## **Table of Contents**

Foreword	V
Acknowledgements	VII
Abstract	IX
Table of Contents	XI
List of Figures	(VII
List of Tables	XXI
List of Abbreviations	άXV
1 Introduction	1
1.1 Problem Statement and Motivation for this Research	1
1.2 Research Objective and Research Questions	3
1.3 Outline and Structure of the Thesis	6
2 Epistemological Foundation and Research Methodology	9
2.1 Philosophical Perspectives and Research Epistemology	9
2.1.1 Positivist Research	9
2.1.2 Interpretive Research	
2.1.3 Critical Research	11
2.2 Research Design and Methods: Quantitative vs. Qualitative Research	11
2.3 Summary of Epistemological Foundations of this Thesis	13
3 Theoretical Background on Outsourcing	15
3.1 Definition and Background of Information Systems Outsourcing	15
3.1.1 Specific Characteristics of Information Systems Outsourcing	16
3.1.2 IS Outsourcing Definitions	18
3.2 Theoretical Foundation: Related Theories	21
3.2.1 Transaction Cost Economics	22
3.2.2 Exchange Theories: Social Exchange and Relational Exchange Theory	
3.2.2.1 Social Exchange Theory	
3.2.2.2 Relational Exchange Theory	
3.2.3 Psychological Contract Theory	20



	3.2.4	Expectation Confirmation Theory	27
	3.2.5	Theories of Power: Power-Political, Power Dependence, Power Conflict	28
	3.2.6	Summary of Theories for IS Outsourcing Relationships	30
	3.3 T	he Multi-Dimensionality of Outsourcing IS Functions	31
	3.3.1	Outsourcing Functions and the IT Service Lifecycle	31
	3.3.2	Forms of Outsourcing Arrangements	33
	3 <i>.</i> 4 O	utsourcing Determinants and Expectations: Advantages and Disadvantages	s 39
	3.5 P	rior Research on IS Outsourcing Relationships: State of the Art	45
	3.5.1	Evolution of IS Outsourcing Research towards a Relationship Focus	45
	3.5.2	The Relationship Perspective in IS Outsourcing	
	3.5.3	Approaches for Classifying IS Outsourcing Relationships	. 48
	3.6 C	onstitutive Factors of an IS Outsourcing Relationship	. 49
	3.6.1	Strategic Intent and Contextual Factors	49
	3.6.2	Relationship Architecture	
	3.6.3	Governance and Monitoring Mechanisms	
		3.1 Formal Contractual Governance	
		<ul> <li>3.2 Informal Relational Governance</li> <li>3.3 The Interplay of Formal Contractual and Informal Relational Governance.</li> </ul>	
		3.4 Governance via Management Processes	
		3.5 Governance via Organizational Structures	
		3.6 Governance via Experience and Risk-Reward Incentive Mechanisms	
	3.6.4	Relational and Behavioral Interactions of the Outsourcing Parties	
	3.6.5	Success of IS Outsourcing	. 66
		nortcomings of the Current Research / Research Gap on Outsourcing	
	R	elationships and their Governance	. 70
	3.8 Fi	ramework for Classifying Outsourcing Relationships	. 71
	3.8.1	Methodological Approach to the Conceptualization of a Framework on	
		Outsourcing Relationships	
	3.8.2	Categories of the Framework	
	3.8.3	Completeness vs. Parsimony of the Building Blocks	
	3.8.4	Interdependencies among the Variables	
	3.8.5	Conceptual Framework for Types in IS Outsourcing Relationships	
	3.9 Sı	ummary of Outsourcing Foundations	. 79
4	Theo	retical and Methodological Foundations for Classifying Data	. 81
		heoretical Foundations of Classification and Configuration	
	4.1.1	Definition of Classification Terms: Classification, Configuration, Type	
	4.1.2	Characteristics of Configurations or Types	
	4.1.3	Typologies vs. Taxonomies	
	4.2 G	rouping Techniques	. 86

	4.2.1	Cluster Analysis	86
		1 Definition of Cluster Analysis	
	4.2.1	2 General Procedure of Cluster Analysis	87
	4.2.1	3 Different Clustering Techniques and Algorithms	88
	4.2.1	4 Clustering Steps	90
	4.2.1	5 Strengths and Pitfalls of Cluster Analysis	98
	4.2.2	Discriminant Analysis	99
	4.2.3	Factor Analysis	101
	4.2.3	1 General Considerations and Distinctions in Factor Analysis: Exploratory	
		vs. Confirmatory, R vs. Q Analysis	101
	4.2.3	2 Design and Process of a Factor Analysis	102
		nmary of the Methodological Foundations for Classifying Outsourcing	
	Clie	nts	. 108
5	Fmnir	ical Evidence of Outsourcing Relationship Types	. 111
Č			
		alitative Pre-Study: First Evidence of Different IS Outsourcing ationships	. 113
		Data Collection	
		Results	
		1 Strategic Intent, Expectations, and Context	
		<ol> <li>Relationship Architecture</li></ol>	
		4 Interaction	
		Types of IS Outsourcing Relationships	
		earch Design of the Quantitative Study	
	5.3 Dat	a Collection and Demographic Results	124
	5.4 Sta	tistical Results: Data Analysis	126
		Diagnostic Pre-Analysis of Results: Missing Values and Distribution of Data	
		1 Diagnostics: Analyzing the Extent and Impact of Missing Values	
		2 Normal Distribution of the Data	
		Factor Analysis: Customer Expectations towards IS Outsourcing	
		1 Initial Factor Analysis with All Outsourcing Motives	
		2 Final Improved Factor Solution	
		3 Reliability Analysis of the Final Factor Solution	
		4 Interpretation of Factors	141
		Cluster Analysis: Finding Configurations of Clients with Similar	
		Outsourcing Expectations	
	5.4.3		
		2 Identifying Outliers in the Data Set.	
		3 Identifying the Number of Clusters and the Cluster Centroids	
		4 Optimizing the Cluster Solution with k-Means	146
	5.4.3	5 Estimating and Validating the Cluster Solution with Discriminant	1 47
		Analysis	. 147

	Interpretation of Statistical Analysis: Configurations of Different Outsourcing Client Groups	148
5.5.1		
	Expectations and Strategic Intents	149
5.5.2		
5.:	5.2.1 Basic Company Characteristics	156
	5.2.2 Role and Impact of IT for the Company	
5.5.3	Relational Architecture of the Outsourcing Ventures	162
5.:	5.3.1 Experience with Outsourcing	162
5.:	5.3.2 Outsourcing Objects and Degree of Outsourced Functions	163
5.:	5.3.3 Number of Involved Vendors: Single vs. Multi-Vendor Outsourcing	165
	5.3.4 Outsourcing Degree: Selective vs. Total Outsourcing	
5.:	5.3.5 Length and Duration of Outsourcing Contracts	167
	5.3.6 Pricing Arrangements for Outsourced Services	
	5.3.7 Outsourcing Alliances	
	5.3.8 Dependency on the Service Provider and Switching Costs	
	5.3.9 Goal Alignment between Outsourcing Parties	
	Governance Approaches among the Different Client Groups	
5.5	5.4.1 Outsourcing Governance: Role of the Contract	174
	5.4.2 Outsourcing Governance: Role of Processes	176
5.:	5.4.3 Outsourcing Governance: Role of Structures and Structural Liaison	
	Devices	
5.5	5.4.4 Outsourcing Governance: Informal Relationship	181
5.:	5.4.5 The Role of Staff Experience, Degrees of Freedom for the Vendor,	
	and Risk-Reward Mechanisms as Governance Mechanisms	
5.5.5		
	5.5.1 Communication	
	5.5.2 Conflict Resolution and Consensus	
	5.5.3 Cooperation and Coordination	
	5.5.4 Commitment and Loyalty	
	5.5.5 Cultural Similarity	
	5.5.6 Trust	
	5.5.7 Vendor Flexibility	
	5.5.8 Vendor Proactivity	
5.5.6	Outsourcing Success: Perceived Service Quality and Satisfaction	202
5.6 8	Summary and Consolidated Description of the Four Client Configuration	s 205
6 Gov	vernance of IS Outsourcing Relationship Types	215
6.1 F	Research Design: Governance Model and Construct Development	215
6.2 F	Research Approach and Validation	218
6.3 N	Model Validation and Results	219
6.3.1	Formative Measurement Model	219
6.3.2	Reflective Measurement Model	221

6.3.3 6.3.4		3 Structural Model	226
		4 Group Analysis: The Impact of Different Governance Mechanisms among	
		the Four Client Groups	230
	6.3.	5 Mediating Effects in the Model	231
6.	.4	Assessment of Common Method Bias	233
6.	.5	Discussion and Interpretation of Results	236
7	Co	nclusion and Outlook on Future Research	243
7.	.1	Results and Contributions to Theory	244
7.	.2	Results and Contributions to Practice	246
7.	.3	Main Research Limitations	247
7.	.4	Outlook on Future Research	248
Ref	eren	CCS	249
Арг	oend	ix	293