisational structure.

As can be concluded from the research question, this research aims at a more successful implementation of contract management in public organisations. The research elaborates on contract management practices and implementation theory. The goal of this paper is to explore and create an overview of what factors affect the implementation of contract management in public organisations; and to ultimately create a roadmap on how to ensure a successful implementation of contract management. The need for such a roadmap is underlined by the large number of requests the consulting company ‘Het NIC’ gets from practitioners.

#### 1.4. After the framework of literature and the description of the used method, the results will lead to conclusions and implications to theory and practice.

The structure of the paper is organised as followed. In the next chapter, the need for contract management will be explained by current literature on the topic. This chapter also contains literature on the implementation of contract management, the importance of change management theory and the integration of contract management into the organisation framework. Then a chapter is devoted to the critical success factor theory and the justification of the World Café methodology. This is followed by the methodology used and the results coming from the research. Then conclusions will be made and accordingly discussed. The paper ends with describing the implications and limitations of this research.

## 2. This research is placed in a broader framework of current literature

### 2.1 Public procurement substantially differs from private procurement

As described by Thai (2008), “public procurement is continuing to evolve both conceptually and organisationally”. This evolution of public procurement has accelerated during the 1990s, as “governments at all levels came under increasing pressures to do more with less.” Fierce budget constraints; downsizing of governments; a continuously increasing demand of civilians for transparency; and the increased concerns about the governments’ efficiency, fairness and equity, are all factors which together form the pressure on governmental organisations. Together with these increased pressures, public procurement professionals have faced “a constantly changing environment typified by

rapidly emerging technologies, increasing product choice, environment concerns, and the complexities of international and regional trading agreements.” Especially, the public procurement function is increasingly being used by policy makers to achieve a governments’ socioeconomic goals.<sup>22</sup>

Erridge and McIlroy (2002) define public procurement as “acquisition for public consumption”.<sup>23</sup> The increased amount of purchased products and services (as a percentage of the gross national product), combined with the latest changes in regulation has led to a dilemma for public procurement. This dilemma consists of a number of competing priorities which are difficult to for purchasing managers to conciliate. Taxpayers, just as consumers, are increasingly wanting more for less. This makes the commercial aspect one of the key drivers of purchases. This aspect is reinforced by greater pressure on public procurement to on one hand make cost reductions, while on the other hand it should improve quality. The combination of both aspects constitute “the stated aims of public procurement”.<sup>24</sup> These two factors are also seen as two of the main reasons for governments to outsource their services to private organisations.<sup>25</sup>

When comparing the procurement process in public organisation to that in private sector organisations, one finds that in both sectors the mission of the procurement department, is to manage the delivery of goods and services through the supply chain in a cost-effective manner.<sup>26</sup> However, public organisations also differ from private organisations regarding their procurement process.<sup>27</sup> Public sector organisations have several unique aspects, with one of the biggest differences lying in their ultimate goals. According to Larson (2009), organisations differ from private organisations regarding their strategic and purchasing goals.<sup>28</sup>

When comparing public and private sector procurement it further appears that public procurement has to deal with larger demands, which are also more highly varied, than the demands on purchasing in the private sector.<sup>29</sup> Knight et al. (2012), builds upon

---

<sup>22</sup> Thai (2008) p. 2

<sup>23</sup> Erridge and McIlroy (2002) p. 53

<sup>24</sup> Erridge and McIlroy (2002) p. 53

<sup>25</sup> Chi and Jasper (1998) p.1 ; Seidenstat (1996) p. 464 ; Brudney et al. (2004) p. 395

<sup>26</sup> Johnson et al. (2017) p. 176 ; Knight et al. (2012) p. 16

<sup>27</sup> Knight et al. (2012) p. 16 ; Johnson et al. (2017) p. 176 ; Larson (2009) p. 222 ; McCue and Pitzer (2005) p. 8 ; Newman (2003) p. 10-11

<sup>28</sup> Larson (2009) p. 238

<sup>29</sup> Neill and Batchelor (1999) p. 36-38

this conclusion by distinguishing between five different types of additional demands.<sup>30</sup> They distinguish between (1) external demands, (2) internal demands, (3) demands originating from context, (4) demands on the process and the (5) multiple roles for the public organisation itself. Summarizing their analysis, the procurement in public organisations is more complex than the procurement in private organisations.<sup>31</sup>

According to Newman (2003), the main difference lies in the fact that public procurement is mainly based on “legislation, policy and process”, while purchasing in the private sector is “more receptive to entrepreneurship and innovation”. He further states that public sector procurement is fundamentally different from private purchasing as it not only “serves a broader range of stakeholders” and “places greater emphasis on accountability and transparency”, but it also allows “only little or no flexibility for negotiating with bidders/responders to a request for proposal”.<sup>32</sup>

The public markets reflect an economic equation where the demand side is represented by the public sector at large, whereas the supply side covers the private industry.<sup>33</sup> Public organisations purchase for public consumption, by adhering to national and multinational procurement laws and regulations that are imposed by national governments and multinational legislative authorities.<sup>34</sup> Public procurement is a standard governmental function through which the government, or its territorial or functional subdivisions, undertakes public works, builds roads and cares for health, education and public order.<sup>35</sup>

## 2.2. The crucial importance of contract management has its roots in the agency theory

As stated by Brudney et al. (2004), “although the job of delivering services is contracted out, the services remain public, funded mainly by taxation and decisions regarding their quantity, quality, distribution and other characteristics are left to public decision makers”.<sup>36</sup> Key in this definition, are the notions of public control, funding and decision making. This indicates a relationship between the public and private organisations as one where the public organisation is the principal and the private organisation the

---

<sup>30</sup> Knight et al. (2012) p. 17

<sup>31</sup> Knight et al. (2012) p. 17

<sup>32</sup> Newman (2003) p. 10-11

<sup>33</sup> Bovis (2012) p. 11

<sup>34</sup> Keränen (2017) p. 200 ; Kuusniemi-Laine and Takala (2007) p. 23

<sup>35</sup> Erridge and McIlroy (2002) p. 53

<sup>36</sup> Brudney et al. (2004) p. 394

agent.<sup>37</sup> This principal-agent relationship is commonly defined as a contract under which one or more persons (the principal) engage another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent.<sup>38</sup> However, as noted by Cohen (2008), “this authority of the agent does not eliminate or diminish the responsibility of the governmental organisation for the actions of the contractor”.<sup>39</sup> As a contract manager is concerned with the management of the contractual relationships between two parties, its function has its roots within the agency theory.<sup>40</sup>

Given the agency problem, there are two aspects. The first aspects, moral hazard – or often referred to as “hidden action” – is typically about the effort of the agent, or more specifically “the lack of effort on the part of the agent”.<sup>41</sup> The agent will strive to put as less effort in it as possible, while the principal values a level of effort as high as possible, because the more effort put in by the agent, the more likely the outcome is favourable. As described by Arrow (1984), “effort is a disutility to the agent, but it has a value to the principal in the sense that it increases the likelihood of a favourable outcome.”<sup>42</sup>

The second aspect, adverse selection – or often referred to as “hidden information” – is typically about information the agent has (collected) and the principal has not.<sup>43</sup> The agent uses (and should use) this information in making decisions; however, if the principal had the same information, it would influence his decision making as well. The problem here roots in the fact that the principal cannot check whether the agent has used the information in the way that best serves the principal's interest.<sup>44</sup>

As agents are assumed to be self-interested utility maximisers, who will pursue their own self-interests over and above the wishes of the principal in the absence of threats, sanctions, or inducements,<sup>45</sup> one can conclude that it is useful and necessary for public organisations (principals) to manage their contracts with contractors (agents). This necessity is underlined by many studies who see contract management as a crucial factor in ensuring the success of outsourcing, or as Brown and Potoski (2003) argued, “the success

---

<sup>37</sup> Cohen and Eimicke (2008) p. 5

<sup>38</sup> Jensen and Meckling (1976) p. 308 (Eisenhardt, 1989) p. 58

<sup>39</sup> Cohen and Eimicke (2008) p. 5

<sup>40</sup> Rendon (2010) p. 4

<sup>41</sup> Eisenhardt (1989) p. 58

<sup>42</sup> Arrow (1984) p. 5

<sup>43</sup> Arrow (1984) p. 5

<sup>44</sup> Arrow (1984) ; K. T. Lambright (2008)

<sup>45</sup> Dicke (2002) p. 456

or failure of any alternative service delivery arrangement likely depends on how well governments can manage the entire contracting process.”<sup>46</sup> So, “when contract management is haphazardly handled, it might even worsen the success of outsourcing”.<sup>47</sup> Nemec et al. (2012) go even further and conclude that “the absence of systemic contract management is one of the core purposes for failures of contracting and outsourcing”.<sup>48</sup>

Contracting is and will continue to be a major task facing public managers.<sup>49</sup> Besides that, the importance of contract management as a business process will continue to increase as organisations, both government and commercial, increasingly depend on external organisations for expertise to perform complex, specialised segments of their responsibilities.<sup>50</sup> Contract management can therefore be seen as a crucial process within public organisations.

### 2.3. Current literature lacks an overview of factors crucial to the successful implementation of contract management

#### 2.3.1. Literature lacks an overview of the crucial factors that affect the implementation of contract management

According to Nemec et al. (2012), the “main ‘internal’ reason why contracting does not produce the expected results and even creates perverse effects in the effectiveness and quality of contracted services, is the improper implementation of contract management”.<sup>51</sup> An unsuccessful implementation comes “with a resulting loss in effectiveness and an increase in costs.”<sup>52</sup> Despite this crucial importance of successful implementation, literature only focuses on the maturity levels of contract management.<sup>53</sup>

Rendon and Gerrett (2005), developed a tool to measure the level of contract management: The Contract Management Maturity Model (CMMM). Their maturity model can assist organisations in the development of their contract management function, as the model provides an assessment regarding their maturity level. This assessment of maturity can provide organisations with a “roadmap of additional needed training and education for improving its contract management process”.<sup>54</sup> This makes the maturity model particularly

---

<sup>46</sup> Brown and Potoski (2003) p. 153

<sup>47</sup> Mba and Agumba (2018) p. 88

<sup>48</sup> Nemec et al. (2012) p. 64

<sup>49</sup> Brown et al. (2006) p. 323

<sup>50</sup> Sherman (1987) p. 2 ; Rendon and Garrett (2005) p. 57

<sup>51</sup> Nemec et al. (2012) p. 55

<sup>52</sup> Bower and Walton Jr. (1973) p. 126

<sup>53</sup> Rendon and Garrett (2005) p. 50 ; Patel (2006) p. 1

<sup>54</sup> Rendon and Garrett (2005) p. 57

helpful for organisations who are developing their contract management process. An organisation which finds itself in the low levels of the maturity model (ad-hoc or basic), for instance will know which steps to take in order to achieve a higher level of contract management. In this case, it will know that additional policies, improved and elaborated standards and additional training can assist them in improving their contract management function. As described by Rendon and Gerrett (2005), “this is the true value and benefit of the contract management process capability maturity model—the continuous improvement of the organisation’s contract management processes”.<sup>55</sup>

Rendon and Gerrett (2005) distinguish between five levels of contract management maturity. They distinguish between an (1) ad-hoc level, a (2) basic level, which indicates a “basic, disciplined process capability”; a (3) structured level, which indicates “a fully established and institutionalised processes capability”; an (4) integrated level, which indicates “a contract management processes integrated with other corporate processes resulting in synergistic corporate benefits”; and finally, an (5) optimized level, which indicates a contract management function in which processes are “focused on continuous improvement and adoption of lessons learned and best practices”.<sup>56</sup>

On the ad-hoc level, the acceptance of the existence of contract management is established. The management of the organisation understands the benefit and value of contract management. There, however are no organisation-wide standard processes concerning contract management. In case there are (documented) processes, these are applied only on an ad-hoc basis. Finally, there is little accountability of contract management in place.<sup>57</sup> Translating this phase to implementation, one could argue that the implementation of contract management starts with the acceptance and understanding of the added value of contract management.

Moving towards the basic level, Rendon and Gerrett (2005) see that contract management processes are developed, but only used when the contract has a certain value.<sup>58</sup> This indicates that organisations often start the implementation of contract management with managing the larger contracts before rolling it out the rest of the organisation.

---

<sup>55</sup> Rendon and Garrett (2005) p. 57

<sup>56</sup> Rendon and Garrett (2005) p. 50

<sup>57</sup> Rendon and Garrett (2005) p. 50

<sup>58</sup> Rendon and Garrett (2005) p. 50



On the third level, the structured level, “contract management processes and standards are fully established, institutionalised, and mandated throughout the entire organisation”. These processes and standards are formally documented, to ensure the possibility of standardisation. Some of the process are already automated, which is possible because of the standardised, documented processes. Further, on this structured level, the senior management of the organisations becomes important. They are involved in “providing guidance, direction, and even approval of key contracting strategy, decisions, related contract terms and conditions, and contract management documents”.<sup>59</sup>

Organisations at the ‘integrated level’ of contract management maturity have contract management processes that are “fully integrated with other organisational core processes such as financial management, schedule management, performance management, and systems engineering”.<sup>60</sup> On this level, the end-user of the contract, together with several representatives of different organisational departments, form a cross-functional team when buying contracts. Finally, on the integrated level, managers use metrics to be able to periodically evaluate the contract management process and to make decisions related to the contracts.<sup>61</sup>

The fifth and final level in the contract management maturity model of Rendon and Gerrett (2005), the optimized level, reflects “an organisation whose management systematically uses performance metrics to measure the quality and evaluate the efficiency and effectiveness of the contract management processes”. At this level, organisational managers are continuously developing improvements and are also actively implementing these improvements. The main job in this level is the optimisation of the contract management process. Finally, organisations on this level have “established lessons learned and best practices programs”, all to ensure a continuous improvement of their contract management practices.

Another maturity model, created out of a large scale survey of the AberdeenGroup, guided by Patel (2006), distinguished between three levels of contract management: (1) laggard, (2) industry average and (3) best of class.<sup>62</sup> Based on the actions of the organisations stuck on a certain level, guidelines were developed and actions were

---

<sup>59</sup> Rendon and Garrett (2005) p. 50

<sup>60</sup> Rendon and Garrett (2005) p. 50

<sup>61</sup> Rendon and Garrett (2005) p. 51

<sup>62</sup> Patel (2006) p. 1

proposed to develop an organisations contract management. To move from the first level, laggard, to the second level, industry average, an organisation should execute three tasks. The organisation should (1) establish standardised and formal contract management processes and policies. Next to this, they should (2) develop standardised and automated contract creation methods. Finally, they should (3) centralise the organisational structure around contracts.<sup>63</sup>

To move from an industry average level towards a best in class level, Patel (2006) proposes four follow-up steps. The organisation should (1) consolidate the databases and/or repositories current holding contract data into one central repository. They further need to (2) ensure that enough meta-data within contracts is captured. They also need to (3) use reporting and analytics capabilities to gain intelligence around contract data. Finally, they should (4) integrate the contract management system with the financial and transactional systems and procurement.<sup>64</sup>

Other literature, which does not focus on the maturity level of an organisations contract management function, describe several aspects that are crucial in achieving successful contract management. Romzek and Johnston (2002) argue that outsourcing leads to a change of role within public business departments and therefore ask for new skills.<sup>65</sup> As their previous main task, providing services, is now performed by a contracted private service provider, their role changes.<sup>66</sup> The task of providing the service is substantially different from that of managing the contract. So, “state employees shift from service provision to contract management and they therefore need new skill sets and new mindsets to manage relationships with the contractor organisations.” These skills are different from those needed to deliver social services and should therefore be trained.<sup>67</sup>

Despite the focus of literature on different levels of contract management maturity among organisations, or the need for skilled organisational staff, no research was found which explicitly focuses on the implementation of contract management. As the analysis is based on assumptions rather than on empirical tests, it is not justifiable to conclude that the steps mentioned in this section will result in a successful implementation of contract management. Therefore, the question how to successfully fulfil that task remains open and

---

<sup>63</sup> Patel (2006) p. 12

<sup>64</sup> Patel (2006) p. 13

<sup>65</sup> Romzek and Johnston (2002) p. 437 ; Kramer (1994) p. 46

<sup>66</sup> Kettl (2000) p. 493

<sup>67</sup> Romzek and Johnston (2002) p. 437 ; Kettl (2000) p. 493 ; Van Meter and Van Horn (1975) p. 480

should, due to its crucial importance,<sup>68</sup> be investigated. This leads to the following sub-research question.

*Sub-Research Question 1: How to successfully implement contract management?*

### 2.3.2. Literature lacks a change management theory focus on contract management.

In public administration literature, far less attention is given to the importance of organisational change compared to the general literature on management and organisational behaviour.<sup>69</sup> The various frameworks and models that do exist, are mainly build upon the three-step model created by Lewin (1947), which is shown in *Figure 1*.<sup>70</sup> Besides describing the process of organisational change, these studies also highlight the factors that are contributing towards a successful implementation.<sup>71</sup>



Figure 1: Three-step model of behavioural change. (Adopted from: Lewin (1947))<sup>72</sup>

Rainey and Fernandez (2012), did an extensive literature review among this body of research and found eight different factors, where change leaders and change participants should pay attention to.<sup>73</sup> As the factors distinguished by Rainey and Fernandez (2012) are based upon consensus among the different researcher, their framework resembles, but also differs from existing organisational change frameworks.<sup>74</sup> Whereas some authors have portrayed the change process as a linear progression,<sup>75</sup> represented by the eight factors of Rainey and Fernandez (2012), others agree that the change process “rarely unfolds in such a simple linear fashion”.<sup>76</sup>

Rainey and Fernandez (2012) distinguish between the following eight factors: (1) ensure the need, (2) provide a plan, (3) Build Internal Support for Change and Overcome Resistance; (4) Ensure Top-Management Support and Commitment; (5) build external

<sup>68</sup> Nemeč et al. (2012) p. 55

<sup>69</sup> Rainey and Fernandez (2012) p. 168

<sup>70</sup> E.g. Armenakis and Bedeian (1999) p. 301; Rainey and Fernandez (2012) p. 168; Lewin (1947) p. 34-35

<sup>71</sup> Armenakis and Bedeian (1999) p. 300 ; Kotter (1995) p. 61 ; Burke (2017) p. 2

<sup>72</sup> Lewin (1947) p. 34-35

<sup>73</sup> Rainey and Fernandez (2012) p. 169

<sup>74</sup> E.g. Kotter (1995) p. 61

<sup>75</sup> Armenakis and Bedeian (1999) p. 303 ; Kotter (1995) p. 61 ; Greiner (1967) p. 84

<sup>76</sup> Amis et al. (2004) p. 15 ; Van de Ven (1993) p. 287

support; (6) provide resources; (7) institutionalise change; and (8) pursue comprehensive change.<sup>77</sup>

To (1) ensure the need, “managerial leaders must verify and persuasively communicate the need for change.”<sup>78</sup> This statement is verified by several studies, which indicate that successful implementation of a planned change generally requires a verification of the need for change by organisational leaders. Research also highlights the importance of persuading other organisational members and important external stakeholders that the planned change is necessary.<sup>79</sup> The process of convincing organisational members of the need for change is often started by the creation of a compelling vision: an image of the future that is easy to communicate and perceived appealing by organisational members.<sup>80</sup>

To (2) provide a plan, “managerial leaders must develop a course of action or strategy for implementing change”.<sup>81</sup> In order to successfully implement the change, the idea or vision should be transformed into a strategy, containing goals and a plan to achieve these goals.<sup>82</sup> This strategy serves as a road map for the organisation, offering direction on how to arrive at the preferred end state, identifying obstacles, and proposing measures for overcoming those obstacles. Regarding the public administration literature, analysts of policy implementation highlight “the importance of clear, specific policy goals and coherent causal thinking about the linkage between the initiative to be implemented and the desired outcomes”.<sup>83</sup>

To (3) build internal support for change and overcome resistance, managerial leaders should “ensure widespread participation in the change process”, as change involves “a political process of developing and nurturing support from major stakeholders and organisational members”.<sup>84</sup> Individuals resist organisational change for many reasons. Where some change ideas are perceived as unjustified, others might pose negative

---

<sup>77</sup> Rainey and Fernandez (2012) p. 169-173

<sup>78</sup> Rainey and Fernandez (2012) p. 169

<sup>79</sup> Armenakis and Bedeian (1999) p. 304 ; Burke (2017) p. 133 ; Kotter (1995) p. 60 ; Laurent (2003) p. 42 ; Judson (1991) p.

<sup>80</sup> Kotter (1995) p. 63

<sup>81</sup> Rainey and Fernandez (2012) p. 169

<sup>82</sup> Kotter (1995) p. 63-64 ; Judson (1991) p. ; Lambright (2001) p. 93 ; Abramson and Lawrence (2001) p. 7 ; Young (2001) p. 143

<sup>83</sup> Bishop and Jones Jr (1993) p. 125 ; Grizzle and Pettijohn (2002) p. 53-54 ; Sabatier and Mazmanian (1980) p. 545 ; Meier and McFarlane (1995) p. 281

<sup>84</sup> Rainey and Fernandez (2012) p. 170

consequences for organisational members and others are simply not comprehensible.<sup>85</sup> Several authors highlight the importance of a ‘shock’ to reduce the organisational resistance, where Kotter (1995) even concludes that “when the urgency rate is not pumped up enough, the transformation process cannot succeed”.<sup>86</sup> Regarding the public administration literature, widespread participation of organisational members seems to be an important contingency in overcoming resistance to change.<sup>87</sup> For example, Goldsmith (1999) described the crucial role of employee empowerment in succeeding his change efforts as mayor.<sup>88</sup> Besides the importance of participation, one should also avoid to overestimate the resistance to change.<sup>89</sup> Concluding, Thompson and Sanders (1997) suggest that in order to successfully implement organisational change, the process resembles “a hybrid combination, containing elements of lower-level participation and direction from top management”.<sup>90</sup>

To (4) ensure top-management support and commitment, “an individual or group within the organisation should champion the cause for change”.<sup>91</sup> As stated by many researchers, this factor plays an especially crucial role.<sup>92</sup> Some authors have translated the top-management support into a having a guiding coalition as a supporter of the change.<sup>93</sup> Kotter (1995) even notes that “whenever some minimum mass is not achieved early in the effort, nothing much worthwhile happens”.<sup>94</sup> Holzer and Callahan (1998), added a requirement of “cooperation by top-level career civil servants in addition to politically appointed executives”, as they found that many executives are frequently and rapidly replaced by other executives in public organisations. The turnover of these executives, compared to the private sector, is much larger.<sup>95</sup>

To (5) build external support, “managerial leaders must develop support from political overseers and key external stakeholders”.<sup>96</sup> This need for support is important, as political overseers have a large impact on the outcome of a planned change. They can

---

<sup>85</sup> De Vries and Balazs (1999) p. 647

<sup>86</sup> Kotter (1995) p. 60 ; Van de Ven (1993) p. 279-280

<sup>87</sup> Rossotti (2005) p. 88 ; Warwick et al. (1979) p. 199-200

<sup>88</sup> Goldsmith (1999) p. xiii

<sup>89</sup> Kelman (2005) p. 42

<sup>90</sup> Thompson and Sanders (1997) p. 151

<sup>91</sup> Rainey and Fernandez (2012) p. 171

<sup>92</sup> Kotter (1995) p. 62 ; Burke (2017) p. 117

<sup>93</sup> De Vries and Balazs (1999) p. ; Kotter (1995) p. 61

<sup>94</sup> Kotter (1995) p. 62

<sup>95</sup> Rainey and Fernandez (2012) p. 171 ; Holzer and Callahan (1998) p. 150-151

<sup>96</sup> Rainey and Fernandez (2012) p. 171

create and convey a compelling vision that explains why the organisation needs the change. They can also influence the implementation process by appointing political members who are supporting the change and who have the required level of skills and knowledge to successfully manage the implementation process. Regarding the public administration, “public policy scholars have observed the impact of support from political overseers or sovereigns on the outcome of policy implementation”.<sup>97</sup> Their findings got supported by more recent studies of public sector reform that have begun to stress the importance of external political support as well.<sup>98</sup> It is found that ‘easy changes’, those which can be quickly and cost-effectively be implemented, are gaining higher levels of support from political overseers and key external stakeholders than ‘tough changes’, those which require more time, effort and money to implement. Ensuring the support from other key external stakeholders is a factor which has a prominent place in the insurance of a successful change.<sup>99</sup>

To (6) provide resources, managerial leaders should understand that “change is not cheap or free of trade-offs”.<sup>100</sup> When an organisation plans to make a change in its organisational process, it should understand that it must redirect scarce organisational resources to several new activities. These activities include not only the development of an implementation plan or strategy, but also includes the communication of the need for change; the development of new processes; training of the workforce; reorganisation and restructuring of the organisation; and the need to innovate. Regarding the public administration literature, “policy implementation scholars have long recognised this need for adequate resources to implement policy changes”.<sup>101</sup> Sufficient funding is necessary to “staff implementing agencies and to provide them with the administrative and technical capacity to ensure that they achieve statutory objectives”.<sup>102</sup> This need for sufficient funding is underlined by recent studies on governmental reforms, which found that insufficient funding leads to resource scarcity, which on its turn has a negative impact on the success of organisational changes.<sup>103</sup>

---

<sup>97</sup> Sabatier and Mazmanian (1980) p. 546-547

<sup>98</sup> Berman and Wang (2000) p. 415

<sup>99</sup> Sabatier and Mazmanian (1980) p. 557 ; Abramson and Lawrence (2001) p. 7

<sup>100</sup> Rainey and Fernandez (2012) p. 172

<sup>101</sup> Sabatier and Mazmanian (1980) p. 545 ; Montjoy and O'Toole (1979) p. 468 ; Matland (1995) p. 160 ; Van Meter and Van Horn (1975) p. 480

<sup>102</sup> Rainey and Fernandez (2012) p. 172

<sup>103</sup> Bingham and Wise (1996) p. 405 ; Chackerian and Mavima (2001) p. 374

To (7) institutionalise change and make change enduring, members of the organisation must incorporate the new policies or innovations into their daily routines. This is necessary, as almost all changes within an organisation require behavioural changes by members of the organisation. To make change last, the workforce must learn and adopt these behavioural changes in the short term, while leaders are responsible for institutionalising this behaviour over the long term. It is necessary that old patterns of behaviour are replaced by new ones.<sup>104</sup> According to the model of institutionalising organisational change by Armenakis et al. (1999), to institutionalise organisational change, organisational leaders can “modify formal structures, procedures, and human resource management practices; employ rites and ceremonies; diffuse the innovation through trial runs and pilot projects; collect data to track the progress of and commitment to change; and engage employees in active participation tactics that foster learning by doing”.<sup>105</sup>

To (8) pursue comprehensive change, “managerial leaders must develop an integrative, comprehensive approach to change that achieves subsystem congruence”.<sup>106</sup> Subsystem congruence theorists believe that organisational change can only be successful if organisational subsystems are simultaneously redesigned and made congruent with the values and realities of a high participative work culture.<sup>107</sup> Practitioners should start any change effort with systemic changes in the work setting, while insuring that various changes in the work setting are corresponding with each other. This ensures a consistent signal to all members of the organisation about the newly desired behaviour.<sup>108</sup>

The eight-factor model of Rainey and Fernandez (2012) that has been discussed above, are factors which can influence the success of the implementation efforts at different points in the process. The determinants of a successful implementation are generally treated as factors which have additive effects to each other. However, the analysis of Rainey and Fernandez (2012) “treats each determinant as potentially contributing to the successful implementation of change — or making implementation smoother — by adding to the effects of the other factors”.<sup>109</sup> As the eight factors mentioned above should serve “not as a road map, but as a compass for practitioners

---

<sup>104</sup> Kotter (1995) p. 67 ; Lewin (1947) p. 34-35 ; Edmondson et al. (2001) p. 697

<sup>105</sup> Armenakis et al. (2000) p. 707

<sup>106</sup> Rainey and Fernandez (2012) p. 173

<sup>107</sup> Shareef (1994) p. 490

<sup>108</sup> Robertson et al. (1993) p. 629

<sup>109</sup> Rainey and Fernandez (2012) p. 169

seeking to find their way”,<sup>110</sup> it is interesting to see how the ‘compass’ of contract management looks alike. As this compass lacks in literature, we will try to find an answer on the following sub-research question:

*Sub-Research Question 2: How to ensure a successful implementation process of contract management?*

### 2.3.3. Contract management affects individuals across several organisational levels and has received strategic attention

As comes clear from the analysis of Greve (2007), it should be explicit who in the organisation is the contract manager of a specific contract. This discussion is receiving increased attention and is of high importance.<sup>111</sup> The contract management phenomenon stresses all levels of the organisation and has its impact on different organisational groups.

The first group considered by Greve (2007), are the politicians – government ministers and local councillors – as they decide whether to enter into a contract. The politicians are often the authorities responsible for the success or failure of a contract. They must carefully consider the services they are purchasing and how these services are valued by the tax-payers, which are voters as well. They have an increased interest in successful contracts, as contracting failure could easily damage their reputation.<sup>112</sup>

The second group that must deal with contract management issues, are the top executives in the public sector. They closely collaborate with the first group, the politicians, and must keep their interest in mind as well. Besides that, they must run the public organisation and manage the relationships with external organisations.<sup>113</sup> They can no longer be ignorant on contract matters and must incorporate contract management into their portfolio of core competences.<sup>114</sup>

The third group are the ‘contract managers’ themselves. These individuals have a specific organisational responsibility and are commonly placed on the second-level of the organisation. They are responsible for negotiating with suppliers and for the day-to-day relationships once the contract is implemented.<sup>115</sup> As they are the real contract managers,

---

<sup>110</sup> Rainey and Fernandez (2012) p. 173

<sup>111</sup> Greve (2007) p. 76

<sup>112</sup> Greve (2007) p. 76

<sup>113</sup> Greve (2007) p. 76

<sup>114</sup> Kelman (2002) p. 89

<sup>115</sup> Greve (2007) p. 76



they should receive more training and education in strategic public management competencies.<sup>116</sup>

The fourth group carries out the more routine-based tasks of contract management. They ensure that contract compliance of external providers is achieved. These group is often referred to as ‘contract administrators’ or ‘controllers’. This group of people does not need to have a special education, but should be capable to fulfil a role as secretary or clerk.<sup>117</sup>

The fifth and sixth group stand outside the public organisation and respectively refer to the top management of the provider organisation and the persons actively involved in carrying out what is stated in the contract.<sup>118</sup> Greve (2007) further stresses out the debate whether more groups are actually involved in the contract management process.<sup>119</sup> His analysis shows the impact of contract management across many different levels of the organisation.

In a situation where private contractors did not perform well and the expected benefits of outsourcing were not attained, Kelman (2002) described the challenge of turning things around, as one were “the ability of contract management should be considered as a core competence of the organisation”. He highlights the importance of contract management by referring to it as ‘strategic contract management’.<sup>120</sup> The first point in Kelman’s view is that contract management is more than just a routine job function and that the job encompasses many of the competencies normally associated with management in general in the public sector. Public managers who are responsible for contracts should therefore adopt a strategic perspective of contract management.<sup>121</sup>

The need for a clear deviation of tasks and responsibilities also gets stressed out in other research. According to Rao et al. (2018), “several aspects of the relationship between the central and lower administrative regions can affect contract management - the lack of clear delineation in the roles and responsibilities of different administrative levels,

---

<sup>116</sup> Kelman (2002) p. 89

<sup>117</sup> Greve (2007) p. 77

<sup>118</sup> Greve (2007) p. 77

<sup>119</sup> Greve (2007) p. 77

<sup>120</sup> Kelman (2002) p. 89

<sup>121</sup> Greve (2007) p. 74

inadequate capacity of local governments to manage contracts and divorcing the financial and monitoring roles.”<sup>122</sup>

As contract management stresses many different organisational levels and the deviation of tasks is crucial in successful contract management, the question how the contract management function can be successfully integrated in the organisational framework arises. This question gets an even higher importance as the function starts to get strategic attention. To successfully implement contract management, it is therefore needed to have a clear image of how the function should relate to the organisation. The sub-research question therefore is:

*Sub-Research Question 3: How to successfully integrate the contract management function into the organisational framework/structure?*

#### 2.4. The roadmap of contract management implementation can be built upon its critical success factors

Critical success factors got introduced by Daniel (1961)<sup>123</sup> and further defined by Rockart (1979), who defined the concept as “the limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organisation. They are the few key areas where “things must go right” for the business to flourish. If results in these areas are not adequate, the organisation’s efforts for the period will be less than desired.”<sup>124</sup> Therefore, critical success factors are areas of activity that should receive constant and careful attention from management.

In their research on the use of CSFs in federal government program management, Dobbins and Donnelly identified several uses of CSFs, which can be found in *Figure 2*.<sup>125</sup>

---

<sup>122</sup> Rao et al. (2018) p. 7

<sup>123</sup> Daniel (1961) p. 111-121

<sup>124</sup> Rockart (1979) p. 81-93

<sup>125</sup> Dobbins and Donnelly (1998) p. 77

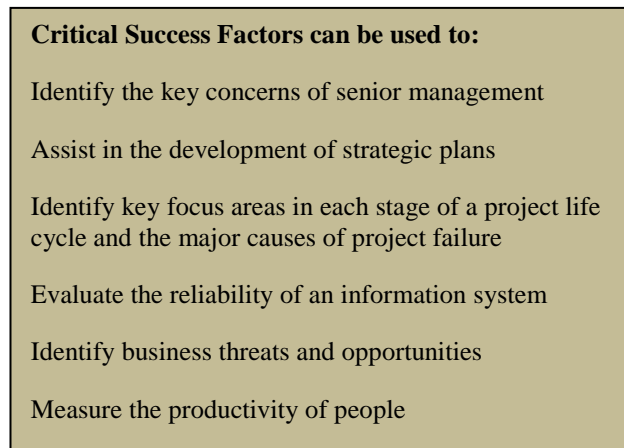


Figure 2: Uses of CSF's. Adopted from: Dobbins and Donnelly (1998, p. 77)

This list suggests the broad applicability of the method. It speaks to the use of CSFs as a way for organisations to focus and validate many of the important activities they perform to accomplish their missions.<sup>126</sup> As the paper is concerned with how an organisation should accomplish a successful contract management implementation, the search for its critical success factors will assist in finding those areas where an organisation should pay attention to.

The goal of this paper is to create a roadmap for the implementation of contract management. A roadmap can be defined as “a detailed plan to guide progress toward a goal”,<sup>127</sup> whereas the former Motorola Chairman even stated that a roadmap is “an extended look at the future of a chosen field of inquiry composed from the collective knowledge and imagination of the brightest drivers of the change”.<sup>128</sup> As these definitions indicate that a roadmap can be seen as a plan, the critical success factors of contract management implementation can be used as the building stones of this implementation roadmap. Critical success factors can namely assist in the development of strategic plans (*figure 2*).<sup>129</sup> As roadmaps are useful tools for “improving coordination of activities and resources in increasingly complex and uncertain environments”<sup>130</sup>, the creation of a roadmap for the implementation of contract management will assist organisations in achieving success.

<sup>126</sup> Caralli et al. (2004) p. 10

<sup>127</sup> Moretto et al. (2018) p. 170

<sup>128</sup> Saritas and Aylen (2010) p. 1063

<sup>129</sup> Dobbins and Donnelly (1998) p. 77

<sup>130</sup> Saritas and Aylen (2010) p. 1063

### 3. Methodology

#### 3.1. The analytic strategy is based on qualitative research and follows a theory-before-research model

There are two main types of research methods are quantitative and qualitative research.<sup>131</sup> What distinguishes qualitative from quantitative data in social research is essentially the distinction between numerical and non-numerical data. Qualitative data is non-numerical and therefore richer in meaning and detail than are quantified data.<sup>132</sup> Qualitative research focuses on depth rather than on breadth; it is less about finding averages and more about understanding specific situations that are important or revealing.<sup>133</sup> Qualitative research thus refers to the meanings, concepts, definitions, characteristics, metaphors, symbols, and descriptions of things. In contrast, quantitative research refers to counts and measures of things.<sup>134</sup> As the main base of this master thesis consists of two World Café discussions, it is therefore based on a qualitative research method.

The basic purpose in qualitative research is just as important as it is in quantitative research. It is important to present clear ideas about how one at least begins to measure what it is one wants to measure. Quality criteria such as precision, accuracy, validity and reliability are important in all kinds of social research projects.<sup>135</sup> So, it is important to start with a clear idea. Ideas are often based on theory. There are some who argue that ideas and theory must come before empirical research. This has been called the theory-before-research model.<sup>136</sup> Qualitative research seems to start with an issue or problem, then the literature related to this issue or problem is investigated. Afterwards, questions are posed, from which data is gathered and analysed, in order to finally write up the findings and ultimately the report.<sup>137</sup>



Figure 3: Theory-before-research model. Adopted from: Frankfort-Nachmias and Nachmias (1992, p. 46)

<sup>131</sup> Punch (2013) p. 3

<sup>132</sup> Babbie (2010) p. 24

<sup>133</sup> Rubin and Rubin (2011) p. 2

<sup>134</sup> Berg (2001) p. 3

<sup>135</sup> Babbie (2010) p. 166

<sup>136</sup> Frankfort-Nachmias and Nachmias (1992) p. 46

<sup>137</sup> Cresswell (2007) p. 41-42

This orientation has been described by Popper (2014), who suggests that one begins with ideas ('conjectures') and then attempts to disprove or refute them through tests of empirical research ('refutation').<sup>138</sup> This research project will use this theory-before-research model, as the goal of this research is to compare current literature on the contract management implementation with the actual situation in the field. Based on this comparison, conclusions can be made on what are the critical success factors of contract management implementation.

### 3.2. The World Café methodology was used to gather data

The World Café method gathers experts around small discussion tables and successively moves them between the tables after some time.<sup>139</sup> The World Café can be thought of as an organisational or social design process for enhancing "the human capacity for collaborative thought"<sup>140</sup> and "stimulating scholarly dialogue".<sup>141</sup> Since there are multiple discussion rounds and the participants are moving randomly from table to table, "knowledge-sharing grows" and "cross-pollination of ideas" can be achieved.<sup>142</sup> The goal of this method is to initiate open, but topic-focused discussions among the participants. It is an especially fruitful method for exploring a new concept,<sup>143</sup> in this case the implementation of contract management.

One of the different methods to identify critical success factors, is by consulting industry or business experts.<sup>144</sup> This method consults individual who have are currently working in the industry or business and have great knowledge about it. Despite the concerns that rise about the objectivity and thoroughness of this method, it does allow for obtaining information or perspectives which are not available through other methods. Leidecker and Bruno (1984), concluded that "the 'conventional wisdom', insight, or 'intuitive feel' of an industry insider often is an excellent source of CSF's and, coupled with more objective techniques, provide the analyst with a two-fold data source to substantiate other CSF identification".<sup>145</sup>

---

<sup>138</sup> Popper (2014) p. 152

<sup>139</sup> Brown and Isaacs (2005) p. ix

<sup>140</sup> Schieffer et al. (2004a) p. 2

<sup>141</sup> Delaney et al. (2006) p. 46

<sup>142</sup> Schieffer et al. (2004a) p.2 ; Schieffer et al. (2004b) p.3

<sup>143</sup> Hoffmann (2011) p. 38

<sup>144</sup> Leidecker and Bruno (1984) p. 27

<sup>145</sup> Leidecker and Bruno (1984) p. 27

Several downsides of the critical success factor methodology with industry experts are based on the expected subjectivity. According to Leidecker and Bruno (1984), “the inputs may be no more than biased opinion and, therefore, can result in a tenuous base for strategy development.”<sup>146</sup> As the World Café methodology moves these experts around tables and enhances discussions between these experts, the results will be less biased than when a single expert is consulted. The increased knowledge sharing, and cross-pollination of opinions will lead to valid critical success factors.

The World Café sessions were arranged in April 2019 by Het NIC in respectively Den Dolder and Zwolle in the Netherlands. As the participants received a questionnaire before the World Café discussions started, this research consists of a quantitative research method as well. Both sessions had a similar setup, besides the fact that the sample in Den Dolder (n=13) was larger than the sample in Zwolle (n=11).

### 3.3. The World Café methodology is built upon seven integrated principles which lead to conversations that matter

The World Café method gathers experts around small discussion tables and successively moves them between the tables after some time.<sup>147</sup> As stated by Brown and Isaacs (2005), “people often move rapidly from ordinary conversations toward conversations that matter, fostering dialogue in which the goal is not only thinking together, but also creating actionable knowledge”.<sup>148</sup> Pamphilon, Chevalier and Chevalier (2006) emphasise the World Café methodology as beneficial in engaging people in meaningful conversation.<sup>149</sup> To ensure the power of “conversations that matter”, the World Café is built upon the following seven integrated principles.<sup>150</sup>

It is important to (1) set the context, as the organisation will shape the content and process of the World Café sessions, both in preparation as well as during the session. One should also not forget to (2) create a hospitable space, as a social space that is easily accessible provides personal comfort and psychological safety. The World Café should (3) explore questions that matter, as powerful questions attract collaborative engagement. In a successful World Café, the collective attention is focused on these questions. It is also important to (4) encourage every individual's contribution, because participants will engage

---

<sup>146</sup> Leidecker and Bruno (1984) p. 27

<sup>147</sup> Brown and Isaacs (2005) p. ix

<sup>148</sup> Brown and Isaacs (2005) p. 4 ; Fouché and Light (2011) p. 8

<sup>149</sup> Pamphilon et al. (2006) in Fouché and Light (2011) p. 8

<sup>150</sup> Fouché and Light (2011) p. 8-9 ; Brown and Isaacs (2005) p. 42-153

more deeply when they feel they are contributing their opinions to questions that are important to them.

During the World Café session, the goal should be to (5) cross-pollinate and connect diverse perspectives. Rotating participants around the tables during the diverse rounds allows for a dense web of connections. Having a table hosts summarise the discussion of the previous round to the following group will stimulate the cross-pollination and connection of ideas. Participants should (6) listen together for patterns, insights and deeper questions. As ideas are connected, it is important to work towards a coherent perspective, keeping the individual contribution in mind. The organisation should further ensure that (7) collective discoveries are harvested and shared. It is important to visibly display the insights, patterns and deeper questions, as this enables the development of collective knowledge. By visually capturing this on flip charts, the whole group has access to these discussion themes.

As indicated by the seven principles, the table hosts have an important task. A table host should be assigned to each of the tables on forehand and should be a member of the organizing institution.<sup>151</sup> The table hosts has several tasks, among which the stimulation of participants to contribute to the discussion and the notation of the main discussion points (using a different colour for each round). The table host should also ensure that the discussion would not emerge too far from the subject and have to summarise the thoughts of the previous discussion group to the one following it.<sup>152</sup> It is also important that the table host does not actively participate in the discussion and retains from giving his own opinion.<sup>153</sup> The ideal group size per discussion table lies around 4 to 6 persons. The number of tables used can be adjusted by the researcher.<sup>154</sup> A World Café session commonly consists of three rounds, with each lasting around 20 to 30 minutes.<sup>155</sup>

---

<sup>151</sup> Schiele et al. (2012) p. 27

<sup>152</sup> Schiele et al. (2012) p. 25 ; Brown and Isaacs (2005) p. 166-171 ; Reichenbachs et al. (2017) p. 358 ; Teut et al. (2013) p. 277

<sup>153</sup> Broom et al. (2013) p. 255-256 ; Reichenbachs et al. (2017) p. 258

<sup>154</sup> Schiele et al. (2012) p. 24

<sup>155</sup> Brown and Isaacs (2005) p. 166 ; Teut et al. (2013) p. 277 ; Broom et al. (2013) p. 255

### 3.4. The design for this research project consists of a questionnaire and two World Café discussions

#### 3.4.1. Two World Café sessions were organised by Het NIC to discuss the implementation of contract management.

During both World Café sessions in Den Dolder and Zwolle, the overarching research question was introduced to the participants. With this question in mind, the participants were divided across three different tables, each discussing one of the three sub-research questions. The number of participants in Den Dolder ( $n = 13$ ), led the tables to consist of 4 to 5 people, whereas the number of participants in Zwolle ( $n=11$ ), led the tables to consist of 3 to 4 people. Both World Café sessions consisted of three rounds, where the first two rounds lasted 25 minutes and the third and last round lasted 20 minutes.

As the World Café methodology relies for a large part on the quality of the table hosts, they were instructed on forehand by means of a short presentation. The presentation ensured a proper preparing of the table hosts on their role and responsibilities. The table hosts also received a written instruction, ensuring the discussion to be fruitful and ‘on-topic’. As two of the table hosts present in the first World Café discussion were also fulfilling this role in the second session, the first session was evaluated and they received additional instructions. These additional instructions were supposed to increase the quality level of the output from the discussions. Besides the instructions given to the table hosts, the participants also received an instruction. The participant instruction consisted of stimulations to speak up, listen carefully and mutually respect each other. The participants were made clear that there were no wrong opinions and to stick to the question.

After the three rounds of discussion, a plenary session took place, where each table host presented the findings regarding their themes to the whole group of participants. Then, each participant received twenty stickers to indicate which discussion outcomes they perceived as being the most important. The stickers were distributed among the large paper sheets containing the outcomes of the three discussion-themes. No limit was given to the number of stickers a single discussion outcome could receive and all participants were stimulated to use all twenty stickers. This ‘quantification’ of the qualitative data obtained in the World Café discussions, led to a clear image on which discussion outcomes were perceived as more important than others. The participants perspective on the relative importance makes it possible to prioritise certain discussion outcomes above others.



### 3.4.2. A questionnaire was used to gather participant related information

In order to be able to investigate whether the possible differences in outcomes of the two World Café sessions are related to differences in the research population per location, participant related information was collected before the start of the two different World Café sessions. The participant related information was collected via a questionnaire, handed out at the entrance of the discussion room, to ensure a response rate of hundred percent. The questionnaire consisted of three different categories.

The first category asked for basic participant information, including individual roadmap, gender, age and educational level. The inclusion of an individual roadmap ensured the contribution of each participant to all three of the topics and an equal deviation of participants at each discussion table in each round. It also enables a more fluent transition of participants among the three discussion tables. The second category asked for work related participant information, including work experience in years (distinguishing between experience in private and/or public procurement), in which industry they are currently active; their current job title and how long they have fulfilled this function.

Finally, the participants were given five statements concerning contract management and its implementation. The participants were asked to indicate, using a five-point Likert scale, to what extent they agreed or disagreed with the statements. The statements were related to (1) the importance of their role in implementing contract management; (2) the crucial importance of contract management within their organisation; (3) the current level of contract management at their organisation; (4) the difficulty of implementing contract management; and (5) whether contract management only belongs to purchasing.

### 3.4.3. The sample was created by means of judgement sampling

In qualitative research the selection of respondents cannot follow the procedures of quantitative sampling because the real purpose of qualitative research is not to count opinions or people but explore the range of opinions and different representations of an issue.<sup>156</sup> Thus, sampling in qualitative research is concerned with the richness of information and the number of participants required. ‘Qualitative sampling’ therefore depends on the nature of the topic and the resources available.<sup>157</sup> According to Marshall (1996), the selection of a sample for a qualitative study can be done via three broad

---

<sup>156</sup> Gaskell (2000) p. 41

<sup>157</sup> Gaskell (2000) p. 43

approaches. The first, convenience sample, is the least rigorous technique. The most accessible subjects are selected. The second, judgement sample, also known as purposeful sample. Via this method, one actively selects the most productive sample to answer the research question. The third, theoretical sample, are sample that are usually to a greater or lesser extent driven by theory. This type of sampling builds interpretative theories from emerging data and selects new samples to evaluate this theory.

For the sake of this master thesis, judgement sampling was used. As the goal of this research lies in answering the research question in the best possible way, this method is the most useful one. The sample of participants consisted of public procurement professionals that had signed up to the World Café sessions, after receiving an invitation from Het NIC. Het NIC has send out an e-mail to their customer base, which consists of public procurement professionals, and has promoted the session via social media. The overarching theme mentioned in the invitation, was the search for the crucial success factors of contract management implementation. The respondents could choose to either attend the session in Den Dolder or in Zwolle. Both sessions took place in April 2019. The total research population (n = 24) consisted of Dutch professionals that were currently active in the public sector (n = 23) and contained one individual who was currently active in the private sector as well. This individual was present during the World Café session in Den Dolder.

### 3.5. Ethics were dealt with by informing the participants on forehand

During the past several decades, methods of data collection, organisation, and analysis have become more sophisticated and penetrating. Consequently, the extent or scope of research has become greatly expanded. With this expansion has come increased awareness and concern over the ethics of research and researchers.<sup>158</sup> Ethics can be defined as “the code of moral principles that sets standards of good or bad.”<sup>159</sup> The concerns about research ethics to a large extent revolve around various issues of harm, consent, privacy, and the confidentiality of data.<sup>160</sup>

As Miles and Huberman (1994) note: “we must consider the rightness or wrongness of our actions as qualitative researchers in relation to the people whose lives we are

---

<sup>158</sup> Berg (2001) p. 39

<sup>159</sup> Schermerhorn (2002) p. 146

<sup>160</sup> Punch (1994) p. 92

studying, to our colleagues, and to those who sponsor our work.”<sup>161</sup> A variety of practices attend to ethics in qualitative research, including procedural, situational, relational, and exiting ethics.<sup>162</sup>

Procedural ethics suggest that research participants have a right to know the nature and potential consequences of the research—and understand that their participation is voluntary. Such procedures not only attend to ethics but also lead to more credible data.<sup>163</sup> The ethical norms of voluntary participation and no harm to participants have become formalised in the concept of informed consent. This norm means that subjects must base their voluntary participation in research projects on a full understanding of the possible risks involved.<sup>164</sup>

Situational ethics often revolve around the question whether the means justify the ends. This type of ethic asks to constantly evaluate the research methods and the data worth exposing.<sup>165</sup> Relational ethics are related to an ethic of care that “recognizes and values mutual respect, dignity, and connectedness between researcher and researched, and between researchers and the communities in which they live and work.”<sup>166</sup> Exiting ethics are about the ethical considerations which continue beyond the data collection phase and cares about how researchers leave the scene and share the results. Researchers should consider how best to present the research in order to avoid unjust or unintended consequences.<sup>167</sup>

To deal with these different types of ethics, the respondents had to sign an ‘informed consent’ form. This form was incorporated in the questionnaire, and by filling in the questionnaire, the participants agreed to participate in this research. The research methods were constantly evaluated and it was ensured that the respondents were treated with respect. The report was written to ensure the best possible interpretation of its readers and to minimise the chances of unintended consequences.

---

<sup>161</sup> Miles and Huberman (1994) p. 288

<sup>162</sup> Tracy (2010) p. 846-847

<sup>163</sup> Miles and Huberman (1994) p. 291 ; Tracy (2010) p. 847

<sup>164</sup> Babbie (2010) p. 69

<sup>165</sup> Tracy (2010) p. 847

<sup>166</sup> Ellis (2007) p. 4

<sup>167</sup> Fine et al. (2000) p. 116

### 3.6. The data analysis within the World Café sessions followed a structured approach

Data analysis can be defined as consisting of three concurrent flows of action: data reduction, data display, and conclusions and verification.<sup>168</sup>

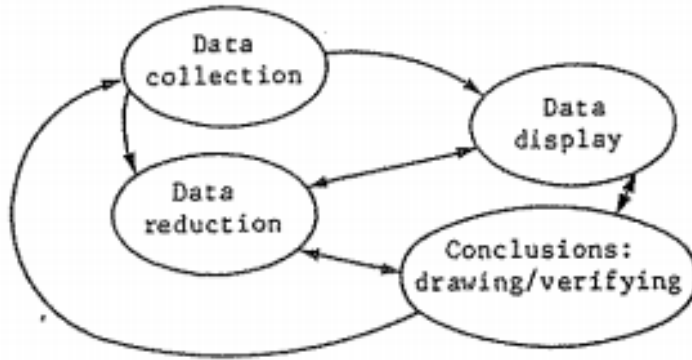


Figure 4: Components of Data Analysis: Interactive Model. Adopted from Miles and Huberman (1994, p. 12)

Data reduction, or as Tesch (1990) prefers to call it: “data condensation”, is part of the analysis and not something separate.<sup>169</sup> It is a form of analysis that “sharpens, sorts, focuses, discards and organises data in such a way that final conclusions can be drawn and verified.”<sup>170</sup> It is a necessary part of the analysis, as qualitative data needs to be reduced and transformed in order to make it more readily accessible, understandable, and to draw out various themes and patterns. Coding will be done during the process and is used to reduce the data. As the table hosts are mapping the discussion and note discussion points on the paper sheet, the task of data reduction is fulfilled by the table hosts.

After reducing the data, it is necessary to display the data. Data displays assist in the understanding and/or observing of certain patterns in the data, or in determining what additional analysis or actions must be taken. Data displays often consist of reduced and transformed groupings of data.<sup>171</sup> After the discussions are coded in bullet points by the chairmen, these statements are displayed during a plenary session, in which the table hosts present the findings of their themes.

The final step in the data analysis is the drawing up of conclusions and verifications. After the data has been collected, reduced, and displayed, analytic

<sup>168</sup> Miles and Huberman (1994) p. 10-12

<sup>169</sup> Tesch (1990) p. 136-139

<sup>170</sup> Miles and Huberman (1994) p.11

<sup>171</sup> Berg (2001) p. 36

conclusions may begin to emerge and define themselves more clearly and definitively. The first conclusions are often made while research is still in the data collection phase. These conclusions are held lightly, maintaining openness and scepticism, but the conclusions are still there, inchoate and vague at first, to become explicit and grounded in the end. However, one should keep in mind that final conclusions may not appear until data collection is over.<sup>172</sup>

The other part of this final step is the verification of the research. Conclusions drawn from the patterns apparent in the data must be confirmed/verified to assure that they are real. The validity of the findings should be tested. As the participants will “vote” for which discussion points they perceive as being the most important, the validity is ensured.<sup>173</sup> While collecting data for the sake of this research, it is taken into account that conclusions should not be made on forehand or while the data collection is not yet finished. After the participants have given their points to the statements coming from the discussions, patterns will emerge. Only after these patterns are clearly displayed, conclusions are made.

### 3.7. The data was transformed into a top-ten factors per research question and controlled for the influence of differences in sample population

The quantitative data coming from the questionnaires and from the quantification of the qualitative World Café discussion output, were transformed into Excel and SPSS for further statistical analysis. The quantitative data coming from the questionnaires was tested with the Wilcoxon Signed-Rank test, to be able to test whether the participants agreed upon the five statements in the questionnaire. The Wilcoxon signed-rank test is “especially useful in small sample situations whenever there is any question about normality and the differences are ordinal,”<sup>174</sup> these two aspects are the case in this research, as the statements are measured on a five-point Likert scale.

The output of the World Café discussions was then coded based on similarities between several statements coming from the different World Café sessions. This revision was done for every research question, leading to a condensation of data. As the goal of this research is to provide an overview of the critical success factors of contract management implementation, a top ten of the discussion points with the highest indicated relative

---

<sup>172</sup> Miles and Huberman (1994) p. 11

<sup>173</sup> Yin (2017) in Reichenbachs et al. (2017) p. 358

<sup>174</sup> Meek et al. (2007) p. 92

importance was created. This overview was created per research question, as well as per location. Finally, the top-ten discussion points per research question were transformed into road-map steps (also per research question), based on the three-step model of Lewin (1947).<sup>175</sup>

The decision to create the overview also per location, was made to be able to test whether the differences in population significantly affect the differences in highest indicated relative importance. The data used to describe the differences in population sample is derived from the questionnaire as described in *paragraph 4.2.2*. To be able to test this effect, a one-way ANOVA as well as a Pearson Chi-square statistical test was performed. A one-way ANOVA analysis was used to test the continuous variables ‘age’ and ‘work experience’. In addition to this ANOVA test, an independent sample t-test was also performed, as ANOVA tests are normally used when three or more groups are compared. To make sure that all possible differences in population samples between the two World Café sessions were identified, the Pearson Chi-square test was performed as well. This analysis was used to test the categorical variables ‘gender’, ‘educational level’, ‘current workplace’ and the scores on the five statements.

## 4. Results

### 4.1. The two research populations together form a sample population consisting of public procurement professionals

As shown in *Table 1*, the two World Café sessions, organized by Het NIC in Den Dolder and Zwolle, attracted twenty-four procurement professionals interested in the implementation of contract management. The male-female deviation was fifty-fifty, as twelve of these twenty-four participants were male, while the other twelve participants were female. The World Café sessions attracted participants with many different ages, ranging from twenty-one to sixty-one years. The average age was around 39 years, with Den Dolder and Zwolle differing with an average age of respectively around 36 and 41 years old.

---

<sup>175</sup> Lewin (1947) p. 34-35

		Den Dolder (n = 13)	Zwolle (n = 11)	Total (n = 24)
Gender	Male	7	5	12
	Female	6	6	12
Age (years)	Min	23	21	21
	Max	51	61	61
	Mean	36.46	41.18	38.63
	St. Dev	10.729	12.999	11.802

Table 1: 'Age' and 'Gender' of the research population per location

As *Table 2* shows, most of the participants have studied at a university of applied sciences (n = 16), whereas four participants have studied at a university. None of the participants explicitly mentioned to be specialized in procurement during their education, however many of the specialisations mentioned involve some form of procurement class. As 'Facility Management' is the classical university of applied sciences-education in purchasing, we expect eight persons to have a formal procurement education. These eight are equally divided among the two World Café sessions. Keeping the six missing values on education specialisation in mind, this means that around thirty percent of the participants have had a procurement education. A detailed overview of the different education specialisations can be found in *Table 16* of *Appendix 1*.

		Den Dolder (n = 13)	Zwolle (n = 11)	Total (n = 24)
Education	High School	1	0	1
	MBO	1	2	3
	University of Applied Sciences	9	7	16
	WO (BA or BSc)	1	0	1
	WO (MA or MSc)	1	1	2
	WO (PhD)	0	1	1

Table 2: Highest completed level of education of the research population per location

The average total years of work experience lies around sixteen years, whereas both the average total years of experience in private purchasing and the average of public procurement lies around five years (*Table 3*). Ranging from one till twenty-eight years, twelve participants (50%) have experience in private purchasing. Regarding public

procurement, nineteen participants (79%) have experience, ranging from one till twenty years. Eleven participants (46%) have experience with both private and public procurement. This indicates that more than half of the participants with public procurement experience, have worked in private purchasing as well (58%).

		Den Dolder	Zwolle	Total
Total Work Experience	Min	0	0	0
	Max	34	40	40
	Mean	14.04	18.18	15.94
	St. Dev.	13.007	12.999	12.891
Work Experience in Purchasing (Private Sector)	Min	0	0	0
	Max	28	17	28
	Mean	5.42	3.73	4.65
	St Dev	8.366	5.867	7.227
Work Experience in Purchasing (Public Sector)	Min	0	0	0
	Max	10	20	20
	Mean	3.31	6.95	4.98
	St. Dev.	3.745	7.295	5.823

Table 3: Work experience of the research population (in years) per location

Fulfilling 12 different types of roles, almost all participants are currently active within the public sector (96%). *Table 4* also shows that only one person was found to be currently active in the private sector. Out of the twenty-three participants active in the public sector, most of them are either working for a municipality (n=5), in consultancy (n=5) or in healthcare (n=4). No participant was found to currently work for a Dutch province. The different roles of the participants can be found in *Table 17* of *Appendix 1*.



		Den Dolder	Zwolle	Total
Current Industry	Municipality	1	4	5
	Province	0	0	0
	Central Government	0	2	2
	Education	1	2	3
	Health Care	4	0	4
	Private Sector	1	0	1
	Water	1	0	1
	Other; Consultancy	3	1	5
	Other; Public Broadcasting	1	0	1
	Other; Safety Region	0	2	2

Table 4: Current industry in which the research population is active per location

#### 4.2. The research population believes contract management is of crucial importance and believe that it is inadequately implemented within their organisations.

Five statements concerning the participants perspective on (1) the importance of their role in implementing contract management; (2) the crucial importance of contract management within their organisation; (3) the current level of contract management at their organisation; (4) the difficulty of implementing contract management; and (5) whether contract management only belongs to purchasing, were asked to identify how the participants were thinking of the implementation of contract management.

In total, only two participants believed that their role in implementing contract management was important (8%). The largest group, containing ten participants, believed that they did not fulfil an important role in implementing contract management. As the mean score of the research population (1.96) is significantly lower than a neutral score ( $p < .05$ ), it is justified to conclude that the overall opinion on this statement is ‘disagree’. Therefore, it is found that the participants did not yet fulfil an important role in implementing contract management.

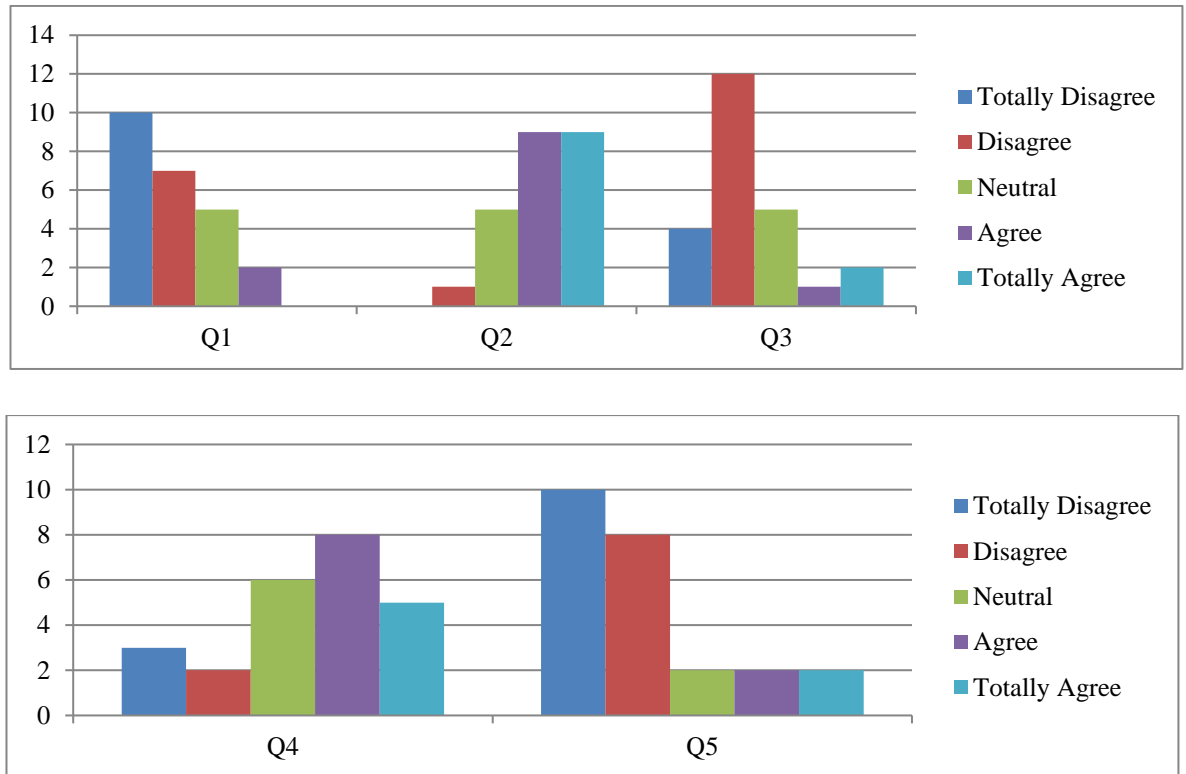


Figure 5: Overall scores per questionnaire statement

Regarding the statement that contract management is of crucial importance, eighteen of the twenty-four participants agreed that contract management is indeed of crucial importance in their organisation (71%). Nine of these eighteen participants even strongly agreed upon this statement. In total, only one person disagreed with the statement (4%). This person was present in Den Dolder. As the mean score of the research population (4,08) is significantly higher than a neutral score ( $p < .05$ ), it was found that the participants believe that contract management is of crucial importance in their organisations.

When the participants were asked for their opinion on the current level of contract management at their organisations, sixteen participants indicated that it was not on an adequate level (67%). Only three persons thought they had a sufficient level of contract management. The larger number of participants do not agree with the statement and the mean score of the research population (2,38) is significantly lower than a neutral score ( $p < .05$ ). It is therefore found that the research populations believe that the current level of contract management at their organisations is inadequate.

Regarding the believed difficulty of the implementation of contract management, thirteen participants believed that it is indeed difficult to implement contract management

(54%). However, there are also five persons who believe that implementing contract management is easier than it looks (21%). When constituting an overall view on the difficulty of implementation, it is found that despite the larger amount of agreeing participants, the mean score of the research population (2,58) is not significantly lower than a neutral score ( $p < .05$ ).

When the participants were asked to react on whether contract management should only belong to purchasing, eighteen participants thought otherwise (75%). The largest group even totally disagreed upon this statement ( $n=10$ ). As only two persons were neutral on this statement, the respondents gave a clear opinion on this. Four persons agreed that contract management belongs to purchasing. As the mean score of the research population (2,08) is significantly lower than a neutral score ( $p < .05$ ), it was found that overall the research population believes that contract management should not only belonging to purchasing.

#### 4.3. The two World Café sessions led to 110 unique discussion points across all research questions

During the World Café sessions in Den Dolder and Zwolle, respectively eighty-seven and fifty-nine discussion points were mentioned, leading to a total of 146 statements (*Table 5*). The largest part of the statements was devoted to the second theme, the overcoming of organisational resistance (38%). The successful implementation of contract management, with fifty statements, constituted 34 percent of the discussion points. The integration of contract management in the organisation led to the least amount of statements, being 28% of the total amount of discussion points.

	Implementation	Resistance	Integration	Total
Den Dolder	32	31	24	87
Zwolle	18	25	16	59
Total	50	56	40	146

Table 5: Amount of discussion points mentioned per research question per location.

The participants' indicated their perceived relative importance of the statements by placing stickers on the discussion points they believed to be important. As shown in *Table 6*, a total of 470 stickers were placed behind the discussion points. The table also shows us that most of the stickers were placed behind statements regarding the implementation of contract management (40%).

	Implementation	Resistance	Integration	Total
Den Dolder	129	75	52	256
Zwolle	63	78	78	219
Total	192	153	130	475

Table 6: Number of votes given to the research questions per location.

After coding the statements per research question, *Table 7* was constituted. This table indicates us that in total the amount of statements equalled 110 statements. The largest decrease in discussion points after they were coded, was in the amount of statements regarding the organizational resistance. This indicates that many of the statements in Den Dolder were also mentioned in Zwolle, and *vice versa*.

	Implementation	Resistance	Relation	Total
Total	40	37	33	110

Table 7: Amount of discussion points per research question after combining the two locations

#### 4.4. A top-ten discussion points with the highest number of votes was created per research question

##### 4.4.1. The creation of a solid support base is the most important factor in the implementation of specifically contract management.

As previously mentioned, the World Café sessions led to 40 discussion points regarding the successful implementation of specifically contract management. These 40 discussion points received a total of 190 stickers, from which 129 were given in Den Dolder and 63 in Zwolle. From the total amount of discussion points, 31 received stickers (77.5 %). The ten statements which received the most stickers are displayed in *Table 8*. These ten statements received 64,06 percent of the total amount of stickers given to statements regarding this subject.

#	Discussion Point	Votes	Percentage
1	Create a solid support base	21	10,94%
2	Management support &	20	10,42%
	the presence of individuals with the right skills		
3	Ensure the presence of a contract management system	13	6,77%
	Think big, start small	13	6,77%
5	Contract management starts with adequate contract administration (start with the base)	12	6,25%
6	Emphasize the strategic importance of contract management	10	5,21%
	Facilitate the necessary conditions for a contract manager to be successful. (system, templates, knowledge and experience)	10	5,21%
8	Ensure organisational members feel a need by making risks comprehensible (not only costs)	8	4,17%
	Focus on better fulfilment of contracts. (KPI's)	8	4,17%
	Importance of celebrating success and sharing lessons to further develop the function	8	4,17%
Total Votes		123	64,06%

Table 8: The top-ten discussion points regarding the implementation of specifically contract management

As the ten discussion points in *Table 8* indicate, it is of crucial importance to create a solid support base. The decision to implement contract management should be broadly supported by the organisation. Besides that, a successful implementation of contract management can be achieved by ensuring management support. Together, these two statements received more than 20 percent of the votes and are therefore the most important factors in ensuring a successful implementation. These two factors can be grouped together as critical success factors which are important before the actual start of the implementation. Other factors related to this organisational support-phase are the need to emphasize the strategic importance of contract management and the need to ensure that organisational members feel the need for the implementation of contract management, something that can be achieved by making the risks comprehensible.

Further, the participants stress the importance of a contract management system. When implementing contract management, organisations should also “think big, but start small” to be successful. Using incremental steps to achieve the on forehand created ‘utopia’ situation. For contract management to be able to become successful, the contract administration should be adequate and up-to-date – start with the base.

Transforming these critical success factors for a successful implementation of contract management into a roadmap, the following figure becomes clear:

	1	2	3
<u>Implementation</u>	Create a solid support base	Start with adequate contract administration	Focus on better fulfilment of contracts. (KPI's)
	Ensure the support of top management	Facilitate the necessary conditions for a contract manager to be successful.	Celebrate successes and share lessons for further development of the function
	Emphasize the strategic importance of contract management	Ensure the presence of a contract management system.	
	Ensure organisational members feel a need for contract management	Start small, only the larger strategic contracts but plan for the future	
		Ensure the right skills are in place	

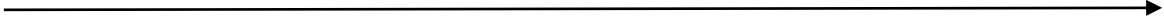


Figure 6: The critical success factors of the specific implementation of contract management transformed into roadmap steps.

#### 4.4.2. A clear deviation of tasks, responsibilities and authorities is the most important factor in overcoming organisational resistance

Regarding the discussion points concerning the organisational resistance in implementing contract management, 37 unique statements were found in the two World Café discussions. Out of these 37 statements, 27 statements received one or more votes (73%). Statements regarding this subject received a total of 153 votes, equally divided over the two sessions, as in Den Dolder and Zwolle the subject received respectively 75 and 78 votes. The top-ten statements with the highest number of votes are displayed in *Table 9*. This table shows us that the eleven statements are responsible for 72,55% of the total amount of votes given to statements regarding this subject.

#	Discussion Point	Votes	Percentage
1	Clear deviation of tasks, responsibilities and authorities	25	16,34%
2	Contract management needs a clear goal	13	8,50%
	Create a solid support base - success stories and risks	13	8,50%
4	Ensure the presence of only one system for contract management (central and well-functioning)	11	7,19%
5	Internal cooperation (between business units) and involvement	10	6,54%
6	Mention problems to ensure they feel a need	8	5,23%
7	Map and standardize internal processes and communicate	7	4,58%
8	Clarity of role en position within the organisation	6	3,92%
	Clear expectations of the contract manager	6	3,92%

	Create budget and time to visualize the pros of contract management	6	3,92%
	Ensure a good cooperation between contract management and purchasing	6	3,92%
Total Votes		111	72,55%

Table 9: The top-ten discussion points regarding the overcoming of organisational resistance.

As shown in *Table 9*, the by far largest number of votes were given to the clear deviation of tasks, responsibilities and authorities (16%). The participants believed this statement to be the most crucial one in overcoming organisational resistance. When all participants in the organisation know what to do and where they are responsible for, the organisational resistance can be overcome more easily. Further, the participants stress out the need for contract management to have a clear goal. It should be clear why contract management gets implemented, what it is going to do and how it is going to reach its goal. These factors can be grouped together as critical success factors during the actual implementation.

Another factor related to this phase, is the presence of only one system for contract management, which is central and well-functioning. It is further important to have clear expectations of the contract manager as a person, to create budget and time to make the benefits of contract management visible and to ensure a good cooperation of contract management with the purchasing function.

The creation of a solid support base, which was also seen as crucial in successfully implementing contract management, is again mentioned in overcoming organisational resistance. Sharing success stories of other organisations and showing risks when it is not implemented can be used to create this solid support base. This factor, combined with the need to mention problems in order for organisational members to understand the need for contract management, can be grouped together as factors which are important before the actual start of the implementation.

It is also possible to distinguish a third group of critical success factors in this top-ten. These factors are all concerned with the perpetuation of the function in the organisation. These critical success factors concern the need to map and standardize internal processes, the need to clarify the role and position within the overall organisation and the need for internal cooperation and involvement of other business units.

Transforming these critical success factors to successfully overcome organisational resistance into a roadmap, the following figure becomes clear:

	1	2	3
Resistance	Create a solid support base	Clear distribution of tasks, responsibilities and authorities	
	Ensure organisational members feel the need for contract management	Contract management needs a clear goal	Map and standardize internal processes
		Only one-system for contract management: central and well-functioning	Clarity of role and position within the organisation
		Communication	
		Clear expectations of the contract manager	Internal cooperation and involvement of BUs
		Create budget and time to visualize its pro's	
		Ensure a good cooperation between contract management and purchasing	

Figure 7: The critical success factors of how to overcome organisational resistance transformed into roadmap steps.

5.4.3. The clear deviation of tasks, responsibilities and authorities is the most important factor in the integration of contract management into the organisational framework/structure.

During the discussions around the final theme in the two World Café sessions, the integration of contract management into the organisational framework/structure, 33 unique statements were mentioned. From these 33 statements, 22 received votes by the participants (67%). The total amount of votes regarding this theme equalled 130, from which 52 were given in Den Dolder and 78 in Zwolle. The ten statements which received the highest number of votes are found in *Table 10*. As *Table 10* shows us, the eleven statements equal 81.54 percent of the total amount of votes given to the statements regarding this theme.

#	Discussion Point	Votes	Percentage
1	Clear deviation of tasks, responsibilities and authorities	18	13,85%
2	Contract management has to be involved in important contracts, in the purchasing process and the purchasing policy.	13	10,00%
3	Contract management belongs to purchasing, not at business-unit level	11	8,46%
4	There is a need for a coordinating role within the contract management function	10	7,69%
	Contract management should be pro-active and 'in control'.	10	7,69%
	Contract management should be involved in the purchasing strategy	10	7,69%



7	Contract management system has to be adequate and up-to-date	9	6,92%
8	CM needs top-management support	7	5,38%
9	Contract management should be placed centrally under purchasing and executed under the business units	6	4,62%
	Contract management needs enough time and capacity to fulfil its role	6	4,62%
	Contract management is a facilitating function towards the organisation	6	4,62%
Total Votes		106	81,54%

Table 10: The top-ten discussion points regarding the integration of contract management into the organisational framework/structure

As shown in table 10, the clear deviation of tasks, responsibilities and authorities is seen as crucial in successfully integrating contract management into the organisational framework/structure. This statement was also seen as being the most crucial in overcoming organisational resistance (*Paragraph 5.4.2.*). The statement received around 14 percent of the total amount of votes for this theme, while it received more than 16 percent of the total amount of votes regarding organisational resistance. This factor is important during the actual implementation as well as in the perpetuation of the function in the organisation.

Other factors that are important in the perpetuation of the function in the organisation are also presented in the top-ten factors regarding the integration of contract management into the organisational framework/structure. These factors stress out the fact that contract management should get involved in important contracts, the purchasing process and the purchasing policy. The contract management function should also be involved in the purchasing strategy and should be pro-active and ‘in control’. Ultimately, the function should be placed centrally under purchasing and executed under the business units.

Factors that are of crucial importance during the actual implementation, stress out the need for a coordinating role within the contract management function. Also perceived as important is again the contract management system, which should be adequate and up-to-date. The need for a good system for contract management is mentioned in the discussions around all three themes and placed in the top-ten of all three. In order to become successful, the contract management function should have enough time and capacity to fulfil its role. Finally, the contract management function should start with being facilitative towards the organisation, before making it a strategic function.

Transforming these critical success factors to successfully integrate the contract management function into the organisational framework/structure into a roadmap, the following figure becomes clear:

	1	2	3
<u>Structure</u>	Ensure the support of top management	Clear distribution of tasks, responsibilities and authorities	
		There is a need for a coordinating role within the contract management function.	Involvement in important contracts, in the purchasing process and the purchasing policy.
		Contract management needs enough time and capacity	Contract management should be involved in the purchasing strategy.
		The contract management system has to be adequate and up-to-date.	Contract management should be pro-active and 'in control'.
		Contract management belongs to purchasing, not at the business-unit level	Contract management should be placed centrally under purchasing and executed under the business units
		Contract management is a facilitating function towards the organisation.	

Figure 8: The critical success factors of the integration into the organisational structure transformed into roadmap steps.

#### 4.5. High levels of variance were found between the top-ten of the different World Café locations per research question.

To investigate whether the participants in Den Dolder and Zwolle show differences in the mentioned discussion points and the number of votes given to them, an analysis of these discussion points and their respective number of votes was constituted. First, an overview of the amount of discussion points that were mentioned in both locations was created. This overview can be found in *Table 11*, which shows us that 32.2 percent of the discussion points regarding the successful implementation of contract management were mentioned in both locations. Regarding the organisational resistance theme, 22.9 percent of the discussion points were mentioned in both locations. The final theme, the integration into the organisation, had 15.4 percent of its discussion points mentioned in both locations.

Secondly, an overview of the amount of discussion points that were represented in the top-ten of both locations was created. As shown in *Table 11*, only one discussion point was represented in the top-ten of both locations per research question. This results in an overlap of only 4,76 percent in the results of the two World Café locations.

	Discussion points		Represented in the top - ten	
	<i>Mentioned in one location</i>	<i>Mentioned in both locations</i>	<i>In one location</i>	<i>In both locations</i>
Implementation	40	19	20	1
Resistance	37	11	20	1
Integration	33	6	20	1

Table 11: Overview of the deviation of discussion points per research question over the two locations.

#### 4.6. No significant differences in research population were found between the two World Café sessions.

A questionnaire gathered participant related data, in order to be able to investigate the differences in research population. As the discussion points and the number of votes given to them differ across the two World Café sessions, it is interesting to see whether these differences can be related to the differences in the research samples of the two locations. To investigate the differences and to conclude whether these differences are statistically significant, an ANOVA test and an independent sample T-test were conducted on the continuous variables. The categorical variables were tested by using the Pearson Chi-square test.

A one-way analysis of variance (ANOVA) tests whether there are statistically significant differences in the means of two or more independent groups. The dependent variables should be continuous when using ANOVA, so this test is used to investigate the differences in the continuous variables of the questionnaire. These variables include ‘age’, ‘total work experience’, ‘work experience in private purchasing’ and ‘work experience in public procurement’. As shown in *table 14 (Appendix II)* there were no significant differences between the research sample in Den Dolder and Zwolle regarding these continuous variables ( $p > .05$ ). However, as an ANOVA test is mainly used when the differences of three or more groups is investigated, an independent sample T-test was also performed. This test compares the means of two unrelated groups on the same continuous variables. This test did not find additional evidence to conclude that there are statistically significant differences in the research samples of Den Dolder and Zwolle ( $p > .05$ ). The results of this test can be found in *table 15 (Appendix II)*.

The Pearson Chi-square test ( $X^2$ ) is commonly used to test whether there is a relationship between two categorical variables. In this research, it tests whether there is a relationship between the location of the World Café and the results on the categorical

variables of the questionnaire. The categorical variables include ‘gender’, ‘education level’, ‘study specialisation’, ‘current industry’ and the five statements measured on a five-point Likert scale tests whether there are statistically significant differences in the means of two or more independent groups. The total research population consisted of 24 participants. There were no missing values regarding these nine items, so  $n = 24$  for all items. As shown in *Table 16 (Appendix II)*, all p-values are above 0.05. This means that there is no evidence found that the differences in the sample of Den Dolder and Zwolle regarding the categorical variables are statistically significant. So, both the statistical tests on the continuous variables and the statistical test on the categorical variables do not provide evidence on the statistical significance of the differences in research population.

## 5. Discussion

### 5.1. The results of the two World Café sessions confirm and add to current literature

According to Brown and Potoski (2003), the success of outsourcing/contracting depends on whether governments can adequately manage their contracts.<sup>176</sup> Nemec et al. (2012) go even further and conclude that the absence of systemic contract management is one of the core purposes for failures of contracting and outsourcing.<sup>177</sup> The implementation of contract management is described as the main internal reason for failure of its function and is therefore investigated in this research. This research focussed on three aspects of its implementation in order to find its critical success factors. Several factors were found as being of crucial importance in implementing specifically contract management; overcoming organisational resistance on contract management; and the integration of the function into the organisational framework/structure.

To be able to distinguish between the factors which are specifically important for the success of contract management implementation and its development, the first sub-research question was formulated. The implementation of contract management needs to be successful in order for contracting to be successful.<sup>178</sup> As no guidelines on contract management implementation exist, this research focused on maturity models. Moving from one level of maturity to the other, several improvements have to be made. This research found evidence that the first phase of Rendon and Garrett (2005) is indeed achieved by

---

<sup>176</sup> Brown and Potoski (2003) p. 153 ; Mba and Agumba (2018) p. 88

<sup>177</sup> Nemec et al. (2012) p. 64

<sup>178</sup> Nemec et al. (2012) p. 55

understanding and acceptance of the added value of contract management.<sup>179</sup> The two factors which received the highest number of votes both stress out the need for organisational support, distinguishing between respectively business-level and top-management support. This specific need for top-management support was also found by Tassabehji and Moorhouse (2008), who concluded that “the role of procurement can only achieve high status levels within the organisation, by acquiring strong management support”.<sup>180</sup>

Regarding the next step in the implementation process, the actual implementation, this research found that implementation managers should “think big, but start small”. Start strategic small, focus on strategic important contracts, before moving towards an organisation wide implementation of contract management. This confirms phase two of the Contract Management Maturity Model (Rendon and Garrett, 2005), which indicates that in this phase only the larger contracts are managed.<sup>181</sup> It was further found that it is necessary for organisations to have an adequate contract management IT-system available. Another factor found in this research is the need for adequate contract administration. This need is underlined by Patel (2006), which states that a central, up-to-date contract repository is crucial to improve the contract management function.<sup>182</sup>

Another factor, which received a large number of votes, is the need for an adequate level of skills among the contract management staff. This factor confirms the study of Romzek and Johnston (2002), which state that state employees need an adequate skill set to effectively manage contractual agreements.<sup>183</sup> This need for skills also underlined by Tassabehji and Moorhouse (2008), who stated that “unless procurement professionals have a highly developed skill set, they will be unable to achieve high status levels irrespective of organisational support.”<sup>184</sup>

The second sub-research question was formulated with the intention of finding the factors that were seen as crucial in overcoming organisational resistance to contract management. Overcoming resistance is seen as crucial for an implementation effort to be successful. According to Rainey and Fernandez (2012) there are eight different factors

---

<sup>179</sup> Rendon and Garrett (2005) p. 50

<sup>180</sup> Tassabehji and Moorhouse (2008) p. 65

<sup>181</sup> Rendon and Garrett (2005) p. 50

<sup>182</sup> Patel (2006) p. 13

<sup>183</sup> Romzek and Johnston (2002) p. 437

<sup>184</sup> Tassabehji and Moorhouse (2008) p. 65

where change leaders and change participants should pay attention to.<sup>185</sup> This research builds and elaborates on these eight factors. As the eight factors mentioned by Rainey and Fernandez (2012) do not constitute a linear model, but are treated as factors that can have a potential contribution on the successful implementation, this research focused on what factors are contributing to the successful implementation of contract management. A short recap of these eight factors can be found in the figure below.

<b>1</b>	Ensure the need
<b>2</b>	Provide a plan
<b>3</b>	Build internal support for change and overcome resistance
<b>4</b>	Ensure top-management support and commitment
<b>5</b>	Build external support
<b>6</b>	Provide resources
<b>7</b>	Institutionalise change
<b>8</b>	Pursue comprehensive change

Figure 9: The eight factors in overcoming organisational resistance by Rainey and Fernandez (2012).<sup>186</sup>

This research has found the clear deviation of tasks, responsibilities and authorities to be the main factor in overcoming organisational resistance. This factor is not explicitly mentioned in the eight-factor model of Rainey and Fernandez, but can be useful to assist in the (2) provision of an implementation plan and (7) the institutionalisation of the change. This indicates that this factor is important during the actual implementation as well as in ensuring its perpetuation in the organisation. As the large number of votes given to the clear deviation indicate that this factor is seen as crucial, one could argue that this factor is undervalued in the eight-factor model and should receive more explicit attention.

The need for a clear goal, the discussion point with the second highest number of votes, can be linked to the (2) provision of an implementation plan. This plan is seen as the strategy to achieve the on forehand set goal. Other factors that also deal with the actual implementation of contract management, range from clear expectations of the contract manager, the need for a good cooperation with purchasing, the need for a central system for contract management, to the need to create budget and time for contract management to

<sup>185</sup> Rainey and Fernandez (2012) p. 169

<sup>186</sup> Rainey and Fernandez (2012) p. 169-173

become successful. These last two factors can be linked to the sixth factor of Rainey and Fernandez, who note the need to provide sufficient resources.

The top-three factors gets completed by the need for a solid support base, which can be linked to the third factor of Rainey and Fernandez (2012), the importance to build internal support. Mentioning problems to ensure the organisational members feel a need is in line with the first step of the model: (1) ensure the need. These factors can be described as important before the start of the actual implementation.

Despite its undervaluation in the model, the found need for involvement and cooperation might add to (7) the institutionalisation of the change. Other factors mentioned by the participants during the World Café sessions, such as the standardisation of processes, the clarity of its role and position can also be linked to the perpetuation of its function within the organisation.

Together with the need for clear expectations of the contract manager, the two factors which received the highest number of votes, the ‘clear deviation of tasks, responsibilities and authorities’ and the ‘need for a clear goal’, this research suggests the creation of an implementation plan to be of crucial importance. This justifies the search for a roadmap, as a roadmap is described as “the plan or strategy to achieve an on forehand set goal”.

Finally, the third sub-research question was created with the goal of investigating the relation of contract management with the organisation. Contract management has to be integrated into the organisational framework and into the organisational structure, an action which can have many different outlooks. It should be clear where the responsibility of contract management lies, whether contract management is a strategic function and who is performing which tasks. This last point, clarity of tasks, is also found in this research. It is found that regarding the organisational structure, the highest number of votes is given to the ‘clarity of tasks, responsibilities and authorities’. The statements of Greve (2007) and Rao et al. (2018) are therefore confirmed.<sup>187</sup>

Further found in this research is the need for contract management to be involved in major contracts, the purchasing policy and the purchasing process. Other participants even suggest that contract management should be involved in strategic procurement decisions.

---

<sup>187</sup> Greve (2007) p. 76 ; Rao et al. (2018) p. 7

This finding suggests contract management to be a strategic function, and therefore underlines the vision of Kelman (2002), who views contract management as a core competence.<sup>188</sup> It is also found that contract management should ultimately be pro-active and ‘in control’, as it will help in securing its place in the organisational framework.

All of these before-mentioned factors can be described as important in ensuring the perpetuation of the contract management function in the organisation. The factors are mainly about the ultimate place within the organisation and how the function can be extended. There however are also factors found, which are important during the actual implementation. This research found that participants believe that contract management belongs to purchasing and not to several business units. The initiative should come from purchasing, which should take a coordinating role during the actual implementation.

The coordinating role is thus executed by the procurement unit, while the contract management can be executed in collaboration with the business units. These business units have to deal with these contracts on a daily base, whereas contract management provides input on the performance of these suppliers.

The several critical success factors found during the World Café sessions, were also transformed into roadmap steps per sub-research question. The critical success factors were divided in being important before the start of the implementation, during the actual implementation and in institutionalizing the function in the organisation. These roadmap steps form the base on which a contract management implementation roadmap can be created.

---

<sup>188</sup> Kelman (2002) p. 89



	<b>Unfreezing</b>	<b>Moving</b>	<b>Refreezing/perpetuation</b>
<u>Implementation</u>	Create a solid support base	Start with adequate contract administration	Focus on better fulfilment of contracts.
	Ensure the support of top management	Facilitate the necessary conditions for a contract manager to be successful.	Celebrate successes and share lessons
	Emphasize the strategic importance of contract management	Ensure the presence of a contract management system.	
	Ensure organisational members feel a need for contract management	Start small, only the larger strategic contracts but plan for the future	
		Ensure the right skills are in place	
<u>Resistance</u>	Create a solid support base	Clear distribution of tasks, responsibilities and authorities	Map and standardize internal processes
	Ensure organisational members feel the need for contract management	Contract management needs a clear goal	Clarity of role and position within the organisation
		Only one-system for contract management: central and well-functioning	Internal cooperation and involvement of BUs
		Communication	
		Clear expectations of the contract manager	
	Create budget and time to visualize its pro's		
	Ensure a good cooperation between contract management and purchasing		
		Clear distribution of tasks, responsibilities and authorities	
	Ensure the support of top management	There is a need for a coordinating role within the contract management function.	Involvement in important contracts; in the purchasing process and the purchasing policy.
<u>Structure</u>		Contract management needs enough time and capacity	Contract management should be involved in the purchasing strategy.
		The contract management system has to be adequate and up-to-date.	Contract management should be pro-active and 'in control'.
		Contract management belongs to purchasing, not at the business-unit level	Contract management should be placed centrally under purchasing and executed under the business units
		Contract management is a facilitating function towards the organisation.	

Figure 10: The combination of roadmaps per sub-research question

## 5.2. Combining the roadmaps per research questions led to the creation of a roadmap for the implementation of contract management.

As several factors are crucial in answering more than one sub-research question, the discussion points mentioned in the discussions around these questions were combined. This led to a roadmap which could be used in answering the overarching research question. This overarching question was created to identify those factors that were critical in ensuring a successful implementation of contract management and be able to build a roadmap out of it. The research found several factors which stress out action points in several directions. These directions range from implementation issues, to resistance issues and organisational issues.

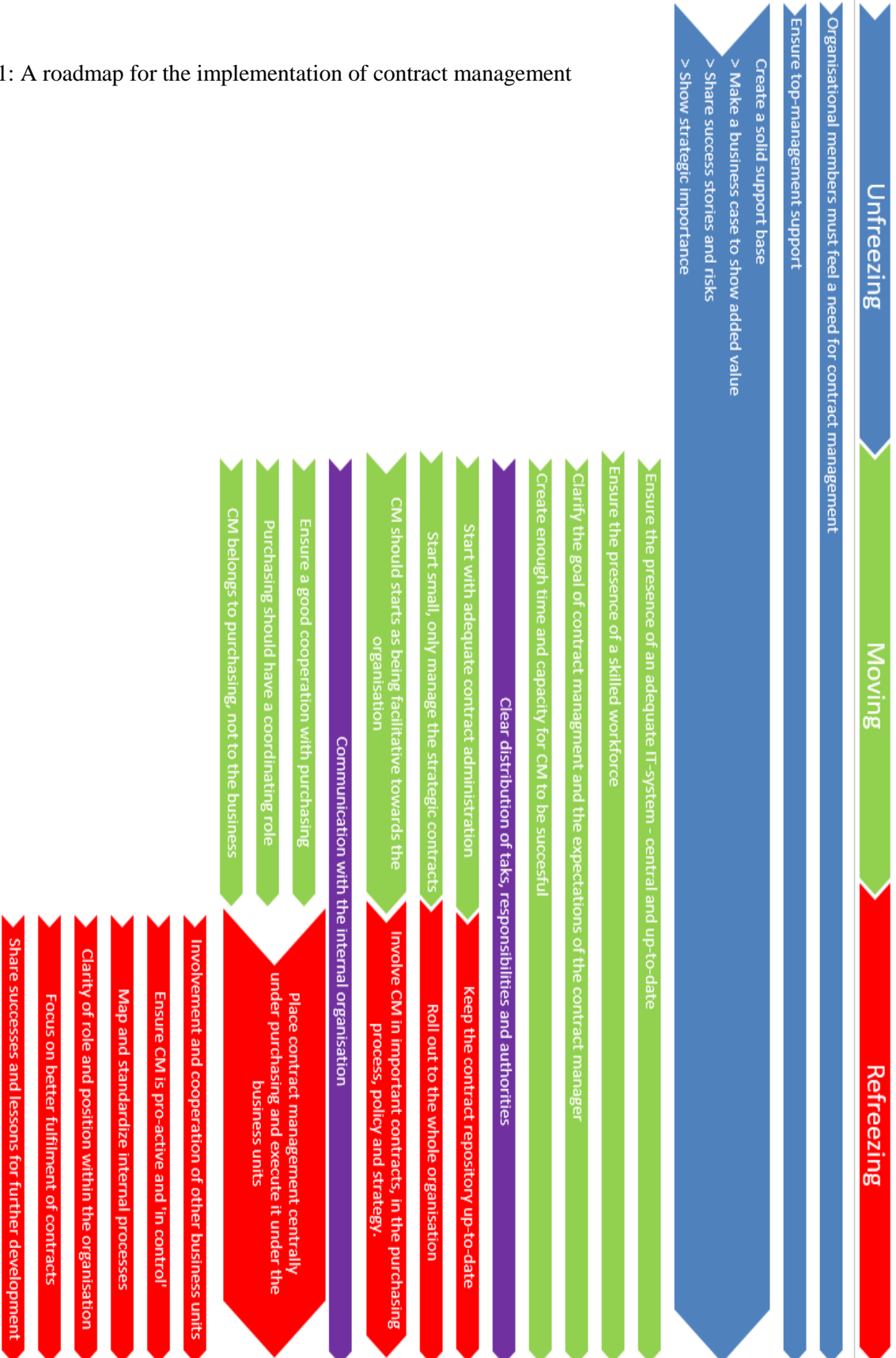
The goal of this research was to find the critical success factors of contract management implementation, as this could serve as a roadmap for organisations who are about to start this implementation process. As the implementation of contract management leads to a change within the organisation, the roadmap is created on base of Lewin's three-step model of change. The three steps that are described in this model are: 'unfreezing', 'moving' and 'refreezing'.<sup>189</sup> The critical success factors found per sub-research question were coded on base of three steps, which can be linked to the three steps in the model of Lewin (1947). The roadmap of the implementation of contract management thus reproduces and combines the critical success factors per sub-research question and divides these factors into the before mentioned three steps. As many of the various frameworks and models regarding an implementation or organisational change are built upon these three steps, it is justified to use the model of Lewin as a base for the creation of this contract management implementation roadmap.<sup>190</sup>

---

<sup>189</sup> Lewin (1947) p. 34-35

<sup>190</sup> E.g. Armenakis and Bedeian (1999) p. 301; Rainey and Fernandez (2012) p. 168; Lewin (1947) p. 34-35

Figure 11: A roadmap for the implementation of contract management



## 6. Conclusions

Over the last few years the public procurement has gone through several changes. Not only did the government have to do more with less, but also had to deal with increased internal and external pressures.<sup>191</sup> The increased amount of outsourcing has led the government to be increasingly dependent on private sector companies. Contracts with these private organisations have gained strategic value and strategic importance.<sup>192</sup> Ensuring that these contracts are successfully managed is crucial in ensuring successful outsourcing. To enable the success of contract management, the function has to be implemented successfully first.<sup>193</sup>

In order to build a roadmap for the implementation of contract management, this research first identified the critical success factors of this implementation, by looking at three different aspects in this process. The first aspect concerns the specific success of contract management implementation. The second aspect of the implementation process has to do with the organisational resistance. Once a new function is implemented, the organisational structure will be changed. Change calls for resistance and has to be effectively managed to decrease its impact on the success of the implementation.<sup>194</sup> The third and final aspect of the contract management implementation is about the integration of contract management into the organisational framework/structure. It is important to know where contract management takes place and what its function is.<sup>195</sup>

After combining the results of the three sub-research questions and transforming them into a roadmap, it was found that before an organisation starts the contract management implementation process, it should create a solid support base within the organisation. It is important that organisational members and specifically top-management, feel the need for contract management and see the strategic importance of the function. This can be achieved by making a business case, or by sharing success stories from other organisations. It is also possible to create an overview of the risks when contract management does not get implemented.

When an organisation has achieved this internal support, it can start with the actual implementation of the contract management function. When doing so, it should ensure the

---

<sup>191</sup> Thai (2008) p. 2 ; Erridge and McIlroy (2002) p. 53

<sup>192</sup> Bovis (2012) p. 11 ; Sherman (1987) p. 2 ; Rendon and Garrett (2005) p. 57

<sup>193</sup> Nemeč et al. (2012) p. 55

<sup>194</sup> Kotter and Schlesinger (1989) p. 297

<sup>195</sup> Greve (2007) p. 76

presence of an adequate IT-system, one that is central and up-to-date. It should further ensure that the workforce has the right skill set to fulfil the contract management function. Also important is the presence of a clear goal for contract management. An organisation should be clear in what it wants to achieve by installing this function. The organisation should also have clear expectations of the employees entitled with the contract management function. During this actual implementation it is highly important to provide a sufficient amount of resources, contract management needs enough time and capacity to be able to succeed in its implementation.

During the phase of actual implementation and during the phase of ensuring the perpetuation of the function, two statements of high importance stand central. It is important to clearly distribute the different tasks, responsibilities and authorities. Each individual concerned with contract management should know exactly what his or her role is. Clear communication with the internal organisation can hereby assist, as well as it can ensure the perpetuation of the function in the organisation. Clear communication can not only ensure that every individual knows what he is up to, but can also assist in ensuring that the employees all work in unison.

Before starting to manage contractual agreements, an organisation should start with adequate contract administration, as this will make the current contractual agreements transparent and therefore easier to act upon. When the contract administration is satisfactory, an organisation should start small and only manage the strategic contracts. These contracts contain the most value and should therefore receive urgent attention. During this actual implementation, contract management should be facilitative towards the organisation. Only after contract management is adequately functioning, it should get involved in important contracts, in the purchasing process, policy and strategy. At this point in time contract management is already rolled out the whole organisation, so that almost all contracts are managed. To ensure the perpetuation of the function, it is further important to keep the contract repository up-to-date.

When an organisation starts with contract management, it should ensure a good cooperation with the purchasing department. This department should fulfil a coordinating role during the implementation. At first, contract management is a purchasing function and therefore belongs to the purchasing department. Ultimately, in ensuring the perpetuation of

contract management in the organisation, it should be placed centrally under purchasing and executed among the business units.

To ensure the perpetuation of contract management in the organisation, this research has found several factors which can have a positive impact on the success of 'refreezing' contract management. An organisation should focus on involvement and cooperation of business units, ensure that the contract management becomes pro-active and is 'in control'. Further, it is necessary to clearly map and standardize internal processes. It should be written down somewhere and transparent to the whole organisation. Another factor that assist in the perpetuation of the function is the clarity of its role and position within the organisation. Each employee should know what they can expect from the contract management function. When contract management is implemented, it is going to be executed and this should result in better fulfilment of contractual agreements. This is where the focus should be on, as it will result in successes, as well as lessons, to be able to further develop its function.

## 7. Implications and Limitations

### 7.1. This research is the first to build a roadmap on contract management implementation

This research has found several critical success factors for the implementation of contract management. An overview of factors which did not exist in current literature. It builds upon current literature regarding contract management and confirms several studies on this subject. This research was also the first to build a roadmap for the implementation of contract management. As this research focuses on public procurement, it adds to the literature framework on public administration. It can also form a base for investigating the critical success factors of contract management in the private sector. As the public sector differs from the private sector it is worth while to investigate which factors are critical in private purchasing.

The critical success factors found in this research are broad statements, which can be investigated further in follow-up research. For example, the critical success factor 'an adequate level of skills among organisational members', can for be a base for further research investigating how this skill-set should look like. Further research can also be done in creating a linear model out of these critical success factors. This research not only focuses on which factors are of critical importance in achieving success, it also build a

roadmap on base of these critical success factors. Finally, the relatively small number of participants in this research leads to an individual being possible to have a large impact on the results of the research. To increase the validity and reliability of the research, the results of this paper can be tested under a larger group of individuals.

## 7.2. The roadmap can serve as a guide for practitioners

As previous research has shown, the successful implementation of contract management is crucial for the success of outsourcing. Where many organisations are currently struggling with the implementation of contract management, this research has found the critical success factors of this implementation. As critical success factors are the factors which have to be present in order for a project to succeed, this research can assist public organisations in their implementation of contract management. As this research has also build a roadmap on base of these critical success factors, it gives public organisation guidelines on how to implement contract management. When public implementation managers follow the roadmap and ensure the presence of the critical success factors found in this research, they will increase their chances of a successful contract management implementation.

## 7.3 There are several limitations to the results of the World Café sessions

### 7.3.1. There is a large amount of variation between the two World Café sessions

As stated by Reichenbachs et al. (2017), the World Café methodology can be used to identify which of the discussion points are perceived as the most important in answering a research question by participants.<sup>196</sup> Despite the fact that this research used two independent sample populations in the two World Café sessions, no significant differences were found between these two sample populations. However, there does exist a large amount of variance per location in which factors are perceived as most important in (1) the implementation of contract management, (2) the overcoming of organisational resistance and (3) the integration of contract management in the organisational framework/structure.

The two top-ten skills per research question differ a lot, as only one statement is mentioned in both top-ten's. This is the case for all three research questions. So, in total only three discussion points are mentioned in the top-ten's per research question of both locations. This resulted in an overall overlap of only 4,76 percent, which indicates that regarding all three sub-research questions, the participants per location mention different

---

<sup>196</sup> Reichenbachs et al. (2017) p. 358

discussion points and perceive different discussion points as most important. As there is no significant difference in research population per World Café session, the variation in the top-ten's per location cannot be attributed to the research population. It is therefore expected that factors related to the design and execution of the two World Café sessions are the main sources of differences in the top-ten's per location.

### 7.3.2. The important role of the table hosts can have influenced the results

The discussions during the two World Café sessions were led by a table host. This table host has a very important role, as he decides the direction of the discussion and what he writes down on the large flip-over sheet. These last two points can have influenced the World Café discussion and can therefore have had an influence on the results. Regarding the first aspect, the direction of the discussion, the table host can have his impact in multiple ways. After a round of discussion, the results of that round were summarized to the next group who were going to discuss the theme. This summary of the table host influences how the next round of discussion was going to look like. Some table hosts also provided the discussion participants with suggestions on what factors could possibly be an answer to the sub-research question. As the table hosts did not fully refrain from giving own opinions and suggestions during the discussions, this can have had its influence on the results.

The second aspect, the notation of discussion points on the large flip-over sheet, can also have had its impact on the results of the two World Café sessions. The table hosts does not only decide which discussion points to write down, but also how the discussion point is formulated. Whereas some hosts wrote down every subject, others tried to make real statements out of the discussions. This leads to differences in the clarity and understanding of subjects and can therefore have influenced the voting process. Besides that, it also leads to differences in the amount of discussion points. The differences in notation lead to the formulation of several similar discussion points in completely different ways. This makes it harder for the participants to give votes to statements which they really perceive as being important. It also influences the ability to combine these statements in the coding process, as it is not always clear what is meant with the discussion points.

### 7.3.3. The distribution of stickers by participants can have influenced the results of the two World Café sessions

The distribution of stickers by participants can also be a factor which influenced the results of the World Café sessions. After the discussion rounds, each participant received



20 stickers. All participants were free to distribute these stickers across all discussion points and were stimulated to use all 20 stickers. An explanation of variance in results between the two World Café sessions might be in the 'voting behaviour' of the participants. Some participants might have wanted to equally divide their amount of stickers across all three sub-research questions, which would lead to the distribution of only 6 stickers per research question per participant. When this participant would then believe that multiple statements were important, these statements would receive only a low amount of stickers. This can be an explanation for the large amount of discussion points only receiving 1 or 2 votes. When other participants did not equally divide their stickers across the three sub-research questions, but gave large amount of votes to only a few statements, the differences in outcomes of the World Café sessions can be highly influenced. The individual impact on the top-ten factors per location are therefore very high. This impact even grows when the population consist of a low number of participants per location. Knowledge about how participants distribute their stickers across the research questions can increase the reliability of the outcome of the World Café sessions.

## Bibliography

1. Abramson, M. A., & Lawrence, P. R. (2001). The challenge of transforming organizations: Lessons learned about revitalizing organizations. *Transforming Organizations*, 1-10.
2. Alias, Z., Zawawi, E., Yusof, K., & Aris, N. (2014). Determining critical success factors of project management practice: A conceptual framework. *Procedia-Social and Behavioral Sciences*, 153, 61-69.
3. Allas, T., Barillà, D., Kennedy, S., & Spencer, A. (2018). How smarter purchasing can improve public-sector performance. In *McKinsey and Company*, 1-4
4. Amis, J., Slack, T., & Hinings, C. R. (2004). The pace, sequence, and linearity of radical change. *Academy of Management Journal*, 47(1), 15-39.
5. Armenakis, A. A., & Bedeian, A. G. (1999). Organizational change: A review of theory and research in the 1990s. *Journal of management*, 25(3), 293-315.
6. Armenakis, P. A. A., Harris, S. G., & Feild, H. S. (2000). Paradigms in Organizational Change: Change Agent and Change Target. In *Handbook of Organizational Behavior, Revised and Expanded* (pp. 653-710): Routledge.
7. Arrow, K. J. (1984). The economics of agency. In J. W. Pratt & R. Zeckhauser (Eds.), *Agency: The Structure of Business* (pp. 1-35). Cambridge, Mass.: Harvard Business School Press.
8. Babbie, E. R. (2010). *The Basics of Social Research* (5th ed.): Cengage Learning.
9. Berg, B. L. (2001). *Qualitative research methods for the social sciences* (4th ed.). California State University, Long Beach: Pearson.
10. Berman, E., & Wang, X. (2000). Performance measurement in US counties: Capacity for reform. *Public Administration Review*, 60(5), 409-420.
11. Bingham, L. B., & Wise, C. R. (1996). The Administrative Dispute Resolution Act of 1990: How do we evaluate its success? *Journal of Public Administration Research and Theory*, 6(3), 383-414.
12. Bishop, P. C., & Jones Jr, A. J. (1993). Implementing the Americans with Disabilities Act of 1990: A. *Public Administration Review*, 53(2), 121-128.
13. Bovis, C. (2012). *EU public procurement law*: Edward Elgar Publishing.
14. Bower, M., & Walton Jr., C. L. (1973). Gearing a business to the future. In *Challenge to Leadership: managing in a changing world* (pp. 93-148). New York: The Free Publisher.
15. Broom, M., Brady, B., Kecskes, Z., & Kildea, S. (2013). World Café methodology engages stakeholders in designing a neonatal intensive care unit. *Journal of Neonatal Nursing*, 19(5), 253-258.
16. Brown, J., & Isaacs, D. (2005). *The World Cafe: Shaping Our Futures Through Conversations That Matter*. San Fransisco: Berrett-Koehler Publishers.
17. Brown, T. L., & Potoski, M. (2003). Contract–management capacity in municipal and county governments. *Public Administration Review*, 63(2), 153-164.
18. Brown, T. L., Potoski, M., & Van Slyke, D. M. (2006). Managing public service contracts: Aligning values, institutions, and markets. *Public Administration Review*, 66(3), 323-331.
19. Brudney, J. L., Fernandez, S., Ryu, J. E., & Wright, D. S. (2004). Exploring and explaining contracting out: Patterns among the American states. *Journal of Public Administration Research and Theory*, 15(3), 393-419.
20. Burke, W. W. (2017). *Organization change: Theory and practice*. Thousand Oaks, CA.: Sage Publications.
21. Caralli, R. A., Stevens, J. F., Willke, B. J., & Wilson, W. R. (2004). *The critical success factor method: establishing a foundation for enterprise security management*.
22. Chackerian, R., & Mavima, P. (2001). Comprehensive administrative reform implementation: Moving beyond single issue implementation research. *Journal of Public Administration Research and Theory*, 11(3), 353-378.
23. Chi, K. Y., & Jasper, C. (1998). *Private practices: A review of privatization in state government*. Lexington, KY: Council of State Governments.
24. Cohen, S., & Eimicke, W. (2008). *The responsible contract manager: Protecting the public interest in an outsourced world*: Georgetown University Press.

25. Cresswell, J. W. (2007). *Qualitative inquiry and research design: Choosing among five approaches* (2nd ed.). University of Nebraska, Lincoln: SAGE Publications.
26. Daniel, D. R. (1961). Management information crisis. *Harvard Business Review*, 111-121.
27. De Vries, M. F. K., & Balazs, K. (1999). Transforming the mind-set of the organization: A clinical perspective. *Administration & Society*, 30(6), 640-675.
28. Delaney, C., Daley, K., & Lajoie, D. (2006). Facilitating empowerment and stimulating scholarly dialogue using the World Café Model. *Journal of Nursing Education*, 45(1), 46.
29. Dicke, L. A. (2002). Ensuring accountability in human services contracting: Can stewardship theory fill the bill? *The American Review of Public Administration*, 32(4), 455-470.
30. Dobbins, J. H., & Donnelly, R. G. (1998). Summary research report on critical success factors in federal government program management. *Acquisition Review Quarterly*, 5, 1
31. Edmondson, A. C., Bohmer, R. M., & Pisano, G. P. (2001). Disrupted routines: Team learning and new technology implementation in hospitals. *Administrative science quarterly*, 46(4), 685-716.
32. Eisenhardt, K. M. (1989). Agency theory: An assessment and review. *Academy of management review*, 14(1), 57-74.
33. Ellis, C. (2007). Telling secrets, revealing lives: Relational ethics in research with intimate others. *Qualitative inquiry*, 13(1), 3-29.
34. Elsey, R. (2007). Contract management guide. London: *The Chartered Institute of Purchasing and Supply*.
35. Erridge, A., & McIlroy, J. (2002). Public procurement and supply management strategies. *Public policy and administration*, 17(1), 52-71.
36. Fine, M., Weis, L., Weseen, S., & Wong, L. (2000). For whom? Qualitative research, representations, and social responsibilities. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (2nd ed., pp. 107-131). Thousand Oaks, CA: SAGE Publications.
37. Fouché, C., & Light, G. (2011). An Invitation to Dialogue: 'The World Café' In Social Work Research. *Qualitative Social Work*, 10(1), 28-48.
38. Frankfort-Nachmias, C., & Nachmias, D. (1992). *Research Methods in the Social Sciences* (4 ed.). Indiana University: St. Martin's Press.
39. Garrett, G. A., & Rendon, R. G. (2005). *Contract management: Organizational assessment tools*: National Contract Management Association.
40. Gaskell, G. (2000). Individual and group interviewing. *Qualitative researching with text, image and sound*, 38-56.
41. Goldsmith, S. (1999). *The twenty-first century city: Resurrecting urban America*: Rowman & Littlefield.
42. Greiner, L. E. (1967). Antecedents of planned organization change. *The Journal of applied behavioral science*, 3(1), 51-85.
43. Greve, C. (2007). *Contracting for public services*: Routledge.
44. Grizzle, G. A., & Pettijohn, C. D. (2002). Implementing Performance- Based Program Budgeting: A System- Dynamics Perspective. *Public Administration Review*, 62(1), 51-62.
45. Hoffmann, P. (2011). Managing strategic supply risk: a preferred customer perspective. In *Innovative supply risk management: The development of a comprehensive supply risk management system* (pp. 32-46). Enschede: University of Twente.
46. Holzer, M., & Callahan, K. (1998). *Government at work: Best practices and model programs*: Sage Publications, Inc.
47. Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of financial economics*, 3(4), 305-360.
48. Johnson, P. F., Leenders, M. R., & McCue, C. (2017). Public procurement organization: a comparison of purchasing's organizational roles and responsibilities in the public and private sectors. In *International Handbook of Public Procurement* (pp. 175-186): Routledge.
49. Judson, A. S. (1991). *Changing behavior in organizations: Minimizing resistance to change*: B. Blackwell.

50. Kelman, S. (2002). Strategic Contract Management. In J. Donahue & J. S. Nye (Eds.), *Market-Based Governance* (pp. 88-102). Washington, DC: Brookings Institution.
51. Kelman, S. (2005). *Unleashing change: A study of organizational renewal in government*: Brookings Institution Press.
52. Keränen, O. (2017). Roles for developing public–private partnerships in centralized public procurement. *Industrial Marketing Management*, 62, 199-210.
53. Keskitalo, P. (2006). Contracts+ risks+ management= contractual risk management. *Nordic Journal of Commercial Law*(2).
54. Kettl, D. F. (2000). The transformation of governance: Globalization, devolution, and the role of government. *Public Administration Review*, 60(6), 488-497.
55. Knight, L., Harland, C., & Telgen, J. (2012). Public procurement in perspective. In *Public procurement* (pp. 44-52): Routledge.
56. Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*(March-April), 59-67.
57. Kotter, J. P., & Schlesinger, L. A. (1989). Choosing strategies for change. In *Readings in Strategic Management* (pp. 294-306): Springer.
58. Kramer, R. M. (1994). Voluntary agencies and the contract culture: " Dream or nightmare?". *Social Service Review*, 68(1), 33-60.
59. Kuusniemi-Laine, A., & Takala, P. (2007). *Julkisten hankintojen käsikirja*: Edita.
60. Lambright, K. T. (2008). Agency theory and beyond: Contracted providers' motivations to properly use service monitoring tools. *Journal of Public Administration Research and Theory*, 19(2), 207-227.
61. Lambright, W. H. (2001). Transforming the National aeronautics and space administration: Dan Goldin and the remaking of NASA. *Transforming Organizations*, 91-137.
62. Larson, P. D. (2009). Public vs. Private sector perspectives on supply chain management. *Journal of public procurement*, 9(2), 222-247.
63. Laurent, A. (2003). Entrepreneurial government: bureaucrats as business people. *New Ways of Doing Business*, 13-47.
64. Leidecker, J. K., & Bruno, A. V. (1984). Identifying and using critical success factors. *Long range planning*, 17(1), 23-32.
65. Lewin, K. (1947). Frontiers in group dynamics: Concept, method and reality in social science; social equilibria and social change. *Human relations*, 1(1), 5-41.
66. Matland, R. E. (1995). Synthesizing the implementation literature: The ambiguity-conflict model of policy implementation. *Journal of Public Administration Research and Theory*, 5(2), 145-174.
67. Mba, M. F. B., & Agumba, J. N. (2018). Critical success factors influencing performance outcome of joint venture construction projects in South Africa: Comparison of first and second order models. *Construction Economics and Building*, 18(3), 74-94.
68. McCue, C. P., & Pitzer, J. T. (2005). *Fundamentals of leadership and management in public procurement*. Herndon, VA: National Institute of Governmental Purchasing.
69. Meek, G. E., Ozgur, C., & Dunning, K. (2007). Comparison of the t vs. Wilcoxon signed-rank test for Likert scale data and small samples. *Journal of modern applied statistical methods* , 6(1), 91-106.
70. Meier, K. J., & McFarlane, D. R. (1995). Statutory coherence and policy implementation: The case of family planning. *Journal of Public Policy*, 15(3), 281-298.
71. Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Thousand Oaks, California: SAGE Publications.
72. Milosevic, D., & Patanakul, P. (2005). Standardized project management may increase development projects success. *International Journal of Project Management*, 23(3), 181-192.
73. Montjoy, R. S., & O'Toole, L. J. (1979). Toward a theory of policy implementation: An organizational perspective. *Public Administration Review*, 39(5), 465-476.
74. Moretto, A., Macchion, L., Lion, A., Caniato, F., Danese, P., & Vinelli, A. (2018). Designing a roadmap towards a sustainable supply chain: A focus on the fashion industry. *Journal of cleaner production*, 193, 169-184.

75. Neill, P., & Batchelor, B. (1999). Bidding for recognition. *Supply Management*, 2, 36-38.
76. Nemeč, J., Meričková, B. M., & Vozárová, Z. (2012). Management of contracting public services and its quality in Slovakia. *NISPAcee Journal of Public Administration and Policy*, 5(1), 55-74.
77. Newman, D. (2003). Comparing public-and private-sector procurement. *Summit: Canada's Magazine on Public Sector Purchasing*, 6(2), 10-11.
78. Pamphilon, B., Chevalier, C., & Chevalier, B. (2006). *More than Local Colour: Using the World Cafe for Qualitative Participatory Evaluation*. Paper presented at the Advances in Qualitative Methods International Conference, Australia.
79. Patel, V. (2005). *The Contract Management Solution Selection Report*: Aberdeen Group.
80. Patel, V. (2006). Contract Management: The new competitive edge. *Supply Chain Management Review*.
81. Popper, K. (2014). *Conjectures and refutations: The growth of scientific knowledge*. London: Routledge.
82. Punch, K. F. (2013). *Introduction to social research: Quantitative and qualitative approaches* (3rd ed.). London: SAGE Publications.
83. Punch, M. (1994). Politics and ethics in qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 83-95). Thousand Oaks, CA SAGE Publications.
84. Rainey, H. G., & Fernandez, S. (2012). Managing successful organizational change in the public sector. In *Debating Public Administration* (pp. 7-26): Routledge.
85. Rao, K. D., Paina, L., Ingabire, M.-G., & Shroff, Z. C. (2018). Contracting non-state providers for universal health coverage: learnings from Africa, Asia, and Eastern Europe. *International journal for equity in health*, 17(1), 127.
86. Reichenbachs, M., Schiele, H., & Hoffmann, P. (2017). Strategic supply risk: exploring the risks deriving from a buying firm being of low importance for its suppliers. *International Journal of Risk Assessment and Management*, 20(4), 350-373.
87. Rendon, R. G. (2008). *Organizational assessment of procurement management processes*. Paper presented at the 3rd International Public Procurement Conference.
88. Rendon, R. G. (2010). Critical success factors in government contract management.
89. Rendon, R. G., & Garrett, G. A. (2005). Managing contracts in turbulent times: the contract management maturity model. p. 48-57
90. Robertson, P. J., Roberts, D. R., & Porras, J. I. (1993). Dynamics of planned organizational change: Assessing empirical support for a theoretical model. *Academy of Management Journal*, 36(3), 619-634.
91. Robinson, K. D. C. (2009). US Federal Government Procurement: Organizational Structure, Process, and Current Issues. *International Handbook of Public Procurement*, 291-306.
92. Rockart, J. F. (1979). Chief executives define their own data needs. *Harvard Business Review*, 57(2), 81-93.
93. Romzek, B. S., & Johnston, J. M. (2002). Effective contract implementation and management: A preliminary model. *Journal of Public Administration Research and Theory*, 12(3), 423-453.
94. Rossotti, C. O. (2005). *Many Unhappy Returns: One Man's Quest to Turn Around the Most Unpopular Organization in America*: Harvard Business School Press.
95. Rubin, H. J., & Rubin, I. S. (2011). *Qualitative interviewing: The art of hearing data*: Sage.
96. Sabatier, P., & Mazmanian, D. (1980). The implementation of public policy: A framework of analysis. *Policy studies journal*, 8(4), 538-560.
97. Saritas, O., & Aylen, J. (2010). Using scenarios for roadmapping: The case of clean production. *Technological Forecasting and Social Change*, 77(7), 1061-1075.
98. Schermerhorn, J. R. (2002). *Management* (7th ed.). New York, NY: Wiley.
99. Schieffer, A., Isaacs, D., & Gyllenpalm, B. (2004a). The world café: part one. *World*, 18(8), 1-7.
100. Schieffer, A., Isaacs, D., & Gyllenpalm, B. (2004b). The world café: part two. *World*, 18(9), 1-9.

101. Schiele, H., Krummaker, S., Kowalski, R., & Hoffmann, P. (2012). Accelerating Scholar-Practitioner Collaborative Research Through Speed Consortium Benchmarking: Using the world café as a form of academic enquiry. In P. Hoffmann (Ed.), *Innovative Supply Risk Management* (pp. 9-29). Enschede: University of Twente.
102. Seidenstat, P. (1996). Privatization: trends, interplay of forces, and lessons learned. *Policy studies journal*, 24(3), 464-477.
103. Shareef, R. (1994). Subsystem congruence: a strategic change model for public organizations. *Administration & Society*, 25(4), 489-517.
104. Sherman, S. N. (1987). *Contract management: post award*: Wordcrafters Publications.
105. Spina, G., Caniato, F., Luzzini, D., & Ronchi, S. (2013). Past, present and future trends of purchasing and supply management: An extensive literature review. *Industrial Marketing Management*, 42(8), 1202-1212.
106. Tassabehji, R., & Moorhouse, A. (2008). The changing role of procurement: Developing professional effectiveness. *Journal of purchasing and supply management*, 14(1), 55-68.
107. Tesch, R. (1990). *Qualitative Research: Analysis Types and Software Tools* (Vol. 337): Falmer Press.
108. Teut, M., Bloedt, S., Baur, R., Betsch, F., Elies, M., Fruehwald, M., . . . Schimpf, D. (2013). Dementia: treating patients and caregivers with complementary and alternative medicine-results of a clinical expert conference using the World Cafe method. *Complementary Medicine Research*, 20(4), 276-280.
109. Thai, K. V. (2008). *International handbook of public procurement*: CRC Press.
110. Thompson, J. R., & Sanders, R. P. (1997). Strategies for reinventing federal agencies: Gardening versus engineering. *Public Productivity & Management Review*, 137-155.
111. Tracy, S. J. (2010). Qualitative quality: Eight “big-tent” criteria for excellent qualitative research. *Qualitative inquiry*, 16(10), 837-851.
112. Van de Ven, A. H. (1993). Managing the process of organizational innovation. *Organizational change and redesign: Ideas and insights for improving performance*, 269-294.
113. Van Meter, D. S., & Van Horn, C. E. (1975). The policy implementation process: A conceptual framework. *Administration & Society*, 6(4), 445-488.
114. Warwick, D. P., Meade, M., & Reed, T. (1979). *A theory of public bureaucracy: Politics, personality, and organization in the state department*: Harvard University Press.
115. Yin, R. K. (2017). *Case study research and applications: Design and methods*: Sage publications.
116. Young, G. J. (2001). Transforming the veterans health administration: the revitalization of VHA. *Transforming Organizations*, 139-172.

## Appendices

### Appendix I – Results of the questionnaire

	Industrial Engineering and Management	1		1
	Tourism Management	1		1
	Facility Management	4	4	8
	Logistics and Economy	1		1
	Computer Science	1		1
	Public Administration	1		1
	Business Management	1		1
	Health Science		1	1
	Logistics		1	1
	Social Work		1	1
	Marketing Management		1	1
		Total = 10	Total = 8	Total = 18

Table 12: Education specialisation of the participants per location

Current Job	Strategic Buyer	2		2
	Purchasing Consultant/Advisor	4	3	7
	Account manager	1		1
	Contract manager	2	2	4
	Consultant Contract Management	1		1
	Project manager / Contract manager	1		1
	Intern	1	1	2
	Manager Purchase	1		1
	Tactical Purchasing Consultant		1	1
	Manager Head of Production		1	1

	Contract owner		1	1
	Purchaser		1	1
		Total = 13	Total = 11	Total = 24

Table 13: Current job of the participants per location.

## Appendix II – Results of the statistical tests

		Sum of Squares	p-value
Age	Between Groups	132,758	,340
	Within Groups	3070,867	
	Total	3203,625	
Total Work Experience	Between Groups	102,289	,445
	Within Groups	3719,867	
	Total	3822,156	
Total Work Experience Private Purchasing	Between Groups	17,135	,578
	Within Groups	1184,105	
	Total	1201,240	
Total Work Experience Public Procurement	Between Groups	79,243	,129
	Within Groups	700,497	
	Total	779,740	

Table 14: Results of the one-way ANOVA on the continuous variables.

		F	Sig.	t	p-value
Age	Equal variances assumed	,517	,480	-,975	,340
	Equal variances not assumed			-,959	,349
Total Work Experience	Equal variances assumed	,287	,598	-,778	,445
	Equal variances not assumed			-,778	,445
Total Work Experience Private Purchasing	Equal variances assumed	,674	,421	,564	,578
	Equal variances not assumed			,581	,567
Total Work Experience Public Procurement	Equal variances assumed	4,958	,037	-1,578	,129
	Equal variances not assumed			-1,499	,155

Table 15: Results of the independent sample T-test on the continuous variables.

	X <sup>2</sup>	P-value



Gender	0.931	0.628
Education	3.441	0.632
Study Direction	9.902	0.539
Current Industry	16.078	0.097
Statement 1	0.580	0.901
Statement 2	1.264	0.738
Statement 3	3.055	0.549
Statement 4	4.666	0.323
Statement 5	6.780	0.148

Table 16: Results of the Pearson chi-square test on the categorical variables.