

Effektives Steuern von IT-Outsourcingdienstleistern – Entwicklung und Überprüfung eines Referenzmodells für Steuerungsprozesse im IT-Outsourcing

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Anhang (verfügbar online über <http://springerlink.com>)

Anhang A: IT Outsourcing Success and Failure

Customer	Vendor	Service	Success / Failure	Reference
BNP Paribas	IBM	IT infrastructure	Success (contract prolongation)	IBM (2011)
Deutsche Post	Hewlett Packard	IT infrastructure	Failure (exit)	Computerwoche (2008)
Karstadt-Quelle	Atos Origin	IT infrastructure	Failure (exit)	Computerwoche (2006)
KPT	T-Systems	IT infrastructure and application support	Success (contract prolongation)	T-Systems (2011)
Neckermann	Atos Origin	IT infrastructure	Success (contract prolongation)	Atos (2011)
Nord/LB	IBM	IT infrastructure	Success (contract prolongation)	CIO (2008)
Philips	Dell	IT infrastructure	Failure (exit)	Computer Business Review (2006)
Tamedia	Swisscom	IT infrastructure	Failure (exit)	inside-it.ch (2011)
WestLB	T-Systems	IT infrastructure	Failure (exit)	Computerwoche (2011)
Zumtobel	Atos Origin	IT infrastructure and application support	Success (contract prolongation)	Computerwoche (2009)

Anhang B: Steering Mechanisms in Literature

References	Contract Management	Risk Management	Performance Management	Communications Management	Demand Management	Service Improvement
Aubert et al. (1999)		Risk management				
Beulen and Ribbers (2002)	Contract- and account management (CAM)			Communication structure, information management		
Chapman and Ward (1996)		Risk management				
Currie and Willcocks (1998)	Commissioning and managing IT outsourcing contracts					
DIN (2010)		Risk analysis of services	Performance measurement and monitoring of service provision		Requirements/ service catalogue, demand/ change management	Monitoring of regular operations
Gewald and Helbig (2006)	Contract management	Strategic risk management, risk management process		Communication of goals and collaborative behavior expectations, joint operational meetings, report or escalate to strategic committee	Translate business initiatives into projects	
Goles and Chin (2005)				Communication, conflict resolution		
Goo et al. (2009)			Service level management			
Hefley and Loesche (2006)	Establishing well-defined contracts with stakeholders	Managing risks effectively	Monitoring and controlling activities to consistently meet the service delivery commitments	Communicating effectively with all stakeholders	Translating implicit and explicit needs into defined requirements	Continual improvement of process and performance
Hodel et al. (2004)		Risk management	Controlling of operations	Definition of committees	Requirements management	
ITGI (2005)	Contract management		Performance management			

Kern and Willcocks (2000)	Contract facilitation, contract monitoring		Service performance reports, service level agreement			
McFarlan and Nolan (1995)	Partnership/ contract management		Performance management	Customer-outsourcer interface		
Miranda and Kavan (2005)			Control processes			Benchmarks for performance and compensation
Quinn (1999)	Developing a procurement and contract management group		Actively measuring the benefits intended from the outsourcing relationship	Developing detailed knowledge-based operations data systems, creating a mutual contact system		

Anhang C: Interviewleitfaden

[Präsentation des Rahmenwerks und Erklärung der verschiedenen Mechanismen und Prozesse]

Verständlichkeit

1. Welche Elemente des Rahmenwerks sind unklar und bedürfen weiterer Erläuterung?
2. In welcher Weise können wir Struktur und Darstellung des Rahmenwerks verbessern?
3. Inwiefern sind aus Ihrer Sicht die Inhalte des Rahmenwerks für Jemanden mit geringem Wissen und geringer Erfahrung im Bereich IT-Outsourcing verständlich?

Vollständigkeit

4. Inwieweit deckt das Rahmenwerk aus Ihrer Perspektive die wichtigsten Mechanismen einer IT-Outsourcing-Steuerung ab?
5. Sollten weitere Mechanismen oder Prozesse zum Rahmenwerk hinzugefügt werden?
6. Sehen Sie weitere Kontextfaktoren, die einen signifikanten Einfluss auf die Steuerung von IT-Outsourcing haben und die bei der Implementierung des Rahmenwerks berücksichtigt werden sollten?

Operationalisierbarkeit

7. Welche Hürden sehen Sie bei der Implementierung des Rahmenwerks in der Unternehmenspraxis?
8. Welche Probleme erwarten Sie bei der Operationalisierung der Prozesse des Rahmenwerks?
9. Wie können wir die Anwendbarkeit des Rahmenwerks in der Praxis verbessern?

Akzeptanz

10. Inwieweit stellt das Rahmenwerk aus Ihrer Perspektive ein wertvolles Instrument für die IT-Outsourcing-Steuerung dar?
11. Wie ist Ihre Gesamtbewertung des entwickelten Rahmenwerks?
12. Welche spezifischen Verbesserungspotenziale sehen Sie?

Anhang D: Questionnaire (Excerpt)

Please note that sub-process and process descriptions included in the questionnaire presented below are not identical to those of the reference framework's final version, since the questionnaire was applied in the course of the evaluation phase and revised afterwards.

Main Process 1: Demand Management

Process Description

Demand Management is the continuous process of identifying, analyzing, prioritizing, and implementing quantitative changes (e.g., additional server) and qualitative changes (e.g., new type of server, new services, and non-standard-services).

Demand Management subsumes three sub-processes:

1. **Service Catalogue Maintenance:** Continuous development of the catalogue of standard services (SSR)
2. **Order Process for SSR and NSSR:** Coordination of the decentralized process for ordering standard services (SSR) and requesting for non-standard services (NSSR)
3. **Process Consulting, Prioritization & Implementation Tracking of Non-standard Services:** Identification of technical change needs to optimize business processes, realization of IT governance through quick and transparent requirements prioritization, coordination between business and contractor, as well as technical controlling of change-request implementation

(1.1) Service Catalogue Maintenance

Please enter your assessment of this process.

Maturity*	Importance	Urgency	Responsibility
<div style="border: 1px solid black; padding: 5px;"> <div style="text-align: right; font-size: small;">Please choose. ↓</div> <div style="font-size: x-small; padding: 2px;">Please choose.</div> <div style="font-size: x-small; padding: 2px;">Ad hoc / Unclear</div> <div style="font-size: x-small; padding: 2px;">Defined</div> <div style="font-size: x-small; padding: 2px;">Communicated</div> <div style="font-size: x-small; padding: 2px;">Lived</div> </div>	<div style="border: 1px solid black; padding: 5px;"> <div style="text-align: right; font-size: small;">Please choose. ↓</div> <div style="font-size: x-small; padding: 2px;">Please choose.</div> <div style="font-size: x-small; padding: 2px;">No importance</div> <div style="font-size: x-small; padding: 2px;">Low importance</div> <div style="font-size: x-small; padding: 2px;">Medium importance</div> <div style="font-size: x-small; padding: 2px;">High importance</div> </div>	<div style="border: 1px solid black; padding: 5px;"> <div style="text-align: right; font-size: small;">Please choose. ↓</div> <div style="font-size: x-small; padding: 2px;">Please choose.</div> <div style="font-size: x-small; padding: 2px;">No priority</div> <div style="font-size: x-small; padding: 2px;">Low priority</div> <div style="font-size: x-small; padding: 2px;">Medium priority</div> <div style="font-size: x-small; padding: 2px;">High priority</div> </div>	<div style="border: 1px solid black; padding: 5px;"> <div style="text-align: right; font-size: small;">Please choose. ↓</div> <div style="font-size: x-small; padding: 2px;">Please choose.</div> <div style="font-size: x-small; padding: 2px;">Corporate IT</div> <div style="font-size: x-small; padding: 2px;">Business Unit IT</div> <div style="font-size: x-small; padding: 2px;">Federal (Corp. and BU)</div> </div>

*Description:

- Ad hoc / Unclear: The process is not known; if necessary, someone will be called who might be able to help.
- Defined: The process is defined, but how the process should actually flow is not known to me.
- Communicated: I know the process flow as well as my responsibilities in the process and I am enabled to execute my process steps.
- Lived: We have executed the process and it fulfills our requirements.

Do you see improvement potentials? Do you have specific requirements?