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Interview Guide

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Section one: Project Management
Can you tell me a little about the work you do?
Who are your typical clients (outline of sector, no specifics required)?

Section two: Multi-Vendor Relationships on Project
Have you ever been assigned to a programme of work that utilised a number of different vendors?

Thinking of a typical project that you have managed, where multiple vendors were involved:
      How do you begin to develop trust with other vendor PMs?
      How was the work of the other vendor viewed by those in your team?

Section three: Customer-Vendor Contractual Relationships
What do you think are the main obstacles to successful implementation of the total programme of work using multiple vendors, from a customer perspective?
Do customers understand the risks involved in multi-vendor programmes of work?
Do customers appreciate that they too have accountability within FP contracts, and indeed may have the ultimate accountability for successful delivery of the programme, as the multiple vendors are only really accountable for their individual projects?

Section four: Commitment and Trust of Resources
How do you develop trust between your team members?
How do you develop commitment from you team members?

Thinking of the relationships with other vendors:
      Were there issues around trust between your team and the other vendor teams?
      Were there issues of commitment from the other vendor teams, when you have dependencies on their deliverables in order for you to complete yours?

      Are you able to share a particular example situation where the relationship broke down between you/your company and another vendor company?

Thinking of the relationship with the customer:
      How would you describe your relationships with customer project managers?
      Were there issues around trust between your team and the customer team?
      Were there issues of commitment from the customer team?

      Are you able to share a particular example situation where the relationship broke down between you/your company and another vendor company?

Section five: Complexity
Whether using traditional waterfall, iterative, or agile approaches to development, the PM is still required to maintain 'control' of project implementation. What challenges do you believe the multiple vendor environment brings to a PM regarding the main areas of project management?

An Investigation of Business-to-Business Relationships within Large Multi-Vendor Software Implementations based on Commitment-Trust Theory – Version: 1.1

Have you experienced situations where the project has taken on a life of its own? i.e. have there been periods that seemed chaotic, verging out of control?

Thinking about virtual teams and/or offshoring, what is your company's policy on using virtual teams and offshoring?

      Do you believe the use of virtual teams and/or offshoring is consistent with good project management practices?

      What are the main obstacles to successfully managing a virtual/offshore project team?

            Are there issues around trust between the onshore and offshore teams?

            Are there issues of commitment from the offshore resources?

      Are there issues with communication between the central team and the virtual/offshore team?

            Are these issues with language?

            Are these issues with cultural differences?

            Are these issues with time zones?

            Have you found techniques/approaches to resolve these issues?