How to improve a value proposition from a portfolio of project management-based services

A case study of a consultancy firm offering services within project management

Master's Thesis in the Master's Programme Management and Economics of Innovation

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Abstract

All businesses must create value for its customers in various forms, whether delivered by services or products. The organizations must therefore understand how appropriate value is created. This, however, requires extensive knowledge of customer needs. Another dimension is added to professional service firms, which predominantly deliver intangible, and even imperceptible, value to their customers through the exchange and deliverance of services. Firms, such as these, are trying to answer how their resources are best utilized and deployed by finding a trade-off between occupied resources and the satisfaction of customers. In doing this, a revision and prioritization among current services may be necessary to find the right approach for current customer needs. This thesis has investigated the case of WSP Management, a department of the consultancy firm WSP Sweden, and how it could improve its current value proposition and what services needs to be prioritized with regards to existing customer needs. As of today, the division, acting as a professional service firm, offers twelve specialist services within project management. The department wanted to understand customer expectations regarding these services with the hope of commercializing its value. As a result, this research has identified what the existing needs are of WSP Management's current customers and conducted a comparison between the expectations of the internal employees and those of the established customers. It was concluded that WSP Management should, in order to meet existing customer needs, provide a more solution-oriented value proposition, while focusing on the key aspects of time, cost, and quality. Moreover, was it discovered the that customers found individual traits of the project manager important, which should be emphasized in the offering along with internal training to achieve coherent service quality. To visualize an improved value proposition, this report has used a value proposition canvas that outlines various dimensions of customer needs and how those needs are met.

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1. Introduction

In this chapter, a background that clarifies the importance of the research problem and problematizes generic dilemmas for organizations related to this, will be presented. Subsequently, the purpose and research questions of the report will to be outlined. To finalize the chapter, delimitations and confidentiality aspects of this report, are defined.

1.1 Background

In common for all businesses, is the purpose of creating value for its customers, whether it is quantified by monetary or non-monetary elements, or delivered by services and/or products. As such, any organization must understand how to create considerable value and must, according to Osterwalder et al. (2014), thus understand what underlying needs the customers have and how they are developed. Once understood, the intended service/product offering can be expressed through a *value proposition*, a concept which conveys what value is proposedly obtained by a customer purchasing a specific offering and through what services and/or products the company aim to deliver it (Osterwalder et al., 2014). How then, do firms promise value if it is intangible, or even imperceptible, and based upon involvement and instant exchange with the customer? This dilemma is apparent for any *professional service firm* (Løwendahl, 2005), which through its employees exclusively deliver economic value by providing and exchanging advice to other businesses (Greenwood & Suddaby, 2006). The value of a service is therefore often more complex and difficult to comprehend (Kindström et al., 2012). Hence, delivering services require actual interactions with the customers, and the visualization of the value become an increasingly important aspect for the supplier. A question that professional service firms are trying to answer is how their resources are best utilized and deployed, by finding an accurate trade-off between resources spent on their offering and the satisfaction of customers. In doing this, they need to decide the scope of the service offering and rationalize whether the firm should provide several services or focus on a few. Therefore, the subject of prioritizing a group of services, for instance a service portfolio, is traced back to the rationale of concentrating what matters the most to customers and matching this with the organization's resources and capabilities. Stressing that success is about satisfying customers, the complexity expands as the needs could also be multiple and a single service might not adequately satisfy the whole spectra of needs. Bundling services into holistic solutions are, for this reason, not an uncommon strategy within professional service firms (Nordin & Kowalkowski, 2010). A key factor in satisfying customers with services is addressing their expectations (Parasuraman et al., 1988). This suggests that in order to adequately generalize what their opinion is, a company cannot assume that their current service offering is the right solution for existing customer needs. Accordingly, a company must be able to refine their offerings in accordance with customer expectations. The dynamics of improving an offering will also consist of an internal stance, where the company explores how employees are conveying the offering and if is collectively shared by the workforce. The department of WSP Management, as a part of WSP Group, embodies a case study for this report and represents a professional service firm trying to improve its service offering, within project management. Offering twelve unique specialist services, the department struggled to understand what services are desired by its customers and what to emphasize in its offering. As such, WSP Management constituted for this research the basis for an exploration of how a company could improve its current value proposition.

1.2 Purpose

The purpose of this report is to help WSP Management improve its current value proposition within project management, and by doing so, investigate current customer needs and expectations. These findings will be packaged into a suitable value proposition that captures the customer needs. Moreover, to fully understand how the current value proposition are to be improved, the researchers will investigate how the expectations of the internal employees look compared to those of the established customers. Owing to this purpose, three research questions have been defined, which are presented in the section below.

1.3 Research Questions

In this section, the reports three research questions will be presented. Research question three is hierarchically dependent upon other two in order to be concluded.

1.3.1 Research Question One

The first research question is phrased to be explorative of understanding WSP Management's current customers. However, the initial stance will be the current service offering and how the customers prioritize with regards to the current service portfolio. The customers that are in play for this kind of evaluation will be incumbent ones, and they will further guide the thesis towards how customer needs correlate/differ with a service offering.

Which of the services in WSP Management's service portfolio are most pivotal to the existing customer needs?

1.3.2 Research Question Two

The researchers have formulated a second research question that will highlight a potential gap between the customers' expectations and how WSP Management internally perceive their service offering and company. In other words, identifying the gap between how well the company correspond with customer needs and desired performance of the company.

How do the customers' expectations look, compared to WSP's expectations, regarding the service offering?

1.3.3 Research Question Three

The main research question of this thesis will be set upon constructing a value proposition for WSP Management. A starting point of this attempt is to focus on the latter research questions (Research Question One/Two) as they provide guidance for how the present service offering is valued, which surrounds a fixed portfolio of project-based services within project management, and how to best align with customer expectations/needs. Therefore, the emphasis is upon the concept of value proposition, but where service management is vital as the research questions suggest a recommendation for the company with regards to services for project management.

What would be an improved value proposition for WSP Management based on customer needs?

1.4 Delimitations of the Report

The research does not consider any of the firm's competitors as this could potentially influence what WSP Management should or should not offer, and brings new aspects into consideration which are not manageable within the timeframe of this thesis. As such, the research is solely focused upon the existing customers in exploring how WSP Management's offer can be developed according to customer needs.

The research does not consider any price comparisons or financial calculations of the value proposition. This is excluded because (1) the company claimed they did not have any financial data on the specific services, and (2) because including such aspects would require additional analysis on what parts of the improved value proposition are actually viable for the company. By excluding this, this research is restricted to only analyzing what an improved offer would potentially look without considering costs, or other financial aspects, in the results.

1.5 Confidentiality

The confidentiality of this report includes a complete secrecy for all the individual respondents. The name of the actual employees and customers that partook in this report will thus not be revealed or disclosed. This is due to an expressed desire to remain anonymous, which were rendered important for the sake of conducting the interviews in an open and transparent manner. The only organization that will be represented in this report will therefore be the actual case – the consultancy firm WSP.

2. Theoretical Framework

The theoretical framework of this report consists of three main pillars. Firstly, the discipline of Value Proposition is covered in order to understand current customer needs, relate the existing offering of the company, and base the final recommendation, thus, concluding research question three. Secondly, Service Management is further explored to study the phenomenon of services and customers. In addition, this report is an investigation of how a service portfolio is formulated, hence the concept of services is central. Thirdly, the field of Project Management is deepened, which is purely based on the context that WSP Management is operating within this area and offering project managers as their business. Moreover, this framework also relates to project management within the construction industry, as the firm is mainly operating in this industry. An overall illustration of the different parts of the theoretical framework is presented in *Figure 1*.
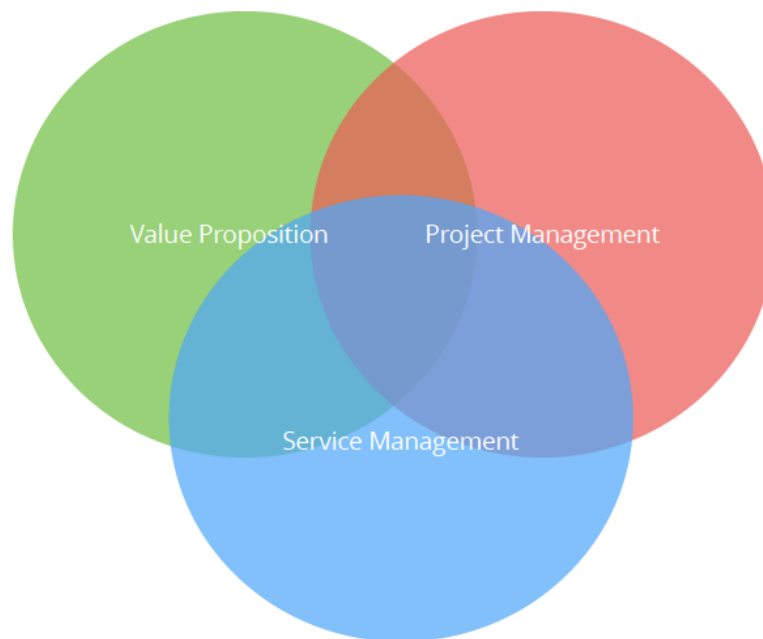
Figure 1 – All of the three research areas in the theoretical framework.

2.1 Value Proposition

The term *value proposition* is a widely-used business expression (Anderson et al., 2006). However, several managers view the value proposition as nothing more but a tool for promotion and marketing. This view is considered shortsighted and underestimate the potential contribution of value propositions to accelerate business performance. Rigorously developed, value propositions could help companies understand what value they bring to their customers by putting a greater focus on their offerings (Anderson et al., 2006). Similarly, Payne and Frow (2014 wrote that the expression is often used in a trivial fashion, overlooking the potential strategic importance of a properly developed value proposition. Furthermore, it was mentioned that many authors have been trying to define the term during the past decades, tracing the origin to the year of 1985 and the work of Bower and Garda. The concept was only then briefly discussed but took a leap forward to clarification with an internal McKinsey Staff paper written in 1988 by Lannings and Michaels

(Payne and Frow, 2014). They argue that a customer chooses the product that is believed to have the superior value. With this came a rather straight forward definition of the term value; benefits minus the price, where the benefits constitute what the customers think are important and the price of the product or service what the customers recognize as being paid for (Lanning and Michaels, 1988). It is further argued that a company's value proposition is a promise of value to its customers and forces the organization to clearly define the basis of its competitive strategy in the contended markets. To achieve this, an almost impeccable understanding of the benefits and values perceived by its customers, is necessary (Lanning and Michaels, 1988).

A definition that captures another viewpoint for how the concept of value proposition is defined is by Webster (1994, p. 25), who stated that the concept of value proposition is: "*... the verbal statement that matches up the firm's distinctive competencies with the needs and preferences of a carefully defined set of potential customers.*". Furthermore, the author stressed that a value proposition is "a *communication device that links the people in an organization with its customers, concentrating employee efforts and customer expectations*". According to Clauss (2016), the term business model innovation is essentially an overlapping concept, which is described as the innovation of various structures that are integrated in commercial dimensions. The author stated that a value proposition is thus a dimension that is hierarchically underneath a business model and consists of "*a portfolio of solutions for customers and how they are offered*" (Clauss, 2016, p. 3). Overall, the term value proposition will, according to all the above-mentioned interpretations, be conceptualized in this report as a broad approach of offering value to customers in coherence with their specific needs.

2.1.1 The Development of a Value Proposition

In order to develop a value proposition, Lanning and Michaels (1988), argued that vague descriptions of value need to be avoided (e.g. quality, service, or performance). By using such expressions, the actual meaning can be confusing and hard to determine. Performance for a car could mean steering response, acceleration, top speed, etc. Does quality of a t-shirt refer to "no variance in production standards" or something more particular such as "consistent color" or "durability"? What is equally important to understand is the definition of price. Does it mean lifetime cost or purchase price? Also, a demand elasticity analysis may be required in order to fully understand the dynamic fluctuation of price sensitivity between each customer group. To deeply understand these issues, and preferably better than the competitors do, management must put in more time and effort than normally expected. It is required that the right questions are asked and the answers thoroughly thought through to learn who the customer is, both through quantitative and qualitative market analysis. Caution is however advised as stockpiles of quantitative analyses may rather obstruct the customer perception than clarify it. Moreover, it is recommended that listening to customers, distributors, and other stakeholders in a systematic manner regarding customer needs could facilitate the understanding of these issues (Lanning and Michaels, 1988).

2.1.2 Value Proposition Types

Anderson et al., (2006) explored how the term value proposition (also referred to as customer value proposition) was used by different actors and concluded it could be categorized into the following types (Anderson et al., 2006):

- *All benefits* – When developing a value proposition, most managers create a list, containing all the potential benefits their offerings might yield to the customers. The more, the better. Compared to the other two types, this method would require the least amount of work due to low knowledge requirements regarding both customers and competitors. Although simple and easy to use, it may cause companies to suffer from *benefit assertion*; a major drawback where the advantages for various features are claimed beneficial, but actually provides no benefits to the customers.

- *Favorable points of difference* – With this type of value proposition, it is recognized that customers are provided alternative offerings. One important question to ask is in what way your offering is more appealing to the customer, compared to that of a competitor? To fully understand, and how to fulfill, the different preferences and requirements of the customers, management need to put in time and effort they may often lack. Consequently, companies may find themselves stressing points of difference that are of almost no importance to the customers by blindly assuming that they would provide value.

- *Resonating focus* – As the previous type acknowledged alternative offerings, this approach recognizes that the purchasing managers are often pressed for time and given great responsibilities. The supplying firm needs to understand the critical issues of the business and transform its knowledge into an enchanting yet simple value proposition. By making an offering that is superior on the small number of factors that matter the most to the customer, the supplying firm can also deliver such a value proposition. Furthermore, they need to be able to document, demonstrate, and communicate the actual value of the offering, and in an elegant way make clear they fully understand the customer's prime concerns.

It is henceforth argued by Anderson et al. (2006) that a resonating focus is the most viable approach and should be the golden standard. To gain an overall understanding of the differences between the three types, see *Figure 2* below. Most significantly, resonating focus deviates from the mindset that "more is better" (Anderson et al., 2006). Even though a competitor's value proposition may contain numerous favorable points of difference, it is preferable to focus exclusively on the few couple of points that would deliver the greatest value to the customers. It may even be beneficial to surrender the points of difference that are valued the least by the customers to the next best alternative. This will create an opportunity for the supplying firm to focus all its resources on improving the points of difference most valuable to the customers.

VALUE PROPOSITION	All Benefits	Favorable Points of Difference	Resonating Focus
Consisting of	All benefits a customer receives from a market offering	All favorable points of difference a market offering has relative to the next best alternative.	The points of difference whose improvement will deliver the greatest value to customers for the foreseeable future.
Answering the question	Why should our firm purchase your offering?	Why should our firm purchase your offering instead of a competitor's?	What is most worthwhile to keep in mind for our firm about your offering?
Requires	Knowledge of own market offering	Knowledge of own market offering & Next best alternative	Knowledge of how own market offering delivers superior value to customers compared with next best alternative.

Figure 2 – The characteristics of the three different types of value propositions (Anderson et al., 2006).

2.1.3 The Value Elements of a Value Proposition

Humble to the probability that your company's offering may not differ as much to the one from the competitor, and that you realize both may be able to supply the customer with benefits of different varieties, such as economic, service, technical, or social, it is important to consider how these so-called value elements match those of the second-best alternative. To highlight the importance of the value elements, the authors have sorted them into the following three categories (Anderson et al., 2006):

- *Points of parity (POP)* – The functionality or performance of these value elements, is equivalent to those of the second-best option (Anderson et al., 2006). Not necessarily, do they represent a unique brand, but could in their absence make a competitor choose another offering (Lane Keller, 2014).

- *Points of difference (POD)* – Using these value elements, the supplier's offering is pitted against the second best alternative and is declared either superior or inferior.

- *Points of contention* – Elements of this sort belong to occasions where customers and suppliers have contradicting opinions concerning how their functionality or performance match those of the second-best alternative. A value element could be regarded as a point

of difference by the supplier, but as a point of parity with the second-best offering from the customer's perspective. On the other hand, the value element could be regarded as a point of parity by the supplier, but considered as a point of difference in favor of the second-best alternative by the customer.

2.1.4 The Value Proposition Canvas

When developing a value proposition, two significant areas need to be focused upon, namely, the *Customer Profile* and the *value map* (Osterwalder et al., 2014). Developed by the authors, these two aspect outline a responsive framework known as the *Value Proposition Canvas*, see *Figure 3* below. As a part of the overall business model, the value proposition canvas is used as a methodical tool in reaching a clear understanding of the customer and how the company intends to create value for that customer. Of vital importance is also finding fit between the customer profile and the value map. This is achieved when the different criteria of one meets those of the other, and should be revised occasionally as the prerequisites may change. More specifically, fit is achieved when the products and services of the company generate *Gain Creators* and *Pain Relievers* that are aligned with one or more of the *Gains*, *Pains*, and *Jobs* considered important by customers. *Jobs* describe what customers try to achieve in their course of work, as well as in their lives, and should be articulated by the customers themselves. *Pains* detail what risks, obstacles, and bad outcomes exist associated with customer jobs. Last but not least, *Gains* are the real and tangible benefits customers seek or the outcomes they want to achieve. (Osterwalder et al., 2014)

Customer Profile

To fully understand how the customer profiling works, it may be necessary to rethink one's own perception of customers and how their needs are developed. One cannot only consider what value the customer expectedly wants or what they may value the most, but instead aim to understand what actual jobs, pains, gains the customers have. Once these areas are fully explored and defined, the customer profile is ready. The customer profile is then used to visualize what is important to the customer. The authors recommend it to be communicated across the whole organization as an easily read document, with the goal of creating a common and shared customer understanding. Furthermore, if properly designed, employees should use it as a scoreboard in order to track if the jobs, pains, and gains actually do exist in reality. (Osterwalder et al., 2014).

Elaborating further on customer jobs, they usually depend on the specific circumstances in which they occur (Osterwalder et al., 2014). Owing to this, are particular limitations or constraints which these circumstances or this context may inflict. For example, making a phone call during a bus ride compared to while on an airplane, create two very different scenarios. Similarly, eating at a restaurant with your partner is different from eating with your kids. The authors urge the importance of acknowledging that to your customer, not all jobs have the same level of significance. Some jobs are more important to a customer's life or work as the actual consequence of not getting them could lead to major ramifications. Other jobs are insignificant simply because the customer values other things more highly. Occasionally, a customer may find a certain job vital because it occurs often or since it will result in an unwanted or desired outcome. However, the authors urge that asking the question "why" several times, is the key to truly understanding the jobs to be done. Below follows a list of the three different main types of customer jobs (Osterwalder et al., 2014, p. 40):

1. *Functional* – this category consists of customers trying to solve a specific problem, or trying to complete or perform a certain task. For example, if trying to eat healthy or something as basic as plucking the apple tree.

2. *Social* – jobs of this type are essential if the customers are striving to look good or want status or power. They further aim to describe how the customer want to be perceived by its peers. Constituting an example is a customer wanting to be identified as a person who is equally competent as a professional, even though not professional.

3. *Personal/emotional* – owing to this category are customers who seek a certain emotional state, for example, feeling secure or good. Achieving a feeling of security at a workplace could be such a job.

Moving on to the subject of customer pains, they are a description of anything that is annoying to the customer before, during, or even after attempting to get a certain job done, it could even regard something that would prevent the customer from getting a job done (Osterwalder et al., 2014, p. 42). Moreover, pains also concern risks, in other words, they concern potential bad outcomes. Such risks regard matters connected to customers that poorly, or not at all, are getting a job done. The severity of customer pain is measured from moderate to extreme, somewhat similar to measuring the importance of customer jobs from insignificant to important. Below follows a list of three different types of customer pains, as well as how critical the customers may find them (Osterwalder et al., 2014, p. 42):

1. *Undesired outcomes, problems, and characteristics* – pains could surface in different ways; they could be emotional (e.g. feeling bad over doing something), social (e.g. the feeling of looking bad while doing something), functional (e.g. a certain solution does not work well, does not work at all, or brings negative side effects), or ancillary (e.g. being annoyed of having to go to the store). Furthermore, undesired characteristics that customers do not like, may be involved. For example, a customer that find running at the gym boring.

2. *Obstacles* – these are objects that could slow down customers or even hinder them from getting started performing a job. For example, a customer feeling that he/she does not have enough time to get a certain job done properly. Another example could be a customer who cannot afford any of the possible solutions.

3. *Risks (undesired potential outcomes)* – These concerns the question of: "what is it that could go wrong and will it have negative impactful consequences?". As such, customers could ask themselves whether using a certain solution would lose them credibility.

Addressing the last part of the customer profile, the customer gains, the authors claim that they are the description of the various benefits and outcomes wanted by the customer (Osterwalder et al., 2014, p. 44). Several gains are not only desired, expected, or required by the customer, but could even come out as surprising to them. It is also crucial and beneficial that they are described as concretely as possible, which makes it easier to distinguish jobs, gains, and pains from each other. Similar to jobs and pains, gains constitute social, functional, emotional, and financial benefits, but

are measured from "nice to have" to essential. The following four types of customer gains, owed to benefits and outcomes, have been identified by the authors as (Osterwalder et al., 2014, p. 44):

1. *Required gains* – these are fundamental gains that would render a solution useless without them. For example, the ability to make a normal phone call from a smartphone. Without this feature, one of the most basic expectations of such a product is unfulfilled, thus, it is a required gain.

2. *Expected gains* – these gains are expected from a solution, but due to their relatively basic nature, the solution may work anyway. Continuing with the mobile phone anecdote, it is expected that the Apple phones continue to look good and are well-designed ever since the first iPhone launch.

3. *Desired gains* – going beyond what is expected from a solution, and instead look toward what is desired, these gains fill their purpose. For example, it is highly desired that the smartphone should be integrated with other devices in a seamless way. Usually, gains such as these will not surface until the customers are asked about them.

4. *Unexpected gains* – these gains take place beyond the desires and expectations of the customer, and would not necessarily come to mind even if the customer is asked about them. To finalize the smartphone example, no one actually thought of the touch screen and the App Store as something connected to a phone, until Apple brought both into the mainstream.

According to Osterwalder et al. (2014), the designers of a value proposition need to get a sense of what the customers prioritize, even though individual customer preferences may vary. As such, it is recommended to investigate, for example, which jobs are considered insignificant or important by the majority of customers. Similarly, the relative importance of the pains and the gains, which is characterized in the sections above, should be investigated. Ranking the customer needs in this way, are considered essential in order to design a value proposition that tackle the things the customers truly care about. In conclusion, the prioritization should be tested and revised as the customer knowledge increases, simply because the first result of this process can be rather arbitrary and solely based upon the understanding of the designers of the value proposition (Osterwalder et al., 2014).

The Value Map
This part of the value proposition canvas has its purpose in explicitly specify how the products and services are believed to create gains and ease pains. In the same manner which the customer profile was to be communicated across the whole organization, the value map should as well be designed as an easily read one-page document. Its purpose is to create a common understanding of how it is intended for value to be created. Moreover, the value map should be applied as a scoreboard where employees could easily track if the products and/or services relieve pain and create gain when tested with customers.
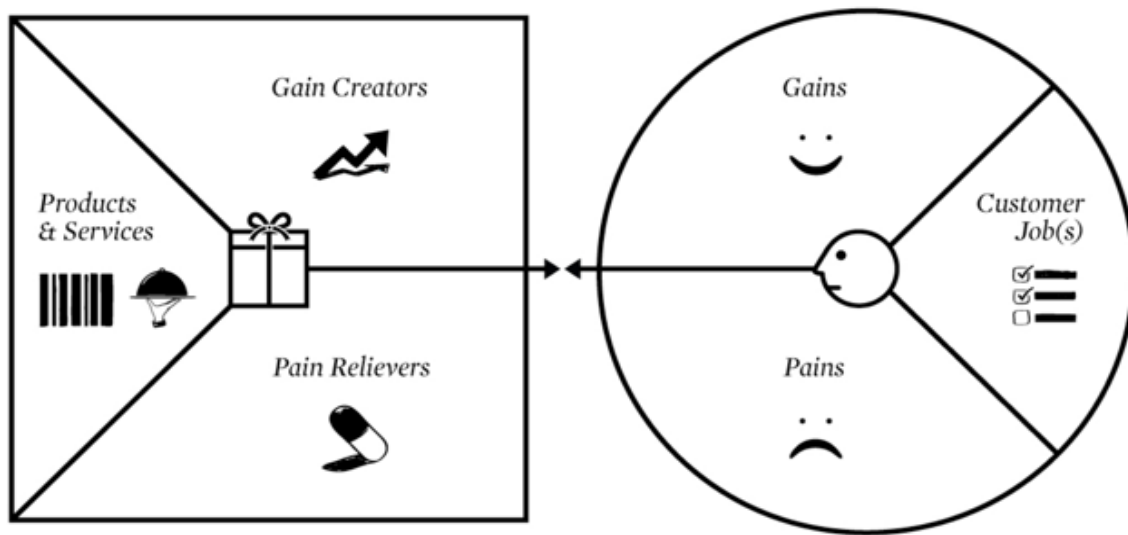
Figure 3 – The Value Proposition Canvas, where the square on the left side is the Value Map and the circle on the right side the Customer Profile. Figure 3 is illustrated by Osterwalder et al. (2014).

As previously mentioned, the fit between customer profile and the value which the company aim to deliver should be revised occasionally. This is to make sure that the fit still exists, or when developing new products or services want to make sure that newly surfaced customer needs fit properly (Osterwalder et al., 2014). The authors suggest internal workshops as a great mean of doing so, where the employees, in an almost roleplaying manner, evaluate the value proposition. To bear in mind if presenting the value proposition, is to never solely pitch features, but instead how the value proposition helps the customer to get key jobs done, how it relieves pains, and how pivotal gains are created. Moreover, a continuous alternation between designing prototypes and testing them, constitutes the search for a value proposition that meet customer needs. The authors argue that the process is rather iterative, as opposed to sequential. The goal of the value proposition canvas is to rapidly test new ideas in order to learn, create improved designs, and conduct further testing (Osterwalder et al., 2014).

2.2 Service Management

The research area of service management is linked with several other disciplines and phenomenon. Contextually, the field of service management is connecting both supplier employees and customers, to how these actors are integrated in delivering services (Subramony & Pugh, 2015). Commonly, the term *service* is defined by Vargo and Lusch (2004) as: "*the application of specialized competence, knowledge and skills, through deeds, processes, and performances for the benefit of another entity or the entity itself*". Hence, Service Management regards how companies organize their services and effectively manage, and integrate, their service delivery. Owing to this, Service Management will provide a theoretical framework in this report, due to two central reasons. Firstly, WSP is a professional service firm and consultancy agency, which results in management of services as being a precondition. Secondly, the value that WSP Management is offering today is fundamentally a service offering, which requires the report to understand how services, as an offering, could add value to other businesses and customers.

2.2.1 Value Creation in Services

The concept of value creation in services management has started to gain prominence from the 1990 (Grönroos, 2008). Gradually managers began to realize the potential of offering intangible services that rendered value for its customers through usage. Such service activities were found to be relying heavily on the relationships to its customers, and as a result, the implication of how these services created customer value were considered essential (Grönroos, 2011). A penetrating discussion originated where academics started to question whether value could be compared to being produced as an output and exchangeable procedure for the customer, or whether the basic concept of value for customers was to be described as value-in-use and co-created (Grönroos, 2008). How managers are to develop their businesses through service offerings and how the abovementioned perspective is to be construed and practiced in their businesses are further elaborated by Grönroos (2011). In addition, the author focuses upon the marketing aspect of value creation, hence the communication and deliverance of offerings. According to Grönroos (2011), services are a phenomenon, which deeply builds around a supportive approach, and therefore, offerings need focused attention on the facilitation of other actors' practices and processes. Suppliers cannot create value in any strict terms and in business-to-business relationships the supplier's competencies can only facilitate value creation. A practical outcome of this is that offers from the suppliers needs to be addressed as opportunities and include a constant flow of complementary activities during customers' value-creating process.

2.2.2 Visualizing Value in Services

Kindström et al. (2012) promoted the concept of visualization in the context of service-based offerings and explored how companies typically practice visualization as a strategy when establishing service-based offering in the market. The authors defined visualization strategy as:" the *ability to demonstrate and form an understanding of the value before, during, and after the service interaction/process"* (Kindström, 2012, pp 538). The nurturing of existing customers is more dependent upon the process of visualization, as opposed to the activity of attaining new customers. To further clarify this argument, the authors recognized that services are relationship-based, where in mature relationships, the interacting parties want to feel connected, but also be presented with clear illustrative examples of how the service is relevant (Kindström et al., 2012). In short, the authors presented the following four different types of strategies for visualization:

1. *Envisioning* – making customers experience the service mentally through representative inducement.

2. *Documentation* – providing customers key features of the service as information. This by focusing on three main aspects: (1) Consumption, (2) System/Facts, (3) Performance e.g. reference cases.

3. *Association* – describing the service as an indirect link to something different, e.g. an object, place, or a person, and trusting the customer's memory to make the appropriate connections.

4. *Physical representation* – focusing on central physical attributes of the services that surrounds its execution, e.g. employees or work stations.

2.2.3 Service-based Mindset

According to Kaiser and Ringlstetter (2011), the primary key success factor when buying or purchasing professional services is trust. This is represented by the component where services are produced in close interaction with a customer. Firms delivering professional services, also referred to as a professional service firms, deals with the concept of knowledge as their services requires certain competence or knowledge, whether the service is consumable or results in documents, and is as such often referred to as knowledge-intensive businesses (Kaiser & Ringlstetter, 2011). Moreover, the primary market in which these service firms are operating, undertakes a challenge in balancing the main factor for profitability, the clients, with the market for the success of delivering, the employees (Kaiser & Ringlstetter, 2011). As a result, professional service firms are required to optimize their attraction towards these markets to a higher degree than other types of businesses. The authors argued that the employees are in fact the carriers of knowledge, which directly influences the firm's reputation.

When selling services in a business-to-business context there needs to be an emphasis on relationships (Kindström et al., 2015). This type of setting requires not only a shared vision of the customer's business model and how it could be intertwined with the service offering, but also knowledge about the characteristics of which the relationship to the customer is built. In addition, the supplier-customer relationship is a dimension that is explicitly difficult to quantify, which makes it hard for both parties to realize its value. The authors suggested that to overcome this problem, the emphasis needs to be put on long-term relationships since selling services are in many ways similar to relationship selling.

According to Kindström et al. (2015), a service-based mindset ought to have a more problem-solving approach. In other words, when offering value through services, the diagnosing and interaction with customers need to be focused on trying to bring new ideas and innovations to the customer. Brozovic et al., (2016) took a stand on Grönroos definition of value creation in services and expand on this notion to by including a flexibility perspective that creates value. Moreover, this conceptualization is positively related to relationships and the argumentation that in prosperous relationship there is a balance of give and take, which would make room for flexibility from both ends. From a strategic point of view, flexibility also implies that the value proposition of the offering company must be altered for it to stay competitive. Thus, it is critical for suppliers to adjust according to an adeptness of the customer needs (Brozovic et al., 2016).

A trend in offering services to customers and foster value creation, is to package and label them as solutions, which then involves a holistic approach of different type of customer needs (Nordin & Kowalkowski, 2010). In an article based on a critical analysis of the summarized literature around the concept of solutions, Nordin and Kowalkowski (2010) presented some outcomes on how to define and distinguish between different types of customer solutions. The authors were skeptical about solutions being presented as success stories by consultants and were critical to biased promotion, which would prevent customers from formulating their own problems. Services that are communicated as solutions aim to enhance the competitiveness and correspond with increased customer demands. Strictly defined, the term is classified as bundle of products and services that meet customer-specific problems (Nordin & Kowalkowski, 2010). However, the definition is fairly inconclusive and theorists argue for different characteristics of the concept to be decisive.

According to Nordin and Kowalkowski (2010), the following qualities are considered pivotal parts of solutions:

1. *Integration is central* – Solutions are integrative in their nature and are conceptualized as addressing combination as an advantageous approach for bringing together issues into a synthesis.

2. *Holistic properties* – Solutions are to be viewed as a unity, not as a collection of parts. A bundle of factors is not in itself a purpose, but the value is in fact superior when assessed holistically.

3. *Covering all problems* – Solutions include the terminology of solving several problems for the customer with one offering. Thus, having the mentality of trying to kill two birds with one stone. This is considered problematic and the usage of term "total solutions" are often misleading.

4. *Forward-looking* – Solutions are not always about trying to satisfy current customer needs, which would be more of a reactive approach. On the contrary, solutions are constructed to respond to future demands and anticipate what customers will request further on.

5. *Vertical versus Horizontal* – Solutions can be organized to attract certain customers within similar or different industries, or consisting of either upstream and downstream activities. The former being horizontal arrangements and the latter more of a vertical approach.

2.2.4 Customer Satisfaction & Services

Quality in service management has arguably been one of the most influential factors in the construction industry and especially when assessing customer satisfaction (Burström et al., 2014). Analyzing the concept of customer satisfaction and how it relates to success, is almost in direct connotation with service management theory, which is built around contentment of customers (Burström et al., 2014). Furthermore, there are two main theoretical pillars for how services and their quality contribute with value in projects. According to Burström et al. (2014), the first one of these are (1) the service-marketing triangle, articulated by Kotler (2000, p. 435). The other framework is the (2) SERVQUAL model by Parasuraman et al. (1988). This is an instrument that was initially constructed for understanding and capturing customer expectations and opinions, which is quantitatively mapped alongside five factors of service quality. In defining the model, the authors expand on the domain of quality to include certain types of specification. Firstly, it is important to emphasize that quality is primarily subjective, hence more viewed as an attitude rather than a universally accepted metric. Secondly, the satisfaction of a qualitative service has a certain timeframe that defines it, i.e. the satisfaction relates to a specific transaction or occasion of when the service was consumed, whereas the term quality refers to more of an overall impression. This aspect becomes utterly important when measuring time as a factor, since the satisfaction transforms into a firm and definite belief over time. Thirdly, quality stems from expectations, thus, as customers compare how their service experience meets their perception of what should have been offered, the concepts are linked. A full list of the factors in SERVQUAL is presented by Parasuraman et al. (1988 p. 23):

1. *Reliability* – Ability to perform the promised service dependably and accurately.

2. *Responsiveness* – Willingness to help and provide prompt service.

3. *Assurance* – Presence of knowledge and courtesy and the ability to inspire trust and confidence.

4. *Empathy* – Caring, individualized attention given to others.

5. *Tangibles* – Appearance of physical facilities, equipment, personnel and written materials.

Moreover, Zeithaml et al. (1988) identified four different gaps that are derived from failing to deliver in accordance with customer expectations. An illustration of the different gaps is presented in *Figure 4*. These gaps are related to service quality and are also connected to probable causes of why they emerge (Zeithaml et al., 1988):

Gap 1 – Difference between consumer expectations and management perceptions of consumer expectations. It could also be interpreted as the difference between the target market's expected service and management perceptions of that expected service. The usual cause is insufficient amount of market research, but also how that research material is exploited and interpreted wrong. In addition, this gap could be related to intra-organizational problems such as hierarchy dissenting the information between workers and management. The authors refer to this phenomenon as upward communication and stresses that the number of levels within the organization understandably becomes a significant part in the transmission.

Gap 2 – Difference between management perceptions of customer expectations and service quality specifications. The usual cause is inadequate goal setting, which either stems from management not being convinced enough or a lack of motivation among employees affecting the execution. In other words, the personnel could believe that the service standard is unrealistic/irrelevant. As a result, standardization is a potential solution to decrease the gap.

Gap 3 – Difference between service quality specifications and the service actually delivered. The usual cause for delivering poorly is further contemplated by the authors as being tied to the employee's ability to perform its job. This ability could descend from three main necessary principles of the work; (1) lack of crucial knowledge with the employees and their roles, (2) poor conditions residing from technology or the work environment and (3) insufficient control systems and training.

Gap 4 – Difference between service delivery and what is communicated about the service to consumers. The usual cause is an overall poor marketing by the service-providing firm. An external advertising agency could have misread the value and communicated it incorrectly to the company's customers. Another aspect is pricing, which could be overestimated and result in a low attraction.
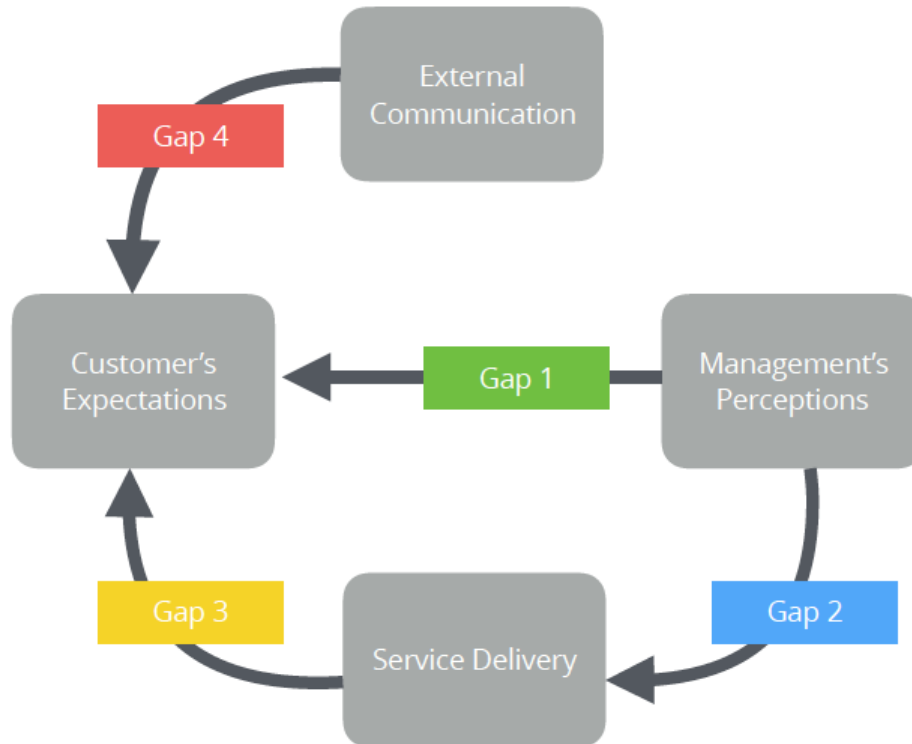
Figure 4 – The different gaps articulated by Zeithaml et al., (1988), illustrated by the researchers and with inspiration from the Zeithaml et al., (1988).

2.3 Project Management

Project management is a mean to achieve success within organizations by creating an efficient control of how project business is conducted (Artto et al., 2008). In a contemporary world, the conditions are global, which have contributed to stronger competitive force on firms and their adaptability. A central part of project management, and its flexibility to achieve a successful outcome, is the type of final work elements of the project and what kind of format the project will involve. There are significant differences between products, solutions, services, and systems and how they are merged with project management. Services are, like many other improvements, an opportunity to execute change, and it is therefore utterly important to understand their role in a project environment (Artto et al., 2008).

In an article by Walker and Lloyd-Walker (2016), the authors make a retrospective assessment of how the concept of project management has progressed and been theorized the preceding ten years. The three approaches (1) rethinking PM, (2) Making Projects Critical, and (3) The Scandinavian School of PM), have made their mark in the research regarding Project management (Walker & Lloyd-Walker, 2016). The authors argued that research directions have had influence on an international level and affected project business globally. As a result, there are five notable outcomes to be concluded regarding today's perception about project management (Walker & Lloyd-Walker, 2016):

1. *The complexity of projects* – Project management has matured in a sense that practitioners understand and has recognized that it not clear cut and entails complexity on a high level.

2. *Projects are social processes* – As underlined, projects consist of project members, thus the notion of an interrelation perspective has grown. Project managers must acknowledge that social interaction is often a necessity.

3. *Value creation as the prime focus* – Cost, quality and time are all recurring measurements of project success. However, a strengthened focus on sustainable value creation has been improved, where value of the end-result is more extensive and is not just a psychical product.

4. *Broader conceptualization of projects* – Project management is no longer exclusively a methodology used in an industrial setting. The discipline has expanded and is exerted in settings of IT, HR, and construction, amongst others.

5. *Practitioners as reflective practitioners* – Training and testing new procedures are all part of a new grip where project managers through experience apply innovative concepts that are redefining project management. The practitioners are not just following a methodology, but rather reflectively tries to improve it.

2.3.1 Project Success in the Construction Industry

What determines a project to be successful in a construction setting, is based around a wide set of interpretations and different reasoning (Frödel et al., 2008). Looking at it objectively, the success of any project essentially depends on whose perspective is being considered. The end results may represent one thing for a specific stakeholder but something completely different for another. On the contrary, Chua et al. (1999) argued that the primary and generally accepted measuring factors for construction project success are; quality, schedule, and budget. These elements are commonly used in the framework of the *Project Triangle*, which is used to signify which elements are prioritized in a specific project. In short, the quality aspect is to what degree the project has achieved a satisfactory result; the schedule aspect is a timeframe for the project and whether the result was realized within the scope of that time plan; the budget is how much financial means that are required and used for the project (Chua et al., (1999). The authors classified these three elements as Critical Success Factors (CSF) and debated on their influence in construction projects. Their research consisted of 20 project managers, with an average work experience of 20 years in the construction industry, that selected among 64 subordinated factors, which were ultimately traced back to the three CSFs. The result indicated a relative importance among all factors, while schedule performance was by a thin margin considered the most important. Management of time was in this case one of the prominent success factors for construction projects. Yet, the authors stressed that the similar ranking suggests that none of the CSFs could be sacrificed, but their importance might be differently valued. Additionally, other complementary objectives may be necessary, such as the relationship of the parties involved and if there could be any further collaboration between the actors of a project (Chua et al., 1999).

Frödel et al. (2008) presented a compilation of success factors and categorized them in the following classes: (1) Project, (2) Environment, (3), Project Manager, (4) Workmanship and (5) Client. In the sample, there were 23 interviewees from professional firms, both within the Swedish private and public sector, and they were asked to mark five of the most important success factors. According to Frödel et al. (2008), the primary success factor for projects within the construction industry is the client's ability to make decisions, which many respondents related to a common view on how decisions are made. The results also indicated that the commitment and competence of the workforce was central for achieving success. Furthermore, the factor regarding satisfaction of the end-user was not highly ranked, but the authors argued that the respondents neglected it due to a misreading of what is a successful project into a matter of what is successful for project completion. As opposed to assessing why a construction project succeed, an alternative stand could be to examine why they frequently fail in their undertakings (Wilkinson, 2001). If the construction process is separated from the project and assigned to a project management company, relationship-based problems arise. Wilkinson (2001) explored which of these problems are recurring and often result in a substantial impact on project failure. The article collected 34 responses from both engineering consultants and project management firms within the construction industry. The result of study revealed that 65 % of the companies perceived that misunderstanding and lack of respect was the most common problem. Another significant factor was the perception about the competence level of the project management companies regarding their technical and engineering skill. Customers tended to misjudge the hired company and its ability to understand central parts of the construction process. This problem was also related to clear signs of not accepting boundaries of each party's role in the project. According to Wilkinson (2001), a possible scenario of this misunderstanding is when clients need to explain the complexity of the project or factors that surrounded it to an inexperienced or junior project manager. Mainly, the author concludes that the most frequent problems are relationship-based, as opposed to operational or project-related

3. Method

In this chapter of the report the whole methodology will presented. The subject is divided into several sections including an overall strategy for the research, a chronological explanation of the method process, a description of important practices used and lastly an argumentation regarding the reliability and validity of this study. An overall illustration of the different parts of the methodology and how they are interpreted is presented in *Figure 5*.
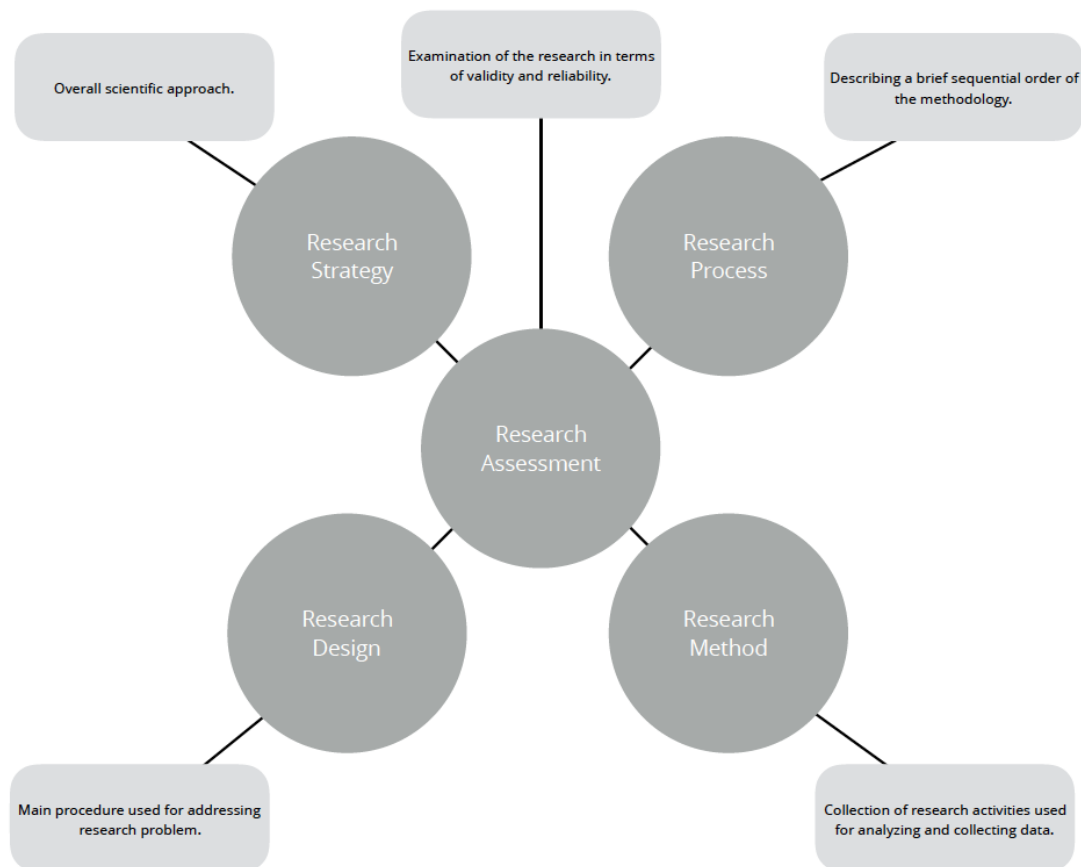
Figure 5 – An overview of the report's methodology. The descriptions are based upon the researcher's own interpretation.

3.1 Research Strategy

The overall research strategy of this report on a scientific level was to conduct a business research based on evidence based management. The concept of evidence based management is defined as: *"The systematic use of the best available evidence to improve management practice"* (Reay et al., 2009). Bryman and Bell (2015), grouped four important arguments for basing a business research on evidence based management: (1) Practitioner expertise is central, (2) Evidence from a context, (3) Evaluation of the research evidence, (4) Perspective from stakeholders that are affected by the results. This report was strategized using an underlying evidence based management approach, where theory and empirical results had the relationship of being mixed between a qualitative and quantitative in order to both get an overall perception for reports purpose of valuing a business offer and also prioritizing more quantitatively.

According to Bryman and Bell (2015), there are primarily two types of research strategies when conducting a business research. These are the (1) quantitative and (2) qualitative. By deciding on which of these methodologies a researcher should use, a variety of considerations needs to be evaluated before starting the actual process of conducting the research. A research which is based on a qualitative methodology is more appropriate when the subject requires a somewhat deeper understanding of the phenomenon and is, to a greater extent, about collecting information that is targeted towards human actions and their personal thoughts (Bryman & Bell, 2015). A qualitative study is, in this regard, a methodology which focuses upon interpretation and comprehensive reasoning. Additionally, to assess the quality of a business research, it is crucial for researchers to contextualize and explain the environment or overall situation of the study. Characterizing the nature of qualitative research studies this argument becomes even more evident since the researchers are located within the social reality that they aim to analyze (Bryman & Bell, 2015).

In contrast to the qualitative research, there is also a quantitative methodology. This approach is instead based on statistical or numerical investigations where the researchers strives to collect an unvarying overview of the data. Of the two presented research practices, the usage of quantitative methodology has historically been the dominant one among business practitioners. The measurements generally involve a large amount of data, but the researchers are able to detect variations, delineate small differences and make consistent estimates. This division, of choosing one of these two concepts exclusively, is not always definitive. Therefore, a third option is often presented as a balance between the two concepts (Bryman & Bell, 2015). A mixed method is the approach of using both strategies, qualitative and quantitative, and the authors stresses that it is often misguided to see them as contrasting opposite and not focusing on the possibility of relating the two into a rewarding result. Bryman and Bell (2015) exemplified by stating that the concepts can be used in one single project, for example in a study where implementation of new practices are examined. In doing so the research could become more complete and whole in its results. The authors states that this notion of using a mixed method is related to evidence based management and trying to highlight practical implications.

3.2 Research Process

The overall procedure of the thesis roughly consisted of four main stages; (1) Planning, (2) Theoretical focus, (3) Data collection and (4) Analysis, which is presented in *Figure 6*.
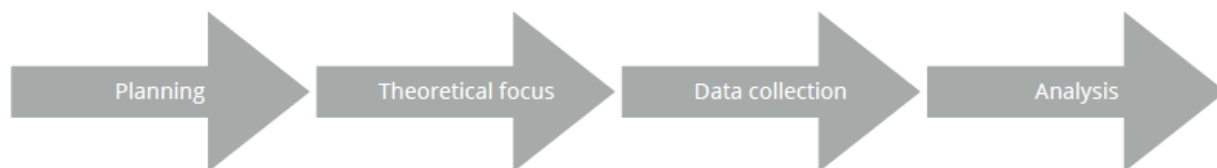
Figure 6 – A sequential illustration of how the different stages of the research process is represented.

In short, the initial focus was set on scoping the research to include certain key activities and intellectualizing the purpose of the study. Subsequently, a theoretical inquiry, including a literature review, investigating linking fields, and finding useful frameworks was conducted. In order to fully understand WSP Management's current value proposition of their available project management services, internal databases were used to find information regarding service

descriptions. In addition, company presentations and introductory interviews with managerial personnel supported the understanding of the company's current value proposition. With regard to identifying the gap between WSP Management's services and their customer's expectations, twelve semi structured interviews were conducted, where seven were external respondents and five were internal. Research question one and two were the starting point when the interview guide was formulated and the interview questionnaire was constructed with regards to these as the two main topics. Furthermore, the guide was designed based on a limited number of representative themes that each had open-ended questions and were arrange in a hierarchal fashion with primary being emphasized and follow up questions as secondary.

All the respondents were able to answer based on their own specific needs, as well as their perception of WSP Management's current services. As such, the interview guide was designed to provide qualitative data for each research question. The interviews also consisted of a more quantitative-based screening process of the service portfolio expressed in a self-completion questionnaire. This was performed in order to provide an indication of what services that were to be included in a potential service offering and also to have the respondents more freely elaborate on the importance of the need in a more qualitative manner. Lastly, once the data was collected from existing customers and employees, the data was transcribed, coded according to the pre-arranged theme structure, in accordance headlines from the interview guide, and put into context with outlined theoretical concepts of the report. Information that were considered relevant or contextual, but out of the report's scope was further explained in a discussion section. The primary analysis was set on answering the two sub questions of the report, which ultimately would lead to a result for research question three and a recommendation for the overall research question of improving the value proposition.

3.3 Research Design

According to Bryman and Bell (2015), a case study design is defined as a study that consists of a thoroughly conducted research design based on a single phenomenon. The specific phenomenon or case can be limited to either a particular person, company, location or event. The essence of a case study is the potential of in-depth elucidation in real-life context, which needs to be clarified and illustrated. Case studies are not restricted to a single research strategy as usage of both qualitative and quantitative research strategies are both believed to be relevant for conducting case studies (Bryman & Bell, 2015). For the above-mentioned reasons, the research design selected for this thesis involves a revelatory case study, where the term revelatory refers to that the case itself is acknowledged as an opportunity that was regarded available and largely reliant on the accessibility of WSP Management. The case is also deemed to be a representative case in a sense that it typifies an organization that is selling project management services and requires insights regarding the rationale of customers. Additionally, the research design of using a case study is usually preferred in a business environment, according to Bryman and Bell (2015), which was considered suitable for this study.

Siggelkow (2007) has identified two types of typical misconceptions about using case studies as the preferred approach in a research, both of these arguments will be contextualized for this report in as a complement to the section regarding Research Assessment. Firstly, the notion that case studies tend to have too small a sample and won't be able to draw any conclusive conclusions. The author disproves this by explaining that if there was living pig that could talk, that creature would

be considered relevant for a study, thus, it is not the number itself that marks qualitative results interesting, but the contextual setting or the science behind it. Secondly, researchers conducting case studies often feel obliged to defend themselves when it comes to the research being unrepresentative or biased. This notion is also a misconception, according to Siggelkow (2007), as the phenomenon could either be randomly selected or handpicked, while the reasoning needs to be explicitly stated and motivated. The significance of a case is to be cautiously considered since the conclusion could sometimes be non-generalizable. For instance, not choosing to study the famous Phineas Gage when investigating how the personality of a human changes when the frontal lobe is pierced by an iron rod, would seem ridiculous (Siggelkow, 2007). However, the case itself might be difficult to generalize, which limits the actual conclusions, but still nonetheless be rendered extremely relevant and interesting.

3.4 Research Method

This study has involved several of research methods concerning activities of how the data was gathered and interpreted. These activities will henceforth be described and rationalized in a chronological order of how they were used.

3.4.1 Organizational Documents

In collecting data for this report there was material used from the actual client company. As a result, there is information that has been derived from a private non-disclosing criterion. This data consisted mainly of company presentations with mission statements and other internal documents. The primary usage of these organizational documents has been interpreted and presented in the section The Case. This section entails both a broad introductory context of WSP and some more specific information regarding the current service portfolio. An important notion with using organizational documents is not twisting or distorting the actual information, while maintaining the objective of contextual matters (Bryman & Bell, 2015). This notion has been considered with the case of this report, and has been verified through the approval of company representatives. In addition, the service portfolio defined in the report is examined beforehand by the same representatives as a reassurance that the information is accurate prior to the collecting data regarding the services.

3.4.2 Sampling

As a premise of conducting this study, the identification of new customers was excluded and a restriction to existing ones was pronounced. Consequently, the population of the customer sample was purely adjusted to what WSP Management deemed a relevant number of candidates. The sampling frame of this report consisted of four primary organizations that were valued as key actors for future and present business inquires. All of these companies partook in this study, which is considered to be significant for understanding the number of individual firms that could possibly be used in the sample. On an individual level, the customer candidates that participated were all on a managerial level where they had the formal responsibility of purchasing project management-based services for their department or organization. A full presentation of all the customer's role are presented in *Table 1*. As a total amount of seven customer representatives decided to be involved in the research, some companies have been represented more in comparison to the others in terms number of representatives. The initial decision of selecting representatives was taken by the manager of the department at WSP Management.

Customer	Role
Customer 1	Manager of infrastructure
Customer 2	Facility Manager
Customer 3	Senior Strategic Buyer
Customer 4	Project Manager
Customer 5	Purchaser of project services
Customer 6	Project Manager
Customer 7	Senior Buyer

Table 1 – A list of all the participants, from the existing customers of WSP Management's, that were interviewed in this report.

All of the internal respondents were employees of the department WSP Management as they were the primary focus of this case. The number of employees that partook in the study were five people. These members were all individuals that were directly working with the service offering and could be designated as project managers. Furthermore, in order to increase the number of respondents the researchers used the snowballing methodology by asking all respondents if they knew a colleague or other suitable person for the research.

According to Bryman and Bell (2015), there are some factors that could cause a sampling error when conducting a business research. Firstly, sample frame might be adequate or inaccurate and not be representing the population in a satisfactory manner. This consideration was justified by the fact that all the key customers that were listed by the company representative are interviewed in the report and thus makes the sampling frame adequate. Secondly, the authors identify that the members of the population that refuses to participate, might have caused a different conclusion. In this report, all the respondents were actively working as the buyer of project management services, which made the conclusion representative for customers with such an occupation. In addition, the researchers tried to expand the number of individuals participating in the study, but the issue could not be forced since the study was voluntary for all respondents. Still, the researchers acknowledge that this would have potentially affected the results in the case of internal respondents, as some employees declined their involvement in the study.

3.4.3 Semi-Structured Interviews

The primary source of data collection for this study consisted of semi-structured interviews. A semi-structured interview is typically defined as an interview where the interviewers use a standardized form or series of questions, but can slightly modify the approach in accordance with what the respondent expresses (Bryman & Bell, 2015). The interview guide used in the actual interview sessions is presented in Appendix X. Note that all the questions were open ended, which prompted the respondents to subjectively communicate their perception regarding the topics, respectively. Moreover, as a general guideline for constructing this form, the researchers had Bryman and Bell's (2015) rule of thumb in mind when designing the questions; (1) Try to answer the research questions, (2) What do you want to know? (3) How would you answer it? These considerations are represented in the interview guide as the overall hierarchy of the guide is combined by research question number one and two. On the other hand, research question three was excluded since the researchers viewed it as a superior question and needed the other ones clarified before concluding any thoughts. In addition, the interview guide was also tested beforehand by the manager of WSP Management and the school supervisor in order make sure that the questions were fitting.

3.4.4 Self-completion Questionnaire

The research method of using a self-completion questionnaire is divided into two different parts, First Part & Second Part, as the design of the questionnaire represents two separate forms. The final design of the self-completion questionnaire is presented in Appendix Y.

First Part

In order to investigate if there is a gap between the customer's expectations and the company´s perception about its customer's expectations a self-completion questionnaire was used as research method. The key in this comparative approach was to identify the need for the different services offered in the portfolio, thus the twelve specialist services. By comparing the results, the researchers aimed to find contrasting findings that would be linked to the theoretical framework. In the form, there are 24 mixed attributes or activities were two of these are correlating with a specific service that WSP Management is currently offering. When deciding upon using 24 attributes, as opposed to 12 for each of the specialist services, the researchers reasoned that there is a validity in examining if the respondents are coherent when down prioritizing or highlighting a certain service. In addition, the number of attributes also strengthened the value of a service in providing greater depth to its meaning. The official service was never explicitly stated to the respondents, so that the respondents would have the same type of explanation for its relevance and to exclude biased rating. The final rating of each service in the service portfolio was based on a calculation of the mean between the rating of the two attributes of each respective service. Furthermore, the scale of each attribute was based upon a Likert scale, where each number represented the following:

5 – strong need
4 – quite strong need
3 – moderate need
2– not so strong need
1 – unrequired need.

The instructions for answering the questionnaire was deeply explained by the researchers and in short it consisted of:

"Please rate the following attribute in accordance with what you believe to best represent the actual need for this type of attribute".

In order to make sure that the 24 mixed attributes were illustrative for each of the services a quality check provided by the departments managers was performed. The self-completion questionnaire was applied in the study as a mixed approach between using quantitative and qualitative data. More precisely, the numerical instrument was used as a mean to encourage the respondents to expand and explain why they rated other attributes as more needed than others. Moreover, the results were clearly stated and indications rather than underlying facts due to the sample size being scarce, a total of 12 persons. While the number participants were insufficient for statistically validating the data, the emphasis was focused upon the qualitative data.

Second Part
The Self-completion questionnaire consisted of two separate forms where the second part were structured by containing ten value words. How these ten value words were chosen is mainly based upon what the mission statement of the company is expressing and they consist of WSP being: Passionate, Innovative, United, Caring and Trustworthy. The other values were selected by the researchers and then approved by the company representative as being relevant and unrelated to the other terms. The respondents were advised to choose three words with the instructions of:

"Which of the following qualities would you say fit your impression of the company the best?"

The main reason for constructing the second part of the form was to be able to allow an illustrative comparison to be made regarding the perception of customers and the employees. Using a closed questionnaire, as in this case, is also beneficial since it is easy to replicate and use iteratively without spending so much time on its completion (Bryman & Bell, 2015). One consideration that the researchers has acknowledge is that by using predetermined value words the respondents could not instinctively express their subjective opinion regarding other value words, which might have affected that the answer they wanted choose was not available. Another important notion is that the researchers decided that three words were adequate enough for the respondents to express their perception, which suggestively would have resulted in a different type of result if decreased/increased.

3.4.5 Content Analysis
An analysis that examines data according to predetermined categories is referred to as content analysis (Bryman & Bell, 2015). Initially, the interviews were transcribed and subsequently the data was coded. The themes used for this research study is principally the categories formulated in the data collection, including the headlines in the interview guide and self-completion questionnaire, these categories were believed to be groupings needed to answer the research questions. Furthermore, as the themes also directly represented a specific question the analysis was systematically arranged in accordance with each question. The approach of using content analysis tends to be systematic and has the effect of being beneficial for researchers to compile content

(Bryman & Bell, 2015). Furthermore, the author stresses that there are two important key factors in conducting a content analysis: (1) working systematically and (2) treating the data objectively. The latter part is an attitude of carefully trying to exclude representation of biases and distortion of the data. A prevention from letting the data being subjectively ill-treated the using a coding schemes for the content analysis (Bryman & Bell, 2015). This report has a treated the empirical results objectively and is justified by the fact that several of the respondents reasoning are included, which results in the data as being relatively extensive.

Bryman and Bell (2015) identified two common pitfalls for conducting content analysis and especially placing data into the schemes. The first pitfall is the matter of dimensions of each theme or category needs to be discrete. In other words, there has to be no apparent overlapping between categories as the data might get difficult to differentiate. The study had some similar complications with separating the data for problems and success factors within project management due to the rhetoric being parallels. However, the researchers were able to analytically trace the data back to the specific question and therefore categorize accurately. The second pitfall is the dimensions being redesigned continuously as mean to allocate more data. Owing to this, the researchers were very clear before analyzing the data that the possible categories should be available beforehand.

3.5 Research Assessment

As an outset for the research assessment the report will address the term reliability, which is, according to Bryman and Bell (2015), defined as the concepts determined by to what degree the results are repeatable. The term is usually addressed when a study has been including quantitative measurements. For this reason, to make sure that the results of this research are repeatable, an approach of using the same interview guide and self-completion questionnaire was used for all the interviews, which is fully disclosed in Appendix X & Y. Moreover, Bryman and Bell (2015) stressed that reliability is directly related to using a consistent approach. Assessing the self-completion questionnaire used in this report highlights a concern regarding the consistency. Regarding the self-completion questionnaire, it must be addressed that by using only two attributes, and specifically the ones phrased by the researchers as a representation of the services in the service portfolio, the opinion about these concepts might have been restricted. In other words, having two indicators determining if a service is desirable and needed has ultimately affected the consistency of the conclusion. The important notion is whether or not these attributes are valid exemplifications of what that service truly consists of and if these could be captured with two statements. Owing to this, the researchers has turned the findings to emphasize a qualitative consistency as well, in order to stabilize the conclusion that were drawn. In retrospect, the format of self-completion questionnaire was a trade-off of having the respondents eligible to answer all of the attributes and also being able to conduct an interview with a limited time span, which has deemed to be more decisive than having a wide-ranging set of attributes.

According to Bryman and Bell (2015), the validity of a research revolves around the generated conclusion of a research and whether it is valid. The design of the interview guide mainly determined the internal validity of this study as the interview questions used in this study were open-ended. As a result, the interviewers did not steer the respondents and force them into any predetermined answer, rather the opposite, were the interviewees able to answer the questions elaborately and in their own way. As this research was conducted within the boundaries of a specific professional service firm, and within the context of the construction industry, it should be

elucidated that the results regarding what the customer needs are and what a value proposition could look like, are not generalizable for project management services applied in other contexts. Furthermore, another aspect regarding the validity of this report is that all the external respondents, namely the customers, were actively working as the purchaser of project management services, which arguably makes the conclusion generalizable for customers with such an occupation within the construction industry.

In order to avoid confusion between interpretation of rating the importance or the need of a service, while filling out the self-completion questionnaire, the researchers stressed several times to the respondents that they are to rate the need, not the importance, of the various attributes. As such, the questionnaire was more likely to yield results that could represent the actual need for specific external project management services, thus adding to the credibility of the results of self-completion exercises. To increase the validity of the self-completion questionnaires, the researchers loudly expressed each attribute to the respondents as separate questions. This gave the respondents the opportunity to qualitatively comment on each of their choices, but also gave the researchers a chance to better understand the underlying reasons behind each rating.

4. The Case

In this section, a full disposition of the case at hand will be presented, namely WSP. In addition, the section also consists of a presentation of the portfolio of project management-based services that is used by WSP management, namely WSP Management's Specialist Services.

4.1 WSP

The international consultancy firm WSP has wide range of service offerings within consulting and the firm mainly specializes in the following sectors Energy, Environment, Industry, Mining, Transport and Infrastructure[1]. The firm has its origin in Canada and is currently amongst the highest ranked brands by the American Magazine Engineering News Record (ENR), which provides analysis and opinions about the construction industry, and to be more precise, placed number four on their list of the world's top 150 Global Design Firms[2]. Out of their repertoire of more notable completed projects, the One World Trade Center is an example, which is one of the skyscrapers in New York City that was erected on the site of where the former building of World Trade Center[3] was established. Additionally, the company has had a substantial part in the proceedings of regional metro system of Stockholm and was recently assigned to further finalize the planning and design of a subway to Arenastaden[4].

During the years of 2006 – 2016 the company grew from a strong local level to operating on an international scale with more than 80 acquisitions and today the firm claims to be one of the fastest growing firms in the Civil Infrastructure industry[5]. Although the firm is striving to become a multi-disciplinary corporation, their mission is to be a solution-driven advisory with outstanding expertise. Furthermore, the vision of the company is to always be first in choice for clients, partners and employees and they strive for a continuity in offering clients' strategic services that are aligned with their core values of being; Passionate, Innovative, United, Caring and Trustworthy. The business approach is to offer a horizontal fee for service model and be part of the process where planning, design and implementation of construction services are performed, such as project management. Thus, the major source of business is to vend services that are unbundled and paid for separately on similar level of the value chain or in related industries[5].

Globally, the organization consist of 500 offices, distributed in 40 countries, and with a workforce containing 36 500 employees worldwide[5]. Consequently, one of the company's strengths is the geographical coverage and combining this with the ambition of becoming one of the world's leading professional services firms. Regionally, WSP Sweden is currently 3700 employees working in Sweden and is represented in variety of sectors within the company's business activity portfolio. One of the service areas that the regional organization WSP Sweden is running is titled WSP Management, which is a division within the firm that conducts project management, as a part of construction projects. WSP Management consists of 420 employees and aims more exactly to provide support and managerial guidance through whole chain of action of the project proceedings,

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[1] http://www.wsp.com/en-GL/sectors
[2] http://www.enr.com/articles/41242-wspparsons-brinckerhoff-will-be-just-wsp-in-may
[3] http://www.wsp-pb.com/en/WSP-USA/What-we-do-USA/Buildings/Projects/One-World-Trade-Center/
[4] http://www.wsp-pb.com/sv/WSP-Sverige/Vilka-vi-ar/Newsroom/Nyheter/Nya-tunnelbanan-till-Arenastaden--nytt-uppdrag-for-WSP/
[5] Confidential company presentation, 2017

from the development of future construction projects to final implementation[6]. Moreover, the undertakings also involve management and supervision of either entirely operational projects, or partially, where different types of short-term services are required. In 2015, a consultancy company specialized in project management was acquired by WSP Sweden, as a step in becoming a prosperous actor in the Nordic region[7]. The acquired company consisted of approximately 400 employees in Norway respectively Sweden, and was a firm that primary specialized in project management within the energy industry[7]. The merge was perceived as a further expansion of the project management profession and the synchronization of an international strategy of persistently educating skilled project managers, with the final goal of having world class project management at the department.

WSP Management business plan is to be one of the industry's most proficient competence providers within its area and therefore be located in the forefront of Project management and digitization. Formulated in the operational plan of 2017 is the work of continuously develop and improve an integrated project management environment for its customers[7]. WSP Management has also in collaboration with the Project Management Institute (PMI) released a Swedish version of the international project management *PMBOK Guide*. This project management standard is one of the world's most well renamed and is especially suitable for firms interested in upholding a PMI's certifications in project management[8]. As of today, the division offers twelve specialist areas within project management, which they currently refer to as "*Projektnära Specialisttjänster*"[6]. WSP Management wants to merge these different services into a unison offer in hope of commercialize its value for both for external and internal use. In general terms, the purpose for WSP Management is to communicate and make clear what skills they can assist with and to furthermore conceptualize a service offering within Project Management. These services include competences in different areas of project management and is presented in the following section.

4.2 WSP Management's Specialist Services

This subchapter aims to clarify the conduct and purpose of WSP Management's specialist services. They are primarily specified by the definitions used in PMBOK Guide since this record is the basis for the department's service offering.

4.2.1 Portfolio Management

The firm offers guidance and management for a portfolio of project activities, in order to ensure that these projects are aligned with the best possible value for the organization. Portfolio management is therefore a service offering where resources are assessed and coordinated in order foster customers' business objectives[9].

The term portfolio refers to either a compilation of projects, programs or operations managed as a cluster to achieve strategic objectives (PMBOK guide, 2013). In order for it to be sufficient, these parts or activities need to achieve accumulated or synergized benefits, where the portfolio itself

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[6] http://www.wsp-pb.com/sv/WSP-Sverige/Vilka-vi-ar/Affarsomraden/WSP-Management/
[7] Confidential company presentation, 2017
[8] http://www.wsp-pb.com/sv/WSP-Sverige/Vilka-vi-ar/Affarsomraden/WSP-Management/Projektledningsstandarden-PMBOK-Guide--svensk-utgava/
[9] http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/Portfoljstyrning/

does not need to have any prerequisites of relating or directly influence all of the projects it contains. In other words, all the projects must not be relevant every time there is delivery or execution. For instance, in a construction firm this scenario could be illustrated when a company mixes a portfolio of projects into prioritized subcategories, and as a result, these projects becomes programs that are related to their specific field of work, i.e. ventilation, foundation, and water projects. Programs consist of projects that are supporting to the total portfolio. However, projects that are not included in different programs can still be included in the portfolio. Accordingly, the management of the portfolio consolidates the work effort and establishes a hierarchal arrangement of different projects being executed (PMBOK guide, 2013).

4.2.2 Work Environment

The firm offers administration of safety and conditions of the work environment, where customers need to overlook and minimize the risks of illness and accidents in their project. In addition, the firm offers procedures to ensure that standards and improvements are certified and followed up continuously[10].

Work environment address issues surrounding safety on site and consequently raise questions such as: "do the project members agree on the definition?", "how do you talk about it?", "how is safety associated with practice?", and "what happens when it does not work?" (Sherratt, 2016). These areas are strictly about consistency and engaging people to understand why safety is crucial for a project to be determined successful. According to Sherratt (2016), people usually take responsibility in a repetitive manner, but that the topic of work environment lacks both a cultural aspect, as well as a high priority amongst managers. The landscape of the traditional work environment is also being transformed by concepts such as remote workers, i.e. personnel working from a home office or employees that are not on site. These types of influences are growing and requires a different type policies and agreements (British Standards Institute Staff, 2007)

4.2.3 Scope Management

The firm offers its customers to monitor that time frame and costs of the project are met in a satisfactory manner. Requirement analysis intends to fulfill that set requirements are completed without endangering the final delivery and without risking the success of the project[11].

In the construction industry, the scope definition is fundamental for project management (PMBOK guide, 2016). Although apparent for many managers, this notion requires a thoughtful approach of that type of contract documents, specifications, and design drawings that are need to define the scope. Moreover, since the scope is intertwined with all different types of objectives, the work requires to be arranged into deliverables. Professional scope management is also central for preventing scope creep, i.e. the objectives are drifting away in proportion and affect the end results.

4.2.4 Risk Management
The firm offers management of risks during the project and identifying these risks to ensure that precautions are taken. As a result, risk management also involves assessments where risks are

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[10]http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/Arbetsmiljoledning/
[11] http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/Kravhantering/

measured and the most crucial ones are directly addressed through prioritization and actions plans[12].

Project risk management is necessary throughout a project's life cycle (PMBOK guide, 2016). Planning is a vital part of risk management, yet project managers can't predict all unforeseen events beforehand. Hence, a revaluation of the changing state and techniques for how to reassess project risks during the whole lifespan of a project is obligatory. Overall, risk management consists of decreasing the likelihood of negative impacts upon the project.

4.2.5 Communication Management
The firm offers processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information[13].

Two main areas that are essential in communication within a project is; (1) providing accurate information and (2) at the exact time it is needed (PMBOK guide, 2016). In addition, most of the construction projects involve a high diversity of actors, thus there is high value in efficiently communicating once it is appropriate and in a format so that every stakeholder understands the content. The circumstances could be that these actors might not have the time, nor the integrative means to physically meet all the parties involved. Feedback is one element that generally is overlooked by result-oriented members in a project and sharing areas of improvement and successful accomplishments is one part in communication management (PMBOK guide, 2016). Moreover, documentation becomes a contributor in systematic and organized communication. As a starting point, communication needs to be clear and decreasing the indirect gap between project members.

4.2.6 Quality Management
The firm offers a focus on quality related to project delivers. In other words, this service includes a stance where the company provides planning and control of factors concerning the overall quality of the project[14].

Quality Management relates to all aspects of project management (PMBOK guide, 2016). There is a tendency for firms to apply different types of ISO programs or systems in order to secure an accepted performance criterion. Nevertheless, standardization is not a guaranteed success formula and needs to be reviewed as a safeguard that is a complementing aid for firms in creating qualitative products and services (PMBOK guide, 2016). Quality management is just as much an activity that overlook the end-result as it is a process where the performing organization is assessed to meet the necessary requirements. In other words, there is a distinction between quality management of deliverables and organizational procedures.

4.2.7 Cost Management
The firm offers a service of securing that the estimate of the total project cost is maintained within margins of the budget. For instance, administering that small costs are not escalating and affecting

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[12]http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/Projektriskhantering/
[13] http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/
[14] http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/Kvalitetsledning/

the total budget negatively, or that prioritized large costs are highlighted and subsequently executed without becoming overdue[15].

The ability to manage the day-to-day project costs is at its peak at the early stages of the project (PMBOK guide, 2016). Many of the factors influencing the organizational profitability could also be traced back to pouring small costs. In short, the estimated costs either consists of direct costs – directly relational, such as equipment, or indirect – not traceable to a single/specific entity, such as electricity. However, these brief definitions are often fragmented in the construction industry since the archetypical procedure concerns no general policy and the classifications are usually ambiguous (PMBOK guide, 2016). Instead, they are handled differently based how each organization wants to divide them. This is why many firms are having trouble supervising the expenses derived from construction projects.

4.2.8 Project Management Methodology
The firm offers guidance in proper project methodology, which is closely co-created with the Project Management Institute (PMI) standard and is continuously improved by support of the institute[16].

In many ways, there is no unison approach applied on all projects since they are idiosyncratic and this means that the knowledge, skills and processes are flexible (PMBOK guide, 2013). The methodology of each project is supposed to be a collaborative progression amongst the project members, and where the project manager is responsible for leading the teamwork. One important notion is that projects are not to be viewed as isolated systems without external interactions. A competent project manager acknowledges that there are several methodologies available during the project phases; (1) Initiating, (2) Planning, (3) Executing, (4) Monitoring, (5) Closing, and recognizes that there will be iterative structures to ease the trajectory of the project. In general terms, understanding Project-management methodology is to continuously try to improve and use the specific information accessible in the project and to apply this information to make well-grounded decisions for the end-result (PMBOK guide, 2013).

4.2.9 Schedule Management
The firm offers management and processes required to secure a timely completion of the project. If there are changes in the project scope a successful schedule still secures the final result is intact by providing deliverables and milestones along the project completion[17].

According to the PMBOK guide (2016) is the construction industry exceptionally focuses upon the project parameter of time. A completion date within the industry is an achievement that most customers consider to be utterly decisive. Therefore, the resources spent on monitoring time and progression in accordance with the schedule is over-represented. One core activity in time scheduling is the progress curve, which is used as a convenient tool for continuously measuring accumulated work effort (PMBOK guide, 2016). In comparison, WBS is an alternative technique that, as opposed to adding the amount work spent, focuses upon deconstructing the project into components. The outcome is a hierarchal structure of estimated time on each project activity.

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[15] http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/Ekonomistyrning/
[16] http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/
[17] http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/Portfoljstyrning1/

Previously mentioned, the completion date is a deadline that is considered important for project success, yet there are multiple deliverables during a project's lifetime, these are also a substantial part of schedule management, and are being referred to as milestones, which represents determinate and partial outcomes of the final aim (PMBOK guide, 2016).

4.2.10 Sustainability & Environmental Issues

The firm provides customized training that help customers highlight the importance of environmental and sustainability issues. These services ensure that the clients receive a deeper understanding about how their businesses affect the environment and how they would benefit from adapting to sustainability across all organizational levels[18].

In construction projects, there are trusting beliefs from society that the consequences from the project has a minor impact on an environmental level (PMBOK guide, 2016). Owing to this, the environmental footprint of any construction project needs to be as small as possible. The concept of Sustainability in projects is also the means to actively promote and affect any of the stakeholders involved in the final objective. Therefore, responsibility is a key factor when addressing environmental issues.

Although restricting the environmental impact is a necessity for any type of justifiable business, the reasoning of decisions makers is that monetary assets spent on sustainability is often unprofitable (PMBOK guide, 2016). Improving the mindset of organization to be become environmental friendly is also a way to innovate procedures within projects, to not require a lot of resources, and thus increases efficiency. Overall, projects, especially within the construction industry, will be forced to innovate rapidly since stakeholders, such as public actors, more commonly expects environmental sustainability.

4.2.11 Procurement Management

The firm offers processes necessary to purchase or acquire products, services, or results needed from outside the project team. Competence in this area includes procurement planning, solicitation, contract administration and contract closeout[19].

The complexity of construction projects results in a multilayered hierarchy in procurement management (PMBOK guide, 2016). Many actors require a business where contracting services becomes even more important. Procurement consists of knowledge on how to best outsource specialized competencies and knowing where the strengths and weaknesses of a firm, or project, lies. The context of a buyer-seller relationship is often characterized as being competitive and an efficient, and skilled, procurement management would undoubtedly balance this aggressive nature (PMBOK guide, 2016). In construction projects, there is a dual perspective of either the contractor's or the owner's. From a contractor's perspective, the bidding process and an opportunistic mindset is often embodied. The owner's incentive is, on the other hand, to some degree obtain specialized competencies or maximize the value guaranteed. Consequently, there is a conflicting force that needs to be considered.

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[18] http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Miljo-och-hallbarhet/
[19] http://www.wsp-pb.com/sv/WSP-Sverige/Vad-vi-gor/Vara-tjanster/Tjanster-A-O/Bygg--och-projektledning/Upphandling/

4.2.12 Financial Management

The firm offers assistance in projects where commercial premises needs to be reviewed and estimated. One example of this is VAT and revised financial budgets. WSP offers guidance to achieve the most beneficial financial management as possible for the customer[20].

Understanding the financial factors for construction projects are not part of the technical aspects, and thus, many customers lack the terminology to present a financial decision. According to PMBOK guide (2016) the knowledge within this area is promptly decreasing for construction project managers. The details of an initial arrangement are usually part of the contractor financing and sometimes the funding is pre-sealed, meaning that introductory payments are needed in order to start the operation. The financial management becomes important when deciding on premises of how the costs of the initial spending are supposed to be refunded. A central procedure in financial management for construction projects is the feasibility study, which will undertake an economic assessment to determine if the project could be profitable. In relation this, the terms net present value (NPV) – comparing the present cash inflows with the value of the outflows, and internal rate of return (IRR) -– calculating the profit on an investment, are generally used (PMBOK guide, 2016).

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5. Empirical Results

In this section, the empirical findings of this report will be presented. The results are arranged into ten different themes, where each heading highlights a certain topic from the interviews that were conducted in this study.

5.1 Success Factors within Project Management

The subject of success factors within project management will define which factors the respondents believed are the most crucial ones for succeeding with project management and projects in general. The results are divided into the customer opinions, i.e. external perspective, and the employees of WSP Management, i.e. internal perspective.

5.1.1 External Perspective

As fundamental factors of project management, Customer 1 emphasized the need for coordination and synchronization. Mainly because projects consist of multiple relational elements and the dependency on others in achieving success. Moreover, the respondent stressed that in the construction industry, each factor is of great importance as there are a lot of different stakeholders and actors trying to cooperate. Customer 4 expressed that integrating all the different parts of the project is crucial, especially, the ability to have a dialogue between all members of the project. Customer 5, 6 and 7 believed that communication is essential for project success and arguably the most dependable factor for determining project effectivity.

Customer 4, 6, and 7 argued that key for project success is the achievement of teamwork and good collaboration with the team. Customer 4 added that it is even more important to discuss and get the same holistic picture of what has to be done in the early stages of a project. Customer 5 talked about the ability to steer and manage the project as a whole, activities which entailed focusing on the overall purpose of the project and distinctly lead the project team towards the goals. However, the respondent clarified that before doing this, clear project objectives have to be formulated. Customer 4 stated that understanding the project overview is possibly the most vital factor of project management. Customer 2 highlighted the importance of a result-oriented mindset of the project manager as well as the creation of common goals and/or specifications. Customer 7 believed that the project manager must keep track of the big picture and how the actors are coordinated. To succeed in this, the project manager must know what is expected of a project, which is mainly solved by efficient information and communication, but also by quantifying and measuring the results. The respondent believed that professionals have to be resolute in defining the demands and requirements, exemplified by the following statement: *"How do you otherwise measure when it is completed?"*. Customer 4 emphasized an importance of measuring the hard factors, namely time, cost and quality. Additionally, Customer 2 stated that a certain degree of freedom when working with projects is necessary, and elaborately described that success is about allowing different types of methodologies and not relying solely on a textbook or project manual. Instead, the project manager should create its own means and opportunities to conduct work.

Customer 1, 2, and 3 focused on the project manager as a crucial factor in project management and embodied a number of success factors for that individual. Customer 2 and 3 thought this person needs to be self-confident and represent a sense of trust and security. Customer 4 explained that

trust is something the customer, as a buyer of the service, must have towards the project manager. Customer 3 concluded that trust is about *"knowing your numbers"* as if the indicators was in the back of your head. Both Customer 5 and 7 believed that understanding the numbers, in the same regard, is important. Customer 5 argued that a misinterpretation of the numbers will spill over and bleed on other factors as well. Customer 1 and 4 stated the importance of being flexible and adaptable to the various situations that may occur during a project. Customer 3 believed in the importance of finding a balance between taking initiatives and flexibility, i.e. to be involved in the project and not wait for things to happen, but urged that the project manager must remain humble before the task regardless. Customer 1 stressed that being too confident could become a danger to the project. Stated by Customer 6 was that learning from mistakes is the most important factor when trying to work on a project. A good project manager takes responsibility for the criticism when things go bad and take less of the credit, for themselves, when things go well. Customer 5 had an argument that sharing knowledge and experiences is utterly important for succeeding with any project. As an example, an experienced/senior project manager needs to operate as a sponsor for a junior member.

According to Customer 1, 2, 3, 4, and 5, cost is prioritized with construction projects. Customer 2, however, explained that certain projects are extremely dependent on time and it comes down to exploiting a window of opportunity, while main processes of the business are closed. Customer 4 and 7 stated that some projects are heavily dependent on time as they play a part of a bigger chain of events. However, the cost aspect decides what, and how much, content could be included in a project and is also the determining factor of what quality level the project could reach. It was clarified by Customer 5 that although they have projects heavily dependent on time, they focus a lot on the costs as a time delay means additional costs. Moreover, they have a directive to keep the costs down, in relation to the quality targets they are to deliver.

5.1.2 Internal Perspective

Employee 1 emphasized the importance of working with clear goals and a precise structure, containing boundaries of each personnel's different responsibilities. The respondent believed that this is more easily established internally where there is no apparent competition and rivalry among team members. Employee 2 and 3 underlined managing the project scope as the number one factor for project success. Employee 2 and 5 expressed that communication and forming good relationships with team members are crucial factors. Employee 3 claimed that communication is essential regarding both the project team and the stakeholders. Employee 1 argued that mandate is incredibly essential for succeeding with project management. Moreover, having frequent and recurring briefs with the customers was, according to Employee 1, a primary factor for project success. Employee 4 and 5 explained that structure and order is vital for project success. If the project manager works with a systematic approach from the beginning, the probability of success will increase. Employee 5 also added that this involves having clear processes and procedures for how to handle different situations. The respondent emphasized that keeping track of the time and quality are factors necessary for succeeding with a project.

According to Employee 1, 2, 4 and 5, time is prioritized within the construction industry, i.e. to have a finished product or a result at a certain point in time. Employee 1 exemplified that a project may need to be delivered during a specific period while the production is closed, thus, one must utilize a certain window of opportunity. Employee 2 added that keeping the time schedule is

essential because failing on one project within a program could create a chain reaction of delays. The respondent further explained that in the construction industry, you are tolerant towards making errors as long as you keep time.

5.1.3 Key Points

Presented below in *Table 2* are the key points from the section, including both the internal and external perspective.

External Respondent	Key Point	Internal Respondent	Key Point
Customer 1 and 4	Coordination	Employee 1, 2 and 3	The scope
Customer 1 and 4	Synchronization	Employee 1, 4 and 5	Structure
Customer 5, 6 and 7	Communication	Employee 2 and 5	Teamwork
Customer 4, 6, and 7	Teamwork	Employee 3	Communication
Customer 4, 6, and 7	Collaboration	Employee 1	Mandate
Customer 4 and 5	The scope	Employee 1	Informative meetings
Customer 2, 4 and 7	Performance factors	Employee 5	Project start
Customer 2 and 3	A self-confident project manager	Employee 5	Clear processes
Customer 4	Trust	Employee 1, 2, 4 and 5	Prioritizing time
Customer 3, 5 and 7	Understanding the numbers		
Customer 1,3 and 4	Flexiblity		
Customer 5 and 6	The usage of knowledge		
Customer 1, 2, 3, 4 and 5	Prioritizing cost		

Table 2 – Key points from respondents regarding success factors within project management

5.2 Problem Areas within Project Management

The subject of problem areas within project management will define which factors the respondents believed are associated with project management, projects in general and if there are any recurring in problems. The results are divided into the customer opinions, i.e. external perspective, and the employees of WSP Management, i.e. internal perspective.

5.2.1 External Perspective

According to Customer 2, the completion of projects is a major and regular problem when it comes to project management. The respondent expressed that it is almost a general disorder among project managers to protract finalization. It is especially the final documentation that is almost always omitted. The customer continued and described a low energy level as a plausible explanation, adding that this state had occasionally driven the customer's organization to even hire a second consultant to finalize the work.

Customer 3 and 6 argued that creating an incorrect scope in the planning phase, often constitutes a basis for problems further on. Both respondents connected this issue to a lack of employees that dares to ask the difficult questions. Customer 3 and 5 stated that regarding the initial phase, there is a great need of being able to quickly start a project as this would yield bigger profits and enable proper risk assessments. Customer 4 highlighted that an incorrect scope is a key problem and believed it is a mutual problem between clients and consultants. The respondent further explained that they, as a customer, must clearly state what parameters are central or pivotal to make sure that they create a common understanding for the whole project. In addition, Customer 3 stressed that incorrect economic plans or failed budgets are common errors within project management. Customer 7 expressed that a common problem with project management is not keeping an eye on the economy.

Customer 1 expressed a concern regarding short-term thinking within the company, leading to problems with tight deadlines. The respondent added that, in general, the time schedule is heavily limited. According to Customer 4, a problem in projects is that certain details captures too much attention and often results in poorer decision-making because the project manager wants to be involved in every result. Customer 6 stated that project managers need to understand that they are assigned to keep track of the big picture. According to Customer 4, there is a problem with focusing on specific elements exclusively, rather than the whole picture. Customer 3 explained that a common problem is that the project manager does not take the responsibility and commitment to push the project forward. This concern was connected to a lack of experience and the notion that junior project managers often struggle without mentorship or senior guidance. In addition, Customer 5 mentioned that inexperienced project managers tend to struggle with the project process and oftentimes fall into traps that could have been avoided through guidance from senior staff.

Customer 2 and 7 referred to external communication as a managerial problem on a higher level, where people need visual representation in order to fully grasp the information. Customer 6 also believed that communication is problem within project management, but the respondent pinpointed internal communication as the main issue. Both Customer 2 and 3 had the understanding that consultants usually underestimate contextual aspects. In other words, the consultants often lack the ability to understand the customer's situation. They both explained that there had been project managers with a distorted view of their business, which ultimately left the project suffering from the wrong type of prioritization. Customer 4 believed that a frequent problem was the misperception about internal customers in the project. The respondent argued that consultants must understand that there are relational factors linked to a project, where the purpose is a component of a greater picture.

5.2.2 Internal Perspective

One crucial state in the project process is according to Employee 1, 3 and 5 the planning and scoping of the project. In other words, the description and the requirements are often something that is misinterpreted, which results in problems along the way. Not knowing where to draw the lines for responsibilities is another area where problems occur according to Employee 3. Employee 5 believed that social aspects are causing problems, for example, not getting the project team onboard or drawing the lines for responsibilities and reaching consensus.

Employee 1 stressed that one problem that is frequent is that the design of the final product is prioritized instead of the actual functions that it entails. Employee 2 recognized the scope as a central factor for failing projects. The respondent clarified a certain chain of events, where a poorly framed scope results in a bad time plan and ultimately causes the project to not be able to cope with changes or alternations. This argument was related to another problem area according to the respondent, namely being unsuccessful in deploying change and knowing the consequences. Employee 1 identified that one problem in project management is creating a long-lasting relationship with the customer, especially when it involves a one-time purchase and that a lot of problems could escalate by not having a good relationship with the buyer. As a result, the respondent felt that it is much easier to make a project successful if the customer is a recurrent and returning customer.

According to Employee 4 there are problems with not following the routines and best practices. The respondent had the impression that project managers tend to be a bit careless when it comes to calculating time and therefore take shortcuts. Understanding that all actors within a project have a common budget, is a factor that Employee 2 classified as problematic along with working according to a certain volume of money. Another problem that the respondent felt was reoccurring is unanswered questions, which causes the project completion to be delayed. Employee 5 mentioned that a problem that often appear in project management, is being sure and knowing that all requirements are implemented or fulfilled.

5.2.3 Key Points

Presented below in *Table 3* are the key points from the section, including both the internal and external perspective.

External Respondent	Key Point	Internal Respondent	Key Point
Customer 2	Project completion	Employee 1, 2, 3 and 5	Incorrect scope
Customer 3, 4 and 6	Incorrect scope	Employee 3 and 5	Responsibilities
Customer 3 and 5	Project start	Employee 1	Prioritizing design
Customer 3 and 7	Incorrect economic plans	Employee 1	Deploying change
Customer 1	Short-term thinking	Employee 1	Relationship with customers
Customer 4	Overstressing details	Employee 4	Not following routines
Customer 3	Lack of commitment	Employee 2	A common budget
Customer 3 and 5	Lack of experience	Employee 5	Project completion
Customer 2, 6 and 7	Communication		
Customer 2, 3 and 4	Unable to understand the customer		

Table 3 –Key points from respondents regarding problem areas within project management

5.3 Reasons for Purchasing Project Management Services

The subject of reasons for purchasing project management services will define why customers believe that there is a need to purchase project management services externally. The results are based solely on customer opinions, i.e. the external perspective.

5.3.1 External Perspective

According to Customer 1, there is an irregular demand of projects, which enrollments causes fluctuations of the business. In other words, during a certain period of time there are a lot of projects being launched, and in others basically none. Furthermore, the respondent stated two additional reasons why they need consultants working with projects. Firstly, it was a matter of costs, where having a lot of permanent employees was found costly due to the fluctuating project

demand. Secondly, the benefit of flexibility, as in having the ability to switch personnel and using different people to create good dynamics in projects. Customer 5 viewed the possibility to acquire external project managers as a tool to keep the firm flexible and elastic. Sometimes, they as a company had plenty of projects and sometimes very few, which implied, according to the respondent, that without this possibility, personnel have to be employed and fired frequently. Customer 7 recognized a growing demand for flexibility, but highlighted that for them, flexibility is related to an aspect of growth and stressed a difficulty in knowing what consultants are available. In the context of inconsistency and a turbulent business environment, Customer 2 clarified that they need to take decisions at very short notice and purchase project management slightly informally. The respondent connected this to their setting, which imposes ongoing purchases, and stated that he/she mainly wanted consultants to unburden the workload.

A need for acquiring external project management is, according to Customer 3 and 4, related to finding good candidates that the firm wants to recruit later on. The respondents explained that purchasing project management services, is very much determined by who they are going to be working with. Having continuity in projects is something that Customer 2 believed to be a central reason for purchasing project management services. The respondent further added that the actual individuals, and the selection of project managers that can create stability in small recurring projects, such as scheduled maintenance of buildings, are much more important. Customer 2 also explained that small projects often requires from the consultant to have a technical competence, and that several of the project requirements depends on the project's dignity.

Beneficial when acquiring external project managers, is the possibility of obtaining specific skills that are needed, according to Customer 2, 4, and 5. Customer 2 explained that one important factor in using external project managers is that it pushes an inflow of trends and new approaches into the company. The respondent stated that: *"I also believe that I have learned a lot from the project managers that we have worked with"*. Customer 5, 6, and 7 argued that the primary reason of purchasing project management is that projects are not their core business and thus, not a normal function. Customer 5 expressed the need of acquiring specialists in really large projects and added that the consultant creates an opportunity for the company to receive new competences and work techniques that could essentially prevent the internal organization from becoming too comfortable and indolent. Customer 4 expressed the importance of hiring consultants as a source of new and good influences: *"there is always someone that is better"*. This was also claimed to be a reason behind the choice of working with larger consultancy companies, as they could provide a plethora of different resources and competent personnel.

Customer 4 explained that depending on how the project management service has been procured and what services are needed, the cost in relation to the overall costs of the project can be disproportional. The respondent further clarified that it is a matter of finding the appropriate level of quality of the service acquired, and thus, it is boiled down to a balancing act between acquiring generalists and specialists. Regarding specialists, the respondent added that specialist services are purchased with the purpose of assisting the project manager. Customer 7 was under the impression that specific competences could not be specifically chosen, but should be procured with clear cut demands.

5.3.2 Key Points

Presented below in *Table 4* are the key points from the section, including the external perspective.

External Respondent	Key Point
Customer 1 and 2	Irregular demand
Customer 1 and 5	Decreasing cost
Customer 1, 5 and 7	Flexibility
Customer 3 and 4	Possible recruitment
Customer 2	Continuity
Customer 2, 4, and 5	New influences
Customer 5, 6, and 7	Outside of core business

Table 4 – Key points from respondents regarding reasons for purchasing project management services.

5.4 Customer Requirements

The subject of customer requirements will define what the customers believes are determinant factors when looking for in a company that is providing project management services. Furthermore, the results will show if the customers believed there are any specific traits, attributes or competencies that are more important than others. The results are solely divided into customer opinions, i.e. external perspective.

5.4.1 External Perspective

When asked about specific traits or competencies that the customer look for, Customer 1 identified the importance of having consultants that want to be a part of the company, and where the highly unpredictable work environment at his/her company, is not a constraint upon the consultant. Moreover, the respondents articulated that the project manager must be flexible and skilled in dealing with changes. These changes are mainly coming from external sources that create a

turbulent project environment, which is unfitting for project managers that heavily relies upon a clear-cut framework and a given structure in their course of work. Explained by Customer 6, was the consultant's ability to be tolerant and understanding with the work environment as a major part of the daily activities. Customer 1 expressed the importance of availability, which is mainly dependent on the quick paced decision making processes of the company where project managers must be assigned with a very short notice. Furthermore, what is concerning Customer 1, is the difficulty in finding the most competent consultants as they are often unavailable and already occupied within other projects.

According to Customer 1 and 7, the lack of a specific competence is not a reason their firm is looking for a project management consultant. The cost however is a main priority, where junior consultants make a great example of a cheaper alternative, according to both. Even though cost is prioritized, Customer 1 is under the impression that they always acquire high quality resources by using framework agreements with a few suppliers. Adding to this, Customer 1 is looking for the possibility to use internal resources (e.g. a previously hired consultant from the consulting company) to mentor the new consultant and facilitate the adaption of culture and working routines.

Customer 2, 4, and 5 believed that a key aspect is trust, and that the cooperation between the firm and the consultant should be as smooth as possible. Customer 2 explained that he/she wants only to hear from the project manager if a serious problem occurs. According to Customer 4, he/she wants to be able to put the project management responsibility on the consultancy firm, which comes down to having built enough trust in the project management consultant. Despite the importance of trust, Customer 4 believed that the price tag is what essentially matters when acquiring a consultant. Customer 5 emphasized the importance of openness between the purchaser and the hired consultant in order to develop trust.

Managing different sizes of projects requires different approaches, suitable for a generalist, according to Customer 6. In large projects, good planning and having an overview works well, while in smaller projects it is not necessary for the project manager to have a close eye on all the details, but rather have a focus on the team or making the project move forward. Moreover, the respondent claimed that it is beneficial with a person who has worked in similar contexts before and has good knowledge in various, more detailed, issues. According to Customer 2, a project manager is nothing else but a more attractive definition of an administrator whose main tasks are to build trust and create collaboration within teams. The respondent elaborated further that the social skills of the project manager could, for example, facilitate the possibility of creating a good work environment as well as managing conflicts in an efficient manner.

Customer 3 stated the importance of using consultants that understand the culture of the company. The respondent continued, that some project managers do not understand what is truly important with their business, in this specific case, keep the main production going. Moreover, Customer 3 stated that the importance of wanting to work at the company and accepting that not all work is performed under structured conditions and may have to be dealt with on an ad hoc basis. Customer 4 and 5 explained that it is important that the consultant wants to work at the firm and in the specific project. It is this willpower that ultimately decides to what extent the consultant can adapt to the conditions of the specific project, according to Customer 4. The respondent added that no one can perform well if removed from a context and simply placed in a new one.

Customer 6 and 7 felt a lack of technical competence internally, specifically within construction engineering. Therefore, they looked towards consultancy agencies in order to acquire such skills. Customer 3, however, stated that many of the hired project managers are lacking in this regard, and that it was rather an exception having consultants with sufficient competence within technical aspects of construction. The respondent added that it is more important that the project manager functions properly in the work environment of the company, than fully understanding all the technical aspects, especially considering other actors in a project should be skilled in such areas. Furthermore, a project manager should be driven, enjoy changes, be flexible, have social skills, and if possible, be acquainted with technical aspects of the project. Customer 5 claimed an importance in the project manager's ability to lead and direct. Regarding the ability to lead and direct, Customer 6 wanted the consultant to have a high competence level in various project management tools and methodologies.

Customer 3 was under the impression that a project manager needs to be good with numbers and make sure that the costs are being kept to a minimum. Moreover, the consultant needs to understand why such costs occur to be able to clearly explain changes and variations to the firm and the consultant need to show resilience and have the audacity to manage conflicts. According to Customer 3, his/her company look for consultancy firms that are global. Also, articulated by Customer 3, was the importance of hiring a consultancy firm that can show a plethora of skills and could work with the entire business concept, not just as project managers, but as designers or architects as well.

When hiring a project manager, Customer 4 put a lot of weight on the actual person and its qualifications. Usually, the number years within project management and the experience of relevant projects are used as guidelines. The respondent explained it comes down to the expertise of the consultant. Customer 5 looked more to the consultant's ability to lead, rather than good credentials. The respondent did, however, explain that they look for certain certificates to be able to decide what projects may be appropriate for the consultant. According to Customer 6, the project manager needs to be service minded and able to keep the different stakeholders satisfied. Sometimes, the stakeholders keep very poor track of how, when, and what value are to be delivered, which was considered a responsibility of the project manager to find out and deliver. The respondent also viewed a high competence level within communication to be essential.

5.4.2 Key Points

Presented below in *Table 5* are the key points from the section, including the external perspective.

External Respondent	Key Point
Customer 1, 4 and 5	Motivation
Customer 1 and 4	Flexible
Customer 3 and 6	Tolerance
Customer 1 and 7	Cheap project manager
Customer 2, 4, and 5	Trust
Customer 6	A generalist
Customer 2	Social skills
Customer 3	Understand the customer's culture
Customer 5	Ability to lead
Customer 6 and 7	Technical competence
Customer 3	Good with numbers
Customer 3	Global
Customer 4	Experience
Customer 6	Service minded
Customer 6	Communication

Table 5 – Key points from respondents regarding customer requirements.

5.5 Expectations regarding Project Management Services

The subject of expectations regarding the project management services will define and conceptualize different types of expectations the respondents believed are associated with delivering to project management and expectations closely related to the current service offering of WSP Management. The results are divided into the customer opinions, i.e. external perspective, and the employees of WSP Management, i.e. internal perspective.

5.5.1 External Perspective

Customer 3 stressed that the expectations are set on the project manager and not on the consultancy firm. The general demands are directed towards how the project manager should act and run its actions. These expectations are related to being able to be responsive and courageous in taking

discussions, according to Customer 3. Customer 2 had the following expectations regarding project management services: *"Which company we choose to hire consultancy services from is for me very irrelevant, it is the individual I am look for, so it is about how to present good candidates"*. In addition, the respondent added that when the acceptance level of errors made is reduced when trusting the other party*: "If I get to know the person and feel trust towards that person, it feels, from my end, that I am more tolerant and understanding regarding the mistakes made"*.

Both Customer 3 and 6 explained that due to the costs of hiring consultancy services, the expectations the expectations are raised when acquiring external project management. The respondents explained that the skills that a consultant should possess, is supposed to be of professional character, mainly because the costs would be too high to even consider contracting someone external otherwise. Customer 6 added that there is, generally speaking, higher expectations on external project managers due to that there are no room for error and education. Furthermore, the respondent added that when it comes to the consulting profession in general, it is often linked to a professional pride and that consultants need to be able to perform and take criticism.

Regarding the areas where interviewees perceived that the expectations were not realized nor adequately fulfilled, Customer 1 argued that it is important to have an ongoing discussion about how they go about solving an issue when it does not work they way it suppose to. Customer 5 highlighted an expectation of whether or not the consultancy firm is able to follow up on how their employees are doing and coping with their work. Customer 3 explained that his/her expectations had not been met with consultants in a situation where the project manager was lacking the ability of conducting project budgeting and economic estimations.

Customer 7 believed that in order to meet the expectations the consultant must adapt to a fast pace of working and be able to manage unexpected events. The respondent added that unforeseen incidents occur occasionally, which forces staff to be swiftly reassigned. From a customer perspective, there is always pressure to secure the core business of the company, according to Customer 7. Consequently, the expectations could easily change and it is important to work with structure. Customer 6 stated that, in general, they expect consultants working with project management services to focus on factors related to performance. Customer 5 mentioned measurable indicators as the core of the expectations: *"We expect that consultants will deliver according to quality, schedule, and costs, if they just stick to the requirements as we agreed."*

Customer 2 and 4 argued that consultancy firms are often part of the initial phase when requirements and demands for the project is listed. As a result, the respondents explained that they see a potential service offering where the project manager is involved in setting the scope of the project. Owing to this, the project manager will never be able to blame others for how the project was planned.

5.5.2 Internal Perspective

According to Employee 1, the goal is to deliver professional project management, and due to high expectations, a different type of mindset among all the employees is required in order to do so. Employee 1 believed that the firm is delivering in accordance with customer expectations. Employee 3 stressed that: *"I am very confident that we meet our customer's expectations."*.

Moreover, the respondent expressed that the department most likely exceeds the expectations. The perception about delivering beyond the expectations was mentioned by Employee 5, who described it as a part of always wanting to create value for customers. Employee 2 argued that they lack a vision and stated the following when asked about offering project management services: *"We haven't really thought it through, how and what to sell. We have no plan"*. The respondent related this argument to the acquisition of a consultancy firm specialized in project management, which had led to WSP Management's expectation of trying to become project management specialists. Employee 4 expressed a concern regarding customer expectations and the offering of project management services, namely the lack of a matching business plan.

5.5.3 Key Points

Presented below in *Table 6* are the key points from the section, including both the internal external perspective.

External Respondent	Key Point	Internal Respondent	Key Point
Customer 2 and 3	Expectations on the project manager	Employee 1	Be professional
Customer 3 and 6	Upon the costs of hiring	Employee 1, 3 and 5	The company meets customer expectations
Customer 6	High expectations	Employee 2	Becoming project management specialists
Customer 5	Following up on consultants	Employee 4	Lack of a matching a business plan
Customer 3	Project budgeting		
Customer 7	Ability to adapt		
Customer 5 and 6	Measurable indicators		
Customer 2 and 4	Scoping the project		

Table 6 – Key points from respondents regarding expectations of project management services.

5.6 Solutions versus Specialist Services

The subject of solutions versus special services will define how the respondents prefer a project management service to be packaged with the aim to satisfy customer needs in the best possible way Furthermore, the results will present if the respondents believed that services should be arranged into overall solution or fixed/specific services. The results are divided into the customer opinions, i.e. external perspective, and the employees of WSP Management, i.e. internal perspective.

5.6.1 External Perspective

Customer 1, 2, 3, and 5 stated that the packaging of an offering needs to be in accordance with the competence and expertise of the actual consultant. Thus, the offering itself becomes based on the preferences of the project manager. Customer 2 exemplified by expressing that some individuals prefer to have full control of all the different factors in a project, while others choose to delegate and take help from colleagues, which will ultimately affect if the service is complete or dependent upon others. Customer 3 stated that: *"We are not looking for project management services as such, but rather a person that we want"*. Customer 1 argued that purchasing services is tied to the actual individual that is supposed to fit with their organization. According to Customer 5, identifying the need for specialist services is up to the project manager, who also decides how and if they are to be implemented and whether or not to assemble a team as a cause of it.

Customer 1 had the perception that they, as a customer, do not pick or choose from a project management service portfolio, nor are they in great need of any specific competence. The respondent explained that they are usually in the middle of an ongoing production, which imposes certain requirements on the performance of the project. For this reason, the framing of a service can be arranged as a total solution, but much more as a tailored service. Customer 2 made a clear response by stating that: *"I just want to get a solution. How that solution looks like I care less about"*. Moreover, the respondent underlined that how the consultancy firm decides to internally manage the project, is of less importance. The respondent further argued that he/she want to maintain some control, but this mainly involved the selection process of the project manager. Customer 7 expressed that they assume that the consulting party has an idea of what activities to proceed with and who to best assign those activities to. Moreover, the respondent preferred a general solution as opposed to a specialized service. Customer 6 believed in a solution approach and stated that: *"Project managers do not work with special efforts, that it was specialists are for. So only complete solutions for us"*. Customer 4 believed that the framing, and usage, of the services is decided by the supplying firm, as long as the costs are within reasonable grounds.

Customer 3 argued that a holistic approach is covered by a project manager and that the actual person is the solution that contains different aspects. The respondent had an idea that a solution could involve a main responsibility of project management and the rest will be complements. A specialist would then be important when the situation requires a more urgent approach, where the specialist services are perhaps suitable for fighting fires and would due to this also cost a little bit extra to acquire. Moreover, the respondent expressed that this notion would probably result in a pool of employees ready to manage different specialist areas. Although this concept was found plausible, the respondent still preferred a solution-oriented philosophy. Customer 4 wanted to have a service that complements the customer. In addition, the respondent believed that specific and

specials measures will cost more, in general. According to customer 4, the most decisive factor of purchasing a service or solution is cost and consequently, they want the lowest price for as much features as possible.

Customer 4 and 5 reasoned that the size of the project is the most crucial factor when deciding whether or not to purchase a solution or special services. Customer 5 argued that in small projects there is nothing else but solutions, while in larger ones there is a potential need of specialist services. Customer 4 stressed that as long as a list of essential requirements is covered by the supplying firm, there is nothing to say about the framing or packaging of the service.

5.6.2 Internal Perspective

Employee 2 believed that it would be easier to offer specialist services and frequently try to add more services as the project progresses. In addition, the respondent found the use of single services beneficial as they enhance the probability of getting additional sales. According to the respondent, the difficult part is to make the customer acknowledge that they are unskilled in certain aspects, which is not an easy recognition to make. Employee 2 emphasized that it would be better if the services are packaged as improvements, rather than specialist services. Employee 4 stated that once the first service is procured, the possibility of additional sales will surface, and stressed that the main priority is to get into the customer's organization and then listen for additional specific needs, which can lead to an opportunity of getting more people or services involved.

According to Employee 4, the packaging of the offering is up to a senior employee who decides whether or not the project manager is in need of any assistance. The respondent explained that the services should be offered as a mean to support the project manager. Employee 5 believed that customers select companies based on mandatory requirements, and if the firm is able to provide competent consultants and show reference projects, not whether or not if they can offer a solution.

Employee 1 and 3 stressed that customers do not want solutions since they know exactly what they want and is very specific in their requests. The respondents stated that no customer will demand a solution in a strict term. Employee 1 however explained that there is a prospect of increasing the revenues when offering solutions, and that this format is more economically beneficial. Moreover, the quality will most likely be superior, as it is possible to mobilize internal resources and create a smoother collaboration within the project team.

Employee 4 and 5 argued that the reasoning behind whether or not to frame it as a solution or specialist services, is related to the size of the project. Employee 4 believed that a single person could manage all different areas on their own in a small project, while in a larger project, it is more important to support each project member with certain competences. When it comes to the big business opportunities, they need to show an overall capacity and include all the specialist services, explained Employee 5. The respondent added that it is impossible for a single project manager to handle all the different parts as the volume of the project increases. However, the respondent explained that regarding WSP Management, there is no real experience from managing large projects and that they as a department are too small. Employee 4 would like to see the department working more as a team and stated that: *" It would be beneficial to offer us as a team and to work more together, creating some kind of reliability towards the customers that someone is always available that is familiar with the project."*

5.6.3 Key Points
Presented below in *Table 7* are the key points from the section, including both the internal external perspective.

External Respondent	Key Point	Internal Respondent	Key Point
Customer 1, 2, 3, and 5	Complementing the consultant	Employee 2	It is easier to offer specialist services
Customer 1 and 3	Services are tied to an individual	Employee 2	Package as improvements, rather than specialist services
Customer 1	A total solution	Employee 2 and 4	Specialist services enables additional sales
Customer 1	A tailored service	Employee 4	The project manager decides how to frame it
Customer 2	""I just want to get a solution"	Employee 5	A service that includes mandatory requirements
Customer 2, 4 and 7	The consultancy firms decides how to frame it	Employee 1 and 3	Customers do not want solutions
Customer 6	"Only complete solutions for us"	Employee 1	Solutions are more economically beneficial
Customer 3	The project manager is a solution	Employee 4 and 5	The size of the project determines the service
Customer 3	A special service is required in a more urgent approach	Employee 4	A service that includes a project team
Customer 3	The service includes a pool of employees		
Customer 4	The service is complementary to the customers		
Customer 4 and 5	The size of the project determines the service		
Customer 4	A service that includes all essential requirements		

Table 7 – Key points from respondents regarding solutions versus specialist services.

5.7 The Company Image of WSP

The subject of the company image of WSP will define the respondent's perception about WSP and outline what the respondents consider to be the strengths and weaknesses of the firm. Furthermore, the results are separated into a qualitative and a quantitative section, where the latter is based on the self-completion questionnaire. The results are divided into customer opinions, i.e. external perspective, and those of the employees of WSP Management, i.e. internal perspective.

5.7.1 External Perspective

Customer 3 expressed that the distinguishing factors for WSP are that they are global, large, and have a width in their competencies. All of these factors made WSP an interesting option, but if they hypothetically offered only project management, the company would not be favorable over its competitors specialized in the same service. Customer 2 highlighted a wide set of skills as a representative image of WSP. The respondent stated that: *"For me, WSP delivers everything that is related to consultancy of the construction industry"*. Customer 4 stressed that the company tends to focus on technical aspects and not as much on being generalists. According to Customer 5, WSP usually pays close attention to details.

Customer 6 argued that WSP is probably world leading when it comes to sustainability and environmental issues. Furthermore, the respondent believed that the company is currently struggling with making a generation change between consultants. This perception is grounded on the notion that many of the experienced and senior workers are retiring. Customer 2 was under the impression that WSP has a very high turnover of employees, which has affected them, as the customer, negatively. According to Customer 3, WSP has had inconsequential deliveries and the quality has varied a lot. The respondent added that on such occasions, where the delivery has been inadequate, the circumstances might have been misfortunate or turbulent, and that the project manager would perhaps have needed more structure and guidelines. Customer 7 stated that his/her impression of WSP was that they are presented as rather anonymous. The respondent believed that they should try and illustrating their business concepts. Customer 5 had with the following statement the impression that the company is not really working with any feedback and appears as rather unknown: *"It is not easy to know what we want if they do not talk to us"*. Customer 5 and 6 believed that WSP needs to show more presence in the market, and not be as absent as they have been.

5.7.2 Results from Customer Questionnaire: Part Two

The customers were asked to select three features in a self-completion questionnaire, see Appendix Y, in accordance with what they believed to best represent the company image. The results presented in *Table 8* shows the total score of each feature. Accordingly, the results presented below are representing a quantitative approach of determining how the customers' expectations look compared to the company's expectations regarding a project management service offering. In addition, the features that WSP aims to embody in its vision statement are to be: Passionate, Innovative, United, Caring and Trustworthy, which are marked bold in Table 8.
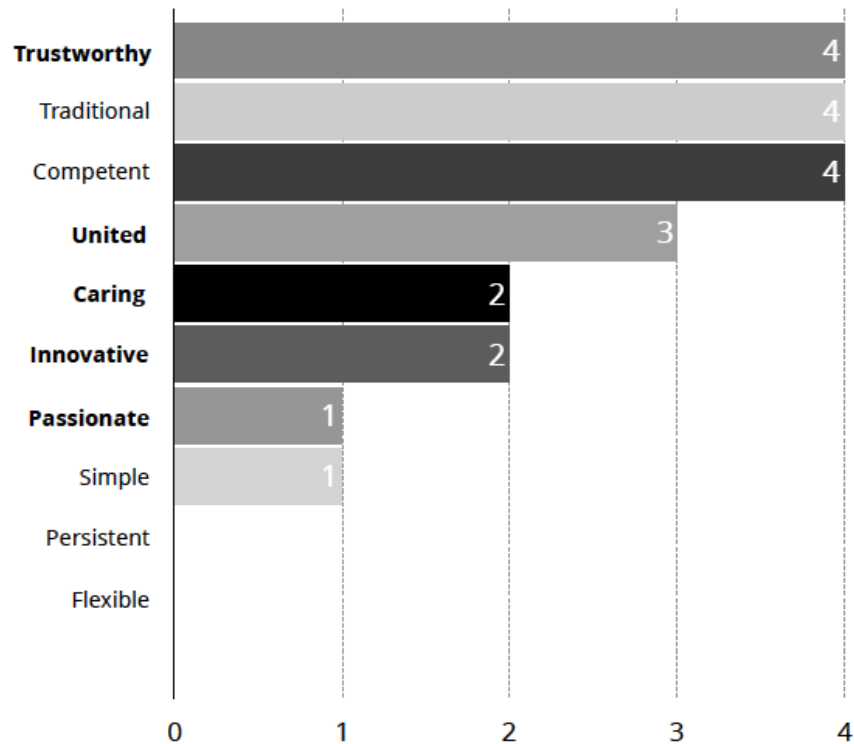
Table 8 – The table is showing the results from customers answering part two of the reports self-completion questionnaire.

5.7.3 Internal Perspective

According to Employee 1, 2, 4 and 5, the firm in general, but especially WSP Management, is not really competent in managing large scale projects that involves several of disciplines and dimensions. Employee 1 expressed that this notion is built around a fear of not wanting to invest along with the risk of putting something at stake. The respondent stated that: *"It is about being tough on the customer and offering premium class services"*. Employee 5 believed that the department does not have the capacity to operate high magnitude projects. The respondent clarified that the company as whole probably have the expertise, but when it came to management and actually steering wide-ranging projects, the respondent was skeptical. Furthermore, Employee 5 speculated that they might have that type of workforce in other regions, such as Stockholm or Malmö. Employee 4 argued that the company is having problems regarding the ability to sell large projects, and that customers finds it difficult to formulate those type of projects, which is a challenge on both sides.

Employee 2 and 4 stated that their image of WSP are positive. Moreover, Employee 2 emphasized that Management as a department is perhaps even more customer oriented than other divisions and stated that: *"We might have more focus on keeping clients happy"*. According to Employee 4, the company has a good reputation of delivering respectable results. Employee 1 believed that the strengths of the department probably are set on cost, time and risks. According to Employee 3, it is advantageous that the company is an international actor, as it is an attractive characteristic to customers. Moreover, the respondent said that his/her impression is that that the department needs

to be able to refine a professional knowledge and get in contact with new methods. Employee 3 and 5 believed that the company has good reputation when it comes to the construction industry. Owed to this, Employee 5 stated that: *"High level of competence and, above all, a good reputation in the construction industry"*. According to Employee 3, the company is superior in the construction industry, as opposed to its competitors, which were all considered potentially better at the process or manufacturing industry.

When it comes the company image and weaknesses, Employee 3 explained that there is a lack of employment of generalists. As such, the company is competent within most fields, but may be lacking in people that could grasp the overall picture. In other words, there is a depth, but no greater width in their competences, the respondent explained. Employee 5 believed that the company is not providing the best possible assistance to its employees and explained that it is about having order and a clear structure that supports and enables them to do a good job. Employee 4 stated that a possible weakness is that the company is not really investing or putting a lot of effort in advertising, supposedly connected to a deployed policy within the company to not exploit or over-invest in marketing.

Employee 1, 3 and 5 mentioned that the company is very structured and divided according to different disciplines. According to Employee 3, this regulates the company, and as a result, there are some shortcomings in cooperation and communication between business areas. This was tied to sub-optimization at each department, as they have their own budget without considering WSP as a whole. Employee 5 argued that sub-optimization makes it difficult to get a complete overview and hinders employees from working cross-functional. Moreover, the respondent added that it may be a good idea to have mentorship between departments, or something as simple as being able to contact other divisions by a phone call. According to Employee 3, there are no unified working process across the organization. Employee 1 found it alarming that their business offerings is very fixed to a certain individual. In an ideal scenario, the company could sell a service and not a person, but from the client's side, they probably want to have a person in front of them so that you know who is actually performing something and will be able to express both positive or negative feedback.

5.7.4 Results from Employee Questionnaire: Part Two

The employees were asked to select three features in a self-completion questionnaire, see Appendix Y, in accordance with what they believed to best represent the company image. The results presented in *Table 9* shows the total score of each feature. Accordingly, the results presented below are representing a quantitative approach of determining how the customers' expectations look compared to the company's expectations regarding a project management service offering. In addition, the features that WSP aims to embody in its vision statement are to be: Passionate, Innovative, United, Caring and Trustworthy, which are marked bold in Table 9.
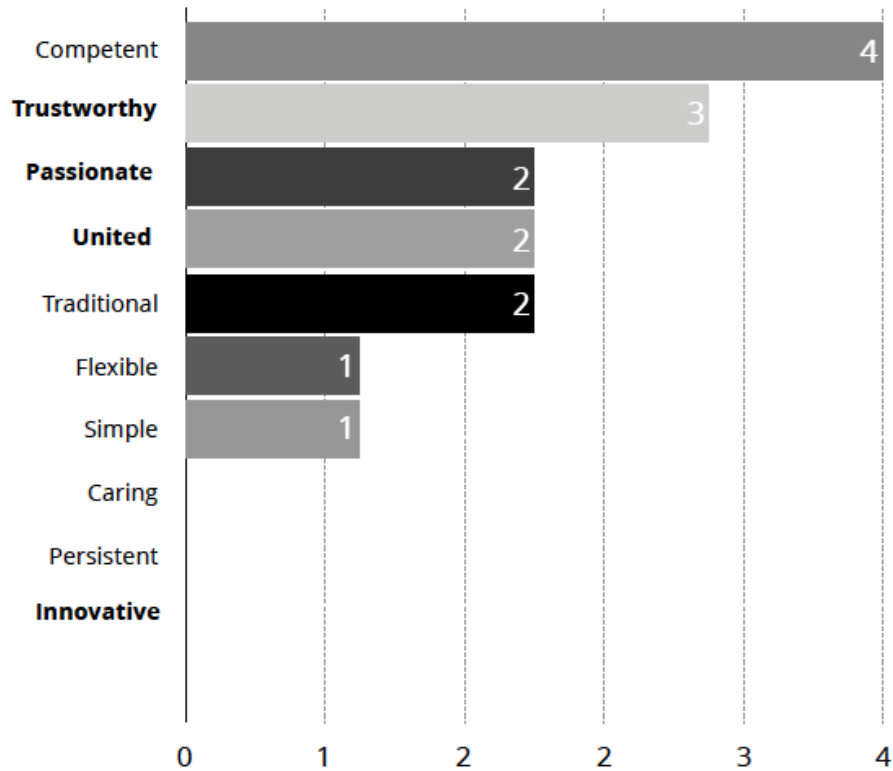

Table 9 – The table is showing the results from employees answering part two of the reports self-completion questionnaire.

5.7.5 Key Points

Presented below in *Table 10* are the key points from the section, including both the internal external perspective.

External Respondent	Key Point	Internal Respondent	Key Point
Customer 3	WSP are global, large and wide competencies	Employee 1, 2, 4 and 5	WSP Management is inexperienced in managing large scale projects
Customer 2	WSP delivers consultancy within the construction	Employee 5	WSP Management lack in capacity
Customer 4	WSP focuses on technical aspects	Employee 5	WSP are affected by regional differences
Customer 5	WSP usually pays close attention to details	Employee 4	WSP have difficulties in selling large projects
Customer 6	WSP is world leading regarding managing sustainability	Employee 2 and 4	WSP represents a positive image
Customer 2	WSP has a very high turnover of employees	Employee 2	WSP Management is more customer oriented
Customer 3	WSP has had inconsequential deliveries	Employee 1	WSP Management are competent within cost, time and risks.
Customer 7	WSP is presented as rather anonymous	Employee 3	WSP has an advantage of being international
Customer 5	WSP appears as rather unknown	Employee 3, 4 and 5	WSP has good reputation within the construction industry
Customer 5 and 6	WSP needs to show more presence in the market	Employee 3	WSP are superior in the construction industry
		Employee 3	WSP has a lack of generalists
		Employee 5	WSP are incomplete in supporting their workforce
		Employee 4	WSP is not investing in marketing
		Employee 1, 3 and 5	WSP is very divided according to different disciplines

Table 10 – Key points from respondents regarding solutions versus specialist services.

5.8 Understanding WSP Management's Service Offering

The subject of understanding WSP Managements service offering will define the knowledge the respondents had regarding the current offering of WSP Management service portfolio. The results are divided into the customer opinions, i.e. external perspective, and the employees of WSP Management, i.e. internal perspective.

5.8.1 External Perspective

According to Customer 1, the company gets overloaded with presentations from organizations trying to show different offerings. The respondent further elaborated that it is much more interesting to meet the people behind the service offering. Furthermore, Customer 1 believed that an informal or spontaneous meeting where parties discuss and converse objectively, is much more valuable. In summary, Customer 1 had no awareness or knowledge regarding any specific project management services from WSP Management. However, the respondent expressed a curiosity: *"Although this is something I'm missing, I welcome them to inform us more, but I would say that I do not have any knowledge regarding their offering"*. Customer 7 endorsed a closer business relationship and more examples regarding the service offering. Still, the respondent felt that she/he did had not receive any information concerning a specific offering. Customer 2 and 4 had no information about WSP Management's service offering, but stressed that it is not important with more company presentations, rather, it is a question of meeting people at different organizations. Customer 3 and 5 explained that they are under the impression that WSP Management offers project management, in general terms, but are not aware of any particular service offering. Moreover, knowing that WSP Management offers project managers, is all that he/she needs to know, according to Customer 5. It is interesting that the company has a specific offering, according to Customer 6, but emphasized that the company needs to visualize and state it more clearly, as the respondent had no information regarding its presence.

5.8.2 Internal Perspective

Employee 2 argued that although the current service offering consists of several specialist services, all employees should have some kind of basic knowledge of the services and said that:*" I cannot really say that I even know which 12 services there are, but think I have some idea."* Moreover, the respondent expressed that all services are not equally relevant, but some of them have more of a supportive character. Employee 4 stated that the most important parts of the current service offering are probably coordination and risk analysis. However, the respondent did not know that coordination was not explicitly a part of the current offering. The respondent also believed that it is very hard to formulate what the service offering is about and how to package it. Employee 1 explained that he/she has a good understanding of the service offering and what it intends to accomplish. However, the respondent believed that the firm's customers do not share this understanding nor do they know how to ask for specialist services. Employee 1 had the impression that all of services are not used in each and every project and further explained that all 12 services are not even used at the department of WSP Management. Employee 3 believed that he/she has little knowledge about the service offering in detail and argued that so has the overall industry. Employee 5 believed that the customers does not understand the service offering, but felt that the specialist services, and the offering, are just empty words. Moreover, the respondent claimed that there are unlimited definitions of how the 12 services are supposed to be interpreted. However, the respondent stated that the solution is to have a bold approach and show the customer what type of project organization that is needed. Employee 2 and 3 felt there is no common view on how to define the service offering and the competencies that it entails among the department. Employee 3 argued that: *"There is a long way to go before the firm can claim to be selling specialist services"*. In addition, Employee 3 argued that a low experience level can be an underlying cause, which affects the difficulty of knowing what they should and should not be specialized in.

Employee 2 speculated that the current service offering can probably be traced back to the acquisition of a consultancy firm and how that company packaged its project management services. Employee 5 stated that there is a regional difference between the Stockholm and Gothenburg office, where most of the managers are located in Stockholm. Above all, the respondent felt that an important factor is that the main office has a well-established portfolio of customers and competencies. The respondent elaborated and stated that: *"This organization, our department, started due to the fact that another consultancy firm was acquired. I think a lot happened in 2015, with new managers, new offerings and a new organization.".* Employee 3 expressed that firm's management provides a confusing vision and believed that the employees had not received any clear information regarding the 12 services, other than the knowledge that the firm had developed it and were now working with it in the Stockholm region. Employee 3 said that there is no plan for how to package and market the services.

Employee 1, 2, 3, and 5, stated that the WSP Management is probably not in any way unique, or special, in the way they are trying to package the service offering. Employee 1 said that there are departments internally that also claims be professional in project management and has a deeper understanding of certain specialist services. Employee 4 believed that they are not especially unique, but are probably extra competent within time scheduling.

5.8.3 Key Points

Presented below in *Table 11* are the key points from the section, including both the internal external perspective.

External Respondent	Key Point	Internal Respondent	Key Point
Customer 2, 4 and 6	No information about WSP Management's service offering	Employee 2	Some basic knowledge
Customer 1, 7	No knowledge regarding any specific service offering	Employee 4	Described the wrong types of services
Customer 7	Suggested a closer business relationship	Employee 1	Good understanding of the service offering
Customer 1	Prefers social meetings	Employee 1	All of services in the service portfolio are not used
Customer 3 and 5	Offered project management in general terms	Employee 3	No detailed knowledge
Customer 6	The company needs to visualize and state it more clearly	Employee 2 and 3	No common view on how to define the service offering
		Employee 5	Customers does not understand the service offering
		Employee 5	The specialist services are just empty words
		Employee 3	Not received any clear information regarding the service offering
		Employee 1, 2, 3, and 5	The service offering is not unique

Table 11 – Key points from respondents regarding understanding WSP Management's service offering.

5.9 Prioritization of WSP Management's Project Management Services

The subject of prioritization of the project management services will define which of the services in WSP Management's current service portfolio that the respondents believed customers are in greatest need of. Furthermore, the results are also separated into a qualitative are and a quantitative, based upon the self-completion questionnaire. The results are divided into the customer opinions, i.e. external perspective, and the employees of WSP Management, i.e. internal perspective.

5.9.1 External Perspective

In the following section the qualitative responses from the customers prioritizing the service portfolio will be presented.

Portfolio Management

There is a very low need to find synergies between projects through a consultant, according to Customer 2 and 3. The latter respondent explained that the need to do this job is huge, but not by a consultant, rather, they would want to employ someone internally to perform such a task. Achieving coordination between projects is becoming more and more important, according to Customer 2. It is considered an essential task by Customer 3, but the demand for external services is very low. According to Customer 5, the coordination of different projects is controlled by internal functions, thus, the need is very low of acquiring consultants in this regard. Customer 5 viewed portfolio management as neither a high nor a low demand service.

Work Environment

Minimizing the risk of injury in a project environment is always a top priority, according to Customer 2, 3, 4, and 5. Customer 3 stated that: *"you never put the main responsibility of others health and safety on the project manager, but you rely on the consultant to do the job"*. According to Customer 4, minimizing the risk of injury is something that is expected to be performed. Creating a good work environment for the project is very important, according to Customer 2, 3, and 4. Both Customer 3 and 4 explained that this is something the project manager should and is expected to do. Creating a good work environment was important to Customer 5, but neither important nor unimportant to Customer 1. Moreover, Customer 7 stated that although the work environment is crucial, the need for a specialist service is rather low, as the respondent consider it a fundamental task of being a part of any organization.

Scope Management

There is a low demand for creating a clarified set of requirements, according to both Customer 2 and 3, as this is mainly performed internally within the organization. Customer 5 stated that a complete set of clear requirements is an important task and they are in need of this service. The respondent further explained that this is especially important considering that that the project manager is meant to challenge the initial requirements and receive the final responsibility of the requirements set on the project. Preventing scope creep is critical to preempt project failure, according to Customer 2. It was added by Customer 3 that preventing scope creep is considered fundamental to the project manager role. According to Customer 6, it is important to make sure that the goals of a project are maintained within the scope. According to Customer 7, preventing scope creep is a fundamental task that the hired consultants must perform. If not able to prevent scope creep, the project manager is expected to at least describe why the scope has changed.

Risk Management

It is important that the project managers can proactively prevent negative consequences on the project, Customer 2 and 5 explained. Customer 3 felt a low demand of this service, as it is performed internally within the organization. According to Customer 6 the demand is low for this kind of service, as risks are managed internally within the firm. Customer 2 and 5 stated that ensuring that precautionary measures are taken is an important task.

Communication Management

Customer 2, 3, and 5 considered integration an important part of project success. Customer 2 stated that creating integration between actors of a project is almost the most important success factor,

while Customer 6 stated that integration is included in the project manager's fundamental duties and is expected to do so. Customer 5 stated that creating integration of all stakeholders in a project is a prerequisite for success. To be able to provide reliable information for the project is important to Customer 1, 2, 3, 4 and 5. Customer 1 and 7 considered communication management to be relevant, but felt hesitant in purchasing it as a specific service since they both explained that communication is a feature and a very extensive concept.

Quality Management

Achieving a predetermined level of quality is considered essential to Customer 5 and important to Customer 2 and 3. Customer 2 felt no need to monitor the level of quality since he/she would find out eventually if something does not go according to plan, regardless. Customer 3 explained that they monitor the project, and thus, the level of quality themselves within the organization, and is therefore not in need of consultants performing this task. Customer 5, however, considered monitoring the level of quality as something they are in very much need of. Customer 6 and 7 stated that content, or the quality, is a top prioritization in any project, thus they both argued for a great need of quality management.

Cost Management

Customer 2 stated that he/she has never experienced a problem with the administration of small costs. According to Customer 3 and 7, administering that small costs do not escalate is a fundamental task of the project manager. Customer 5 explained that controlling the small expenses and not letting them escalate means that you can manage to keep the budget and is therefore very important. Keeping the budget is usually quite important, Customer 2 explained. According to Customer 3, keeping the budget is important and could potentially be outsourced to a consultancy firm as a specific service. Customer 6 considered keeping the costs within the budget as very important. Customer 1 argued that costs are such an essential part of project management and especially keeping a correct budget, but the respondent still explained that the need is rather moderate.

Project Management Methodology

Conducting work according to a clear cut framework is not important to neither Customer 2 or 3. Both respondents added that the working culture of their respective firm, as well as within projects, are rather ad hoc, which requires an adaptable and flexible approach by the consultant. Customer 5 explained that using a framework is important as there are certain things the project manager has to do, but occasionally, they want to move away from the framework to find shortcuts and cut down costs. Considering this, the need for a consultant was found to be average by the respondent. According to Customer 2, there is almost never sufficient time available to be working with continuous improvements. However, writing a "white book" to learn from experiences to the next project, can be useful, the respondent still argued that there is a low need for purchasing explicit work procedures of project management. Customer 3 stated that they rarely have projects running over long periods of time, causing a time restraint to work on continuous improvements. Furthermore, the respondent explained that they rather pause between project and work with this internally. Customer 5 views working with continuous improvements as something important.

Schedule Management
Customer 2, 3, and 5 stated that keeping the time frame is important. Ensuring that the project is completed within the sat time frame is a fundamental part of the project management role, along with several others, explained Customer 3, and a crucial task for project delivery according to Customer 5. Expected from the project manager is the ability to keep the schedule, according to Customer 4. The respondent added that if the project manager is not able to deliver within the given time frame, the project manager must explain why as a part of the service deal. WBS can be important from case to case according to Customer 7. Determining subtasks and its estimated time duration in the project, is considered essential to Customer 3. According Customer 6, a skilled project manager does not do everything by himself/herself, but rather delegates the responsibility to others involved. The customer exemplified with an assembly manager making the financial assessment for its specific scope, as well as taking the responsibility for it, but where the project manager is only making sure that the work is being done. The importance was high but the demand average.

Sustainability & Environmental issues
Ensuring a low environmental impact is becoming increasingly important, according to Customer 2, especially since their company need to deal with the provincial government regarding building permits. Customer 7 stated that the project manager needs to be knowledgeable in the topic of minimizing environmental impact, but the demand is low because they have an internal function that handles such issues. According to Customer 5, estimating the environmental impact is not something connected to the duties of a project manager, hence, the demand for purchase was low. Customer 2 was under the impression that providing training and certification in sustainability is becoming increasingly important, and believes that they are lacking in this area internally. Customer 3 stated that the demand of having consultants performing this task is low since they have an internal department handling such issues. To Customer 5 the need is average of providing training and certification in sustainability. According to Customer 4, the task's importance is dependent on the project specification.

Procurement Management
Regarding maximization of value in a negotiation, Customer 2 does not believe that it will be crucial if they manage through negotiations decrease the price per hour by a small amount of money, especially if you know that the actual consultant works well, no matter the price. The respondent argued that the same conditions are true regarding the procurement of entrepreneurs. Customer 2 stated that: *"you need to get the right price for the right skills, not the cheapest price. The cheapest is not the best."*. Customer 3 stated that in a negotiation maximizing a high guaranteed value is not needed as they have purchasers internally. However, the respondent added that it may sometimes be necessary to look to external negotiators if they are in need of a certain expert competence. According to Customer 5, the project managers get support by the customer's internal support functions when entering a negotiation, thus, the need to be able to maximize the value in a negotiation by themselves is average. When there is need for specialist competences or other resources to be purchased to the project, it is important that it is conducted properly, according to Customer 6. According to Customer 3, purchasing competencies are often already in place internally and is rarely outsourced as a specific service to be able to procure resources in a better way, albeit, such internal competencies could originate from external consultants already hired by the company. Customer 5 argued that conducting the best possible purchase is not the

project manager's responsibility. The project manager should instead tell the the chief what additional resources are needed and make sure that it is clearly expressed.

Financial Management

Customer 2, 3, 4, and 5 considered a properly conducted economic assessment an important task. Customer 3 added that they could perform this internally to some extent, which slightly lowered the need to hire an external consultant. Customer 7 explained that one of the main reasons why they hire a project manager is the need to make a proper economic assessment. An economic assessment was considered fundamental to Customer 4 who also added that they expect this to be delivered by the consultancy firm once hired. Regarding calculating the return on investments, Customer 2 stated that even before the project has started they have found out whether an initial investment can, and in what way, yield return, hence, a low need for this service. Customer 6 stated that forecasting whether or not initial investments will yield any returns in the future, is something they perform internally, which creates a low demand of hiring consultants in this matter. According to Customer 5, this is something they do themselves as the customer, thus, there is a very low demand of this task to be performed by consultants. Regardless, it was argued that the project manager must convey this to the customer, but should not take the actual responsibility.

5.9.2 Results from Customers Self-Completion Questionnaire: Part One

The customers were asked to rate 24 attributes in a self-completion questionnaire, see Appendix Y, in accordance with what they believed to best represent the actual need for it. The results presented in *Table 12* shows an estimated mean of what each of the services in WSP Managements service portfolio received on a total score. Accordingly, the results presented below are representing a quantitative approach of determining which of the services in WSP Management's current service portfolio that are most pivotal to the existing customer needs. In addition, the value of each service rating is based upon the notion of a Likert scale where each number correspond to the following judgment:

5 – strong need
4 – quite strong need
3 – moderate need
2– not so strong need
1 – unrequired need.
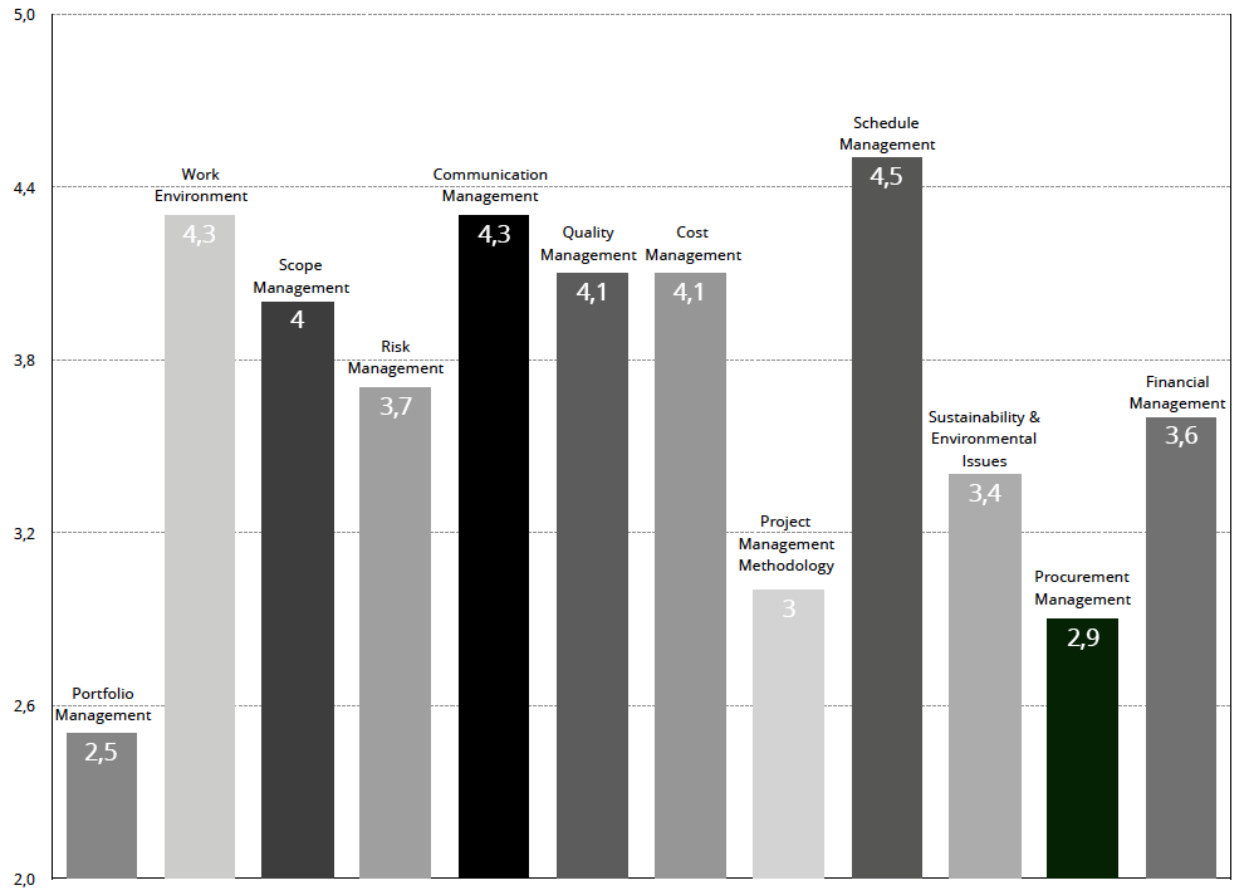
Table 12 – The table is showing the results from customers answering part one of the reports self-completion questionnaire.

5.9.3 Internal Perspective

In the following section the qualitative responses from the employees prioritizing the service portfolio will be presented.

Portfolio Management

Employee 2 and 3 stressed that finding synergies between projects is important as it involves becoming more efficient. Because of this, the respondents believed that customers would prioritize portfolio management as the client wants to see improvements and efficient solutions. Employee 5 argued that portfolio management becomes critical when people are working within their own business sphere, and thus, rationalized the service as important when the customers are not able see the whole picture of current and future projects. Employee 4 stated that a great need for the service probably exists, but explained that customers are unable to comprehend and recognize its importance.

Work Environment

Creating a good work environment for the project is very important, according to Employee 1, 3, and 4. All these respondents considered offering such activities to the customers a top priority. Employee 2 believed that services related to work environment is something the customers want

to purchase. Employee 1 argued that such a service is essential and believed that the customers will most likely rate it as a must have. Customer 5 argued that work environment is such an obvious need that some customers do not realize it and take it into consideration when addressing what needs they have. Furthermore, the respondent explained that this type of offering is often regulated by laws, thus they are not really a decision, but rather mandatory.

Scope Management
Preventing scope creep is critical according to Employee 3, 4, and 5. These respondents stated that managing the scope is truly essential for project management and something that customers must prioritize. Employee 1 stated that in managing the scope, the main issues surrounds expectations and clarification of what the customer are prioritizing. Employee 4 argued that customers will most likely feel a low demand for the service since they do not understand that they are in a power position and could really benefit from proper scope management.

Risk Management
Employee 3 and 4 believed that is important to ensure that precautionary measures are taken and that risk assessments, overall, are crucial. Generally speaking, customers do not prioritize those type of services, Employee 3 added. Employee 2 stated that the demand for the service is probably high, but believed that the activity of preventing negative consequences is up to the customer and not the project manager. Employee 1 explained that risk management are vital for customers as there is a lot of steering committees that expects risks to be properly accounted for.

Communication Management
Employee 3 and 5 considered communication management a high demand service for customers and stressed that this service is often underrated. Employee 1, 2 and 5 emphasized that although the service may be vital, the customers are probably unaware of its importance. The respondents connected this to the customers understanding of how to ask for these type of services. Employee 2 stated that customers will probably reason that communication is something they expect consultants to manage for themselves. Employee 5 stressed that communication plans are often mandatory for some companies, but that the size of the project and how the specific customer operates will determine if they will prioritize communication management or not.

Quality Management
Employee 1, 2, and 5 argued that quality aspects are vital for customers. Employee 3 stated that the need is probably relatively high and that the clients care about the actual delivery. The respondent added that an important notion in measuring the project delivery is monitoring the level of quality. Employee 2 explained that revising activities and assessment of quality are ongoing activities and something that customers might overlook.

Cost Management
Employee 2 and 3 stated that managing costs is a reoccurring problem for customers and did as such believe that customers are in great need of assistance handling such issues and making sure that the costs are not escalating. Employee 4 stressed that managing costs are essentially about control, and stated that, since customers like having control the service becomes important. Employee 1 argued that the need for administering small costs is low, while the need of making sure that the budget is kept is high.

Project Management Methodology

According to Employee 3, working with continuous improvements is a matter of *"much talk, little action"*, and argued that improvements are seldom implemented. The respondent further argued that customers are uninterested in prioritizing improvement methodologies. Employee 5 stated that: *"This hurts my heart, but I do not think they understand the importance of it, but personally I think just the opposite"*. Employee 1 stressed that the volume of the project is a determining factor if customers would request assistance with using a certain framework. Moreover, the respondent explained that process-oriented customers will most likely consider such a service a necessity. Employee 2 explained that it is difficult to work with continuous improvements as projects are temporary endeavors.

Schedule Management

Employee 1, 2, 3, 4 and 5 stressed the importance of keeping the time frame and the activity of planning subtasks. Employee 4 argued that schedule management is truly decisive for customers and most likely the supreme service to offer. However, Employee 2 stated that constructing WBS and other time estimates are processes that customers often times are competent within and spend a lot of resources upon. As a result, they might consider that they are not in great need of letting project managers assist, as customers can do it themselves.

Sustainability and Environmental issues

Employee 1, 2, and 3 stressed that sustainability and environmental issues are considerations that are, generally speaking, irrelevant for customers as they are not able to calculate and measure the outcome. Employee 5 and 4 argued that environmental issues will most likely become increasingly important and valuable to offer in the foreseeable future. Regarding how customers value certification and education of sustainability, Employees 3 stated that it is totally unnecessary and that customers do not care about such matters when acquiring project managers.

Procurement Management

Employee 3 and 5 stated that procurement management is most likely needed for customers since it offers them an opportunity to save money, which customers are very keen on doing. However, Employee 3 explained that customers usually have internal resources to handle acquiring and purchasing of goods. Employee 1 argued that the activity of procurement was slightly unrelated if the service offering should involve project management and said this service seemed somewhat misplaced in the portfolio. The respondent elaborated and said that a situation of negotiation is however related to the role of being project manager. Employee 2 believed that customer have a relatively strong need for acquiring this type of competencies.

Financial Management

Employee 3 believed that it is relatively important to make a proper estimation of the economic plans and considered it a high demand service for the customers. Employee 2 stressed that financial aspects are certainly something that customers are in great need of, but they are not always set on having accurate numbers. Instead, the respondent explained that customers tend to focus on managing and controlling changes in regards to the economy. Employee 5 stated that there is currently on the market, a lack of people that are able to perform financial management, as such, the respondent believed that there is a great need for purchasing economic-related services.

Employee 1 argued that financial management issues are often something that customers usually figure out by themselves and therefore does not involve the project manager. Employee 4 emphasized that these types of services are important and the customer prioritizes buying them.

5.9.4 Results from Employees Self-Completion Questionnaire: Part One

The employees of WSP Management were asked to rate 24 attributes in a self-completion questionnaire, see Appendix Y, in accordance with what they believed to best represent the customers need for it. The results presented in *Table 13* shows an estimated mean of what each of the services in WSP Managements service portfolio received on a total score. Accordingly, the results presented below are representing a quantitative approach of determining how the customers' expectations look compared to the company's regarding the service offering. In addition, the value of each service rating is based upon the notion of a Likert scale where each number correspond to the following judgment:

5 – strong need
4 – quite strong need
3 – moderate need
2– not so strong need
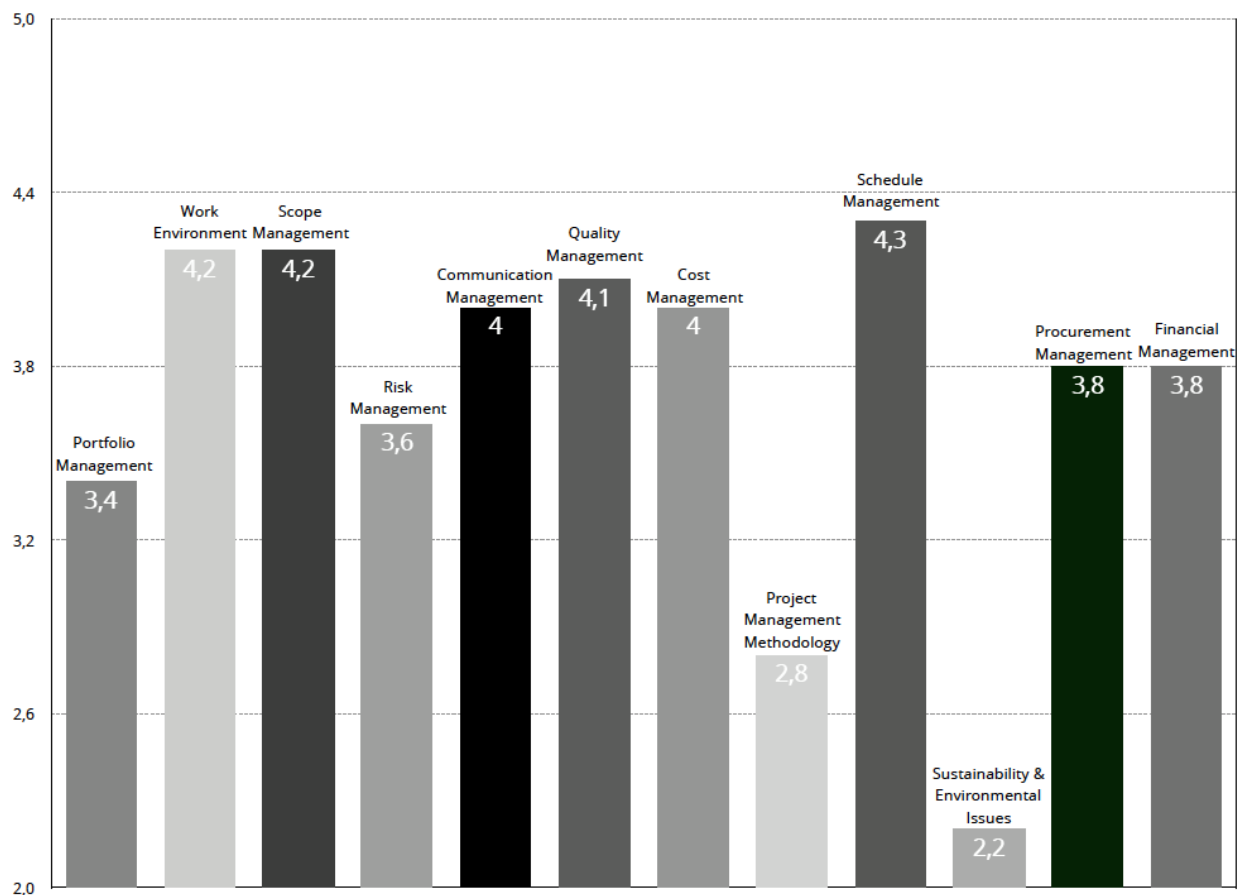1 – unrequired need.

Table 13 – The table is showing the results from employees answering part one of the reports self-completion questionnaire.

5.10 Future Requests for WSP Managements Service Offering

The subject of future requests for WSP Managements service offering will define what improvements the respondents had regarding the current offering of WSP Management service portfolio. The results are divided into the customer opinions, i.e. external perspective, and the employees of WSP Management, i.e. internal perspective.

5.10.1 External Perspective

Once discussing any requested improvements or needs, Customer 3 explained a desire to work more closely with the consultancy firm in order to develop a stronger relationship. Customer 2 stated that it is about finding synergies, from a consulting point of view, where the consultant is able to utilize and take advantage of internal resources from its own firm.

As an improvement, for lacking an understanding of WSP Management's service offering, Customer 1 highlighted that using more examples would be beneficial to more clearly convey what is offered. Customer 5 concluded that WSP Management needs to market themselves more, specifically from a managerial point of view. The respondent had the impression that managers from WSP are not visiting them as much as those from competitors. Customer 6 believed that personal meetings are key in understanding what is offered and stated that: *"The natural interaction between people is what creates business"*.

Customer 3 wanted to improve the dialogue between parties and stressed that accessibility and trust is of great importance. Regarding an ideal situation, the respondent stated that: *"In an ideal world, we are testing several different firms and consultants, and have a solid base of people"*. As an idea for how to develop the service offering, Customer 2 wished to use two separate individuals in the project completion phase since this would optimize the work process. Customer 4 had a suggestion regarding future affairs, where actors become involved earlier in the project process. However, the respondent underlined that this does not include the specialist services, but rather the business approach. Customer 5 wanted to be offered more experienced leaders, not on a technical level but towards project management.

5.10.2 Internal Perspective

Employee 2 and 3 highlighted that in order improve the current offering, the department needs to work in more diversified projects that involves several aspects of the specialist services. Employee 2 explained that: *"I think many parts of the current service portfolio can be sold only after a project starts to get really big or if you are able sell a team, but as of today, I do not think we have the resources to do that."* According to the respondent, the key was to increase the number of employees at the department as many of the firm's competitors have plenty of workers dedicated to working with areas that are similar to the specialist services. Employee 4 argued that the right way to package the services is to use a team setup, where WSP Management promotes a group of professionals and not a single individual. Employee 5 stressed that the specialist services should not be viewed as an approach of being experts, but instead, they should be called supportive functions for a project to be successful.

According to Employee 1 and 3, one possible improvement is to start more directly with striving to become a PMO (Project Management Office) internally within the organization. Employee 3

and 5 believed that there is no proper routine on how to work in large multidisciplinary projects. Furthermore, the department is usually assigned and accustomed to working with smaller projects, according to the respondents. They genuinely believed that there is a role for WSP Management to fill regarding internal project management. Employee 4 emphasized that one step in developing the offering would be to become a PMO.

Employee 2 suggested that the WSP Management should test procedures and processes internally, before offering it to customers. The argument was based on ensuring a certain level of quality, which can only be guaranteed once the methods have been fully evaluated internally. The respondent stressed that this would be a first step in improving the offering. Employee 5 believed that the department should try and educate themselves internally, as a first step, and focus on making effective practices for WSP regarding the services.

Employee 1 wanted the department to be more focused on customization according to industry-specific conditions. Employee 5 pinpointed early involvement as a future request, where collaboration with contractors comes early in the planning phase. This meant that they could communicate their requirements and concerns early in the process, as opposed to later on when a detailed plan has been outlined.

Employee 1 believed that in order to succeed with future businesses, the firm should try to visualize more, specifically the beneficial outcomes of their projects. This improvement would consist of envision before, as well as during, the actual undertaking. Employee 5 emphasized that the company should show reference projects to a much higher degree. However, the respondent clarified that it is not always as easy as it may sound because there is a probability that many of the influential managers of the projects are not working at the firm anymore.

Employee 1 believed that WSP Management needs to focus on becoming professional project managers, and by doing so, also improve the workmanship and methodology. The respondent expanded this notion and stated that everyone does not need to have the exact same approach when it comes to project management, but rather have great awareness of the overall picture and have the same type of mindset. Employee 2, 4, and 5 suggested that the current portfolio of services should include expertise regarding document management, as they all had experience from the process industry where document management was a requirement. Yet, they emphasized that this type of service offering might be more suitable for an internal approach.

5.10.3 Key Points

Presented below in *Table 14* are the key points from the section, including both the internal external perspective.

External Respondent	Key Point	Internal Respondent	Key Point
Customer 3	Develop a stronger relationship	Employee 2	Work in more diversified projects
Customer 2	Utilize internal resources from its own firm	Employee 2	Increase the number of employees at the department
Customer 1	Use more examples	Employee 4	Emphasize the project team
Customer 5	Managers needs to market more	Employee 5	Name it supportive functions, rather than specialist services
Customer 6	More personal meetings	Employee 1, 3 and 4	Become a Project Management Office
Customer 3	Improve the dialogue	Employee 3 and 5	Standardize a routine for large multidisciplinary projects
Customer 2	Dividing the project completion between to persons	Employee 2	Experiment more internally
Customer 4	Earlier involvement	Employee 2	Provide more education
Customer 5	Offer more experienced project managers	Employee 1	Adjust to industry-specific conditions
		Employee 5	Earlier involvement
		Employee 1 and 5	Visualize more
		Employee 2, 4, and 5	Add a service regarding document management

Table 14 – Key points from respondents regarding future requests for WSP Managements service offering.

6. Analysis

In the following section the analysis of this report will be presented. The analysis consists of a merging consideration, where empirical results are likened with the theoretical framework. The section will include an evaluation of all the three research questions of this report.

6.1 Which of the services in WSP Management's service portfolio are most pivotal to the existing customer needs?

In accordance with Osterwalder et al. 2014, understanding what concerns the customers have, what problems they are experiencing, as well as what they consider are the success factors, has played a pivotal role in this report's quest of identify the existing customer needs, and consequently what services are most pivotal in relation to those needs. The qualitative results, consisting interviews with the existing customers of WSP Management, shows a difficulty in finding a satisfactory match between customer needs that are correlating with the exact design of the current service portfolio. Therefore, it is problematic to solely focus upon the quantitative aspects for valuing the service portfolio, namely the self-completion questionnaire. In addition, there are no strong or distinct differences between the service priorities in that regard, which makes a comparison uncertain. However, the analysis will reveal that there are actual differences regarding the importance of each services and the rationale behind in what way customers find them relevant. The analysis has aggregated what problems and success factors the customers have experienced with their projects, as well as with project management in general and compared this to reports theory. The reasoning behind why the customer wants to purchase project management services has also been explored in order to fully understand what the existing needs are. Subsequently, the analysis has identified which of the twelve specialist services of WSP Managements that are estimated as most pivotal to the existing customer needs.

6.1.1 Underlying Causes of Purchasing Project Management

The importance of understanding underlying reasons for customer needs is addressed by Osterwalder et al. (2014) as the core of any viable business. The authors state this line of thought to include identifying Jobs, which are desired achievements articulated by the customers themselves. Thus, in order to assess WSP Management service portfolio the researchers have analyzed the reasoning behind why the customer wants to purchase project management services. One of the most apparent fundamental causes of acquiring project management externally was the customers' request of flexibility. As their core businesses do not surround neither construction projects nor project management, they have to be able to satisfy the irregular demand in the project portfolio. Moreover, employing project management personnel on a permanent basis would cost too much in relation to the fluctuating need. It was also expressed how using external personnel allowed them to switch persons more easily and using different persons in order to create a good dynamic. Adding the fact that some customers highlighted the need to be able to quickly assign a project manager and the difficulty in knowing who are available, these factors boil down to the need of being able to satisfy an irregular demand of project management, just at the right time, and is a question of availability of consultants. According to Parasuraman et al. 1988, one of the five dimensions of service quality is responsiveness, which emphasizes the willingness and readiness to provide immediate timely services. The customers expressed need of satisfying irregular but immediate demand could be translated into the consultancy agencies' readiness to provide project managers with a short notice.

Another underlying cause of hiring external consultants is the inflow of new skills and trends into the customer's company. A majority of the respondents argued that obtaining specific and necessary skills to a project was one the main reasons behind acquiring external project managers, mainly due to projects not being a part of their core business, but they also emphasized the potential of learning new and better techniques themselves. As discussed by one of the respondents, constantly getting new people and thus, new ways of conduct, may prevent the internal organization from becoming languid. According to Kindström et al. 2015, the interaction with customers should be focused on bringing new ideas and innovations to the customer as a part of offering value through services. This may be an underlying cause of why the customers express that consultants actually bring new influences on their companies, and that they find value in something besides the actual mission or task the consultant has been assigned to solve.

The consideration of tracking measurable factors is highlighted as an important notion for customers. Furthermore, it is the role of the project manager to keep track of these critical factors. The customers are not explicitly referring to any specific type of measurements. Although, looking at the main measurable factors of a project (quality, schedule, and budget), according to Chua et al. (1999), the customers value budget the most. Even though time was of great importance for certain projects, where a window of opportunity had to be utilized, cost was the main priority. This was largely credited to the argument that the cost decides the content of a project as well as the quality level of it. Moreover, if a delay occurred, it will ultimately lead to a cost increase as they have to finish the project regardless, according to the customers. In the case where a certain window of opportunity had the be utilized, the potential time delay has to be countered by an increase in resources spent, thus, the cost will also increase. Combining the notion that existing customers prioritize price, when acquiring a project management service, with the acknowledgment that they also personify requirements through the project manager it is important to state that cost of a project manager is evidently underlying reason for purchasing project management.

6.1.2 The Needs for Traits

By analyzing the outcome of the empirical results, it becomes clear that customers do not necessarily reflect upon a service offering in terms of its features or functions, but instead relates different characteristics to the project manager that is providing the project management service. Accordingly, the report has, in accordance with the results, found it essential to determine which needs that relates to certain traits of the project manager or the company. The customers expressed different concerns regarding what necessary traits the project management consultant and the consultancy agency should have. According to Brozovic et al. (2016), flexibility in services creates additional value and is related to the balance of give and take in a prosperous relationship, which would make room for flexibility from both ends. The importance of being flexible is arguable a connection to that theory, where the customers of WSP have found value in certain musts of a consultant that focuses on flexibility. Among those was the consultant's ability to be adaptable and flexible in the role as the project manager. The results showed by the customers an expressed importance of the actual consultant's ability to fit in with certain aspects of project work. For example, the consultant had to be able to function in the respective companies, where matters such as unforeseen turn of events and turbulent project environments cannot become a restraint upon the project manager's ability to deliver to the project. In addition, several customers emphasized

that the project manager must be able to understand the customer's organizational culture, i.e. certain ways of procedure or behaviors, and willingly try to adapt to those values. The customers related this argument to a desire of genuine interest in the firm and that they consider it prominent if project managers show those types of yearnings, thus the customers stated that the consultant must want to be a part of the company and embrace the specific circumstances under which him or her must operates. For instance, some customers argued that project managers who relied upon clear-cut frameworks and was unskilled in dealing with changes, would not fit with their organizational culture.

The results showed that customers found certain aspects and skills of project management to be more prominent than others, including the skill to keep track of measurable factors. It was stated by the customers that they are expecting the project manager to quantify and measure the results to be able to determine whenever something is completed. Moreover, the customers expect the project manager to keep track of measurable indicators, also referred to as hard factors (i.e. time, cost, and quality). Overall, a result-oriented mindset and the creation of measurable specifications, such as a complete description of the work of a project week, are something the customers expect from the consultants. Chua et al. (1999) argues that the primary and generally accepted measuring factors for construction project success are; quality, schedule, and budget, which is seemingly coherent with the customers' request of what factors should be measured. Moreover, Burström et al. (2014) argued that quality in service management is one of the most influential factors of construction industry, when looking at customer satisfaction. Regarding the empirical results, the customers did not particularly emphasize the importance of quality, but instead, to achieve customer satisfaction, they prioritized *Assurance*, which is covered by Parasuraman et al. (1988) as the presence of trust and confidence. This may arguably be the reason why the customers find the measuring and deliverance of not only quality, but also schedule and budget, important; because they are themselves measured by the success rate of these three dimensions, and thus also, the ability to convey that these factors are secured in a confident manner for them and their stakeholders. Kindström et al. (2015) suggested that to overcome problems with selling services, the emphasis must be on establishing long-term relationships, as selling services is very much built around social factors of relationships. This is argument could also be connected to the data shows that the customers are expecting project managers to focus more on contributing socially and more actively generating trust and confidence.

Walker and Lloyd-Walker (2016) explained that concept of project management is more constituted by social processes, where the project manager must socially interact with different project members. Looking at the results, one of the most prominent success factors of project management is communication, which could essentially be tied back to a social aspect where the project manager must develop social abilities in order to satisfy needs for communication management. This argument is very much according to what the customers have described, where they personify communication as the trait of a project manager, rather than an actual service. Furthermore, this mainly depends on the complexity of a project, where a lot of different stakeholders and actors needs to be able to cooperate, according to the customers. It was further explained that the project manager's needs to be able to integrate all different parts of a project and frequently have dialogues with all the members of the project to do so. Being able to communicate is also connected to the ability to coordinate and synchronize different actors at all stages, something most customers considered important. The customers explained that the project

manager should have frequent meetings or briefs with the stakeholders, but also emphasized that forming good relationships within teams is crucial to be able to create a sense of responsibility for each other's work.

According to the study by Wilkinson (2001), the most frequent problems within projects are relationship-based and the most common problem between external project managers and companies involved within a project was misunderstanding and lack of respect. Even though lack of respect was never mentioned in this research, not being able to communicate properly, could arguably lead to misunderstandings. If several actors misunderstand their purpose, course of work, or role in the project, for example, fatal mistakes and discoordination could occur, and thus, become detrimental to the project success. The need for good communication is articulated surrounding many other contexts as well, for example, when the project manager is in need for additional resources it has to be communicated properly to the client, when the project manager is unable to deliver according to the schedule or budget, the customers required an explanation of why it failed, or when looking at specific traits of the project manager, both the customers and the consultants emphasized the importance of social skills and the ability to lead. All these examples could arguably be derived into communicational aspects of project management, and where failure could negatively impact on the project success.

6.1.3 Prioritization of the Service Portfolio of WSP Management
Throughout the process of filling out the self-completion questionnaire, the customers were asked one question at the time, and thus, also got the opportunity to comment their choices. As such, this section includes an analysis of both qualitative and quantitative results regarding the prioritization of WSP Management's specialist services. Additionally, as previously mentioned, the quantitative results are somewhat indecisive in the matter of comparing the relevance, as they are marginally differing, but these ratings are still providing information regarding customer needs of the service. Accordingly, the researchers have analyzed the results that either provide an indication, or is a part of a collective impression. A full presentation of the customer prioritization in the self-completion questionnaire is presented in *Section 5.9.2.*

Regarding the 12 specialist services, the customers consider hiring a specialist to solve a specific emergency. In other words, some of the 12 specialist services may be more suitable in the respect of satisfying sudden needs, not as a planned additional service from the project start. Tying back to the responsiveness of the service quality dimensions and the customers overall need of flexibility, having a pool of available project managers with different expertise, may be a plausible solution. At the same time, the consultancy agencies must be able to provide project managers that the customers find suitable for their specific projects, which boils down to a dilemma of having many competent consultants available, and each to the liking of the customers. Anyhow, the customers raised some interest regarding the specialist services as complementary services, meaning, that they viewed them as an addition to project management if an urgent situation appeared and as means to assist the project manager. As mentioned previously, this could require a pool of available experts that would be able to solve the emergencies with a very short notice. Overall, the customers stated that using special measures in such manner may presumable cost more than the original project manager.

Looking at the results, the customers found schedule management, communication management, and work environment top priorities, where schedule management got a slight advantage. Perhaps coincidental, but interesting, the result from the study by Chua et al. (1999) indicated a similar relative importance among all their factors, where schedule performance was by a thin margin considered the most important. Customers in this study found a properly conducted Work Breakdown Structure (WBS) essential to the project, which in this study was considered an attribute of schedule management. It was further explained that if the project manager is unable to perform this task herself/himself, the work needs to be delegated to other actors. Overall, the customers viewed project completion within the given time frame as a fundamental part of project management as a profession, but also as a part of project delivery. Adding the fact that customers in this study expressed the importance of managing the time to keep the costs low, schedule management may be one of the most critical customer needs.

Regarding Communication management, the customers saw the importance of providing reliable information and in creating integration between the actors of a project. Both attributes, or features, of communication management were considered a prerequisite for project success. Interesting to notice with this result is, that the customers frequently brought up communication as an important part of project success in other contexts as well and could arguably be the reason why the ability to provide reliable information was considered pivotal. The importance of integrating different actors was occasionally conferred about where the customers explained that the complexity of a project requires good communication and coordination across all areas for it to be successful. Due to this, communication management in terms of being able to provide reliable information and making sure all actors are integrated properly, are to be considered one of the most pivotal customer needs.

Overall, work environment received a top 3 rating in terms of customer demand, according to the results of the self-completion questionnaire. In a project environment, minimizing the risk of injury is considered a top priority according to the customers. One response to this is that customers did not perceive the service of work environment to be a function, nor project management-related service, instead they emphasized the need as obligatory. The customers stated this, while also adding that it is something they expect to be performed. However, one customer claimed that the final responsibility of health and safety issues is never put on the project manager and therefore would not rely upon the consulting project manager to perform the task. Owing to this, it is hard to determine if the actual need for this specific attribute of work environment is as great as the ratings indicate. Looking at the other attribute of creating a good work environment, the customers overall found it an important and required task of the project manager and a condition that projects, in general, should aim to accomplish. The researchers value work environment, in accordance with the results, as important to offer, even though it may not be offered as separate specialist service, necessarily.

Another noteworthy result from the empirical data was that Scope Management received great attention in various dimensions and was perceived as a crucial aspect of any project. The rating was not among the top three and could mainly be linked to the fact that the customers did not consider all aspects of Scope Management a part of the project manager's role. Looking at identified problem areas, having an incorrect scope was considered a serious concern while in terms of success factors, preventing scope creep was perceived as critical. Even though

formulating a complete set of requirements was considered an issue outside the project manager's role, the customers found it pivotal. Owing to this, Scope Management should be considered an important service to the existing customer needs.

Looking at the other side of the scale, regarding the down prioritized services, the customers found (1) portfolio management, (2) procurement management, and (3) project management-methodology low demand services. Other services, such as financial management and environmental and sustainability issues, received scores near the latter two, but none scored as low as portfolio management with a 2.5 rating. Examining the comments of the customers, portfolio management appears to be more of an activity performed internally rather than externally, in terms of finding both synergy effects and coordination between projects. The customers clearly expressed that they find these activities important to their overall project business, but did not consider hiring a consultant to perform the job, hence, the demand got a low rating. Instead, they wish to employ a person internally who manages such issues.

Regarding procurement management, the demand was neither high nor low in terms of pure rating as it scored 2.9 The customers had several arguments to why it was neither very important nor a high demand service. Firstly, maximizing the value in a negotiation was claimed non-crucial as the overall cost for a project was not dependent on whether or not they managed to lower the hourly charge for a consultant or entrepreneur. On the contrary, getting the right price for the right skills was prioritized. Secondly, the consultants are not supposed to enter a negotiation by themselves regardless as the customers stated they had internal purchasers and/or departments that either handled all the procurement or worked as a support function for the consultants if entered a negotiation. It was, however, stated that a certain need for external purchasers exist if the negotiation requires certain expertise or knowledge areas. Thirdly, whether or not resources or certain competencies are purchased in the best possible way, is not the project manager's responsibility. Rather, the project manager should tell the supervisor what additional resources are needed and make sure the request is clearly conveyed. Fourthly, the argument was made that purchasing competencies are often already in place internally, either by employees or external consultants already hired, and was thus rarely outsourced as a specific service. Again, the purchase of resources and competences is considered more of an internal activity, not an external one.

Project management methodology were in some regards important and in other regards less important, according to the customers, and received a rating of 3.0 in the self-completion questionnaire. In essence, the customers called for a certain flexibility and did not want a project manager to blindly follow a clear-cut framework. Mainly, this depends on the culture of the customer firm where the course of work requires an adaptable and flexible approach. Moreover, the customers explained that they occasionally want the project manager to be able to cut corners in order to cut down costs. These reasons alone may arguably be enough of an explanation to why this service got as low rating as it did. However, the customers stated that some project work that are necessary should not deviate from a certain use of framework, such as following certain risk precautions. The customers coherently believed was difficult to work with continuous improvements during a project due to a time restraint. They did, however, believe that it could be useful to document the experiences from a project and learn from them between two projects. The customers argued that there is seldom a sufficient amount of time available for a project to be able to discuss such issues while the project is running. Even though they overall viewed continuous

improvements an important task, the customers found little relevance in it as a part of the project management service and added that it is mainly something they would work with internally. Adding the notion that knowledge would potentially be internalized and kept with the consultant, it is understandable that the customers want to work with continuous improvements internally rather than externally. Finally, it was also expressed by the customers that they want to hire a project manager consultant to perform a certain task, not spend time with continuous improvements when there is already a tight schedule to follow.

6.2 How do the customers' expectations look, compared to WSP's expectations, regarding the service offering?

According to Parasuraman et al. (1988), a central part in assessing the favorable outcome of services deliverance, is to focus upon the expectations. The authors stressed that expectations need to be highlighted as services are built around a notion that they either are matched or unmatched. Therefore, looking at the expectations of WSP Management's current customers is necessary in order to compare how their expectations of project management services align with the current service offering, and also to compare it with that of the employees of WSP Management. The analysis will initially focus upon a deposition of the customers' and the employees' knowledge regarding the current service offering and this regard identify if there is any potential gap, or shared impression, between the two that could be clarified. The acknowledgement of gap identification is further promoted and explained by Zeithaml et al. (1988). Moreover, the results from the study will also be analyzed in terms of preferred packing, or format, and if there is a match between how existing customers and WSP Management perception about the firm.

6.2.1 Understanding the Offer

Analyzing the data from the assessment of WSP's existing service offering, the interviews and the form, there is an apparent and important issue to be stated. Both groups, customers and employees, are consequently expressing that there is a lack of understanding of the current business offering. The customers have no clear awareness nor knowledge regarding any specific offer concerning project management services. Although this is alarming there is still a basic assumption, from a customer perspective, that suggests that the company is offering project managers and that this offering is adequate. Webster (1994) articulated the value proposition as the communication device that links people in an organization with its customers. With this regard, the company has failed in sufficiently connecting customers with the personnel.

Accordingly, there is a gap between how the current value proposition is portrayed and adopted by customers. Zeithaml et al. (1988) classified four different gaps derived from not delivering in accordance with customer expectations. Gap 1 involves the difference between the target market's expected service and management perceptions of the target market's expected service. This gap is difficult to comment upon as this research has not directly been focusing what type of customers that the service offering is supposed to be targeting. A premise has been that the company representative of the company has provided a group of customers with relevant strategic value and was responsible of the initial interaction with these customers. Therefore, the report has closely investigated how existing customers perceive the offer. With that said, the data show that existing customers have no knowledge for any specific offer and do not reason according to the type of packaging that the company has formulated. What is worth mentioning is that the staff and

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employees of the department have no explicit understanding of what that is supposed to be included in the offer. Many of the employees do not have the basic understanding of which services that are included in the service portfolio and why these would be considered relevant. This gap is mentioned by Zeithaml et al. (1988) and is referred to as Gap 2. It often consists of the usual cause of not succeeding with stating the purpose of the services from a managerial side, or employees not being convinced enough to believe that the service is relevant. According to Kaiser and Ringlstetter (2011), the employees are in fact the carriers of knowledge, which directly influences the firm's reputation and would ultimately be an argument for why their lack of knowledge regarding the current business offering is troublesome. In comparison, there is no overall data signifying that the understanding of the offering is linked to a gap similar to Gap 3 in section 2.2.4, where the cause for not delivering in accordance with customer expectations, is supposedly grounded in the idea of employees' abilities to perform their job. The data suggests that all of the customers were relatively happy with the service that they had been provided. Furthermore, the perhaps most significant gap looking at the data is Gap 4, which consists of a difference between service delivery intentions and what is communicated to the customer. As none of the customers could explain the service offering that was supposed to be packaged as twelve specialist services, there is a lack of correct communication to the customers. Furthermore, as there were no signs of misreading the actual offer, the data implies that this gap was not externally grounded, but rather rooted in an internal responsibility from WSP Management's side.

When asked about the ways in which the customers want project management services to be offered, it was clearly conveyed that the customers do not base their purchase on any specific competence that they lack nor from choosing services from a portfolio. Rather, the majority of the customers expressed a request for an overall project management service, and disregarded the technical details regarding the conduct of project management. The customers underlined that they purchase a project manager that are set to manage the project, whether or not additional resources or competences become necessary or how they are utilized, is a matter of how the consultancy firm decides to manage the project internally. The customers did, however, request a bit of control and involvement regarding the realization of additional resources as the potential addition of costs must be reasonable in relation to the project. Arguably, the data thus showed that the customers express a demand for project management to be outsourced that involves putting the main responsibility of project management on the consultancy firm, and where main tasks such as time planning and budgeting are to be performed by the project manager and/or its colleagues. The customers put the responsibility of managing different parts of the project, and thus, also the decision making on whether additional resources may be required, on the consultancy firm and renounce their own involvement in the conduct. Possibly, this standpoint could be credited to *Reliability (*as in one of the five dimensions of service quality). Basically, because this quality dimension suggests that the service provider must have the ability to perform the promised service dependably and accurately (Parasuraman et al., 1988), which is what the customers seemingly expect from the consultancy agencies; they rely upon the project managers to deliver a complete service and decide in what ways additional resources and competences may or may not be required.

The empirical results show that all of the employees believe that the current offer is not unique in any specific way. This is for many of them nothing problematic, as the service offering, generally speaking, mainly revolves around providing project management, which many of their competitors already offer. Nevertheless, according to Anderson et al. (2006), the concept of customer value

propositions and offerings is set around two important concepts; Firstly, Points of parity (POP), matching competitors with regards to uniqueness, is essentially not the reason customers choose a specific company, but more with regards to why they decide to switch. Secondly, Points of difference (POD), which is the value elements of offering something superior or inferior. These concepts are important to recognize in this analysis as they focus on varieties. This also suggests that the employees of the company could acknowledge that not all parts of the current offering need to be unique in order to obtain customers, but in case of not losing customers there must be some sort of standardization of the offering.

6.2.3 Comparing Service Prioritization

Looking at how the customers and the employees have prioritized the service portfolio, and argued for the relevance or need of a specific activity in the current offer, there are some differences. Firstly, the employees seem to overestimate the relative importance of Portfolio Management. The need for this type of activity is from the customer side considered low, both by analyzing the results from the self-completion questionnaire, where Portfolio Management received the lowest score, and by analyzing the responses from the customers stating that there is no real need for finding synergies between projects. According to the customers, it is still a great need that has to be satisfied, but not by a consultant providing project management. Moreover, the customers argue that, that type of activity is best suited to be solved internally by staff working with business development. In contrast, the employees are considering these services to be relatively important in the current service offering, and the service ends up in the middle segment among the specialist services in the self-completion questionnaire. The employees argued that there was no real need for achieving coordination among the customer's project, but argued that there was a great need for synergies among projects. However, there as was no actual awareness mentioned from the employees that this activity could be out of range for project management consultants.

The empirical results showed that both the customers and the consultants believes that the project's volume and dignity restricted what type of services or functions that needs to be included. Employees from the department stated there is no common knowledge nor specific experience from working with global and multidimensional projects, where certain specialist services might have had a bigger impact, such as portfolio management. This reasoning also emphasizes that down prioritizing some of the services in the service portfolio is relevant. According to the definition from the PMBOK guide (2013), the concept of Portfolio Management could involve programs that consist of projects that are supporting to the total portfolio. Thus, the actual definition implies that this activity entails proportion. Basing the decisive factors upon contextual aspects in comparing the value of services is something that Frödel et al. (2008) emphasized. Owing to this, it is natural that activities, such as portfolio management, represents an important issue for a specific stakeholder and ultimately a completely different thing for another.

Comparing the results from the interviews, customers and employees seem to have a corresponding perception about the relevance of managing time. Both groups agree that ensuring that the project is completed within the given timeframe is a fundamental part of the project management role. Although marginally, looking at the data from the self-completion questionnaire, the need for schedule management receives the highest scores from both employees and customers. Furthermore, all the respondents are united when it comes to valuing the work environment as crucial and there is great need of safeguarding a good workplace that is safe and

free from accidents. Interestingly, the employees rated the notion of minimizing the risks of injuries and accidents in the project-related work to be the service, in the service portfolio, which customers are in most need of. Many customers expect that the consultants can create a good work environment and considered it an essential part of being a project manager.

Looking at the results from the self-completion questionnaire, the top 3 services in the portfolio according the employees were: (1) schedule management, (2) scope management and (3) work environment. This rating is relatively coherent with that of the existing customers: (1) schedule management, (2) communication management and (3) work environment. In comparison, the main difference is the relevance of scope management and communication management. The rationale behind this outcome, regarding the most favorable services, is rather uncertain as there is an apparent similarity, but with some minor deviations, which was never directly addressed by the researchers. Accordingly, the analysis of these results is to point to a comparison and state that communication management was emphasized by customers and, in contrast, scope management was favored by employees. However, Scope Management did receive a relatively high rating from the customers, and was by both customers and employees considered pivotal in some regards. Qualitatively, the prevention of scope creep and a correct initial scope were considered a success factor by both. The customers did, on the other hand, perceive the definition of the scope an activity outside the project manager's responsibilities, which is arguably the reason the service received a slightly lower rating.

Comparing the services that received the lowest priority in the self-completion questionnaire, the results shows that employees are under estimating the relevance of sustainability and environmental issues, as they are ranking this service in the bottom. There is a distinct difference in how customers and employees prioritized the service of sustainability and environmental issues. The employees of WSP Management argued that providing training and certification in sustainability is an irrelevant service attribute, which is confirmed and aligned with how they rated the service in the self-completion questionnaire. However, the empirical data suggests that employees are down-prioritizing the need for acquiring competence regarding sustainability. Customers stated that this area is becoming increasingly important and especially since they need to deal with the governmental regulations. In relation to this, the idea that firms are often neglecting the concept of sustainability is mentioned by the PMBOK guide (2016). Furthermore, it is also stated by customers that construction projects are going to be forced to take this concept more into consideration, as public actors will expect it as a necessity for any project.

6.2.4 Offering Solution-oriented Services
Analyzing the results from the interviews, there is a difference regarding the expectations of how the clients wants the offering to be packaged and how the employees believes it should be designed. A starting point in this example is that most the consultants from WSP Management believes that customers do not want the format of the offer to be referred to as a solution. The customers, on the other hand, shows a clear tendency to prefer solutions over a plethora of services. Customers stated that the level of detail, how their own involvement in various project management related issues is outlined and their requirement for specialist, as opposed to generalist, should often be kept to a minimum as they believed a solution-format would include these parameters and enable the consultancy firm to handle it on their own. Furthermore, from their perspective, the offering is strongly associated with a specific person that decides what types of

features or attributes that are to be included. Hence, it will be largely based upon that individual's requests and preferences. This standpoint can also be explained by an idea that projects need a team, which means that the project manager can choose from a wide range of skills or services to be included in the offering. The results also showed that the customers did not think in terms of hiring specific competencies, such as pure schedule managers or risk managers, unless the project in that specific case was very large in terms of both costs and stakeholders involved. In such projects, however, the customers potentially saw the benefits of having additional personnel working with specific areas of project management due to the restraint of the consultant's capacity. Owing to this, the customers predominantly looked for generalists in smaller projects. Evidently, the decisive factor for the customers is thus the size of the project, and because many customers do not categorize their projects as being large enough, it is estimated that the current service offering design is unusable in many respects. Conclusively, the data showed that the customers actually prefer a solution-oriented offer and that the consultants did not notice this requirement, which is a finding that is considered significant for the overall report.

As previously mentioned, the opinion regarding the need of specialist services differs between the customers and the employees. According to the customers, the specialist services would be relevant when discussing emergency actions and when the project requires a rapid process of solving something unexpected. Therefore, with regards to the choice of words, a specialist service is something expensive and an extra addition to an already existing service. In relation to this, it is thereof believed that to purchase specialist services, means a costlier and more complex purchase. Although employees are showing a similar belief, they want it to be reformulated as specialist services should be supportive or improvement functions. The strength in offering specialist services, according to employees, is that the company could potentially justify additional sales to existing projects, which is roughly in line with the customer perception of the specialist services resulting in additional costs. From the employee's perspective, the specialist services reflect a belief that the company possess a broad expertise. Consequently, the employees believe that if the department instead would to offer a solution, it would require bigger projects in general than what they are working with today. Additionally, analyzing the employee interviews, the data showed that employees also believed that if they are going to work towards a more solution-oriented mindset, they need to improve the internal collaboration among both workers and disciplines.

Nordin and Kowalkowski (2010) expressed that there is an uncertainty when it comes to formulating offerings as solutions. They were mainly concerned with the format being undistorted and misleading in terms of positive effects. In their article the authors exemplify significant traits for the concept of solutions. Judging their opinions, an offering does not necessarily need to become bigger in general to be formulated as solution. On the contrary, the concept of solutions is used to enhance and correspond with increased customer demands. Solutions have holistic properties and are to be perceived as a unity, not as collections of parts and the value is superior when looked upon holistically. As a result, this line of thought suggests that customers do not necessarily require several specialist services to fulfill all of their needs and to perceive the service offering as a holistic contribution. Instead, customers would suggestively be more pleased by discussing an individual and specific offering, as opposed to several different services. According to Nordin and Kowalkowski (2010), it is disadvantageous to design solutions as covering all the different types of problems that one customer might have and as a result be used as term for "total solutions", which is the cause of why the concept is misleading. With this in mind, the concept of

solutions is perhaps inconsistently used when talking to both customers and employees. However, Nordin and Kowalkowski (2010) stated that services that are communicated as solutions has the aspiration to improve the competitiveness and the terminology is defined as bundle services that meet customer-specific problem.

6.2.5 Company Image

The second part of filling out the self-completion questionnaire of this study aimed to identify the how customer's expectations correlate or contrast to the company's own perception about their service concepts and its performance. In doing so, the researchers used the value words of different qualities as a mean to let both sides elaborate on their opinion. Furthermore, it needs to be stated that by analyzing these results, the respondents might have been commenting on a personal level, as their perception about the company could be affected by the individuals that they have encountered from WSP. Examining the questions from a quantitative and qualitative approach is often useful for understanding the customer (Lanning & Michaels, 1988). According to Osterwalder et al. (2014), a crucial part in formulating a value proposition is to construct a customer profile that could involve the customer's perception about the company and how customers truly reason. Therefore, the valuation of words is to also to be viewed as a mean to visualize and highlight common understandings and misjudgments, as a first step in formulating a customer profile for the department. A full presentation of the second part of self-completion questionnaire is presented in *Section 5.7.2*.

According to the customers a consultant must be able to convey confidence and trust. The ability to establish trust is stated as a key factor in service management by Kaiser and Ringlstetter (2011). The authors stated that services are strongly linked with trust, as they are consumed in direct relation with the customer, and as a result professional service firms must acknowledge that trust is pivotal to satisfy needs. Considering the empirical results of the internal interviews, none of the respondents argues that trust is a decisive factor in meeting customer expectations. The customers are expecting closer relationships and more personal meetings as a part of ongoing business. These actions are however not clearly provided by WSP, as customers are describing the company as rather inactive and recommend the firm to take a more outward stance. Based on the result it is evident that the customers' views WSP as rather anonymous, compared to their competitors, and as a result, they expressed a certain request for closer relationships and more personal meetings. There were mainly two aspects to this. Firstly, the customers lacked follow-up from the boss of the consultants, where they wished for more frequent interaction regarding how the cooperation actually worked. As of now, many customers felt they received almost no communication from WSP once the consultant had been hired and the procurement process finished. Secondly, other competitors visited more often and thus, showed what services were available more clearly. As stated by the customers, physical presentations, and face-to-face meetings, as opposed to standardized company material, are important if WSP wishes for their customers to fully understand what offerings are available. As such, this could also be credited to the lack of understanding of WSP Management's current offering.

There were five value words that represented what the company wants to be identified with, these are marked bold in the *Table 8* and consists of: Passionate, Innovative, United, Caring and Trustworthy. Noteworthy, the selecting of these four values were more accurate when looking at the customer's' choices. Comparing the assessment, there is a tendency that customers value the

company more in accordance with the desired image of the company, while employees does not identify the company according to the desired four value words. In fact, none of the employees picked Innovative and Reliable as their value word. The data is hard to analyze in terms of failure and success. However, there is still a point to be made that customer and employees has differing expectations regarding the company perception. Furthermore, a trait that has been highlighted by customers, looking at the qualitative results the interviews, as an important a characteristic for a project manager is the ability to be flexible. The existing customers emphasized that they need a project manager to be flexible and adaptable to the various situations that may occur during a project. Comparing this notion to the results from the self-completion questionnaire a significant observation is apparent. None of the customers of WSP Management has not selected flexible as the representative value word for the company. This is suggestively a discovery that is important to acknowledge by consultancy firm. Analyzing the outcome of this results might be linked with a rationale that customers found that other words were more suitable on a corporate level and that their company perception was not single handedly guided by personal encounters.

A value word that does not relate to an encouraging image of the company, as it represents being old-fashioned, is the term traditional. This value word was among the most selected for customers and also chosen by two employees. The term itself could be perceived as slightly contradictory, as one could argue that being traditional is positive in a sense that it could represent being well-established. On the contrary, this term is illustrating data that the desired offering and company perception does not align with what customers consider to be representative. Concerning what customers expect the company to stand for, the highest rated value word for both groups were competent. This was a word that the researchers decided to subjectively add and consequently was not part of vision statement. The notion that both customers and employees rate competent as the most representative value word is something that researchers consider to be significant. Although it is difficult to change the desired company image there is perhaps an opportunity to alter or capitalize in conformity with what both groups seem to be agree about.

6.3 What would be an improved value proposition for WSP Management based on customer needs?

Reviewing what customers truly value is essential to a value proposition, according to Osterwalder et al. (2014). The authors stressed that by illustrating certain key aspects as either pains, gains, or jobs, which could represent negative or positive outcomes that the customer is experiencing, a company could articulate more precisely what customers effectively want to buy. As a first step to improve the current value proposition of WSP Management, the Value Proposition Canvas (see figure 2 in section 2.1.4) is used as a framework, which, by its authors, is considered exceptionally good when striving to illustrate a value proposition in a comprehensible manner. Accordingly, this report has outlined a potential design that is shown in *Figure 7*. The value proposition will, however, be viewed upon as a first iteration of a possible value proposition design, as Osterwalder et al. (2014) advocates a continuous back and forth search, and testing, for the value proposition that would meet the customer gains, pains, and jobs. Moreover, and in accordance with the supporting theory, the improved value proposition will only constitute a first step in the iterative process of understanding the customers, creating better designs, and conduct further testing.

Prior to describing the improved value proposition, the former one will be analyzed and examined. According to the results from this report, it becomes evident that the current value proposition of WSP Management does not involve any type of customer profile, including what type of customers that the department is trying to pursue with their offering and the needs of those customers. Lanning and Michaels (1988) stated that in order for a value proposition to be successful, a company must listen to specific groups of customers and understand how their needs could be met. Furthermore, the current value proposition does not involve an illustration with clear statements of the value they are to provide. As mentioned earlier in this report, the existing customers do not understand the current service offering, nor is it clearly communicated and shared among the employees. The impression of the current value proposition is that of an *all benefits approach*, which is exemplified by the notion that it contains twelve specialist services that are essentially listed as all the possible benefits. However, those benefits are in fact unverified and instead stated as various activities that are related to project management. Anderson et al. (2006) stressed that value propositions that are constructed with an *all benefits* approach, could potentially be perceived as confusing. In contrast, the authors argue that a *resonating focus*, where critical aspects are highlighted, is the recommended strategy, and will, in this research, be the prominent strategy in the creation of the improved value proposition.

The value proposition illustrated in Figure 7 consists of two main parts; (1) the customer profile and (2) the value map. Looking at the right part of the figure customer gains, pains, and jobs are found. These factors are all exclusively based on the data from the customer interviews conducted for this report, which are fully disclosed in Chapter 5 – Empirical Results. The findings are analyzed and put into different elements, mainly influenced by Osterwalder et al. (2014). The gains represent elements that delights customers, ends in positive consequences for customers, optimistic expectations, and qualities that customers are looking for. The pains constitute elements that makes customers feel bad and have negative outcomes, as well as, challenges that hinders customers from getting their needs fulfilled. Lastly, jobs are categorized into specific functions or problems that the customers want to perform or solve, respectively. On the other side of the value proposition canvas, the left side of Figure 7, is the value map, which contains the categories of gain creators, pain relievers, and the services and/or products. Gain creators correspond to gains and are established to make customers life easier and help produce the desired outcomes. Pain relievers constitute explanations of how customer pains could be alleviated and/or removed. The last category portrays the services and/or products that would help realize all the aforementioned dimensions of the value proposition, which, in this case, will be represented by the services that are considered pivotal according to this research. For the simplicity of the example, those services will be clustered into a single service and will thus be identified as a "project management solution".
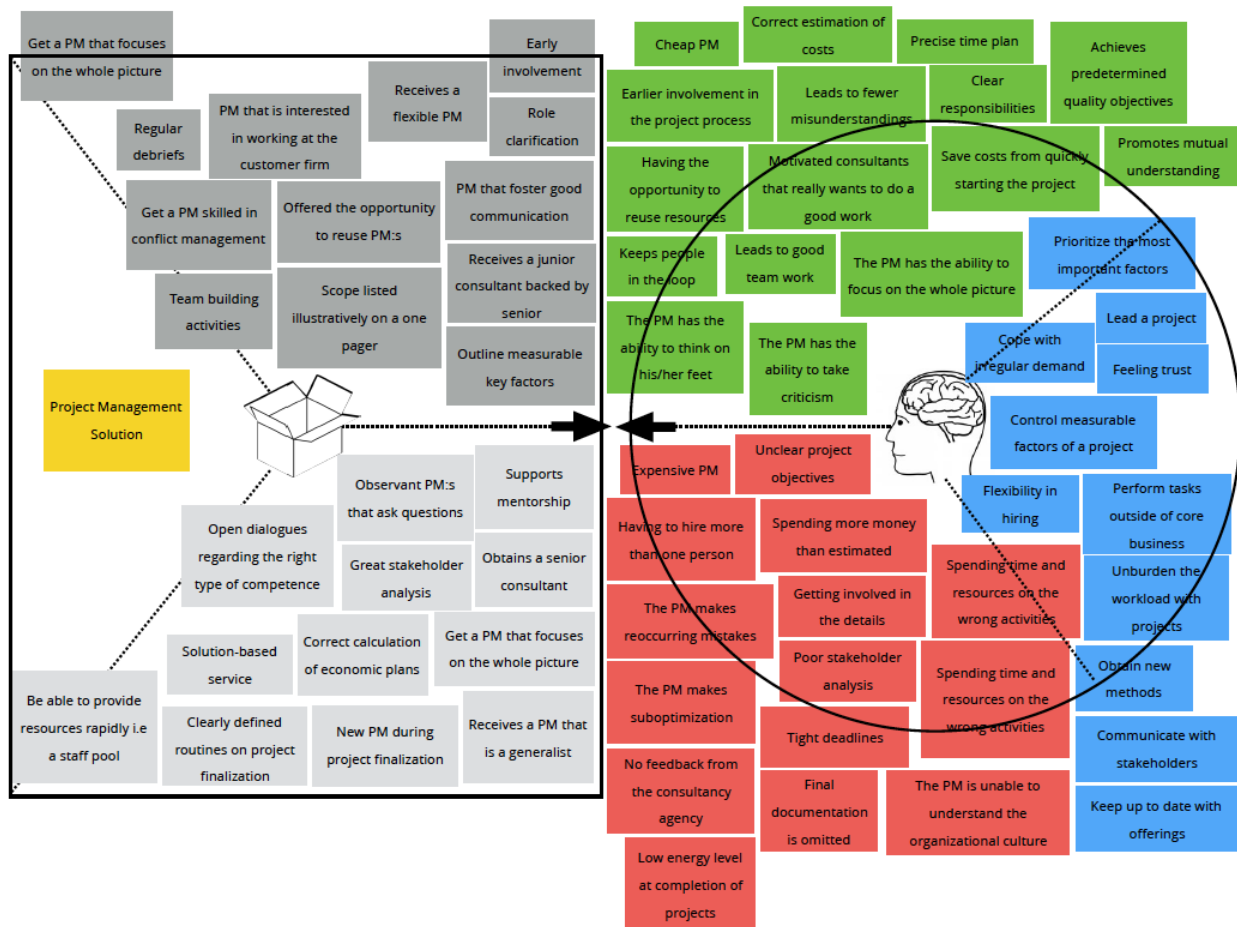
Figure 7 – An Value Proposition Canvas constructed by the researchers with inspiration from Osterwalder et al. (2014).

Osterwalder et al. (2014) argued that a possible approach of prioritizing the most crucial elements are to rank them according to how important customers estimate them. The notion of rating the elements is also aligned with what Anderson et al. (2006) advocated with creating a resonating focus. In Figure 8, are the three elements of gains, pains, and jobs, highlighted. The illustration is based upon the analysis of the results from the customer interviews and a ranking of the parts presented in Figure 7. The gain relevance is showing the researchers indication of how essential the gains are in the customer's eyes, starting from nice to have and finishing at essential. The pain severity is showing the ranking of how the pains are either perceived as moderate to extreme. The job importance is showing the ranking of the jobs that customers are seeking to be solved, with the low rating being insignificant and the high rating being important.

Gain Relevance

Essential

Correct estimation of costs	Cheap project manager
Leads to fewer misunderstandings	Precise time plan
Achieves predetermined quality objectives	Promotes mutual understanding
Earlier involvement in the project process	Clear responsibilities
Save costs from quickly starting the project	Keeps people in the loop
Having the opportunity to reuse resources	Motivated consultants that really wants to do a good work
Project manager has the ability to focus on the whole picture.	Leads to good team work

Nice to have

Pain Severity

Extreme

Unclear project objectives	Expensive project manager
Spending time and resources on the wrong activities	Tight deadlines
Having to hire more than one person	Spending more money than estimated
Getting involved in the details	The project manager is unable to understand the organizational culture
Poor stakeholder analysis	The project manager makes reoccurring mistakes
Low energy level at completion of projects	The project manager makes sub-optimization
No feedback from the consultancy agency	Final documentation is omitted

Moderate

Job Importance

Important

Cope with irregular demand	Lead a project
Flexibility in hiring	Control measurable factors of a project
Perform tasks outside of core business	Flexibility in hiring
Feeling trust	Prioritize the most important factors
Obtain new methods	Unburden the workload with projects
Keep up to date with offerings	Communicate with stakeholders

Insignificant

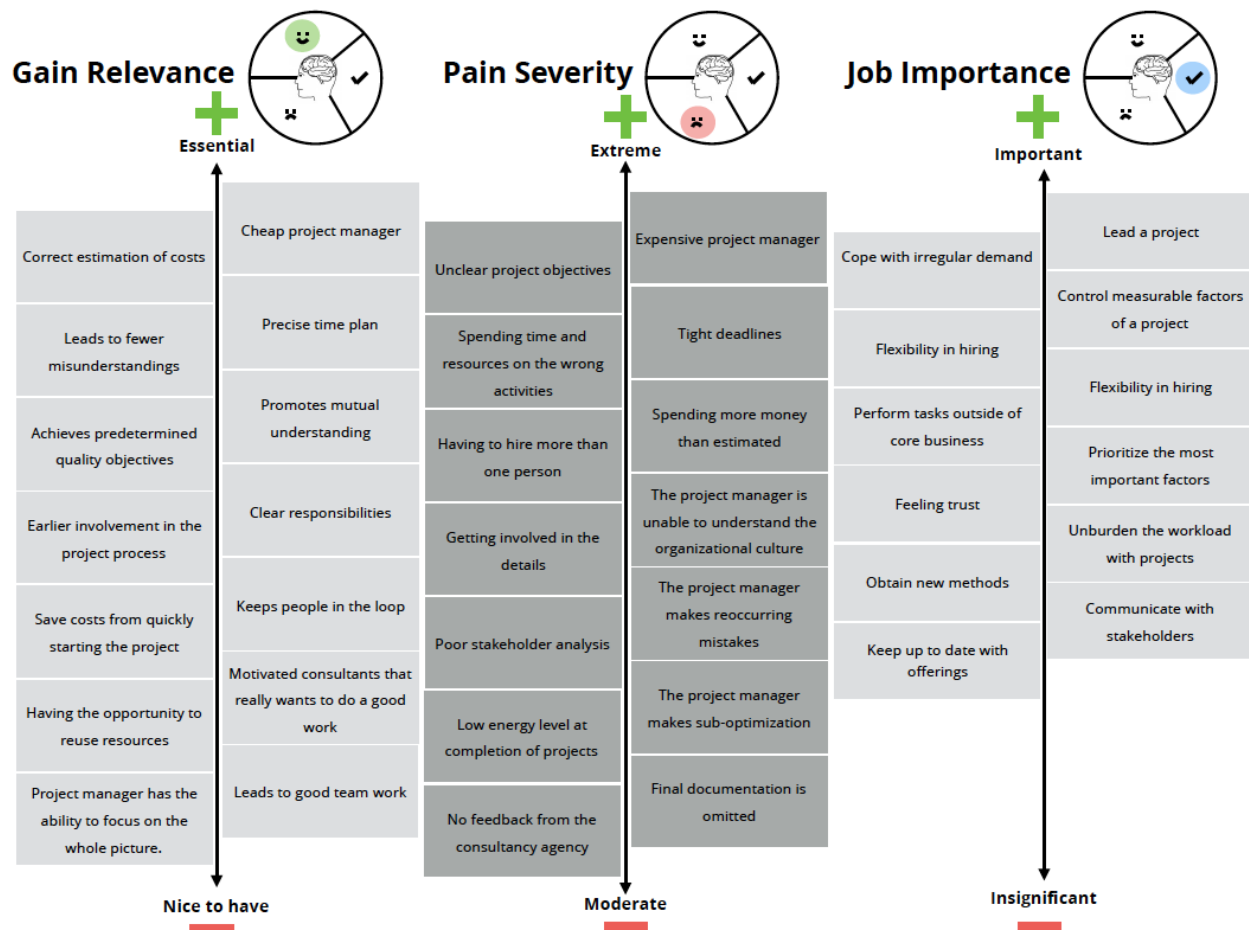*Figure 8 – The ranking of three elements of gains, pains, and jobs. Constructed by the researchers with inspiration from Osterwalder et al. (2014).*

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7. Discussion

In the section of discussion, the report will outline implications, which were unexpected and other possible reasons for discrepancy of WSP Management current value proposition. In detail, it will involve how an acquisition might have affected the value proposition, how factors of inter-disciplinary differences are a concern and an alternative viewpoint to offering an external service offering.

7.1 Acquisitions of Companies

A significant concern in the understanding of how the current value proposition for WSP Management was incorporated, the report has identified, in addition to the original aim, that the value proposition as it consists of today has been mainly influenced by the acquisition of another project management firm. Therefore, an implication from this study is how that merge has influenced and shaped the existing service offering.

On a corporate level, the strategy of acquiring the project management firm was originally to expand and grow the area of becoming professional project managers[21]. The empirical results, from the internal perspective, involved comments stating that expectations arose regarding how the business offerings of both companies could be converted into one unanimous offering. Furthermore, the interviews revealed that the formulation of trying to be specialists, most likely was traced back to propensity for imitation of the acquired consultancy firm. In case studies, this notion of spillovers from post-acquisitions is a common implication pointing towards integration problems (Grant, 2011). Several authors have acknowledged the importance of making an acquisition as synergized as possible (Singh & Zollo, 2004) (Haleblian & Finkelstein, 2002). These authors emphasize that the previous experiences and situations prior to the acquisition, shapes the success of how the firms are to unite. According to Singh & Zollo (2004) the firms must allow employees to codify and discuss lessons from the previous setting jointly in the new organization. Moreover, the authors Haleblian & Finkelstein (2002) stresses that the similarity of the industry environments is the primary factor for a successful acquisition.

For this report, the firm's existing value proposition has been recognized as being somewhat unclear, especially among employees. Although the research does not have any data regarding how the acquired consultancy firm originally decided to formulate its business offering, there is empirical data suggesting that the acquisition has caused some turbulence in creating a novel offering and a new project management organization. As a result, an important factor for understanding the context of this thesis, and why there is a lack of consensus and common knowledge among employees, is arguably the impact of company acquisitions.

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[21] Confidential company presentation, 2017

7.2 Under-utilization of Internal Resources

Looking at the empirical results from the conducted interviews, there is an inclination that several employees believe that WSP is controlled, and deeply divided, by the various disciplines within the company. This reasoning is two folded as it is significant due to the following two reasons: (1) understanding the restrictions and problems attached to delivering the current value proposition and (2) recognizing that there is a vast potential from developing internal interaction. The employees stated that framing the value proposition as offering specialist services, is confusing since executives and managers do not consider that the offering requires an advanced ability to cooperate among divisions. In addition, some employees had not received any clarifying information regarding those services. This notion was described as affecting the corporate culture, primarily a contextual aspect for this case, but also how the firm viewed collaboration when managing service offerings. That the company is divided in terms of business areas, also conforms to a similar insight that the company has certain types of deals that are organized by region. For example, different geographic regions from the same discipline having different types of value propositions, even if they have the same type of professional competences. This data is rendered noteworthy as it has affected the findings from this study in the sense that the researchers believed that much of the improvement of the current offering, can be found with the help from other regions and disciplines within the company. In a similar approach, it is also inhibited by not utilizing the internal resources at hand. In short, this argument is largely built around that there is an inherent potential in terms of education and collaboration that would facilitate the understanding of the value proposition.

7.3 Becoming a Project Management Office

A premise for this report has been that the formulation of an improved value proposition is designated to customers that are external actors and that the project management service is to be packaged for end users outside WSP. A stimulating thought that this discussion will focus upon, is whether the offering was not being framed for external usage, but instead for the department to manage internal projects. The data of this report includes statements from employees expressing that they would welcome the change if the firm had intentions of making their division a Project Management Office (PMO). Hobbs and Aubry (2010) defines this concept as: "*An organizational body or entity assigned various responsibilities related to the centralized and coordination of project management of those projects under its domain*".

The idea that the department should operate on an integrated level is considered important for this report as its expands the hypothetical makings of a value proposition. Exclusively, this study has been set upon satisfying external customers and how the service portfolio would best foster that realization. In contrast, the thought of not solely working towards the external perspective, is arguably both noteworthy and enriching for this report. The empirical results, however, highlighted a couple of factors notable in this regard. Firstly, the interviews suggest that the experience of working with large multidimensional projects is not favorable for the department, as many of the employees stated that there is no such type of expertise among the team. Secondly, the number of employees working together in the projects are considered too low to actually be able to have

overview and be able to harmonize other resources. Thirdly, the common ground for how to work with project management, varies between the employees, which might affect the Project Management Office in not working consistent and systematically.

There are incentives for trying to become a Project Management Office as the mission statement of the department is to develop an approach towards becoming more profound in professional project management. Although this study has not reviewed the current work procedures nor the specific competences of the employees, it could be argued that the prospect of becoming a PMO is promising since customers have expressed that they value WSP due to their width, which aligns with the need of finding synchronization between projects. Moreover, employees from the department have also stated that they want to test and validate the services internally before launching outside the own organization. As a result, a PMO would provide an organizational context and a platform that would be embedded in the company and have the capacity to create new work procedures and organize models.

8. Concluding Thoughts

As concluding thoughts of this section will focus upon the key findings and how they are related to each of the research questions. Accordingly, the report will conclude all three research questions and also address an alternative theme for future research that was not included in this study.

8.1 Which of the services in WSP Management's service portfolio are most pivotal to the existing customer needs?

To be able to understand which services of WSP Management's service portfolio are most pivotal to the existing customer needs, the needs had to be identified as a first step of the process. From the analysis, the following summarized view of the customer needs has been identified:

- Customers purchase services to be able to respond to fluctuating project management demands
- Customers purchase project management when it is not part of their core businesses
- Customers purchase project management services to get new influences
- Customers value the cost of the service important when selecting a company
- Customers want flexibility
- Customers want a solution-oriented format, where their own involvement in various project management related issues are kept to a minimum and instead put on the consultancy firm.

Noticeable from the above stated list is that few factors are directly relatable to the specialist services, mainly because the customers did not reflect upon the needs of project management services in a service related manner. It was discovered that existing customers do not conceptualize in similar ways as the design of the current service portfolio of WSP Management and consequently, not in terms of something they lack or need. Rather the opposite, did customers expect that project management services should be performed by the hired project manager and as a result, the customers found many of the services included in the current service offering as fundamental skills of the project manager. Among those was a common belief with the customers, in regards to success factors, the importance of communication. Communication management was clearly considered the most pivotal aspect of project management, but was more often than not related to soft aspects of communication. Existing customers argued that the complexity of a project requires good communication across all areas for it to be successful. Looking at the self-completion questionnaire, communication was one of the highest rated services. Considering the qualitative, and quantitative results, communication management should be deemed a pivotal service. Another noteworthy result was that Scope Management received great attention, from both customers and employees, in various dimension and was coherently perceived as a crucial aspect of any project. Preventing scope creep was one of the critical aspects of being able to succeed with a project, whereas, having an incorrect scope was considered a serious concern in terms of identified problems. Even though the latter aspect was considered an issue outside the project manager's role, it was deemed a crucial activity. Moreover, did the service receive a relatively high rating in the self-completion questionnaire. As such, Scope Management is considered a pivotal service for WSP Management's service offering. Significantly, many of ratings of the specialist services in the self-completion questionnaire were very similar, in terms of distinctiveness, which inclines a difficulty to outline

any significant need. As such, the researchers must conclude that it is both qualitatively and quantitatively, problematic to stress a conclusion that would directly determine which services are pivotal to the existing customer needs.

Concluding the results from the self-completion questionnaire, without solely relying on its final results, another basis of what services are considered most important to the existing customer needs could be formed. The most pivotal services for customers according to the self-completion form were (1) Schedule Management, (2) Communication Management and (3) Work Environment. When it comes to work environment related issues, customers found them fundamental to project management. They did, however, also emphasize that many of the responsibilities cannot be merely placed upon the project manager. In addition, customers found it difficult to determine whether the need for work environmental factors should be formulated as a service, and more specifically as a specialist service, which is why it is difficult to conclude a definite answer to if this service should be considered pivotal to the existing customer needs. However, given the overall coherence of the respondents with this service, it will remain one of the most pivotal services to the existing customer needs. In contrast, the noticeably lowest ratings given by customers in the self-completion questionnaire were (1) Portfolio Management, (2) Procurement and (3) Project Methodology. Assessing these services will be considered another possible way of outlining which services are pivotal, as a low rated service could arguably be regarded as unimportant. Even though not all services received a high rating in terms of need, the customers still viewed most attributes of the services in the service portfolio as important. The rationale behind customers prioritizing certain services was rather a question of whether or not the customer, at its respective company, had internal resources handling the various issues connected to those attributes. The customers did also emphasize the importance of measurable factors, specifically cost, time, and quality, when reflecting upon their view of what key activities that needs to be performed. In addition, Cost and Quality Management received almost as high ratings as Schedule Management in the self-completion questionnaire. Suggestively, if the service portfolio would be prioritized with regards to the previous reasoning, the services of Schedule Management, Quality Management and Cost Management would be a first step. In closing, from the preceding section it can be concluded that the following services are arguably most pivotal to the existing customer needs:

- Schedule Management
- Cost Management
- Quality Management
- Communication Management
- Work Environment
- Scope Management

8.2 How do the customers' expectations look, compared to WSP's expectations, regarding the service offering?

WSP Management's expectations regarding the service offering is different from the customers', on several accounts. In short, the most notable expectations drawn from the customer perspective, concern an emphasis upon social factors of purchasing project management services. A significant finding is evidently that WSP Management's existing customers, find a necessity for closer relationships and more personal meetings. Furthermore, the customers underline with certainty that the service offering is deeply related to the individual project manager and they expect this person to possess a few key abilities in order to be successful. The most apparent of these abilities are highlighted below:

- The project manager should convey confidence and trust.
- The project manager should understand the customer's organization.
- The project manager should keep track of measurable factors.

As a result, it can be concluded that customer expectations regarding a project management service offering is strongly connected to the project manager and its traits, and that existing customers expect social interaction to be included in the service offering. Comparing this to their perception of WSP as a company, the customers are stating that the firm is rather anonymous, which would incline that the company needs to uphold a more outward stance.

It was discovered in this report that the existing customers believe that the current service offering, namely the specialist services, is more suitable for urgent actions. For this reason, regarding the used terminology and packaging of the current service offering, there are some expectations between the customers and employees that are different. Comparing the results, the customers argue that additional services, separate from the main service of project management, should be used as stopgaps. The employees, on the other hand, sees a supportive purpose of these services, specifically in providing support for a specific project team. There are also differences between the two groups regarding the term "a project management solution". The employees of WSP Management expect that customers do not want a solution-oriented service offering, while, the customers argue that they would appreciate an offering packaged as a solution. In addition, the utilization of project management services was found to be, according to both the customers and employees, dependent upon the volume and size of the project. This discovery will, however, not be further contemplated in this report and is put as a recommended topic for future studies.

A key conclusion from this report is that there is a lack of understanding of the current service offering among both the customers and the employees. The employees are informed about the offering to some extent, but still, a clear majority stresses that there is no true coherence among the staff. In comparison, the customers have no knowledge regarding any explicit service offering and believe that the offering only involves project management, nothing else. Therefore, the researchers have identified a possible gap, where the current service offering is misconstrued between customers and employees, and as an effect of inaccurate perceptions of customer expectations.

Addressing the conclusions from the first part of the self-completion questionnaire, prioritizing among the different services included in the service portfolio, the conclusion is that the expectations and rationale not only varies, but also links between the two groups in different aspects. Although a lot of the quantitative measurements were difficult to distinctively discard due to similarities, the analysis of the results show that there are different expectations between customers and employees regarding some areas. The most significant differences are presented below:

- Employees overestimate the need of Portfolio Management compared to customers.
- Employees largely downsize the need for Environment and Sustainability services compared to customers.

When it comes to similar expectations between customers and employees, this report has identified a couple of similarities in prioritizing among the different services in the current service offering. These similarities are presented below:

- Both Employees and Customers value Schedule Management as the most important service.
- Both Employees and Customers value the need for the Work Environment as strong.

In closing, it has also been found that customers stress an importance of flexibility when purchasing services. Linking this finding to the second part of the self-completion questionnaire, which consisted of groups of respondents electing among different words that were to represent the company of WSP, an important conclusion is drawn. Namely, that none of the existing customers perceive the firm as flexible, which could incline an absence of the ability to convey this to customers.

8.3 What would be an improved value proposition for WSP Management based on customer needs?

Putting together the analysis from the first two research questions, this study has provided a first iteration of how an improved value proposition for WSP Management may be designed. To illustrate the improved result, a value proposition canvas has been constructed in accordance with the same concept outlined by Osterwalder et al. (2014), see Figure 2 in section 2.1.4 – the value proposition canvas. The value proposition of this report includes what customers find problematic, what they would benefit from, and what tasks they want to be performed, as a representation of customer needs. By themselves, the needs cannot constitute a value proposition and are, therefore, accompanied by discovered traits, characteristics, and requests, that would potentially fulfil those needs. A full presentation of the improved value proposition is presented in Appendix Z – Value Proposition Canvas.

8.4 Future Research

Throughout the process of conducting this research, various issues regarding customer needs was identified. Both the customers and the employees did, however, occasionally argue on various topics that the size of the project could play an important role for a service offering. For example, it was argued that specialist services may have a greater potential with larger projects, as the project manager would presumably fail to be able to manage all fundamental parts by his or her own. In this research, it was never defined what was meant by a small or a large project and how that affected the conclusions. Possible research questions might include how the size of a project determines different types of needs and how services are possible best assigned according to the volume of projects. Moreover, to further investigate, the researchers suggest that this line of thought is linked with an argumentation regarding the customer perspective and how the size of the project affects the needs of customers. As such, it is recommended for future research that the size of the project is clearly examined and put against various types of customer needs in order find interesting correlations and causational factors.

9. Implications for Practice

As a final recommendation for how the findings are to be used, this report will provide implications for how WSP Management in specific, but also other professional services firms in general that have a service offering including project management, could develop their service offering in accordance with the results. In summary, there are five main areas that has emerged as meaningful from the findings, which are presented and reviewed below:

The company should formulate their Value Proposition as a solution.

According to the results, many of the customers request a solution, which implies that the service offering should be united and is emphasized as being integrative, as opposed to functionally divided. The rationale of packaging the service offering in this manner is aligned with how WSP mission statement is formulated of being "A solution-driven advisory". This recommendation is also based upon the notion that the customers perceive it is easier to deliberate a single service offering, as opposed to several different services. Furthermore, existing customers of WSP Management has stressed a need for consultancy firms to understand the specific customer organization in order for a project management service to be successful. For this reason, an implication of offering a project management service is to try and more specifically meet customer-specific problem with a terminology of offering a solution to the customers setting.

The company should primarily focus on three key aspects in their service portfolio:
(Time, Cost & Quality)

The report has identified that the current service offering, which consists of a portfolio of project management services, is perceived by employees as being complicated and slightly confusing. As an action to improve the service offering the department should therefore concentrate on some core activities of project management and that are also valued essential. This implication is further backed by empirical data from customers, stating that Schedule Management, Cost Management, Quality Management are considered needed and prioritized when purchasing project management. Furthermore, customers also emphasized the need for keeping track of measurable factors, which also suggests a focus on time, cost & quality since they are basic performance indicators of projects. To conclude, the decision of focusing on these three aspects are thus a two-folded justification of narrowing the service offering in order to simplify the core principles and to satisfy customers with the important services in the current service portfolio.

The company should emphasize of a couple of individual features of the project manager

One important finding in this report is that existing customers are valuing the traits of project managers. When conducting this study several of customers has highlighted that they assess the qualities of the project manager prior to reviewing the service offering a company. The customers did also define some individual features that the project manager should possess in turn to be recognized as interesting. As a result, the researchers' stresses that for the service offering to be

successful WSP Management needs to acknowledge these traits. The most noteworthy of these are the ability to convey trust, be flexible and communicate efficiently. To further improve the service offering the service offering should try and conceptualize these characterizes and especially signify in what they their project managers personifies these features.

The company needs to visualize the value of the service offering more thoroughly.

The obstacle of clearly visualizing what value a service offers to the customer is problematized in this report. In overall, it is problematic for companies to visualize beforehand how a service is relevant since a service requires actual interaction. It has been found in this report that the existing customers of WSP Management are lacking knowledge of the current service offering. As an approach in trying to enhance their understanding the researchers would like to recommend the company to visualize their service offering more thoroughly. One suggestive way in doing this is to focus on reference projects, which include an illustrative exemplification of how previous projects were conducted. These cases are thus an opportunity for the company to clarify in what way their service is distinctive and be informative of how has resulted in value for preceding customers. An alternative approach is to also illustrate performance facts of how the project management services has proven improvements. To sum up, the researchers suggests that WSP Management should visualize their service offering to greater extent, which would positively increase customers' knowledge about its existence.

The company needs to focus on internal training

A significant finding from this report is the discovery that WSP Management existing customers, primarily, decides on what service offering they prefer based on its cost. The prizing of the current service offering is not further contemplated in this report. However, the researchers have a proposal for how companies, such as WSP Management, would be able to decrease the actual cost of operating project management services. This approach consists of provide junior consultant that are rendered cheap, but are to be backed by experienced consultants that safeguards a suitable end-result. Accordingly, to achieve this, the company should, as a first step, focus on educational efforts to facilitate the learning of basic skills for inexperienced consultant. Stressing the importance of educational efforts is believed to have potential positive ripple effects for the company as well, since they need to get a common ground on their value proposition, which could achievable by sharing knowledge.

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Appendix X – Interview Guide

1. Introduction
- What is your name?
- Could you briefly describe your background?
- What is your occupation?

2. Which of the services in WSP Management's service portfolio are most pivotal to the existing customer needs?

2.1 Conceptualizing about Project Management
1. How would you define the concept of project management?
- What are the most central/important parts of project management?
- Can you describe the project leader's job/role in projects?

2.2 Identifying Problems within Project Management
2. What kind of problems do you think are associated with projects/project management?
- Can you describe any recurring problems?
- What is usually the solution for these problems according to you?

2.3 Identifying Success Factors within Project Management
3. Which factors do you believe are the most crucial ones for succeeding with a project?
- What success factors can you see regarding construction projects?

2.4 Acquiring Project Management Services
4. Why should one buy project management services externally?
- How do you, as an organization, go about finding out what you need external help with?
- How do you usually procure your project management services?

5. What are you typically looking for in a company that is offering project management as a service?
- What traits/attributes do you believe are the most important ones?

6. How would, preferably, a service look like that would please your needs? How would the execution look?
- Would you prefer fixed/specific services or more of an overall solution for your needs?

2.5 Prioritization of Project Services
7. Please rate the following attributes in accordance with what you believe best represent the actual need for them. Please feel free to elaborate on your reasoning (see Appendix Y - Self-completion questionnaire).

3. How do the customers' expectations look, compared to WSP's expectations, regarding the service offering?

3.1 Company Relationship

1. In what context have you been in contact with WSP?
   - Put in your own words, what did WSP deliver to you?

3.2 Knowledge regarding WSP Management's offering

2. Could you please explain what knowledge you have regarding the service offering of WSP Management?
   - What improvements can you think of regarding WSP's current offering?

3.4 Expectations of WSP Management

3. What expectations did you have on WSP regarding what they would deliver to the project?
   - Were your expectations high regarding what they would deliver?
   - Was there anything in your cooperation with WSP that failed to meet your expectations?
   - What would you say are the weakest areas of WSP?
   - What would you say are the strongest areas of WSP?

3.5 Company Impression

4. Which of the following qualities would you say fit your impression of the company the best? Please pick three words that you feel are representative and please feel free to elaborate on your reasoning (see Appendix Y – Self-completion questionnaire).

Appendix Y – Self-Completion Questionnaire

ATTRIBUTE (PART ONE)	RANK 1 2 3 4 5
1. Conduct an accurate economic assessment of the project	☐ ☐ ☐ ☐ ☐
2. Make sure that the project has a minor impact on an environmental level	☐ ☐ ☐ ☐ ☐
3. Minimize the probabilities of illness and accidents in the project	☐ ☐ ☐ ☐ ☐
4. Integrate all the actors in the project	☐ ☐ ☐ ☐ ☐
5. Outline a complete set of requirements for the project	☐ ☐ ☐ ☐ ☐
6. Find accumulative or synergized benefits with one or several projects	☐ ☐ ☐ ☐ ☐
7. Achieve project completion within the given timeframe	☐ ☐ ☐ ☐ ☐
8. In a negotiation, maximize a high guaranteed value for the project	☐ ☐ ☐ ☐ ☐
9. Administer that small costs are not escalating	☐ ☐ ☐ ☐ ☐
10. Create a good work environment for the project	☐ ☐ ☐ ☐ ☐
11. Make sure that the end-result meets the predetermined level of quality	☐ ☐ ☐ ☐ ☐
12. Work according to a specific framework or methodology for the project	☐ ☐ ☐ ☐ ☐
13. Provide reliable information about the project	☐ ☐ ☐ ☐ ☐
14. Ensure that the costs of the project are kept within budget	☐ ☐ ☐ ☐ ☐
15. Work with continuous improvements in the project	☐ ☐ ☐ ☐ ☐
16. Overlook that the working process maintains a certain quality level	☐ ☐ ☐ ☐ ☐
17. Decrease the likelihood of negative impacts upon the project	☐ ☐ ☐ ☐ ☐
18. Provide customized training and certification in sustainability	☐ ☐ ☐ ☐ ☐
19. Ensure that objectives of the project are not drifting away	☐ ☐ ☐ ☐ ☐
20. Determine sub-activities and their duration in the project	☐ ☐ ☐ ☐ ☐
21. Manage how to best insource resources and competencies to the project	☐ ☐ ☐ ☐ ☐

22. Ensure that precautions are taken	☐☐☐☐☐
23. Achieve coordination among projects	☐☐☐☐☐
24. Calculate how investments will yield returns later in the project	☐☐☐☐☐

WORD (PART TWO)	CHOICE
Trustworthy	☐
Caring	☐
Persistent	☐
Innovative	☐
Flexible	☐
Passionate	☐
Competent	☐
Simple	☐
United	☐
Traditional	☐

Appendix Z – Value Proposition Canvas

Project Management Solution

Get a PM that focuses on the whole picture

Be able to provide resources rapidly i.e a staff pool

Clearly defined routines on project finalization

Solution-based service

Open dialogues regarding the right type of competence

Correct calculation of economic plans

New PM during project finalization

Great stakeholder analysis

Observant PM:s that ask questions

Receives a PM that is a generalist

Get a PM that focuses on the whole picture

Obtains a senior consultant

Supports mentorship

Regular debriefs

Get a PM skilled in conflict management

Team building activities

PM that is interested in working at the customer firm

Scope listed illustratively on a one pager

Offered the opportunity to reuse PM's

Outline measurable key factors

Receives a junior consultant backed by senior

PM that foster good communication

Receives a flexible PM

Role clarification

Early involvement

Pains / Gains

Low energy level at completion of projects

No feedback from the consultancy agency

The PM makes suboptimization

The PM makes reoccurring mistakes

Having to hire more than one person

Expensive PM

Final documentation is omitted

Tight deadlines

Poor stakeholder analysis

Getting involved in the details

Spending more money than estimated

Unclear project objectives

The PM is unable to understand the organizational culture

Spending time and resources on the wrong activities

Spending time and resources on the wrong activities

The PM has the ability to think on his/her feet

The PM has the ability to take criticism

Keeps people in the loop

Leads to good team work

Having the opportunity to reuse resources

Motivated consultants that really wants to do a good work

The PM has the ability to focus on the whole picture

Earlier involvement in the project process

Leads to fewer misunderstandings

Cheap PM

Correct estimation of costs

Precise time plan

Clear responsibilities

Save costs from quickly starting the project

Achieves predetermined quality objectives

Promotes mutual understanding

Keep up to date with offerings

Communicate with stakeholders

Obtain new methods

Flexibility in hiring

Perform tasks outside of core business

Unburden the workload with projects

Control measurable factors of a project

Cope with irregular demand

Feeling trust

Lead a project

Prioritize the most important factors

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