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SCHOOL OF ECONOMICS AND BUSINESS

MASTER'S THESIS

**SUCCESS FACTORS OF CLIENT-CONSULTANT RELATIONSHIPS: A
CASE OF A SMALL PORTUGUESE BUSINESS INTELLIGENCE
MANAGEMENT CONSULTING FIRM**

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LIST OF ABBREVIATIONS

Abbreviation	Meaning
BI	Business Intelligence
CCR	Client-Consultant Relationship
MC	Management Consulting
CSF	Critical Success Factors
ETL	Extract-Transform-Load
SDG	Strategy-Governance-Decision
VRIN	Valuable, rare, inimitable, and non-substitutable
BISCs	BI support centers
IMP Group	Industrial Marketing and Purchasing Group
PE	Psychological Expectations

INTRODUCTION

In today's technology business world, the management consulting area has aroused its importance and become more attractive in the market where the consultants from these firms provide what the clients demand. Also, in the client-consultant relationship (hereinafter: CCR), there are expectations from both clients' and consultants' sides to achieve success in the relationship. Even though there are several factors that influence the CCR, this thesis research study focuses on the roles and responsibilities from both consultants' and clients' sides that impact on the success of the CCR, whose time dimension refers to beginning, development, maintenance, and maturity of the relationship. Thus, the existence of a balanced and successful relationship between clients and consultants is realized by adopting and implementing a set of well-defined critical success factors (hereinafter: CSF) in each stage while considering their criticality.

The term of management consultancy (hereinafter: MC) can be stated in the literature with several definitions. For example, MC is known as a process or an activity where certain problems and changes are solved for better performance and success achievements in terms of the objectives of different firms. Moreover, consultants work for the clients from several various areas, which both consultant and client are involved in the consultancy process in order to realize objectives together (Ada & Elena, 2008). It is also important that when a firm has the advantage of using the data in order to make decisions better for the firm's objective and the consulting firms embrace the BI solutions to provide to the firms, there will be a connection between firms by interacting each other which bring several benefits in terms of economy, society and so on (Olszak, 2016). Furthermore, management consultants are advisor and assistants for providing business administration, where the clients contribute to the production of consulting services (Richter, Ansgar & Niewiem, 2006). When there is a problem of a business client, the consultation is needed by consultants with situation analysis, problem determination, providing solutions, increasing knowledge, improving perceptiveness and transferring knowledge to the client (Perkumienė & Navasaitienė, 2014). Also, Želvys (1995) indicates that it is important to know how the relationship of client and consultant emerges because of helping to understand the concept of consultancy and contributions in the area. The CCR development occurs throughout the communication and interaction process, which both sides' interaction with each other creates meaningful communication. Moreover, in the CCR, there are multiple dimensions such as time, structure, process, substance, functions and value. In addition, the evolving of relationship happens stage by stage according to the time dimension of the CCR, and these stages are expressed as beginning, development, maintenance, and maturity of relationship, which provides efficiency in the analysis of CCR (Castro, Alves & Proenca, 2005).

Significantly, growing of MC rapidly arises the focus of CSFs in a CCR. As explained in the literature, to measure and evaluate the CSF in the consultancy are not easy as well as the relations between each other due to priority stages of a relationship in various cases factors (Chelliah, Nikolova & Davis, 2008). What is more, the roles and responsibilities of both consultants and clients are important and impact on the success of a CCR; that's why, they are representative of CSFs (Kakabadse, Kakabadse & Louchart, 2006; Appelbaum & Steed, 2005).

The CCR is comprehensively studied in the literature with the perspectives of clients more than consultants regarding their expectations; nevertheless, there is not a study for this specific case of a small MC firm that specializes in BI area in Portugal regarding highly focus on the consultants' perspective. Therefore, this thesis research is conducted for investigation and deep understanding of CSFs that emerged from roles and responsibilities of both consultants and clients in a CCR following each stage of relationship by providing the set of critical success factors model with their priority and correlations in between each other. Furthermore, this research study aims at answering the main research question "What are the critical success factors regarding consultant's and client's roles and responsibilities in each stage of client-consultant relationship development?" with the objectives of understanding the definition of success in the relationship, the roles, and responsibilities in the relationship success, and the critical success factors based on roles and responsibilities from the consultant's perspective in each stage client-consultant relationship.

The methodology approach for this research study is called exploratory sequential mixed research methods design, which is realized in two phases. Firstly, exploring the candidate success factors based on the roles and responsibilities of both consultants and clients that are provided by consultant informants. After discovering and defining the CSFs in the first phase based on the each stage of the CCR by its criticality, second phase presents the CSFs obtained from both first phase and comprehensive literature review with the selection criteria of being mentioned by minimum 2 informants and in minimum 2 resources in the literature, which is adapted from the exploratory study of Puklavec, Oliveira and Popovič (2014). The second phase focuses on presenting the prioritization of CSFs distinctively from clients' and consultants' roles and responsibilities. This applied design for the research problem in order to provide both research designs' strengths and better understanding with both open-ended in the first phase of qualitative study and 7-point Likert scale closed-ended questions in the second phase of quantitative study.

Lastly, the thesis research structure follows firstly, a comprehensive literature review which is about MC in BI World in the first section, the CCR in the second section and the CSFs in the CCR take place in the third section of the outline in the thesis. Then, the Research Methodology is explained in detail with the research questions and conducted methodology. This is followed by Results and Discussion sections consecutively, where discussion involves the findings,

contributions, recommendations, limitations, and future research subsections. In the end, the Conclusion section gives a big perspective to the thesis research study by including the most important points of the research study. All in all, this research study proposes a comprehensive contribution of a set of critical success factors with prioritization to the small-sized MC firms that are specialized in technology business area.

1 MANAGEMENT CONSULTANCY IN BUSINESS INTELLIGENCE WORLD

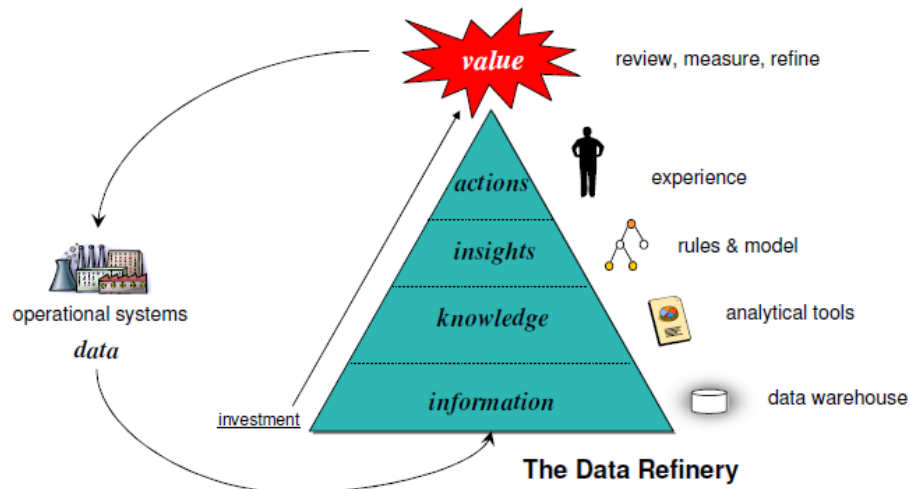
In today's world, the influence of BI in the management area is important for making better business decisions in order to gain excellent business insight for the objective of firms. Besides, BI's role is essential in order to transfer crucial information from one to another in terms of comprehensive and deep understanding of business insights.

1.1 Definition of Business Intelligence

There are several definitions proposed for BI in the literature. Firstly, BI is defined in Data Management Review (Leat, 2011) as a gained knowledge by hardware and software utilization in a business that transforms the data to information for the business. Also, according to the survey by "The Asian Banker", the gained knowledge about customer is a crucial capability for the competitive advantage in the business whereas it is emphasized in the Data Warehouse Institute, the transformation of the data into information, the transforming of information into knowledge, and turning the knowledge into plans make the business gain profitable business actions as a result of the composition of data warehousing, business analytics and knowledge management (Leat, 2011). The way of utilizing the data within the cycle of information, then transforming information into knowledge which is used to get insights for firms to take actions with several important participants through the process is demonstrated in the following Figure 1.

Furthermore, BI can be described by the combination of process and product. When BI is described as a process, it refers to the composition of several methods in order to create beneficial information that can be transformed into knowledge for firms' objectives in an economical manner. As a product, BI is used to address the actions depending on markets, services, technologies, competitors, customers, and many things to know in their business environment in order to make decisions effectively in firms with the data in the border of directorial and functional aspects in terms of supply chain, customer, financial and performance (Vedder, Vanecek, Guynes & Cappel, 1999).

Figure 1: Business Intelligence as Data Refinery



Source: Leat (2011).

Another description of BI as a subsection of information systems management stands for creating intelligence with a wide information systems mechanism for businesses in order to reach the objectives of their firms. In the literature, Olszak (2016) defines BI with technologies, software tools, and products, knowledge management, dashboards, information and knowledge-based working methodology, analytics, competitive intelligence, and big data. In addition, BI is composed of technical and managerial factors, which is recognized as an umbrella for all the processes in BI including collecting, storing, transferring, analyzing data, for firms to make better decisions (Davenport, Harris & Morison, 2010; Watson, 2010). In brief, BI is considered as the constitution of a process and a product, which firms use for information and intelligence development.

1.2 Background Information of Business Intelligence

The evolution of BI is important to know for a better understanding of how it contributes to firms. In order to comprehend the background information of BI, it is recommended to analyze BI in three ages. The first age of BI called BI 1.0 stands between the 1970s and 1980s, when the data marts and extraction, transforming and loading (hereafter: ETL) tools were important for analyzed structured data, and scorecard, dashboards were used for data discovery. Mainly, BI 1.0 stands for a start age for BI with operational and tactical management tasks (Chen, Chiang & Storey, 2012). The second stage of BI called BI 2.0 has occurrence between 1990 and 2005 with more developed and advanced techniques as data warehousing, data mining, Online Analytical Processing and web applications by Google and Yahoo (Gratton, 2012). Olszak (2016) states that in the last age of BI 3.0, there are more web, mobile, and radio frequency identification technologies added, which

focuses on” creation, delivery and the management of customers”. Lastly, Gurjar and Rathore (2013) discuss that BI has the new technology of cloud which provides the least effort of management of BI services with deployment in a faster way and flexibility. Noticeably, what BI applications provide is better business processes, business decisions, and personalized products and services by including several technologies: Extract-Transform-Load (ETL) tools, online analytical processing (OLAP), online transaction processing (OLTP), data, text and web mining, big data, predictive modeling, in memory tools like Qlik, real-time BI like Spotfire and much more functionalities contributed. Furthermore, where BI solutions reach is wide involving health sector, telecommunications, banking sector, and the manufacturing sector. BI has utilities and benefits in terms of strategical, tactical and operational planning efficiency, customer relationship enhancement, more efficient business process management, and so on. In short, in order to gain a competitive advantage for a business in its market, BI brings a lot of efficiencies in terms of decision making, business processes, and strategic thinking (Olszak, 2016).

Leat (2011) describes that a BI environment has two environments. First one is data warehousing environment where a technical team having the responsibility for the ETL process, which is the main process for BI by extracting, cleaning the data, modeling, transforming, transferring and loading. The second environment called analytical environment which is for querying, reporting, analyzing, mining, visualizing and acting by business users. In the end, all these actions from the data warehouse environment and analytical environment realize in Enterprise Data Warehouse of the business. What is more, there is an iterative process happening through planning, design, implementation and usage, support and enhancement of Data warehouse in BI’s data warehouse building. This iterative process includes adding new data sources and applications based on the new and/or change requirements from the customer that a central governance committee approves those to be included in Enterprise Data Warehouse (Leat, 2011).

On the other hand, the analytical environment is composed of strategic and tactical analysis that reporting, analyzing predicting with historical data occur, and operational analysis where real-time data is processed for business performance management, data mining, predictive modeling, and business process monitoring. Additionally, in an analytical environment of BI processes, reporting asks the question of ‘what’ happened in order to analyze ‘why’ it happened by planning and forecasting. Then, based on the historical data there is questioning of ‘what’ will happen by statistical models, optimization and simulation. After this strategic and tactical analysis, real-time data operational analysis happens in the last stage by including more complexity such as batch, ad hoc, analytics, continuous update short queries and event-based triggering in the evaluation process of BI. Furthermore, in the analytical environment of BI, there might be different users who have different needs and tools. For example, decision makers use predefined scorecards, reporting tools and so on because they need to access to KPI scores and mark the reports in the order of

priorities whereas the analysts and specialists use statistical modeling, ad hoc query tools in order to find the root cause and make better decisions (Leat, 2011).

For the further understanding of BI, the analysis is made as research of several practices of BI such as business analytics, data mining, data warehousing and so on. It is investigated that BI is divided into many research categories. The first category of BI is artificial intelligence which is composed of Artificial Intelligence's algorithms and applications based on machine learning, web mining, and so on. Benefits as a second category of BI is used for measurable financial benefits by data mining, data warehousing and so on. The next category is named decision containing the bases of data and decision modeling, decision-making in order to improve decision making. Moreover, the category of implementation mentions project management issues by following customer relationship management, enterprise resource planning, and knowledge management. At last, the strategies category of BI has a focus on applying BI in business related to several topics such as enterprise agility, marketing, supply chain, and customer experience improvement. Importantly, how to examine the BI research categories can be realized by theory formulation/literature review, survey, lab experiment, primary research, secondary research and much more. Theory formulation/literature review has more research done in order to formulate guiding theories for the research area of BI. In conclusion, the diversity of BI is based on marketing, management information systems and computer science (Jourdan, Kelly Rainer & Marshall, 2008).

BI solutions have different systems than others in terms of being adaptive to new conditions, changes, and requests. In addition to that, the success of BI consists of 7 steps. In the analysis of BI success, the first step is establishing a BI vision with the full determination of the whole role of BI based on a vision, business key drivers and initiatives for the scope and objectives in the business in order to proclaim all of them after. As a second step, developing a BI roadmap is crucial with prioritizing determined business initiatives regarding return on investment, easiness of execution and strategic value with the aim of minimum cost and maximum benefit. After that, BI governance establishment and secure initial funding process come importantly for launching the project. It is followed by the creation of BI competency center that is needed for being shared by all business units. The next step is alignment between business and IT sides which requires a close relationship of people from both business and IT sides to follow the common approach and understanding. Tracking benefits and return on investment of BI is the next step due to proceed further by confidence. Lastly, building trust and credibility in BI systems can be realized by the teamwork of both business and technical environments. In brief, these 7 steps help firms to benefit from BI systems to take intelligent steps for the gain they desire (Leat, 2011).

1.3 Small Medium Businesses in Business Intelligence Area

Small-medium businesses are described as independent firms having the highest limit of employees as 250 in the European Union whereas small firms are specified with less than 50 employees (OECD, 2000). In the article of Raymond, he investigates that across the business intelligence activities in social, economic and technological environments of small firms, strategic issues derived from a global knowledge economy can be comprehended and solved. They are more flexible, have the shorter reaction time and in terms of capacity they have for innovations they are further than larger enterprises in the new economy by being in the center of it. Nevertheless, they also have the challenges that stem from the global knowledge economy, globalization, the trade's liberalizing, market's internationalizing and firms' changing their forms. In other words, since the global knowledge economy emerged there are both challenges and opportunities for small and medium businesses. The conceptual and operational framework can manage the issues of BI activities by detecting the trends that result in strategic issues too for a better performance of SMBs (Raymond, 2003).

1.4 Management Consultancy and the History

McKenna (2006, p. 11) indicates that MC emerged as a new professional service in 1930, and it was introduced as advising the other business what to tell and when. Furthermore, consultants are the outsider professionals which the executives employ to receive advice on their administrative issues in an accelerated complex world. Besides, consultants are called external advisor spanning the borders of the executives' firms by economists. Consulting is a successful industry on change, especially in the era of quick change since the beginning. Moreover, consultants' comprehensive influence nationally and internationally on the economy can be understood by their existence which occurs because of the entrepreneurs' goal of decreasing the **transaction cost** that is the cost of administration between different firms. External advisors are the blowing treasure of unexplored ideas. What employing outsiders can provide is commented as 'a valuable sounding board for untested ideas' on the essay 'On Counsel' by political theorist Francis Bacon (McKenna, 2006, p. 11). What is more, consultants are the experts that they sell the knowledge and ideas to firms but do not participate in the production part. The knowledge/advise in terms of managerial best practices' transmission may not be costly to the consultants as much as to firms in a single industry because the expertise that consultants provide is precious for competitive advantage in the market. Moreover, consultants are the knowledge carriers who play a crucial role in the economy for the firms.

Beside the transmission cost for the firms, the other explanation of why consultants are chosen and their more rapid expansion than the rivals is based on the institutionalization of management consulting companies. MC is a unique professional field that came up in 30's regulatory change as a result of shattered 'competitive equilibrium (McKenna, 2006, p. 17). The regulatory change

was not affecting only MC, but also technology consulting in the '50s. The information technology giant Arthur Andersen took a step back from MC and followed the antitrust regulation in the heart of technology consultant. Whereas the institutionalized MC had been an outgrowth of depression era of antitrust regulation, the information technology consulting had been affected by antitrust regulation in the 1950s which and emerged as a postwar byproduct. There had been an aim of reducing the power of monopolies, therefore the increase of managerial knowledge had the chance of increasing (McKenna, 2006, p. 20). In the 1950s, the acceptance of use electronic computers had been foreseen that there would have been a big impact on the enhancement of accounting information with high speed. After the acceptance of electronic computing devices, there was going to be an astonishing change in business development.

According to McKenna (2006, p. 23), IBM had the monopoly power in Information Technology area where the businesses needed the electronic computer devices were desired in consultancy. Also, it had an indirect impact on the increase of information technology consulting forcefully by the need of consultants' integrating electronic computer systems, which caused a decreasing of its market share during the period of the 80s. After the hard times of the change in regulations for IBM, the recovery was strengthened by an immediate decision of creating an information technology consulting group, which had increased the revenue by one-fourth of total revenue by 1996 and became a significant competitor in the market again.

Following the history of MC above, another description of MC can be introduced as a process or an activity where the solutions are provided for a certain problem and changes required in order to achieve better performance and success as objectives (Ada & Botezat, 2008). Furthermore, Ada and Botezat (2008) argue that there is no offer from management theoretically for the solutions of businesses; nonetheless, bring approaches of different models and several various experiences from different firms, which is realized by consultants in management consultancy area in order to implement them after.

Consultants work for the clients as their customers. In other words, there are two components in the consultancy process: consultant and client. They have the same objective for the common business they make. Form another different point of view to say, the consultant has responsibility for the achievement of a result that is requested from a firm which the consultant is not even a part of it. Moreover, management consultancy is required by a firm when there is a problem to solve for that firm. Following that, more developed countries have a common approach of using consultants from outside because of the higher cost of the internal consultants (Ada & Botezat, 2008).

1.5 Understanding Business Intelligence in Management Consultancy Firms

Olszak (2016) demonstrates that a firm can take advantage of the information and the knowledge obtained from the firm's data, especially if it is big data in dynamically change in the environment. Another fact of BI is that firms are informed better for intelligent decision-making while being able to adapt to the rapid change of environment in business. BI is a treasure for firms to be still discovered. Not many firms could have discovered all the functionalities yet. In other words, practical functionalities that can be benefited from are still not used by many firms which can have several benefits regarding the economy, society, and firms.

- **Benefits of Business Intelligence: Theoretical Models**

Nevertheless, these considerable functionalities, benefits in BI are not comprehensively mentioned, and not taken into consideration passionately. It stays significantly weak; however, it can be achieved by following several theoretical models in order to understand what BI can bring to a firm. That's why, there are significant theory models which examine BI and all related to BI in an effective way, and those can be said as in the following: RBV model, CSF theory, and the theory of Maturity Models (Olszak, 2016). RBV is the first model for firms to use for a better understanding of BI in order to gain an advantage. The study of Ahn and Tork (2011) shows that RBV model defines valuable, rare, inimitable, and non-substitutable (hereinafter: VRIN) sources, which this VRIN criterion express an approach to BI technology should be unique and creating desirable value for a firm. What RBV does is conceptualizing the resources from the company as static whereas conceptualization of dynamic capabilities stays as an ability of the company to use for integration, building and reconfiguration in case of rapid changes (Ortbach, Plattfaut, Poppelbuss & Niehaves, 2012; Teece, Pisano & Shuen, 1997). This concept makes BI information technology enabled and analytical-capable for better performance, decision making, and adaptable to rapid changes in the BI environment (Ortbach, Plattfaut, Poppelbuss & Niehaves, 2012; Wixom, Watson & Werner, 2011; Chae & Olson, 2013). Secondly, the CSF theory is used to determine the issues of BI if the business objectives of BI is achieved or not. CSF theory is a set of factors guiding set of tasks to be implemented for the solution of BI issues (Scholz, Schieder, Kurz, Gluchowski & Boehringer, 2010). Moreover, it is perceived as strong support for the managerial factors by analyzing both how well the implementation of BI is going and how good the system quality and the output are within dimensions of firms, process, and technology. According to Olszak (2016), regarding the implementation of BI, the biggest challenge comes with the business barriers when the business problem is not well defined, the processes are not supported well by managers, there is not enough knowledge of BI systems, going beyond of the budget and so on. Lahrman, Marx, Winter and Wortmann (2011) define another theory is called Maturity Models theory which aims to reach the target stage and implies to all stages since the initial one by understanding the capability of the firm through the transformation process. One of the maturity models is Gartner's Maturity Model which has five levels in maturity to reach the target. It questions about where the

firm was, the firm is now and the firm is going next, and if everyone agrees with the taken decisions for the evaluation of BI and project management area in the firm. The maturity model is a roadmap for a firm during the time of BI usage by assessing the “people, processes, metrics and technology” within a 5 level. First, one is called information anarchy where the data is not proper enough. The second one is when there is investment from a firm in BI and the data stages in silos, but the users are not good enough for BI systems. The third level is when the firm starts to gain some success in BI but not the whole parts of the firm take advantage of it. The next one is a strategic level when the firm has clarity on what to do in a manner of strategic achievement. The last level is when the BI tools and applications are available to all users in order to create better business value and performance. All in all, if a firm wants to reach the highest level of maturity, there has to be the fulfillment of the requirements for several changes in the management of vision and data, funding and so on (Olszak, 2016).

- **Building an Agile Business Intelligence Firm**

Traditional management approaches to BI systems do not support enough to keep up with the rapid changes in the development of BI applications. Thus, application development and delivery professionals follow move further to reach better solutions. The first important part is to move the focus on the outcomes of business rather than only on the technologies used. For example, the former BI approaches include bottom-up way which is generated by a sense of ‘outputs first’ and has the focus on used programs and technologies. According to Evelson (2015), there should be a top-down approach in a firm involving performance metrics, indicators, and measures by aligning with business strategy. The reason for this approach is to specify the population of information for business management followed by technology and programs. Secondly, the business should be responsible first. That’s why building an agile BI firm is possible when the BI team is controlled by the business. To illustrate, 27 percent of clients of Forrester which follow this approach are the ones thinking outside of the box. Thirdly, the focus should be the business in a solid firm for BI instead of technology. Another important practice, iterative project management cycle is needed in BI development, meaning that, once solved business problem is followed by other critical questions to be managed. Mentioning the importance of business shouldn’t make a firm leave the data management behind because BI support centers (hereinafter: BISCs) can deliver the quality data to the business stakeholders if the data governance has effectiveness. In conclusion, what business stakeholders need with BI applications can be met with the approaches mentioned above, being aware and functional enough to apply the necessities on BI development processes (Evelson, 2015).

According to an article of Evelson (2015), Forrester states that in order to achieve trends and best practices in a firm, BISCs is integrated with several competencies and capabilities. Besides, there are several actions for the companies to have a broadened scope and governance in BISCs such as persistence on business ownership of BI inferring successful business-driven BI programs, leading a close relationship between business and technology teams, business processes and data management efforts coordination, and making BISCs encouraged to be involved in knowledge management environment creation.

- **Decision Making and Efficiency with Business Intelligence**

The interest of BI systems has recently increased for Information Technology executives in firms; however, how to manage these systems has gained importance too (Sommer & Sood, 2014). Moreover, other such dispositions such as Business Analytics and management of Big Data to BI have contributed to the growth of BI in the market. What is more, BI can be interpreted as a new generation of Decision Support System with several functionalities such as systemic integration of structured and unstructured data in real time systems, handling with a large amount of data, highly qualified processing of in-memory technologies for data mining, and possibility of self-service of computing systems (Wieder & Ossimitz, 2015). With all competencies that BI provided to Decision Support System side, it can be said that BI is more about the whole process of managing data than only software and systems, which has a scope having an influence on qualified decision making and various complex functionalities providing solutions. Also, good management of BI is crucial to achieve the critical success factors of data warehouse projects. As mentioned above, successful management can be realized when there is proper usage of resource and assets of BI with a close and effective alignment between business and Information Technology during the whole process of BI life cycle, therefore the benefits of BI solutions are properly obtained, and the quality decision making in management can be realized by following qualified BI management. Another significant component of BI information helps the decision maker to identify and choose the appropriate available alternatives. Thus, the more qualified information, the better managerial decision is made.

According to article ‘ The impact of Business Intelligence on the quality of decision making – a mediation model’, Wieder and Ossimitz (2015) investigate that the aim of BI is bringing quality information in order to make better decision in business, which can be realized in different ways such as identifying, storing, maintaining data for data warehouses, and obtaining, processing, transferring data for decision maker by taking the advantage of technologies of online analytical processing, dashboards and so on. Meaning that the high quality of data storage processing, maintaining results into making a better decision in business management of BI, which has

responsibility for the whole process of data stage and information stage planning, implementing and operating.

BI is defined by Elbashir, Collier and Davern (2008), as a set of several actions including data analysis and reporting functionalities being useful for middle and lower management levels for quality decision making in their day-to-day work life. Negash (2004) has also put forward that BI as input provides actionable information for better both tactical and strategic decisions for a higher level of management. As both a process involving many methods to lead the company into benefit from information of intelligence in order to be successful in the global economy and a product, BI is not easy to implement and achieve the success of its applications. The reason why the achievement is not easily met in developing countries' firms is the weak correlation between institutional factors such as strategy, the structure, the process, the culture of a firm and effectiveness of BI systems as well as the examination of the liaison between those institutional factors and the effectiveness of the firm. The reason for these questioning the relationships is that BI aims at the highest quality and better decision making as possible in firms.

Following this relationship triangle, Arefin, Hoque and Bao (2015) state that the element of mediation between institutional factors and institutional effectiveness is addressed to BI systems. As it is declared that BI systems make the firm have improved effectiveness with easy information access, analysis, and sharing. It is also revealed that BI systems effectiveness is related to firm structure because the goals of BI includes majorly useful information for top management to make better business decisions for the success of a firm. It is mentioned in many resources regarding the success of BI systems management and performance that there should be a strong and well connection between Information Technology and business strategy. Moreover, the impact of BI systems on institutional effectiveness in the case of the strong relationship between BI systems and institutional factors such as strategy, process, structure, and culture. As a small but important detail, among the institutional factors, the institutional strategy is the one which is the most crucial and has the biggest effect on BI systems' effectiveness while the BI systems affect to the firm strategy within the whole process. All in all, BI systems should be utilized regarding the objective of the firm as effectively as possible; however, in case of any failure of the utilization of BI systems and applications, not only the operational level but also the high core management level in terms of strategy, process, structure, and culture should be evaluated, and the focus should be on the alignment between the institutional factors and institutional effectiveness through the BI systems activities in the BI firms (Arefin, Hoque & Bao 2015).

2 THE CLIENT-CONSULTANT RELATIONSHIP

In this subtopic, the comprehensive literature review is composed of the understanding roles the of clients and consultants, how the client and consultant interaction occurs, the relationship's dimensions and the stages of client-consultant relationship following the time dimension.

In today's economy, management consultants are crucial, who are in interaction with clients through the whole process of advising and assisting due to provide business administration. Since consulting services are deemed as co-production of clients and consultants, there is a joint point both clients and consultants contribute to production (Richter, Ansgar & Niewiem, 2006). Regarding the topic of the CCR, first, it is important to know what the consultation refers to and the need for it. Perkumienė and Navasaitienė (2014) emphasize that when there is a problem in the business of a client, there is a need for consultation. In this case, consultation refers to several activities such as the situation analysis, problem determination, and solution providing to the client with knowledge enhancement, perceptiveness improvement, knowledge transferring to client correctly, professionalizing in the business area of the client, and taking more responsibility for logical decisions. It is important that the consultant can understand client's features, feelings, and needs. If the consultant cannot properly understand the client, complaints from the client side may occur which will affect the relationship between client and consultant in an unpleasant way. Yet, there can be a better understanding of clients in terms of several features where the relationship evolves in a more mutual positive way resulting in knowledge enhancement and making more reasonable decisions.

2.1 The Role of Client

In consultancy, it is crucial to know what the client means and what the responsibilities of a client are. To begin with, the concept of a client is questionable and unclear in the real world of business. However, there must be a meaningful concept for the client in order to understand the relationship with consultants afterward. Therefore, in the literature client is identified in 6 types which are described as the following: **contact client** as a first contact of consultant, **intermediate client** as a participant in various meetings, **primary client** as an owner of the business problem to be solved by consultant, **unaware client** as lateral connected to prime client and unwitting about being affected, **indirect client** as aware client but consultant doesn't know about, and **ultimate client** as a top-level client who is considered critically in any kind of decision. Since the concept of the client is not very crystal clear due to the needs, requirements and participation differences that can happen, the consultant should know about the client to work with through the whole relationship. At the same time, knowing the experiences of client and consultant enable the relationship understandable from both points of views (Appelbaum & Steed, 2005).

2.2 The Role of Consultant

Beside the client, who is also involved in the relationship is a consultant. Why the client as a customer choose consultants can be answered by seeing the consulting world which is explained in the previous section of MC. Throughout the history of MC, the acquired success is acknowledged as unique in the economy, and the reasons of existence are explained in the literature as various skills, knowledge, and techniques in many sectors that consultant has. Following that, the role of consultants is discussed in literature a lot; thus, one point of consultant's roles is important to express. In an investigation into the role of consultants, Appelbaum and Steed (2005) show that there are three models. In three models, the role of consultant's can be observed based on a purchase of **expertise model** in which consultant providing extraordinary solution with the expertise he has, **doctor-patient model** where consultant focusing on the problem of client pointing the strength of relationship, and **model of process consultation** which consultant easing the process for the client to choose the solution for his business problem. Also, there are five consultant categories to be fit in three models explained above. As a mental adventurer, consultant fit in the expertise model because the experience base provides a solution to the client. In addition, strategic navigator, management physician consultant and system architect are in a model of doctor-patient as consultant focus on the solving client's problem with understanding deeply the client's aspects. Lastly, the co-pilot figure of a consultant is taken into consideration as a facilitator in the process consultation model. All in all, a consultant has roles as an information provider, problem solver, and definer critically, recommender of solutions, dedicated to the correct solution, facilitator for client's learning and worker for organization's effectiveness.

Whereas most of the literature on consulting clearly focuses on the role of the consultant in ensuring that effective communication takes place, others have pointed out that clients as well are responsible for creating a good communication atmosphere. Consultants could act as capacity builders here by assisting clients to build these skills (Appelbaum & Steed, 2005). This would have a positive influence on working together to solve client problems (Chelliah, Nikolova & Davis, 2008).

- **The Decision of Client: External Consultant**

Depending on the needs, objectives and other several factors, the client might choose internal or external consultants. The intensity and closeness of relationship can determine the way of the client's decision to choose the proper consultants for their project (Richter, Ansgar & Niewiem, 2006). Furthermore, Appelbaum and Steed (2005) state that why external consultants are important to acquire is the competences, various experience with different clients in several sectors, professionalism, time flexibility, being independent, creative in problem-solving.

Moreover, the client can choose the variables affecting this intensity of relationship of both organizations. These variables can be exemplified as the formation of the consultant team and working location (Richter, Ansgar & Niewiem, 2006).

In the literature, it is pointed out that clients decide on consultants either internal from their organization or external as outsourcing. The reasons to choose external and internal consultants and the related conditions to decide on it are examined and analyzed in the article of Richter (2006). Choosing external consultants is influenced by three situations. Firstly, if the client's internal organization doesn't have the required knowledge based on a specific industry while external consultants who are experienced and have more knowledge are disposed to be chosen by the client. Remarkably, the individual industry-specific consultants are deemed to have the expertise to execute the project. There is another condition immensely politicized like in case of involvement of politics where external consultants are sought by the client due to their ability of guidance in the process and deep analysis of involved politics. What makes the external consultants to be sought by the client is several various experiences within many different units. Besides, there is an effect of one unit to others, and eventually all organization although the risk client has which is information sensitivity of client's organization. In addition, external consultants are successful in managing over workload to execute specific projects, meaning that, their capacity is enough in order to execute the projects with the extra workload. To short, if external consultants are more proper for the responsibility of a project that the client considers which eventually external providers will be procured by the client (Richter, Ansgar & Niewiem, 2006).

Nevertheless, the results also show that the client might tend to choose internal consultants instead of external consultants if there is an important amount of specific knowledge about the organization of the client. Some trustworthy cases point out external providers are deemed as a disadvantage since it is critical for the client's organization. Furthermore, the complementary type of activity in the execution project determines that internal consultants are more appropriate. Also, the incompatibility of completing the project with the growing business of the organization. Plus, there is a fact that the client wants both their inline consultants and external consultants in the same project since they want their consultants to receive the knowledge and opportunities from external providers in order to maintain the project alive after its completion. It is another fact that there is a hesitation from client to employ only external consultants in the projects because of the reason explained above, which is to keep the benefits of the project by maintaining it after completing it; that's why, the internal clients are important as external providers to assign in through the execution of project for the operation of organization. Beside the conditions for clients to procure either external consultants or internal consultants are mentioned above, clients' previous experience about external providers is crucial for them to choose to work with them again. Significantly, the negative experience of clients is more about that external consultants are not able

to provide support in implementing instructions from clients. For instance, the complaint from the client is about the junior consultants' not being able to take responsibility for disseminating the knowledge of change readiness and implementation of it. Briefly, there are crucial factors for the client to choose either external or internal consultants for their objectives of business (Richter, Ansgar & Niewiem, 2006).

Furthermore, Ada and Botezat (2008) point out that regarding the relationship of consultant and client, the key problem can arise from the creation, maintenance, and trust of the relationship. When the consultant has recommendations to share with the client the relationship factors between them create supports, acceptance, and understanding. What is more, in order to make the defined relationship real, "a special effort" can be realized with together problem defining, result expectations stating, creating the way for mission accomplishment, participation of client for further crucial steps in realizing objectives, and understand, interpreting the firm from technical, economic and human point of views. Since it is important for the firm to know the consultants before hiring in terms of capabilities, knowledge and other competencies, the success standards should be recognized and understood well by the consultants clearly.

2.3 Client and Consultant Interaction

It is demonstrated by Želvys (1995) that the main objective of the consultancy is providing help of consultants providing enhanced knowledge, improved methods to work and better prediction of activities for more competent results. How a relationship emerges is always an important approach in order to understand the concept better and make contributions in the area. However, according to the research of Perkumienė and Navasaitienė (2014), the origin of current client and consultant relationship doesn't have causes and elements having explicit definitions that determine the interaction in terms of managerial activities. Želvys (1995) examines CCR and explains that the development of relationship occurs through the communication process in terms of being in interaction and knowing each other better. The communication is such a phenomenon that depends on more than one side who is interactor, and meaningful communication happens when both or more sides interact with each other. According to researchers in the literature, there are two types of communication that are discernible: communication with one and communication with multiple others (Kovalov, 1970; Kočiūnas, 1997). Moreover, communication is a synonym of the word of interaction and is used for activity analysis in an organization by referring to the connectivity among subjects, channels, methods used for knowledge transfer and so on (Strazdas, 1995). Therefore, the relationship between consultants and clients can be interpreted as the interaction between clients and consultants. The relationship of clients and consultants involves the influence that they make to each other and giving information to other one side while the other side receiving it in order to produce the answer as a solution to the problem that client's question has

(Adamonienė, 2006; Barvydienė, 2003). In other words, quality solutions to be found, the effect to each other, giving and perception of feelings, attitudes through the consultation process are stated as the determinants of client-consultant relationship (Perkumienė & Navasaitienė, 2014).

Van Den Ban (1999) claims that communication occurs in two different levels: content/business and emotional/interpersonal. Also, the goals of operational communication determine the important factors such as obtaining good information about the service or product, informing about both positive and negative cognizance, making the client believe that product/service is good and arousing the attention of the client, which influence the operational relations. Beside these four crucial factors, the human factor is important in order to develop an interpersonal relationship leading the relation either positively or negatively. Regarding another level of communication which refers to the business relationship, Bowman (1987) states that ethical behavior, conflicts, and communication skills are three main factors affecting the efficiency of relationship. It is approved also that the impact of business factors is appeared not only on management consultants, but also clients due to the relationship concept (Perkumienė & Navasaitienė, 2014).

2.4 The Dimensions of Client-Consultant Relationship

There is an important approach which is based on the research of Industrial Marketing and Purchasing Group (hereinafter: IMP Group) that defines the dimensions of the relationship between clients and consultants. First of all, IMP Group represents a scholars' network in several areas such as marketing, management, technology and much more in the context of business to business and business to consumer. The work of IMP Group exists in books, journals, and in the website of IMP Journal. Approaching in a dynamic way through the interaction processes, it is performing the research of empirical studies regarding the way of the company's doing the business, their interaction between each other, and representing an immense group of researchers in the world who exchange the knowledge of the business world ("About - IMP Group", 2019). What is more, IMP Group perspective on the relationship between clients and consultants has multiple dimensions as key aspects: **time, structure, process, substance, functions, and value**. To begin with, the time dimension in the business relationship according to IMP Group's perspective shows that evolving of relationship stage by stage occurs in time. The stages of a relationship can be expressed as "pre-relationship stage, the early stage, development stage, long term stage, and final stage" (Castro, Alves & Proenca, 2005). Additionally, Ford (1990) explains that experience, uncertainty, distance, and commitment are the factor affecting the stages of the time dimension of the business relationship. As the second characteristic of business relationship structural elements includes include continuity referring to keeping business transaction maintained, complexity explained by number, type in the relationship, symmetry to create a more balanced relationship and informality effecting better than a formality to problem-solving. Process

characteristic in the relationship can be explained by adaption, cooperation, conflict, social interaction and routinization (Hakansson & Snehota, 1995). Moreover, substance and functions in relationships of business are distinctive factors for both parties and/or third parties in the network. The fourth important dimension in the relationship for business is an economic dimension. According to Ford (1998), achieving desired sales and profit can be realized by analyzing the relationship of business within higher customer activities and new products/solutions providing. Plus, differentiated old products can be used in order to encourage the relationship; nevertheless, it results in higher several costs in long term (Castro, Alves & Proenca, 2005).

2.5 The Stages of Client-Consultant Relationship

Castro, Alves and Proenca (2005) have a focus on defining the atmosphere of the relationship with key dimensions as mentioned above that are classified within the development stages of a relationship: **beginning**, **development**, **maintenance**, and **maturity** for an efficient and beneficial analysis of the relationship of consultants and clients. The analysis of atmosphere of relationship realized by following traditional components results into the existence of balanced, successful and cooperative relationship due to the interest of development of new technology by both sides, no dependency of clients on consultants, social proximity between two parts in terms of informal contacts, and some separation regarding the individual roles, benefits as a disagreement in client-consultant interaction. The stages of the CCR begin with the start of the project they work on together. The start of a project has three different ways as initiating forms. As a client can take the step to contact the consultant, the consultants can communicate with the client first too. When the first step comes from the client, what consultant does is analyzing the clients need and requirements, and best practices to meet the needs. Also, the successful past relationship leads to acceptance of the CCR's beginning, and for the consultant to gain the project. If the consultant takes the first step to contact with the client, best solutions are presented to the client to save from unclear and bad situation, where the creative offer from a consultant in project marketing emerges. The last form of entry stage in the CCR can be expressed when the consultant already working with the client on a project and identifying other issues to be solved beyond the scope of the current project. This can be interpreted as a form of entry stage when a new team joins the project whereas it can be perceived as a development stage from a corporate relationship point of view. The start of a relationship is followed by the development of the relationship. The more complex a project is the higher degree of relationship client and consultant have. The complex surroundings internally are the number of people and the contacts involved, and externally are technology suppliers, strategic thinkers, and outsourcing that consultant has. What is more, there are several obstacles that both sides encounter in terms of capacity, finance, technology, and especially behavior. The success of the project and relationship can be realized by a strong mechanism as a hierarchical structure of the project. Communication, training, workshop and team building are

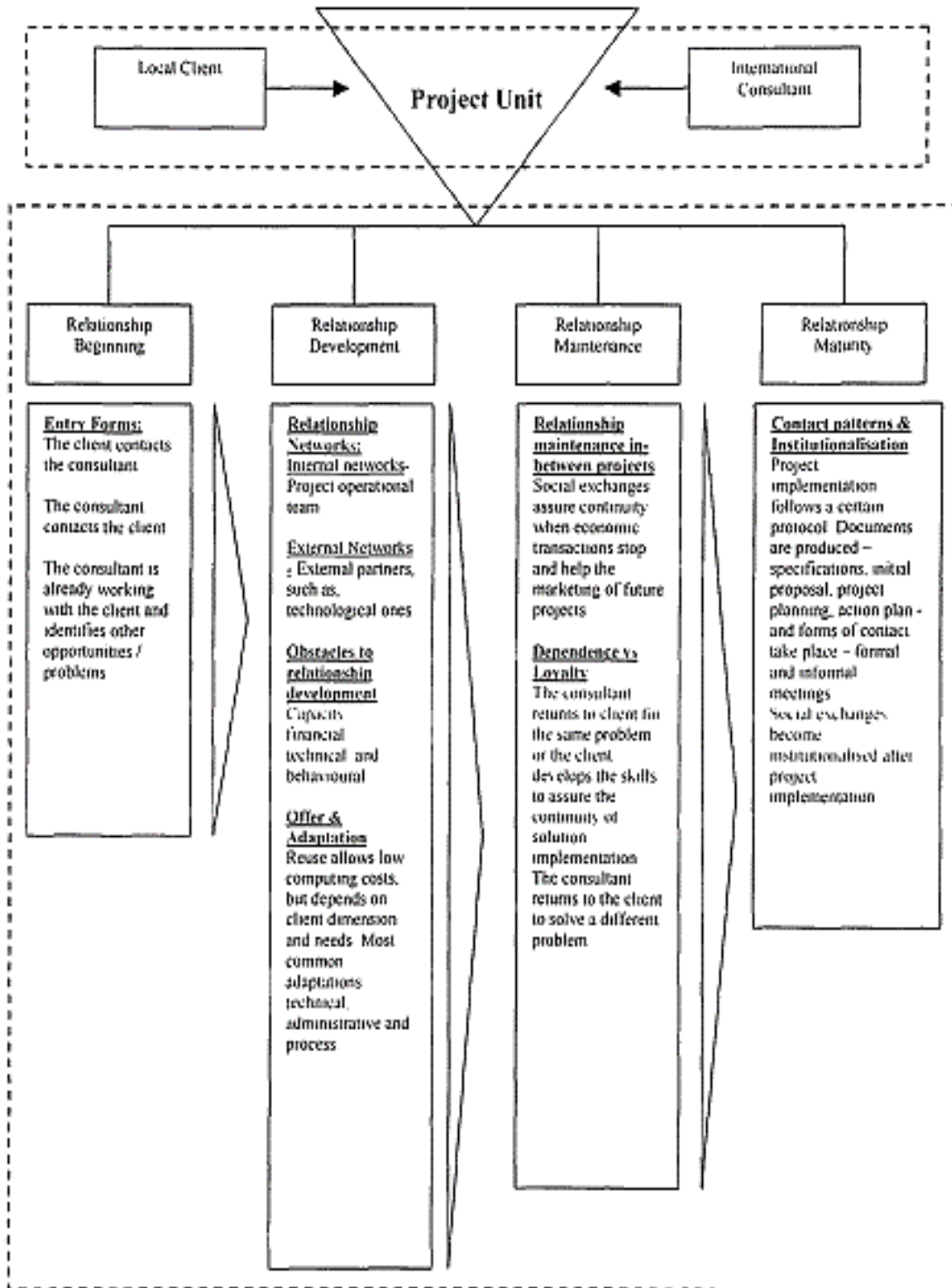
other important tools to help on any kind of change and obstacles. Consultant prefers applying already an existing solution for the project due to less cost and computing requirements, which can be affected by the client. In addition, the client thinks that several adaptations depending on technology, administrative, process, organizational can be realized in a relationship leading into the better assessment of development stage of the relationship (Castro, Alves & Proenca, 2005).

Furthermore, how to maintain the relationship between client and consultant depends on several aspects. First, the time between one project to another one is important as much as the duration of a project. Clients don't want the consultants for a long time in the house, and consultant should be aware of the business of the client, how the process of relationship goes and keeps social exchange, informal contacts, knowing other clients in order to do marketing of future projects. An important fact that client returning to the same consultant after the successfully finalized project is perceived as already dependent on his consultant. The success of the finalized project is determined by the developed skills of a client like continuous of implementing the project. Also, the consultant's responding client's questions after finalization of the project points out the loyalty of consultant (Castro, Alves & Proenca, 2005).

As it is already mentioned above, an information system consulting project has a start of the tested and approved prototype with several informal meetings including meeting notes and action plans. Implementation of the project is followed by a training program, institutionalized practices. Beside informal social proximity that is exclusive to relationships, formal way of communication as a professional way specifies the advantages of both parties in an economical manner. The last stage of the business relationship, maturity can be specified by the formal and informal communication during and after project stages. As a clear representative, key dimensions of the client-consultant relationship are shown detailly in the following Figure 2

Castro, Alves and Proenca (2005) apply IMP Group interaction in his research to clarify the environment of the relationship of business in consulting markets with information technology project which includes mostly software, transferring knowledge and hardware during the relationship phases. The intensity of the relationship regarding a social exchange with informal communication increases when knowledge creation is required by a consultant. Several key aspects of the relationship in terms of networks, obstacles, adaption, maintenance, dependency are specified pointing the tendency of balanced relationship atmosphere. At last, moderate social exchanges and diverse individual perceptions results in the successful relationship between clients and consultants.

Figure 2: Key Dimensions Between Client and Consultant



Source: Castro, Alves & Proenca (2005).

3 CRITICAL SUCCESS FACTORS OF CLIENT CONSULTANT RELATIONSHIP IN MANAGEMENT CONSULTANCY

In this subtopic, the comprehensive understanding of CSFs in terms of definition, dimension. After, CSFs in the CCR are demonstrated.

3.1 Definition of Critical Success Factor

CSFs have been created, analyzed, evaluated through the previous 30 years in both kinds of the literature of research and practice. The area which mostly uses this concept is consultancy and Information Systems professionals in order to obtain better planning strategical in Information Systems. The reason for using CSF is to have a great influence on the whole processes of IS projects depending on designing, developing and implementing. Since the importance of CSF is known, what is the clear and correct definition of CSF? In the literature, there are several definitions done for CSF as characteristics to be addressed, preserved, controlled and managed for the success of an organization in a specific sector. Therefore, CSF in Information Technology MC area has a definition that differs from others, which represents the reasons and determinants of successful work, project, relationship, and many more aspects by following the objectives of an organization in management activities. From another point, project management, implementing Information Systems, and requirements are the most referring areas to CSF (Amberg, Fischl & Wiener, 2005). Moreover, Chelliah, Nikolova, and Davis (2008) indicate that CSFs are important activities or actions that are unique for each organization aiming to achieve the success of the current business and its future desirable goals.

3.2 Dimensions of Critical Success Factor

What is more about CSF is having various dimensions. To begin with, hierarchy or group of CSFs is the first dimension. In terms of hierarchy dimension; for example, CSF can be on sector, organization or sub-organizational level, and CSF should be defined reasonably regarding the goals of the business that these factors effect on. The grouping CSF is an extension to the hierarchy; therefore, it can be grouped by industry or as manager groups based on the roles of different organizations. The second dimension of CSF is being temporary or permanent. A CSF can be defined within a specific period or can exist always. The time period that CSF exist for can differ among each other. In other words, one success factor can stay longer than the other one in a project lifecycle; that's why, it is just important to know each CSF's relevance within stages of the project. The third dimension for CSF is being internal or external. Internal CSF refers to factors inside of organizations, controlled by a manager whereas external CSF is performed outside of one

organization based on information sources. Another dimension is for CSF to be building or monitoring. When monitoring dimension of CSF is about controlling the existing stage of the project, the building is about possible changes in the organization. For instance, leadership in technology is a situation of an organization that is supposed to be monitored and controlled. However, consumer demographics' changes represent a CSF to be only monitored. Furthermore, building CSF aims to implement a change precisely, but monitoring CSF depends on a longer range of time. Hence, monitoring CSF in a larger term has relations with the next dimension of strategic or tactical CSF. Strategic CSF is about the goals to be fulfilled while tactical CSF exists as an alternative depending on if these set goals are achieved or not. Besides, strategic CSF carries higher risk in long term planning which executives are responsible for most; however, tactical CSF is about the requirements as opportunities in a shorter term to be used by middle management in order to achieve the goals that are strategically set. The last dimension is perceived or actual CSF. Everybody in the company should know the CSF with the awareness of goals to be achieved. It is more recommended by researchers to do the comparison of CSF based on this dimension actual or perceived. Even though actual CSF cannot be measured, comparison enables decision-makers to see the interrelation of success factors with a perceived factor in order to gain insights. How to identify related CSF can be realized by several methods like interviews, case studies, and secondary data of literature, however, in the literature identifying success factors by questionnaire is the most common and effective one (Amberg, Fischl & Wiener, 2005).

In the study of Amberg, Fischl, and Wiener (2005), it is shown that the criticality and relevance of CSF can differ from one stage to another during the whole period of a project; that's why, in each project phase, there can be different CSF addressed based on their individual degree. How relevant CSF can be determined is by asking interviewees relevance of CSF based on the scale they have for relevance to another CSF. Moreover, the advantages of performing process of CSF approach for managers can be expressed as better identification of CSF that receives ongoing management examination, implementing the measures of CSF and applying them on reports, providing explicit information about the firm and clarifying the approach of using significant data that cannot be gathered for management's success.

Importantly, it is known that there is a difference between the success of the project and managing project. While the project management success is short term success, the project's success aims at long term period. It is also known that there is no certain success of the project, the success is called perceived success. Moreover, the description of project success can be changed from party to party in the meantime because the perception of success in the project is varied and as a result, there will be disagreement. Nonetheless, the success of a project and the project management success have a mutual relationship. If the management of a project is successful, the project leads to success eventually too, yet this is not enough for the whole project's success. Also, only the

success factors are not enough to result in a successful project. Beside success factors, the success criteria is important for the project's success. Moreover, as it is said that the success measurement of a project's complex task due to intangibility, and perspective changes. In order to lead success in the project, both the issues of a project and issues with the client should be overcome. The definition of project success can simply depend on the successful implementation of project implementation stages from the beginning to the end. When project management is considered in the whole project, it represents a subpart of it, meaning that project management success is not enough only to succeed in the whole project. Furthermore, it is important to know an organization's success and strategic objectives are based on directly the success and goals of a project they demand to fulfill. In brief, it can be said that cost, time and performance as main substances of the project are not enough to measure the success of it, but the more complex and detailed factors are included. It is mentioned not only success factors but also success criteria are important for success in the project as based on time, quality and cost in the project. While success criteria are known as a measure for the project's failure or success, a success factor exist to influence positively the project's success. However, the best way to measure the success of the project with also necessary success criteria when it is perceived from all parties included in the project (Frefer, Mahmoud, Haleema & Almamlook, 2018).

3.3 Success Factors of Client-Consultant Relationship in Management Consulting

Chelliah, Nikolova, and Davis (2008) indicate that the rapid growth of MC results in the generation and focusing on critical success factors client and consultant relationship. However, the measurement of these success factors and the evaluation of consulting services are not easy to realize in the literature due to the priority of stages of a relationship in many cases. Also, it is important to be aware of the difference between the consulting project result and client satisfaction with the performance of consultant leading the success of the project as a consulting process (Czerniawska, 2002; McLachlin, 2000).

Consulting process success has three assessment areas including the recommendation from consultant, performance of consultants, and how the client learns. In order to realize the assessment, six dimensions can be followed for measuring. First dimension questions the client accepts the recommendation of the consultant. Secondly, it is important to know if the client is satisfied with the recommendation from the consultant. Thirdly, does the client comprehend the solution the consultant provided, meaning that if the client can learn the solution for the main problem? It is about the satisfaction of the client's comprehending. Moreover, in order to measure the success of the consulting process, performance reasonability is also important. Lastly, whether the client is satisfied with the performance or not represent a dimension to assess success. Importantly, the dimensions mentioned above demonstrates that mostly the assessment and

satisfaction from the client following CCR determine the success of consulting projects, which is literally subjectively measured (Chelliah, Nikolova & Davis, 2008). Nonetheless, Bryson and Hoffmann state in the article of Chelliah, Nikolova and Davis, (2008), not only the client's identifying the requirements clearly but also consultant's comprehending the requirements and the needs are crucial in order to assess the success of consulting projects, which creates a mutual relationship between client and consultant.

In literature, there are several factors determining the success of CCR. To begin with, **communication skills** represent one of the fundamentals of a successful relationship. Communication skills are composed of both listening to each other and interacting with another one in a clear way. In the communication of clients and consultants, the consultant is the one who listens carefully, tries to understand the need and the requirements from the client, addressing reasonable questions about the client's expectation and condition. It is also known that listening to client prevents the misunderstandings and conflicts after. Furthermore, the improvement in communication skills of clients and consultants and clear explanations at the beginning of a relationship are needs for success in the relationship. Besides, it is needed for the client to be involved in problem-solving phase with ideas exchange for a consultant to use the capability and expertise in the project and to ask a question to consultants as well. If there is open and clear communication, the **knowledge transfer** can be made easily, for example from client to consultant the tacit knowledge transfer can facilitate consultant to understand the culture of the client and build the **trust** level higher between them. Higher trust results in better problem-solving. Briefly, not only the consultant's but also the client's communication skills affect a relationship's success (Chelliah, Nikolova & Davis, 2008).

Secondly, having **technical skills** takes an important place in the success of client and consultant relationship. There will be a challenge for a client with the technical skills from the consultant side in terms of improving the client's knowledge by receiving respect from them. This skill is important for both the success of the CCR and knowledge transfer from the consultant to the client by enhancing the technical knowledge of the client. Besides, the expectation of consultant's transferring the knowledge to the employee of the client should be met for the client to accept the project as successful (Merron, 2005; Kumar, Simon & Kimberley, 2000; Riley 1999; Bobrow, 1998; Kesner, 1997).

Another competency is called as experience and the expertise the consultant has. The deep experience consultant has is seen so important not to lead destructive instructions for problem-solving in the client's objective after. In this case of an inexperienced consultant, the client prefers the consultant to use trial and error method and sees this as a luxury because the client can't take

the risk for the bad consequences for nonexperts (Handley, Sturdy, Clark & Fincham, 2006; Lewis, 2004; Ford 1974).

The fourth factor for the success of a client-consultant relationship is **problem-solving**, which is a big and important competence of a consultant from the client point of view referring to the understanding the client's unique conditions. According to Ford, what a consultant should do is to understand the uniqueness of the client's needs instead of evaluating the client's situation based on the other experiences they had not to result in any fail. What is more important is to solve the problem than apply some methods for quality work. Besides, the more experience you have the easier and better capability of problem-solving a consultant has. However, problem-solving is as important as to clients due to the wider knowledge the client has (Chelliah, Nikolova & Davis, 2008). Moreover, there are two types of problem-solving which are traditional analytical problem solving based on logic, systematic manner, and intuitive problem solving as a relational and comprehensive approach. It is proposed to have engaged solving method of both analytical and intuitive from convergent and divergent approaches. It is also found that the intuitive problem solving is the different competence of experts than beginners (Mintzberg 1976; Sadler-Smith, 2004). Another factor is **integrity** and **honesty**, where integrity is necessary to put the client's need first and determine the instructions with honesty. When the consultant needs to understand the needs and requirements from the client, in addition to the integration and being honest actively, **empathy** for the needs of the client is important to have. Comprehending the needs with empathy and interest, integrating to the team of client and being realistic with the scope, solutions and billing of project are comprehensive and necessary factor in the relationship success (Weiss, 2005; Thamhain, 2004; Bowers & Degler, 1999; Hegyi-Gioia, 1999; Kesner et al., 1997; Bobrow, 1998).

What is more, understanding the client's cultural environment is crucial for consultant in order to create an open environment, create a motivational environment for clients and ease the knowledge flow between each other by getting the team of client knows more and better (Appelbaum & Steed, 2005; McDonald & Simpson, 2001; O' Burdett, 1994). Importantly, **understanding client culture** helps to create trust between consultant and client. In consulting, trustworthy regards to the client's being willing to increase their fragility. Furthermore, it is stated that being consistent for both, having capabilities for a consultant, the consultant's showing care to the client, client's credibility on consultant's capabilities should be balanced in a successful relationship between client and consultant. In the concept of trust, two types exist: Cognitive based trust including consistency of relationship, capabilities of consultant depending on predictability, previous attitude, integrity, and honesty and affect-based trust related with showing care to client under the concept of integrity, honesty and trustworthiness as an emotional approach to trust factor (Jeffries & Reed, 2000; Rempel, Holmes & Zanna, 1985; Chelliah, Nikolova & Davis, 2008).

Lastly, **project management skill** of consultant is a crucial factor in the success of the relationship. For both client and consultant, it is important to be able to work together for successful relationship development by realizing common understanding about roles and responsibilities, relations of roles with each other, communication channels and patterns. Besides, significantly, project management skills such as spotting clear targets, achieving the tasks of deadlines, handling with conflicts (Handley, Sturdy, Clark & Fincham, 2006; Robinson & Robinson 2006; Weiss 2005; Appelbaum and Steed 2005; Glen 2002; Hegyi-Gioia, 1999). Glen (2002) exemplifies that for successful consultants from a technical point of view, not having the management skill of managing conflicts can result into losing the clients because of not being able to sustain the business with the client. How a consultant can have conflict management skill is by determining the views and understanding from the client point of view with communication carefully. Not only the consultant but also the client can fail in conflict management skill by not giving enough attention. However, these management skills belong mainly to project management throughout the whole process of the project. They use effective mechanisms to make client and consultant work together better by specifying goals, controlling the processes, managing conflicts and so on (Chelliah, Nikolova & Davis, 2008).

In the literature, the study of Chelliah, Nikolova and Davis (2008) is creating a proper structure of these success factors for CCR. What is also important to notify is the structure of these success factors, the relations between each other, discussion about how they affect each other, and the influence on the result of the project. Several questions are answered by clarifying the relationship between success factors, affect each other, and on the project's result. For instance, one of the success factors is trust critically between client and consultant in the relationship. There is clarification about the meaning of trust and development of trust. The question of trust aroused is if the trust indicates the trust from the consultant and/or satisfaction of delivering results. Also, the relations between problem-solving, experience and technical knowledge is clarified in terms of the influence on project result and trust factor development due to the credibility of consultant (2008).

The research result of creating a framework for success factors shows that firstly, technical competence, experience and problem-solving are interrelated. Intensive education and practical experience result in the knowledge and competencies that help to solve the problems in the same area of knowledge and competence. In other words, the problem-solving skill of a consultant is influenced by technical capability and experience of the consultant, and MC companies are special to provide expertise and experience for solving problems of clients. As a result, among these three factors of technical competence, having experience and problem solving, if there is high technical skill, a consultant can solve client's problems easily, and the more consulting experience a consultant has, the better problem solving a consultant can perform (Chelliah, Nikolova & Davis, 2008).

Another substructure of the success factors is composed of trust, integrity and cultural understanding. For trustful client and consultant relationship development, integrity and honesty are necessary to have affect-based trust in a relationship. Among the types of trust, cognitive-based trust in a client-consultant relationship is empowered also by the first group of factors in technical competence, experience, and problem-solving. All in all, it can be expressed that integrity and honesty of consultant influence positively the affect-based trust whereas technical competence, experience and problem-solving affect to cognitive-based trust, as one of the critical success factors in a client-consultant relationship (Chelliah, Nikolova & Davis, 2008).

Besides, the relationship concept of the substructure for communication skills, solving problems and trust can be stated that if there is a high confidence level from the client which increases the level of trust in the relationship results into better problem solving of a consultant while communication skills are important for solving problems successfully providing development in trust factor. Briefly, effective communication skill of the consultant has a relation with a confidence level of the client for a consultant which is affected by the trust level in relationship positively. In addition to all critical success factors mentioned above in client-consultant relationship, project management skill in terms of improvement in common understanding of roles and responsibilities, communication channel, role connections and interaction models is significant for success in relationship while understanding the culture of client, setting expectations and knowledge transfer to the client are covered in management skills. All in all, it can be said that perceiving the CSFs effectively can provide a competitive advantage eventually for consultants to have a new business, referrals and more opportunities (Chelliah, Nikolova & Davis, 2008).

Furthermore, the successful project result is related to the client's satisfaction as a client expectation. The factors affecting the project's success in consulting have also influence on the relationship between client and consultant. Through project implementation, from both client and consultant sides, there will be a request of changes and nonconsistency approach from client's expectation that has disadvantages for the project's result. For example, if what client wants as a change is not relevant enough to the previous situation, this can cause a problem, or consultant's not accepting the client's expectations on request of changes can also result into irrelevance with project's objectives which is related to organization's strategic objectives. Simply, a project should be available to receive change requests when is needed as much as a client should be careful with change expectations. If a client does not have stable expectations, the client has a risk of losing the support from the consultant. However, it is a fact that when the expectations of the client are not met, the project's value and degree of success decrease, as well as when the client loses the support the success is not achieved in a project. When a client's expectations change, the objective of project changes because the client representing the organization put a change on the goal which is

caused by a change of need. If the client's change requests because of the organization's need and requirements are not so often, a project's success can be fulfilled (Lechler & Gao, 2012).

Nevertheless, the reason of client's changing the expectations and having unsteadiness is caused by the client's having not enough knowledge about the project as much as the project team knows the client's not knowing about what they want as an improvement, development in the project. Even they had some clear needs and requirements but change them after the early stages still it may not be stable enough for the project team to move on the implementation of the project. The clear expectations are needed for the project's success, and a successful project leads to meeting the client's expectations (Lechler & Gao, 2012).

In the end, what consultant should do regarding the management of the project, and the desired result of the project is to satisfy the client with their expectations. Even though the client's expectations are fuzzy and unclear then monitoring the alignment of these expectations with project objectives should be realized by sharing the knowledge with each other in order to let all participant know about the project's details and understanding each other's needs and requirements within a proper communication has importance for keeping realistic expectations from the client (Lechler & Gao, 2012). All in all, several factors are critical affecting the project success which also is related to meeting client's expectations where represents a success factor for a CCR.

In addition to the successful result of the project, CSFs in the CCR are also related to the process of consultation, which is how the consulting process is being performed. Success factors of the consultation process which is leading for CCR vary and the leading factors are said as utilizing the data and objectives that are set effectively. If there is appropriate data collection about the client, the understanding of project goals increases with the feedback they can provide to the client. These important factors can be enlarged by technical competencies, communication and management skills, realistic and clear threaten the consulting process. The way of consultant's gathering the processes from the beginning of relationship till the end influences the relationship with the client in the future depending on retaining the client, future new projects and more benefit to come. As already explained previously in the literature, both client and consultant are responsible for the success of processes and the relationship they have. While a consultant is supposed to integrate to client's side properly with client's interest firstly and to be competent with skills, the client should be involved, accepting consultant's request, requirements and expectation of project, clear in the agreement by engaging with it. Plus, both should have a fitting perception in terms of consultancy, expectations of the client, competencies of the client, counting on and collaborating with each other. The success result comes with a proper solution from a consultant for client's problem, the client's achieving the business objectives with the solution that consultant provides, and the successful development can be maintained and kept in long term (Appelbaum & Steed, 2000).

The success factors for the ideal relationship between client and consultant can be expressed from both sides as qualified and skilled consultant, a comparison between what client has as a result and what is delivered by consultant, good communication for expectations, apparent managerial support, accepting client preparedness, willingness to learn client's culture and sector, true partnership between consultant and client, consultant's effective engagement in implementation of project (Appelbaum & Steed, 2000).

It is known that the success of client-consultant relationship success impacts on the success of the consulting project. There are both perspectives for seeing the success factors in the CCR. Here, in order to see what the ideal CCR and the success factors from the client's perspective, there is research made as 'Knowledge Evolution in Action: Client-Consultancy Relationships'. It is seen that client's perspective can be varied because of the nature of the project but says that there are many elements for the ideality of relationship. First one is about the partnership, how open a consultant is to the client, and the integration of a consultant into the project and relationship. The client also appreciates when a consultant is fully prepared and already integrated into a team of the project by not being an outsider. Another essential point is to be committed to the same objectives. Besides, the consultant's taking responsibility for more work and flexibility to the changes in the dynamic environment of business. Moreover, some challenges affecting the understanding of the client in a creative way are accepted by the client when they are handled cautiously. The client sees the ideality in a relationship when the consultant handles these challenges that are constructive and helpful. Iterative discussions are also crucial for a client for problem-solving in a relationship and creating solutions (Handley, Sturdy, Clark & Fincham, 2006).

In the section of CCR success factors, it is mentioned openly what the key determinants are in consulting assignments such as technical competence, problem-solving, honesty, integrity, project management skills and so on. Those critical success factors are already determinants and showing hard skills importance for challenging client, enhancing the knowledge of the client, and hard skills are accepted as the most important criteria for client's decision in both academic and practitioner literature. Nevertheless, in addition to hard skills, soft skills as communication skills which help on the creation of the trust, and its importance especially on practitioner literature is pointed out for psychological expectations (hereinafter: PE) fulfillment (Chelliah & Davis, 2011).

All in all, CSFs are crucial for determining the success of the consulting process and the project of success even though there is not a big effort on investigating the success of the consulting process and project's result. O'Driscoll and Eubanks (1993) point out that effectiveness in consulting is realized by data utilization regarding gathering data, interpreting it and producing the feedback by understanding the needs of the client, and having specific goals from a consultant point of view for successful organizational outcomes, processes, and consultation. Also, from the

client point of view, CSFs can be expressed as setting measurable targets by management with an agreement of consultants in addition to the factors mentioned for a consultant. To summarize, being unclear, big promise without evaluating well, taking quicker actions than is supposed to be, failure in identifying roles and responsibilities and disagreement of it between client and consultant, ineffective communication endangers the relationship between client and consultants. Importantly, both parties have such an effect on the success of a relationship by how they give attention to the issues in the consulting process. Client's best interest is always the priority for a consultant. Integrity, competency and such factors are important for the consultant as well as a client should be a good controller in engagement with clarity (Schaffer, 2002). In order to specify the success of a consulting project, three outcomes in a model should be considered: Consultant's providing a solution/a model to a client, client's measurable improvements by following the provided solution, and the realized improvement's sustainability within and after project. However, the way o consultants' realizing the consulting process has importance for the success of the project. In other words, all success demanded in the consulting process and at the end of project involves the factors as competent consultants, well given attention on both sides' effort, good communication, executive support, adapting the way of client's being ready, getting to know the client's culture and environment, being a good partner with client and well attendance of client in implementation of project (Appelbaum & Steed, 2000).

4 PERSPECTIVES OF CLIENTS AND CONSULTANTS IN THE RELATIONSHIP

For the further understanding of CCR in MC specialized in BI systems, above it is explained what the roles of clients and consultants are in the relationship, how the relationship evolves between client and consultant in terms of stages of a relationship, the determinants of client-consultant interaction's effect on the phases of a relationship, and the CSFs in CCR. Since the roles and responsibilities of both client's and consultant's sides are representative of critical factors in the relationship, it is also important to emphasize what client and consultant think and expect from each other's side. This represents guidance to understand how both parties are aware of CSFs in the relationship that are caused by clients and consultants. It is followed by comprehending the perspectives of both parties in an ideal relationship. In other words, firstly what a client wants from consultants is introduced. Then, as another interactor what is important for the consultant side to be provided in a successful relationship is explained. The importance of having both sides' perspectives of an ideal relationship guides the collection of critical success factors in CCR.

4.1 The Perspectives of Clients

When a consultant is competent, good at problem identification and knowledge transfer, the client is satisfied with the competencies of his consultant. According to an article of Perkumienė and Navasaitienė (2014), most of the clients prefer their consultants to be a quick identifier of problems correctly, be able to find out the problem and give the best advice and answer to client's problem, as these factors are defined the most critical factors in a successful relationship. Other important factors from the client point of view can be said as keeping the attention of the client and implementing new methods to their consulting approach, which are more influential for the consultant side. Mainly, these specified factors influencing on the CCR by the consultant's having several various experiences. The more experienced consultant is, the more familiar with the appropriate consulting method they are with. It can be also said that there is an equal influence on both consultants and clients from interpersonal level relationship's factors. Additionally, what clients want confidential acting from consultants and the relationship with universal principles and values. Furthermore, it is accepted that the ability to solve problems in the project, calm and kind behavior to each other are equally important for both sides. However, the biggest difference appeared in evaluating communication skills regarding interpersonal communication factors, which is considered more important by clients than consultants. Another crucial fact that most of the clients expect empathy from consultants which is trying to understand the client and reacting sensitively to feelings and emotions of clients although consultants do not give attention like clients on this factor, full information providing, and close relationship. Respect to the clients is another determinant. Lastly, what clients think that all the factors mentioned such as identifying, solving problem, knowledge transfer is so important that it impacts on consulting efficiency.

Zeytinoglu and Norris (1995) claim that consultants must be aware of client satisfaction from the client's perspective. This is necessary to realize a successful relationship with clients, and these satisfactions are explained by explicit and implicit expectations of the client while consultant hard and soft skills are important to meet the expectations comprehensively. Chelliah and Davis (2011) also explain that not only the hard skills as technical competence of consultant but also the soft skills as understanding the expectations psychologically has importance to reach the high level of satisfaction of the client. When these implicit PEs of clients are met effectively, there is a big competitive advantage to a consultant with many doors opening. For instance, in the future for work repeating, gaining more business in management consulting frame, the necessary value can be gained by satisfying client.

Meeting the expectations satisfies the client, especially the implicit expectations related to PE, and satisfying client leads to a successful relationship between client and consultant. It is important to know what those PEs refer to, their significance and how a consultant can meet them. When the engagement process starts, the creation of client and consultant psychological contract begins as an important factor of a successful relationship that client can be satisfied, where communication

skills and trust form the psychological contract (Chelliah & Davis, 2011). Heller (2002) states that mainly, apart from consultant's technical competencies, there are several factors affecting CCR successfully such as accepting and understanding client's readiness, environment, and having an understanding of client's political motivations known as unspoken PEs which can be exemplified as ego needs motives that manager's wanting to improve his image, super-ego which aims at reaching strategic goals, and client's giving excuses for the responsibility and putting on consultant's shoulders in case of failure. Simon's and Kumar's (2001) studies explain beside technical capabilities, strategic competencies take an important role in the success of consulting assignments. It points out realizing the client's satisfaction by creating trust in the client based on the concept of psychodynamics which is specified as helping each other (Chelliah & Davis, 2011). According to research 'What Clients Really Want from Management Consultants: Evidence from Australia' by Chelliah and Davis (2011), PEs of client exist. Even though PEs are not known and explicitly said by the client, some signs from the client make consultant understand that there is PE. As explained above, the motives that created PE in manager and senior executives can be categorized as ego, super-ego, avoiding the responsibility and organizational conflicts. Firstly, ego motive is known for protecting the position of managers and senior executives whereas super-ego stands for protection and achievement of the organization's goals. In the super-ego motive case, the expectation is more work for a consultant without extra paying, being a mentor from a consultant, and assisting the organization's workers by using consultant's services. Moreover, meeting PE is seen to provide several benefits in terms of competitive advantage for a consultant in the markets by giving satisfaction to the client, personal style of a consultant that fits in the client's organization and providing a longer relationship with the client. All in all, there are two main benefits of meeting PE of the client which are more businesses for consulting side and to be known by other client candidates in several markets due to referrals of the previous client. Another important point of PE is the variations it has. The more experienced a consultant is, the better the understanding he has for PE to decode it. Furthermore, a higher level of PE requirements come from more experienced clients. It is also stated that strategic assignments in consulting processes require more PE achievement due to the settled political motives from senior executives of the client side. In other words, if the client's organization is as big as public sector and service industry such as banks and insurance companies in private sector, the PE is higher due to the political motives and laws they have. Importantly, consultant's skills in order to divulge PE of clients can be expressed as political awareness in order to realize and define the ego needs motives of the client, being able to identify the unwritten and unspoken expectations of the client and being able to fit with client's team easing implicit PE of the client.

To summarize, in a client-consultant contract, there is not enough information to identify the factors and satisfy the client. It is critical to determine the unspoken and unwritten PEs of the client in order to create success in the relationship. From a psychological perspective, there are several

benefits of meeting PE of the client for both client and consultant sides. Client benefits from this achievement with results of stronger relationship leading trustworthiness, meeting ego and super-ego motives, achieving political aspects, using consultant's service without extra cost while consultants have the advantage of a stronger relationship, competitive advantage of additional business, gaining reference from client and quality service arrangement (Chelliah & Davis, 2011).

In addition, according to Handley, Sturdy, Clark and Fincham (2006), when the consultant has a demonstration of the intelligence, enthusiasm and promising for work with a respect to client's knowledge and experience, all levels of client shows the respect that consultant needs. Furthermore, a wider understanding of client's business is what client wants to see in the ideal relationship, which requires not only a knowledge of sector but also gathering information about client's essential principles by the reasonable questioning client and searching to find own necessary knowledge. The client also points out the difference of working with a corporate level consulting organization than an individual consultant in terms of having a continuous and consistent relationship with a steady consultancy organization; however, this is a common thought of consultancies. In addition, establishing the work before deadlines and milestones is an essential determinant for a good relationship even though it is not mentioned often by the client. Beside what the client likes about the consultant, there are complaints about consulting organizations that client expresses which is necessary to recognize for success in the relationship with the consultant. For example, the client is irritated when the consultant is bloating and arrogant by trying to show their intelligence and so on. Another bothersome component is the consultant's always trying to sell. Nevertheless, promoting the project more than their consulting is perceived as their commitment to tasks in the project. Lastly, client doesn't like when consultant shows a standard solution for the client instead of focusing on creating the unique solution for client's business because client wants to feel exclusive and unique. All in all, the key determinants from client's perspective on a consultant for ideal CCR can be expressed as **dedication** and passion to work, working for more, **being flexible, challenging client**, being challenged by client, being open, integrating into client's team, being able to have **respect** from client, having respect to client's work and knowledge, and being experienced about client's business and uniqueness.

According to the study of Arnold and Nguyen (2006), from a different point of view of evaluating the value of CCR for client and consultant individually, the benefits were analyzed and categorized into four for client-side: business benefits, the benefit of learning individually and organizationally, enjoying the interactions and friendship. Firstly, there are business benefits for clients derived from CCR. This benefit theme is expressed almost in the same level of consultant's perspective. It is thought that the better quality of service of a consultant is caused by a better understanding of the business and sector of the client. Another benefit that MC's client has is a competitive advantage based on time and advice from consultants over other MC clients.

Management consultants are a private coach for the client who doesn't want to share with any other client. That's why, MC client chooses to put some conditions about not sharing the MC for a specific time period with competitors. Another theme driving benefit from the CCR in management consultancy is demonstrated as individual and organizational learning for the client. MC clients learn about how to deal with people in terms of MC psychology. Understanding and getting the knowledge of consultant provides a competitive advantage for a client in case of dealing with difficult clients. Moreover, the client has benefits of enjoying the interaction and friendship. For instance, the communication is pleasant for the client because of understanding each other well, feeling comfortable in interaction with humor, and feeling close to the consultant by sharing personal information with care and concern. The last theme of benefits in a relationship for the client is a friendship as a result of feeling comfortable with the consultants in terms of sharing personal ideas comfortably and so on. In the end, it is realized that the range of benefits analyzed in the CCR is not always long lasting since there is a time period consultant works with the client.

Furthermore, clients seek new ideas, goal, and perspectives. They mainly look forward to knowledge transfer from consultants to the organization's employees. They expect the consultant to understand the needs requirements and know the client's culture, environment, and sector. Also, the follow up of project management should be proper while good communication is expected between client's executives, team and consultant. The client wants professional solutions in case of future challenges and changes. Moreover, several factors exist from the client's point of view for the success of consulting processes. According to the client, the consultant needs clarity to formulate the problem for proposing new ideas with full of knowledge, unique planning, time management, efficient execution and formulated strategy, knowledge of economy, and expertise in implementation (Appelbaum & Steed, 2005).

4.2 The Perspectives of Consultants

In order to understand the perspectives of the CCR, the role of consultants is discussed and understood in the previous section. As it is explained in the role part of consultants, technical competences and socio-political competences are differentiated and emphasized because the characteristics of IT management consultant demonstrates that knowledge about business and management is enhanced by the knowledge of Information Technology by having the practices of management, business and client's sector.

However, not only the way of client's seeing the successful relationship but also how the consultant sees the success of a relationship is essential to analyze critical success factors for a CCR, which is following the roles and responsibilities of the consultant from their perspective. When the roles and responsibilities are analyzed from consultant's perspective on consultant's work, it leads to

matching with the how it relates with the spoken success factors even though there are unspoken and unrealized ones from consultant's point of view. Basically, in order to understand the relationship's success, both clients' and consultants' perspectives have importance. The relationship between client and consultant in the success of the consulting process and project's result is crucial and affected by the several factors perceived by not only by clients but also by consultants. Consultants in the relationship with clients might have different perspectives, and in order to comprehend this in terms of success factors, how they see their roles, responsibilities and skills are examined (Kakabadse, Kakabadse & Louchart, 2006).

The roles of consultants are expressed in three sub-section as a contribution, control level, and discretion level. It is also mentioned that they have a different perception in roles because of differences of client's situations. Thus, the point of view of perceiving the roles for CSFs of management consultancy's ideal client interaction differs and plays an important role. The contribution is the first role of consultants that consultant put the importance on. Consultants are mainly aware of what they should contribute: Their expertise and experiences; however, this occurs in different ways. Also, the contribution from the consultant has two different goals: added value or moving forward in the favor of clients. How they add value is explained by making clients earn money, determine the opportunities for client and so on whereas moving client forward occurs with solving problems of client's businesses. The second subsection is about control level. Rotter (1966) indicates that from a consultant point of view how a consultant is responsible for controlling the project can be made internally that consultant is fully controlling or externally that some external forces such as fate, destiny have more control power. However, most of the consultants think they are internal locus controller, meaning that there are some conditions that the client or consultant take higher control. For example, control can be given by the client to the consultant, the control level can be varied within consulting processes, big client organizations don't allow the consultant to control fully, and individual consultant has more control in client's business' decisions than being involved in the organization. The last subsection is discretion level as a consultant role as the tendency of approaching to change in taking decisions solving business problems. Considering the role of controlling, it can be said that the higher external locus controls a consultant has, the lower level of discretion consultant shows in the consulting processes. In other words, consultants with more responsibility at the senior or executive level have a higher level of discretion. Moreover, the essential skills of consultants and both consultant's and client's responsibilities are important to define the factors in the successful relationship. Consultant's perspective shows the essentials consultant skills as having the experience, functional capabilities, careful listening, and reasonable questioning, setting appropriate objectives and being aware of tasks of consulting (Kakabadse, Kakabadse & Louchart, 2006). Besides, Perkumienė and Navasaitienė (2014) state that what consultants think in terms of operational activities, the confidence in the relationship provides a long-lasting relationship. What is more, the

responsibilities of consultants can be expressed as confidentiality regarding client's information, knowledge transfer to the client through the client process in addition to the contribution, controlling and discretion. Importantly, meeting clients explicit and implicit expectations is an important responsibility for consultants. In order to keep the clients and have a longer relationship, expectation's fulfillment is demanded. Nevertheless, clients can have unrealistic expectations that consultant cannot do anything and unprecise idea regarding what the consultant's responsibility is and what they need or want for their business (Kakabadse, Kakabadse & Louchart, 2006).

Furthermore, there are advantages and disadvantages to the role of consultants. From the consultant's perspective about the advantages of their roles is demonstrated as a pleasant job, being in contact with the client, working for a firm's well-being, being positively challenged and knowledge transfer. Yet, the disadvantages of consultant's roles from the perspective of consultant are interpreted such as working overtime, unclear roles, bureaucracy as a barrier slowing processes, not enough support from executives for issue addressing, assessing the issues in the short term, client's assigning ambiguous roles to consultant, handling with criticism related to consultant's not having enough experience, standardized solutions, being perceived as arrogant, missing motivation and innovation of consultant (Kakabadse, Kakabadse & Louchart, 2006).

In the literature, there is mostly the research regarding what a client wants from consultants, the responsibility of consultants, client's perspectives about the successful CCR and much more. However, since it is also important to know consultant's perspectives about what client is responsible for in an ideal relationship for a successful relationship and project result, getting on well with consultant's requirements is obtained as only one client's responsibility. To clarify, the responsibility of the client can be explained as fulfilling requirements of consultants based on procedures. (Kakabadse, Kakabadse & Louchart, 2006). All in all, these aspects of the roles, responsibilities, and skills of consultants, client's responsibility, and the pros and cons of roles of consultants' impact on the success of a CCR.

What is more, a successful relationship can be measured by how successful the consulting processes are and the project's result is. Whatever affects the consulting processes and the project result influence on the success of the relationship. A consulting process can be exemplified by the business transformation of the client. A strategical change in client's organization can define business transformation which is multidimensional because of requiring a big consulting team, strategic and extensive due to the duration of the project. This business transformation's success which affects the relationship is also analyzed by the consultant's point of view because the successful transformation is a result of the successful consulting process. For this case, the success factors are categorized in the delivery of services, customer relationship management, and change management. What concerns this study from the success factors in the article is based on

relationship management category. Several success factors related to relationship management is pointed out as a result of successful expectation management. Thus, the satisfying the client is a critical factor for successful relationship management. For example, interest conflicts in client organization and **dedication of executive and middle management** in the case of transformation are critical points for successful relationship management. All in all, in a successful relationship with the client, what consultant sees as critical: client expectations management, top and middle management commitment, interest conflicts management in client's organization, and project manager's managing the relationship. Besides, from consultant's perspective, the skills of a consultant that should exist for a successful relationship with the client are socio-political skills, understanding client's organization and sector, and self-awareness by arranging himself/herself and keeping up with happenings in the client's business and the relationship (Nuorkivi, 2009).

As it is explained in the client's perspective regarding what the perceived benefits are and how they are perceived from the value of a relationship with the consultant, the consultant has the benefits in the same categorized themes. To begin with, the business benefits for a consultant can be said as continuous work relationship with the client and **being referred to other clients** by existing ones in an economical manner as a result of the good quality of service by the consultant. In this way, it can be said the consultant doesn't need to do marketing since the happy client can make it in the sector by recommending his client to other clients, and the relationship with the same client can be **continued with the same project** for added value or different projects by different manager internally in the same client as an explicit economic benefit where consultancy's resources for marketing is less. The second benefit for a consultant is individual and consultant's learning as the client's benefit. A consultant can take advantage of a long relationship with the client by discovering new ways to solve and analyze various problems within the different project and learning more from the client's business and sector extensively. As a third benefit for a consultant, enjoyable communication with the client in a long-term relationship is more than a business interaction which both client and consultant can laugh in their interaction to each other and enjoy the moments of communication. Lastly, **gained friendship** is a valuable benefit which they do things together apart from common work. Nonetheless, it is found that this close friendship between client and consultant doesn't last longer than 4-5 years in the majority where there is also an exception with 8-11 years friendship seen as friendship with half percentage. All in all, these benefits are observed and analyzed for individual consultants in MC firm which eventually make the MC firm gain benefits in the industry. Additionally, there might be benefits to have an individual client for an individual consultant; however, this creates risk regarding the dependency of the client for consulting organization when the individual consultant leaves the firm (Arnold & Nguyen, 2006).

Not only the client but also consultant has a word to say about expectation, how they perceive their and others' roles and responsibility that determine the critical factors in a successful relationship. Some characteristics of clients such as being **quick learner** and **willingness** they should learn, **openness to feedback**, challenges, **risk taker**, **clarifying roles**, **respect** for capabilities of consultant and making decisions independently. The consultant also wishes for the client to be **result-oriented**, **curious intellectually**, **optimistic**, self-confident and ambitious. There are consulting phases through the project as the relationship phases exist. The entry phase also represents the beginning of the relationship process and important factors are the client's power, flexible to change, undertaking responsibilities that result in the success. The second phase 'contracting' has different factors for success such as clarity about project's detail, objectives and so on. The process of diagnosis has important determinants such as access to necessary resources, a model for data organization. The consultant should be confident enough whereas the client verifies the data as critical points during the phase of feedback. Furthermore, change planning has the success determinants of testing plans and keeping the flexibility. In any case of interruption, when the change is needed there should be support in order to reach success. In the last phase of evaluation, the consultant thinks that client should have clear questions for consultants, and the client's being responsible for their business problem. Moreover, the willingness and openness to change when are required in the relationship phases. Finally, the client must believe in the consultant's work (Appelbaum & Steed, 2005).

5 THE RESEARCH METHODOLOGY

In this chapter, I aim to explain the methodological part of my thesis. Firstly, the description of various research methods takes place and the explanation of why I chose specifically mixed research approach. Then, the chosen methodology is explained in depth for thesis investigation with the thesis design. It is followed by research methods with data collection and analysis part that provide higher quality for the thesis. Furthermore, the reliability, validity and research ethics are ensured and explained in this section.

Among several research approaches, the exploratory sequential mixed research approach was found the most proper one due to the research questions I wanted to solve with the comprehensive literature review and investigate on the CSFs in a small Portuguese management consultancy specialized in BI area. In the thesis research, a comprehensive literature review provided a beneficial overview of critical factors influencing the successful CCR. Besides, with exploratory sequential mixed research approach, the CSFs were proven for the specific case of small Portuguese management consultancy firm. All in all, the research methodology I chose for my thesis follows the exploratory sequential mixed research approach with a qualitative and

quantitative research methods in two phases consecutively, which determined the candidate success factors in order to create a proper short list of critical factors in successful CCR in a small Portuguese management consultancy for empirical test confirmation.

5.1 The Research Problem and Questions

The CCR is comprehensively studied in the literature. However, the CSFs in the CCR for the specific case of MC firm that is specialized in BI area of Information Technology is important to investigate. Furthermore, the literature studies are based on mostly the perspectives and expectations of the client's side. That's why, the assigned research problem about the CSFs of CCR based on the perspectives of consultants is a concern and it is addressed for the small management consulting firm in Portugal, which represents a gap that needs to be lifted.

I conducted my research study 'Critical Success Factors in Client-Consultant Relationship of a Small Business Intelligence Portuguese Management Consulting Firm' based on one of the most important dimensions of client-consultant relationship which is time dimension. CCR lifecycle happens in four important stages: Entry, Development, Maintenance and Maturity Levels of relationship (Castro, Alves & Proenca, 2005). Besides, the roles and responsibilities of both clients and consultants have a crucial influence on the successful CCR's factors (Appelbaum & Steed, 2005). In order to close the gap in the literature, for one of the important objectives of MC firm Strategy-Governance-Decision (hereinafter: SDG) Group that is CCR, the CSFs in CCR is studied and investigated based on the time dimension of relationship lifecycle.

The design of the research follows two phases in mixed research methods design. Firstly, the exploration of candidate factors from client and consultant side for a successful relationship with clients of the small BI management consulting firm requires a qualitative research approach with an open-ended question. After discovering the factors in this specific case, the study follows the quantitative approach for prioritizing CSFs with the factors determined from a comprehensive literature review as the second phase of exploratory sequential mixed methods design. This design is applied for the research problem in order to provide both research designs' strengths and better understanding with both open-ended and closed-ended questions.

Furthermore, regarding the significance and influence of the client-consultant interactions and determinants of success on it, this study includes the following questions:

“What are the consultant's roles and responsibilities in the relationship with the client?”

“What is the definition of success in the relationship the consultant has with his/her client?”

“What are the critical factors of a successful relationship from the consultants’ perspective in a small Portuguese BI management consulting firm?”

It is followed and divided by several questions in order to meet the goals of the study in each stage of client-consultant relationship lifecycle: Beginning, development, maintenance and maturity stages:

“What are the critical success factors regarding consultant’s and client’s roles and responsibilities in each stage of client-consultant relationship development?”

In the second phase of research methodology which is the quantitative research, the collected and analyzed CSFs from the first phase are used to be represented with the CSFs from the comprehensive literature review. It is aimed to understand the prioritization of CSFs in each stage of CCR.

5.2 The Research Approach

Research approaches are called as plans and procedures that bring the steps by narrowing to data collection, analysis, and interpretation methods. The research approach is decided depending on the research problem and investigation. According to Creswell (2014), there are three approaches to the research such as qualitative, quantitative and mixed methods explained comprehensively below with several crucial aspects.

- **Qualitative Research Approach**

Creswell (2014) investigates that qualitative research is looking for the answers of a research problem based on the aspects of the involved population by several conducted procedures and providing findings with the collected evidence. Also, regarding values, opinions, and social conditions, the qualitative research method is an important approach to obtain cultural information. Moreover, the way of people’s experiencing the research topic in terms of behaviors, opinions, and relationship factor, and the identification of social norms, social forms can be investigated by the qualitative research method. In other words, complex situations, intangible issues are investigated more effectively by qualitative research methods while quantitative data is being used. The small but important point to show us qualitative research is different from scientific research with the aspect of extending people to the larger population with chosen characteristics that enables better and comprehensive understanding in the research problem. Furthermore, there are three qualitative methods to collect data as explained in the following: participant observation method to gather data on regular behaviors, in-depth interviews as method to gather data about participants opinions, experiences especially following the critical topics, and focus groups qualitative method

to collect data about group's cultural aspects and general findings of an issue. Also, there are mostly open-ended questions which a participant has more interaction with the researcher in a less formal way due to own words by participant leading more complexity in the analysis, so that the qualitative method has flexibility whose degree has an impact on problem understanding. In addition, there are various advantages of qualitative research method in exploratory research based on having open-ended research such as meaningful, rich and detail responds, and flexibility in terms of spontaneous questioning by following the answers from participants (Mack, 2005). All in all, in the qualitative research approach, there is understanding the problem and exploring the solutions within a process of data collection in participant's setting, inductive data analysis from particular themes to general that has exploring focus by using the research question, construing with the data by simplifying the complex situation to finalize a flexible form (Creswell, 2014).

- **Quantitative Research Approach:**

Another research approach that Perumal (2014) indicates is a quantitative research approach that is mostly related to numbers and measures in order to investigate the research problem or questions. The investigation is based on the measurable variables' interrelations. Moreover, in general, there is a hypothesis that is proved or refuted with the all quantitative research method eventually. Also, there is the identification of the defined variables that the researcher collects the data about and makes an investigation on. The beginning of the quantitative research method is with the collection of data about called hypothesis or a research question of the study. Then, the statistical descriptive or deductive application is realized by surveys or observations. Among the research types, descriptive research includes quantitative research method that deals with numbers and it is measurable with the identification of characteristics of research question or hypothesis and the investigation of the correlation between those characteristics. Additionally, observation studies used in both quantitative and qualitative studies, correlational research that is used for investigation of correlation between characteristics on the studied phenomenon by using different means like scatterplot visualization and survey research that is used for investigation of interrelations, distributions and relative incidence applied on small or large sized of participants as selected sample are three types under descriptive research. Furthermore, in order to learn about a large population, selecting a sample of that population and realizing survey method under descriptive or normative research study have a conclusion of responses from participants of the survey in terms of percentages, frequency, and statistical way. Besides, survey research as a descriptive research method that is used in quantitative research includes interviews and questionnaires to obtain the data from participants. In addition, cross-sectional and longitudinal survey are the types of survey method, where cross-sectional refers to need of opinions and practices collected from a sample of population at one point of time, and longitudinal survey (Cohort and Panel studies) involves the comparison of opinion and practices through a time period

with collection of data at several time periods for observing the change on sample (Perumal, 2014). In conclusion, the approach of quantitative research aims at examining the relationship of variables that are measurable with analysis of statistical procedures and a deductive approach testing theory that starts mostly with the hypothesis.

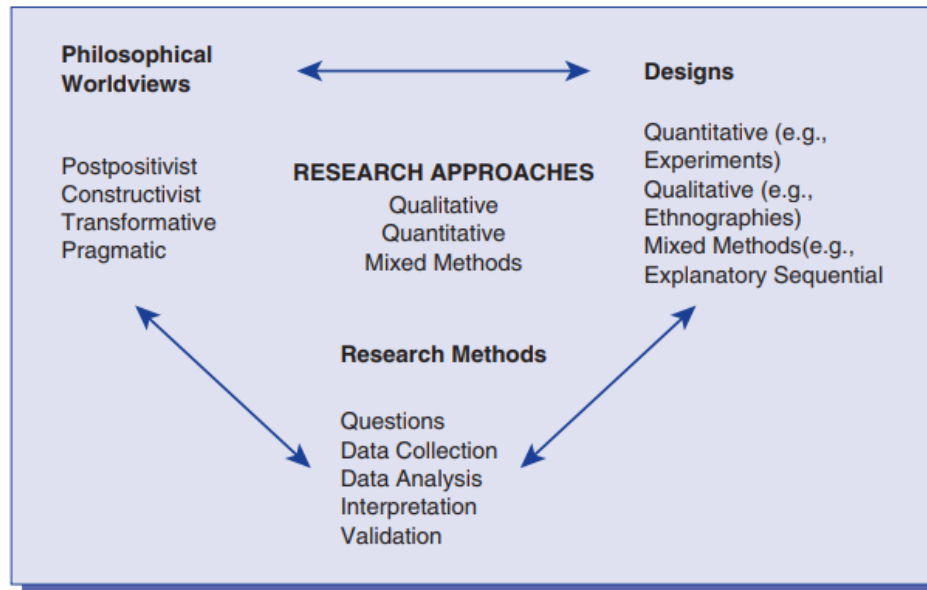
- **Mixed Research Approach:**

Lastly, there is a mixed research method approach that quantitative and qualitative research methods are used together for scientific investigation. Qualitative data is used for personal experience assessments where the qualitative data is prior to measure specific characteristics in the research question. In other words, qualitative data is used to investigate better quantitative results. Researchers approach their investigation with mixed methods when they want to understand the discrepancies that may occur between qualitative and quantitative results. Since it has a qualitative study, the mixed research approach is flexible and expresses the perspectives of participants. Also, with a quantitative research part, it reveals more information about the participants due to the comprehensive data collection (Wisdom & Creswell, 2013). In brief, mixed research approach using both qualitative and quantitative data with two forms of data integration provide a better and complementary understanding of the research question or a problem.

To summarize, there are three research approaches demonstrated and in order to understand the construction of mixed research, I explained both qualitative and quantitative research methods in detail. Thus, following the research questions and objectives of my thesis, the most appropriate research approach was mixed research approach where both qualitative and quantitative research approaches are utilized for a better and complementary understanding as explained above. In other words, a qualitative research approach firstly provided obtaining the critical success factors for the client-consultant relationship from a consultant perspective followed by qualitative methods. Then, the quantitative research approach was utilized in order to comprehend the most CSFs better by following both CSFs from the literature review and from qualitative analysis realized with both side participants. In the end, both qualitative and quantitative research approaches were used in the concept of mixed research method approach.

According to Creswell (2014), a research approach is composed of and supposed to be followed with philosophical worldviews, research design and research methods as shown in the following picture. In order to understand better the research approach for my study, the important information of components of the mixed research approach is demonstrated properly with the reasons as in the following.

Figure 3: Research Approaches Schema.



Source: Creswell (2014).

- **Philosophical Worldviews**

Creswell (2014) studies that a research approach includes the interaction of three components which are philosophical worldview assumptions, the research design, and the chosen research methods. Moreover, the framework of research contains the following philosophical worldviews that are postpositivist, constructivist, transformative and pragmatic approaches. The name of worldview can be interpreted in different ways such as paradigms, epistemology, and ontologies that shapes the nature of research with beliefs in research guidance. To explain mainly, the first worldview is a postpositivist approach that has important elements of determination, reductionism, empirical measurement and so on with the aim of quantitative research. The second one is a constructivist worldview that is based on understanding the meaning from data, construction socially and historically and theory generation for qualitative research process that is inductive. Thirdly, the transformative approach as a worldview is mainly political and social linked and change oriented. The last worldview is pragmatic worldview is a philosophical approach for mixed studies that is formed by both quantitative and qualitative. A pragmatic approach is related with mixed methods research where both quantitative and qualitative acquisitions engage with each other by taking the advantage of several research methods and procedures for data collection and analysis in order to gain the best understanding of a research problem. A pragmatic inquirer aims at how to and what to realize for the research with the purpose of a rationale of using both methods.

In order to accommodate my mixed research approach for the thesis, among the philosophical worldviews, the pragmatic paradigm was the most suitable approach since I used mixed research approach to investigate on my study as pragmatic inquirer by using both qualitative and quantitative research acquisitions that form mixed research method approach framework as explained above.

- **The Research Design**

In the framework of a broad research approach, the inquirer also determines the research design, which are the study types among three approaches. Within three research approaches that are qualitative, quantitative and mixed methods the type of inquiry, research design, is used for directing a study in a proper way. Moreover, research designs can be called as inquiry strategies (Denzin & Lincoln, 2011). Furthermore, Creswell (2014) demonstrated that there are three research designs which are quantitative, qualitative and mixed research designs. The first design, the quantitative design is related to quantitative research approach benefited by postpositivist worldview, arisen in psychology and using an experimental design, where survey, experiments, and many more designs are involved. Among these quantitative approaches, survey research design containing the studies of cross-sectional and longitudinal by collecting data with structured interviews and questionnaires. Secondly, qualitative research design includes several design inquiries such as phenomenological method, grounded theory, narrative research, case studies, and ethnography. Lastly, the mixed research design is combined of qualitative data with open-ended answers in observations, interviews and more, and the quantitative data with closed-ended answers in questionnaires and so on. Also, one method in mixed research design is used to approve the accuracy for the other one. In other words, the questions that can't be answered; for example, in a qualitative study, can be investigated in a quantitative approach as an alternative method. There are several mixed methods design models. One of them is called a convergent parallel method, where the quantitative and qualitative data merged for a wide analysis with contradictions or contradictory findings explanation in the end. Moreover, explanatory sequential mixed methods start with quantitative research and followed by qualitative research for exploration. Besides, the exploratory sequential mixed method has qualitative research for exploring the participants' perspectives, where the qualitative data is analyzed in order to frame the second phase that is quantitative research. The qualitative phase is important to specify suitable elements, variables or instruments for the next phase. Especially, the challenge stands for the most proper qualitative findings and sampling in both phases of this research method. Furthermore, there are more advanced mixed research methods called such as transformative mixed methods, embedded mixed methods multiphase mixed methods that use the basic research models.

All in all, among all methods design, I found exploratory mixed research methods design the most suitable one for my study, which investigated on the purpose of my research and finds the solution of the CSFs in the CCR from both client and consultant sides within two phases. I benefitted this methodology from the exploratory study of Puklavec, Oliveira and Popovič (2014), which aims to identify Small-Medium Enterprise-determinants for the adoption of Business Information Systems in firms by using exploratory research methods in 2 phases. Firstly, the unstructured phase investigates the candidate factors with the qualitative method without knowledge of determinants taken from literature with the objective of ensuring the natural response from the informants. The second structured phase prioritizes the factors with 7-point Likert scale in the quantitative method where the presented determinants to informants are composed of the determinants that are common in both literature and the first phase answers, and more taken from the literature for the comprehensive deep understanding.

My study of CSFs of CCR in a small BI management consultancy in Portugal, the research methodology followed first qualitative research approach to investigate the CSFs from both perspectives in a CCR. Then, the literature review derived CSFs are specified with the CSF obtained from data collection and created a list for CSF from both client and consultant side is compared within the specified time dimension of CCR. Moreover, quantitative research methods are used as a descriptive method in order to measure the comparison of CSFs' interrelations within a client-consultant relationship lifecycle.

- **The Research Methods**

In the research methodology framework, the third important element is research methods which are comprised of collecting data, analyzing and interpreting the analysis. It is known that there is a big range of research methods in terms of data collection and analysis. Moreover, the way to decide on research methods in the study depends on specifying the type of information and/or discovering the information from participants. Besides, the type of data gathered can be numeric or recorded and typed text. The interpretation might be from the statistical results or from the themes and patterns of textual data. By following the mixed research approach, the inferences are made across qualitative and quantitative data.

The exploratory mixed research method is predetermined and emerging methods of qualitative and quantitative sequential mixed design with both open-ended and closed-ended questions by analyzing textually and statistically in a pragmatic worldview in order to provide a complete and comprehensive understanding for the research problem.

5.3 Data Collection

Collecting data is one of the most important parts for the validity and reliability of an exploratory sequential mixed research study. In my thesis research approach, the data gathering was realized in 2 phases. For both phases, questionnaires were chosen instead of survey method because it was found the most feasible in terms of qualitative and quantitative phases. Questionnaires were chosen because of several characteristics like collecting the responses in the data format is easy and quick, that compensate the time consuming of the chosen mixed research method approach. Questionnaires were a research method that can be done by email, phone or face to face which was the most appropriate way to be done for both clients and consultants. The questionnaire was prepared and sent by e-mail to both clients and consultants in order to have an equal way to obtain data in the research approach even though consultant informants were my colleagues working in the same office, clients were not reachable easily because of time arrangement limitation. That's why, sending the questionnaire by e-mail was found the most appropriate.

First Phase: Qualitative Data Gathering

The first phase involves the open-ended questionnaire due to the goals of the research study, which is to investigate the CSFs from both perspectives without mentioning the factors acquired from a comprehensive literature review. Instead of an interview research method, open-ended questionnaires make me gain more time to prepare the second phase, which is used for the selection of factors that are presented in the second phase. The open-ended questionnaire is composed of complex questions in order to have an understanding from the elaborated answers of participants. After obtaining the answers, there will be grouping them, and coding based on the goals of the research (Consulting, 2019). In order to realize data analysis, the software for qualitative data analysis Microsoft Excel was used for the structured analysis by storing all data in one place that enables to work with various qualitative data efficiently. In brief, the main idea in this phase to understand the behavior and answers of consultants with how and why questions in qualitative data by putting them in a structure of research goal.

Second Phase: Quantitative Data Gathering

Following the thesis design, sequential exploratory mixed research approach, the second phase includes the quantitative data after the exploration of qualitative data perceived from participants. In other words, the qualitative data is analyzed and interpreted. The next step is integrating the critical success factors obtained in the qualitative phase with the critical success factors that are found in the literature review. Due to the exploratory sequential mixed research design, the bottom-up approach is embraced with the start of emphasizing the individual data to reach the general occurring. The goal of this phase is to put the critical success factors combination in the most appropriate way and represent them to the participant. The common factors of both informants'

answers from the first phase and the literature review with the most mentioned factors with the selection criteria of being emphasized in minimum 2 resources in the literature review section formed my second phase questions. The critical success factors in the closed-ended questionnaire are prepared with the 7-point Likert scale with options of ‘Very Strongly Disagree - Strongly Disagree – Disagree - Neutral - Agree – Strongly Agree - Very Strongly Agree’ for several reasons such as providing more scale points. Furthermore, by offering the Likert scale closed-ended questions, it is aimed to conclude the prioritization of critical success factors from both client and consultant perspectives in the CCR different stages. In other words, participants are asked to rank the success factors in the questionnaire in order to obtain the most CSFs based on the stages of the relationship cycle, and the result will be the most critical factors in each stage of CCR cycle. Furthermore, the analysis of the answers from quantitative data was realized in SPSS Statistics.

Briefly, in research methodology framework, my thesis followed the mixed methods research approach which includes pragmatic paradigm among philosophical worldviews, mixed methods research design with exploratory sequential mixed methods design among the types of research designs, and online open-ended questions and comparative analysis among research methods.

5.4 Personal Experience and Audience

Moreover, my personal experience in the management consultancy area as an Information Technology Consultant. As a mixed methods researcher, I have taken the time in order to investigate on my study in the environment by collecting both qualitative and quantitative data within a large scope from the literature review. The fact that I have been working in the management consultancy world as a consultant for a year led me to understand the consultant’s perspective on every aspect of consulting such as roles and responsibilities in the projects and the management of client relationship. Mainly, having experience of consultancy influenced on choosing firstly the thesis study, which is the perspectives comparison from both consultant and client sides about critical factors of a successful relationship, because taking consultant roles and trying to understand the clients made me wonder more in how clients perceive the success factors, which broadened my approach to the study. Also, being able to compare and understand both points of views would provide a better and effective approach to client’s relationship, which I want to investigate and contribute to the firm’s values, especially in the Portuguese market.

The audience of my thesis study is management consultants specialized in BI area, and the clients from several business areas, the inquirers, academicians who are interested and aim to investigate the topic I study.

5.5 The Research Reliability, Validity and Ethics

In research methodology, there are several ways to realize data gathering, analysis and interpretation. Following the mixed method approach that is chosen for my thesis study, collecting data is realized by mostly closed-ended questionnaire for quantitative data whereas open-ended questionnaire, interview and observations are used for collecting qualitative data.

According to Zohrabi (2013), the first research instrument that is used in a mixed research approach is a questionnaire that requires to be valid, reliable and explicit. Furthermore, a research questionnaire can be closed-ended, open-ended or mixed of the closed and open-ended questionnaire, where closed-ended questionnaires are used for numerical data and open-ended questionnaire provides textual data. Furthermore, the closed-ended questionnaire is easier for analysis; however, open-ended one provides discovery of the topic for deep and better understanding (Richards & Schmidt, 2002, p. 438; Seliger and Shohamy, 1989; Gilham, 2000, p. 5). Both types of questionnaire complement each other with their own strengths for safer data. That's why, it is important to know the advantages of questionnaires as research methods which are:

- Efficient means of data on the large base.
- Applying similar questions to a large number of people.
- Easiness of gathering data.
- Participants' feeling comfortable due to anonymity.
- Cost efficiency of questionnaires.

Briefly, the similarity of questions asked to a large group of respondents provides similarity of data acquired, which makes the analysis process easier in a more cost-efficient way (Seliger & Shohamy 1989; Robinson, 1991; Lynch, 1996; Nunan, 1999; Brown, 2001).

However, there are some disadvantages of having questionnaire as research methods such as not being able to receive answers when they are sent by e-mail or post, uncertain and unclear questions' not providing the required answers, and so on. In addition, having administrated and self-administrated questionnaires have a different effect on being responded. In other words, the self-administrated questionnaires are with low response rate; that's why, having administrated questionnaire is preferable, which can be realized by phone, face-to-face by providing more certainty through the process of questionnaire responds (Gillham, 2000).

There are also other most chosen research methods that are used in mixed exploratory sequential research methods design. Firstly, interviews are used to collect the data for exploring the existing knowledge by providing in-depth information. Nevertheless, being expensive, time-consuming in

both collecting and analysis, and low-level anonymity are counted as some of the disadvantages (Flick, 2006, p. 160; Johnson and Turner, 2003, p. 308). Moreover, observations as a research instrument indicate observing the environment while the case is happening which provides the researcher complementary original information for the other research instruments such as questionnaire and interviews. Observations have strengths such as being the naturally occurring picture that makes the researcher acquire contextual data (Johnson & Turner, 2003, p. 314). According to Zohrabi (2013), observations can take place from nonparticipant's or participant's point of views, where nonparticipant observation includes watching and recording while participant observation requires attending to the occurrence in the environment. Besides, there are narrow and broad focus observations, which narrow focused observations have single aspect to watch whereas broad focus observations refer to comprehensive observing by focusing on the determinants such as research objectives, questions, study area, and much more (Fraenkel & Wallen, 2003, p. 452; Merriam, 1998). It is also known that when more time is spent on observing, the better result and more reliable information are obtained (Fraenkel & Wallen, 2003, p. 452). Nevertheless, the drawbacks of observation can also be expressed as not being known as an observer due to the possible affected reactions of participants in the environment, having bias perspective of the observer and recording information either in written or a different way. In order to avoid these drawbacks, the observer would better to have a checklist, writing every observation down in a fair and detailed way. Furthermore, the more qualified, acceptable, valid and reliable research study entails proven validity and reliability of research methods.

After considering the advantages and disadvantages from the mixed exploratory sequential research methods, the advantages were taken completely and the mentioned disadvantages above were reduced because of the informants' having interest in my research and willingness to participate. Also, among the other research methods, observation could be used from my side due to the experience I was having in a long time period for the research topic.

Research Validity

Validity in the research methodology is crucial for quality and acceptable research. Due to the importance of acquired data with used several instruments for the following step analysis, the quality and acceptability of research questions are demanding (Burns, 1999, p. 160; Fraenkel & Wallen, 2003, p. 158). Zohrabi (2013) indicates that there are divergent procedures used for research instruments and data validation which are:

- **Content validity**, which refers to the validity of effectiveness, functionality, and clarity of the questions asked to participant. The questions and data can be reviewed by an expert in the study area.

- **Internal Validity**, which refers to the consistency of research findings. For the improvement of internal validity, six methods should be applied such as:
 - **Triangulation**, collecting the data by using several instruments such as qualitative and quantitative approaches for a strong confirmation for valid data in order to eliminate biased and powerless technique.
 - **Member checks**, realizing the confirmation of results and interpretations with a double check from participants. This provides the trustworthy and confirmation of given answers in the interviews and so on.
 - **Long term observations**, observing the environment within a long time period from the start till the end boosts and validate better the findings.
 - **Peer examination**, including the confirmation and approval of data and findings from experienced nonparticipants in the research area where the plausibility check provides the validity of selected research method.
 - **Collaborative modes** in the research refer to the high involvement of participants, where diverse opinions and comments make research data and findings more powerful and valid.
 - **Researcher's bias**, meaning that the researcher shouldn't judge any response, stay nonbiased and fair by acknowledging the research ethics, and the interpretation and evaluation are realized in an honest way.

- **Utility Criterion**, which refers to confirming how useful and adequate the findings and the information are for stakeholders, managers and so on.

- **External Validity**, which refers to if the findings and results are meaningful and appropriate with other topics.

The research instruments that I used for my research study had the validity of content which was reviewed by several colleagues. Secondly, the internal validity is provided by the methods of triangulation which I used both qualitative and quantitative to provide complementary data. After the interpretation of qualitative data is checked double with the participants for the member checks methods in internal validity. Another research instrument I used observations I have had in the long time period supports the long-term observations method for internal validity. Besides, the peer examination method is realized by the approval of data by checking the collected data with nonparticipants experts. Also, the informants of the research data are chosen diversely for more powerful findings. Researcher's bias method was used from my side by being objective and not judging the responses. Lastly, the results and findings were found useful for the future research

topics which can be broadened for the other SDG Groups in other countries and a comparison can be realized by following the findings from my research.

Research Reliability

The research process requires the reliability of the findings and the results, which are consistent, confidential, and reproducible (Nunan, 1999, p. 14). It is important to know that the similar results are not easy to obtain in qualitative research as in quantitative research methods due to the narrativity and subjectivity of the collected data. Thus, the better approach would be with considering the dependable and consistent findings and results than having the same result (1985, p. 288). In addition, according to Lincoln and Guba (1985) and Merriam (1998), in order to enhance reliability, establishing the dependability is realized through three techniques. The first one which is the investigator's position by explaining very clearly the study logic, the study design, and the issues the rationale of the study, the design of the study and the subjects. The second technique is named triangulation which refers to benefitting from several methods such as questionnaire, surveys from various sources as participants. Another technique is called audit trail that means explaining all processes in detail and clearly in terms of data collection, data analysis, acquiring divergent themes and obtaining the result. In the end, these procedures help the inquirer have a reliable study for replication. Also, in order to comprehend the reliability in the research methods, two types of reliability which are external and internal reliability should be reviewed.

- **External Reliability**

External reliability is mainly related to being able to be replicated and used for another future study by obtaining similar results with the original study. Based on the studies of LeCompte & Goetz (1982) and Nunan (1999), the way to enhance the reliability of study is following five crucial aspects which are the status of the researcher depending on the participants, the choice of informants referring the participants' descriptions fairly, the social situations and conditions of the inquiry that are reliable and stable in academic manner by providing equal opportunity to each level of learners, the analytic constructs and premises in terms of definition of terms, unit of analysis and assumptions, and lastly the methods of data collection and analysis based on the explicit explanation of research procedures for data gathering where for mixed research methods including questionnaires interviews and observations mainly.

- **Internal Reliability**

Beside external reliability, internal reliability of research carries out how consistent data collection, analysis, and interpretation are. It also questions if the similar results could be obtained by another independent researcher that uses the analysis approach comparing to the original research (Burns, 1999, p. 21). Moreover, it is important to prevent the possible threats for internal reliability, which can be realized by several strategies such as using low inference descriptors by applying easily countable, measurable and accurate questions, multiple researchers/participants that provides different perspectives and more reliable results, from many participant, peer examinations that refers to benefitting from other relevant research studies, and recorded data referring to recording the data for replicating and reanalyzing the data conveniently by other inquirers. These four procedures enhance internal reliability. All in all, broad use of a questionnaire, interview and observations for mixed research methods in order to acquire both qualitative and quantitative data consider the methods and strategies for both validity and reliability of the data.

The way I used to increase the reliability of my research study was based on both external and internal. For the external reliability enhancement, I chose my informants with equal grouping based on the position in the company. Moreover, what was provided to learners was equal. Furthermore, the internal validity of data was improved by several proposed strategies by choosing diverse and several participants, using accurate questions, and taking advantage from the research methodology that was realized already in the relevant research.

Research Ethics

There are several ethical requirements that have importance in a thesis study. The important seven ethical issues are pointed out for thesis research by Kjellström, Ross and Fridlund (2010). These crucial research ethics aspects can be expressed as endorsement from the research ethics board showing the research approval from the community of research ethics, acquiescence of information by participants, confidentiality pointing at guaranteeing the participants' data protection in terms of identity, answers and freedom, methods' ethics aspects based on data gathering except the part of informing participants, ethics principals and regulations showing that the research being made according to research principles and regulations, study's rationale demonstrating the importance and value of having specific research, and selecting participants fairly referring to choose participants that didn't attend the research before in order to be fair of selection of participants.

By considering the research ethics issues, the way of preparation of research methods, the selection of questions and participants are made carefully. The research method is chosen as the questionnaire and selection of participants are based on the analysis and fair for the research approach. Moreover, it is important to mention that the reasons of not choosing interview, but questionnaire are interviews' having a risk of harm with a negative aspect of sensitive attitude, the

psychological mood of the participant, time issue and arrangement of a contact person (Kjellström, Ross & Fridlund, 2010). By taking all research ethics requirements into considerations, the research methodology was realized in my study.

5.6 The Management Consulting Firm: SDG Group

Management consultancy in Portugal, which is introduced in the studies of Jerónimo, Patrício, Oliveira and Pereira (Ishchenko, 2011), has been competitive in the national market, which required after to be internationalized for MC firms. Since entering the European Union in the mid-80s for the Portuguese market, the globalization effect on management consultancy has increased and in 90s multinational MC firms started to enter. The growing effect of both Portuguese MC and multinational MC firms kept till 2000's economic crisis whereas another crisis hitting in 2004 and the global crunch as a recession in 2011. These economic tremors influenced on both big and small-medium multinational and national MC firms' growth poorly. According to Fernandes et al. (2017), with the recovery of Portuguese economy between 2012-2015 after the cruel economic crisis, a big number of small-medium firms have had fast-growing profitability due to the different costs' favorable contributions. All in all, it is important to know how the multinational and national MC firms develop in Portuguese market within the time for the understanding of how multinational MC firm SDG Group has had an effect in the Portuguese market.

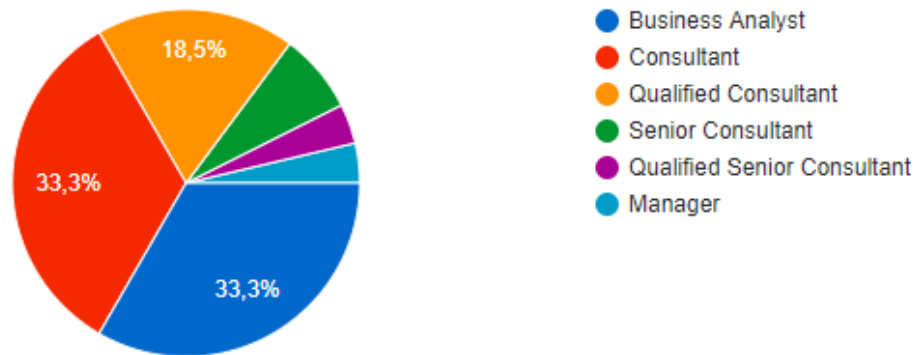
My thesis research took the case of SDG Group in Portugal, which is a global management consulting firm leading in several practices: Business Intelligence, Corporate Performance Management, and Collaborative Business Analytics. As a management consulting firm, SDG Group, where SDG stands for Strategy, Governance and Decision, globally has accomplishments in advanced business analytics and data-driven business solutions with distinguished values in the area of the CFO Services, omnichannel intelligence integration, big data governance and predictive & streaming analytics (SDG Group, 2015).

To begin with, SDG Group is founded in 1991 in Milan, Italy followed by the locations England, Spain, France, US, Portugal, Greece, Germany, Algeria, Colombia, Brussels, and Egypt consecutively with efficient and effective management intelligence practices in an innovative way. Moreover, SDG Group is emphasized as a leading expert in innovation and development for Decision Support Systems with business intelligence as a great combination of Information Technology and MC characteristics. With the satisfying success they have, the future services and solutions point out improved in Social Intelligence, Big Data and the peak of BI practices. Furthermore, there are many customers from various areas. For example, from fashion, luxury and retail area SDG Group has Etro, Fendi, Ferragamo, Giorgio Armani, Gucci, H&M, Prada and Puma as customer whereas in the area of financial services and capital markets Aviva, Axa

Insurance, Zurich and so on are SDG Group’s clients. In addition, health care life sciences and chemicals, Alliance Healthcare, Bayern, Janssen, Novartis pharma are some of the clients, and from industrial consumer products business area some of the clients can be introduced as Lavazza, Makro, Nestle, Unilever, and Volkswagen. Lastly, public services area includes clients such as Abengoa, Cintra, EDP, and so on (SDG Group, 2015).

SDG Portugal is established by only Jose Bagina, who is the country manager of SDG Group in Portugal, in 2013. However, the growth of SDG Portugal occurred fast and reached 35 consultants in different positions taking roles for both local and corporate projects. In SDG Portugal, we are divided as 11 Business Analysts, 12 Consultants, 6 Qualified Consultants, 2 Senior Consultants, 2 Senior Qualified Consultants and 2 Managers with the Partner who is Jose Bagina. Questionnaires of the first and second phase were conducted in Google Surveys which I used several times in my previous thesis since it provides easiness in analysis and exporting results. Moreover, they were sent to participants who are the BI Business Analysts, Consultants, Qualified Consultants, Senior Consultants, Qualified Senior Consultants, and Manager. In the following Figure 4, shows the percentage of respondents in the first phase questionnaire.

Figure 4: The Informants’ Positions from SDG Portugal



Source: Own work.

6 RESULTS

The processing of the results of this research was realized as explained in the research methodology section. The summary of important statements was demonstrated for each phase, which the qualitative research results were followed by quantitative results. Besides, the result of correlation analysis of critical success factors was added by following the second phase results in order to

specify the strongest and the weakest correlation between success factors as well as the grouping of success factors in both consultants' and clients' roles and responsibilities.

6.1 Qualitative Results

First phase of exploratory sequential mixed research methodology was conducted with an open-ended questionnaire that focused on several aspects of informants in order to gain a deep understanding of the relationship between their characteristics, what and how they consider about critical success factors in each stage of relationship, which followed the Castro, Alves and Proenca (2005) key dimension model of client-consultant relationship. As mentioned in the research methodology section, the first phase questionnaire was divided into groups of questions based on demographic, client-consultant relationship, client-consultant relationship's stages information: beginning, development, maintenance and maturity stages.

Furthermore, the first phase questionnaire was sent to all 35 consultants which are classified in the company's aspect as a business analyst, consultant, qualified consultant, senior consultant, qualified senior consultant, and manager depending on their expertise and qualifications. 26 out of the 35 informants (74 percent) answered the first phase open-ended questions. The results of the first phase of methodology focused on the investigation of critical success factors which were pointed out by consultants. The results of the questionnaire were grouped and analyzed depending on each stage of relationship with acceptance criteria of determinant factors which were mentioned by minimum two informants in the questionnaire by following the methodology aspects from the exploratory study of Puklavec, Oliveira and Popovič (2014). From the results, what I analyzed from the data was grouped by demographic information, the consultancy period in SDG Group, Beginning – Development – Maintenance – Maturity stages of a relationship. First of all, the demographic information including background information was composed of age, gender, highest education degree, consulting experience before SDG Group and the current position in SDG Group. Moreover, the consultancy in SDG Group of questions focused on the duration of working experience in SDG Group, the number of positions they have worked at and the number of clients they have worked with. Then, the entry stage of client-consultant relationship has the focus of definition of success, entry-level form, and critical success factors as determinants from the consultants' perspective depending on the roles and responsibilities of both consultants and clients. The next group of open-ended questions is based on the development, maintenance and maturity level of relationship with the focus of investigation on client-consultant relationship's critical success factors as candidates depending on the roles and responsibilities of both clients and consultants.

- **Qualitative Demographic Results about Informants from SDG Group**

As it was explained in the research methodology section, the informants were composed of the consultants of SDG Group. All of the informants were called *consultant* in the business aspect. Thus, when I mentioned about informants, it is important to know they are pointed as a consultant in a general manner. However, if I specified the position, I pointed as a consultant as a position like the other positions: business analyst, qualified consultant, senior consultant, and qualified senior consultant. The first phase questionnaire aimed to be sent to all consultants of SDG Group, and as a result, 26 out of 35 consultants (74 percent of informants) responded to the open-ended questions. These respondents' demographic results are summarized as shown in the following Table 1, which explains the respondents are 5 females and 21 male consultants. Among the female consultants, there is no business analyst. The age distribution shows that the company is built by young brains. From the informants' positions point of view, there is a business analyst (35 percent), consultants (35 percent), qualified consultants (19 percent), senior consultants (8 percent), qualified senior consultant (4 percent).

Table 1: Gender and Positions in SDG Group by Age Range – Demographic Data of Informants

Gender & Positions in SDG	20 - 24 years old	25 - 29 years old	30 years or older	Total
Female	1	2	2	5
Consultant	1	1		2
Qualified Consultant		1	1	2
Senior Consultant			1	1
Male	7	7	7	21
Business Analyst	5	3	1	9
Consultant	2	3	2	7
Qualified Consultant			3	3
Qualified Senior Consultant			1	1
Senior Consultant		1		1
Total	8	9	9	26

Source: Own work.

Another interesting point that I wanted to investigate how the background of informants could affect the responses they gave. Table 2 showed that 50 percent of informants (13 informants) had the highest degree of master's education even though there was respondent with high school diploma (4 percent), bachelor's degree (38 percent), MBA (4 percent) and Post Graduate (4 percent) highest education. Besides, the consultancy experience of informants showed that 7 informants have the experience while 19 out of 26 informants (73 percent) don't have experience of consultancy area before SDG Group.

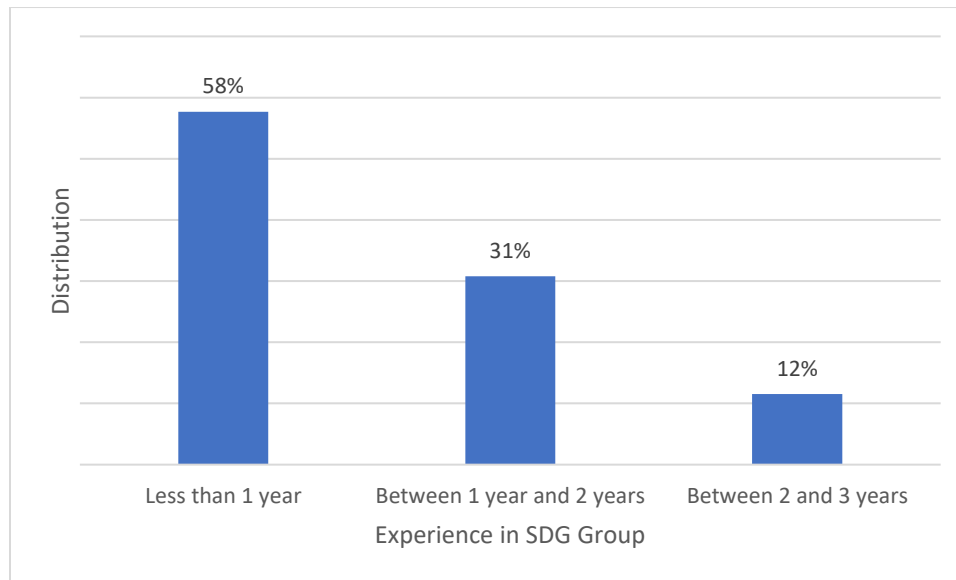
Table 2: Highest Degree of Education by Consulting Experience of Informants

Highest degree	Consulting Experience Doesn't Exist	Consulting Experience Exist	Total
Bachelor	6	4	10
High School	1		1
Master	10	3	13
MBA	1		1
Post Graduate	1		1
Total	19	7	26

Source: Own work.

Furthermore, the experience in SDG Group is an important aspect to remember about informants which is shown in Figure 5, the 58 percent of consultants are newly entered and have less than 1 year experience whereas 31 percent showed having experience in SDG Group between 1 year and 2 years, and there are only 12 percent of informants experienced between 2 and 3 years.

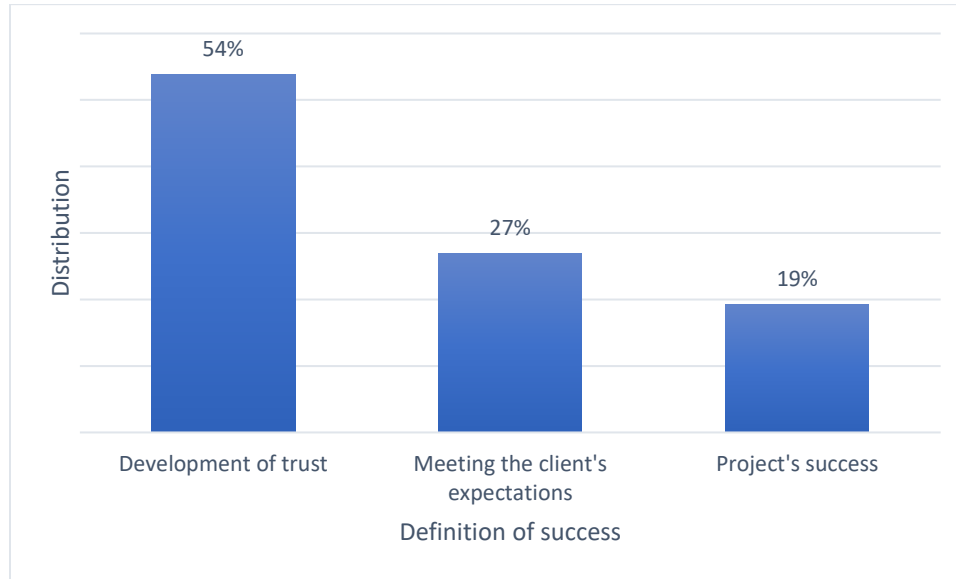
Figure 5: Duration of Experience in SDG Group



Source: Own work.

Also, the results of how the consultants define the success of the relationship demonstrated in Figure 6 that developing trust with clients (54 percent) is the most mentioned by the informants, which was followed by meeting the client's expectations (27 percent) and the success of the project (19 percent).

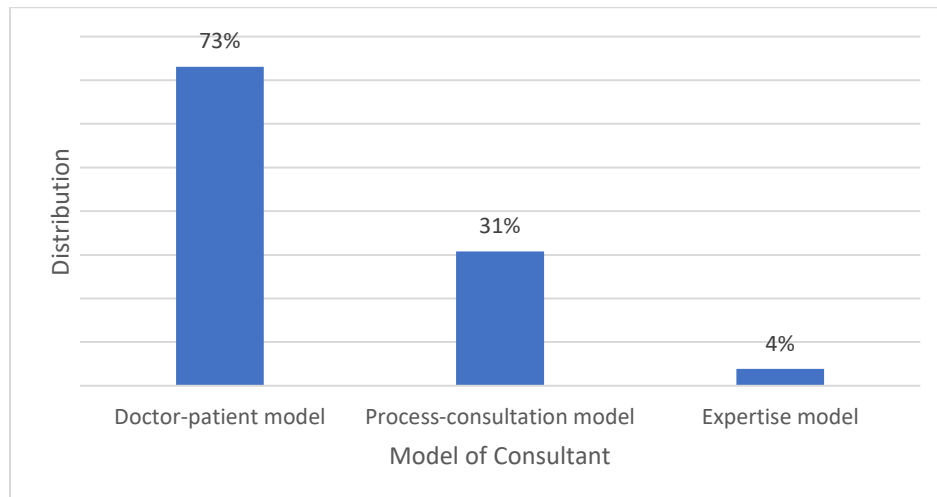
Figure 6: Distribution of definition of Success in the Client-Consultant Relationship



Source: Own work.

Besides, how the consultants describe themselves based on their roles and responsibilities, among doctor-patient model, process-consultation model, and expertise model, the 73 percent of informants expressed that they focus on the client's problem which points the relationship strength by comprehending the client's aspect well in doctor-patient model whereas 31 percent of informants found themselves in process-consultation model which they focus on facilitating the process for the client's business problem. Lastly, the expertise model (4 percent) which consultant has the expertise to provide unusual solutions (Figure 7).

Figure 7: Visualization of Model of Consultant Distribution



Source: Own work.

What is more, the following results were analyzed based on each critical success factor that consultants pointed out for each stage of the client-consultant relationship. They were chosen based on the criteria of being emphasized by 2 or more consultants (informants). Meaning that the results showed each critical success factors based on consultants' and clients' roles and responsibilities in each stage of the relationship. All the critical success regarding consultants' roles and responsibilities are 15 at total and can be expressed by **availability, work commitment, respect, good communication, on-going managerial and technical support, honesty and trust, meeting the clients' needs and requirements, challenging the client positively, providing creative solutions for the client's business problem, project management skills, confidence of technical and soft skills, friendship with client, understanding the client with empathy, awareness of client's culture and clear and realistic promises.**

Besides, based on clients' roles and responsibilities, consultants emphasized the critical success factors in the open-ended questions as **availability, respect, work commitment, good communication, executive support, trust to consultant, meeting the needs of consultants, taking risk, clarification of business needs and requirements and taking the responsibility of business problem.**

In the following, the analysis of questionnaire result was explained by the critical success factors consultants in each stage of client-consultant relationship depending on consultants' and clients' roles and responsibilities consecutively relationship beginning, development, maintenance, and maturity with the acceptance criteria that were mentioned in each phase 2 times.

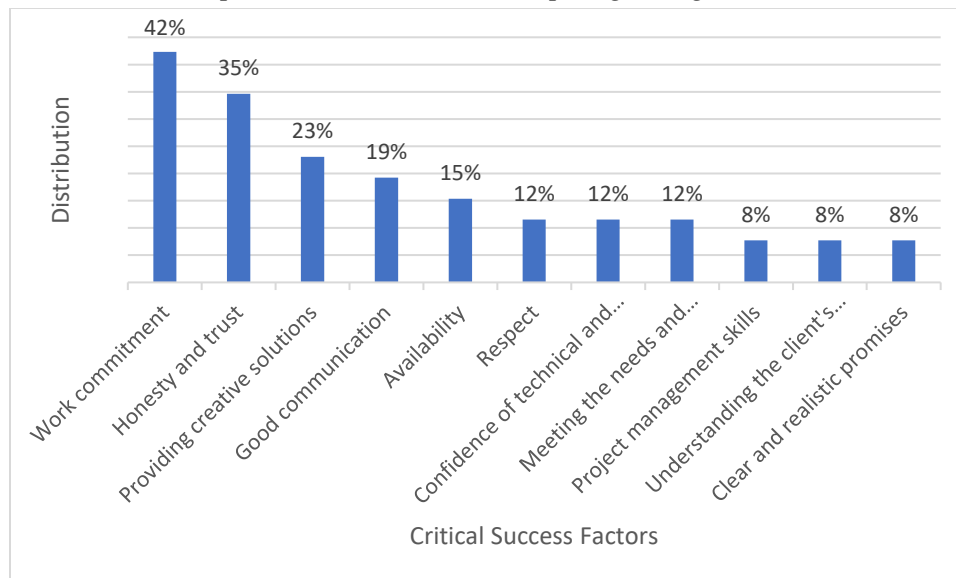
- **Beginning Stage of the Client-Consultant Relationship**

Consultants' Roles and Responsibilities

Consultants as informants of this questionnaire pointed out in the first stage of CCR success factors that emerged from consultants' roles and responsibilities. Work commitment (42 percent), honesty and trust (35 percent), and providing creative solutions (23 percent), good communication (19 percent), availability (15 percent), respect (12 percent), meeting the needs and requirements (12 percent), being confident with technical and soft skills (12 percent), project management skills (8 percent), understanding the client with empathy (8 percent), clear and realistic promises (8 percent) were the ones determined for the beginning (entry) stage of relationship that was caused by the consultants' roles and responsibilities as it was shown in Figure 8. **Hata! Başvuru kaynağı bulunamadı..** Furthermore, how the consultants start their relationship with their clients were found that among the three types of initiating a relationship, 62 percent of informants have the entry of relationship while SDG Group has been already in the relationship with the client. In other

words, when 62 percent of consultants started to a project with that client in order to solve other issues that exist in the on-going project whereas the second entry form of the relationship is when the client takes the first step to consultant for the consultant to analyze the needs and requirements and meet the need the of his clients. The last form of starting the relationship is when the consultant takes the first step to consultant and present the best solutions for saving the client from the unclear situation with a creative offer, was given by 8 percent of informants. Besides, the interesting point in the results was to investigate mostly commented factors by different positions, gender and other demographic and background perspectives. Following this, work commitment was mentioned as CSFs by business analyst and consultants, which was mentioned as *'delivering the tasks and good quality work on time, totally committed to the work'*. Moreover, honesty and trust were the second in the order CSF by the mentioned master educated business analyst. Also, providing creative solutions was mentioned mostly as third with *'Provide accurate investigations and solutions to the problems reported'*, *'quality in deliverables'* and *'to provide the best solution for him'*. Furthermore, meeting the needs and requirements of clients were pointed out as *'delivery of what client wants'* whereas being confident with technical and soft skills was specified by *'...showing that we have the necessary knowledge to lead the project success...'*

Figure 8: Distribution of Critical Success Factors based on Consultants' Roles and Responsibilities - Relationship Beginning



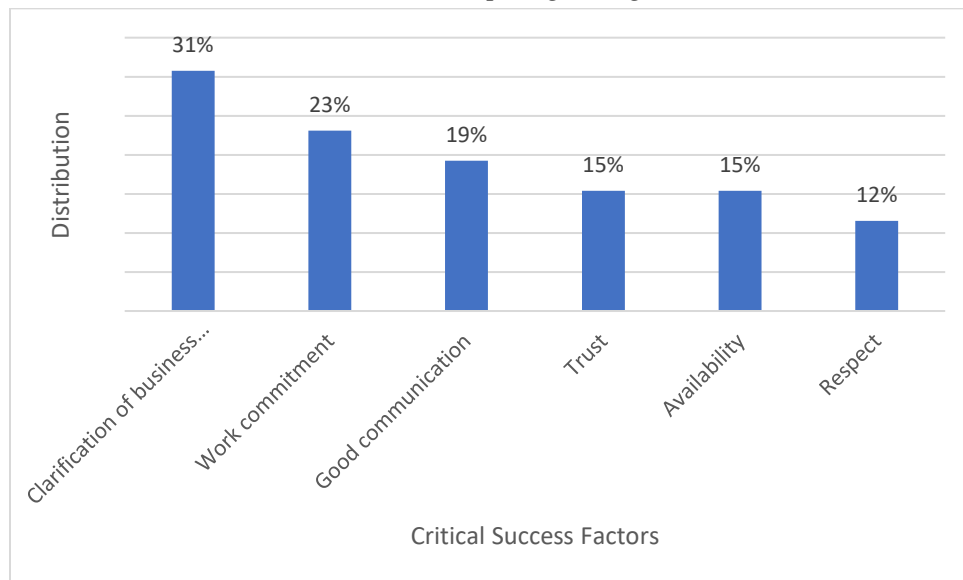
Source: Own work.

Client Roles and Responsibilities

Regarding the clients' roles and responsibilities in the beginning (entry) stage of client-consultant relationship, the CSFs determined by consultants were clarification of business needs and

requirements by the client (31 percent), work commitment (23 percent), good communication (19 percent), trust to the consultant (15 percent), availability for consultant (15 percent), respect (12 percent) as in the following Figure 9. Interesting and important results of CSFs based on demographic and background information of consultants for clarification of business needs and requirements factor were 32 percent of informants without consulting experience, 33 percent of business analyst, 31 percent of master educated informants, which was mentioned by ‘*Good/clear requirements and feedback*’, and ‘*clear definition of project scope*’. For the factor of work commitment, the number of respondents as a business analyst and qualified consultants are the same (40 percent of a qualified consultant), which was mentioned as ‘*commitment to project by client*’. Furthermore, the factor of good communication was mentioned by 16 percent of informants who have direct communication with the client and 29 percent of informants who don’t have direct communication with the client but are responsible for developing activities in the project.

Figure 9: Distribution of Critical Success Factors based on Clients' Roles and Responsibilities - Relationship Beginning



Source: Own work.

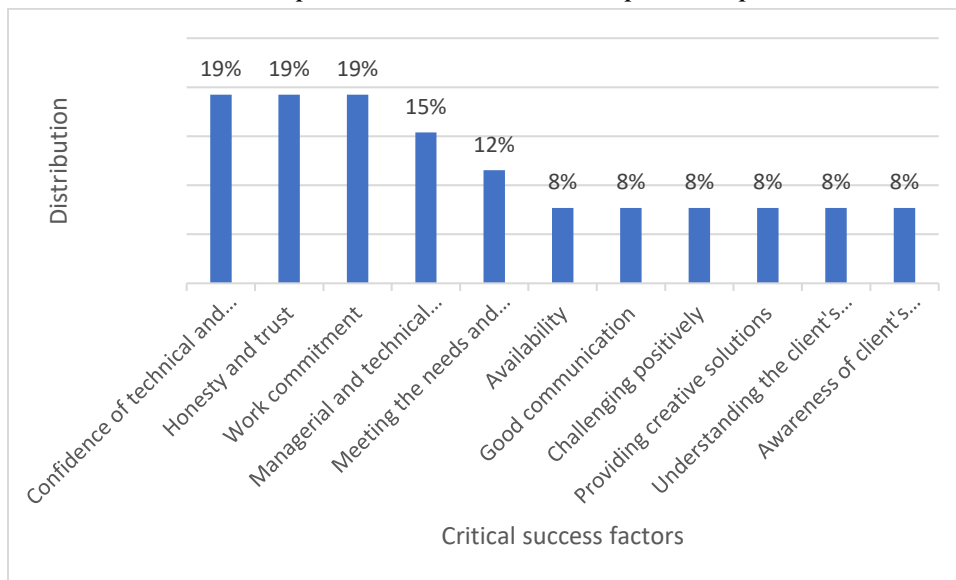
- **Development Stage of the Client-Consultant Relationship**

Consultant Roles and Responsibilities

Based on consultants’ roles and responsibilities during the development of client relationship, the CSFs emphasized by informants were being confident with technical and soft skills (19 percent), honesty and trust (19 percent), and work commitment (19 percent), which importantly determine the same importance in this stage of relationship (Figure 10). Moreover, on-going support to client

(15 percent) and meeting the needs and requirements (12 percent), availability (8 percent), good communication (8 percent), challenging positively (8 percent), creative solution providing (8 percent), understanding the client with empathy (8 percent) and awareness of the client’s business culture (8 percent) followed the criticality level among other factors based on consultants’ roles and responsibilities (Figure 10). Work commitment factor was mentioned mostly by informants who have less than 1-year experience in SDG with SDG consultants whereas other top factors are emphasized by the informants with more than 1-year SDG clients experience. In the relationship development, honesty and trust were referred by ‘...gaining the client’s trust...’ whereas providing creative solutions was supported by ‘...delivery of a definitive solution...’ by quality service.

Figure 10: Distribution of Critical Success Factors based on Consultants' Roles and Responsibilities - Relationship Development

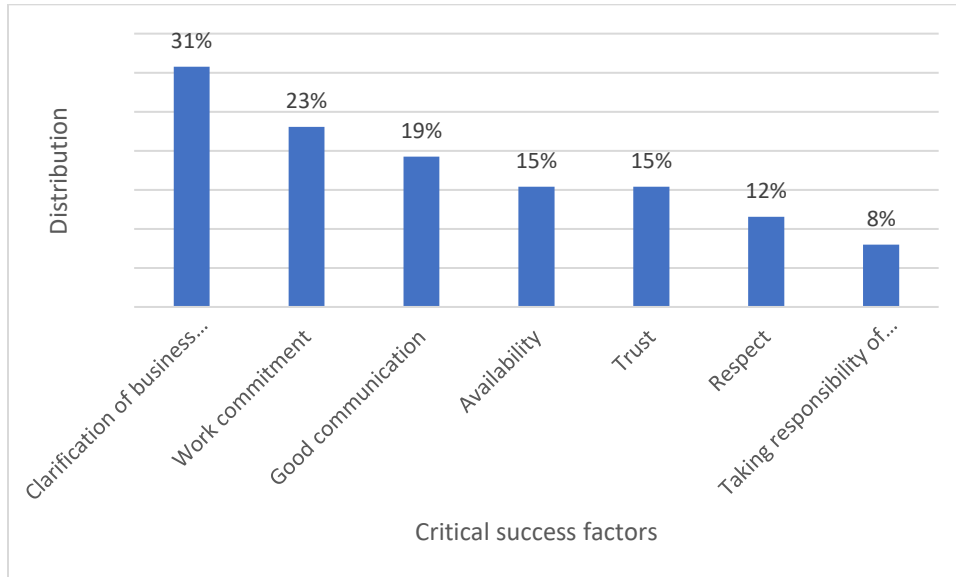


Source: Own work.

Client Roles and Responsibilities

The factors in development stage of relationship based on clients’ roles and responsibilities were pointed as clarification of business needs and requirements (31 percent), work commitment (23 percent) and good communication (19 percent) which were followed by availability (15 percent) and trust (15 percent), respect (12 percent) and taking responsibility of business problem (8 percent) (Figure 11). Business analyst mostly was pointing on mostly clarification of business needs and requirements, availability and work commitment from clients, consultants emphasized on good communication and trust. Trust in relationship development was mentioned as ‘showing trust in the consultant where there is no fear of failure or doubts.’

Figure 11: Distribution of Critical Success Factors based on Clients' Roles and Responsibilities
- Relationship Development



Source: Own work.

- **Maintenance Stage of the Client-Consultant Relationship**

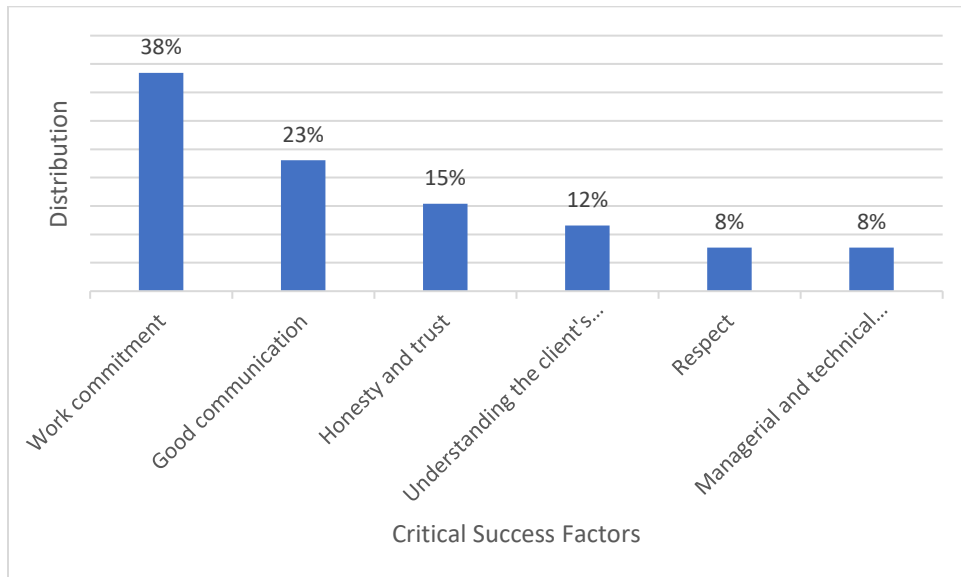
Consultant Roles and Responsibilities

Notably, in the maintenance stage, Figure 12 demonstrated that the informants emphasized work commitment (38 percent), good communication (23 percent), honesty and trust (25 percent), empathy and understanding the culture (12 percent), respect (8 percent), on-going support (8 percent). Besides, 67 percent of consultant emphasized more on work commitment, and 60 percent of qualified consultants focused on good communication more than other positions. Also, 22 percent of business analyst pointed on honesty and trust that consultants should have in order to maintain the relationship with the client. Regarding what informants indicated for work commitment was ‘...being committed to the project...’ and ‘...always show dedication to project’ whereas on-going support referred to ‘maintaining the needed support’.

Client Roles and Responsibilities

In the maintenance stage of the relationship, good communication (31 percent), executive support (23 percent), meeting the needs of consultants (23 percent), availability (12 percent), respect (8 percent), trust (12 percent), clarification of business needs (8 percent), were mentioned as the most critical factor candidates (Figure 13). While business analysts (44 percent) commented more on good communication, consultants (22 percent) and qualified consultants (40 percent) emphasized

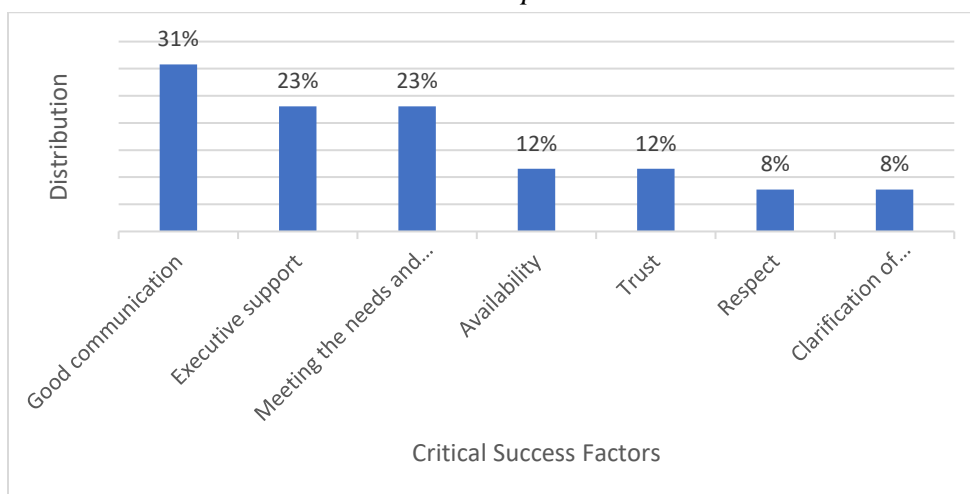
Figure 12: Distribution of Critical Success Factors based on Consultants' Roles and Responsibilities - Relationship Maintenance



Source: Own work.

on managerial support from the client. Also, consultants (33 percent) agreed on meeting the needs of consultants. Regarding the responses of informants, managerial support referred to executive support and was brought up as 'good continuous support' while meeting the consultant needs was mentioned by an informant as 'always point the needs e.g. access to the database, escalate problem'.

Figure 13: Distribution of Critical Success Factors based on Clients' Roles and Responsibilities - Relationship Maintenance



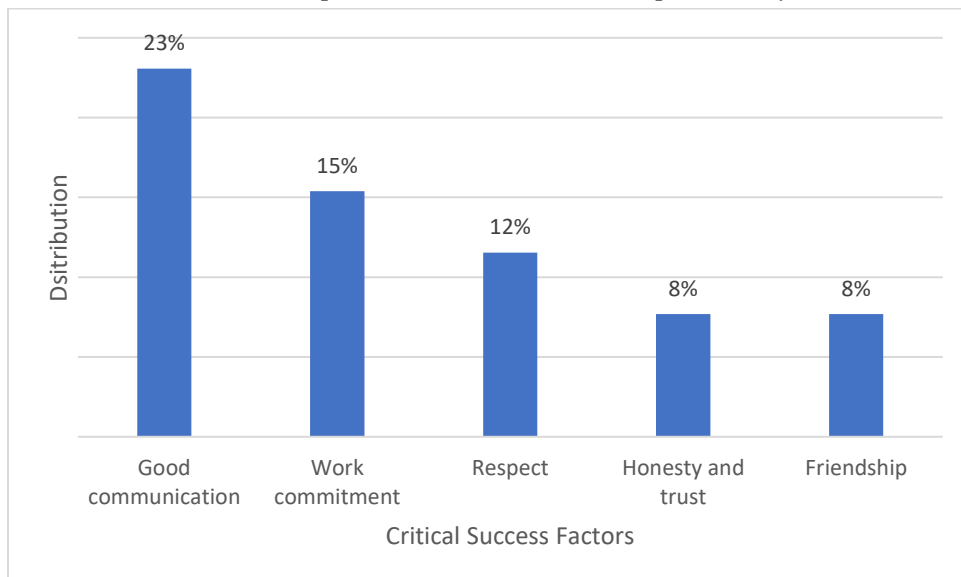
Source: Own work.

- **Maturity Stage of the Client-Consultant Relationship**

Consultant Roles and Responsibilities

The informants commented on good communication (23 percent), honesty and trust (8 percent) and work commitment (15 percent), respect (12 percent), friendship (8 percent) (Figure 14). As an interesting result, the qualified consultants (22 percent) and all senior consultants (100 percent) emphasized the good communication whereas for business analyst work commitment (22 percent) is the most pointed factor. Importantly, in the maturity stage, good communication was reminded as ‘...always keep the communication clear and effective’ which shows the significance of good communication as a success factor in the CCR.

Figure 14: Distribution of Critical Success Factors based on Consultants' Roles and Responsibilities – Relationship Maturity

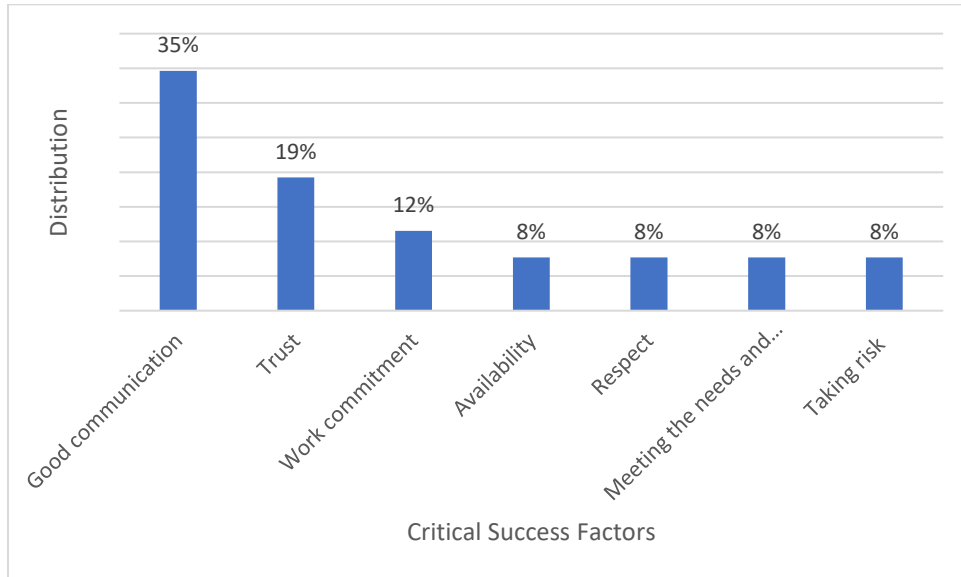


Source: Own work.

Client Roles and Responsibilities

Moreover, from the clients’ roles and responsibilities point of view, good communication was also the most critical factor (35 percent). It was followed by the trust (19 percent), and work commitment (12 percent), availability (8 percent), respect (8 percent), meeting the needs of consultant (8 percent), taking the risk (8 percent) as it was displayed in Figure 15. Also, interestingly, what the informants demonstrated the most CSFs the same for both clients’ and consultants’ roles and responsibilities. Moreover, trust was emphasized by ‘trust in consultant’s work’ in the relationship maturity.

Figure 15: Distribution of Critical Success Factors based on Clients' Roles and Responsibilities
- Relationship Maturity



Source: Own work.

6.2 Quantitative Results

The second phase of sequential mixed research methodology included the closed-ended questions that aimed to rank the CSFs based on consultants' and clients' roles and responsibilities separately, which were composed of 7-point Likert scale. The questions were responded by 25 informants out of 35 consultants (71 percent of informants), which pointed to a difference of a number of informants because of the change in recruitment of the company SDG Group. That's why, there is a difference for the number of people who participated in the second phase of the questionnaire. Moreover, the closed-ended questions included both critical success factors (CSFs) from first phase results which were determined by the number of informants' being 2 or more for a candidate critical success factors and from the comprehensive literature review which were indicated. There was an interesting result from the first phase result that gave 15 critical success factors from consultants' roles and responsibilities and 11 critical success factors from clients' roles and responsibilities, which were covering more than half of critical success factors that are obtained from the literature review. It means that from the literature review critical success factors based on consultants' roles and responsibilities, there were two different factors which were **integrity to the client's team** and **knowledge transfer to client's team** that were not found in the first phase and added in the second phase questionnaire with the criteria of being mentioned 2 or more times in the literature research of thesis study (Table 3). Besides, from the literature review critical success factors based on clients' roles and responsibilities, there were **four** added to second phase

questionnaire: **being result-oriented, promoting the success of the consultant, providing more works (projects) opportunities and knowledge transfer to consultants** (Table 4).

Table 3: A Part of Literature Critical Success Factors Based on Clients' Roles and Responsibilities

Perkumi enè and Navasaiti enè (2014)	Handley, Sturdy, Clark & Fincham, (2006)	Appelbaum & Steed (2005)	Kakabadse, Kakabadse & Louchart (2006)	Chelliah & Davis (2011)	Heller (2002)	Simon & Kumar (2001)	Zeytinoglu & Norris (1995)	Nuorkivi (2009)
Technical and soft skills	Technical and soft skills	Providing creative solutions	Project management skills	Technical and soft skills	Technical and soft skills	Technical and soft skills	Meeting the client's expectations	Project management skills
Knowledge Transfer	Positively challenging	Knowledge transfer	Trust	Good communication	Awareness of client's business culture	Project management skills	Technical and soft skills	Awareness of client's business culture
Providing creative solutions	Being more experienced	Understand the needs and requirements	Knowledge transfer	Trust	Meeting the client's expectations -	Being aware of client's business culture		Soft skills
Good communication	Awareness of client's business culture	Awareness of client's business culture	Meeting the client's expectations					
Empathy	Work commitment	Project management skills						
Respect	Respect	Being more experienced						
Being more experienced	Availability							
Meeting client's expectations	Integrity							

Source: Own work.

Table 4: A Part of Literature Critical Success Factors Based on Clients' Roles and Responsibilities

Appelbaum & Steed (2005)	Kakabadse, Kakabadse & Louchart (2006)	Nuorkivi (2009)
Being responsible for their business problem	Meeting the needs of consultants	Managerial support
Quick and willing learner	Knowledge transfer	Work commitment
Taking risk	Challenging positively	
Openness to feedback	Managerial support	
Respect		
Result Oriented		
Flexibility		
Taking the responsibility of business problem		
Clarification of business needs and requirements		
Promoting the consultant's success		
Providing further projects opportunities		
Trust		

Source: Own work.

Furthermore, in order to analyze the results of the questionnaire, I used the Repeated Measures ANOVA test, which was used for the comparison of 17 CSFs based on consultants' roles and responsibilities and 15 CSFs based on clients' roles and responsibilities, which the same participants answered the questions in this phase. The comparison was made among CSFs for each perspective. For ranking the CSFs in between two groups (CSFs based on consultants' roles and responsibilities and CSFs based on clients' roles and responsibilities) answered by the same group of informants, SPSS Repeated Measures ANOVA tests were realized. It is known that SPSS Repeated Measures ANOVA test is made when there are 3 or more metric variables (which I had 17 and 15 from both perspectives) whose means are assumed all equal in the sample of the population as the null hypothesis. The reason to realize this technique is to refute the null hypothesis. Before realizing Repeated Measures ANOVA tests the data from both consultants' roles and responsibilities and clients' roles and responsibilities should be checked whether there

was a missing value or not, which results about informants were demonstrated below frequency table obtained from SPSS.

Regarding the results of the second phase, before doing the analysis Table 5 was crucial to obtain in order to be sure to move on analysis of ranking. According to the result of Frequency analysis, there were no missing values, so the analysis was realized safely in the next steps.

The below frequency tables were realized to see the results about demographic information about the sample of the population in SDG, and the data was proved to be plausible for further analysis.

Table 5: Frequency Analysis for Missing Values

		Age Range	Gender	Current Position in SDG	Highest Education Degree	Technology Related Work Experience
N	Valid	25	25	25	25	25
	Missing	0	0	0	0	0

Source: Own work.

Furthermore, in the second phase the number of informants were 25 with the demographic Age Range (Table 6), Gender (Table 7), Current Position of Informants in SDG Group (Table 8), Highest Education Degree for Informants (Table 9), Technology Related Work Experience (Table 10), and Duration of Working in SDG Group (Table 11) for the informants were displayed.

Table 6: Phase 2 Demographic Data - Age Range

Age Range					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 24 years old	7	28	28	28
	25 - 29 years old	9	36	36	64
	30 years or older	9	36	36	100
	Total	25	100	100	

Source: Own work.

Table 7: Phase 2 Demographic Data - Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	5	20	20	20
	Male	20	80	80	100
	Total	25	100	100	

Source: Own work.

Table 8: Phase 2 Demographic Data - Positions in SDG

Current Position in SDG					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business Analyst	9	36	36	36
	Consultant	8	32	32	68
	Qualified Consultant	5	20	20	88
	Qualified Senior Consultant	1	4	4	92
	Senior Consultant	2	8	8	100
	Total	25	100	100	

Source: Own work.

Moreover, by following **General Mode > Repeated Measures > ANOVA** steps in SPSS, the following descriptive statistics table was obtained. From the means results of critical success factors based on consultants' roles and responsibilities, in the given 7-point Likert scale, the best rated by informants was good communication (6.800) and the worst rated factor was Integrity (4.960), which is interesting because the worst rated factor was added from the literature review (Table 13).

Table 9: Phase 2 Demographic Data - Highest Education

Highest Education Degree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's	8	32	32	32
	High School	1	4	4	36
	Master's	16	64	64	100
	Total	25	100	100	

Source: Own work.

Table 10: Phase 2 Demographic Data - Technology Related Work Experience

Technology Related Work Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	6	24	24	24
	SDG is my first job experience.	6	24	24	48
	Yes	13	52	52	100
	Total	25	100	100	

Source: Own work.

Table 11: Phase 2 Demographic Data - Duration in SDG

Duration in SDG					
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table continues

Table 12: Phase 2 Demographic Data - Duration in SDG (continued)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 1 year and 2 years	8	32	32	32
	Between 2 years and 3 years	2	8	8	40
	Less than 1 year	15	60	60	100
	Total	25	100	100	

Source: Own work.

Table 13: Descriptive Statistics of Critical Success Factors Based on Consultants' Roles and Responsibilities (SPSS Result – Repeated Measures ANOVA)

Descriptive Statistics			
	Mean	Std. Deviation	N
Availability	6.56	0.5831	25
Respect	6.12	1.0536	25
Work commitment	6.2	1.0408	25
Good communication	6.8	0.5774	25
On-going managerial and technical support	5.56	1.4457	25
Honesty and trust	5.76	1.1284	25
Meeting the needs and requirements	6.28	0.9363	25
Challenging positively	5.12	1.2014	25
Providing creative solution	5.48	1.1944	25
Project management skills	5.24	1.3928	25
Being confident with technical and soft skills	5.88	1.3013	25
Integrity	4.96	1.4855	25
Friendship	5.04	1.7907	25
Empathy and understanding the needs and requirements of the client	5.8	1.5	25

Awareness of the client's business culture	5.36	1.4107	25
Clear and realistic promises in work	5.32	1.376	25
Knowledge transfer	6.04	1.0198	25

Source: Own work.

The core output of the technique result was shown in the below table, which is the CSF's sphericity assumed with $p < 0.05$ result. This significance level Sig = .000 resulted into that if the means of variables were equal, I didn't find the difference between the means we observe in the sample, which resulted into rejecting the null hypothesis, and led to having different means of variables.

Table 14: Within-Subjects Effects Results by following Descriptive Results

Tests of Within-Subjects Effects						
Measure: Ranking						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
CSF	Sphericity Assumed	117.765	16	7.36	6.907	0
	Greenhouse-Geisser	117.765	6.784	17.359	6.907	0
	Huynh-Feldt	117.765	9.735	12.097	6.907	0
	Lower-bound	117.765	1	117.765	6.907	0.015
Error(CSF)	Sphericity Assumed	409.176	384	1.066		
	Greenhouse-Geisser	409.176	162.817	2.513		
	Huynh-Feldt	409.176	233.645	1.751		
	Lower-bound	409.176	24	17.049		

Source: Own work.

Besides, there was also an F value result which was obtained by $F(16, 384) = 6.907$, which the values used in the calculation were shown in red color. Eventually, the ranking could have been realized by repeated measures ANOVA test since the variables (critical success factors) are normally distributed (Table 14).

Table 15: Ranking of Critical Success Factors Based on Consultants' Roles and Responsibilities (SPSS Result - Friedman Test)

CSF	Mean Rank
Good communication	13.48
Availability	12.56
Meeting the needs and requirements	11.44
Work commitment	11.18
Respect	10.5
Knowledge transfer	10.06
Being confident with technical and soft skills	9.96
Empathy and understanding the needs and requirements of the client	9.56
Honesty and trust	9.2
On-going managerial and technical support	8.62
Providing a creative solution	7.5
Project management skills	7
Awareness of the client's business culture	6.92
Clear and realistic promises in work	6.74
Friendship	6.66
Integrity	6.04
Challenging positively	5.58

Source: Own work.

As a second aim of this research study which was to realize ranking and understand how different CSFs played in both depending on consultants' roles and responsibilities and depending on clients' roles and responsibilities. Firstly, Table 15 showed the prioritization of CSFs according to

informants ranking the success factors that were a combination of the first phase results and literature review added CSFs.

Table 16: Descriptive Statistics Result for Critical Success Factors Based on Clients' Roles and Responsibilities (SPSS Result)

Descriptive Statistics			
	N	Mean	Std. Deviation
Availability	25	6.64	0.6377
Respect	25	5.48	1.2949
Work commitment	25	5.76	1.1284
Good communication	25	6.36	1.1136
Managerial support	25	5.4	1.291
Trust	25	5.8	1.2583
Meeting needs of consultants	25	5.2	1.2247
Taking risk	25	4.84	1.546
Result-oriented	25	5.84	1.1431
Clarification in business needs	25	5.28	1.5416
Taking responsibility for the business problem	25	5.44	1.261
Optimistic approach	25	5.56	1.193
Promoting the success of consultant	25	4.64	1.4686
Providing more work opportunities	25	4.12	1.7635
Knowledge transfer	25	4.76	1.7626

Source: Own work.

As a result, good communication (13.48), availability (12.56) and meeting the needs and requirements of client (11.44) were the most critical factors from the perspective of consultants' roles and responsibilities whereas having friendship with the client (6.66), being integrated to the client's team (6.04) and challenging the client positively with change requirements and more surprising providing (5.58) are the least important factors (Table 15Table 15). Furthermore, business analyst (36 percent of informants) and consultants (32 percent of informants) explain that

why project management skills, on-going managerial and technical support and clear and realistic promises in work were being less ranked than other main ones because factors were ranked higher by informants with a higher position.

As the second part of the analysis result of CSFs based on clients' roles and responsibilities was shown in the descriptive statistics table. The results revealed that availability of client is the best rated (6.640) factor whereas providing more work opportunities (4.120) is the worst rated factor among 15 critical success factors by the same sample of the population (Table 16).

On the other hand, the critical success factors based on clients' roles and responsibility mean rank result in Table 17 shows that availability (12.24), good communication (11.24), and being result-oriented from client's side (9.26) were the most critical factors for the successful client-consultant relationship while having knowledge transfer from client's side about his business environment (5.76), promoting the success of consultant to the other clients (5.2), and providing further work opportunities (4.08) as projects were the least ranked factors.

Table 17: Ranking of Critical Success Factors Based on Clients' Roles and Responsibilities in Client-Consultant Relationship (SPSS Result – Friedman Test)

CSF	Mean Rank
Availability	12.24
Good communication	11.24
Result-oriented	9.26
Trust	9.14
Work commitment	9.06
Optimistic approach	8.64
Respect	8.26
Taking responsibility for the business problem	8.2
Managerial support	8.08
Clarification in business needs	7.9
Meeting needs of consultants	7.1
Taking risk	5.84
Knowledge transfer	5.76
Promoting the success of consultant	5.2
Providing more work opportunities	4.08

Source: Own work.

Table 18: Numbering Critical Success Factors

Order	CSFS - CONSULTANTS' ROLES AND RESPONSIBILITIES	CSFS - CLIENTS' ROLES AND RESPONSIBILITIES
1	Availability	Availability
2	Respect	Respect
3	Work commitment	Work commitment
4	Good communication	Good communication
5	On-going managerial and technical support	Managerial support
6	Honesty and Trust	Trust
7	Meeting the needs and requirements	Meeting needs of consultants
8	Positively challenging	Taking risk
9	Creative solution providing	Result-oriented
10	Project management skills	Clarification in business needs
11	Confidence of technical and soft skills	Taking responsibility for the business problem
12	Integrity	Optimistic approach
13	Friendship	Promoting the success of consultant
14	Understanding the needs and requirements of the client with empathy	Providing more work opportunities
15	Awareness of the client's business culture	Knowledge transfer
16	Clear and realistic promises in work	
17	Knowledge transfer	

Source: Own work.

6.3 Correlation Analysis of Critical Success Factors

As the third subsection of results, the correlation analysis of CSFs both based on consultants' and clients' roles and responsibilities. First of all, it was important to know what the correlations analysis and why to realize the correlation analysis on the CSFs of the CCR in my thesis. Correlation analysis was demonstrated by a correlation matrix which was a representative with correlation coefficients between variables (factors) in order to understand the interrelations among them by following which factor and how strong they have an influence on each other. As it was realized in the previous subsection analysis (e.g. Repeated Measures ANOVA and Friedman Tests), the missing values were also supposed to be tested. Since there were no missing values due to being analyzed by Frequency test, the correlation analysis was safely realized. In a correlation matrix square table, there was a diagonal table from the left top to right bottom with always 1.00s showing that the same factors were correlated with each other perfectly.

Moreover, since the matrix was symmetrical, the results were mirror values based on the main diagonal line. The main reason that I realized correlation analysis is in order to see the highly correlated factors with each other as a part of the exploratory sequential mixed research methodology I applied. Moreover, the questions of the Phase 2 questionnaire were combined of 7-point Likert scale (answers between Strongly Disagree – Strongly Agree), where the points were used for calculation of correlation. Before the interpretation of matrixes, the numbers corresponding to each CSF in each perspective were shown as CSFs representative (Table 18).

Figure 16Figure 4 as a correlation matrix for CSFs from consultants' roles and responsibilities showed that the highest correlated factors being confident with technical and soft skills (11) and integrity to client's team (12) with 0.8 correlation coefficient as well as between respect to client (2) and awareness of client's business culture (15); meeting the needs and requirements of clients (7) and awareness of client's business culture (15); being confident with technical and soft skills (11) and integrity to client's team (12). This high correlation is followed by a 0.7 correlation coefficient for the correlated variables of friendship with the client (13) and empathy (14); challenging the client positively (8) and empathy for understanding the client's perspective (14); respect to client (2), meeting the needs of client (7), and awareness of client's business culture (15) are highly correlated with clear and realistic promises to client (16); and lastly the respect to client (2) was correlated with meeting the needs and requirements (7) (Figure 16).

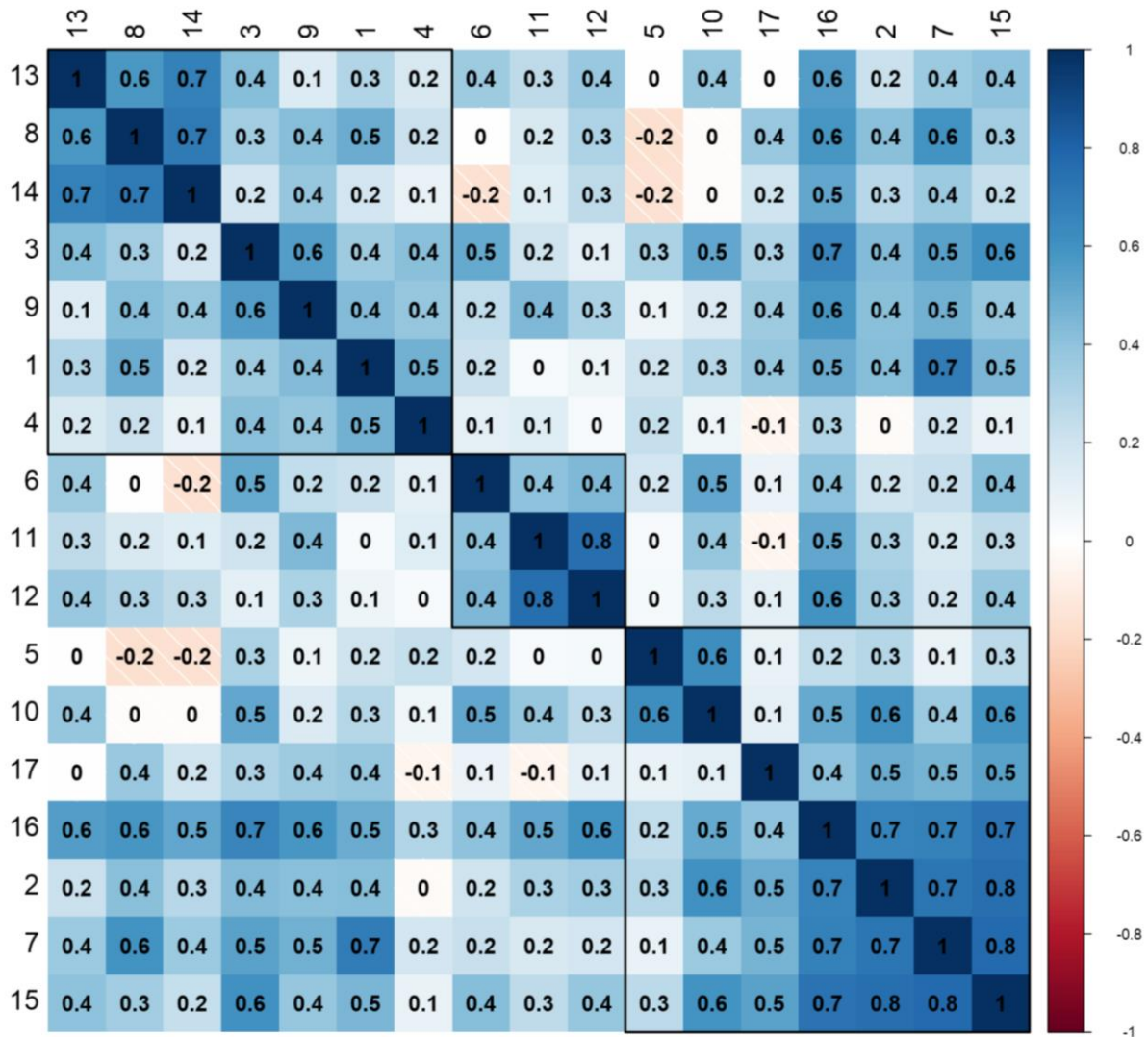
On the other hand, there were also less correlated factors such as on-going management and technical support from consultant (5) was negatively correlated with both empathy for understanding the business of client (14) and challenging the client positively (8) by -0.2 coefficient value, which means these negatively correlated variables behave in the opposite direction (Figure 16).

Moreover, the correlation matrix was created by an algorithm that put strongly related variables next to each other. In the displayed matrix the CSFs were ordered based on their pairwise correlation, and the grouping of variables included the positively correlated factors together. The first grouping was realized by availability, good communication, work commitment, providing creative solutions, friendship, challenging the client positively and empathy to understand the client's business (1,3,4,6,9,13,14). Secondly, the grouping became smaller and the second group was composed of honesty and trust, being confident with technical and soft skills, and integrity to the client's culture (6,11,12). Lastly, the third grouping of CSFs based on the consultants' roles and responsibilities were by on-going management and technical support, project management skills, knowledge transfer, clear and realistic promises to client, respect to client, meeting the needs

of client, and awareness of the client’s business culture (2,5,7,10,15,16,17) as it was displayed in Figure 16.

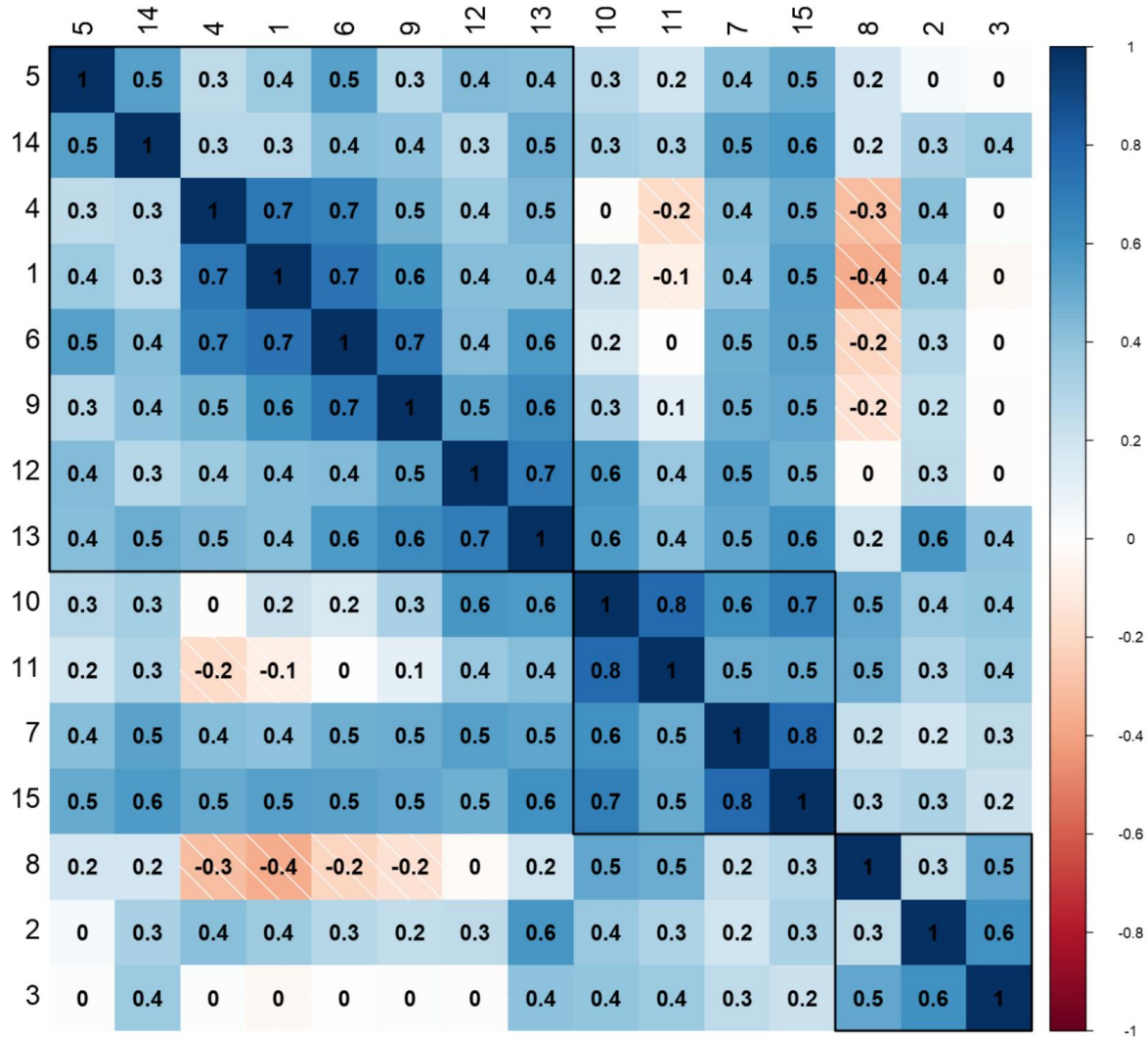
The other and last analysis for correlation matrix was based on clients’ roles and responsibilities. As I explained in the previous correlation matrix, Figure 17 shows also the CSFs relations between each other based on the client’s roles and responsibilities. Firstly, the strongest correlation occurred for clarification of business needs and requirements (10) and taking the responsibility of business problem (11) with a 0.8 correlation coefficient. Furthermore, the 0.7 correlation coefficient belongs to correlated availability (1) and respect (6) with good communication (4).

Figure 16: Correlation Matrix for Critical Success Factors Based on Consultants' Roles and Responsibilities



Source: Own work.

Figure 17: Correlation matrix for Critical Success Factors Based on Clients' Roles and Responsibilities



Source: Own work.

Moreover, availability (1) and being result-oriented (9) has a 0.7 coefficient correlation with trust (6). Also, the 0.7 correlation occurred for optimistic approach (12) and promoting the consultants' success; clarification in business needs and requirements (10) and knowledge transfer to a consultant about his business (15).

On the other hand, in clients' roles and responsibilities, there are also negative correlations for critical success factors, which are taking the responsibility of business problem (11) and good communication (4) with -0.2 coefficient correlation, and availability (1) with -0.1 coefficient.

Furthermore, taking the risk (8) has a negative correlation with trust (6) and being result-oriented (9) having -0.2 coefficient, whereas with good communication (4) having -0.3 coefficient and availability (1) having -0.4 coefficient (Figure 17).

Lastly, the grouping of CSFs displayed in Figure 17 where availability, good communication, managerial support, trust, result-oriented, optimistic approach, promoting the success of consultants and providing more work opportunities (1,4,5,6,9,12,13,14) composed the first group. The second group was created by meeting the consultants' needs, clarification of business needs and requirements, taking the responsibility of business problem and knowledge transfer (7,10,11,15). The third and last group was composed of respect, work commitment and taking risk of the business problem by the client (2,3,8).

7 DISCUSSION

In this section, I first explained the findings and contributions. After, limitations took place in order to understand what the struggling points and unexpected results were. In the end, future, I explained how to move forward on this topic with future research subsection.

7.1 Findings, Contributions, and Recommendations

The suggestion of my research study is based on how the small-sized MC firm specialized in BI area can utilize from the CSFs in order to have a successful relationship with their clients. I expressed each phase contributions based on findings and what and how to adapt in the firm of SDG Group case. First of all, the main contribution of the first phase in my thesis study was to create recommended set of CSFs model within the profile of CCR to SDG Group management by developing the study model of Castro, Alves and Proenca (2005), which follows the time dimension that was defined by IMP Group's perspective, distinctively with a focus of both clients' and consultants' roles and responsibilities. Moreover, this underlying model aimed to increase the awareness of management level in the Portuguese MC firm depending on the consultants' and clients' roles and responsibilities in evolvement of CCR in beginning, development, maintenance and maturity stages Figure 20 shows the CSFs that were determined by informants answers in each stage of development of CCR. Besides, an important detail of the first phase result was that these success factors were mentioned by informants without being informed about CSFs that were obtained in a comprehensive literature review in this research study. Moreover, the underlying

CSFs which existed in each stage based on consultants' roles and responsibilities can be expressed as work commitment, good communication, honesty, and trust. The informants thought that friendship was important in the maturity stage of a CCR as it was demonstrated in the study of Arnold and Nguyen (2006). This finding is also supported by the answer of the relationship's success, which is highly referring to the development of trust, followed by meeting the client's expectations and project's success consecutively. Furthermore, providing creative solutions, referring that having the delivery of quality work before deadlines by identifying the business problem properly with a deep and critical understanding.

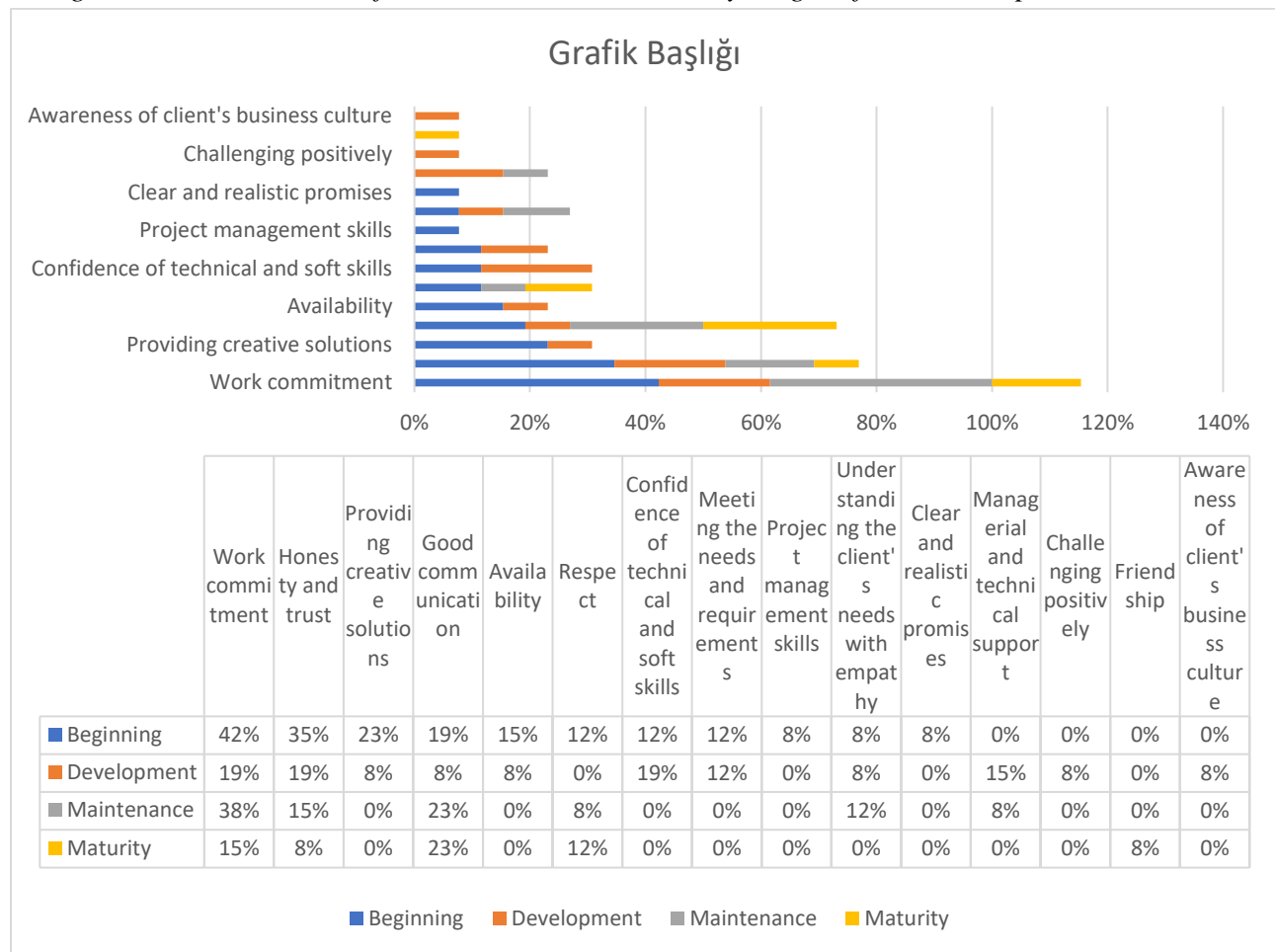
The CSFs based on clients' roles and responsibilities were mentioned in the less amount of number (10) by the informants in the first phase comparing to factors that depend on consultants' roles and responsibilities (15). This finding can be interpreted that the consultants are aware of their roles and responsibilities for the relationship with their clients more than the clients' roles and responsibilities. However, the most mentioned and what consultants expressed strongly was clients' being available for response, being clear with business needs and requirements and good communication. Also, for the consultant informants having client's respect and trust is significant for the successful relationship. Furthermore, the findings of CSFs were shown in Figure 18 by the distribution of each CSF in each stage, wherein the beginning stage the consultants want to show their commitment to work and they think this makes the relationship with client successful. This follows the development of the relationship with honesty and trust building a successful relationship. Also, in order to maintain their relationship consultant's work commitment is crucial not to let the relationship with client fail. However, clear and effective communication shows importance here and continues in the last stage of the relationship. Consultants don't tend to give clear and realistic promises to their clients as a result while they don't think their availability is important for keeping their relationship maintained and mature. Moreover, meeting the needs and requirements of clients is always important to retain the clients; thus, consultants should be more aware of some critical factors like meeting the needs and requirements. These findings should be reached to top management of SDG Group by making them realize what the CSFs found by its consultants and which important ones were underestimated. Following this, they must follow the right path to reach their clients effectively and keep their relationship with their client longer for the advantages that they can obtain in the future.

What is more, what consultants expect from the client was shown as CSF below Figure 19. What they really require is the clarification of business needs and requirements regarding their business problem in the project. This is what I also experienced in the company so many times in each project, however, as a consultant what we are responsible for is to identify the business problems of the client and follow the right path of analysis by questioning and challenging them in order to get deeper understanding of both business needs and their culture in order to apply the correct and

creative solutions in the problem. During the maintenance, having managerial support is also crucial to the consultant. From all the CSFs that are pointed in Figure 19, SDG Group should be aware of and watch the correct path and take these specified critical success factors in each phase of relationship with the client into account, which the importance of the time dimension of relationship process will help them to focus on what and how.

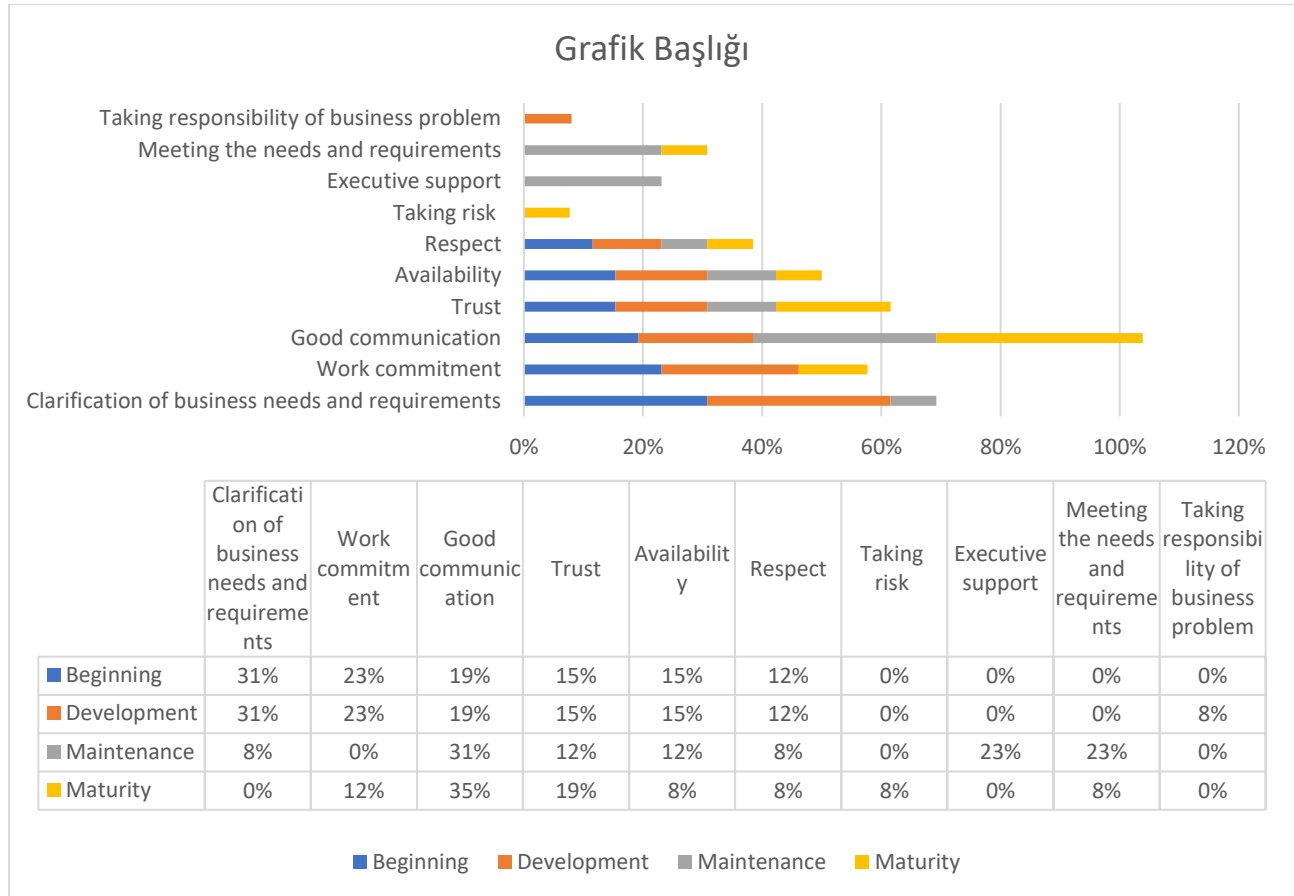
After the investigation of CSFs depending on both consultants' roles and responsibilities within the time dimension of the CCR, the second phase results focused on the ranking of CSFs from both perspectives of consultants' and clients' roles and responsibilities. The aim of this part contribution is to provide the prioritization of CSFs for the management and the consultants of SDG Group which factors to take as a priority and which factors don't show a lot of importance.

Figure 18: Visualization of Critical Success Factors by Stages of Relationship - Consultants



Source: Own work.

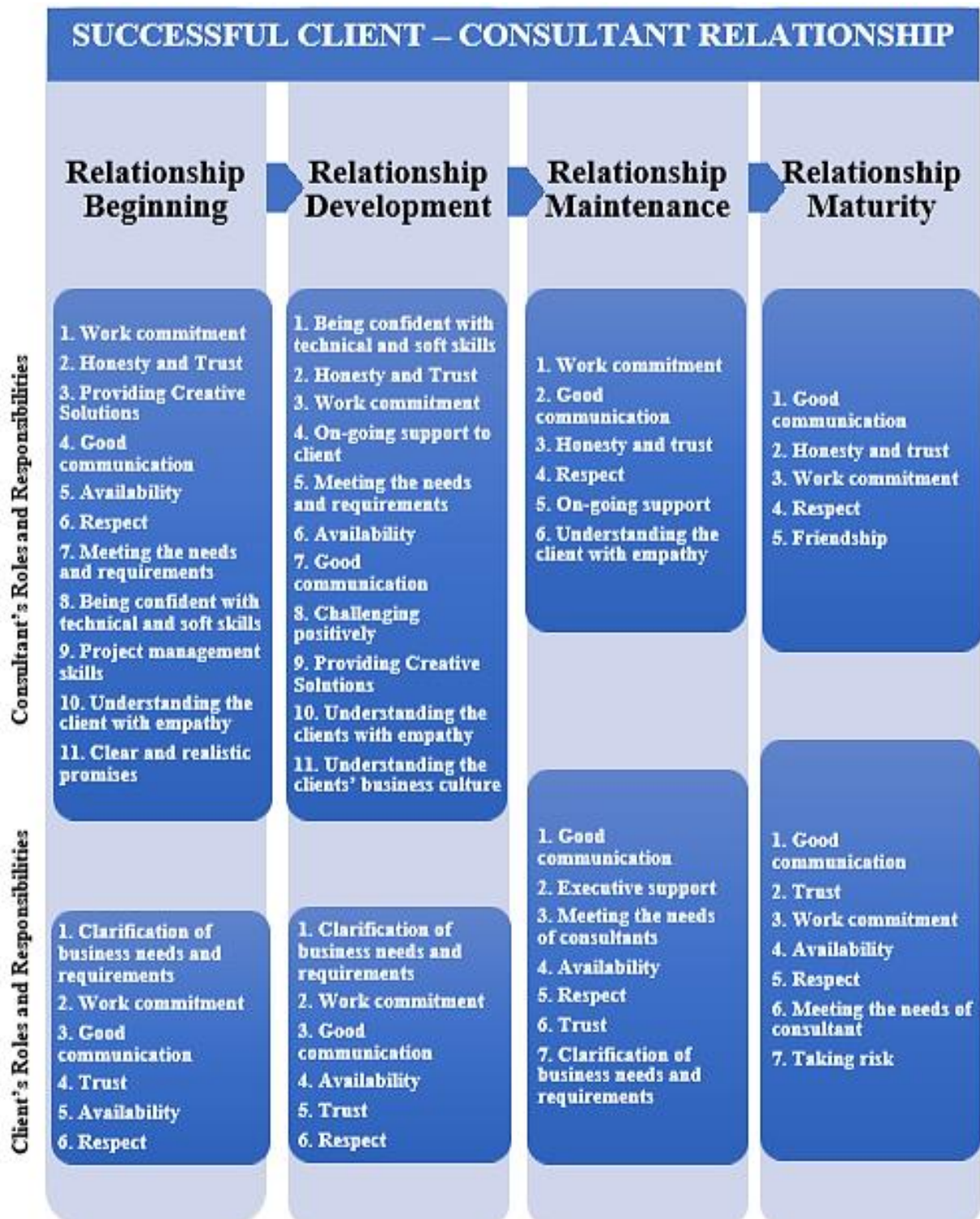
Figure 19: Visualization of Critical Success Factors by Stages of Relationship- Clients



Source: Own work.

At this point, the CSFs that were presented to informants were composed of the factors obtained from the first phase and the factors provided from the literature review's CSFs. In the results section, it was mentioned which factors were added and how the analysis was realized. Moreover, the significant point is to comprehend and interpret how the ranking differs. Table 19 shows good communication as a success factor was more important from the consultants' side more than from the clients' side. As it was emphasized also in the literature review section, good communication is crucial to prevent misunderstandings and possible conflicts (Chelliah, Nikolova & Davis, 2008) whereas good communication factor based on consultants' roles and responsibilities was mentioned as good communication in terms of being in interaction and knowing each other better (Želvys, 1995). Furthermore, work commitment was also critical for both and was pointed out as collaboration to project work (Appelbaum & Steed, 2005). It shows that the results of prioritization of CSFs should be taken into consideration by the top management of SDG Group, and in the relationship with clients, they should be aware of which ones are recognized as more critical by the consultants of SDG Group.

Figure 20: Proposed Model of Set of Critical Success Factors Based on Roles and Responsibilities Within the Evolvement of Client-Consultant Relationship



Source: Own work.

The result of consultants' CSFs with the business analyst (36 percent of informants) and consultants (32 percent of informants) explained that why project management skills, on-going managerial and technical support and clear and realistic promises in work were being less ranked than other main ones because factors were ranked higher by informants with higher position. Another interesting point in the ranking of CSF is when the demographic results were considered in the second phase for clients' CSFs, the informants were 60 percent with less than 1-year experience which can explain the result of why less ranked promoting the success of the client and providing more project opportunities than availability, good communication and being result-oriented.

Table 19: Ranking Comparison of Critical Success Factors Between Consultants' and Clients' Roles and Responsibilities

Order	CSFS - CONSULTANTS' ROLES AND RESPONSIBILITIES	CSFS - CLIENTS' ROLES AND RESPONSIBILITIES
1	Good communication	Availability
2	Availability	Good communication
3	Meeting the needs and requirements	Result-oriented
4	Work commitment	Trust
5	Respect	Work commitment
6	Knowledge transfer	Optimistic approach
7	Being confident with technical and soft skills	Respect
8	Understanding the needs and requirements of the client with empathy	Taking responsibility for the business problem
9	Honesty and trust	Managerial support
10	On-going managerial and technical support	Clarification in business needs
11	Providing a creative solution	Meeting needs of consultants
12	Project management skills	Promoting the success of consultants
13	Awareness of the client's business culture	Providing more work opportunities
14	Clear and realistic promises in work	Knowledge transfer to the consultant
15	Friendship	
16	Integrity	
17	Challenging positively	

Source: Own work.

In last, regarding correlation matrix results which focus on understanding and showing the strong and weak interrelations between factors. Meaning that there are strongly correlated variables which were mentioned in the literature review on both CSFs of clients and consultants. The first matrix based on consultants' roles and responsibilities shows the correlation between being confident with technical and soft skills and integrity to the client's team. As Zeytinoglu and Norris (1995) specify the importance of hard (technical) and soft skills, the importance of integration to client's team was pointed by Weiss (2005), and the correlation of these factors was found in this study. That's why it can be interpreted as when a consultant has the confidence in technical and soft skills, it will make the consultant integrate to the client's team easily. Moreover, respect, meeting the needs and requirements have a correlation with an awareness of the client's culture. Being aware of clients' business culture is crucial for the successful relationship, where the trust can grow (Jeffries & Reed, 2000; Ada & Elena, B., 2008). Also, according to the result of correlation analysis, when a consultant is aware of the client's business culture the consultant would be aware of what clients would need and with his respect, he will meet the needs and requirements. Moreover, understanding the client clearly better such as the client's features, feeling, and needs with empathy is important in a client-consultant relationship (Perkumienė & Navasaitienė, 2014). When there is a clear understanding of the needs of clients with empathy, the consultant can challenge the client positively. Besides, when there is respect to the client, the consultant would find the meeting the needs and requirements of clients crucial. However, it is interesting to mention also that there are unexpected results of negative correlations. For example, the result shows there is a negative correlation between on-going management and technical support from a consultant and understanding the client with empathy. Even though the negative correlation is weak with -0.2, these critical success factors were expected to impact each other positively.

On the other hand, the other correlation matrix of CSFs based on clients' roles and responsibilities can be interpreted by following the findings and literature review interrelations. Meaning that the correlated variables are meeting the needs of consultant and knowledge transfer to the consultant. According to Appelbaum and Steed (2005), both clarification of business needs and accepting consultant's request and requirements are important. It can be interpreted that due to the high correlation of these two factors, when a client clarifies the business needs and requirements to the consultant, the needs and request of consultants are met because one of the most important requests of a consultant is to have the clarification of client's business needs and requirements. Furthermore, the correlation between good communication and availability can be explained such that it was mentioned by informants highly, and when there is clear and effective communication between clients and consultants, clients can increase the availability for consultants. Moreover, another way around when the client is available to the consultant, there will be more and longer communications which can get clear and result in good communication. Besides, when there is a clear explanation about the client's business needs within knowledge transfer to a consultant, the

client can be more optimistic with the project since they will present the work that they believe in clearly, openly by convincing. Also, the negative correlations can be discussed here that was unexpected. For example, there is a negative weak correlation between taking risk and trust. Because if the client is willing to take a risk by adopting new solutions in a project, it should be based on trust and the client can take this risk to change. One more time, the other correlation of taking risk shows a negative correlation with availability and good communication. From this point of view, I assume the understanding of taking a risk by asking the question ‘The client is comfortable to take a risk in the relationship’ was not perceived as a success factor but in a negative manner for the relationship concept by the informants. That’s why, it might give a negative correlation even though it is not strong.

All in all, my research question of this thesis study ‘What are the critical success factors regarding consultant’s and client’s roles and responsibilities in each stage of client-consultant relationship?’ was investigated by conducted research methodology and analysis results with findings, contributions to academic and practical areas, and recommendation to SDG Group management that were realized and demonstrated in detail. This research study focused on only small Portuguese BI MC firm and the CCR process model of CSFs based on clients’ and consultants’ roles and responsibilities was proposed. The detailed analysis with prioritization and correlation were realized in order to strengthen the findings. In brief, the results, findings and contributions aim at answering the main research question by providing the investigation, analysis, findings and contributions on the roles and responsibilities of clients and consultants in each stage of CCR, how the criticality differs from one stage to another and on both consultants’ - clients’ roles and responsibilities, and the strong and weak correlations between factors.

7.2 Limitations

While conducting this research study, there were a couple of difficulties appeared that limited my research:

- At the very beginning, this study aimed to realize and investigate the factors in both consultants and the clients of SDG separately. The approach of the study had to change and focus on only the consultants because of the limitations that were given by the top management of SDG Group as they expressed they wouldn’t feel comfortable enough to send the questions that they observed in the meantime they were trying to focus on the development of client relationship.
- Another limitation was that the informants that responded to the questionnaire in two phases. The questions were asked to all consultants and were answered by the majority; however, when the second phase questionnaire was sent to the people again, there was recruitment process in

SDG Group Portugal, and the change of employees was rapid not to allow to ask the questions again to some informants. That's why, there is one informant is missing in the second phase questionnaire. However, all the questionnaire was approved and supported by top management of SDG Group Portugal by following several aspects of research ethics, and the limitations that appeared didn't prevent from any more investigations, findings, and contributions since it was conducted properly by following each step accordingly.

7.3 Future Research

The future study can have a focus on investigation of comparison of critical success factors depending on roles and responsibilities that are informed by both consultants of SDG Group and its clients, as well as the other branches of SDG Group in different countries such as Spain, Germany, Italy and more by keeping the findings of this research study and contributing on it. Moreover, beside SDG Group specific case study in this research, it can be investigated on more and larger management consulting companies in order to see how the critical success factors are perceived and differ and how it can influence on the success of CCR by providing different effective models.

CONCLUSION

This research focuses on the empirical findings of both qualitative and quantitative research for exploration of CSFs in CCR within time dimension of relationship which has the objective of contributing to both academical and practical area of management consulting firm. Drawing on empirical data from small MC firm specialized in BI area in Portugal I found 17 CSFs that emerged from consultants' roles and responsibilities while 15 CSFs from clients' roles and responsibilities which represents a different level of criticality from each other based on each stage of a relationship. The study aims to provide solutions for how to improve the client relationship by following fundamental success factors from both consultants' and clients' roles and responsibilities.

Following the methodology, results, and discussions, the model I proposed is the set of critical success factors that are grouped by time dimension of CCR referring to four main stages beginning, development, maintenance, and maturity of the relationship. In the proposed model, the CSFs are placed in each stage and each perspective (consultants, clients). Also, the importance of CSFs is expressed in their priority for each phase in order to be taken into consideration.

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APPENDIXES

Appendix 1: Summary of the thesis in Slovenian Language

Tudi v razmerju med stranko in svetovalcem obstajajo pričakovanja obeh strani strank in svetovalcev, da bi dosegli uspeh v odnosu. Čeprav obstaja več dejavnikov, ki vplivajo na odnos med stranko in svetovalcem, se ta študijska naloga osredotoča na vloge in odgovornosti s strani svetovalcev in strank, ki vplivajo na uspeh odnosa med stranko in svetovalcem, katerih časovna razsežnost se nanaša na začetek razvoj, vzdrževanje in zrelost odnosa. Obstoj uravnoveženega in uspešnega odnosa med strankami in svetovalci se tako uresničuje s sprejetjem in izvajanjem niza natančno določenih kritičnih dejavnikov uspeha v vsaki fazi ob upoštevanju njihove kritičnosti.

Za izraz »svetovanje pri upravljanju« je v literaturi navedenih več definicij. Na primer, svetovanje pri upravljanju je proces ali dejavnost, kjer se rešujejo določene težave in spremembe za boljše delovanje in dosežke uspeha v smislu ciljev različnih podjetij. Poleg tega svetovalci delajo za stranke iz različnih področij, ki jih svetovalci in stranka vključita v svetovalni proces, da bi skupaj uresničili cilje (Ada & Botezat, 2008). Pomembno je tudi, da, kadar ima podjetje prednost uporabe podatkov za boljše sprejemanje odločitev za cilj podjetja in če svetovalna podjetja sprejmejo tako imenovane BI rešitve za podjetja, bo povezava med podjetji povezana z medsebojnim delovanjem, ki prinašajo številne koristi v smislu gospodarstva, družbe in tako naprej (Olszak, 2016).

Poleg tega so svetovalci in pomočniki za vodenje poslovnega upravljanja, kjer stranke prispevajo k izdelavi svetovalnih storitev (Richter, Ansgar in Niewiem, 2006). Kadar gre za problem poslovne stranke, je potrebno posvetovanje s svetovalci z analizo situacije, določanjem problemov, zagotavljanjem rešitev, povečevanjem znanja, izboljšanjem percepcije in prenosom znanja na stranko (Perkumienė & Navasaitienė; 2014). Želvys (1995) tudi navaja, da je pomembno vedeti, kako nastane odnos med stranko in svetovalcem, ker pomaga razumeti koncept svetovanja in prispevkov na tem področju. Razvoj odnosov med odjemalcem in svetovalcem poteka skozi celoten proces komunikacije in interakcije, ki vzajemno delovanje obeh strani ustvarja smiselno komunikacijo. Še več, v razmerju med stranko in svetovalcem obstaja več razsežnosti, kot so čas, struktura, proces, vsebina, funkcije in vrednost. Poleg tega se razvoj razmerja odvija po stopnjah glede na časovno razsežnost razmerja med stranko in svetovalcem in te faze so izražene kot začetek, razvoj, vzdrževanje in zrelost odnosa, ki zagotavlja učinkovitost pri analizi odjemalca-svetovalca (Castro, Alves & Proenca, 2005).

Pomembno je, da rast upravljalškega svetovanja hitro nastane v središču kritičnih dejavnikov uspeha v razmerju med stranko in svetovalcem. Kot je pojasnjeno v literaturi, merjenje in ovrednotenje kritičnega faktorja uspeha pri svetovanju ni tako enostavno, kot tudi medsebojni odnosi zaradi prednostnih stopenj odnosa v različnih primerih (Chelliah, Nikolova & Davis, 2008). Še več, vloge in odgovornosti svetovalcev in strank so pomembne in vplivajo na uspeh odnosov

med stranko in svetovalcem; zato so reprezentativni za ključne dejavnike uspeha (Kakabadse, Kakabadse & Louchart, 2006; Appelbaum & Steed, 2005).

Odnos odjemalca-svetovalca je v literaturi celovito preučen z vidiki strank, bolj kot svetovalci glede njihovih pričakovanj; kljub temu pa ne obstaja študija za ta poseben primer majhnega svetovalnega podjetja za upravljanje, ki je specializirano za področje poslovne inteligence na Portugalskem, v zvezi s poudarkom na perspektivi svetovalcev. Zato se ta raziskava opravi za raziskovanje in globoko razumevanje kritičnih faktorjev uspeha, ki so nastali zaradi vlog in odgovornosti svetovalcev in strank v razmerju med stranko in svetovalcem po vsaki stopnji odnosa z zagotavljanjem sklopa kritičnih modelov dejavnikov uspeha s svojo prednostno nalogo. in medsebojne korelacije. Poleg tega je cilj te raziskave odgovoriti na glavno raziskovalno vprašanje »Kateri so ključni dejavniki uspeha glede vlog in odgovornosti svetovalca in stranke na vsaki stopnji razvoja odnosov med stranko in svetovalcem?« S ciljem razumevanja opredelitve uspeha v odnosu, vloge in odgovornosti v uspehu odnosov ter kritičnih dejavnikov uspeha, ki temeljijo na vlogah in odgovornostih s stališča svetovalca v odnosu med stranko in svetovalcem.

Metodološki pristop v tej raziskovalni študiji se imenuje raziskovalna zasnova mešanih raziskovalnih metod, ki se izvaja v dveh fazah. Prvič, raziskovanje dejavnikov uspeha kandidatov na podlagi vlog in odgovornosti svetovalcev in strank, ki jih zagotavljajo svetovalci. Po odkrivanju in opredelitvi kritičnih faktorjev uspeha v prvi fazi na podlagi vsake faze odnosa med stranko in svetovalcem s svojo kritičnostjo, druga faza predstavlja kritične faktorje uspeha, pridobljene iz prve faze in celovitega pregleda literature z izbirnimi merili, ki so jih navedli z najmanj 2 informatorji in v najmanj dveh virih v literaturi, ki je prilagojena raziskovalni študiji Puklavec, Oliveira in Popovič (2014). Druga faza se osredotoča na predstavitev prednostnega razvrščanja kritičnih dejavnikov uspeha, ki se razlikujejo od vlog in odgovornosti strank in svetovalcev. To je uporabilo zasnovo za raziskovalni problem, da bi zagotovili moč raziskovalnih modelov in boljše razumevanje z obema odprtima fazama v prvi fazi kvalitativne študije in 7-točkovnimi Likertovimi zaprtimi vprašanji v drugi fazi kvantitativne študije.

Nazadnje, struktura raziskav diplomskega dela sledi najprej celovitemu pregledu literature, ki se nanaša na svetovanje pri upravljanju v poslovnem svetu inteligence v prvem razdelku, odnos med stranko in svetovalcem v drugem delu ter kritični dejavniki uspeha v razmerju med strankami in svetovalci tretji del orisa v diplomski nalogi. Nato je podrobneje razložena raziskovalna metodologija z raziskovalnimi vprašanji in izvedeno metodologijo. Temu sledijo sekcije Rezultati in Razprava, kjer diskusija vključuje ugotovitve, prispevke, priporočila, omejitve in prihodnje raziskovalne pododdelke. Na koncu poglavje Zaključek daje veliko perspektivo raziskovalni študiji z vključitvijo najpomembnejših točk raziskovalne študije. V celoti gledano ta raziskovalna

študija predlaga celovit prispevek niza kritičnih dejavnikov uspeha s prednostnim razvrščanjem malih podjetniških svetovalnih podjetij, ki so specializirana za tehnološko poslovno področje.

Appendix 2: Phase 1 Questionnaire

The thesis study questions for informants are based on two phases, thus the first phase questions are grouped by three sections including several goal questions.

Group 1: Demographic Information

1. What is your age?
2. What is your gender identity?
3. What is your current position at your company SDG Portugal?
4. What is the area of your educational background and highest degree you have completed?
5. What is your previous work experience respectively before SDG?
6. For how long and in which position have you been working in SDG?

Group 2: Client Consultant Relationship

1. Please read the explanation below to answer the question:
There are 3 models of consultants based on roles they have.
- Expertise model: Consultants providing extraordinary solutions with their expertise. They are mental adventurer for providing a solution.
- Doctor-patient model: Consultants focusing on the client's problem pointing the relationship's strength. They are strategic navigator, management physician and system architect consultants for solving the client's problem with a deep understanding of client's aspects. 3.
- Process consultation model: Consultants easing the process for the client to choose the solution for his business problem. They are co-pilots for facilitating the processes.
From the models above, which one(s) do you represent for your client?
2. What's your definition for the success of the relationship with the Client?
3. From your selections of the previous question, what is the most important? (If you have added "Other" in the previous question, and that is the option you would like to select here, please just select "Other" from the options below.)

Group 3: Critical Success Factors

Critical Success Factors of Client Consultant Relationship – Relationship Beginning

According to Castro, Alves and Proenca (2005) investigates the client consultant relationship within the stages of relationship based on the time dimension of relationship. There are beginning, development, maintenance and maturity of the relationship.

The beginning of the client-consultant relationship most of the time matches with the beginning of a project, and there are three forms of starting the relationship of client and consultant:

- First step from the client:

The consultant analyses the clients need and requirements and realizes best practices to meet the needs. Also, the successful past relationship leads to acceptance of client-consultant relationship beginning, and for the consultant to gain the project.

- First step from the consultant:

The consultant presents the best solutions to the client to save him from unclear and bad situation, where the creative offer from a consultant in project marketing emerges.

- Existing relationship:

The consultant already working with the client on a project and identifying other issues to be solved beyond the scope of the current project. This can be interpreted as a form of entry stage when a new team joins the project whereas it can be perceived as a development stage from a corporate relationship point of view.

1. How did you start the relationship with your client, and which form of entry level represents your relationship better? As a consultant, regarding your roles and responsibilities in the entry of the relationship what are the critical success factors?
2. What should the critical success factors be regarding your client's roles and responsibilities in the entry of the relationship?

Critical Success Factors (CSF) of Client Consultant Relationship-Relationship Development

The more complex a project is the higher degree of relationship client and consultant have. The complex surroundings internally are the number of people and the contacts involved, and externally are technology suppliers, strategic thinkers, and outsourcing that consultant has. From both clients' and consultants' side there are various several adaptations and applications to be realized in a relationship leading into the better assessment of development stage (Castro, Alves & Proenca, 2005).

1. As a consultant, regarding your roles and responsibilities in the development of the relationship what are the critical success factors?
2. What should the critical success factors be regarding your client's roles and responsibilities in the development of the relationship?

Critical Success Factors (CSF) of Client Consultant Relationship-Relationship Maintenance

The projects are characterised by the strong discontinuity characteristic. Maintaining the relationship refers to the time from one project to another one which is as important as the duration of project (Castro, Alves & Proenca, 2005).

1. As a consultant, regarding your roles and responsibilities in the maintenance of the relationship what are the critical success factors?
2. What should the critical success factors be regarding your client's roles and responsibilities in the maintenance of the relationship?

Critical Success Factors (CSF) of Client Consultant Relationship Maturity

The last stage of the business relationship, maturity can be specified by the formal and informal communication during and after project implementation, and the related institutionalised behaviour (Castro, Alves & Proenca, 2005).

1. As a consultant, regarding your roles and responsibilities in the maturity of the relationship what are the critical success factors?
2. What should the critical success factors be regarding your client's roles and responsibilities in the maturity of the relationship?

Appendix 3: Phase 2 Questionnaire

The second phase of the methodology is based on 7-point Likert scale for ranking the critical success factors based on consultant's roles and responsibilities and client's roles and responsibilities as in the following:

Consultants' Roles and Responsibilities:

1. My availability to listen the client's questions is crucial in the relationship.
2. My respect to the client's work and knowledge influences the success of the relationship with the client.
3. My commitment to the work is critical in the client's relationship.
4. Good communication with my client helps to improve our relationship.

5. I provide on-going managerial and technical support to the client and his team.
6. Being honest in my relationship with the client provides higher level of trust.
7. Meeting the needs and requirements of client helps to have successful relationship with client.
8. Challenging my client positively and getting tasks by the client are critical for a successful relationship.
9. I provide creative solutions for the client's business problem.
10. My project management skills are crucial for an ideal relationship with client.
11. I am confident with my technical and soft skills; it helps to make the relationship successful with the client.
12. I am well integrated to the client's team.
13. Gaining friendship of client provides valuable benefit in the relationship.
14. My understanding and empathy with the client's needs influences the relationship with my client.
15. Knowing the business, sector and cultural environment of my client helps our relationship to be successful.
16. I have clear and realistic promises to the client for the successful consulting processes.
17. Knowledge transferring correctly to the client makes the relationship successful.

Clients' Roles and Responsibilities:

1. The client's availability to my questions is important.
2. The client respects my work and expertise.
3. The client has commitment to the work in the relationship.
4. The client's good communication is crucial in the relationship.
5. There is enough managerial support from the client.
6. The client's trust builds the successful relationship.
7. All levels of client meet the needs of my team.
8. The client is comfortable to take risk in the relationship.
9. The client is result-oriented.
10. The client is clear with the business needs and requirements.
11. The client takes the responsibility of his business problem and shows the interest on consulting processes to learn
12. The client's optimistic approach to work strengthens our relationship.
13. The client promotes my success in the work to other clients.
14. The client provided me other opportunities after the projects we had.
15. The client transfers his knowledge about his company culture.

Appendix 4: Analysis of Phase 1 Questionnaire

The following tables show the number of informants who mentioned about the specified critical success factors in each stage of the relationship:

Table A1: Number of Informants for Critical Success Factors Based on Client's and Consultant's Roles and Responsibilities in the Relationship Beginning

BEGINNING			
CSF - CONSULTANT		CSF - CLIENT	
Work commitment	1	Clarification of business needs and requirements	8
Honesty and trust	9	Work commitment	6
Providing creative solutions	6	Good communication	5
Good communication	5	Trust	4
Availability	4	Availability	4
Respect	3	Respect	3
Confidence of technical and soft skills	3		
Meeting the needs and requirements	3		
Project management skills	2		
Understanding the client's needs with empathy	2		
Clear and realistic promises	2		

Source: Own work.

Table A2: Number of Informants for Critical Success Factors Based on Client's and Consultant's Roles and Responsibilities in the Relationship Development

DEVELOPMENT			
CSF - CONSULTANT		CSF - CLIENT	
Confidence of technical and soft skills	5	Clarification of business needs and requirements	8
Honesty and trust	5	Work commitment	6
Work commitment	5	Good communication	5
Managerial and technical support	4	Availability	4
Meeting the needs and requirements	3	Trust	4
Availability	2	Respect	3
Good communication	2		
Challenging positively	2		
Providing creative solutions	2		

Source: Own work.

Table A3: Number of Informants for Critical Success Factors Based on Client's and Consultant's Roles and Responsibility in the Relationship Maintenance

MAINTENANCE			
CSF - CONSULTANT		CSF - CLIENT	
Work commitment	10	Good communication	8
Good communication	6	Executive support	6
Honesty and trust	4	Meeting the needs and requirements	6
Understanding the client's needs with empathy	3	Availability	3
Respect	2	Trust	3
Managerial and technical support	2	Respect	2
		Clarification of business needs and requirements	2

Source: Own Work.

Table A4: Number of Informants for Critical Success Factors Based on Client's and Consultant's Roles and Responsibility in the Relationship Maturity

MATURITY			
CSF - CONSULTANT		CSF - CLIENT	
Good communication	6	Good communication	9
Work commitment	4	Trust	5
Respect	3	Work commitment	3
Honesty and trust	2	Availability	2
Friendship	2	Respect	2
		Meeting the needs and requirements	2
		Taking risk	2

Source: Own work.

Appendix 5: Analysis of Phase 2 Questionnaire

Table A5: Age Range SPSS Result in Phase 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 24 years old	7	28.0	28.0	28.0
	25 - 29 years old	9	36.0	36.0	64.0
	30 years or older	9	36.0	36.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A6: Gender SPSS Result in Phase 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	5	20.0	20.0	20.0
	Male	20	80.0	80.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A7: Current Position in SDG SPSS Result in Phase 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business Analyst	9	36.0	36.0	36.0
	Consultant	8	32.0	32.0	68.0
	Qualified Consultant	5	20.0	20.0	88.0
	Qualified Senior Consultant	1	4.0	4.0	92.0
	Senior Consultant	2	8.0	8.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A8: Highest Education Degree SPSS Result in Phase 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's	8	32.0	32.0	32.0
	High School	1	4.0	4.0	36.0
	Master's	16	64.0	64.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A9: Duration in SDG Group SPSS Result Phase 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 1 year and 2 years	8	32.0	32.0	32.0
	Between 2 years and 3 years	2	8.0	8.0	40.0
	Less than 1 year	15	60.0	60.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

**Critical Success Factors Based on Consultant's Roles and Responsibilities:
Frequency Results**

Table A10: Availability of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.0	1	4.0	4.0	4.0
	6.0	9	36.0	36.0	40.0
	7.0	15	60.0	60.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A11: Respect of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.0	3	12.0	12.0	12.0
	5.0	3	12.0	12.0	24.0
	6.0	7	28.0	28.0	52.0
	7.0	12	48.0	48.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A12: Work Commitment of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.0	2	8.0	8.0	8.0
	5.0	5	20.0	20.0	28.0
	6.0	4	16.0	16.0	44.0
	7.0	14	56.0	56.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A13: Good Communication of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.0	2	8.0	8.0	8.0
	6.0	1	4.0	4.0	12.0
	7.0	22	88.0	88.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A14: On-going Managerial and Technical Support of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	1	4.0	4.0	4.0
	4.0	4	16.0	16.0	20.0
	5.0	6	24.0	24.0	44.0
	6.0	6	24.0	24.0	68.0
	7.0	8	32.0	32.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A15: Trust of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	1	4.0	4.0	4.0
	4.0	2	8.0	8.0	12.0
	5.0	7	28.0	28.0	40.0
	6.0	7	28.0	28.0	68.0
	7.0	8	32.0	32.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A16: Meeting the Needs and Requirements SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.0	1	4.0	4.0	4.0
	5.0	5	20.0	20.0	24.0
	6.0	5	20.0	20.0	44.0
	7.0	14	56.0	56.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A17: Challenging the Client Positively SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	2	8.0	8.0	8.0
	4.0	6	24.0	24.0	32.0
	5.0	8	32.0	32.0	64.0
	6.0	5	20.0	20.0	84.0
	7.0	4	16.0	16.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A18: Providing Creative Solutions SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	1	4.0	4.0	4.0
	4.0	5	20.0	20.0	24.0
	5.0	6	24.0	24.0	48.0
	6.0	7	28.0	28.0	76.0
	7.0	6	24.0	24.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A19: Project Management Skills of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	1	4.0	4.0	4.0
	3.0	1	4.0	4.0	8.0
	4.0	6	24.0	24.0	32.0
	5.0	6	24.0	24.0	56.0
	6.0	5	20.0	20.0	76.0
	7.0	6	24.0	24.0	100.0
	Total	25	100.0	100.0	

Source Own work.

Table A20: Technical and Soft Skills Confidence of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	1	4.0	4.0	4.0
	4.0	3	12.0	12.0	16.0
	5.0	3	12.0	12.0	28.0
	6.0	8	32.0	32.0	60.0
	7.0	10	40.0	40.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A21: Integrity to Client's Team SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	8	8	8
	3	2	8	8	16
	4	5	20	20	36

table continues

Table A22: Integrity to Client's Team SPSS Result (continued)

	5	6	24	24	60
	6	6	24	24	84
	7	4	16	16	100
	Total	25	100	100	

Source: Own work.

Table A23: Friendship SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	1	4.0	4.0	4.0
	2.0	1	4.0	4.0	8.0
	3.0	3	12.0	12.0	20.0
	4.0	5	20.0	20.0	40.0
	5.0	4	16.0	16.0	56.0
	6.0	3	12.0	12.0	68.0
	7.0	8	32.0	32.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A24: Understanding the Client's Needs and Requirements with Empathy SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	1	4.0	4.0	4.0
	3.0	1	4.0	4.0	8.0
	4.0	2	8.0	8.0	16.0
	5.0	3	12.0	12.0	28.0
	6.0	8	32.0	32.0	60.0
	7.0	10	40.0	40.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A25: Awareness of Client's Culture SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	3	12	12	12
	4	5	20	20	32
	5	4	16	16	48
	6	6	24	24	72

table continues

Table A26: Awareness of Client's Culture SPSS Result (continued)

	7	7	28	28	100
	Total	25	100	100	

Source: Own work.

Table A27: Clear and Realistic Promises of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	1	4.0	4.0	4.0
	3.0	3	12.0	12.0	16.0
	5.0	9	36.0	36.0	52.0
	6.0	7	28.0	28.0	80.0
	7.0	5	20.0	20.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A28: Knowledge Transfer to Client SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	1	4.0	4.0	4.0
	5.0	6	24.0	24.0	28.0
	6.0	8	32.0	32.0	60.0
	7.0	10	40.0	40.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

**Critical Success Factors Based on Consultant's Roles and Responsibilities:
Frequency Results**

Table A29: Availability of Client SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.0	2	8.0	8.0	8.0
	6.0	5	20.0	20.0	28.0
	7.0	18	72.0	72.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A30: Respect of Client SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	3	12.0	12.0	12.0
	4.0	3	12.0	12.0	24.0
	5.0	3	12.0	12.0	36.0
	6.0	11	44.0	44.0	80.0
	7.0	5	20.0	20.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A31: Work Commitment of Client SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	1	4.0	4.0	4.0
	4.0	3	12.0	12.0	16.0
	5.0	4	16.0	16.0	32.0
	6.0	10	40.0	40.0	72.0
	7.0	7	28.0	28.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A32: Good Communication of Client SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	2	8.0	8.0	8.0
	6.0	8	32.0	32.0	40.0
	7.0	15	60.0	60.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A33: Managerial Support of Client SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	8	8	8
	4	4	16	16	24

table continues

Table A34: Managerial Support of Client SPSS Result (continued)

	5	8	32	32	56
	6	4	16	16	72
	7	7	28	28	100
	Total	25	100	100	

Source: Own work.

Table A35: Trust of Client SPSS Result

Trust

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	2	8.0	8.0	8.0
	4.0	2	8.0	8.0	16.0
	5.0	4	16.0	16.0	32.0
	6.0	8	32.0	32.0	64.0
	7.0	9	36.0	36.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A36: Meeting the Needs of Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	1	4.0	4.0	4.0
	4.0	8	32.0	32.0	36.0
	5.0	6	24.0	24.0	60.0
	6.0	5	20.0	20.0	80.0
	7.0	5	20.0	20.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A37: Client's Taking Risk SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	1	4.0	4.0	4.0
	3.0	5	20.0	20.0	24.0
	4.0	5	20.0	20.0	44.0
	5.0	5	20.0	20.0	64.0
	6.0	4	16.0	16.0	80.0
	7.0	5	20.0	20.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A38: Result-Oriented Client SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	4	16	16	16
	5	6	24	24	40
	6	5	20	20	60
	7	10	40	40	100
	Total	25	100	100	

Source: Own work.

Table A39: Clarification of Business Needs SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	1	4.0	4.0	4.0
	3.0	2	8.0	8.0	12.0
	4.0	3	12.0	12.0	24.0
	5.0	8	32.0	32.0	56.0
	6.0	4	16.0	16.0	72.0
	7.0	7	28.0	28.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A40: Client's Taking Responsibility of Business Problem SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	2	8.0	8.0	8.0
	4.0	4	16.0	16.0	24.0
	5.0	6	24.0	24.0	48.0
	6.0	7	28.0	28.0	76.0
	7.0	6	24.0	24.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A41: Optimistic Approach of Client SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	1	4.0	4.0	4.0
	3.0	1	4.0	4.0	8.0
	4.0	1	4.0	4.0	12.0
	5.0	6	24.0	24.0	36.0
	6.0	12	48.0	48.0	84.0
	7.0	4	16.0	16.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A42: Promoting the Consultant's Success SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	2	8.0	8.0	8.0
	3.0	3	12.0	12.0	20.0
	4.0	7	28.0	28.0	48.0
	5.0	7	28.0	28.0	76.0
	6.0	2	8.0	8.0	84.0
	7.0	4	16.0	16.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A43: Providing More Work Opportunities SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	1	4.0	4.0	4.0
	2.0	4	16.0	16.0	20.0
	3.0	5	20.0	20.0	40.0
	4.0	6	24.0	24.0	64.0
	5.0	2	8.0	8.0	72.0
	6.0	4	16.0	16.0	88.0
	7.0	3	12.0	12.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

Table A44: Knowledge Transfer to Consultant SPSS Result

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	4	16.0	16.0	16.0
	3.0	3	12.0	12.0	28.0
	4.0	3	12.0	12.0	40.0
	5.0	5	20.0	20.0	60.0
	6.0	5	20.0	20.0	80.0
	7.0	5	20.0	20.0	100.0
	Total	25	100.0	100.0	

Source: Own work.

