

IT-Project Management: Strategies of IT-Project Sourcing

Masterarbeit

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Contents

List of Figures	v
List of Tables	v
Abkürzungsverzeichnis	vii
1 Introduction	1
2 Basics	2
2.1 IT-Projects	2
2.2 Sourcing	5
2.3 Different Sourcing Strategies	7
2.3.1 Single Outsourcing	7
2.3.2 Multisourcing	7
2.3.3 Offshoring	9
2.3.4 Expert Advice	11
2.3.5 Strategic Partnership	11
2.4 History of Sourcing	12
3 Literature Review	15
3.1 Methodology	15
3.2 Literature Analysis	17
3.3 Conclusion & Research Questions	32
4 Expert Interviews	34
4.1 Methodology	34
4.2 Presentation of the Interview Guide	39
4.3 Introduction to the Experts	42
5 Interview Results	46
5.1 Enterprise Sourcing Strategy	46
5.2 Crucial Determinants	52
5.3 Risks & Challenges	62
5.4 Future of ITP Sourcing	68
6 Summary and and theoretical comparison	71

7	Critical Evaluation	75
7.1	Discussion and Recommendations	75
7.2	Limitations and further Research	80
8	Conclusion	82
9	Literature	83
A	Appendix	91
A.1	Interview guide	91
A.2	Interview Transcripts	92
A.2.1	Expert 1	92
A.2.2	Expert 2	100
A.2.3	Expert 3	110
A.2.4	Expert 4	121
A.2.5	Expert 5	131
A.2.6	Expert 6	145
A.2.7	Expert 7	157
A.2.8	Expert 8	170
A.2.9	Expert 9	180
A.2.10	Expert 10	192
A.2.11	Expert 11	202
A.3	Categories	209
A.3.1	Enterprise Sourcing Strategy	209
A.3.2	Crucial Determinants	229
A.3.3	Risks and Challenges	243
A.3.4	Future of ITP Sourcing	256

1 Introduction

Digitisation and digital transformation in companies is still in its beginnings and is progressing continuously. More and more new and complex IT topics are becoming relevant for companies. No sector remains unaffected by this development. The question arises to what extent companies can meet this development and the amount of emerging IT topics. One answer, which has been used in the manufacturing industry for a long time, could be sourcing. Against this background, the present thesis deals with strategies and best practices of sourcing in companies in the field of IT project management. In addition to the different strategies and best practices, it will also consider which determinants can influence this decision process.

For this purpose, a brief overview of some of the basics of sourcing and ITP-Management is given at first. Subsequently, relevant articles will be discussed in a literature review and analysed with special emphasis on the determinants of ITP sourcing. The three central research questions can be derived from the literature. The first question is based on best practices of sourcing decisions in companies and the question of which individual strategies are used. The second research question is to determine which determinants are relevant for the decision-making process. In addition, we will look at whether and how the determinants can be distinguished from the literature. The third research question is devoted to future developments. It aims to answer in which direction the sourcing of ITP is developing and which trends could exist in the future. In addition to these three central research questions, the development of COVID-19 will also be examined to see whether and how a global pandemic could affect ITP business and sourcing decisions.

To answer the research questions, expert interviews with a total of eleven experts from different companies will be conducted, which will then be analysed according to Mayring's qualitative content analysis. Afterwards, the findings of the expert interviews are briefly compared with the impressions from the literature analysis and the research questions are answered in summary. In the end, some of the results are discussed, possible future research questions in this area are explained and a short conclusion is given.

8 Conclusion

This thesis dealt with strategies, best practices of ITP sourcing and the determinants of this decision-making process in companies. To this end, some basic principles were first taught and an overview of the literature in this research area was given. Thereby it was looked at which articles and which topics are covered. A special focus was put on the determinants of the sourcing process. Based on the findings of the literature analysis, various research questions were then formulated. These concerned both best practices and determinants. But also risks and future trends in the field of ITP sourcing were considered. In order to answer these research questions, expert interviews were then conducted with a total of eleven experts who came from different companies and industries and who are confronted with sourcing in the IT environment in a variety of ways.

It was shown that there was no uniform best practise between the different experts and companies. There seem to be strong differences between large and small companies or even between the industry. However, it became clear that some of the strategies have been or are being applied more frequently. For example, expert advice, strategic partnerships and offshoring played a major role for different companies. Multisourcing was mostly seen as an end in itself and was not preferred. It was noticeable that the literature did not refer so much to best practices or combinations of several strategies. As a possible reason, it was pointed out that the IT market is very volatile and literature can therefore only give momentary snapshots. Furthermore, the strong differences in the size of companies and industries could be responsible for this.

With regard to the determinants, it quickly became clear that the impression of the literature with regard to the determinants mentioned there was confirmed. The determinants complementarity, competency and cost reduction were of great importance for almost all experts. The determinants task modularity and strategic value, on the other hand, seemed to be relevant only under special circumstances. In addition to the determinants from the literature, other determinants were identified, such as regulatory requirements, required language skills or scalability.

Despite all the differences, however, most of the experts were largely in agreement on the future development of ITP Sourcing. It was shown that the sourcing volume of companies will probably increase due to more and more complex IT topics, as internal resources are no longer sufficient and it would be too expensive to build up the individual competencies.