



CHALMERS
UNIVERSITY OF TECHNOLOGY

**PUBLIC ORGANISATIONS' EXPERIENCE OF
MANAGEMENT CONSULTANT SERVICES:
BRIDGING A SOCIOLOGICAL &
ORGANISATIONAL PERSPECTIVE**

CASE STUDY OF SIX PUBLIC ORGANISATIONS IN SWEDEN

Master's thesis in International Project Management

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ABSTRACT

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Purpose: This study investigates the client's experiences in using management consultancy services within a public context. The study aims to contribute further into bridge the sociological perspectives into a more systematically organised dialogue by applying a theoretical lens of a combination of organisational theoretical perspectives. Overall purposes are to provide a holistic academic foundation to further drive research on management consultancy interventions within a public organisational setting. Four research questions are developed.

Method: In order to build a better understanding of the experience concerning public organisations use of MCSs, a qualitative study design was chosen adapting a case study methodology. The study allows an abductive research approach which allows moving from theory to empirical observations back and forth. The data collection and research analysis follow a light grounded theory approach.

Result: The result constitutes of 7 concept and 13 categories which is used to provide answers to the research questions.

Conclusion: Objectives behind acquiring MCSs were related to (j) a need for acquiring an external perspective, (jj) gaining knowledge of new development and (jjj) need for support in organisational development. MCs, are both considered a tool in providing salvation on organisational matters and as an independent management advisor before or during a specific decision. Why MCs were contacted and no other professionals, where often because, MCs work from a broad basis of knowledge and with use of a "toolbox" with methodologies and concepts to angle and being outsider to the organisation. It is the capability as an outsider to analyse and support management to drive changes or support in organisational development projects. This ability has become a signature trait for the MCs profession and it is this ability which MCs compete in the market of other professionals. The selection of MCs is posed as a risk as the client is unsure one will get a good MC besides the formal qualification. To reduce uncertainty when picking the right MCs. Client aim to create a sense of the candidate personal characteristics and ensure successful prior experiences which is most ominous in regard to hiring MCs. Evaluation on MCSs are an overall challenge task and associated with a lot of uncertainties. To pin point direct effects is especially hard, it becomes more an evaluation on the collaboration between client-consultant and the insight the collaboration has yielded.

Key words: Management consultancy, Management consultants service, Public Organisation

SAMMANFATTNING

Offentlig organisations erfarenheter av management konsulttjänster: ett sociologiskt och organisationsteoretiskt perspektiv

Fallstudie som avser sex offentliga organisationer i Sverige

Examensarbete inom masterprogrammet Internationell Projektledning

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Syfte: Denna studie undersöker från ett kundperspektiv, erfarenheter av att använda managementkonsulttjänster inom offentlig sektor. Studien syftar till att ytterligare bidra till att överbrygga de sociologiska perspektiven i ett mer systematiskt och organiserat sätt. Detta genom att tillämpa en teoretisk lins av en kombination av organisationsteoretiska perspektiv. Övergripande syften är att ge en akademisk grund för att stödja fortsatt forskning om managementkonsultinsatser inom offentlig organisation. Fyra forskningsfrågor utvecklades i mål att kunna besvara studiens syfte.

Metod: För att bygga upp en bättre förståelse för erfarenheten av managementkonsulttjänster och dess användning inom offentliga organisation, valdes en kvalitativ studiedesign. Studien möjliggör även ett abduktivt tillvägagångssätt som gör det möjligt att pendla mellan teori och empiriska observationer. Datainsamlings- och forskningsanalysen följer en lättare variant av grounded theory metodik.

Resultat: Resultatet består av 7 koncept och 13 kategorier som används för att ge svar på forskningsfrågorna.

Slutsats: Motivet bakom att använda management konsulttjänster var relaterad till (j) ett behov av att få tillgång till ett externt perspektiv, (jj) få information och kunskap om ny utveckling/teknik och (jjj) behov av stöd inom organisationsutveckling/förändring. Managementkonsulten betraktas båda som ett verktyg för att tillhandahålla lösningsförslag i organisatoriska frågor men även som en oberoende ledningsrådgivare före eller under beslutsfattande aktiviteter. Varför managementkonsulten kontaktas i jämförelse till andra professioner, var ofta för att managementkonsulten arbetar från en bred kunskapsbas och tillämpar en verktygslåda med metoder och koncept. Det är även förmågan som en oberoende part att ha förmågan att analysera och stödja ledningen för att driva förändringar eller som stöd i organisationsutvecklingsprojekt. Denna förmåga har blivit en signaturegenskap för managementkonsultyrket och det är denna förmåga som managementkonsulten konkurrerar på marknaden. Valet vid anställning av managementkonsulten sägs utgöra en stor risk för kunden där kunden uttrycker en osäkerhet av möjligheten att få en bra konsult, oavsett den formella kvalifikationen som vederbörande har. För att minska osäkerheten när kunden kontrakterar konsulten, önskar man förmågan att skapa en känsla för den personliga egenskapen hos kandidaten och därtill även säkerställa framgångsrika tidigare erfarenheter/uppdrag. Utvärdering av resultatet av managementkonsulttjänsterna är förknippad med många osäkerheter och är något som inte regelbundet företas. Att uppskatta direkta effekter av managementkonsulttjänsterna är särskilt svårt, det blir mer en utvärdering av samarbetet mellan kund och konsultrelationen och insikten samarbetet har givit.

Nyckelord: Management Konsult, Managementkonsulttjänster, Offentlig organisation

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ABBREVIATIONS

MC-Management Consultants

MCF-Management Consultant Firms

MCS-Management Consultancy Services

NPM-New Public Management

OECD-The Organisation for Economic Co-operation and Development

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1 INTRODUCTION

The introducing chapter presents a brief history of management consultancy within a public setting. This section outlines the problem statement by presenting some food for thought concerning the major contribution of research litterateur concerning the rise of the management consultancy and including identification of existing research gaps. The introducing chapter also presents the research aim, limitations of the study and the disposition.

1.1 BACKGROUND

The Swedish public management has gone through great reforms during the 1980's and 1990's where politics and society have demanded governmental agencies to become more efficient in terms of cost, productivity and quality (Sahlin-Andersson 2000). The deregulation of the centralised "Swedish model" towards the decentralised "privatisation" of public organisations constitute a new era in Swedish public management (Premfors 1991). In line with new management ideas occurring throughout the OECD countries which follows the New Public Management (NPM) initiative, public organisations have much come to represent market management logic and are greatly induced by statements of "value for money" and the "public choice approach" (Power 1999; Sahlin-Andersson 2000). Because of this new wave of public management ideas, management consultancy services (MCSs) and management consultant firms (MCFs) have become vital players in the reformation and re-constructing of public management cross European and North American countries for the three last decades (Saint-Martin 2012). Furthermore, management consultancy has been recognised as an important part of modern organisations and management consultants (MCs) have become somewhat synonyms to "knowledge workers" and the "new professionals" who has slightly replaced academics and managers as leading "experts" of business matters (Kipping & Clark 2012). Management consultancy is becoming a highly influential new profession and are known to understands the organisational issues that arises in our time (Meyer 1996).

1.2 PROBLEM STATEMENT

Saint-Martin (2004) acknowledges MCs for becoming a key profession for advising and assisting governments and governmental research, which before performed by public bodies, will today fall in the hands of MCFs. The US governments, pioneers of using MCS when facilitating grate governmental reforms 1970s, resulted in big criticism regarding the huge public spending's on MCSs (Saint-Martin 2012). Moreover, public organisations that tend to follow NPM doctrines have resulted in becoming "dangerously hollowed - out" lacking own in-house competence to further on act and analyse independently (Rhodes 1994) and as a consequence facing a position of highly dependent and unsecure leaders of government (Pollitte 2014; Stadskontoret 2015). Boyne (2002) argues that there are no "established body of knowledge" on all successful management strategies which in the private sector can be easily drawn upon by public agencies. Furthermore, the task of procuring and evaluating MCS is also considered a highly uncertain endeavour because of the majority extent it is of intangible nature which makes it hard to define the service and follow up the quality of the service provided

(Furusten & Werr 2005). Clark & Salaman (1998) identify the relationship between managers, who often is the purchaser of the MCSs, and the MC play a vital role whether a purchase is followed through and how is later on is evaluated. However, in public organisations, bound to follow public procurement regulation and policy to hinder corruption and enhance sound competition, the pre-client and MC relationship situations are highly limited and formalised. The task of public organisations acquiring MCS is faced with high uncertainty of its utilised effect and consequences. Moreover, the impact consultants have on governments is contradictory (Saint-Martin 2012). Public organisation is, in opposite to private organisations, bound to serve the public interest and provide well-functioning well-fare services and thus are hired to act in line with values of serving society in their best interest (Stadskontoret 2015). Furthermore, it is argued by Saint-Martin (2012) that there is a lack in conceptual understanding of the effect the relationship and interaction between consultant and governmental organisations have posed on the public sector in general.

According to Faust (2012), much of the comprehensive research which construct the understanding of management consultancy as a contemporary phenomenon is derived from a sociological research perspective. However, this field of research have posed limitations into further understand and provide conceptualisation in particular the client-consultant interaction in the empirical research (ibid). This interaction often happens within an organisational context where boundaries of sociological theories becomes stretched and according to Sturdy et al. (2009) need to be complemented by theories of organisations in better provide tools in understanding power & interest constellations and processes of knowledge & learning in organisations. Furthermore, the sociological perspective has derived into two main branches with two different main foci. On focus on the misleading images of MCs as ‘puppets brought in to legitimize “managerial makeovers” and the other as MC witch “marionette masters” who wield unaccountable power behind the scenes (Faust 2012). These two min branches lacks bridging. Hence, Faust (2012) acknowledges the need for future studies where the two branches is brought into a more “systematically organised dialogue” in order to understand the ambiguity sill concerning MCs and MCSs and its relation and effects towards organisations in general and according to Saint-Martin (2012) public organisations in particular.

1.3 AIM AND RESEARCH QUESTIONS

This study investigates the client's experiences in using management consultancy services within a public context. The study aims to contribute further into bridge the sociological perspectives into a more systematically organised dialogue by applying a theoretical lens of a combination of organisational theoretic perspective. Overall purposes are to provide a holistic academic foundation to further drive research on management consultancy interventions within a public organisational setting.

Four research questions have been developed in order to fulfil to the overall aim. These questions are organised in an analytical framework to assist and provide an overall picture of their connections and relation to the aim, see Figure 1.

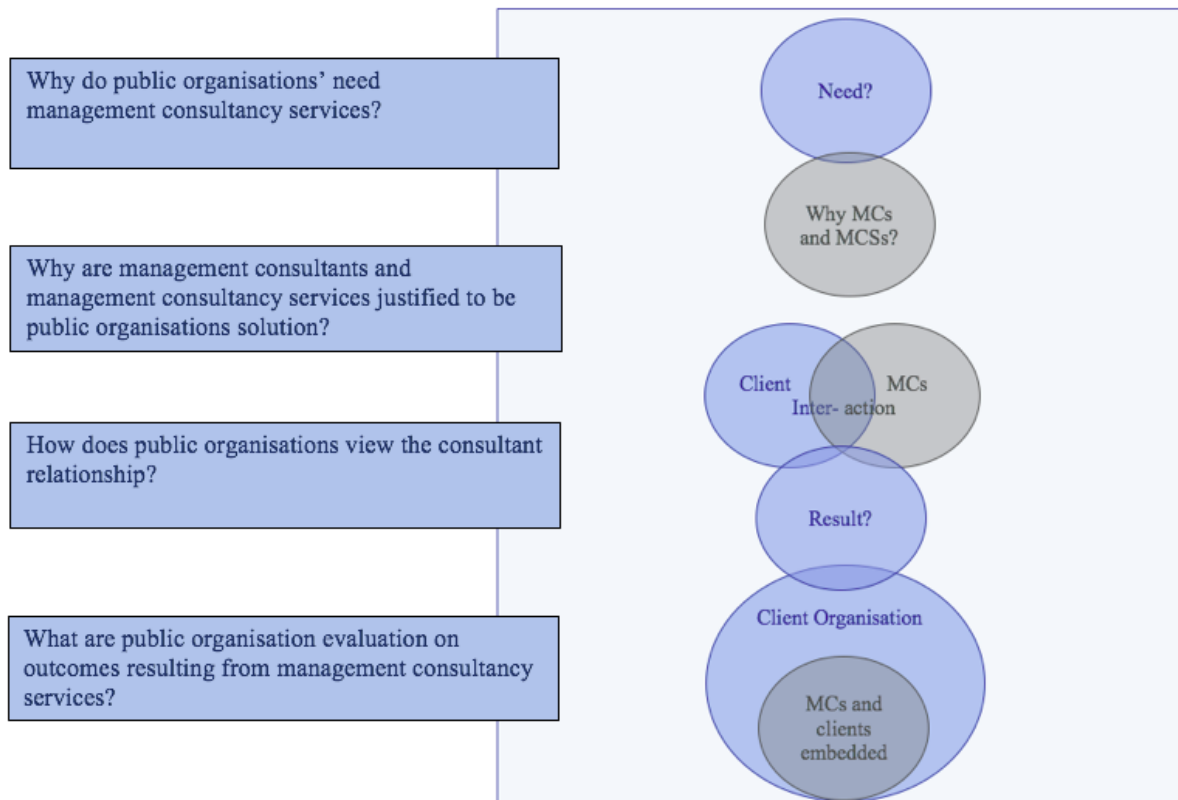
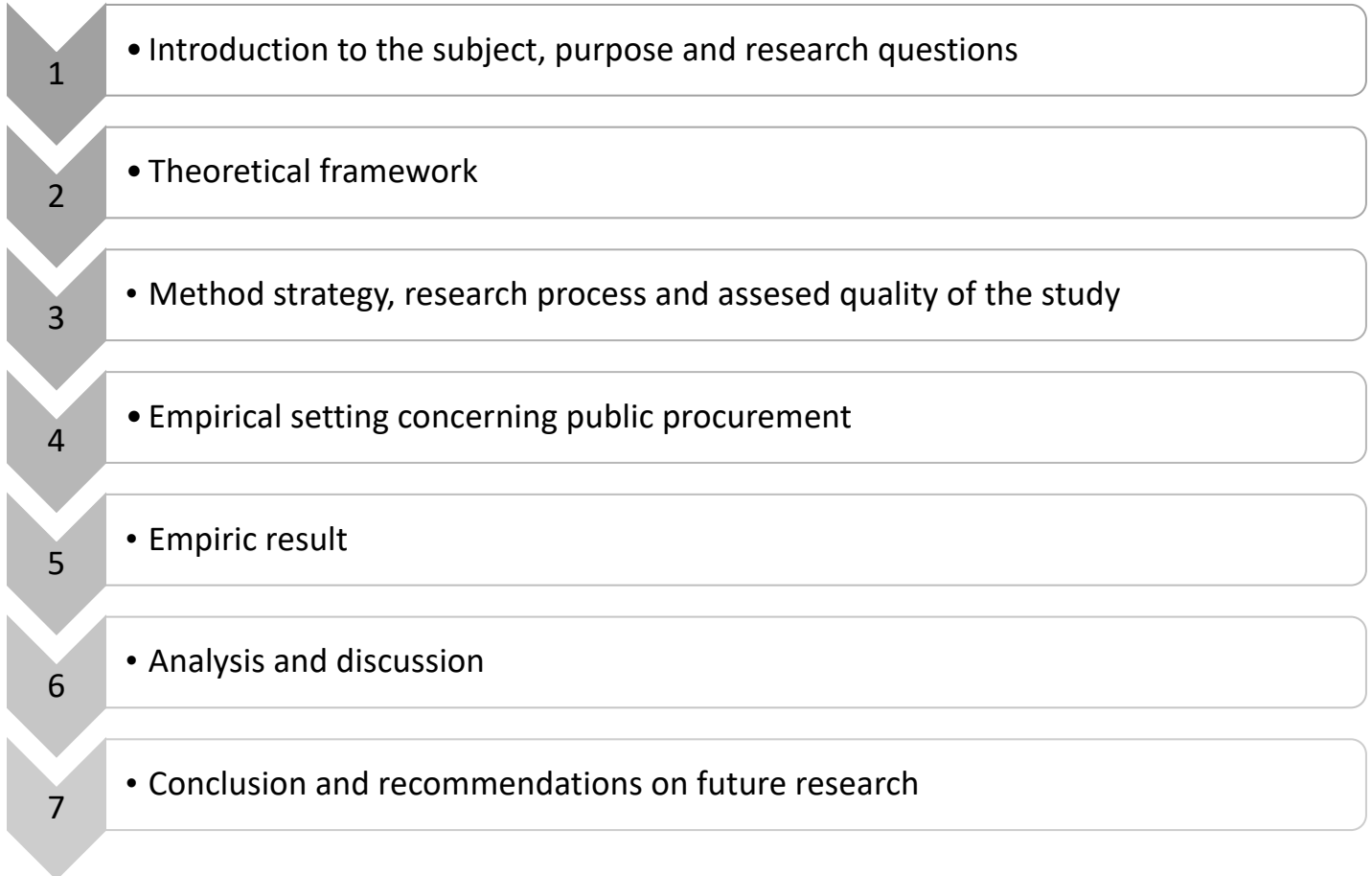


Figure 1: Own illustration on analytic framework of the research questions.

1.4 LIMITATIONS

This study will focus on the client perspective of six Swedish public organisations in regard to opportunities and challenges connected to their experiences of using management consultancy services. These services are associated and related to advice provided in regard to organisational performance, organisational development and managerial associated tasks. It is the public organisations own experiences and understanding of these services which is being investigated in the study. To bear in mind, this research reflects experiences and understanding of circumstances today and may change in the future. The result of this study is also affected by regulations and laws which determine the environment surrounding these organisations and therefore forms the context of these case studies.

1.5 DISPOSITION



2 THEORETICAL FRAMEWORK

The second chapter is divided into four sections. The first will start by defining components associated with management consultancy. The second section contains a historic recap and present status on the development and use of the management consultancy in relation to the public sector. Third section constitutes the major part of which outlines the existing research of management consulting following a sociological research perspective. The fourth section complements the third section by bringing forth organisational theory and associated aspects.

2.1 DEFINITIONS

The section presents definitions and explanations of the major components associated with management consultancy. This is done in order to enlighten the readers of their meaning however, this will also serve another purpose. The researcher aims to shed light on how the same components can be viewed and explained differently by various groups or bodies in our society depending on one's predetermined perspective.

2.1.1 WHAT IS MANAGEMENT CONSULTANCY?

Several definitions of management consultancy and management consultant services exist. The first is provided by the Association of Consulting Management Engineers (ACME):

“Management consulting is the professional service performed by specially trained and experienced persons in helping managers identify and solve managerial and operating problems of the various institutions of our society, recommending practical solutions to these problems and helping to implement them with necessity” (Kipping & Clark 2012 p. 3).

According to Sturdy (2011) following definitions from professional associations often emphasis on the “...*special service where specific qualifications or skills and training are required to identify and analyse client problems and recommend solutions in an objective and independent manner*” (Sturdy 2011, p.524). Furthermore, these are constructions which focus on the consultants as a distinctive occupation being specialists and advisors offering a recipe or remedies of solutions on organisational and managerial matters. Other definition of management consultancy originated from academia is provided by Fincham et al. (2013, p.6) as:

“...any activity that has as its apparent justification the provision of some kind of support in identifying or dealing with management problems, provided by individuals, groups, or organisations that are external to the particular management domain and which are contracted by the management on a temporary basis”.

The proposed specific skills and requirements of the MCS are converted to the offering of managerial support and furthermore, emphasises on the MC or MCF being external and of a temporary contractual relationship. The definition derived from the professional associations in comparison to the academic origin in quite different hence, shows us the present ambiguity of how to perceive the management consultancy profession.

2.1.2 WHAT IS KNOWLEDGE MANAGEMENT AND MANAGEMENT KNOWLEDGE?

Endeavours related to knowledge management has become highly related to the business activities of MC and MCF (Scarbrough 2003). To shed light on the components of knowledge management definitions have been provides which follows:

“...an approach to adding or creating value by more actively leveraging the know-how, experience, and judgement resident within and, in many cases, outside of an organisation” (Scarbrough 2003, p.95). Or “... explicit strategies, tools and practices applied by management that seek to make knowledge a recourse for the organisation” (Newell et al. 2003, p.6).

These definitions highlight several components of knowledge management e.g. creating, allocating, transforming, transmitting, sharing and lever knowledge, when being inside or outside an organisational context, in a value adding and effective way. Reversed, management knowledge has not reached a specific definition but are instead explained by Sahlin-Andersson & Engwall (2002, p.6) as:

“... a process where certain activities, models and ideas becomes known as aspects of management knowledge when they are being collected, processed, distributed and used in management context-by carriers who see themselves and are perceived as being concerned with management”

In contrast, knowledge management is concerned with the development of knowledge while management knowledge is concerned with knowledge concept used by management.

2.2 DEVELOPMENT AND USE OF MCS IN THE PUBLIC SECTOR

This section present a recap of the development on MCS within the public sector. It is divided into an International and a Swedish perspective. This recap is highly condensed and will highlight what is considered to be the main factors when contributing the present status of management consultancy within public organisations.

2.2.1 AN INTERNATIONAL HISTORIC PERSPECTIVE

The origin of the great expansion of management consultancy business is known to derive from post-second world war period where economy stabilised, and the reconstruction of society and expansion of business took place in North America and Europe (Robert 2012). Furthermore, the management consultancy business in known to become apparent in public organisations by the start of the great Federal Government Reformations in late 1940s and 1950s and the neo-liberalism reformation in the 1960s and 1970s where predominantly U.S. based MCFs were taking on the role as transmitters of new management concepts and contributed to decentralisation and co-ordination of complex organisational structures in USA (Armbrüster & Kipping 2002; Robert 2012).

In Britain the Thatcher's government 'Efficient Strategy' in 1980s is believed to be the start of the "rise of management consultants" in Britain followed by the NPM ideas cross Europe (Saint-Martin 2012). Furthermore, Saint-Martin (2012) has taken a retrospective view in exploring the use of MCs within governments and why demand over time have shifted. MCs have been summarised to act as three major tools for governments; (i) as rational planners (ii) as apostles of NPM and (iii) as partners in governance. To which extent MC has been used is believed to be factors of "openness" which is thought to determine if the organisation trusts in external sources of knowledge and how the "organisation of the policy advisory systems looks like" where in a large complicated one, it is believed this would demand managerial assistant through hired MCs (ibid). Other larger contributors to the use of MCs (case studies from US) is economic status within governments, where fiscal crisis has been known to result in cut backs of governmental spending related to MCSs (Robert 2012). Or where governments facing political pressure to change i.e. "Rational Management" or "NPM", MCs demand has increased and been reinstated as transmitters and facilitators of this new change (ibid).

Objectives towards governments and MCs relations are the "hollowing out" of the state which first was mentioned by Rhodes (1994) which implicates the NPM reconstruction of public management will eventually form a state in loss of steering control because of a fragmented central capability system, where governance is not a matter of centralization or decentralisation but about "regulating relationships in a complex system". There is profound evidence that MC has played an essential role in the reconstruction of public management in the last three decades which provides witnesses of a relationship being of major significance however, being a "contradictory one" (Sturdy 2011; Kipping & Clark 2012; Robert 2012; Saint-Martin 2012). A new change in the market of MCFs is spotted and which before focused mainly on organisational efficiency and strategy advisory is now changing towards IT strategy and not merely as providing advice but also implementing such advice (Armbrüster & Kipping 2002). According to Saint-Martin (2012) the NPM, which emerged in 1980s, has surely increased public spending on consultants. Furthermore, the author predicts the NPM reforms will soon be replaced by the adoption of the "eEurope Action Plan" which will surely be driving public spending's on MCS in transmitting and implementing the new eGovernment.

2.2.2 AN SWEDISH HISTORIC PERSPECTIVE

Economic deficiencies in the Swedish governmental budgets during the late 1970's and the 1980's lead to a debate on public spending as problematic, this was argued by professional economics, right-wing politics and societal opinions (Freeman et al. 2014; Premfors 1991). The term the "Swedish model" refers to a highly socialistic centralized well fare state which was before 1980's viewed as a solver for the times economic and social inequalities and consisted of planned and administrated centralistic and hierarchical organised government agencies (Premfors 1991). The government and public spending of the late 1980's and 1990's became worrying high and the "Swedish model" was instead seen as a creator of problems of the general economic status in Sweden following the 1980s (Premfors 1991; Freeman et al. 2014). The

growth of the public sector came to a stop and hereinafter focus on improving the efficiency and effectiveness of the public sector in general (ibid).

Demand for governmental agencies to become more efficient in terms of cost, productivity and quality are not unique to Sweden, but comes from a stream of ideas and existing models, derived from different parts of the world and from different existing models (Sahlin-Andersson 2000). Such ideas and models which has come to reorganising the management style of public agencies and which much follows market logic is referred to as NPM (Power 1999; Sahlin-Andersson 2000). According to Hood (1995), the NPM is not an existing model but more representing observed changes in public management style and formation of public organisations in different OECD-countries, which was provided a universal term to reflect this new wave of change. Reorganising public organisations in accordance to these new ideas have developed into a new era of public management and governance which emphasises on efficiency, cost control, performance quality, financial transparency, accountability, decentralisation of management authority and the division of providing and purchasing via contracts i.e. the “Public Service Industry” (Hood 1995; Power 1999; Sahlin-Andersson 2000). In Sweden the “privatisation”, the adoption of “private management ideas” and the need for “outsourcing” parts of the public sector has thus affected governmental agencies to procure products and services from external contractors and rely on temporary external contributors to provide and manage well-fare services and to facilitate these new “management practises” (Premfors 1991; Furusten & Werr 2005).

The deregulation and change in public management in Sweden has opened up for questions regarding the effects of the NPM reforms and this has led Sahlin-Andersson (2000) to question if the government has lost its identity during this transition? Questions of when, what and how to procure services have become a challenge to the public sector (Stadskontoret 2015). Nilsson et al. (2004) acknowledge the lack of systematic follow ups on effects regarding public procurement in Sweden and it is believed to be a result of the absence of such demand of that time when these political initiatives of the “privatisation” took place. Stadskontoret (2015) investigated from a Swedish perspective the objective behind public procurement in where the governmental agencies were free to choose whether to outsource parts of their functions and purchase service from external actors. The study revealed three major purposes which was related to; (i) cost control and to enhance organisational effectiveness, (ii) to provide competence and knowledge and (iii) as a tool for coping where there is shortage of recourse available. In terms of acquiring MCSs, the main objective was to bring new knowledge to the organisation and ease the pressure put on the organisation by being flexible and work on demand. Furthermore, challenges related to these services was comprehension of what service to purchase in the first hand, and second the importance of internal knowledge in order to make assessment of the service which was provided at the end (Stadskontoret 2015).

2.2.3 VARIATION WHEN DISTINGUISHING PUBLIC ORGANISATIONS

The distinction of public vs. private organisations is nowadays more diverse. One differentiation is according to Stadskontoret (2015) the foundation of equal social value of the public organisations in general, this in contrast to the economic value maximisation and competitive forces of the private organisations. A government official is primarily hired or appointed because of their education and knowledge which aims to serves the collective social system and the nations citizens by formal regulations and democracy. Whereas, in private organisation, thus adhering to formal regulation, the value foundation of equally service to citizen is substituted to market forces of competition and profit (ibid). Other frequently definition often state that distinction between public and private organisations is based on their origin of ownership e.g. private organisation are owned by shareholders and public organisations are owned collectively by members of political communities (Boyne 2002). Bozeman (1987) in Boyne (2002) has structured models of publicness into dimensions consisting of origin of ownership, funding and control where these is prone to have an effect on organisational behaviour and management. These effects are further discussed as acting different on public and private organisations hence the management of these organisations differentiate.

Traditionally, private organisations were clearly separated from public organisations and sector however, nowadays being i.e. public financed or performing public services does not necessarily acquire a public organisation in the traditionally sense (Stadskontoret 2012). The borders of public and private organisations have become intertwined and are now overlapping. A study by Ackerby (2010) acknowledges a possibility of up to 8 different private and public constellations based on origin of financing, of organising and adhering to public regulations or not. See table 1 for an overview.

Table 1: The multiple public vs private associations illustration from Stadskontoret (2012) and Ackerby (2010).

Type	Policy of regulations	Provider	Funding	Example
Traditional	Public	Public	Public	Public Administration
Traditional	Public	Public	Private	Infrastructure
Semi-traditional	Public	Private	Public	Independent / Private Schools
Semi-traditional	Public	Private	Private	Obligatory Insurances
Semi-traditional	Private	Public	Public	Public Unemployment Insurance
Semi-traditional	Private	Public	Private	Railroad and Train Service
Private	Private	Private	Public	Non-Profit Organisations
Private	Private	Private	Private	Market

2.3 MANAGEMENT CONSULTANCY-FROM A SOCIOLOGICAL RESEARCH PERSPECTIVE

Previously studies of MCSs have focused on investigating the underlying reasons for this exploding new business of “professional advisors” in terms of understanding the origin, use and effects of MCs within organisations (Kipping & Clark 2012). Viewing management

consultancy research following sociological perspective now counts for the major contributions to understanding management consultancy practice (Faust 2012). The sociological research of management consultancy has been divided into two broad branches; *institutional & cognitive - cultural* and *relational & structural* (ibid.). The following section will further explain the major concepts and themes derived within these two branches according to a meta-analysis presented by Faust (2012).

2.3.1 THE BRANCH OF THE INSTITUTIONALISED AND COGNITIVE-CULTURAL APPROACHES

These approaches make effort on understanding why MCs, as a “non-codified body of knowledge” have become so apparent and influential in our society and how these “institutional approved agents” are being formed. Furthermore, the main focus of these approaches have come to dwell on how MCSs are used by managers and organisations to regain control, legitimacy and to be the solver of organisational problems (Faust 2012).

The body of research links areas of institutional theories i.e. neo-institutionalism and cognitive-cultural dependencies to this phenomenon. The major cornerstone which builds up to these approaches is the concept of institutions. The understanding and explanation of institutions have varied and are still varying however, refers to factors building up a complex structure of our social life which contain; values, belief systems, implicit and established rules (Hodgson 2006). Furthermore, institution is often seen as static however, institutions also change but the process of change takes time in which they are perceived as static. A concept which focus more on this change is institutionalisation, where the process of installing values, creating reality, defining environmental elements and diversification between social spheres all affect the formation of institutions and also organisations (Scott 1987).

The term cognitive and cultural refers to how one think, act and create which is dependent not only on genetics but also by ideology and customs which affects the subjective behaviours of humans and thus offers a link to further conceptualise social behaviours (Hodgson 2006). The major concept in these approaches is the understanding how management knowledge, seen as ideas, is being diffused and translated into management concept which some is later being institutionalised. How MCFs is transforming these ideas and how these concepts of solving organisational problems are offered and used by the modern organisations. These approaches have also led to a discussion on how professions and professional knowledge are perceived and what may differentiate MCFs to other professions. A condensed summary of the concept and themes consistent with the body of research in the branch of institutional & cognitive -cultural approaches are displayed in table 2a.

Table 2a. own Illustration of a condense summary of concepts and themes within the institutional and cognitive - cultural approaches (Faust 2012).

Sociological Perspectives		
Institutional and Cognitive-Cultural Concepts	How MC, have become so apparent and influential in our society and how these “institutional approved agents” are being formed. Furthermore, the main focus of these approaches have come to dwell on how MCSs are used by managers and organisations to ensure safeguard against loss of organisational control and as a tool for legitimisation of the modern organisation (ibid).	
Diffusion and/or Translation of Management Knowledge	MC as ‘carriers’ of Management Knowledge	Contestations of Expertise and Experts
<p>MCs pictured as a “knowledge workers” and have somewhat replaced academics and managers as leading “experts” of business matters and safeguard against loss of organisational control and as a tool for legitimisation of the modern organisation.</p> <p>MCF transforms unstructured problems and solution into standardised problems and solutions offered to the client and pose as certifiers of organisational rationality.</p>	MC has been observed as “agents” for the expansion of management knowledge and the “diffusion and translation” of management ideas which later is being theorised and affecting the trend of management practices of different sectors.	<p>Expertise of MC and their authority as knowledge providers may be contested by other expert groups.</p> <p>By commodification and reinterpretation of knowledge, MC has shown to create competitive differentiation and hence by-passed established professional occupations.</p> <p>Characteristics attributed to the work of MCs is to drive change and socio-cultural innovations in organisation.</p>
Sahlin-Andersson & Engwall (2002) Czarniawska & Sevón (1996) Strang & Meyer (1993)	Ernst & Kieser (2002) Meyer (1996) Sahlin-Andersson & Engwall (2002)	Scarborough (2003) Fincham, R., Clark, T., Handley, K., and Sturdy, A. (2008) Ruef (2002)

2.3.1.1 Diffusion and/or Translation of Management Knowledge

In this concept the diffusion and translation of management knowledge perceived as “ideas” are discussed. Diffusion refers to the spreading of ideas and translation refers to the shaping and reshaping ideas as they travel. Diffusion studies within sociology explores how ideas is transferred and communicated within a social context (Strang & Meyer 1993). MC has been observed as agents for the expansion of management knowledge and the diffusion and translation of management ideas which later is being theorised e.g. as total quality management or lean production which affecting the trend of management practices of different sectors (Sahlin-Andersson & Engwall 2002). According to Strang & Meyer (1993) diffusion of ideas is dependent of prior and potential adopters of these ideas and if it is considered social meaningful. Furthermore, Czarniawska & Sevón (1996) points out that the travel of ideas relies on institutional conditions for their formation and acceptance. The studies of translation focus attention on the actors of these ideas where MC and MCF play an important part as “carriers” which shapes ideas as they travel, further discussed in following section.

2.3.1.2 MC as 'carriers' of Management Knowledge

As previously mentioned, MC has later on become somewhat synonyms to “knowledge workers” and has somewhat replaced academics and managers as leading “experts” of business matters (Kipping & Clark 2012). MCs is becoming a highly influential new profession of which they are known to understand the organisational issues that arises in our time. Meyer (1996) refers to MC as “others” and defined them as “agents” of a ‘modern rationalistic and universalistic culture’ in which true ideas and knowledge about organisational life are anchored. The globalisation has thus led to an increase in flow of ideas of modern organising and modern organisations. MCF facilitates and distributes these ideas to recipients, being organisations and managers, as a safeguard against loss of organisational control and as a tool for salvage these managers from their management anxiety (ibid).

The term “carrier” of management knowledge refers to a vessel which delivers information however these vessels being MC and MCF, should according to Sahlin-Andersson & Engwall (2002) be pictured more as a “reporter with influence”, affecting its’ agents by interacting in advising, suggesting and certifying ideas and activities within an institutionalised embedded organisational system. MCs have been known to strive to “commodify” or “package” knowledge which are used in the transport process in order to transform unstructured problems and solution into standardised problems and solutions offered to the client and pose as certifiers of organisational rationality (Ernst & Kieser 2002). Additionally, the MCFs activities in defining new “products” and “potential problems” which becomes institutionalised and thus, nurturing a flow of demand allowing a continuum of their very existence (Faust 2012). The question which arises hereinafter is an ambiguous one where knowledge is transferred and transformed however, only for the sake of a constructed demand by offering a supply of tools for legitimisation and control of modern organisation. Modern organisation is organisation which is dependent on their reputation viewed from the outside (Ernst & Kieser 2002). This discussion has led to the rising of the topic “management fashion” or “management fads” which will be further discussed in section 2.3.2.3.

2.3.1.3 Contestations of Expertise and Experts

This concept involves discourses of the claimed knowledge and expertise of MC in reference to their gained authority by the expansion of the management consultancy industry. This has thus created a potential rivalry discussion between MCs and other established professionals. This discussion involves perceptions of what constitutes a profession and what is knowledge in regard to a professional role. As Scarbrough (2003) highlights, most of the various forms of management of knowledge is typically associated to MCs and MCFs rather than more specialised groups of experts. Other professional occupations which serves as experts in their field is believed to become victims of the uprising of the management consultant business because of MCs have come to undermine their authorities (Faust 2012). This has awoken a debate on how professionals and profession is perceived and defined.

According to Alvesson (1993) the definition on profession and professionals have weakened considerably and the line between professionals and non-professionals is nowadays blurred and the term professional rest within official recognition constituted by factors of e.g. prestige or high salary, which in many cases is unfounded. By the use of commodification and reinterpretation of knowledge, by in some cases is thought to be creation of management fashion, consultants have shown to create competitive differentiation and hence by-passed established professional occupations (Faust 2012).

The knowledge of MCs and what MCFs engage in is not easily defined (Fincham et al. 2008). Alvesson (1993) has recognise the importance of “claimed” qualifications or professionals’ “statement of themselves” as elements of strategy in achieving to remain the status of one’s profession thus have politics and rhetoric’s played a major part in the legitimisation of MCFs as professionals. Characteristics attributed to the work of MCs is to drive change and socio-cultural innovations in organisation, which in comparison to lawyers and accountants, often are “less interested” in doing (Ruef 2002). However, Furusten (2015) revels the notion that there are no formal criteria a MC per se. There are some professional associations SAMC (Swedish Assosiates Management Consultants) and international standards CMC (Certefied Management Consultant) but with little legitimacy in accordance to Swedish government requirements (ibid). This leaves room for many to call themselves a management consultant and in this case sell their legitimacy themselves.

Alvesson (1993) presses the notion of the expertise of MC or MCF which is not necessary narrow expertise or experience in one particular field, of which expert in other profession can formally claim, but the expertise and experience of adapting to new situations and environments which constitutes most of their knowledge base. Furthermore, Fincham et al. (2018) acknowledge one favourable characteristic seen by clients’ of MCFs is the MCs awareness of “sector expertise” and sources of information about rivals, new technologies, vital networks and development where MC take on the roles as intermediaries of such news. The MCFs diversification in selling expertise and experience of flexibility and change, which are less material and more social-cultural abstract knowledge is one factor where MCF and those of formal professional occupation differs. Being multifunctional able and highly adaptable to change has become a trait of which MCFs are highly appreciated by its’ customers (Fincham et al. 2018).

MCs now “exercise an increasingly pervasive influence” on formal organisations behaviours which is believed to derive from the separation of management from technical particularities, where various divisions’ and department is separated from the corporate structured (Ruef 2002). This enabled outsourcing of managerial governance structures which has been identified as “externalised management” and “corporate downsizing” (ibid). These structural changes in the corporate landscape of formal organisation has favoured MCFs in supplying external managerial support which has over the last three decades become a legitimised part of modern organisational life. According to Kipping (2002) the management has historically always looked for outside for advice, providing the need for such a management consultancy market.

Moreover, the author has linked the birth of the first management consultancy products to the management of complex bureaucratic and large organisations in predominantly U.S. Complexity and uncertainty has led the management too seek outside support and thus management and management consultancy has evolved together defining this institutionalised system (Kipping 2002).

2.3.2 THE BRANCH OF RELATIONAL & STRUCTURAL APPROACHES

These approaches make effort on understanding why clients agree to pay in advance for services which is hard to evaluate and could be perceived as “unguarded promises” (Faust 2012). These services are traded on a market, based on contracts, as other products and services are. This “market” where such contracts are traded is often disregarded in the branch of institutional & cognitive-cultural approaches. In contrast, the relational & structural approaches emphasise on this market, which is posed to be a relational one. On this market these approaches also incorporate network theory aiming to understand how consultant and client interact between organisations and uses the notion of social capita and elite formation to explaining MCs high influence. These approaches focus mainly on the client and consultant relationship in action, where it consists three major views of characteristics of this relation. A condensed summary of the concept and themes consistent with the body of research in the branch of the relational & structural approaches is displayed in table 2b.

Table 2b. Illustrates condense summary of concepts and themes within the relational & structural approach (Faust 2012).

Sociological Perspectives		
Relational & Structural Concepts	How MCSs are traded on a relational market and why clients agree to pay for services which is hard to evaluate and could be perceived as “unguarded promises”. Further, how client-consultant interaction processes work in action and its effect on the service provided.	
Management Consulting as a (Relational) Market	Social Capital and Elite Formation	The Client–Consultant Relationship in Action
MC as a service has been characterized as an ‘experience good’ because the quality of the service and the confidentiality of the service provider can only be judged ex post.	The MCF claimed connectedness to other actors in the market is one factor to “enhance” social capita which is believed to be one major factor contributing to the expansion of MCs	Client vs MC is contesters of power and knowledge within the partnership which is formally regulated by contracts.
Evaluation in practice often refers only to some rough measures of client satisfaction—primarily a relationship assessment.	MC known for their ability to form network ties between actors in the market and thus has become a distinguished groups of management intermediary elites.	Ambiguity concerning the interaction processes of the client-consultant relationship.
Mechanisms to overcome performance and relational risk and to provide competence and goodwill trust is by: personal, experience-based trust networked reputation public reputation	Social, political, and economic linkages among elite groups and MCs, create a cohesive power elite.	
Aspers (2009) Clark & Salaman (1998) Ernst (2002) Glückler (2006) Sturdy et al. (2005)	Burt (2002) Kipping & Armbrüster (2002) Powell & Smith-Doerr 1994 Ruef (2002)	Engwall & Kipping (2002) Werr & Styhre (2002) Kipping & Armbrüster (2002) Nikolova & Devinney (2012) Alvesson (1993) Fincham (1999)

2.3.2.1 Management Consulting as a (Relational) Market

In this concept, management consultancy is viewed as a “relational” market which aims to understand how service producers and service purchasers come together to trade and also how competition of knowledge claims works and is further evaluated (Faust 2012). In comparison to the institutional & cognitive cultural approaches, competition and interaction between different forms of carriers of management knowledge e.g. business schools, media, MCFs and organisational practices was viewed as the constructors of the expansion on management knowledge and the institutionalising bodies of these management concepts. Further, MCFs was seen as the major tool in the transport process of these service products which they pose as certifiers of organisational rationality. In the concept of the relation market, focus is not the construction of management knowledge and how it came about being perceived as rational, but rather the selling of these services as products of MCFs are the most important.

The relational factor of this market is explained as one major cornerstone where the product being MCSs, are being formed in the relation or meeting between the producer and client (Faust 2012). Aspers (2009) has explained this relation market as “associative” which implies that the real service is performed in the interaction between buyer and seller, which is acknowledge as common for project-based circumstances. The intangible nature of MCSs thus explained by the relational market of “experienced services” (Aspers 2009) makes it hard to follow up on the quality of the service provided (Furusten & Werr 2005). Being a relational service, traded on a relational market, implies that the evaluation also incorporates subjectively relational parameters. Recognised by Clark & Salaman (1998) the relationship between the client and the MC play a fundamental role how MCSs are followed through and later evaluated. Furthermore, implications for evaluating MCSs success or failure become blurred even when controlled by contract, and as both client and consultant are involved in the process of interaction, when evaluating consultant's performance, one cannot disregard client's commitment (Ernst & Kieser 2002). When relation parameters become the major part of how client evaluate MCSs, which often is of highly intangible nature, it becomes evident that a good relationship must not necessary consider services performed most effectively or resulted in enhance organisational performance. In combination with the information asymmetry created by the unconventional professional status of MCs and the intangible nature of MCSs, the need to established trust is essential to the clients of MCFs in order to establishes a potential business agreement (Clark 1993; Furusten & Werr 2005). A statement by Lindberg & Furusten (2005) further enlighten the notion of building trust between client and consultants in terms of services which are difficult to measure, close interaction is the preferred method to reduce client uncertainty.

Trust can be accomplished in several ways but often by prior interaction or partnership between client and consultants or reputation based on networks (Furusten & Werr 2005; Glückler 2006). Relational and structural networks build up (i) personal experience-based trust, (ii) networked reputation and (iii) public reputation as a system to mitigate some of the risk related to MCSs of which is described by Glückler (2006). Where, personal experience-based trust emerges from previously consultancy contracts and if well evaluated, the partnership may be prolonged. These personal experienced networks, have shown to make a great impact on the choice of MCF and further nourishes a growth in the relationship and business between client and MC however, established relationship can become over-embedded, hindering new insight from external rehearses and potentially better suppliers of MCFs (Faust 2012). The second level is the network reputation, which primary is based on word-of-mouth of one's status on the market which constructs a major contribution to the element of trust among client and consultants. The third level constitutes the public reputation, which often is constructed based on the company's brand image and other attributes as; size, status, prestige and image which create legitimacy and can be linked to the “status market” (Aspers 2006), where the concept of management fashion again becomes apparent. According to Clark (1993) the problem of information asymmetry is often mitigated by trust, in which contractual guarantees and history of past transactions, is the most used way by client to overcome potential risks. The notion of contractual relation between public clients and private providers will be further discussed in chapter 4, where formal regulation on public procurement act will stipulate rules of relation on engagement between public buyers and private providers.

2.3.2.2 Social Capital & Elite Formation

Social capita & elite formation refers to the MC as an approved agent of the network-structure which has formed an intermediary management elite group with power over actors in the market, by which they spread new management ideas and influence behaviours (Faust 2012). In the institutional & cognitive-cultural approaches, MCs was referred to as institutional approved agents which create legitimisation for modern organisations. In this concept, the analysis of links by which MCs form and their connectedness to actors in the market, construct the baseline of understand MCs existence and increasing reputation. By using social network analysis, relations between actors of individuals or organisations can be studied, this is based upon organisation consisting of individuals and groups acting together to produce an output (Van Wijk et al. 2011). The term social capita can be refereed to organisational relationships which can pose to be a valuable recourse in utilise supply of business contracts with other firms (Inkpen & Tsang 2005) or according to Burt (2002) advantages individuals or groups have because their location in the social structure. Furthermore, during longer period of time partner companies can establish a trust relationship in addition to formal one, which can be seen as one form of social capital (Inkpen & Tsang 2005). MCs with high social capita capability will thus ensure trust with clients and ensure future contracts. The presumable “network entrepreneurial” characteristics of MCs, which emphasises more on sociocultural innovation rather than product innovation (Ruef 2002), and their ability to span structural holes (Burt 2002) makes others perceive them as creative and gifted which is one explanation for their status in the network structure.

In a fast-paced environment, the access for information and knowledge can be vital for an organisations survival, therefor it becomes important to form connections to other parties in order to access relevant expertise and information (Powell & Smith-Doerr 1994). To forge connections to external parties which brings information from the external environment is one way an organisation can go about ensuring new recourses. The MCF claimed connectedness to other actors in the market is one factor to “enhance” social capita which is believed to be one major factor contributing to the expansion of MCs (Faust 2012). Whether MCF are more connected to external actors compared to global corporate companies is still open for debate (ibid) however it may be the “virtue of the externality” and benefits of being an outside intermediary which is posed as beneficial to clients (Kipping & Armbrüster 2002) in comparison to have in house connectors or brokerage to the external environment. MCFs have gain a reputation of being highly connected and is viewed as network entrepreneurs (Ruef 2002) which has become known for their ability to form network ties between actors in the market and thus has become a distinguished groups of management intermediary elites (Powell & Smith-Doerr 1994; Kipping & Clark 2012).

The term elite formation, refers to a formation of a social groups where power, influence, education or wealth is apparent and enclosed. Social, economic and political linkages between elite groups is known to form a cohesive power elite. MCF has become known to form a new

type of elite formation, a group of intermediaries which power rest on making these connections to networks of policy makers, corporate leaders and other social elite groups (Faust 2012). According to Powell and Smith-Doerr (1994) networks represent informal relationships in organisation and in the market environment which shape work-related outcomes. These networks consist of social ties where economic exchange can be entangled with friendship, reputation, and trust (Powell & Smith-Doerr 1994).

According to the social capita & elite formation approaches which emphasises on network theory, management consultancy has gained in size and influence because of their ability through networks, form connections and bridge structural holes and by these networks gain a structural status position which they spread new ideas and influence behaviours (Faust 2012). Moreover, the influence MCFs act upon on the market, which is explained and debated in the approach of the elite formation, will be furthermore discussed and described in this concept as different power relation acting and affecting both client and consultant relationships in action.

2.3.2.3 Client-Consultant Relationship in action

In this concept, researchers have devoted a network perspective towards the relations of the MCs and their clients. In comparison with the social capita and elite formation concept, which emphasised on the overall connectedness of MCFs in the market and how birding structural holes may be beneficial to those who engage in developing sociocultural innovations. These approaches narrow down the scope into three main characters of which the relation between the MCs and their clients take on during their consultation.

The approaches of the client-consultant relationship are challenged by many contradictions regarding the ambiguous nature of this relationship and the value of their claimed contributions (Werr & Styhre 2002). The power relation between MCs and clients is opposed to one and another between the functionalistic expert model view and the critical view and it is often one dimensional. In section 2.4 the power distribution within an organisational context is further discussed to add to the on dimensional dialogue. A condensed summary in table 3 is provided by Nikolova & Devinney (2012) in order to better create an overview of these existing contradictions.

Table 3: Condensed summary of the Client-Consultant approaches by Nikolova & Devinney (2012).

	Sociological Perspectives		
	Relational & Structural Concepts -Client-Consultant in Action	Client vs MC is contesters of power and knowledge within the partnership which is formally regulated by contracts. Ambiguity concerning the interaction processes of the client-consultant relationship.	
	Functionalistic View -The Expert Model	Functionalistic View -The Social Learning Model	The Critical View
Nature	The consultant as 'seller of expertise' and a 'doctor'. Consulting is about solving clients' problems by transferring consultants' knowledge to the client organisation.	The consultant as 'helper' and 'reflective practitioner'. Consulting is about assisting clients to solve their own problems by combining consultants' expertise with clients' deep knowledge of their company in a process of framing and negotiating different perspectives and views.	The consultant as rhetorician 'impression manager' and 'storyteller'. Consulting is about creating the impression that clients are buying something of value; it also involves the creation and dissemination of management fads and fashions.
Knowledge	Consultants as experts have the capacity to solve clients' problems; the client is a lay persona and is more or less excluded from the problem-solving process	Client and consultant both possess knowledge important for the problem solution (mutual knowledge asymmetry).	Due to the intangible and interactive character of the consulting work, clients have difficulties in evaluating consultants' knowledge and the provided service prior and after it has been delivered
Interaction	The interaction consists of the transfer of information from client to consultant and the reciprocal transfer of solutions; the nature of communications channels, characteristics of messages, and motivation and absorptive capacity of the involved individuals determine its success	Client-consultant interaction is a joint learning process: it is the reciprocal exploration, testing, and negotiation of clients' and consultants' positions, interpretations, and experiences.	The interaction consists in consultants creating impressions, images, and stories whereas clients act as the audience; rhetorical skills and acts are important aspects of the interaction process.
Power	Consultants as experts determine the problem solution on the basis of their expertise and professional judgement. The client is dependent on the knowledge of the expert and accepts consultants' authority (consulting-centric view).	Both consultant and client are powerful and interdependent because both parties possess relevant knowledge and make important contributions to the problem-solving process (a balanced relationship).	Consultants are powerful and persuasive actors; they use rhetoric, stories, and symbols to impress clients and sell management fads. The client is dependent on consultants and the management fads they create.

The term "functional" or "functionalistic" refers to in sociological literature as an explanation of social structures and social behaviours in terms of the components of a society and their functions (Mooney et al. 2007). In the functionalistic view, the consultant work to deliver according to contract and is seen as an expert and as a helping hand in "reduction of uncertainty in decision-making" of the client (Pemer & Werr 2013). This perspective incorporates both the stereotypic expert model, which dates back to the beginning of the management consultancy litterateur and the social learning model which originates from behavioural science (Nikolova & Devinney 2012). In both these models the client is over convinced of the value a MC provides (Fincham & Clark 2002). In the stereotypic expert view on management consultancy,

the MC is undoubtedly pictured as the doctor of its client's problem. The expert view present MCs effects and contributions to clients as based on their profound knowledge and expertise (Nikolova & Devinney 2012). In this model, the MCs have the power because of their knowledge and their professional status which is needed by the client. The social learning model emphasises on a more participative approach to management consultancy where the MCs main role is to assist their clients in solving their problems by engaging in a joint learning process (ibid). This is different from the expert model which focused on the one-sided client-consultant relationship whereas this model approaches a more reciprocal point of view. The social learning model do not need power structures, because there consists a mutual agenda of engaging in problem-solving activities (McGivern 1983).

Following a critical view of the client-consultant relationship, which emphasises on questioning the accuracy of consultants as being neutral and independent "experts" because of their aim to generate revenues of their "knowledge service" (Kipping & Clark 2012). This view takes it further but not only questioning the knowledge and value of the MCS but also pictures MCs as an impression manager and rhetorician, which leads the creations of products of managements fads and thus making the client believe they are in need of rescuing (Alvesson 1993). Clients are here the victims of the MCF as they are targets of products made from fashionable management recourse concepts (Abrahamson 1996). The discussion of knowledge and the transfer of knowledge is here questioned as being more a transfer of organisational myths and fashion (Nikolova & Devinney 2012). As expressed by Fincham (1999) the critical research focus on how consultancy build images of its own expertise in order to legitimize this to clients. Moreover, the author stress that the client-consultant relationship is interdependent on each other where balance of power may lean in one or the other direction, however not as fixed dependencies as portrayed in either the critical or functionalistic view.

The extreme standpoints of the functionalistic view on MCs as a knowledgeable and pragmatic practice or the critical view as portraying MCs as rhetoricians and con artists. The social discourse of these elements of power and knowledge has led to a new central theme of interest called "management fashions". Abrahamson (1996) stress the fact that both MCFs and their clients could exist in an almost symbiotic relationship, where MCs bring fashionable concept and where clients use this to enhance their organisational "newness" and reputation.

According to Saint-Martin (2012), there is a large ongoing activity of MCFs in boosting the supply of MCSs by selling ideas, wrapped in fashionable product cover to the public sector. The management fashion has developed out of a discussion from "buzzwords" like scientific management, lean production and total quality management which has been highlighted from magazines, management books, business articles and now as concept in academic education i.e. MBA (Ernst & Kieser 2002; Sahlin-Andersson & Engwall 2002; Roman 2015). This aspect on management consultancy research has been rather overlook in relation to the public sector (Saint-Martin 2012). Management fashion follow in line with the critical literature and takes the discussion of the MCs as "carrier" of management knowledge further. By the ability of the MCFs to transforms and commodify the various knowledge of organisational strategy and management by "dressing" knowledge it serves to create a demand which acts to legitimise the

modern organisation. MCFs are constantly striving to colonise new areas of knowledge, differentiate, re-package, re-interpret into management knowledge in lavish products to reach new arenas e.g. the HR management and IT transformation (Ernst & Kieser 2002; Armbrüster & Kipping 2002, Scarbrough 2003).

The concept of “management fashion” has also come to highlight management knowledge as being of competitive importance and the significance in exploiting it in a most effective way on the market (Scarbrough 2003). Abrahamson (1996) acknowledges “management fashion” as not just dressing and packaging knowledge into being and becoming “aesthetic fashion”. Fashionable management techniques must also appear rational and progressive towards its customers hence, not only shaped by “sociopsychology factors” but also technical and economic development; “technoeconomic forces” to construct a rational demand. In terms of “selling” or “promoting” MCSs to the public sector, Saint-Martin (2012) has pointed toward MCF and MC writing books on subjects related to organisational strategy and management, heavily derived from concepts derived from the private sector, which works as a tool for advertising, legitimising and targeting the public sector. Abrahamson (1996) pinpoints to management fashion, thus created by MCF, has become ways to serve in technical learning process for managers and organisations. In other words, management fashion can be viewed both as a tool of creating demand however must be coupled with the progression and the development of technoeconomic forces. The components to add to the “fashionista nature” must according to this actually be derived from new information and development. Another viewpoint Abrahamson (1996) point out is the somewhat symbiotic relationship between the “creator of management fashion” i.e. MCFs and the “users” of this service being managers and organisations.

Management fashion becomes also a tool for the high achieving organisations which is dependent on their reputation, and because of this, aims to acquire MCS which are seen as “cutting edge” or “fashionable” as a mean to enhance their own reputation and legitimisation of being a modern organisation (Abrahamson 1996). Placing this into a public organisational context, Roman (2015) argues that management fashion, constructed by logic of over-dramatization and over-simplification organisational realities, can potentially be destructive rather than productive towards public organisation. This is believed because of the complexity of the public-sector management and the high political influence management fashion products lack to adhere to (Boyne 2002). Management and governance in public vs private organisations is further discussed in section 2.4.3.

2.4 ASPECTS OF BEING WITHIN AN ORGANISATIONAL REALITY

In the first section basic definition on organisation is described. In the second section is an attempt to elaborate on organisation based on governance, context and culture. Third sections investigate the difference perspectives in organisational governance logic and the proclaimed complexity of public organisation. The fourth and last section presents organisational change and learning. This chapter also aims to contribute and bridge the literature of the sociological perspective on management consultancy by presenting an organisational theoretical perspective.

2.4.1 DEFINITIONS

Organisation is a widely used term when explaining establishments of corporations, governments, cooperation, groups and associations. The earlier theories were highly practical and consist of how to construct and build the best organisation from an engineering scientific approach (Zetterquist et al. 2012). The definitions of organisations have changed over time and during the second half of the 19th century a more comprehensive definition which emphasizing on social interactions in organisations were established (ibid). One classic and still functional definition of organisation is given by Chester Bernard in 1938 in the publication of; *The functions of the Executive*, which provide us with this definition “...a system of consciously coordinated personal activities or forces...” (Zetterquist et al. 2012 p.11). The existence of organisation is not a phenomenon of nature but of the history of humans, therefor our definition of organisations will change in the future however, be recognised in history (Kaufmann & Kaufmann 2009).

2.4.2 THE ORGANISATIONS INNER AND OUTER STRUCTURE

The organisational structure is an abstract concept. Management decisions that result in a specific structure by the divisions of departments and roles, will lead to specific organisational designs (Gibson et al. 2003). Public organisations traditionally follows a machine bureaucratic structure with inhouse production of product and services on a non-competitive market (Stadskontoret 2012). Nowadays, public and private organisational designs and production are overlapping in different ways (Ackerby 2010).

In organisations, an informal structure often forms which refers to the organisational culture. Corporate culture is one part of organisational culture which focuses more on the perspective of organisational ability to direct and influence employee behaviours (Zetterquist et al. 2012). It can be viewed as an instrument to enhance organisation's objectives and performance (ibid). Each organisation has their distinctive culture which will affect the organisation's progress (Alvesson 2002). According to Janićijević (2013) there is a relationship between organisational structures and organisational cultures, which both affect behaviours of employees but in different ways. Organisational structure can be viewed as an extrinsic factor, which sets formal limitations of organisations and organisational culture can be at other hand viewed as an intrinsic factor, which forms values, norms, and attitudes of employees and therefore also

affects behaviours (ibid.). Consequently, organisational structures and culture could be viewed as co-dependent factors affecting one and another.

The effects organisational structure has on organisational culture is also dependent on perceived values and norms as well as to what extent performance of work and tasks in the existing structure model is carried out (Janićijević 2013). Different structures will foster different cultures which will eventually form into an equilibrium. According to Janićijević (2013), a bureaucratic structure, which focuses on hierarchy and control, will make the culture focus on the same factors. In comparison to a non-formalised i.e. project-based structure will reflect norms and values compatible with such structure.

The organisational context is defined as several factors surrounding the organisation which place the organisation in a social comprehensive landscape e.g. size, strategy and goals, culture, external environment and technology (Kaufmann & Kaufmann 2009). There is a reciprocal relationship between the organisational context, structure and the inner life of the organisation, as explained by William Churchill, “*we shape our buildings, thereafter they shape us*” in De Wit & Meyer (2010, p.209) as a metaphor by somewhat describing the structure of an organisation and its reciprocal effect on its environment and inhabitants. Thus, organisations face different environmental contexts, and this will affect the organisational processes on how they operate and make decisions (Gibson et al. 2003).

2.4.3 THE ORGANISATIONS PURPOSE AND GOVERNANCE

The organisational purposes and development is highly linked with leadership and decision-making processes. It is one of the main responsibilities an organisation must have to accomplish its goal (Kaufmann & Kaufmann 2009; De Wit & Meyer 2010). How an organisation is to function are results of strategic goalsetting and processes from corporate, business and functional level (De Wit & Meyer 2010). The purpose an organisation attempt to fill will hereinafter affect the functioning of the organisation and affecting society (ibid.). Thus, when anchoring a strategy process, the organisational purpose should be the main focus. Furthermore, the main fundamental mechanism of the organisation is often built into the organisations formal structure which provide the structure for the formal authority i.e. its governance abilities (De Wit & Meyer 2010).

Governance is difficult to define but it is often discussed based on what “is governed” and what its “effect implies”, but especially in public and professional organisations there is ambiguity in both the object of governance and its proclaimed effects which can be vague and even contradictory (Sveriges Kommuner & Landsting 2017). Governance is explained as resulting from ideas on how to control and lead which is further a result of the organisations institutionalised environment (DiMaggio & Powell 1983) and of social structure, including formal and informal roles, culture and technology (Kallinikos & Hasselbladh 2009). Aspects of technology as affecting an organisations governance have become much more realisable nowadays (ibid.). The organisational strategy leads the way to succeed in the organisational

goal, which could be related to organisational purpose, governance and decision-making processes (De Wit & Meyer 2010).

According to Freidson (2001), governance can be divided into three main types of logics or foci's. The foundation of these three main governance logics is based on principles, which is not necessary mutually exclusive but more or less a mixture of the three. These types of governance logic are derived from different perspectives being, market oriented, professional and bureaucratic. The market-oriented perspective focus on governance in accordance to its customers on the market. These customers, being the purchaser of services and products, are the judge of quality and price. The market-oriented governance logic is thus based on value maximisation to determine success and organisational survival. The bureaucratic governance logic is derived from a perspective based on formal regulations. These services or products produced, and its quality is stipulated on formal directives and regulation. The third governance logic is derived from the professional perspective where the professionals themselves or in associations determines the quality of the services or products. It is the professional's unique knowledge which sets and decide the quality of the services or products. Lacking this unique knowledge, it becomes hard to decide on the quality. The governance logic associated to public organisations have traditionally been categorised as mixed bureaucratic and professional governance logic (Sveriges Kommuner & Landsting 2017). The NPM has in many ways changed the governance logic of public organisations by becoming intertwined with a mixture of management governance logic which contains both market- and professional governance logic (Andersson & Tengblad 2009; Sveriges Kommuner & Landsting 2017). Thus, enforcing the complexity of the governance logic within public organisations (Andersson & Tengblad 2009).

Building on the complexity of the public organisation is Boyne (2002) which has lifted the question of adopting governance and management logic from private sector into public sector and the lack of consensus regarding this concept. The author stresses that strategic planning in private organisations appears to work better in some circumstances than others, but the environmental and organisational variables that influence its success are poorly understood. Furthermore, if public organisation is to learn from the private organisations, they ought to establish a more clearly picture of determinants of performance in private firms. And the author also stresses whether being a public organisation is so different that it makes a difference is yet unknown (Boyne 2002).

Governance could also be a way of organising the power and authority distribution in an organisation. Power can be explained as a force of one's ability in directing other to do a certain task (Gibson et al. 2003). The authority is based on formal roles however, the power of someone is supported by formal roles but also derived from the corporate culture, informal structure and interpersonal bases of the person and organisation (ibid). In the functionalistic view of the management consultancy literature, the MC is pictured as an expert and holding a power position because of this knowledge. In contrary, following a critical view, the MC is a rhetorician, influencing managers by using referent power, which is composed with behavioural styles and charisma. The expert power and the referent power are explained as two sources of

influencing others in acting in one predetermined direction (Gibson et al. 2003) and is connected to one's individual or personal attributes (Kaufmann & Kaufmann 2009). Power in relation to formal roles advocates the legitimatised power, reward and coercive power which is connected to the system of authority within the organisation (ibid). However, to affect the decision of the whole organisation one must also adhere to the decision-making power, the organisations recourses and information (Kaufmann & Kaufmann 2009). As described by Gibson et al. 2003, a powerful client is explained as one which could allocate the recourses necessary, have access to valuable information and use their formal authority when making decisions.

In the discourse of MCs and client's power distribution, the MCs has either been seen as having power over the client's by either it's expertise or charisma which is deriving from the relational and structural approaches (Faust 2012). Or as a tool for legitimising managerial decisions by exercise an increasingly pervasive influence over formal organisational belief systems which are derived from the cognitive-cultural approaches (ibid). According to Clark & Fincham (2002), the model of the dominant MC and the vulnerable client portrayed in the critical view, in some cases may well apply however, is not constant or applicable in all situations or in all client-consultants relationships. Alvesson & Johansson (2002) stress the fact that MCs and MCFs are not a homogeneous group but varies in size and type of consultancy work which in contingent upon a "plurality" of consultants, clients, situations and tasks.

Instead of focusing on different characteristics of power, Clark & Fincham (2002) and Schein (2002) have steered the direction towards investigating elements of *dependency* between both sides. According to Schein (2002), the power element which can arise is much dependent on the client -consultant relationship and behaviour of the client and consultant (helper) in a given situation. According to the author the possible reactions and feelings of the client and consultant can stipulate the power constellations occurring in the current relationship. Expert and referral power is one element however, power relations are affected by much more than these elements. To conclude, the author makes a final statement where he highlights the building of mutual trust as the most important components of a healthy client-consultant relationship. The power constellation is all signs of an unhealthy relation where the establishment of mutual trust will foster reciprocal help.

2.4.4 ORGANISATIONAL CHANGE AND LEARNING

One of the most debated question of organisation is the concept of change (Gibson et al. (2008). Change is thought to be unavoidable for organisations in order to survive, un least from a market-oriented perspective (De Wit & Meyer 2014) and change brings about both opportunities and challenges (Agarwal & Helfat 2009). Change in organisations is a broad concept by which encompasses both renewal and alteration (De Wit & Meyer 2014). Renewal is defined as "to make new" or "to refresh" which both are derived from the word "change" which means to "make or become different". To conclude renewal is one type of change which focus on changing in a new way (Agrwal & Helfat 2009). Organisational change can include

areas of structural change, strategic change, behavioural or cultural change and technological change (Gibson et al. 2008).

Changes or inertia to change could be affected by a number of factors both from inside or outside the organisation (Gibson et al. 2008). Inertia to change can be explained by individual psychological aspects, organisational cultural, political reasons, lack of trust, lack of participation, lack of education and/or support (ibid). Other factors can be explained as being locked-in related to both lack of investment and/or competence to drive through the change (De Wit & Meyer 2014). According to Gibson et al. (2008) organisational culture is a pervasive system of belief, norms and values which cause activities in the organisation to facilitate or preventing organisational change. Other explanation of a high inertia to change is believed to be drive from a revolutionary change which is explained by happening at a fast pace and high amplitude (De Wit & Meyer 2014). Whereas organisational learning and innovation is on factor linked to evolutionary changes which happens gradually over a longer period and with less amplitude therefor the resilience of change is lowered (ibid).

Learning in organisation is linked to its' ability to development and change and thus to its' basic survival capabilities (Gibson et al. 2008). Learning is also associated to an individual, a group and an organisational level, where individual learning in organisation does not necessarily mean the organisation has learned (Hislop 2013). But if individual or group learning level impacts on organisational level e.g. of its' processes and structure the learning has become institutionalised and organisational learning has been established (ibid). Moreover, learning in organisation leads to knowledge management by which include creating, allocating, transforming, transmitting and lever knowledge (Scarbrough 2003; Newell et al. 2009). According to Gibson et al. (2008) by managing knowledge organisations will learn. This is however debated by Hislop (2013) which emphasises on the institutionalisation of knowledge in organisational processes to achieve organisational learning. Furthermore, Gibson et al. (2008) highlight that learning and managing of knowledge is not enough in an ever-changing environment, it must also be converted into action of the management. The author highlights that firms easily fall into a "knowing-doing gap" where the need to know is great, but the action to do it is lagging behind, which result in hindering change. As presented by Nikolova & Devinney (2012) the social learning model in the relational and structural approaches, the MCs effects and contributions to the clients' lies within in a more engaging and participative methodology. The MCs main role is to assist their clients in solving their problems by engaging in a joint learning process (ibid). How these learning processes are engaged or embedded in organisations is yet to be studied empirically in a more extensively way (Faust 2012).

2. 4.5 SUMMARISING MAJOR CONTRIBUTION OF ORGANISATIONAL THEORY

A summarised presentation of the major themes within the organisational theoretic perspective is outlined in table 4.

Table 4: Condensed summary of contributions of the organisational theoretic perspective.

Organisational Theory		
Public Organisation (of traditional or semi traditional form)		
The Organisations inner and outer structures	The Organisations Purpose and Management	Organisational Change and Learning
<p>Formal Structure Public organisation, traditionally, follows a machine bureaucratic structure, with inhouse production of product and services on a non-competitive market</p> <p>Context Serves the collective social system and the nations citizens by formal regulations and democracy. In public organisations it context is based on political agenda and law. -LOU</p> <p>Culture Different structures will foster different cultures which will eventually form into an equilibrium. A bureaucratic structure, which focuses on hierarchy and control, will make the culture focus on the same factors.</p>	<p>Strategy How an organisation is thought to work is results of strategic goals and processes from corporate, business and functional level where the organisational purpose is the core. The purpose an organisation attempt to fill will hereinafter affect the functioning of the organisation and affecting society</p> <p>Governance Logic Governance is explained as resulting from ideas on how to control and lead.</p> <ul style="list-style-type: none"> • The market-oriented perspective focus on governance in accordance to its customers on the market. • The bureaucratic governance logic is derived from a perspective based on formal regulations. • Professional governance logic where the professionals themselves or in associations determines the quality of the services or products <p>Power The authority is based on formal roles however, the power of someone is supported by formal roles but also derived from the corporate culture, informal structure and interpersonal bases of the person and organisation</p> <ul style="list-style-type: none"> • Formal/legitimacy Power • Knowledge power • Information-Power • Resource Power • Referral power 	<p>Change Change in organisation is a broad concept by which encompasses both renewal and alteration which creates both opportunities and challenges.</p> <p>Organisational change can include areas of structural change, strategic change, behavioural or cultural change and technological change.</p> <p>Inertia to change can be explained by individual psychological aspects, organisational cultural, political reasons, lack of trust, lack of participation, lack of education and/or support.</p> <p>Learning Learning in organisation is linked to its' ability to development and change. Individual or group learning level impacts on organisational level e.g. of its' processes and structure the learning has become institutionalised and organisational learning has been established</p> <p>Knowledge Learning in organisation leads to knowledge management by which include creating, allocating, transforming, transmitting and lever knowledge</p> <p>When an institutionalisation of knowledge in the organisational processes is done then one have achieve organisational learning</p>
Gibson et al. (2003). Boyne (2002) Akerby (2010) Janićjević 2013)	De Wit & Meyer (2010) Freidson (2001) Kaufmann & Kaufmann (2009) Gibson et al. (2003)	Hislop (2013) Newell et al. (2009) Scarbrough (2003)

3 METHOD

In the third chapter, the research process, strategy and quality assessment are explained and discussed. It starts by describing the explanation in choice of research strategy, which consist of a qualitative framework using case study as research methodology, data collection by using interviews and analysis by using grounded theory approach. The second section explains the research process, where thoughts and procedures which was followed during the research are reviled. The final two sections consist of a discussion on the quality assessment and ethical consideration taken in this research paper.

3.1 THE RESEARCH STRATEGY

In this section the research strategy, data collection methodology and analyse method will be explained. This section serves as a tool for the researcher when performing the activities in the research project which is supported in the literature of appropriate methods of doing qualitative research.

3.1.1 EXPLORING THROUGH A QUALITATIVE STUDY DESIGN

In order to build a better understanding of the experience concerning public organisations use of MCSs, a qualitative study design was chosen adapting a case study methodology. A qualitative study design enables exploring through a wide range of dimension and depths allowing a better understanding of processes of the social world. This by using methods of analysing, explaining and augmenting to build up to a comprehension of complexity, detail and context of the situation which is being studied (Mason 2002). Qualitative research tends to focus on creating an understanding of a holistic perspective and not on specific variables (Denscombe 2010).

3.1.2 DISCOVERING USING CASE STUDY METHODOLOGY

Using case studies to research a chosen subject enables one to organise and sort discreet parts of the subject or phenomena which are being studied (Mason 2002) This methodology is particular preferred when trying to understand “how” or “why” a contemporary phenome occurs in a real-life context and to contribute knowledge of individual, group, organisational, social, political events (Yin 2006). Case study as a scientific methodology lifts the potential benefits of this approach and highlights the learning potential of a particular case within an environmental context (Dubois & Gadde 2002). However, it is omnium to understand the context of the surrounding of the case in order to formulate an understanding of the subject and how to conceptualise it (Robson 2017). In the current study, the research will take on an abductive approach, where theory and emergent data will develop throughout an iterative process allowing both structured and flexibility throughout the study project. Using abductive reasoning as research strategy will enable moving back and forth between existing theory, new emergent data, new experiences and result in a boarder concept (Mason 2002). The abductive reasoning and iterative processes within case studies will further be discussed in “Systemic Combining” by Dubois & Gadde (2002) in the following section.

3.1.3 SYSTEMATIC COMBINING -AN ITERATIVE PROCESS IN CASE STUDIES

According to Dubois & Gadde (2002), elaborations on research methodologies fails to discuss or take account for the opportunities provided by the “intertwined” processes of case study research which so often is explained as a linear process however, in reality it is faced with various elements which are interrelated. By taking on an abductive research strategy and allowing oneself to move from theory to empirical observations back and forth. An iterative evolving process, will ultimately expand the researchers understanding of theory and the studied phenomena and furthermore, allow the study to gain a broader and deeper conceptualisation. To systematically collect empirical data and combine it with theory in a flexible and adjustable way is a process which Dubois & Gadde (2002) proclaims to allow a better “matching” between theory and reality and to “permit” direction and redirection of the study if this is needed because of e.g. time factors and uncontrollable events occurring. This process is outlined in Figure 2. The authors underline in their explanation of the systematic combining process, it is not following a predetermine pattern, but it is a more a result of an iterative ongoing process which evolves differently in every case.

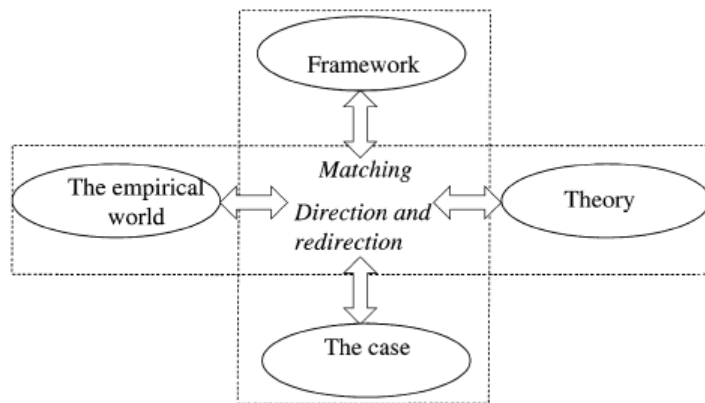


Figure 2: Overview of systematic combining and its' elements (Dubois & Gadde 2002).

The framework in systematic combining is used as a guideline when entering an empiric world, too much structuring can cause researchers to become blind to important features of the case in contrary, to loos framework can cause researcher not being able to use the overload of data collected in a conceptual way (Dubois & Gadde 2002). Thus, using a semi-rigid framework of a more abductive approach allows the best of both worlds e.g. a combination of inductive and deductive frameworks. In the present case study, systematic combining is used as a research strategy when investigating the proposed subject and during the entire research proses. The loops of moving from empirical observations and theory is constantly addressed during the evolving of the research and explained in detail throughout the data collection and procedure.

3.1.4 SEMI-STRUCTURED INTERVIEWS

The collection of data consisted preliminary of information gathered from interviews provided by staff members from public organisations and secondary data from documents and websites. Conducting interviews is a method for collecting data by communication between researcher and respondent in a more or less structured way (Robson 2007). It is a common method for gathering qualitative data within a case study setting (Yin 2006). Strengths of this method is known to be able to gain insight to “... *people’s knowledge, views, understanding, interpretations, experiences and interactions are meaningful properties of the social reality which research questions are designed to explore*” (Mason 2002, p.62). Weaknesses of interviews as data collection method is considered to be the mostly the subjective part the researcher and respondent play e.g. researcher response bias, reflexivity and poorly constructed questions (Yin 2006). In this case study the researcher proposes to follow a semi-structured interview guide with open- ended questions. According to Robson (2007) this design enables one to stick to a core focus however, let the respondent provide information of maybe new insight deemed fits well to an exploratory purpose and to gain a broader understanding of an event. Constructing the questions open-ended will enable the respondent to become more figurative and informative in the answers provided and furthermore, allow new questions to emerge which in turn will provide rigours set of data (Yin 2006). Allowing respondents to add questions and freely discuss the subject will also limit researcher biases by contesting subjective beliefs and add to a broader understanding (ibid).

3.1.5 COMPLEMENTING WITH SECONDARY SOURCES OF DATA

Advantages of case study methodology is the opportunities of using multiple sources when collecting data e.g. a process of data triangulation which concludes that events and facts have been supported by more than a single source (Yin 2006) and findings can be complemented by adding something different from on or the other methods (Denscombe 2010). Other sources of information from the respondents and organisation is documentary information e.g. administrative documents, report, proposal and other internal records which is used to gain further insight into the research subject and is considered an important source and often supplementary in case studies (Robson 2007). Document studies may lack elements of bias however, they can be wrong or inaccurate and is it therefor important to note the source of such documents and not use them as literal recordings of events (Yin 2006). In this study, documents are being used as a method of collecting data however, can be used as a research method on its own (Robson 2007).

3.1.6 GROUNDED THEORY ANALYSIS

Analysis of data from case studies is one of the most difficult task in the aspects of doing case studies (Yin 2006). Therefore, it is ominous to work with a structured process technique for handling the data material e.g. to use classificatory categories to establish the common index which allow one to find issues, topics, information, examples and themes which is buried in the data and retrieve these at an any given time (Mason 2002). There are different analyse methods which can be applied to analyse qualitative data, this research study will follow grounded theory

analysis approach, which is suitable for analysing of text and its deeper meaning. Grounded theory analysis approach is often associated with transcript material derived from interviews and aims to gradually condense, code and categorise data in the prospect of finding a deeper meaning within the spoken words (Denscombe 2010). In the traditional sense, the defined components of grounded theory involve; simultaneously involvement in data collection and analysis, to construct analytical codes and categories which are not derived from preconceived assumed hypotheses and to build the literature review after developing an independent analysis (Charmaz 2011). This analyse method fit well with the systematically combining processes of the case study approach suggested by Dubois & Gadde (2002). In this sense, grounded theory method often advocates delaying the extensive literature review prior in order to keep the lens of the researcher untainted with premeditated and to directed ideas (Charmaz 2011). In this study, grounded theory methodology is not applied in the purest sense, meaning the study does not start with data collection. It aims to work as a complement of principles when performing data collection and data analysis. Grounded theory can be done in a flexible way and is accepting methodological developments and could be considered more as a set of principles and not prescriptions (Charmaz 2011).

During data collection process, it is recommended to use memos in order to not lose any thought or new ideas when reviewing data material (Denscombe 2010). Using memos to audit the researcher's decision-making process will create a permanent audit trail, which can be referred back to as a reminder of the researchers thinking. The audit trail could form a guide of where the logic behind the chosen decision-making processes can be reviewed by others.

In order to succeed in developing a full picture of the topic as possible one must collect rich data. Rich data enables the researcher to extract and to develop analytical categories (Charmaz 2011). Therefore, the proposed answers of the respondents need to be figurative and describing in nature in order to provide the researcher to dig deeper into social processes (ibid). The analysis stage begins with acknowledging certain words or whole sentences that could be used as base of analysis, which is proposed by the researcher to carry a deeper meaning. These words or sentences becomes units of the analyses and these units are codified by arranging/coding the raw material with different events, actions, opinions or expressions found in the data (Denscombe 2010). These codes are collected and organised in different groups of categories which serves as umbrellas, see Figure 3. The developed categories, which is built upon a generalised picture of the meaning of the codes, will develop into concepts. The process of developing concepts is main purpose of the analysis because it provides us with new understanding and thus constitute the foundations for a general conclusion that emerge from the research (ibid). The bottom up way of constructing the analysis thus provide a new way of viewing different concept and thus provides a strength (Charmaz 2011). Which categories that are raised to a conceptual level is those which render the data or carrying the data with most analytical weight e.g. theoretical reach, incisiveness, generic power or relation to other categories (ibid).

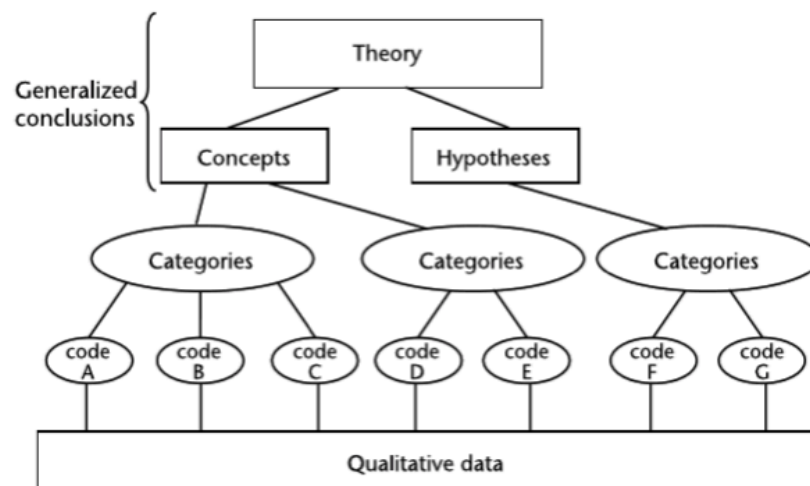


Figure 3: Grounded theory analysis approach (Denscombe 2010).

3.2 THE RESEARCH PROCESS

When conducting qualitative research, the researcher becomes a tool in the whole research process, prior understanding and new knowledge which has emerged is used for the interpretation of the data material and the analysis (Denscombe 2010). It is therefore important to be able to follow a line of thought throughout the whole process which better shows where these interpretations come from (Yin 2006). The researcher will hence try to elaborate with transparency the interpretation and decision-making processes which has been done throughout the whole study.

3.2.1 INTRODUCTION TO THE RESEARCHER AND THE RESEARCH PROJECT

This research study is conducted as a theses project at the master level program of International Project Management at Chalmers University Sweden between January 15 to June 15, 2018. The preliminary procedure of this research project started in late fall 2017 where different research aims were drafted. The choice of aim was much influenced by the researcher's interest and potential future profession of project manager on strategy and organisational development either as buyer of these services in public setting or as a performer of such services. The intention of this thesis is to get an insight into the thoughts and experiences of public organisations as clients of management consultancy services in connection to the existing litterateur. It is my utmost intension to reflect a neutral position through the process and to construct a research paper with high academic level and quality.

3.2.2 PROCESS OF BUILDING A THEORETICAL FRAMEWORK

The procedure started in fall by researching litterateur on the topic to build a first draft of literature frameworks. Literature was accessed mainly through Chalmers Library search engine of academic books and journal articles. The literature framework lead to the educational process by which the researcher learned more deeply into the different aspects of management

consultancy, following a sociological literature perspective. The meta-analysis of Faust (2012) of the sociological perspective was initially forming the theoretical framework of this study. Through this base, additional research was accessed to complement the framework. This provided the first draft of the research question of the study. Initially ten questions were formed which was during the study process narrowed down to four. Literature of organisational structure and the differentiation of public and private organisation and the empirical context of LOU was later researched for based on the information yielded from the data collection. This learning resulted in the establishment of a first draft of an interview guide.

During interviewing procedures in April, the researcher was confronted with information of other areas within organisational literature e.g. culture and change, learning and knowledge and power structures. New information led to a re-direction of the preliminary framework based on the case study information. New theoretic sections were added. The interview guide was constructed in a broad way enabling very few alterations of the questions. However, provided the researcher a broader view of the topic. The major literature study was carried on during January and towards mid of May. The literature of the sociological perspective was strict added however, literature on the organisational theory was formed during the data collection as part of the study theses aim.

3.2.3 PRELIMINARY PROCEDURES OF DATA COLLECTION

The initiation of contact with the participants was mainly through email which was sent to the public organisations web page of general inquiries or staff displayed having responsibility for organisational development and support functions. These inquiries were distributed during the end of February and beginning weeks of Mars and was geographically predominantly selected towards public organisation in Gothenburg and Stockholm. The email consisted of a brief introduction of the researcher, explanation of the aim of the research project and inclusion criteria. The researcher waited to receive response by either selected staff or contact information to appropriate staff to further make the inquiries.

When establishing further correspondence, the researcher asked control question to see if potential respondents would fit the inclusion criteria. If so the researcher asked for voluntary accepting to participate and the researcher and respondents scheduled time to meet personally for one occasion, often scheduled for one hour. The respondents were assured their individual participation would be handled anonymously. All meetings were scheduled in April and this was all based on the participants availability in their schedule.

3.2.4 DESCRIPTION OF PARTICIPANTS AND SETTINGS

Inclusions criteria used in the study was (1) currently employed within a public organisation and (2) held information of either or all of activities concerning ordering, procuring or managing MCS within the organisation which much emphasised on perceived experiences of these services.

Formal roles of the respondents varied and consisted of procurement manager, operation manager, area operation manager, operational development manager and organisational

manager. The background of the responded also varied from working experience in both private and public sector to only public sector. In five of the seven cases, the main part the respondents work experience of public organisations constituted for the majority of their experiences counted in years. All respondents were currently at a management level position at their organisation.

The size of the organisation where the responded held a position was constituted of two large, two medium and two small situated at the cities of Stockholm and Gothenburg. Type of public organisation was sorted according to Ackerby (2010) based on three main factors; policy of regulation, provider and funding's. Two organisations were described as a traditional public organisation and the resulting four semi-traditional public organisations.

In total twenty public organisation was contacted by email and six organisations was participating in the study composed of seven respondents. Four public organisations were replying on first contact but was excluded because of lack of procuring these services or staff still on site to answer questions of the experiences of these activities. Ten public organisations did not want to participate or did not reply at first initiation or directed me towards staff which did not reply on initiation. A summary of the participating organisational characteristic, respondents, location and duration of interview are displayed in table 5.

3.2.5 DESCRIPTION OF THE DATA COLLECTION

The interviews were in six times preformed personally and one time over audit supported system via computer. The interviews were held at one occasion for each of the respondents and extended between 50-75 min duration. The interviews were held in Swedish, the native language, in order to gain richer data, see summary of participants in table 5.

The data collection took place in April and were combined with literature study reviews during this period. The interviews were digitally recorded in order to preserve the verbal data material and to prevent loss of information and this method was accepted by all respondents at a voluntary basis. During interview the researcher used a questionnaire guide with open-ended question on bases of a semi- structured way, displayed in Appendix 1-2.

The data material was transcribed briefly after the interview and notes from the interview was also written down (memos) to support the transcribed materials with researcher's thoughts during interviews. Data collected was predominantly in verbal form however, written document also retained in order to complement the information provided in the interviews. The nature of these documents was predominantly policy and regulation of the organisations procurement on MCSs and business plan on forthcoming year/s.

The transcribed material was generally constituted of four pages of written text from each of the seven interviews which served as the basis for the analyses. The document studies retained served to complement the information provided by the respondents however was seen as a minor contribution to the data material. The material collected from the respondents after

transcribing was sorted in a system of codes to keep anonymously and to structure and prepare for the analysis process. The transcribed material was cleared of any sensitive personal information before analysis and respondents were given both a code of her/his role e.g. “area manager F”, being organisation F and a specific colour code.

Table 5: Display of participating organisations and respondents.

Organisation	Type of Public organisation	Size	Respondent's Position	Location	Reference	Duration
A	Semi-traditional	<1000 Small	Operations Manager	Head Office Gothenburg One-on-One	Operations Manager A	60 min
B	Semi-traditional	>1000 <5000 Medium	Procurement leader	Head Office Gothenburg One-on-One	Procurement Leader B	60 min
C	Semi-traditional	>10 000 Large	Area Operation Manager	Head Office Stockholm One-on-One	Area Operation Manager IC	70 min
C	Semi-traditional	>10 000 Large	Area Operations Manager	Head Office Stockholm One-on-One	Area Operation Manager 2C	60 min
D	Traditional	>10 000 Large	Operations & Development Manager	Head Office Stockholm One-on-One	Operations & Development Manager D	75 min
E	Semi-traditional	>1000 <5000 Medium	Operational Development Manager	Head Office Gothenburg One-on-One	Operational Development Manager E	50 min
F	Traditional	<1000 small	Area Manager	Head Office Stockholm Audit-system	Area Manager F	50 min

3.2.6 DATA ANALYSIS PROCESS THROUGH GROUNDED THEORY

The data analysis took place in May when all data collection had finished. The analysis followed the grounded theory methodology by analysing the transcript of the spoken words of the respondents. The start of the analysis began with 30 pages of written material which was processed through the analysis. All material from the different respondents were coded in different colour at the marginal-this was to enable the researcher to trace back to original transcript and link material to respondent. The material was considered rich and usable.

Long sections of transcripts were divided in short sentences which carried a message. These short sentences or “codes” were organised based on their meaning and/or content. Different codes were placed under emergent categories. Categories were during the analysis formed to broad concept which posed a link to theory or an emergent new theme/hypothesis. Using the method of grounded theory analysis will therefore support to ground the theory in the empirical finding but also during the iterative approach explore new realities in creating new hypotheses.

During analysis seven major concepts were derived holding particular categories which were related to each other on one way or the other. Categories held a minimum of four codes with minimum three colours/contributors. In general, the codes were in numbers counted ten to

twenty with colour contributions of four to seven, which built up and justified the formation of the category and which was deemed saturated. In table 6 is a shorted overview of the analytical process of coding and building categories from the collected data. Colours works as a coding for source but also as a reflection of how general these contributions were in a sense. The colour codes were the only link to respondents used during analysis and not formal roles or organisational codes. This was to make tracing of text easier back to the source and to limit the researchers during analysis to couple the information to the professional roles and to limit as much as possible personal biases.

Table 6: Short summery of one formation of codes, categories towards a concept.

Phrases from transcript →	Code →	Category →	Concept
It is a way of cross-fertilizing the industry between different industries. Which is interesting in itself. You want to take in those who have this knowledge and have seen it in other places, with regard to certain confidentiality terms of course.	Cross-fertilize the industry with knowledges	Knowledge sharing of new development	
One always need to be aware of and take in influences and competence from outside.	influences and competence from outside	External perspective	Objectives behind public organisations demand for MCS.
From senior management we have had management consultants to advice the senior executive before senior management were about to change the organisation	Organisational change	Organisational development	

3.3 A QUALITY ASSESSMENT OF THE STUDY

When assessing the quality discussion in qualitative research there is conflicting views. According to Krefting (1990) qualitative research is too frequently evaluated against criteria of quantitative research where its quality is often found to be lacking. Instead the author recommends when assessing the rigor in qualitative research asses it to other measure models more appropriate, i.e. such of the Guba's model of trustworthiness. Cuba's model is based on four aspects of trustworthiness when assessing the quantitative and qualitative research quality (Lincoln & Guba 1985). These concepts have evolved during the last two decades and the result is a factor matrix of four quadrants constituted in qualitative research approaches of; *Credibility, transferability, dependability and confirmability*. These concepts will be discussed as a basis of the quality assessment of this research paper.

3.3.1 CREDIBILITY

The concept of credibility focuses on evaluating the result derived from the research study in terms of being sincere and ads towards a true value. There are several components building up the concept of credibility e.g. triangulation, prolonged and varied field expertise, interview techniques, member checking and structural coherence (Krefting 1990). The researcher has to address the right participants, has to be provided with the correct information given the research

topic and has to make an assessment of their response as being truthful and not misunderstood by the researcher (Given 2008). If there is any conflict in these aspect, the credibility or the true value of the result in the study may be threatened and thus lowered.

The researcher assessment concerning the contribution towards an increased credibility lies in providing a legitimised and not critical approach toward the research topic and respondents. To provide information on the researcher's background, aim of this student theses and a neutral composition of question in order not cause respondent feeling challenged or questioned. To reassure respondent anonymity and discreet handling if data material in the process ensured trust in order to nourish rich and truthful data. The recordings of the interviews were a tool of not missing interpreting respondent or information. This could cause some respondents to not want to share information however respondents were assured material would be destroyed after data handling and analyses. The method of digitally recording is seen by the researcher both as a tool of establishing correct data and higher credibility, but also affecting respondent with suspicion and risk of not sharing all information which has the potential to decrease credibility.

3.3.2 *TRANSFERABILITY*

The concept of transferability refers to in which the result can be assumed to be true or fit in different contexts, in different groups or at different times. According to Given (2008) the research should be detailed in how closely the participants are linked to the context which is being studied and the contextual boundaries of these findings. Choosing participants closely linked and displaying the given context guides increases the result of being transferable to a specific setting or environment. This concept may not be applicable in all qualitative research i.e. if the aim is to investigate personal belief in on single case (Krefting 1990). However, if is the aim to collectively interpreter a generalised understanding of the subject, researcher must be detailed in description of participant, time and context boundaries (ibid).

In reference to the concept of transferability, the starting point in this study was to form a group consisting of participants of public organisations as a collective group. Beforehand, the group was sought as being homogenous however, there are some aspect within the group of public organisations which is different e.g. size or being defined as traditional or semi-traditional. This stands in some way as conflicting aspects when discussing transferability. The first thought homogenous group is not all public organisation but differentiates and results derived from the study represent more or less a unified group however, also associated with internal differences. The result is according to this concept associated to be transferable to the public organisation at large however, aspects may differ given the size and type of public organisation. During analysis colour codes was used in order to check if contributions was fairly distributed among the respondents. No less than 3 colour contributions acted to form categories which was a minimum. This way increases the researcher's ability to at analysis check that contributions of different categories is less linked to one person but a more a generalised understanding.

What is also paramount being how public procurement is stipulated and how the public procurement act is prone to change. New regulation, policy's or even ideas in how to manage

public organisation will for certain make the result also time sensitive which will potentially decrease transferability.

3.3.3 *DEPENDABILITY*

In this study, the abductive iterative process of systematic combining and partly grounded theory methodology demand high level of memos of detailed description by which all activities are to be captured. The researcher mainly chooses this method to find binding and bridging towards a more comprehensive dialogue between the sociological perspectives. This aims to find material to build hypothesis in the light of potential gaps or bridging concepts.

The concept of dependability refers to the consistency in the research method and process where the “approach” of the researcher can be followed and “if” the research process can be repeated to reach the same result (Krefting 1990). The methods and processes of data garnering, analysis and interpretation must therefore be detailed described within the report for others to make a judgment of its dependability. To increase dependability the researcher should track any change to the research design or process necessary by the changing context (Given 2008). According to Krefting (1990), the dependability could be increased through stepwise replication (two team making the same study separately) or code- and recode data (making analysis two times with a time difference). Dependability could also be increased if the researcher did repeat observations (ibid). Factors decreasing dependability is not following research strategy or collecting data from respondent or observations which is not able to be repeated.

The methodology in regard to the aspect of dependability is challenging because it encompasses going back and forth in theory and data material which in detail can be hard to follow to a great extent. However, data material of dialogue with respondents revealing other factors not represented in the sociological perspective which became important in this study is believed to be of a general understanding. Meaning this would come fourth again if asked questions presented in the interview guide or asked in the nearest future. The researcher's ability to ask questions and interact with respondent is also a personal trait which has the potential to nourish a richer data material or not which is further very hard to control for. Therefor the dependability of the study is decreased because of the iterative process. However, the aim of the study is to pinpoint general concept derived from the analysis which could be further investigated in a more controlled study to increase future dependability.

3.3.4 *CONFIRMABILITY*

Qualitative research is more prone to immediately biases because of the researcher's involvement in the whole process of data collection, analysis and discussion etc. This could be a strength, however is also prone to weakness in terms of confirmability. It is important to beforehand question one's beliefs' and agenda for conducting the research. Is both views, pessimistic and optimistic presented for display for the readers in the study? Has the research paper been opposed and has the researcher been challenged in his/her views? By whom has it been reviewed by?

The concept of confirmability refers to the neutral position of the researcher and is according to Cuba's model not directly linked with objectivity but more linked to the confirmability to audit, triangulation and reflexivity (Krefting 1990). These factors could be explained as by which means the researcher has subjectively interfered in the research and on what basis. As explained by Given (2008) to what degree is the results of the study based on the research purpose and not altered due to researcher bias. The researcher is a tool by having knowledge and interpreting the respondent's views however, must keep a clear mind away of predetermined perceptions and ideas. By keeping an audit record of data material which can be after hand reviewed by the researcher can strengthen confirmability. Using triangulation as by multiple methods of data collection or display some sources i.e. of quotes to strengthen the interpretation of findings is another way. The reflexivity of the researcher can increase the researcher of its subjectivisms (Krefting 1990). It could be reduced by having the research and the interpretation of the material be reviewed by others in order to clear of factors which has been based just on subjective analyses (ibid).

To support the research papers confirmability, the empirical result is supported by respondents quotes for the readers to transparently read respondents answers. During analysis, answers were coded with colour to prevent researcher to directly linked the respondent (formal role or organisation) with the answers. The empirical analysis and discussion is supported with a firm theoretical framework which is prone to opposition. The selection of respondents is also picket by the respondent's own organisation with no prior relation to the researcher or external interest in the paper. The researcher has no external or financial gain in the paper or biases of favouring certain results. By being under review of examiner and opposition of fellow students, biases or analysis taken from merely personal initiative is hindered thus increasing confirmability.

3.4 ETHICAL CONSIDERATIONS TAKEN IN THE RESEARCH STUDY

At initial contact the potential participants were given a short introduction to the researcher and the research purpose. The email also contained information of the student educational program, examiner contact information and a statement concerning that no external interest was invested in the study.

After replying or accepting participation and before engaging in the study, participant was informed their involvement was based on voluntary basis and information shared by the respondents were voluntary and would be handled anonymously and with confidentiality. Before engaging in the interview, respondents were asked for their consent to be digital recorded to ease data handling of material and increase accuracy. These recordings were later to be deleted after transcribing the recorded material.

After finishing interview, a short description was provided on how data material was to be handled and how research paper would be presented. During the handling of data, respondents were given a code which linked the data material to the respondent. Any description of the participants in the study were their formal position. This was only displayed if, the position was

general, and which could not be linked to the specific respondent. A description of organisation in regard to interval of size and location was informed to be provided in the study. Respondents were informed to contact researcher with any question regarding their involvement if this would come up.

The researcher confirm that no force or persuasions has been acted upon the respondents in committing to this research paper.

4 EMPIRICAL SETTING

This chapter contains a short presentation of the formal procedures of public procurement. It serves as a complement to the reader in explaining rules when public bodies acquiring product and services from private suppliers. The chapter starts by briefly explaining the formal procedures of “LOU-Lagen om Offentlig Upphandling” and how and why this law is deemed necessary, adaption of LOU to MCSs and some critics of these procedures. Overall this chapter serves to further explain the difference in context between public and private organisations.

4.1 LEGAL FRAMEWORK OF PUBLIC PROCUREMENT PRACTICES

The National Agency for Public Procurement “Upphandlingsmyndigheten” and the Swedish Competition Authority “Konkurrensverket” report in 2017, estimated purchases covered by the Swedish procurement laws to approximately SEK 642 billion (EUR 68 billion) year 2015. Procurement of products and services by governments, municipalities and public agencies must follow special regulations (Stadskontoret 2012). First introduced in 1994 these regulations are structured and controlled by the Swedish Public Procurement Act (2016:1145-LOU) also known as “Lagen om Offentlig Upphandling” (LOU) and are widely based on EU directives (Konkurrensverket 2017).

These procurement rules apply when a contracting authority or entity assigns a *contract* or forms a *framework agreement* for goods, services, construction contracts, construction- and service concessions (Konkurrensverket 2017). LOU state and uphold practices of sound competition policies between public and private sector and between different contractors. The purpose of LOU is to ensure healthy competition through principles of non-discrimination, equal treatment, proportionality, transparency and mutual recognition and to assimilate competition mechanisms as on the open market (Lindberg & Furusten 2005). Furthermore, these regulations aim to hinder corruption and ensure public spending in the best possible way (ibid).

The laws governing all public procurement are based on five basic principles. The provisions of the procurement laws should always be interpreted in accordance of these. In addition to these five principles, there is also competition principles. For a compilation of them, see Appendix 3. (Konkurrensverket 2017)

There are certain activities which must be followed accordingly and non-compliance with the law can result in damage-claims and re-make of procurement procedures already taken place (Lindberg & Furusten 2005). It is these regulations which to a great extent differentiates public organisation and private organisations when it comes to procuring products and services from external providers.

In most cases, the contracting authority first advertises the goods or services it wishes to procure and formulates a detailed quote indicating what is requested and what requirements the supplier must meet. Providers will then submit tenders that correspond to the specifications where they describe what they can offer and the price that is applicable. Thereafter, the authority shall

qualify and evaluate the tenders to determine which supplier is awarded the contract. Following the decision, there is a time limit when other suppliers can appeal against the decision. (Konkurrensverket 2017)

The threshold value is the amount of value which determines the rules to what type of procurement should follow i.e. in accordance to the directives or the national. The rules are set at a level where companies within the EU and the EEA (European Economic Area) are expected to be interested in submitting tenders across national borders. Possible procurement procedures above thresholds are *open procedure*, *selective procedure* and *negotiated procedure*. (Konkurrensverket 2017)

Open procedure is a procedure whereby all suppliers can submit a tender. Selective procedure is a procedure in which all suppliers can apply to participate, but only candidates who are invited by the contracting authority or the unit to participate may submit a tender. Selection must be based on the basic principles of public procurement. Negotiated procedure is a procedure whereby the contracting authority invites selected suppliers and negotiates the terms of the contract with one or more of them. In the case of procurement according to LOU, negotiated procedures with prior advertising may be used in cases specified in LOU. (Konkurrensverket 2017)

4.2 FRAMEWORKS AGREEMENT OF MCSs

“Kammarkollegiet” is a governmental agency which aims to provide administrative, legal and financial services to other public organisations. “Kammarkollegiet” has developed forms called *framework agreement* for goods and services within a number of areas. These forms serve as a tool and are called *coordinated framework agreements* which guide and acts as templates when starting a public procurement initiative. Kammarkollegiet (2017) has developed three types of framework agreements in accordance to management consultancy services. These are;

- Investigation, management and business management.
- Development of management and leadership abilities for managers or group and competence provision.
- Operations and organisational development.

These forms are not mandatory to use but has established to support agency in public procurement initiatives (Kammarkollegiet 2017). However, these contribute to shed light on what is often procured in terms of MCSs and which type of service.

4.2.1 CRITICS OF LOU IN LIGHT OF MCSs

The public procurement act has been criticised to be too controlling through rules and paragraphs and due to bureaucracy hinder smaller consultancy firms to compete due to heavy administrative work (Furusten 2015). Another problem which often arise as a discussion of public procurement act and MCSs are the ill fitted procedures for such type of service (Lindberg & Furusten 2005). One explanation could be that MCSs are highly interactive service where

interpersonal trust and “liking” play a central role which is prohibited beforehand in accordance to LOU (Bäcklund & Werr 2005). This argument is also supported by the notion of the importance of the interpersonal relationship between management consultants to the individual manager which play a big part in the performance of the service (ibid). MCSs are not a standardised product which also is related to a lot of uncertainties of e.g. personal attributes and interactive dependencies which are the main argument that it does not fit well within the LOU framework (Furusten 2015). From governments viewpoint working with MC which has before had assignment with favourable outcomes the trust is already established for future references in case of new assignment, but for newcomers this is one more obstacle to handle in the regulations of the LOU which prevents new actors to be trusted (Lindberg & Furusten 2005). Competition has thus uttered the notion that LOU is moving against healthy competition because of MCs being awarded assignment based on previously business experience in the many cases (ibid).

5 EMPIRICAL RESULTS

The result derived from the data collection and data analysis will be presented. The result is structured by outlining seven concepts and their categories. A detailed presentation of each concept will follow in separate sections. At the end of this chapter, a map of all concepts and categories will be outlined to provide an overview of the empirical result.

5.1 INCENTIVE BEHIND PUBLIC ORGANISATIONS DEMAND FOR MCSs

This concept refers to the incentives behind public organisations need for MCSs and consist of three categories explained in the following sections.

5.1.1 CHANGING PERSPECTIVES AND NEW DIRECTIVES

Respondent express that the public organisation has gone through changes in the last two decades. This is expressed to be the cause of different paradigm shifts within the organisation and within the society. Apparent is the use of different words of naming the citizens, customers, beneficiaries or as stakeholders. Respondents express that changes in governance structure, which often is more rigid because of regulation, and organisational structure has gone through changes. Most of these changes have followed NPM ideas but also is affected by measured trust from citizens or new directives from executives. Explained by Area Manager F:

“This was an effect on the NPM wave which pulled over state administration and we no longer had this supervisory activity. It made it very difficult for us when organisations were afraid of us when we could withdraw permits. In this connection, we got a lighter relationship with the outside world because of this and it made us think about the outside world and the needs of our customers.”
(Area Manager F)

Also expressed by respondent is MCs is now often contacted in the circumstances when new directives from government or executives concerning assignments of the client organisations had come fourth. New directive forced the client to act and, in such situation, outside counselling and support on managerial matter was acquired. When dealing with new directives, the organisation initiates a process of projects which aligns the organisation in terms of these new directives. In such a process, MCs is contacted to advice or support clients in this transitions or requests. Expressed by Area Operation Manager 2C:

“How to use MCs moves in cycles. It can be dependent on political control of government and the tasks given to the top executives.” (Area Operation Manager 2C)

5.1.2 LOW TRUST FROM CITIZENS

Reports and measurements of low trust in citizens have made public organisation turn to the outside and to become more engaged in society. These measurements are according to the respondents frequently measured and discussed within public organisations. The notion of reported low trust or low compliance of the public will create an incentive to make changes. Elaborated by Area Operation Manager 2C:

"We had been challenged by government to increase confidence in our citizens. And then we had to come out and interact with them - our customers as we called them at that time. The executive at that time solve several of these questions by starting to work with lean and lean continuous improvements."
(Area Operation Manager 2C)

Low trust of in public organisation could also make hiring of MCs problematic in case of society not finding this a good option when spending money in making the necessary changes. Expressed by Operations & Development Manager D:

"We are aware that the reputation and trust of our customers are extremely low. We are very well aware that when we enter a consultant then we know we will be reviewed on this we will get questions media and other actors, backgrounds, money, effect, why exactly that consultant? All the questions, the perspective, we are very aware of when we go into one such cooperation. But that does not mean that we must terminate initiatives that the management judges are important and good."
(Operations & Development Manager D)

5.1.3 OWN DEMAND FOR CHANGE

It is also express that being aware of trends and to take influences of new development and techniques is important in determining how citizens want the public organisation to operate and engage the society. Sometimes the client has its own departments which is responsible for making an assessment of new development, these departments works either isolated or with support from MCs. It could also be these department which scouts for new development and initiate project in order to stay ahead. Area Operation Manager IC express:

"One always need to be aware of and take in influences and competence from outside.... either it is our development areas which is analysing the market or together with our development support area within the organisation." (Area Operation Manager IC)

Also expressed by Area Operation Manager 2C:

"What needs do our citizens have? In order for us to make the right decision, we need to know what needs they have and how they want to meet us, digital services, service office? It's about understanding what we are here for-not for ourselves. What needs are the ones we are here for. But of course based on the framework of the law." (Area Operation Manager 2C)

Further elaborated by Operational Development Manager E:

"By 2019 we start work in January when we did an omnibus analysis where we look at which trends available. Either way, we choose some particular areas, or we choose society at large. Then we will slow it down and analyse how It can affect us. There we have helped the last few years of a consulting company." (Operational Development Manager E)

5.2 OBJECTIVES BEHIND PUBLIC ORGANISATIONS DEMAND FOR MCSs

This concept refers to the objectives behind public organisations need for MCSs and consist of three categories explained in the following sections.

5.2.1 GAIN AN EXTERNAL PERSPECTIVE

One important aspect of taken in MCs is their position as outsiders of the client organisation and thus easier can provide an external and objective perspective. The external perspective is valued because of managers finding it hard to evaluate its own organisation in a way outsider could, and to ask questions which nourish new insights. Some projects, being analysis or investigation demands an external part whereas other project it is dependent on the client and need of the particular organisation. MCs providing an external perspective can find themselves more or less integrated in the organisation. The service could be prior to a decision or project, or during parts of a project or the whole processes. Expressed by Area Manager F:

One opportunity with MCs is that they can oversee my organisation in another way because I am inside, and they are outside. They are able to ask questions which we have stopped to ask ourselves because a lot is ingrained in the walls" (Area Manager F)

Also expressed by Operations & Development Manager D:

"If one has a formal role in the agency at a management level, one would need assistance of an external part which brings fourth new perspectives and is able to manage this somewhat autonomously." (Operations & Development Manager D)

In a few cases, respondents have expressed that MCs have been taken in to provide a second opinion of a potential management decision. In such cases, there has been to substantiate a decision by using an external part. In this case the reputation of the MCFs and the MCs is important and could also potentially create a leverage of a potential decision. Expressed by Operations Manager A:

In some situations, it is also when you need a brand to support this. To strengthen and substantiate any decisions. Let say if we have had an international or recognised consultancy agency to do this which will create a weight in the organisation compared to, for example, smaller local management companies that no one knows about." (Operations Manager A)

When problems occurring within client organisations is when deficiencies are detected which is of systemic frequency or importance to manage which cannot be solved by the organisation itself. Facing these problems many respondents looks within to see if solutions can be found otherwise seek MCs support. As Area Manager F express:

"Many times, it starts with a problem that in some way has such a systematic system that it is understood that this is nothing we solve or work with alone and it demands a greater effort in working with organisational development. And then we have to judge; do we have the ability to do this in-house or not." (Area Manager F)

Few respondents expressed that, making management within public organisation could sometimes be because of reward and not because of management abilities. This on second hand

caused poor management performance and thus organisational management problems. As Procurement Leader B express:

“...if you work in the public sector, you are rewarded with becoming a manager or to become a leader when you may not really have the prerequisites for it. Do you have the role of manager or leader then basic things within the group should work. You should not have to take repeatedly leadership coaching support, but this is very common.” (Procurement Leader B)

5.2.2 KNOWLEDGE SHARING OF NEW DEVELOPMENT

The notion of contacting MCs in regard to accessing information and knowledge of new developments and trends in the market is also expressed as a reason for reaching to MCs. To gain an insight into what other actors is doing in order to nourish an understanding of new development in the market and thus create a benchmark of other businesses. The messenger of this information is MCs which has worked in different industries and therefore have a cross industry overview. As expressed by Operational Development Manager E:

“It is a way of cross-fertilizing the industry between different industries. Which is interesting in itself. You want to take in those who have this knowledge and have seen it in other places, with regard to certain confidentiality terms of course.” (Operational Development Manager E)

Further elaborated by Operations Manager A:

“...if we lack knowledge, in that case we must acquire this in order for us to be at the forefront.” (Operations Manager A)

5.2.3 SUPPORTING IN ORGANISATIONAL DEVELOPMENT

Respondent express that MCs often works within the organisation as a project leader, member of project team, or change advisor. Activities operated by MCs was often to support clients in strategy processes, governance and management processes, operational processes, management coaching, change management, organisational structure and culture, organisational vision formation and implementing processes. MCs support varies a lot in different aspects, activities and formations. Respondent Area Operation Manager 2C express:

“From senior management we have had management consultants to advice the senior executive before senior management was about to change the organisation.” (Area Operation Manager 2C)

Majority of respondents express a profound importance to analyse the organisation and to develop. These processes are affecting the organisation and the people within it. In terms of new development project, MCs is contacted to support the organisation in this transition both from a strategy level and an organisational level. Expressed by Area Manager F:

“We had management consultants before looking at organisational aspects before this major change, but we have probably altered a little how we order. It goes more from management and organisation to analysing who we are, our brand, what behaviours we need to be successful.” (Area Manager F)

When problem was occurring within the client organisation respondents expressed a need for reaching out to MCs to salvage these situations. Factors causing problem was mentioned as either a loss of trust in management, loss of trust from citizens or organisational deficiencies within the client organisation. As respondent Area Operation Manager 2C:

"We have had management consultants far back, it was to improve the results and cooperation and also when staff was very dissatisfied with the office manager. It started with a dissatisfaction with the leadership." (Area Operation Manager 2C)

5.3 DECISION OF TAKING ON EXTERNAL SUPPORT

This concept refers to the decision public organisation make when deciding in if they are going to take in external support in regard to MCs and MCSs. It consists of two categories in how this process work.

5.3.1 A CHOICE BETWEEN COMPETENCE AND RECOURSES

The decision to take in MCs and use MCSs are often followed by a process where the client organisation makes assessment of available in-house recourses and competences which deemed to be needed. The recourses are often mentioned as an assessment of time, frequency, number of staff available, scale of project and type of project. In regard to competences, there is an assessment of the scope or level of knowledge demanded in one or several activities of a project. If the project holds a lot of uncertainties in terms of coping with either competence or recourses, an external support is contacted to serve as advisor and supporter. How the competence or recourse assessment is done between client is expressed differently however, the majority of client express to always weigh between either competence, recourses or a conjunction of them when making decision. As Operational Development Manager E express:

"It becomes apparent when we take in MCs it is often that the organisation lack competence or there is a lack of recourses to manage this work." (Operational Development Manager E)

Other clients express to follows policy's when making decision in taking in MCs. They should not be used as mealy recourses but be taken in when competence is lacking and in order to strengthen the organisation own competences further. Expressed by Area Operation Manager IC:

"In a single case, one can take in consultants to cover a need for resources, but the principle is; if we do not have the competence ourselves we take in consultant." (Area Operation Manager IC)

5.3.2 A CONFLICTING GOVERNANCE LOGICS

Other factors affecting the choice in taking in external support is the notion of how the public organisation believe and value competence and recourses from the market or the own organisation. This is related to their own understanding of their organisational purpose.

At present time respondent express they are sensing a retraction from public organisation emphasising on customer needs and to emphasising more on the purpose of the traditional

authority. Others express the need to stay customer focused is more important now than ever. Expressed by Area Operation Manager 1C:

"Of course, we will listen to the citizens, but there is not much focus on it now and I think we are about to lose mindset from the outside-in perspective." (Area Operation Manager 1C)

Further elaborated by Area Operation Manager 2C:

"The customer concept is an attitude that you should have as an officer towards the citizen. This began in the 90's. But there has been a lot of discussion about this term. ... Now I believe that the time era in the society has changed. We go back to be an authority and to make the right decisions based on regulations and thus create trust." (Area Operation Manager 2C)

In contrary expressed by Operational Development Manager E:

"I do not think our need for management consultants will diminish but it's a matter of timing as well. It's depend on if we succeed in developing our employees in the speed we need..." (Operational Development Manager E)

5.4 WHY MCs AND MCSs ARE TO BE THE SOLUTION?

This concept refers to why MCs and MCSs are justified to be the public organisations solution. Why are clients using MCs and MCSs in comparison to other professionals. It consists of two categories explained in the following sections.

5.4.1 TOOL BOX TO SOLVE ORGANISATIONAL ISSUES

Formal education and knowhow of methodologies is of highly value when choosing the profession/professionals in assisting management in organisational inquiries. What type of formal education is of lesser concern as long as you have one. What is of greater concern is the process in how MCs work and how they use these methodologies at the client organisation. Expressed by Area Manager F:

"Those we have now comes from different backgrounds, one from political science and the other is a chemist, but it should not matter professorially depending on your professional background. What I want is their toolbox. It may be shaped little differently amongst them, but it is really the method of approaching us, as we do not ourselves have which is what I am after." (Area Manager F)

Other respondents share the notion of MCs as being the link between academia and practice. To bridging these two worlds by applying these methodologies. Another trait connected to MCs is the way they are accustomed to work within different organisational settings which makes them flexible and highly adaptive to new contexts. Expressed by Operations Manager A:

"I think consultants are good at quickly create a business overview. To familiarize oneself with texts and contexts. Part of the consultant's work is the commercialisation of knowledge from the academy and bridging between theory and practice. I may not fully experience the consultants have lived up to doing this. However, there are elements of it e.g. how you turn the models into practice?" (Operations Manager A)

5.4.2 MCS ARE ADVISORS TO MANAGEMENT

Respondents express the need for hiring MCs was to assist and to advice management within different aspects of the organisation. This advice was often focused on top management prior or during different activities concerning the organisation. As Area Operation Manager 2C expresses:

"I take in MCs as a support for me in order for me to succeed better in my assignments or for the assignments we currently have to be successful." (Area Operation Manager 2C)

Services range from advice, analysis of organisational status, or assisting in supporting management to drive certain processes. However, when these types of services engaged management or management decisions, MCs were taken in to advice. As Operations & Development Manager D express:

"We use consultants in many different areas however, MCs is used when it is appropriate given the situation which often occur when it is about management" (Operations & Development Manager D)

5.5 PUBLIC PROCUREMENT OF MCSs

This concept involves the public organisational context being the LOU and the contracting of MCs and MCSs. This section outlines categories which has come up in regard to the public procurement policy's the public organisations must adhere to and how this is regarded in practice.

5.5.1 CHALLENGING WHEN SPECIFYING NEED

Determining the correct MCSs and MCs qualifications is expressed as challenging from most respondents, because it demand one to have some prior knowledge in the field. Either by having prior knowledge of theories and methodology used or type of services which is needed depending on the project or problem. In the field of MCSs different kinds of services are offered which often can be hard to pin point. Problem in regard to specify MCSs are expressed by Area Manager F:

"...We often do not know what service we need. We have a problem we want to solve but what's is the appropriate service to buy? First, we often procure an analysis in order to help us understand what to buy in future contract." (Area Manager F)

Factors contributing to pin pointing the service needed is expressed relates to have a prior understanding of the problem and the knowledge of the right type of service which is needed. Further elaborated by Operations & Development Manager D express:

"It is about having knowledge and skills in-house to be able to formulate it for ourselves. That knowledge must be with us, and when it comes to management consultants, I'm often involved in this. To make sure we understand what we are looking for, if you don't then you do not know what you've ordered, and it can be almost anything. It is very important." (Operations & Development Manager D)

5.5.2 LOU & MCSs IS NO PERFECT MATCH

Affecting loss of speed, heavy administration and limited room for enabling social skills to come forth in the standard procedures is often portrayed as obstacles concerning LOU. Positive characteristics is explained as a way of actually thinking about what MCSs are needed in a more structured way. This is good because it enables you to collect information of suppliers, investigate type of services offers and to structure the processes of potential suppliers which stipulates the activities performed. Also, the ability to create a collective procurement framework between several department has been acknowledged as positive. As Procurement Leader B express:

“LOU is sometimes referred to as a limitation, but it is an asset because it helps you prepare a lot for the procurement. How to qualify the supplier, pick up data, and so on” (Procurement Leader B)

Or in contrary, as Operation Manager A express:

“Lou is perceived as being a heavy administration. It does happen that we cannot keep that tempo that we initially would need because LOU request time and effort. The framework is perceived as difficult.” (Operation Manager A)

The personal characteristics is again come forth as being an obstacle in LOU in terms of in many ways hindering candidate's social competences to come forth. Some have avoided this by establishing a hearing, interviewing or a case challenge with the candidates however, these has posed to be more time consuming but creating a sense of security in choosing the “right person”. Other obstacles concern the tender of LOU which must be exact, which is hard when the service you need is sometime hard to put down on paper. As Area Manager F express:

“A problem with procuring management consultants, is because, it is very difficult for us to know if the specifications are complete before sending the tender out. These challenges have a lot to do with LOU. I cannot choose who I want to work with. I'm locked at the lowest price... It's not always I get the personal chemistry that I need.” (Area Manager F)

A few respondents have tried alternative ways of working with LOU which consist of procuring a management consultancy broker-which has the insight into the management consultancy profession and is able to guide the client where to find qualified candidates based on specific needs. This has mainly been done in terms when uncertainties of finding good candidates have emerged, to save time in the procurement process or creating a steering of selecting more autonomously. Expressed by Area Manager F:

“We have designed a separate agreement that is a kind of consultant broker that we can turn to if we need someone who can do this-bring forth such a consultant. What we procured was the role of being our management consultancy broker. We can even go to this broker and say we want this firm and to make an appointment with them.” (Area Manager F)

Also expressed by Operational Development Manager E:

*We handle consultants through a brokerage service instead of the consultancy service immediately after doing this in another city to get another experience from this. The management consulting industry in this city is no bigger than the principle you can have a personal contact with the companies available. Applicable to both companies and persons working there.
(Operational Development Manager E)*

5.5.3 PERSONAL CHARACTERISTICS IMPORTANT WHEN CONTRACTING

This concept summarises the consensus from the categories building up to the contracting of MCs and their professional qualifications. When a need from the client is acquired, then the contracting phase begin. Consensus of categories when talking about the contract and qualification of MCs is expressed to be the personal characteristics of the MC which is the factor that is of most value when selecting MCs according to the respondents. Formal education and knowhow of methodologies is of highly value however, expressed by many, formal education does not necessary state the cooperation will succeed, or the candidate is able to facilitate projects within the client organisation in a good way. There is an equal agreement concerning this factor provided from all respondents. However, in any case the assignment is of pure investigation, de-attached to the organisation, then personal attributes are of lesser concern relative to their merits. Further elaborated by respondents is that the profession can somewhat looks a bit different and that MCs are not all the same. Also, how is regarded a MCs or not can vary a lot. Here expressed by Operations & Development Manager D:

"A lot of people want to call management consultants. If you come from IT today, you tend to also call yourself management consultants." (Operations & Development Manager D)

When selecting candidates, it often starts from firstly reviewing different MCFs. Depending on the procurement process the organisation has decided on, there could be a preselected list of MCFs which is competing for an offer. In other cases, it could be a number of MCFs. A review of the company's economic stability and status, legitimacy and geographic location is often done. The notion on selecting MCFs is not pictured as problematic in the sense of establishing trust. Often the concern is the discussion of LOU process. In a few cases have respondents expressed an importance not to pick a certain supplier but often is this connected to price (to expensive) or size (too small). Merely reputation of MCSs in not expressed as a major contributor. However, when selecting candidate from one particular firm the discussion becomes more vivid. When contracting and reviewing possible MCs for the job, qualification is reviewed based on academic transcripts, certifications, prior knowledge of working in public organisations and sometimes referral projects. When reinsuring proper formal education is done, it is expressed by all respondents that the candidate's personal characteristic and way of mediating, is of high value because of the need for reinsure good cooperation with client and client staff. Expressed by Operation Manager A:

"You look at references and conduct interviews, in some way to get a personal contact to find out if the consultant and the person are right. If it was equal between two candidates, one must feel that the personal chemistry is in agreement. We look at both professional skills and social skills." (Operation Manager A)

Further elaborated by Procurement Leader B:

"It's not the firm in itself, of course, you look at the company's stability, but it's the people within the firm that needs to work. Those who will train others on this assignment, then it is very important that they have behavioural attributes facilitating learning in a good way and not just qualifications on the paper." (Procurement Leader B)

Regarding the notion of trust is often discussed based on the candidate's personal attributes and rhetoric's. It is expressed to be important to establish trust before a contractual agreement is signed. Many candidates have outstanding merits however this is expressed to not be enough for several of the respondents. As expressed by Operational Development Manager E:

"You need to trust the consultant...You can achieve this by knowing how they work, that it's a known methodology, and so on. It's also about having done a good job earlier. Maybe here or elsewhere else. And then, of course, their personal characteristics, people you dare to trust in order to let them in." (Operational Development Manager E)

As Area Manager F further elaborate on:

"In terms of this kind of service, I think that you should meet the consultants and conduct interviews, which almost resembles an employment interview. There you can tell us what assignments you have had before, what your background and what type of person you are. Then you get a sense of who the consultant is and if it is a personality that will be accepted within the organisation" (Area Manager F)

Other ways of reinsuring trust can be to share information in informal networks between the public organisations. This is done by reaching out to each other and discussing different candidates. This method is not done by all organisation however, expressed by few of the respondents as a solution to check candidates accomplishments and personal adaptability. As Area Manager F express:

"I have learned from my consultancy purchases in order to have control of what I need, but I also think we've gotten better at looking at referral assignments and that we call colleagues at other authorities and ask a little more about the assignment... how did your consultant do? How honest were they? And how were they acting?" (Area Manager F)

As Area Operation Manager IC further elaborate on:

"In several areas of the public sector there are networks...I feel open to these networks and in these, one can share both positive and negative experiences. And in those networks, one can also hear if there is a consultant that is not recommended to take in." (Area Operation Manager IC)

5.6 THE CLIENT AND CONSULTANT RELATIONSHIP

This section builds up the concept of the client and consultant relationship. It consists of two categories derived from the client view on the client consultant relationship and preferences to establish a good relationship. The first contemplates on how to establish a good relationship and the other one what preferences the MCs need to have in order for the relationship to work in the complexity of the public organisations.

5.6.1 CONTROL AND INTERACTION IN CLIENT-CONSULTANT RELATIONSHIP

Respondents expressed an unwillingness to become dependent on MCs in terms of lacking knowledge in the field and thus having lesser control of the situation. Based on respondents thought and experiences, knowing and having knowledge in the service acquired and performed by MCs is a way of building a sense of control. In pure investigation or analysis, control was not that important however, in participation in organisational processes within client organisation, the control factor was more important. Other ways of creating a feeling of control is by authority and management over the MCs work situation. By stipulating how the work of the MCs should be performed at the client organisation control was established. Often the work of MCs was integrated in work-teams or in collaboration by senior management and client staff. Working in team and become more integrated with MCs is also to facilitate knowledge transfer. The sharing of knowledge is posed as challenging to retain during and after termination of project. The client -consultant relation is not one sided expressed by the respondents but consist of several part however, team-work and working with a high level of interaction was favoured by the majority of respondents.

Several respondents have beforehand acknowledged dependency of the MCs as unwanted. When initiating the procurement of MCSs some clients have put pressure into learning as much as possible from the interaction between client and consultant and thus creating lesser dependency and to nourish the client organisation more. However, knowledge transfer between MCs and client organisation is most challenging. Expressed by Operational Development Manager E:

The challenge is to provide competence for the organisation, whether we conduct development projects or if we are getting support of work processes from management consultants and when they are to leave, then we must have a good level of competence in-house so that we can handle it hereinafter. There we have a great challenge. (Operational Development Manager E)

Other types of dependencies relate to the frequency or constant support provided by management consultants. If MCs is stationed within the organisation for a long period of time, the provided service or role taken by the MCs causes a prolonged dependency. As Procurement Leader B express:

"Here we have many consultants in ongoing activities but why do not we hire these people? After a while, we will be tied to the consultants who are within the organisation. However, some services are so sporadic that it is not possible to hire any of these people for these services." (Procurement Leader B)

To lack knowledge within a particular new field can pose a feeling of loss of control over the MCs. Limited chances to self-check information or basis of knowledge foundation, the risk of getting fooled or paying too much for a service is heighten. As Operation Manager A express;

"This digitalization era, brings a competitive advantage to selling new kind of knowledge. When something's new, there's a chance to tell a story that's harder to tell if it's true. Therefore, we need the knowledge that the skills of consultants have." (Operation Manager A)

Further elaborated by Operations & Development Manager D express:

"We need to have a knowledge of this area ourselves to be able to deal with it in a rational manner and to steer the consultant. It is dangerous to take in a consultant when you don't feel comfortable in leading." (Operations & Development Manager D)

It is emphasised by the respondents that MCs is not often left by themselves but manage by an or several associates and colleagues. The notion of feeling control and having the overhand is expressed important by majority of respondents. Having knowledge and authority over MCs or integrating the MCs within a team is factors which increases feeling of control by the respondents. Expressed by Area Operation Manager IC:

"In our organisation, the consultant cannot wander freely, so to say, everything should be done with a colleague and preferably more colleagues present. Often when consultants are result-focused and want to create quick results, then it takes longer time if you are going to have others supporting you." (Area Operation Manager IC)

The notion of communication and team work in regard to MCs is factors often expressed by the respondents as favourable aspects. To share a balanced truthful dialog where the MCs dare to ask questions in an appropriate way and not just confirm one's beliefs is reached for. To interact with MCs in order to build something together is pictured as the ideal professional relationship. Other pictures the MCs as a temporary colleague where regularly conversation and check-up is scheduled. As expressed by Area Operation Manager IC:

"You cannot think when you procure a consultant it going to perform a job for me, but we need to do a job together and then it's about what conditions I give to the consultant. When you take responsibility in it and also have a tight follow-up then it will usually be successful, but then it involves giving constructive feedback along the way. It's almost like a co-worker." (Area Operation Manager IC)

The notion of establishing authority and control is expressed as important in the ability to also work together in the client and consultancy relationship. The role of consultant is subordinates towards the client. Further expressed by Area Operation Manager 2C:

"Management consultants are much more responsive to our needs, they adapt very easily and are part of a team, where from beneath the consultant strengthens and come with advice and tips, but without taking over. That's the big difference between management consultants versus specialist consultants" (Area Operation Manager 2C)

5.6.2 COMPLEXITIES OF THE PUBLIC ORGANISATION

A few respondents have expressed the notion of when procuring MCs, they prefer people which has prior knowledge in operate within public organisations. This knowhow ranges from how decision making is done in the public owned organisation, how its managed and what government official and staff from the public organisation are allowed and not allowed to do.

To have knowledge of these parameters makes the situation smoother for both parties. Expressed by Operation Manager A:

"One looks very much at the consultant's ability to handle framework agreements and this is unique to the public sector. One should know about the public sector, this should be set as a requirement. Both the issue, but also the general expertise of how public organisation is governed."
(Operation Manager A)

Apart from previously experience of public organisation, certain abilities can pose limitation to the MCs work within the public organisations. Further elaborated by Operation Manager IC:

"Even though we have formal control processes, there is also informal in such a large organisation that affects each other. There is a tactical knowledge that you need, and it can be difficult for the consultant to understand." (Area Operation Manager IC)

In terms of governing and governance between a private and public organisation, this is pictured as more complex and followed by political incentives and laws. Other respondents see similarities at an operational level or to specific support functions within the organisation but differences between a governance level. Expressed by Operation Manager A:

"... the management within a private organisation is much clearer; you have an owner, board, CEO, and the organisation. Public organisation has a political ownership and political interest that affects the management. The owner has a different role. In the political world there is a built-in conflict, a discussion, a debate, existence of different views." (Operation Manager A)

5.7 PERCEIVED OUTCOMES OF MCSS IN PUBLIC ORGANISATIONS

This section builds up the concept of how client perceive and evaluate outcomes derived from MCSs. It consists of three categories contemplating on the evaluation process, how results are viewed and how MCSs have changed or not changed the public organisations.

5.7.1 EVALUATION IS CHALLENGING

All of the respondent express evaluation on MCSs are an overall challenging task and associated with a lot of uncertainties. There are several parameters which can be hard to evaluate based on the particular situation. It has been expressed to be a challenge to evaluate effects and qualities of the services provided. To conduct follow ups of assignments varies among the clients and the frequency this is done. Often a follow up constitutes to check if all activities of a contract has been met or if the collaboration has worked well. Further expressed by Operation Manager A:

"Evaluating the results in terms of efficiency or savings is very difficult. It becomes mostly the softer values. However, this is defensible in a perspective of achieving social benefits. The evaluations are a lot about learning together with the consultant. If that does not work well, it shows immediately."
(Operation Manager A)

On obstacle in the follow up process is the fact that result often has delivered as an interactive collaborative process between client organisation and consultant. Therefore, it can be hard to

evaluate the MCs work as a pure isolated contribution because it is affected also by the client and client organisation. Evaluation can also concern learning between client and consultant and the evaluation is then based on a progression of learning from each other in a project. Having a good cooperation is deemed to facilitate this aspect. Expressed by Area Manager F:

"...it is very difficult in an organisation to point out the direct effects between an effort and what is happening in the organisation. This is because there is always an integration between the results and our organisation. It's not exactly what the consultant says we're going to work with but an adapting towards it because there's a law or organisational culture that makes it impossible to get results in pure form." (Area Manager F)

5.7.2 GOOD RESULT DEPENDS ON COLLABORATION

Several aspect of creating good result have been expressed being depending on factors ranging from; good cooperation, to enable trust, the procurement processes, client and consultant engagement, client ownership, client leadership and control, an allowing culture of client organisation, to share a collective purpose, knowledge and competence by consultant, and client ability to follow through processes. The variety of these factors is dependent on both what client and consultant bring into the partnership. To achieve good result a majority of the respondent's express team work e.g. sharing of engagement and good collaboration are particular success factors. Expressed by Operational Development Manager E:

"It is essential that you have to engage yourself in the matter. It is not efficient to buy this service externally and think it will resolve itself. You can never let go of the responsibility and ownership. I think that's a key factor in getting things to work out. Otherwise, you will not manage it." (Operational Development Manager E)

Further elaborated by Area Operation Manager 2C:

"It's about cooperation, because you work together and then you get the best results in my experience." (Area Operation Manager 2C)

Factors that may hinder to achieved good result in MCSs is organisational culture within client organisation, inability to collaborate between management-and consultant, inability to manage the MCs or lack of client engagement or knowing what to be done. Expressed by Operations & Development Manager D:

"Most often, it is not the result of a consultancy effort, but it is probably most often the organisation itself who affected if it becomes a good or bad result. When it does not become a successful result, it's because of our lack of ability to control and make sure we get what we are looking for. It depends a lot on us." (Operations & Development Manager D)

Good result is pictured as an ability to become independent and autonomously build on after implementation and development. Good result is also seen as gaining in knowledge and insight of the own organisation and being presented with choices of potential development in the future. Some advice has though been too far-fetched or not applicable in the client organisation however, missing compliance of these advice have resulted in client do not adhere to advice or client pick small parts of the advice to implement. To implement advice provided by MCs is

seen as a factor of good result however, advice which are not implemented could also be good, but the implementation depends on budget, commitment of senior management and overall recourses. As expressed by Area Manager F:

“Many times, in this type of service, we get very good insights about our own organisation, that is difficult to get on your own. We have sometimes ordered consultants and they have submitted good reports, but it has been left in the archives because we have not shared the views or dared or managed to take it further. Or we have not gotten ok to move further from senior executives.”
(Area Manager F)

5.7.3 CHANGE IN PUBLIC MANAGEMENT

When taking on MCs concept in different part of the organisation, respondent express an advantage into adapting these concepts with the organisation. Respondents express that in past periods, concept has been implemented from the private sector and it has resulted in both successful and lesser successful results. To mix MCs concept with specific organisational trait from the client is most beneficial according to the majority of respondents. MCs which offer one product fits all concept is not taken in and if concept aren't allowed to be altered they are not used. Expressed by Operations & Development Manager D:

“We often want a consultant to adapt its efforts to our context. Where we often have modelled our concept into how we want to do it. We do not buy ready-made consultant concepts, rather the skills of the consultant to be used in our model, which we design from different perspectives.”
(Operations & Development Manager D)

Further expressed by Area Manager F:

“There are fewer and fewer consultants who only work from finished concepts and do not dare challenge their customer. They are now sharper and more honest in their way of advising the issues we want to solve.” (Area Manager F)

Further elaborated by Area Operation Manager 2C:

“...there is not so much difference between the public organisation at the operational level as compared to other large private organisations. Then it is usually about a production system.”
(Area Operation Manager 2C)

Respondents express that public organisations have changed due to involvement of MCs during present time and past time. Expressed by Area Operation Manager 1C:

“That the organisation has changed has also been due to an interaction between the organisation and the consultant. We have exchanged experiences and skills developed each other and I think the management consultants 'perspective has contributed to the public organisations ways of thinking.”
(Area Operation Manager 1C)

Challenges to change is expressed by a few of the respondents. Reluctance or also inertia to change is deemed to depend on factors of being a public organisation, administrative channels of decision-making, being a large organisation and organisational culture. Expressed by Area Operation Manager IC:

“It is about having a large network and a good personal knowledge and how to submit proposals for the decision maker. There may be conflicts about the time for decision making. The consultant usually thinks it takes too long and is slow. It's difficult to determine why it's slower here, I think it's more about the size of the organisation...” (Area Operation Manager IC)

Expressed by Procurement Leader B:

“If you work in a public sector and reach out to an organisational consultant, you can say that it may not lead to major changes... It's really hard to change a group, but in terms of organisational strategic development, it may work.” (Procurement Leader B)

5.8 ANALYTICAL CONCEPTUAL FRAMEWORK

After analyses, the construction of concepts was organised in a mapping system to illustrate both the concept and their posed inter-relation, see Figure 4. This map is a tool to better comprehend the relation of the empirical result derived from the study.

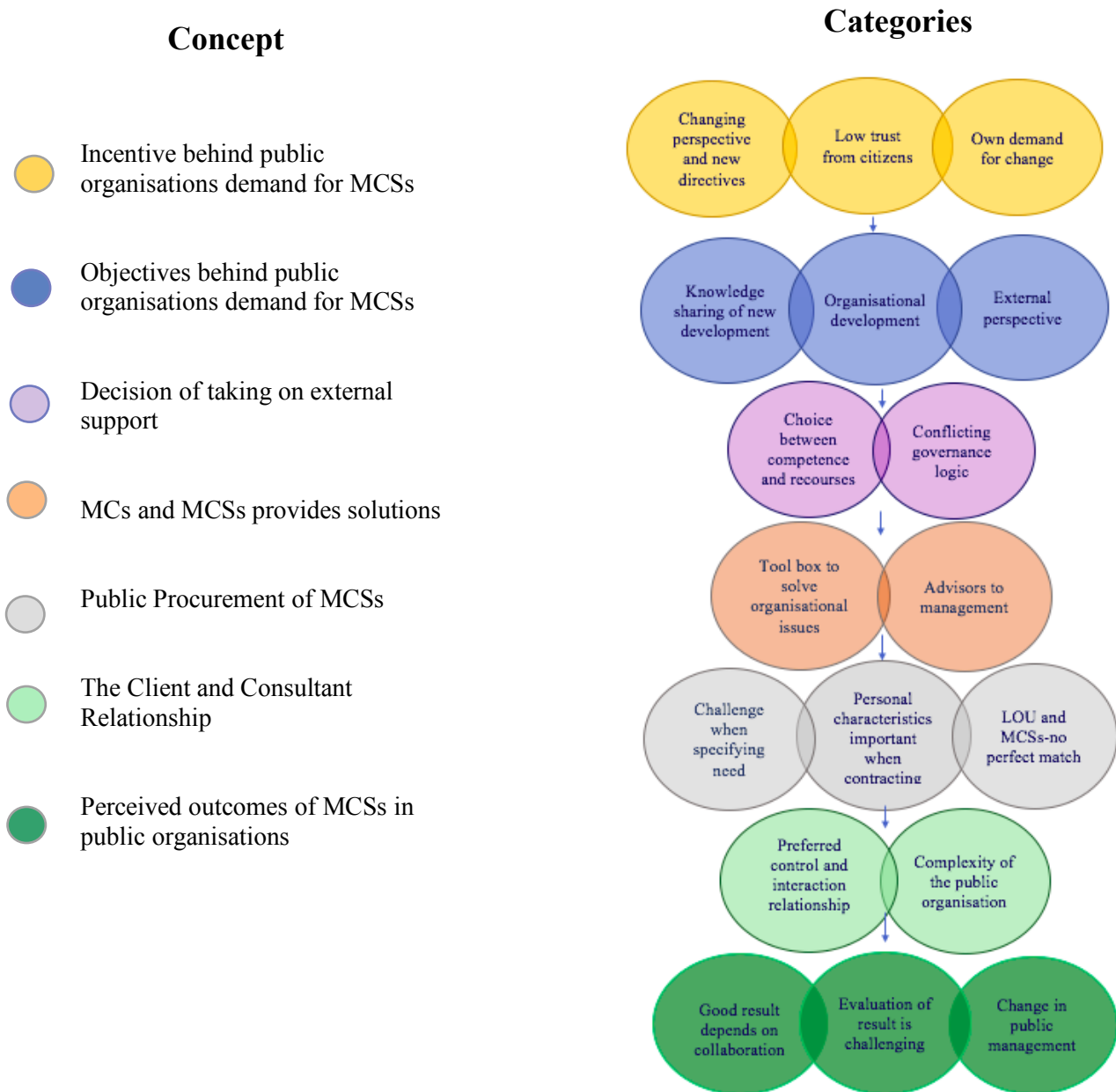


Figure 4: Analytical conceptual framework.

6 EMPIRICAL ANALYSIS AND DISCUSSION

From the basis of the literature presented in chapter two, together with the insight nourished from the empirical analysis, the research questions will be analysed and discussed. Each of the four-research questions will be presented in separate sections where concept including categories from the empirical evidence will be used to answer these questions. In the fifth section an analytical framework based on the analysis will be provided. There will also be presented three tables where an assessment based from the sociological and organisational perspectives coupled with the analysis has been done. This is to further create an overview of the result derived from the study.

6.1 WHY DO PUBLIC ORGANISATION NEED MCSs?

In this section the concept of public organisations incentives and objectives to seek assistance from MCs and MCSs are analysed and discussed.

6.1.1 INCENTIVE BEHIND PUBLIC ORGANISATIONS DEMAND FOR MCSs

Saint-Martin (2012) has retrospectively investigated fluctuation of demand for MCSs by public organisation and it is believed to be factors of “openness” which is thought to determine if the organisation trusts in external sources of knowledge. Or how the “organisation of the policy advisory systems looks like” whereas in a large complex one, it is believed, demand of managerial assistant will be higher. Robert (2012) acknowledges factors as political change or public management change have increase the need for acquiring MCs as both transmitters and facilitator of these changes. Based on the empirical findings, the main incentive behind public organisations need to acquire MCSs are explained as to come from (i) new directives either by the government and/or new executives at the client organisation. These directives are explained be derived from new reforms or political agendas for the next coming periods. Other incentives are explained to be (ii) lowered trust from citizens resulted in higher demanded of public organisations to drive change or created forces acting on a political level to drive through these changes. Also (iii) demand from within the public organisation was acknowledges to be a major incentive, either by the organisational management or their own organisations development departments.

In consistence of what Robert (2012) and Saint-Martin (2012) acknowledge changing directives and politics on how to manage public organisations have shifted during the three last decades. This is noticeable and expressed by the respondents as a; organisational journey by which its' operation has change because of this. The change in new directives is evident in all cases and have demanded a change in operating and how to make decision. MCs have been used in these transitions and are linked to great reforms within the public organisation to facilitate and transmit concept from the private market e.g. lean. Hence, when public organisation is provided with goals from executives on different aspect, this has resulted in need for the organisation to change where to the need of gaining external support has been a necessity to meet these new directives.

The category of low trust demanding change of public administration is known in Swedish literature as the abandonment of the “Swedish model” towards the market-oriented way of the

NPM idea's (Freeman et al. 2014; Premfors 1991). Respondents speak about the low trust from citizens have made public organisations to reach out more towards the market and towards the people. Not to isolate oneself and to shift focus on how to serve the public interest instead of mainly uphold policy and regulation as focal task. To adopt concept from private market have thus worked as a way to re-instore trust and legitimization of the new public organisations. Evident in the litterateur on management fashion and further elaborated by Abrahamson (1996), MCS which are seen as "cutting edge" or "fashionable" and it is used by organisation as a tool to strengthen their reputation and legitimization. This has been the case for many of the respondents when expressing the need to establish trust. However, some respondents feel a change in public opinion when acquiring MCSs and it is shifting towards being seen as waste of tax payers' money. This has been the case when acquiring MCSs however not when acquiring IT-consultant which could be, expressed by respondents, easier to advocate the need for in present times. How citizens value particular services is of most value to the public organisation because it will determine how the public organisation is judged when procuring products and services. In the NPM reform, the transition of public management to become more market oriented and adopt private management ideas on how to run public organisation was demanded from society. Nowadays the IT boom and the need to build better IT structure in organisations will affect how citizens view public spending.

The category of the organisations own demand to change and develop was one factor which was expressed in relation to acquire external support from MCs. This was done both in order to keep up with the changing context of mainly technical development and systems which was needed to operate in a new technical landscape. Other factors which were expressed was to keep up with the demand from costumers and citizens expectations of the public organisations. As Ernst & Kieser (2002); Armbrüster & Kipping (2002) and Scarbrough (2003) acknowledge MCFs are constantly striving to colonise new areas of knowledge, differentiate, re-package, re-interpret into management knowledge e.g. IT transformation. IT transformation in organisation is expressed by the respondents as the new big structural changes for public organisations. To facilitate this change which will affect all the people within the organisation, MCSs are acquired. It is also being noticed that IT consultants is the new "MCs" within this field and it is not surprising given the way MCFs is constantly focused on new trends in the market. Public organisations use the MCs as carriers of new trends and development to benchmark against the own organisation and to facilitate public organisations own demand too keep up with the context.

6.1.2 OBJECTIVE BEHIND PUBLIC ORGANISATIONS DEMAND FOR MCSs

Stadskontoret (2015) acknowledges public organisations main objectives by acquiring external services is to enhance; cost control and organisational effectiveness, to provide competence and knowledge and as a tool for coping where there is shortage of recourse available as major objectives. Regarding specific service performed by MCs, it often related to bring new knowledge into the organisation and ease pressure put on the organisation by contributing to enhance flexibility and work on demand. Based on the empirical findings, public organisations objectives behind acquiring MCSs resulted in three concepts which relates to; (i) a need for

acquiring an external perspective, (ii) gaining knowledge of new development and (iii) need for support in organisational development. To add to their organisational recourses was not presented by the respondents as a major objective but more as to balance the decision on if MCs should be taken in or not depending on the scale of a future project. However, if the organisation need competence as a recourse in a given situation then MCs were contacted but not merely as coping with peaks.

A majority of the respondent expressed an objective to gain an outside or external perspective of their organisation, in order to provide the client with new insights, new information or an untainted/independent analysis. The need to gain an external perspective and client management seeking outside for advice could be according to Ruef (2002) a history of an “externalised management” where a “outsourcing” of managerial decision-making processes have develop over the years. This also supported by Kipping (2002) where the author acknowledges that the management has historically always looked outside for advice and thus providing the need for such a management consultancy market. This is consistent with the institutionalised & Cognitive-cultural approaches explained by Faust (2012) where MCS are used by managers and organisations to regain control, legitimacy and solver of organisational problems. To seek external, advise for management has thus become an institutionalised way of solving problems within the own organisation, which is also evident in public organisations. MCs which are used as an independent advisor or as a tool of supporting organisational change is used to reinsure management in their decision-making process and reinsure these transitions.

It is expressed by a majority of the respondents that gaining knowledge of new development and the need for support in organisational development are major objectives when seeking MCs support. This notion has been presented in international literature from Fincham et al. (2018) which acknowledge organisations need to gain “sector expertise” and sources of information about new technologies, where MCs works as these messengers and intermediaries. MCFs have a variety of clients in different markets thus, becomes the carriers of different ideas and practices, harvested from different actors in the market. As Strang & Meyer (1993) and Czarniawska & Sevón (1996) point out, MCs have become such carriers of ideas which are used as part of their knowledgebase and “sold” as knowledge and information to whom they seem to have a value to. As Scarbrough (2003) and Sahlin-Andersson & Engwall (2002) mentions, MCs and MCFs business activities has thus become known for endeavours related to activities related to knowledge management and to form management knowledge, being MCs and MCFs products. These produces being, knowledge of particular developments which can be applied within public organisations or used to enhance organisational development is related to the expertise of MCs. They are used by the public organisation to enhance their own organisational abilities. These abilities are both in regard to operational, management and cultural performances.

6.2 WHY ARE MCs AND MCSs JUSTIFIED TO BE PUBLIC ORGANISATIONS' SOLUTION?

In this section the concept of public organisations decision on taking on external support and why MCs and MCSs are justified to be the solution are analysed and discussed.

6.2.1 DECISION OF TAKING ON EXTERNAL SUPPORT

Saint-Martin (2012) explains public organisations use of MCSs and MCs for the last three decades as being; a tool for public agencies in terms of (i) rational planners, (ii) apostles of the NPM views and (iii) partners in governance. Rational planners follow an organising or planning in accordance to a logic or a reason. Apostles are a statue for vigorous and pioneering actors which advocates particular policy's or ideas. These logics and ideas has followed different paradigms in society nation-wide ranging e.g. neo- liberalism to neo-institutionalism and to NPM (Armbrüster & Kipping 2002; Robert 2012). How an organisation is thought to work is a result of the strategic development which set the framework for the corporate, business and functional processes where the organisational purpose is the core (Kaufmann & Kaufmann 2009; De Wit & Meyer 2010). Based on the empirical findings, before taking in MCs, there is a process of balancing the need for competence and recourses at the particular situation. This decision is also depending on factors of governance logic e.g. beliefs and how the client value competence and recourses coming from the market or their own organisation.

The NPM have affected governance logic of public organisations, by intertwining it with a mixture of management governance logic, contains both market- and bureaucratic governance logic (Andersson & Tengblad 2009; Sveriges Kommuner & Landsting 2017). This have posed a challenge for public organisation in how to govern its organisation and thus contributed to a more complex organisation (Andersson & Tengblad 2009). Some respondents have sensed a retraction from the market-oriented focus and are now moving from a management governance logic towards a more traditional bureaucratic and professional governance logic, as explained by Freidson (2001). Few express, this has been a result of management enforcing compliance to regulations. However, there are those who express a need now more than evert to become market focused and withhold or leaning more towards a market-based governance logic as explained by (Andersson & Tengblad 2009; Sveriges Kommuner & Landsting 2017).

Which type of governance logic, the respondent's organisation lean towards, tends to depend on executives and senior management and their views on the organisational purpose and their responsibilities and duties to the society. Hence, sharing both views of upholding regulation at the same time being customer focus is a mixed governance logic which will steer forces in different directions. Grounded on the assessment of competence and recourses from the public organisation, a decision on procuring what's lacking is established. The choice to seek external support in MCs and acquire MCSs are dependent on; in-house recourses, competences as well as to which type of governance logic is apparent in the organisation and beliefs on the organisational purpose at the time being.

6.2.2 *MCS AND MCSS PROVIDES SOLUTION*

Respondents view MCs, both as a (j) tool in providing salvation on organisational matters (jj) as an independent management advisor before or during a specific decision. A majority of the respondents, used MCs as both a tool and an advisor during some of their organisational development processes or strategic management decisions. Why MCs were contacted and not other professionals, where often because, MCs work from a broad basis of knowledge and with use of a “toolbox” with methodologies and concepts to angle.

Why these toolboxes methodologies and concept is so attractive to the respondents, this study fall short in explaining. However, as Sahlin-Andersson & Engwall (2002) mentions, MCs are known to be driving actors in the expansion of management knowledge, thus advocates for e.g. lean production which has been used as an initiative by respondents in order to facilitate organisational development and effectiveness. As explained by Ernst & Kieser (2002), MCs have strived for “commodify” or “package” knowledge which are used to transform unstructured problems and solution into standardised problems and solutions offered to the client and pose as certifiers of organisational rationality. Furthermore, as Meyer (1996) acknowledges, MCs as “agents” to be set out to safeguard against loss of organisational control and as a remeasurement to the anxiety of management. An explanation provided by respondents, the low trust from citizens forced the authority to act and change its organisational processes. Thus, the executive incorporated a concept which was developed from the private sector, having a market-oriented function and goal, and this was deemed to be the solution for the public organisation short-comings.

Several respondents also highlighted that “the MCs way” of asking questions and creating insight of client organisation, which was based on dialog instead of inspection, made other e.g. specialist consultants fall short in certain enquiries. A majority of the respondents highlights MCs adaption abilities as a profession, which makes them suitable to new situation, where other traditional professions cannot compete. This is supported by Alvesson (1993) which presses the notion of the expertise held by MCs or MCFs are not narrow and focused in one particular field, of which expert in other profession can formally claim, but the expertise of adapting to new situations and environments which constitutes a big part of their knowledge base. This is highly valued by clients, which sees MCs as a delivery agent of a variety of enquiries within different context. Also expressed by respondents are the notion on the fluidity of the definition of the MCs profession. It is not the formal education which determines the professional trait. It is the capability as an outsider (outside the organisation), to analyse and support management to drive changes or support in organisational development projects. This ability has become a signature trait for the MCs profession and it is this ability which MCs compete in the market of other professionals. Fincham et al. (2018) supports this notion and couples MCs expertise as to drive socio-cultural interventions which is less material. However, respondents also express an uncertainty towards the high variety of services and abilities of MCs in determine which one to choose. There is an ambiguity concerning the broad spectrum of services provided by MCs which they have become known for and valued for however, it also drives the uncertainty of

the MCSs and what MCSs are needed for a particular problem. This will later relate to the concept of procuring MCSs within the LOU as somewhat problematic in section [6.3.1]

6.3 HOW DOES PUBLIC ORGANISATIONS VIEW THE CONSULTANT RELATIONSHIP?

In this section the concept of public procuring contracts of MCSs and the client-consultant relationship is analysed and discussed. The relationship between the client and consultant is formally regulated by contracts, by which is further regulated by LOU. This affect the context of the client and consultant relationship to become more complex.

6.3.1 PUBLIC PROCUREMENT OF MCSs

The notion of establishing trust by being aware of personal traits held by the MCs has been expressed by a majority of respondents. To become aware of the personal characteristics of an consultant and thus reinsuring a good collaboration is of high value. Furusten & Werr (2005) och Glückler 2006, have acknowledge particular risk management procedures when selecting a qualified MCFs and MCs. Clients of these services has, identified by literature, beforehand worked through relational and structural networks building up ways for mitigate risk by ensuring; (i) personal experience-based trust, (ii) networked reputation and (iii) public reputation. The main difference between private and public procurer is however, public organisation cannot contract services based on previously contract of a job well done or personal contacts. Hence, some of the strategies when mitigating trust in what private company's do when contracting MCSs are highly cut off.

Based from the empiric material, what public organisation often do when working in following LOU in this type of service is, adding a procedure after selecting by formal qualification and price. These extra procedures are often a personal interview or hearing of the candidates to ensure personal characteristics will potentially match the client and its organisation. In some cases, unofficial networks where experiences can be shared has developed to ensure sharing of information of good and bad experiences. In few cases, this has not been enough, and to save time and allow more autonomy in selecting the most qualified consultant, a broker has been contacted where clients have better room for picking MCFs and MCs to ensure trust. To reduce uncertainty when picking the right MCs, client aim to create a sense of the candidate personal characteristics and ensure successful prior experiences which is most ominous in regard to MCSs as respondents express.

The selection of MCs is posed as a risk as the client is unsure one will get a good MC besides having formal qualification. The focus in the process of hiring becomes thus more focused on the MCs experience of similar project and personal characteristics to ensure right candidate. The professional trait of fluidity and to provide an experienced service of socio-cultural interventions is thus both highly valued but also create an uncertainty of the MCs proven abilities.

6.3.2 *THE CLIENT AND CONSULTANT RELATIONSHIP*

Several forms of explaining the client-consultant relationship in action has evolved during the last three decades and the aim for finding a “true” picture is still an ambiguous one. Nikolova & Devinney (2012) have summarised the major contributions concerning this quest and found three types of models explaining different aspects of the client- consultant relationships. They are as previously explained; the expert model (consultant as ‘seller of expertise’ and a ‘doctor’), the social learning model (consultant as ‘helper’ and ‘reflective practitioner’) and the critical model (consultant as a “rhetorician”, ‘impression manager’ and ‘storyteller’). These three models all consist of different areas, being how knowledge is seen and treated, how knowledge is dispersed, the nature of MCs interactions and power relations.

Based on the empirical findings, the client-consultant relationship depends on the intended task of the MCs where a mixture of all models could be apparent from respondent’s experiences. If MCs are used as a tool to support organisational development and work within the client organisation, then the reflective practitioner is most appreciated. The majority of the respondents expressed, MCs which are too single focused on result and being authoritative, would not succeed. Also expressed by the respondents, the ability to gain control over the MCs is a way to establish a good relationship. Majority of the respondent favoured personal characteristics being; team focused, reflective, honest and submissive as favourite traits. Being a MCs, which engage in being a “doctor” or a “seller of organisational remedies” is not a valued trait by public organisations. However, being an honest rhetorician with and reflective and learning approach may be the perfect match.

Based on the empirical material, on cannot single out one true picture of the client-consultant relationship. MCs which aid management in managerial decisions and is portrayed as a bystander or pictured as a partner or advisor, empirical data have not been found to draw any deeper analyses on this matter. It seems to general be dependent on the task at hand, the client, the MCs and the context pose on the situation. However, what can be drawn is the importance of control over MCs, client’s desires to have. How this need for control is more or less evident depending on these different parameters, more research is needed.

Where respondents feel they losing control is when there are knowledge discrepancies between client and consultant and where MCs are not collaborative focused. McGivern (1983) has disputed the notion on power structure within the client-consultant relationship in general and in the social learning model in particular. The proclamation is that there is no need for power structures, because there consists a mutual agenda of engaging in problem-solving activities. However, this notion is in this study challenge because a majority of respondents of public organisation express a need to control either MCs or the activities the MCs are hired to do.

When discussing control or power, Clark & Fincham (2002) and Schein (2002) has steered the direction towards investigating behavioural elements of dependency between client and consultant relation. Based on the empirical finding, feeling of dependency of MCs were taken up as possible challenges during and after a project. Dependency was more related to not having enough knowledge during or after a project to progress independently other respondent pictured

dependency as having a constant need of MCs to aid in the organisation. This study has stretched its limit to draw any analysis more in depth regarding behavioural elements of *dependency* between client and consultant relation. Clark & Fincham (2002) and Schein (2002) conclude that power constellation is all signs of an unhealthy relation where the establishment of mutual trust instead of power will foster reciprocal help. Why control and power are a consistent trait expressed by the respondents could be a factor of the organisational structure and culture which is built in a bureaucratic way. Where power in relation to formal roles, advocates the legitimatised power, which is connected to the system of authority within the organisation and thus becomes the strongest force.

A majority of the respondents expressed dialogue, interaction and learning as a sign of a good relationship. Respondents express that one incentive to take in MCs and MCSs are a way of gaining new knowledge which is currently lacking within the organisation. However, having to low knowledge within the particular field made client even more vulnerable and feelings of loss of control was expressed. Power related to knowledge has been explained in literature by Gibson et al. (2003) and is also taken up in the expert model by Nikolova & Devinney (2012) as creating a shift in power where consultants have power because of the level of knowledge it carries. Knowledge is highly linked to learning and an organisations ability to learn will stipulate its further development. Thus, sharing of knowledge between client and consultant is one way to neutralise felling of dependency and loss of control. In opposite, fail to retain knowledge, control cannot be restored and feeling of dependency will occur. Knowledge is linked to learning and organisational learning is linked to an organisations development and survival capabilities (Gibson et al. 2008). Thus, to nurture organisational development when taking in MCs, the sharing of knowledge is ominous both in order for the client feelings of less dependency and loss of control and to promote organisational development.

6.4 WHAT ARE PUBLIC ORGANISATIONS' EVALUATION ON PREFORMED OUTCOME RESULTING FROM MCSs?

In this section the concept of perceived outcomes of MCSs in public organisations is analysed and discussed.

6.4.1 PERCEIVED OUTCOMES OF MCSs IN PUBLIC ORGANISATIONS

Aspers (2009) pictures MCSs as a highly intangible service which must be experienced and thus according to Furusten & Werr (2005) makes it hard to evaluate the quality of the service provided. Clark & Salaman (1998) acknowledge that the relationship between the client and MCs play a fundamental role how MCSs are evaluated. A good result or failure hence, become blurred even when controlled by contract. The contribution to the result is also based on an interaction between client and consultant within an organisational context, hence the contribution to the result becomes hard to isolate (Ernst & Kieser 2002). Based on the empirical finding, all of the respondent express evaluation on MCSs are an overall challenge task and associated with a lot of uncertainties. To pin point direct effects is especially hard, it becomes more an evaluation on the collaboration (client-consultant relationship) and insight (knowledge and learning) the collaboration has yielded.

Lindberg & Furusten (2005) have acknowledged that where services are difficult to compare and where the effect is difficult to measure, then close interaction between client and consultant seems to be the preferred method to reduce their uncertainty. Based on the experiences of the respondent's factors contributing to gain good results of MCSs are to; establish a good collaboration, enable trust, a successful procurement processes, client and consultant engagement, client ownership, client control, knowledge and competence held by consultant, and client ability to follow through processes. Other factors contributing to reach good result after MCSs are explained as having an organisation which has an allowing culture and where a collective purpose is shared throughout the organisation. The organisational environment through culture and what is feasible or not becomes parameters affecting if good result can be achieved or not. The result derived from MCSs are thus explained to be both factors of client-consultant interaction but also organisational embedded parameters such as culture and context where most of these services are performed.

The majority of the respondents rarely expressed situation which had led to unsuccessful result. In contrary, not succeeding in the result derived from MCSs are explained to be factors of inability to collaborate as mentioned by Clark & Salaman (1998), client engagement or the organisations inertia to change. Instead of talking about bad experiences other mentioned that they had now evolved as a procurer of these services and thus could distinguished the "bad" consultants from the "good" ones. The notion of desiring control and to established trust before contracting reveals a story of a highly insecure buyer of MCSs. Following LOU, evaluation on performed services is not obliged and is currently done sporadic by clients. Evaluation is posed to be the most challenging task related to MCSs however result derived from MCSs are portrayed as majority good. This is an ambiguously relation which this study cannot further comment on.

Many of the respondent express experiences of an organisational journey, where their organisation has become more customer and market focused. This development is much depending on reforms and nationwide spread of ideas on how to manage society as well as how the executive and senior management comply with these ideas. This is noticed by how respondents talk about their organisational purpose and strategy during present and future time. Respondent share examples of implementation processes e.g. lean production and strategic and organisational development project which has been implemented by more or less in collaboration with MCs. One clear example expressed was how the respondent's organisation mentioned and spoke towards their citizens as either, customers, beneficiaries, stakeholders or what focus their organisation had at the moment and how this was executed.

Half of the respondents express, the market-oriented focus has served as an important purpose and by having an external or market-oriented focus, the organisation has developed. Other feel that maybe this market-oriented focus has taken too much room and thus affected the organisation by lowering compliance to regulations. Boyne (2002) lift the question of whether privet management concept is compatible within a public context or not. The public organisation, is of now more diverse and there is no "one" public organisation therefore, this

study has revealed different public organisation leaning more or less towards a market-oriented or bureaucratic management logic. Whether or not different management styles is more or less successful this research won't elaborate on further. However, governance logic has changed within public organisation and this seems to be a result of many contributing factors and acting forces. MCs and MCSs have been used in these transitions over the last three decades. As Saint-Martin (2012) acknowledge, MCs part as rational planners and partners in governance is surly noticeable. The low trust from citizens, which was one factor contributing to a change in governance logic, has not seemed to be restored however the organisation is preserved as more effective, by which some part is thought to be a result of the lean production implementation. The simple packaging of organisational problems and solutions have now been shifted and the respondent require adoptions and costume made solutions. Based from the empirical findings, respondent express; if concept cannot be adjusted to their specific situation and organisation, then it is no purpose. Hence, MCs needs to adapt to its' customers in order to survive. Several respondents expressed, if the MCs are selling a ready package his/her credibility will fall short and is not hired. In public organisation, the belief of one solver of all problems is hence replaced to one concept cannot fit all.

De Wit & Meyer (2014) have acknowledge several factors of affecting change in organisational development. These are explained as being; individual psychological aspects, organisational cultural, political reasons, lack of trust, lack of participation and lack of investment and/or competence to drive through the change. Based on the empirical findings, the organisational development is expressed by the respondent as depending on an interaction between MCs but also other factors as client consultant relationship, organisational culture and the size of the organisation. Respondent also expressed that good proposals or advice provided by MCs have not been taken forward into an implementing stage because of loss of client engagement, approval from senior management or recourses to take on such initiative. Few respondents, express that MCSs effects may be lower in public organisation because of its culture and inertia to change, others believe it is the size of the organisation which is creating the inertia and not if its public or private. According to Jančićević (2013) there is a relationship between organisational structures and organisational cultures, which both affect behaviours of employees. A bureaucratic structure will make the culture focus on hierarchy and control. Furthermore, Gibson et al. (2008) acknowledge that organisational culture is a pervasive system of belief, norms and values which cause activities facilitating or preventing organisational change. Hence, if MCSs are hired to drive organisational development and change, their posed effects on these services is always dependent on the tendency of the client organisation to adhere to these changes. The "Management Consulting as a (Relational) Market" provided by the relational and structural concept hardly speak on the assessment of the experienced goods within an organisational context-where its' proclaimed affect should be noticed. Hence, it also poses the question, if MCSs are an efficient way to drive organisational development and in which types of organisations it's more or less affective.

6.5 ANALYTICAL FRAMEWORK FROM THE ANALYSIS OF THE RESULT

Presenting a summary of the empirical findings and analyses of the study in Figure 5 below;

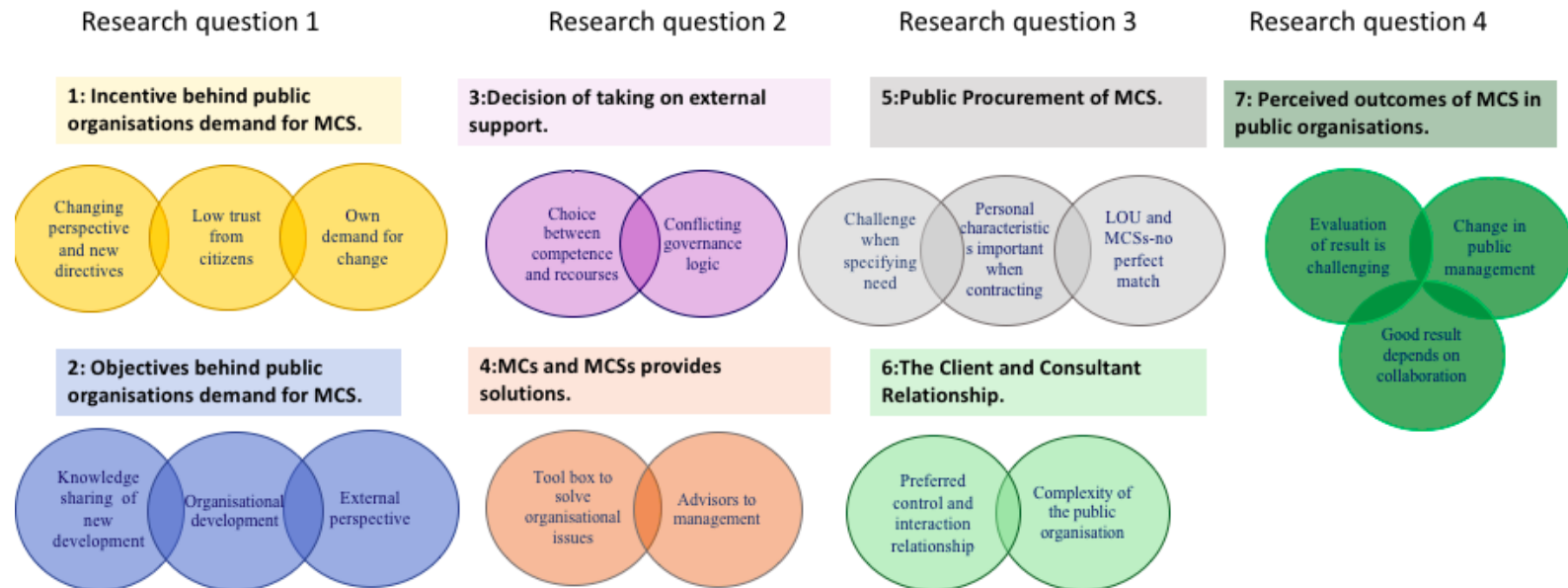


Figure 5. Analytical overview of the analysis derived from the empirical result.

6.6 ANALYTICAL FRAMEWORK OF THE SOCIOLOGICAL PERSPECTIVE

In this section the analysis and discussion in relation to from the research questions are linked to the sociological perspective. This is done in order to create an overview of the empirical findings in connection to this perspective. The tables, which has before been presented in the theoretical framework, has been combined with the empirical material and analysis shown in table 7a-b.

Table 7a: Condense summary of concepts and themes within the institutional and cognitive -cultural approaches coupled with the empirical findings and analyses yielded from the research questions.

Sociological Perspectives		
Institutional and Cognitive-Cultural Concepts	How MCs, have become so apparent and influential in our society and how these “institutional approved agents” are being formed. Furthermore, the main focus of these approaches has come to dwell on how MCS are used by managers and organisations to ensure safeguard against loss of organisational control and as a tool for legitimisation of the modern organisation (ibid).	
Diffusion and/or Translation of Management Knowledge	MC as ‘carriers’ of Management Knowledge	Contestations of Expertise and Experts
MC has been observed as “agents” for the expansion of management knowledge and the “diffusion and translation” of management ideas which later is being theorised and affecting the trend of management practices of different sectors.	<p>MCs pictured as a “knowledge workers” and has somewhat replaced academics and managers as leading “experts” of business matters and safeguard against loss of organisational control and as a tool for legitimisation of the modern organisation.</p> <p>MCF transforms unstructured problems and solution into standardised problems and solutions offered to the client and pose as certifiers of organisational rationality.</p>	<p>Expertise of MC and their authority as knowledge providers may be contested by other expert groups.</p> <p>By commodification and reinterpretation of knowledge, MCs have shown to create competitive differentiation and hence by-passed established professional occupations.</p> <p>Characteristics attributed to the work of MCs are to drive change and socio-cultural innovations in organisation.</p>
Combining literature and empirical result: Support/ Not supported by empiric finding or gaps, new information in empirical findings.		
	<p>When problem was occurring within the client organisation respondents expressed a need for reaching out to MCs to salvage these situations. Factors causing problem was mentioned as either a loss of trust in management, loss of trust from citizens or organisational deficiencies within the client organisation.</p> <p>When taking on MCs concept in different part of the organisation, respondent express an advantage into adapting these concepts with the organisation. Respondents express that in past periods, concept has been implemented from the private sector and it has resulted in both successful and lesser successful results. To mix MCs concept with specific organisational trait from the client is most beneficial according to the majority of respondents</p> <p>Supporting: When problem was occurring within the client organisation respondents expressed a need for reaching out to MCs to salvage these situations.</p> <p>Gaps: The need for costume made solution is now a demanding trait and not pre-package solutions.</p>	<p>The notion of contacting MCs in regard to accessing information and knowledge of new developments and trends in the market is also expressed as a reason for reaching to MCs</p> <p>Majority of respondents express a profound importance to analyse the organisation and to develop. These processes are affecting the organisation and the people within it. In terms of new development project, MCs are contacted to support the organisation in this transition both from a strategy level and an organisational level.</p> <p>Supporting: MCs are leveraging its knowledge of the market to sell to customers. Often trend concept as lean production developed from the private production business. It is rather MCs and MCFs which sell this expertise and not other occupations.</p> <p>MCs are contacted to support the organisation in this transition both from a strategy level and an organisational level. MCs as advisor, project leader or team supporter is a first choice to drive organisational development projects as being external from the organisation.</p>

Table X: Condense summary of concepts and themes within the relational & structural approach coupled with the empirical findings and analyses yielded from the research questions.

Sociological Perspectives	
Relational & Structural Concepts	How MCSs are traded on a relational market and why clients agree to pay for services which is hard to evaluate and could be perceived as “unguarded promises”.
Management Consulting as a (Relational) Market	Social Capital and Elite Formation
MC as a service has been characterized as an ‘experience good’ because the quality of the service and the confidentiality of the service provider can only be judged ex post.	The MCF claimed connectedness to other actors in the market is one factor to “enhance” social capita which is believed to be one major factor contributing to the expansion of MCs
Evaluation on result in practice often refers only to some rough measures of client satisfaction—primarily a relationship assessment.	MC known for their ability to form network ties between actors in the market and thus has become a distinguished groups of management intermediary elites.
Mechanisms to overcome performance and relational risk and to provide competence and goodwill trust is by: personal, experience-based trust networked reputation or public reputation.	Social, political, and economic linkages among elite groups and MCs, create a cohesive power elite.
Combining literature and empirical result: Support/ Not supported by empiric finding or gaps, new information in empirical findings.	
To achieve good result a majority of the respondent’s express team work e.g. sharing of engagement and good collaboration are particular success factors.	MCs are regarded to have access to information and knowledge of new developments and trends in the market. This is also expressed as a reason for reaching to MCs. To gain an insight into what other actors is doing in order to nourish an understanding of new development in the market and thus create a benchmark of other businesses.
Good result is pictured as an ability to become independent and autonomously build on after implementation and development. Good result is also seen as gaining in knowledge and insight of the own organisation and being presented with choices of potential development in the future.	Consultancy brokers have been contacted when; uncertainties of finding good candidates have emerged, to save time in the procurement process or creating a steering of selecting more autonomously.
Regarding the notion of trust is often discussed based on the candidate’s personal attributes and rhetoric’s. It is expressed to be important to establish trust before a contractual agreement is signed. Many candidates have outstanding merits however this is expressed to not be enough for several of the respondents.	Supporting: To build social network ties yields MCs connectedness in the market to leverage this knowledge as well as to connecting to more clients.
Other ways of reinsuring trust can be to share information in informal networks between the public organisations. This is done by reaching out to each other and discussing different candidates. This method is not done by all organisation however, expressed by few of the respondents as a solution to check candidates accomplishments and personal adaptability.	Gaps: Political and economic linkages have not been supported in the empirical findings.
Supporting: When evaluating MCSs it is mostly based on the client-consultant collaboration but also if clients have gained new information or insight of the organisation. When limiting risk, to create personal, experience-based trust and networked reputation or public reputation trust is the preferred way.	
Gaps: Good result is also an evaluation of clients gaining new information and insight of the organisation and thus provides them with new information.	

Table 7b: Condense summary of concept of “client -consultant in action” within the relational & structural approach coupled with the empirical findings and analyses yielded from the research questions.

Sociological Perspectives			
Areas:	Relational & Structural Concepts -Client-Consultant in Action	Client vs MC is contesters of power and knowledge within the partnership which is formally regulated by contracts. Ambiguity concerning the interaction processes of the client-consultant relationship.	
	Functionalistic View -The Expert Model	Functionalistic View -The Social Learning Model	The Critical View
Nature	<p>The consultant as ‘seller of expertise’ and a ‘doctor’.</p> <p>Consulting is about solving clients’ problems by transferring consultants’ knowledge to the client organisation.</p>	<p>The consultant as ‘helper’ and ‘reflective practitioner’.</p> <p>Consulting is about assisting clients to solve their own problems by combining consultants’ expertise with clients’ deep knowledge of their company in a process of framing and negotiating different perspectives and views.</p>	<p>The consultant as rhetorician ‘impression manager’ and ‘storyteller’.</p> <p>Consulting is about creating the impression that clients are buying something of value; it also involves the creation and dissemination of management fads and fashions.</p>
Knowledge	Consultants as experts have the capacity to solve clients’ problems; the client is a lay persona and is more or less excluded from the problem-solving process	Client and consultant both possess knowledge important for the problem solution (mutual knowledge asymmetry).	Due to the intangible and interactive character of the consulting work, clients have difficulties in evaluating consultants’ knowledge and the provided service prior and after it has been delivered
Interaction	The interaction consists of the transfer of information from client to consultant and the reciprocal transfer of solutions; the nature of communications channels, characteristics of messages, and motivation and absorptive capacity of the involved individuals determine its success	Client–consultant interaction is a joint learning process: it is the reciprocal exploration, testing, and negotiation of clients’ and consultants’ positions, interpretations, and experiences.	The interaction consists in consultants creating impressions, images, and stories whereas clients act as the audience; rhetorical skills and acts are important aspects of the interaction process.
Power	Consultants as experts determine the problem solution on the basis of their expertise and professional judgement. The client is dependent on the knowledge of the expert and accepts consultants’ authority (consulting-centric view).	Both consultant and client are powerful and interdependent because both parties possess relevant knowledge and make important contributions to the problem-solving process (a balanced relationship).	Consultants are powerful and persuasive actors; they use rhetoric, stories, and symbols to impress clients and sell management fads. The client is dependent on consultants and the management fads they create.
Combining literature and empirical result: Support/ Not supported by empiric finding or gaps, new information in empirical findings.			
Nature	<p>Being a MCs, which engage in being a “doctor” or a “seller of organisational remedies” is not a valued trait by public organisations.</p> <p>Not supported.</p>	<p>Majority of the respondent favoured personal characteristics being: team focused, reflective, honest and submissive as favourite traits. If MCs are used as a tool to support organisational development and work within the client organisation, then the reflective practitioner is most appreciated.</p> <p>Supported.</p>	<p>Respondents took in clients on interview and to solve case to assess the consultant’s competence.</p> <p>Not supported</p>
Knowledge	<p>Depends on task. If it is an independent analysis or investigation the consultant is hired to preform advice in isolation Supported.</p> <p>If the task is more towards organisational development and MCs needs to interact with organisation.</p> <p>Not supported.</p>	<p>A majority of the respondents expressed dialogue, interaction and learning as a sign of a good relationship.</p> <p>Supported.</p>	<p>Evaluation is posed to be the most challenging task related to MCSs however result derived from MCSs are portrayed as majority good.</p> <p>Supported.</p>
Interaction	<p>The majority of the respondents expressed, MCs which are too single focused on result and being authoritative, would not succeed.</p> <p>Not supported.</p>	<p>Majority of the respondent favoured personal characteristics being: team focused, reflective, honest and submissive as favourite traits.</p> <p>Any case the assignment is of pure investigation, de-attached to the organisation, then personal attributes are of lesser concern relative to their merits.</p>	<p>No empirical finding related to this matter has been extracted.</p>

		Partly supported	
Power	<p>Where respondents feel they losing control is when there are knowledge discrepancies between client and consultant and where MCs are not collaborative focused, hence this is not a valued trait.</p> <p>Not supported.</p>	<p>Thus, sharing of knowledge between client and consultant is one way to neutralise feeling of dependency and loss of control. In opposite, fail to retain knowledge, control cannot be restored and feeling of dependency will occur.</p> <p>Also expressed by the respondents, the ability to gain control over the MCs are a way to establish a good relationship and success.</p> <p>Partly supported</p>	<p>The notion of contacting MCs in regard to accessing information and knowledge of new developments and trends in the market is also expressed as a reason for reaching to MCs.</p> <p>Respondent share examples of implementation processes e.g. lean production and strategic and organisational development project which has been implemented by more or less in collaboration with MCs.</p> <p>Supported</p>

6.7 ANALYTICAL FRAMEWORK OF THE ORGANISATIONAL THEORY

In this section the analysis and discussion yielded from the research question is presented in relation to the organisational perspective. The tables, which has before been presented, has been combined with the empirical material and analysis shown in table 8.

Table 8: Condensed summary of contributions of the organisational theoretic perspective.

Organisational Theory		
Public Organisation (of traditional or semi traditional form)		
The Organisations inner and outer structures	The Organisations Purpose and Management	Organisational Change and Learning
<p>Formal Structure The distinction of public vs. private organisations is nowadays more diverse. The foundation of equal social value of the public organisations in general, this in contrast to the economic value maximisation and competitive forces of the private organisations. A possibility of up to 8 different private and public constellations exist which are based on origin of financing, of organising and adhering to public regulations or not.</p> <p>Context Serves the collective social system and the nations citizens by formal regulations and democracy. In public organisations it context is based on political agenda and law. -LOU</p> <p>Culture Different structures will foster different cultures which will eventually form into an equilibrium. A bureaucratic structure, which focuses on hierarchy and control, will make the culture focus on the same factors.</p>	<p>Strategy How an organisation is thought to work is results of strategic goals and processes from corporate, business and functional level where the organisational purpose is the core. The purpose an organisation attempt to fill will hereinafter affect the functioning of the organisation and affecting society</p> <p>Governance Logic Governance is explained as resulting from ideas on how to control and lead.</p> <ul style="list-style-type: none"> • The market-oriented perspective focus on governance in accordance to its customers on the market. • The bureaucratic governance logic is derived from a perspective based on formal regulations. • Professional governance logic where the professionals themselves or in associations determines the quality of the services or products <p>Power The authority is based on formal roles however, the power of someone is supported by formal roles but also derived from the corporate culture, informal structure and interpersonal bases of the person and organisation</p> <ul style="list-style-type: none"> • Formal/legitimacy Power • Knowledge power • Information-Power • Resource Power • Referral power 	<p>Change Change in organisation is a broad concept by which encompasses both renewal and alteration which creates both opportunities and challenges.</p> <p>Organisational change can include areas of structural change, strategic change, behavioural or cultural change and technological change.</p> <p>Inertia to change can be explained by individual psychological aspects, organisational cultural, political reasons, lack of trust, lack of participation, lack of education and/or support.</p> <p>Knowledge Knowledge management by which include creating, allocating, transforming, transmitting and lever knowledge can lead to organisational learning. However, learning and managing of knowledge is not enough in an ever-changing environment, it must also be converted into action of the management.</p> <p>Organisations can easily fall into a “knowing-doing gap” where the need to know is great but the action to do it is lagging behind, which result in hindering change.</p> <p>Learning When an institutionalisation of knowledge in the organisational processes is done then one have achieve organisational learning.</p> <p>Learning in organisation is linked to its’ ability to development and change. Individual or group learning level impacts on organisational level e.g. of its’ processes and structure the learning has become institutionalised and organisational learning has been established.</p>
Combining literature and empirical result: Support/ Not supported by empiric finding or gaps, new information in empirical findings.		

<p>Formal Structure There is an ongoing discussion on the organisational purpose of providing service to citizens vs. upholding law and regulation. However, no analysis has been made of formal structure of the organisation however could be categorised as both traditional and semi-traditional.</p> <p>Context The context of the regulatory system but also political and governmental responsibilities will affect the organisations operations.</p> <p>The context affects the organisation but also the MCSs and their advice. According to respondents some advice has though been too far-fetched or not applicable in the client organisation.</p> <p>Concerning LOU respondent express; affecting loss of speed, heavy administration and limited room for enabling social skills to come forth in the standard procedures is often portrayed as obstacles concerning LOU. Positive characteristics is explained as a way of actually thinking about what MCSs are needed in a more structured way.</p> <p>Culture Respondents express organisational culture is posed to be factors hindering change and hindering initiatives from MCSs.</p>	<p>Strategy Organisational goal was posed as both market oriented and on regulation and authority sometimes both purposes was prioritised.</p> <p>Governance Logic Management governance logic contains both market- and bureaucratic governance logic within the organisation of the respondents.</p> <p>Power Respondent expressed, if control over MCs could be established and the interaction was a collaborative and interactive one then a good client-consultant relationship was established.</p> <p>Where respondents feel they was losing control is when there are knowledge discrepancies between client and consultant and where MCs is not collaborative focused.</p> <p>Formal/legit power and power through knowledge is the preferred way to handle MCs within the own organisation.</p> <p>If MCs works as an advisor and is not interactive with the organisation, the empirical findings have not been found to make any assessment.</p>	<p>Change/Development Respondent express that MCs often works within the organisation as a project leader, member of project team, or change advisor. Activities operated by MCs was often to support clients in strategy processes, governance and management processes, operational processes, management coaching, change management, organisational structure and culture, organisational vision formation and implementing processes. MCs support varies a lot in different aspects, activities and formations.</p> <p>Challenges to change is expressed by a few of the respondents. Reluctance or also inertia to change is deemed to depend on factors of being a public organisation, administrative channels of decision-making, being a large organisation and organisational culture.</p> <p>Knowledge MCs are contacted as an intermediary of accessing information and knowledge of new developments and trends in the market. To gain an insight into what other actors is doing in order to nourish an understanding of new development and create a benchmark of other businesses.</p> <p>Majority of respondents also express having new insight of their own organisation and gaining knowledge from MCs are factors of creating a good result. However, knowledge transfer was expressed as challenging and if not establish feelings of dependency towards MCs was developed.</p> <p>To implement advice provided by MCs are seen as a factor of good result however, advice which are not implemented could also be good, but the implementation depends on budget, commitment of senior management and overall recourses.</p> <p>Learning Good result was also pictured as an ability to become independent and autonomously build on after implementation and development. Knowledge had thus resulted in an implementation, institutionalised and organisational independence.</p>
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7 CONCLUSIONS

The conclusion will be presented at the basis of the four research question. In addition, limitations and further recommendations will be outlined.

7.1 WHY DO PUBLIC ORGANISATIONS NEED MANAGEMENT CONSULTANCY SERVICES?

Incentives why public organisations need MCs and MCSs are explained to be (i) lowered trust from citizens resulted in higher demanded of public organisations to drive change, (ii) forces acting on a political level to drive changes and (iii) demand from within the public organisation, either by the organisational management or their own organisations development departments to drive change.

Objectives behind acquiring MCSs was related to (j) a need for acquiring an external perspective, (jj) gaining knowledge of new development and (jjj) need for support in organisational development. To add to their organisational recourses was not a major objective but more as to balance the decision on if MCs should be taken in or not depending on the scale of a future project. However, if the organisation need competence as a recourse in a given situation then MCs were contacted but not merely as coping with peaks.

7.2 WHY ARE MANAGEMENT CONSULTANTS AND MANAGEMENT CONSULTANCY SERVICES JUSTIFIED TO BE PUBLIC ORGANISATIONS SOLUTION?

The choice to seek external support in MCs and acquire MCSs are depend on; in-house recourses, competences as well as to which type of governance logic is apparent in the organisation and beliefs on the organisational purpose at the time being.

MCs, are both considered a tool in providing salvation on organisational matters and as an independent management advisor before or during a specific decision. Why MCs were contacted and no other professionals, where often because, MCs work from a broad basis of knowledge and with use of a “toolbox” with methodologies and concepts to angle and being outsider to the organisation. It is the capability as an outsider to analyse and support management to drive changes or support in organisational development projects. This ability has become a signature trait for the MCs profession and it is this ability which MCs compete in the market of other professionals. There is an ambiguity concerning the broad spectrum of services provided by MCs which they have become known for and valued for however, it also drives the uncertainty of the MCSs and what MCSs are needed for a particular problem.

7.3 HOW DOES PUBLIC ORGANISATIONS VIEW THE MANAGEMENT CONSULTANT RELATIONSHIP?

The client-consultant relationship is divided in two parts, first the contractual relationship regulated by LOU and then the relationship in action (often within an organisational setting).

The selection of MCs are posed as a risk as the client is unsure one will get a good MC besides the formal qualification. To reduce uncertainty when picking the right MCs, client aim to create a sense of the candidate personal characteristics and ensure successful prior experiences which is most ominous in regard to hiring MCs. This can be time consuming when adhering to LOU, therefor different ways to working with LOU has emerged. This includes, adding activities such as interviews is one way to mitigate this uncertainty other use MCs brokers which allow the client to sometimes hand pick trusted MCs.

If MCs are used as a tool to support organisational development and work within the client organisation, then the reflective practitioner is most appreciated. The ability to gain control over the MCs are one factor which is of high value of the client. Favoured personal characteristics of the MCs are; team focused, reflective, honest and submissive. Being an honest rhetorician with a reflective and learning approach may be the perfect match if the client and consultant relationship will be valued a good one by public organisations.

The client-consultant relationship is also pictured somewhat more complex by the client. The complexity of the public organisation affects the relationship by having different “rules of anticipated conduct” which is different from the private setting.

7.4 WHAT ARE PUBLIC ORGANISATION EVALUATION ON OUTCOMES RESULTING FROM MANAGEMENT CONSULTANCY SERVICES?

Evaluation on MCSs are an overall challenge task and associated with a lot of uncertainties. To pin point direct effects is especially hard, it becomes more an evaluation on the collaboration (client-consultant relationship) and insight (knowledge and learning) the collaboration has yielded.

Factors contributing to gain good results of MCSs are to; establish a good collaboration, enable trust, a successful procurement processes, client and consultant engagement, client ownership, client control, knowledge and competence held by consultant, and client ability to follow through processes. Other factors contributing to have good result after MCSs are explained as having an organisation which has an allowing culture and where a collective purpose is shared throughout the organisation. The organisational environment through culture and what is feasible or not becomes parameters affecting if good result can be achieved or not.

The result derived from MCSs are thus explained to be both factors of client-consultant interaction but also organisational embedded parameters such as culture and organisational context where most of these services are performed.

Result from MCSs and MCs interaction have changed the public organisation over time however it has been dependent on many acting forces and ideas of society e.g. NPM which has affected a change in governance logic. The shift in governance logic is one major factor affecting the procurement of MCSs. In past periods, concept has been implemented from the private sector and it has resulted in both successful and lesser successful results. Following LOU, evaluation on performed services is not obliged and is currently done sporadic by clients. Evaluation is posed to be the most challenging task related to MCSs however result derived from MCSs are portrayed as majority good. This is an ambiguously relation which this study cannot further comment on.

7.5 RECOMMENDATIONS ON FUTURE RESEARCH

In this study, MCs is pictured as the min profession understanding organisational development and pictured as a partner in transitions and organisational change. Hence it also lifts the question, is MCSs an efficient way to drive organisational development and in which types of organisational structures and governance regimes is it more or less affective in. To understand more of the effect MCSs and MCs has posed on public organisation, a study which follows the interventions recommended by MCs and the implementation needs to be further understood. Examples how one can structure further research is as follows;

- knowledge and learning between consultant and client (organisation)
- power and authority affecting client and consultant relationship
- organisational culture, context and change affecting the service provided
- organisational purpose and management of public organisations affecting procurement of management consultancy services

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APPENDIX 1

Questionnaire guide Swedish (used)

Vad tror du är de huvudsakliga anledningarna bakom din organisations behov att köpa in managementkonsult tjänster?

Varför tror du att organisationen vänder sig till marknaden för denna resurs istället för använda sig av interna resurser?

När och varför tror du det är viktigt för er organisation att jämföra och inhämta information från marknaden (andra organisationer och branscher)?

Innan beslut om att köpa managementkonsult tjänster, hur går din organisation tillväga för att upptäcka och definiera möjliga problem som skall lösas genom denna tjänst?

Hur skapar din organisation tillit till leverantören av tjänsten och vilken typ av information analyserar du/organisationen innan beslut om leverantör fattas?

Vad är din åsikt och erfarenhet av framställningen/utformandet av kontrakt för offentlig upphandling gällande managementkonsult tjänster?

Vad är din åsikt och erfarenhet gällande det huvudsakliga resultatet/bidraget för organisationen som mynnat ut från managementkonsult tjänsten?

Vad tror du är de viktigaste faktorerna för att uppnå ett gott resultat gällande dessa tjänster?

Hur ser du på managementkonsulter som profession, i stora drag?

Vad tror du, och vilka är dina erfarenheter gällande påverkan av din organisations ryckte efter användandet av managementkonsult tjänster, både inom organisationen och ifrån allmänheten och andra organisationer?

Hur tror du att din organisations ledning, strategi och verksamhetsutövande har påverkats genom att anta förslag som kommit från managemenkonsultbolag?

APPENDIX 2

Questionnaire guide Swedish-English translation (not used)

What do you believe and what have you experience to be the main objective and incentive behind your organisations' need to purchase management consultancy services?

Why do you think your organisations decides to go to the market to acquire such recourse rather to perform these services in-house?

When and why do you think it is important for your organisation to compare and acquire information from the external environment (other organisation on the market or sector)?

Prior to purchasing management consultancy services, how does your organisation acknowledge and specify potential problems to be solved? And why choose management consultants?

How do you build trust with management consultancy firms and what type of information do you look at before choosing a provider?

What is your view and experiences of constructing public procurement contracts in relation to management consultancy services?

What have you experienced to be the main impact resulted from management consultancy services within your organisation?

What do you think are the main success factors when acquiring management consultancy services in regard to affecting the performed outcomes?

How do you perceive management consultancy as a profession, in big terms?

How do you believe and experience your organisations reputation is affected by their use of management consultancy services, both from an inside [within the organisation] and outside [from society] perspective?

How do you believe your organisations governance [steering and management] is affected by adopting advice provided by management consultancy firms?

APPENDIX 3

Five principles of the public procurement law; LOU (Konkurrensverket 2017).

1. Non-discrimination
The principle of non-discrimination implies a ban on discriminating vendors because of their nationality (e.g. citizenship, establishment or country of activity). The contracting authority may not make claims that only Swedish companies know or can meet. This also applies when the contracting authority does not expect any foreign suppliers to submit a tender. Tenderers and tenderers from other locations are treated in the same way as companies from their own municipality.
2. Equal treatment
The principle of equal treatment means that all suppliers must be given the same conditions. For example, all providers must have access to the same information at the same time, so that no supplier gets a takeover. For example, the vendor may not accept a tender submitted late, as the same rules and time limits will apply to all.
3. Proportionality
The proportionality principle implies that the requirements and conditions in the procurement must be proportionate to what is procured. The measures taken by the contracting authority may not go beyond what is necessary for the procurement in question.
4. Transparency
The principle of openness (transparency) means that procurements shall be characterised by openness and predictability. Information relating to the procurement must not be disclosed, the contract must be publicly advertised and the suppliers who participated in the tendering procedure shall be informed of the results. The procurements must be public and accessible, and the tender documents shall be foreseeable, that is, clearly formulated and contain all the requirements.
5. Mutual recognition
The principle of mutual recognition means that certificates and certificates issued by the authorities of a Member State will also apply in other EU and EEA countries.
Competition
The principle of competition implies that a procurement cannot be designed in order to restrict competition so that some suppliers are unfavourably disadvantaged or disadvantaged