2022

Strategies for Implementing Critical Success Factors for Improving Information Technology Information Systems' Performance in Financial Organizations

Sherri L. Williams
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Sherri L. Williams

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Ronald Black, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Janie Hall, Committee Member, Doctor of Business Administration Faculty

Dr. Yvonne Doll, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2022

Abstract

Strategies for Implementing Critical Success Factors for Improving Information Technology Information Systems' Performance in Financial Organizations

by

Sherri L. Williams

Master of Project Management, Keller Graduate School of Management, 2004

BA, Southern Nazarene University, 1993

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2022

Abstract

Information technology infrastructure library (ITIL) business leaders lack strategies for implementing critical success factors (CSFs) to promote organizational effectiveness and project success. As a result, ITIL leaders may experience less project success if CSF strategies are not effectively implemented. Grounded in the balanced scorecard (BSC) theory, this qualitative multiple case study aimed to explore strategies ITIL business leaders use to implement CSFs successfully to improve organizational efficiency for project success. The participants comprised five ITIL business leaders in the financial industry located in the southwestern region of the United States who successfully implemented strategies to implement CSFs to improve organizational efficiency and project success. Four themes emerged from thematic analysis of the data: organizational performance-CSF metrics, risk, quality, and business development. A key recommendation is for business leaders in financial industries to use CSFs to identify process areas that improve organizational performance for business alignment, customer satisfaction, and better product or service quality. The implications for positive social change include better working conditions for process improvement workers, employment longevity, healthy working relationships, and job satisfaction leading to community improvement that ultimately benefits citizens.

Strategies for Implementing Critical Success Factors for Improving Information Technology Information Systems' Performance in Financial Organizations

by

Sherri L. Williams

MS, Keller Graduate School of Management, 2004

BS, Southern Nazarene University 1993

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2022

Dedication

I dedicate this achievement to my late son, Michael Quinton Williams, who left us in 2021, losing his battle with Huntington's Disease at the age of 38. Michael was my hero, and I know he would be proud of me. He demonstrated character strength more than anyone I have known and probably will ever know, though his very essence was impacted by the disease year after year, day after day. He held on, fought the inevitable, stayed positive and reminded everyone of two things: First, and foremost, everyone he met was "beautiful," and second everyone he met was his "friend". I miss you my son, my darling heartbeat.

Acknowledgments

I would like to thank my tribe of friends for their unwavering support. Kimberly, Richard, Erik, Alvin, and Alfred are my tribe of friends who held me up when my legs grew weak and were never more than a phone call away. I praise God for my family; Mom, Dad, Alecia, and Michael; how could I have even contemplated this undertaking without your daily encouragement and belief in me. Losing Michael meant pressing on; sometimes, it was harder than I had imagined or intended. Nevertheless, when one door closes, God opens a window, and the sunlight floods the room and reminds me that life is for the living.

I give my sincere thanks and gratitude to Dr. Ron Black, who guided and was patient with me and helped me see that anything is possible if you just stay positive. The guidance I received from Dr. Yvonne Doll helped me to master scholarly writing, and now the words come easier, the analysis is motivating, and I can feel good about the evidence in my case study. Indeed, this is my seminal work and most assuredly not my last. I thank Dr. Hall for her persistence and dedication to helping me have a quality product. However, most of all, I thank God, my Heavenly Father, for sending me a Comforter through my darkest hour, and throughout this doctoral journey, my faith in Him grows stronger each and every day.

Table of Contents

Section 1: Foundation of the Study

Information technology infrastructure library (ITIL) is one of three well-known frameworks that help organizations adopt information technology (IT) best practices. ITIL process owners use ITIL to leverage and improve the quality of IT services management (ITSM) services across all IT branches (Gerdewal & Seçim, 2014). Using ITIL as one of the ITSM frameworks, service owners can manage and measure benefits as quality-driven, reliable, successful, and strategically aligned services within the roadmap of the organizations' mission-critical efforts (Gerdewal & Seçim, 2014). S. D. Müller and de Lichtenberg (2018) identified IT best practices that often respond to regulatory and contractual requirements and standards-driven by the IT industry. IT-practitioner-reviewed best practices offer support for managers or service process owners who strive to improve through ITIL standards (S. D. Müller & de Lichtenberg, 2018). A practitioner's understanding of ITIL frameworks can help develop an IT infrastructure that reflects and promotes organizational success.

Background of the Problem

Some IT business leaders are ITIL service process owners who ensure service delivery quality. As a branch of the IT enterprise, service process owners in information communication technology (ICT) help establish IT standards and practices to meet technology requirements (Gerdewal & Seçim, 2014). Organizational ITIL strategies and internal processes allow practitioners to be goal oriented as strategies and processes involve people in information processing systems' quality improvements, cost reductions, product or service differentiation, and employee satisfaction (Gerdewal & Seçim, 2014).

Business leaders are influenced by and rely heavily on implementing ITIL critical success factors (CSFs) and the ability of the firm's leaders to navigate and leverage this traditional governance structure (Iden & Eikebrokk, 2014a). Many business leaders question whether their firms can achieve IT governance through implementing models.

Business leaders who are service process owners rely on a governance model for CSF implementation and follow the IT service lifecycle using ITIL best practices. ITIL business leaders can align deployed services and business needs through the IT service lifecycle (Eikebrokk & Iden, 2015). There is a gap in the literature explaining that challenges and failures in ITIL implementation are tied to the use or absence of CSFs. Business leaders provide a methodology for measuring strategic vision achievement, managerial efficiency, and maximizing the value of IT deliverables using CSFs (Iyer & Banerjee, 2016). CSFs' key goals and objectives include demonstrating value across the IT enterprise and defining metrics as key performance indicators (KPIs; Eikebrokk & Iden, 2015). Business leaders use CSFs to perform gap analysis for managerial efficiency. Business leaders use CSFs to measure strategic vision achievement, managerial efficiency, and maximizing the value of IT deliverables (Iyer & Banerjee, 2016). Business leaders have a governance model for implementing CSFs by using ITIL.

Moreover, key goals and objectives of business leaders' CSFs include demonstrating value across the IT enterprise. Business leaders assess value by defining metrics as KPIs (Eikebrokk & Iden, 2015). Senior management involvement, organizational commitment, and team effectiveness positively impact ITIL

implementation and result in more benefits. ITIL business leaders demonstrate value when CSFs are measured, and objectives are met.

Problem Statement

ITIL business leaders do not follow CSFs when implementing process improvements to address process performance gaps, which can lead to project failure (Orta & Ruiz, 2019, p. 3). Over 60% of process improvement efforts are unsuccessful and require CSFs to understand the effect on organizational efficiency and subsequent quality process improvements (Saab et al., 2018, p. 715). The general business problem is that CSFs are not addressed by ITIL business leaders, resulting in organizational performance gaps. The specific business problem is that some ITIL business leaders lack strategies to successfully implement CSFs to improve organizational efficiency and project success.

Purpose Statement

The purpose of this qualitative multiple case study is to explore strategies ITIL business leaders use to successfully implement CSFs to improve organizational efficiency for project success. The targeted population consisted of five ITIL business leaders from five businesses in the financial industry located in the southwestern region of the United States who have successfully implemented strategies to implement CSFs to improve organizational efficiency and project success. The results of this study may contribute to positive social change by promoting better working conditions for process improvement workers, employment longevity, healthy working relationships, and job satisfaction leading to local organizations and community support for community improvement, ultimately benefiting citizens.

Nature of the Study

I considered three research methods for conducting my research study. The three methods for conducting research include qualitative, quantitative, and mixed methods (Thamhain, 2014). I used the qualitative method in this study. The qualitative method is necessary when analysis and investigation are needed to understand ill-defined phenomena (Cypress, 2018). I selected a qualitative method for this study to explore strategies ITIL business leaders use to implement CSFs to improve organizational efficiency and project success. With a qualitative method, a researcher can better understand the phenomena and identify themes or patterns using open-ended questions to collect data (Morse, 2015). By contrast, the quantitative method is a close-ended analytical and quantifiable method in which researchers use a numerical approach to measure, verify data, and examine how variables relate, interact, and change (Yilmaz, 2013). Numeric variables were not measured in this study; therefore, the quantitative method would not have been appropriate. Mixed method researchers use qualitative and quantitative methods in the same study when using both methods may provide a more robust understanding of the research question under investigation (Sparkes, 2015). Mixed method was not appropriate for my study because the quantitative methodology component would not address my study's purpose, nor was I testing a hypothesis.

I considered the three qualitative designs for this study: ethnography, phenomenological, and case study. With the ethnographic design, researchers explore participants' cultures, social constructs, or intact cultures through a level of immersion in the participant's environment to understand a phenomenon, whereas the

phenomenological design allows researchers to explore the lived experiences of the study participants (Cypress, 2018). Ethnographic and phenomenological designs would not have been appropriate for this study because I did not study participants' lived experiences or a broad culture of individuals. Instead, I selected case study design, which consists of a systematic and comprehensive analysis for this study. Researchers can explore a phenomenon with a case study, including an organization, person, or group of individuals (Yin, 2018). More specifically, I used a multiple case study design for this study. A single case study design is a single set of outcomes evaluated with a lower certainty of occurrence, whereas researchers use multiple case study designs to raise new questions focusing on what, how, and why outcomes might have occurred for higher certainty (Yin, 2018). Therefore, a multiple case study design was appropriate to explore strategies ITIL business leaders use to implement CSFs to improve organizational efficiency and project success.

Research Question

What strategies do ITIL business leaders use to successfully implement CSFs to improve organizational efficiency for project success?

Interview Questions

1. What CSF strategies have you identified to improve organizational efficiency for project success?
2. Based on your experience, how did implementing CSF strategies improve organizational efficiency and project success?

3. Among the CSF strategies implemented, how did implemented strategies result in more frequent organizational efficiency and project success?
4. What were the benefits of implementing CSF strategies to improve organizational efficiency and project success?
5. What CSF strategies were not successful in improving organizational efficiency and project success?
6. What were the key barriers to implementing CSF strategies to improve organizational efficiency and project success?
7. How did you overcome key barriers to implementing your CSF strategies for organizational efficiency and project success?
8. What other information can you provide to understand the successful implementation of CSF strategies for organizational efficiency and project success?

Conceptual Framework

I used the balanced scorecard (BSC) model for the conceptual framework for this study. The BSC model is a management performance measurement system developed by Kaplan and Norton in the late 1990s (Kaplan & Norton, 2007). The BSC model emerged when traditional financial measures were deemed insufficient for managing modern IT-based organizations (Kaplan & Norton, 2007). Using the BSC model, process owners use strategy mapping to express organizational value graphically (Madsen & Slåtten, 2015). In addition, business strategists use the BSC model to determine and define CSF measurement criteria and KPI metrics through IT organizational governance models

(Kaplan & Norton, 2007). The BSC model's four constructs are customer focus, financial business, internals, and innovations. Other conceptual frameworks comparable to the BSC model include Six Sigma (Aggogeri & Gentili, 2008), a quality management model that optimizes results through continuous process improvements and institutional theory (Scott, 2008).

Some business leaders are not sure how to leverage the BSC model effectively. However, the BSC model is an excellent lens to investigate organizational improvements (Kaplan & Norton, 2007). Some business leaders consider the BSC model common knowledge in IT (Madsen & Slåtten, 2015). In addition to the BSC model, business leaders use CSFs to accomplish ITIL principles (Alojail & Corbitt, 2014). Therefore, I used the BSC model as a valuable lens for identifying and exploring ITIL managers' strategies to improve their organizational performance.

Operational Definitions

Critical success factors (*CSFs)*: Refers to an organizational performance precondition that successfully implements a process, project, plan, or IT service (Neničková, 2011).

Information communications technology (ICT): Refers to enterprise-wide information systems, including enterprise software, middleware, storage, audiovisual, telecommunications, telephone and wireless, radiofrequency, networking, and cabling components (Lei & Su, 2019).

IT infrastructure library (ITIL): This is a suite of IT service management best practices (Ferreira et al., 2016).

IT service management (ITSM): This standard framework for managing IT services includes the ITIL framework (Marrone et al., 2014).

Portfolio management office (PfMO): This is a portfolio as a group, office, or department that defines, maintains, and measures the needs (budget, resources such as people or products), quality of results, benefits, and success of the projects within a portfolio of projects and initiatives (Bredillet et al., 2018).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are facts or arguments considered to be true that could influence how the researcher will interpret a study's data that the researcher cannot verify (Armstrong & Kepler, 2018). There are three assumptions in this study. The first was that ITIL governance creates a structure based on a framework or model that is well known or customized in the IT governance arena. The second assumption was that CSFs as organizational success criteria are used at the participant's organization. The third assumption was that the participants answered the interview questions honestly.

Limitations

Yin (2018) stated that a research study's limitations are weaknesses beyond the researcher's control. There are two limitations to this study. The first is the lack of data available about ITIL governance. For example, participants may not have access to internal process improvements or organizational success or failure data. The second limitation is that some of the information collected during interviews may not be generalizable.

Delimitations

Delimitations are the boundaries or scope limits of the research study set by the researcher to create information containment and specificity (Ryan & Bernard, 2003). There are three delimitations in this study. The first delimitation is that business leaders in the southwestern region are the only participants in this study. The second delimitation is that only business leaders who participated in organizational process improvements were interviewed, and stakeholders understand CSFs. The third delimitation was that only ITIL frameworks were studied.

Significance of the Study

Contributions to Business Practice

IT business leaders face many challenges in implementing and governing continuous process improvements using CSFs. Business leaders could use CSFs to attain business value and financial goals and drive process improvements when leveraging strategies to contribute to business practice. IT business leaders who use CSFs can influence the technological work and leaders' understanding of effective business practice models. Advances in business practice are often promoted by introducing innovative ways of doing business or improvements to business practices already in place. IT business leaders may better understand CSF-based strategies that drive continuous process improvements and project success. In addition, business leaders may improve work culture morale by improving the alignment between the organization's workforce and strategies that result in organizational performance improvements resulting in a positively driven work culture.

Implications for Social Change

The implications of this study for accelerating general beneficial social change include using KPIs to directly affect process improvements leading to general economic improvements, improving regional economics, and potentially stimulating southwestern U.S. macroeconomics. Furthermore, unemployed, at-risk, economically disadvantaged job seekers or recently graduated college students with interest in the ITIL industry may benefit from this study's findings and conclusions by better understanding successful strategies used to drive process improvements and increase their preparation for interviews or position advancement, thereby improving their self-worth and dignity. Increasing employment provides higher tax revenues for benefiting communities' citizens.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study is to explore strategies ITIL business leaders use to successfully implement CSFs to improve organizational efficiency for project success. The targeted population consisted of ITIL business leaders from financial organizations in the Southwestern United States. I discussed the business leaders' enforcement of CSF best practices to make process improvements and promote effective organizational performance management. In this literature review, I discuss the BSC model in-depth.

The purpose of this literature review is to provide an in-depth analysis of topics of traditional IT governance, ITIL, project metrics, methods, models, project governance through project portfolio management, and nontraditional project governance. I retrieved

peer-reviewed scholarly articles from database sources I found in the Walden Library and ProQuest, EBSCOhost, Science Direct, Sage Publications, books, government websites, and Emerald Publications. I included articles and online information, searching using the following keywords: *BSC*, *CSFs*, *IT governance*, *ITSM*, *ITIL*, *nontraditional project management*, *project*, *program*, *portfolio*, *project success*, and *rethinking project management (RPM).*

The literature review contains 160 references, of which 113 (61%) were published from 2016 to 2021, and 44 (39%) were published before 2016. In the literature review, 157 of 160 sources were scholarly peer-reviewed articles (99%). The remaining 1% came from other sources. The number of peer-reviewed articles on ITIL-specific IT governance was limited but started to grow after the ITIL Version 3 was revised in 2011 to Version 4 (Berger et al., 2020). In this literature review, I discuss traditional IT governance project management strategies in the literature and how business leaders use project management strategies to improve organizational efficiency. I provide a separate analysis in the literature review of how CSFs measure management performance, resulting in internal process improvements, a pillar of the four BSC model principles. I also address how business leaders use BSC as a model for project portfolio management metrics and organizational structures and how nontraditional project governance offers alternatives to conventional BSC models. Lastly, I present a critical analysis that compares traditional governance models to nontraditional approaches.

BSC Model

The BSC model is considered one of the most widely used management frameworks. Since the introduction of this model in the 1990s, through the pioneering work of Kaplan and Norton, the model has been widely used, is a popular organizational performance tool, and provides a way to measure organizational performance (Gupta & Salter, 2018). Business leaders considered financial metrics the best way to measure performance before creating this framework (Gupta & Salter, 2018). Business practitioners realized that intangibles could not be measured with financial metrics such as return on investment (ROI) or return on capital, and the BSC model represented a departure from traditional financial models. Leaders use BSC to focus on internal processes such as employee performance, feedback, organizational vision, or communication effectiveness (Kaplan & Norton, 2007). Organizations can adopt specific KPI CSFs to measure or quantify internal processes because KPIs are indicators used with BSC model implementation (Mohamad et al., 2017). KPIs are CSFs metrics and are not necessarily prescriptive for an organization's business leaders, who can identify CSFs for long-term success (Mohamad et al., 2017). Business leaders can tailor an organization's needs by leveraging nonprescriptive CSFs.

Business leaders can measure and improve organizational performance and become more effective using the BSC model. Business leaders coined the BSC phrase in the early 1990s; this model includes pioneering work performed by General Electric dating to the 1950s (Gupta & Salter, 2018). Lawyers first used the BSC model with the then-infant project portfolio; later, traditional and elaborate project portfolio

organizations adopted the BSC model (Joslin & Müller, 2015). Business leaders measured organizational performance using financial metrics such as ROI, return on capital, or even equity before this model's development and acceptance (Yancy, 2017).

The BSC model has been a necessary change of view for management in accounting and other control areas and is sixth among 25 other models used globally (Gupta & Salter, 2018). Practitioner criticism of the BSC model includes the premise that the model is unbalanced because managers focus on more standardized quantitative data than financial results to evaluate employee performance (Gupta & Salter, 2018). Yancy (2017) argued that although larger firms are more likely to adopt specific BSC types of BSCs, business leaders adopt more sophisticated accounting practices and use decentralization to positively influence BSC model adoption. The BSC has evolved and is a significant component of a firm's organizational performance strategy (Yancy, 2017). Therefore, firms can track financial results while monitoring organizational performance progress through the BSC model implementation (Kaplan & Norton, 2007).

Practitioners and scholars have studied the BSC model using theoretical lenses, including management fashion, actor-network theory, and institutional theory. The BSC model leveraged by practitioners and scholars represents a modern management idea grounded in the ability to flow in management settings and has diffused and institutionalized management ideas and concepts (Madsen & Slåtten, 2015). Prior research indicated that an organization's strategy could impact performance management systems choices and subsequently impact organizational performance (Yancy, 2017). Nevertheless, Gupta and Salter (2018) believed a relationship between corporate culture

values and BSC model usage affects organizational performance based on four variables: economic, client, modernization, and proficiency. Gupta and Salter identified organizational culture as one of the main gaps between BSC model values and innovation. Though Gupta and Salter identified the relationship between corporate culture values and the BSC model, Kaur and Sharma (2015) recognized total quality management (TQM) CSFs to improve quality. The paradigms of TQM and CSFs have similar results for organizational performance (Kaur & Sharma, 2015). The TQM approach has been recognized instead of the BSC model for gaining a competitive advantage by concentrating on process outcomes.

Another strategy for improving process outcomes is for researchers and practitioners to understand the BSC model through the lenses of diffusion and institutionalization. For example, institutionalization permits business leaders to use the BSC model to measure organizational performance using a set of performance metrics or balances (Madsen & Slåtten, 2015). Companies can track financial progress and nonfinancial or intangible assets needed for future endeavors that are measured using the BSC model (Yancy, 2017). The BSC model does not replace financial metrics but complements nonfinancial metrics (Kaplan & Norton, 2007). Financial metrics report what has already occurred. Diffusion allows business leaders to promote the BSC model through conferences, seminars, and business media, thus educating the organization (Madsen & Slåtten, 2015). Therefore, BSC business leaders can transform conservative views about organizational performance measurements, which had traditionally been financial metrics, by using nonfinancial data to look ahead (Kaplan & Norton, 2007).

Business leaders can exploit their organizations' tangible and intangible assets and focus on long-term success in four areas, financial, customer, learning, and growth, via internal business processes using the BSC model (Kaplan & Norton, 2007; Mohamad et al., 2017).

Business leaders can obtain organizational performance improvements and value by using the BSC model. According to Madsen and Slåtten (2015), the BSC model has been the most widely used and acknowledged as the best management model for more than 20 years. Furthermore, the BSC model was adopted by academia and business practitioners during that time. Kaplan and Norton (2007) presented that the BSC model brings a more well-adjusted view of the firm's long-term success based on quantifying measures. The BSC model is an organizational model that management uses to drive performance, and the model is strategic instead of tactical, based on KPIs, and used in a structured way to achieve company objectives (Llach et al., 2017). Therefore, KPIs are metrics for CSF measures and indicate a measurable progress percentage displaying whether the business leaders accomplished goals within the BSC model (Llach et al., 2017). Yancy (2017) disagreed with the BSC model premise that performance measures should always come from organizational strategy, but Yancy's research showed that business leaders' reasons for management system selection remain unexplored. Llach et al. (2017) encouraged the use of KPI metrics to accomplish organizational performance improvements, and organizational performance could be measured through SWOT (i.e., strengths, weaknesses, opportunities, and threats) analysis, but the authors agreed that the use of the BSC model overall imbued shareholder confidence.

Government, private businesses, nonprofits, and industry practitioners use CSFs as BSC model composites. Over 50% of large organizations have ROI in IT using the BSC model (Yancy, 2017). As a result, several companies heavily invest in IT without receiving the planned ROI proposal. In addition, business researchers estimated that more than half of major companies in North America, Europe, and Asia use the BSC model, and growth now extends to Africa and the Middle East (Yancy, 2017). Mohamad et al. (2017) advised that the intent behind Kaplan and Norton's BSC model was that managers communicated the strategy as a vision with a cause-and-effect relationship. Companies will no longer depend on short-term financial measures as the sole indicators of their performance but will focus on enabling long-term strategy (Mohamad et al., 2017). KPIs are widely used to align operations to organizational strategies, prioritize projects and initiatives, communicate imperatives, measure strategic target progress objectives (Llach et al., 2017) and give management accounting a way to quantify organizational performance financially. The BSC model has become a practical approach for companies that no longer rely on financial metrics to indicate areas of organizational performance that require improvement.

Management can acquire better management and control, and this belief originated from an academic perspective. For example, the BSC model enables the practitioner to use a tool to define actions to take, subsequent progress, and KPIs to measure growth (Gupta & Salter, 2018; Mohamad et al., 2017). The BSC model measures four main aspects of a business: customers, business processes, finance, and learning and growth. The relationship between the four management processes reflects a

company's IT investment effects and financial and nonfinancial benefits. Business leaders use the first process, customer strategies, to provide a way to create a vision and strategy consensus (Gooneratne & Hoque, 2021). Business leaders use the second aspect, business processes, in the form of communicating and linking to communicate strategically, top-down, and bottom-up (Kaplan & Norton, 2007). The third element, business financials, allows companies to integrate and optimize their financial and business plans through change programs (Kaplan & Norton, 2007). The fourth and final process, feedback and learning, allow business leaders to provide capacity for organizational strategic learning (Perramon et al., 2016). The BSC model allows business leaders to use four management processes that result in long-term strategic objective linkage to short-term action plans when used together or independently.

Business leaders can easily implement BSC model concepts to improve effectiveness. Conversely, being overly simplistic, one of the main attractions of BSC, is also one of its shortcomings (Llach et al., 2017; Mohamad et al., 2017). The four processes provide business leaders with monitoring short-term customer results, learning and growth, and internal business processes. The BSC links IT investments and a firm's performance improvements resulting in economic benefits (Mohamad et al., 2017). Organizations adopt BSC when there is a constructive relationship between organizational performance and the BSC, depending on their market position or firm size (Gupta & Salter, 2018). Without BSC, companies continue to invest in IT without a clear indication of ROI because of difficulties measuring intangibles (Mohamad et al., 2017). Financial data do not always support the concept of quantifying employee performance

intangibles through KPI measurements. By deriving performance measures from organizational strategies, metrics that measure organizational performance became clear advantages of the BSC model for organizational improvement and profitability (Kaplan & Norton, 2007). Organizations adopt the BSC model when there is a constructive relationship between organizational performance and the BSC model, depending on their market position or firm size.

CSFs in Project Management

Business leaders use information technology governance (ITG) and CSF models to judge project management success and effectiveness. Taherdoost and Keshavarzsaleh (2016) determined that a project is a set of activities connected to interdependencies and other interrelated activities and agreed that management is the key to measuring project success. The modern project management discipline began in the late 1940s and stemmed from operations research and optimization theory (Taherdoost & Keshavarzsaleh, 2016). Considerable research surrounds projects as the central lever for progress and change acquisition since the inception of modern project management (Wanivenhaus et al., 2018). Project success or failure depends on various CSFs, including customer, time, project environment, and project management, and CSF models fall into three categories because business leaders need a strategy to judge project success or failure (Rodriguez-Segura et al., 2016). The three categories for the CSF models are technology, management, and governance (Rodriguez-Segura et al., 2016). Management researchers support the use of ITG models and clearly show a relationship between ITG models and project management maturity (Tsoy & Staples, 2021). Business leaders from public-

private companies should report project results to investors and leverage ITG and CSF models to communicate investor expectations.

Projects are phased endeavors that begin with initiation and proceed through a life cycle until closure. As projects mature through their life cycle and diversify according to efficiency needs and management's strategies, business leaders should understand a successful project (Wanivenhaus et al., 2018). To fully understand project management failure or CSFs, business leaders may understand the influential factors that precipitate project failure or success (Montequin et al., 2014). Though difficult to quantify, project CSFs and failure largely depend on the stakeholders' viewpoint (Montequin et al., 2014). Though there are many precipitants to project success or failure, quantifying project aspects such as risks, issues, and mitigants is best measured using KPIs throughout the project life cycle.

Project management maturity models are proactive best practices combined with leveraged ITG. Based on Wanivenhaus et al. (2018), projects mature through a life cycle and diversify according to efficiency needs and strategies; business leaders should understand a successful project. Furthermore, business leaders may understand the influential factors that precipitate project failure or success to comprehend project management failure or CSFs entirely, and their failure largely depends on the stakeholders' viewpoint (Montequin et al., 2014). Therefore, aligning organizational objectives with best practices impacts the project, program, and divisional portfolio alignment.

CSF models could facilitate project success if business leaders classify CSFs using models. For example, CSF becomes the pinnacle of organizational performance when management leverages the three aspects of technology, management, and governance, and which business leaders leverage in managing project stakeholders' expectations by defining must-haves, could-haves, and nice-to-haves (Liu & Wang, 2019; R. Müller et al., 2017). Business leaders could use an organizational model to manage and curtail associated risk while enhancing value since IT practitioners connect IT to value prospects and risk allocation (Alreemy et al., 2016). Public-private partnerships use strategies for categorizing key drivers, CSFs, and risk allocation for public-private companies (Chou & Pramudawardhani, 2015). Public-private partnerships business leaders also use CSF strategies to report analytical results to investors (Chou & Pramudawardhani, 2015). ITG plays an integral role in organizations overcoming the business ecosystem's challenges and provides an avenue for decision-making within a global market (Alreemy et al., 2016). Business leaders can use models, frameworks, or governance to analyze the collected project data for different projects, project managers, or project teams.

Business leaders use various ways to identify CSFs to measure KPI metrics. Project models impact the relationship between project management maturity and project governance. The absence of project management models results in the ineffective and inefficient implementation of project management processes, affecting project time, quality, and service provision (Ihuah et al., 2014). However, proactive and innovative best practices using CSFs are more likely to deliver project objectives. Nfuka and Rusu

(2013) posited that effective IT governance is a framework artifact or method for using 11 CSFs. In this fashion, IT governance empowers behaviors that significantly align with the firm's strategic mission. However, capturing and quantifying soft CSFs that measure project success can be challenging. Ordinarily, the project management discipline addresses "hard" or quantitative factors while ignoring the "soft" or qualitative factors, which are harder to capture, model, and control (Thurman et al., 2015).

Nevertheless, project management soft skills contribute to and influence project success. This gap in practice and project management research requires a methodological approach to help identify and assess project CSFs in both a static and dynamic period (Thurman et al., 2015). As a result, business leaders using nontraditional strategies to measure project success are gaining popularity.

Business leaders and project managers should recognize the relevance of project management CSFs in mature, highly developed public sector organizations. Stakeholders have a perception that CSFs in the public sector are relevant to the organizational project management maturity level (Wanivenhaus et al., 2018). Despite project, program, and portfolio governance and management techniques to manage the risk of failures, organizational leaders still experience business strategy failures. Taherdoost and Keshavarzsaleh (2016) posited that the clients' role is almost as important as the provider's when explaining project failures and risks. Taherdoost and Keshavarzsaleh (2016) determined several significant CSFs: education adequacy, process maturity, risk register efficiency, organizational responsibilities, performance measurement metrics,

portfolio, and program discipline. Business leaders can use nontraditional strategies for measuring project success which is much more realistic.

Business leaders have difficulty ranking CSF and KPIs by positive impacts to project success. For example, Iamratanakul et al. (2014) analyzed CSF relationships using interpretive structural modeling (ISM) methodology and discovered degrees of CSF importance. However, the researchers argued that there was insufficient evidence to prioritize these factors to yield the best project management practices (Iamratanakul et al., 2014). Similarly, Rahayu et al. (2022) argued that KPIs metrics are critical for capital project analysis. As a result, Rahayu et al. (2022) defined nine KPIs for performance improvements: cost, time, customer satisfaction, quality, team, change, material, and labor safety. Still, most of these business leaders use a holistic assessment approach when leveraging outcome metrics, and therefore benefits are only available after assessment, which can only help future endeavors.

Nontraditional strategies for business leaders to measure project success are gaining popularity. The traditional way to measure project success has been through the iron triangle, budget, schedule, and scope/quality measures (Zhao et al., 2018). However, Zhao et al. (2018) posited that this metric had garnered industry disdain as a realistic project success standard. Organizations rely heavily on IT projects to bring value to the parent organization, and project success translates to market success (Sanchez et al., 2017). Sanchez et al. (2017) theorized that certain elements, including project manager characteristics, team formation, project components, and portfolio selection, all had a bearing on project success. Business leaders can use nontraditional strategies for

measuring realistic project success. In the following section, I considered project success through the lens of metrics, methods, and models.

Project management maturity models could provide a conduit for proactive and innovative CSF best practices and processes. The absence of best practices results in ineffective and inefficient project management processes, which ultimately affect project time, quality, and service provision since project models impact the relationship between project management maturity and project governance (Ihuah et al., 2014). A proactive and innovative best practices environment using CSFs could be more likely to deliver project objectives. Nfuka and Rusu (2013) posited that effective IT governance is a framework artifact or method for using "11 CSFs". IT governance empowers behaviors that significantly align with the firm's strategic mission to capture and quantify soft CSFs that measure project challenges of success. The project management discipline addresses "hard" or quantitative factors while ignoring the "soft" or qualitative factors that are harder to capture, model, and control (Thurman et al., 2015). The gap in the practice of project management research requires a methodological approach to identify and assess project CSFs statically and dynamically over a period (Thurman et al., 2015). Project management soft skills contribute to, and influence project success, and aligning the firm's objectives with its best practices could impact the aligning project, program, and portfolio division.

An organization's progress and change effectiveness are measured using CSF strategies. Modern project management disciplines started to evolve in the 1940s and stemmed from the optimization theory, an impetus for an organization's progress and

change (Iamratanakul et al., 2014). CSFs affect organizational effectiveness well when business leaders understand and monitor the project life cycle maturity and understand what CSFs contribute to failure (Wanivenhaus et al., 2018). Practitioners who implement CSFs like a project manager's selection, technical requirements, or heightened stakeholder engagement realize the value of identifying CSFs before the project's inception and performance improvements (Davis, 2014; see also Mossalam & Arafa, 2017). The stakeholder's insights help connect IT benefits to organizational value, address traditional management deficiencies, and reduce risks with CSFs. Business leaders could proactively rank CSFs and determine the most pertinent factors to their objectives (Ali & Kidd, 2013). *Organizational change management* is a benchmark to measure organizational efficiency. Transformation as a reflection of organizational change management is the business leader's vision for creating the firm's success landscape, and business leaders can accomplish their vision through CSF strategy implementation and ITG. Furthermore, ITG business leaders often measure progress and change effectiveness by administering surveys and focus groups throughout the year.

Traditional ITG

Traditional ITG models such as BSC provide structure, continuity, and optimal project conditions for ITSM work engagements. ITG differs from ITSM in several ways. First, ITG, as a subset of corporate governance, delivers organizational value through methodologies, frameworks, and best practices that leaders use to attempt to manage risks (Wilkin et al., 2016). Second, influential ITG leaders, which consider political, technical, cultural, and organizational elements that use CSFs, contribute to organizations

consistently meeting their objectives through BSC model methodologies (Mahy et al., 2016b; R. Müller et al., 2017; Wilkin et al., 2016). ITSM and ITG are intricately intertwined, and business leaders often have difficulty determining how the frameworks differ (Jäntti & Hotti, 2016; Sirisomboonsuk et al., 2018). Third, by addressing project conditions using CSF for ITSM work engagements, business leaders can meet their objectives, champion transformation and organizational change management, and improve internal process flow. Finally, business leaders address traditional management deficiencies through ITG.

ITG is now considered a subset of corporate governance. ITG business leaders can deliver their strategic IT objectives, manage IT risks, and foster ways to create organizational value in its best interest (Lunardi et al., 2014). ITG ensures customer services are provisioned and governed by establishing a framework that results in long–term service standardization, risk management, budget controls, and solution roadmaps and demonstrates value (Jäntti & Hotti, 2016). However, IT service management and IT service governance are intricately intertwined, and often it is difficult to determine how these frameworks differ from each other (Sirisomboonsuk et al., 2018). Through researching both types of frameworks, Jäntti and Hotti (2016) made distinctions between each and suggested two resulting frameworks, one for service governance and one for ITSM roadmaps (Jäntti & Hotti, 2016). ITIL, the most widely used ITSM framework, includes a broad set of standards, best practices, systems, and models that incorporate these approaches for ITSM service provider organizations that practice and use ITIL frameworks (Mahy et al., 2016b). Whether business leaders use IT service management

or governance, either framework provides a process specifically benefitting IT services management.

Traditional ITG is different from ITSM because ITG focus is strategic objectives, and ITSM focus is service management processes leading to the best customer experience. Although ITG and ITSM are intertwined, each framework is unique, with broad standards, best practices, and outcome objectives (S. D. Müller & de Lichtenberg, 2018). ITIL, one of the most widely used ITSM models, allows business leaders to incorporate service provider best practices (S. D. Müller & de Lichtenberg, 2018). Business leaders ensure that best practices and objectives are met through ITG and manage risks through risk identification, management, and monitoring (Sirisomboonsuk et al., 2018). However, despite efforts to understand ITG, it is tricky for organizations, and researchers suggest a gap between practice and theoretical frameworks since current researchers have focused more on process and structure and less on collaboration and behaviors (Smits & van Hillegersberg, 2018). These research efforts have not entirely clarified the causal relationship between ITG and organizational performance, which means there may be a gap between theoretical frameworks and practice (Smits & van Hillegersberg, 2018). Including ITG roles ensures the IT organization's sustainability and enhances business value (Wilkin et al., 2016). It is uncertain how ITG affects organizational performance. ITG leadership consists of executive management, directors, managers, ITG strategists, and process engineers.

While corporate governance focuses on organizational strategies, ITG focuses on organizational value through IT models. Since ITG is considered a subset of corporate

governance, ITG business leaders can deliver their strategic IT objectives, manage IT risks, and foster ways to create organizational value in its best interest (Lunardi et al., 2014). ITG ensures customer services are provisioned and governed by establishing a framework that results in long-term service standardization, risk management, budget controls, and solution roadmaps and demonstrates value (Jäntti & Hotti, 2016). ITG business leaders govern and mature strategic IT objectives, service management risks, organizational value, budget controls, and project roadmaps. ITG business leaders provision services most effectively when cognizant of the framework. ITG models ease business leaders' burden of creating beneficial structures and incorporate best practices that have worked for other organizations. One of the most widely accepted IT models is ITIL.

ITIL

I focused on one of the five IT service lifecycle best practices in this study: continual service improvement. The history of the ITIL reference model dates back to the early 2000s and is accepted as a de-facto standard for IT service management (Mahy et al., 2016b). The British Central Computer and Telecommunications Agency (CCTA) developed ITIL, a government agency that provided IT support to the British public organizations' (Mahy et al., 2016b). The CCTA became the Office of Government Commerce (OGC), which released the second ITIL version in 2001 and the third version of ITIL in 2007 and revised again in 2011 called "ITIL V2011" (Ferreira et al., 2016). Mahy et al. (2016b) identified that "ITIL V3" consists of five books, including five IT service lifecycles. The five IT service lifecycles are service strategy, service design,

service transition, service operation, and continual service improvement, and concluded that ITIL is the world's most implemented ITSM framework (Mahy et al., 2016b). ITIL continues to garner industry popularity as the world's most implemented ITSM framework.

Leaders from firms throughout the last decade found ITSM ideas suitable for adoption, and the current version is famous for improving the focus on customer satisfaction. Mahy et al. (2016b) identified V3 as the most recent version to contain ITIL activities based on best practices that could improve customer satisfaction. One disadvantage business leaders face is the absence of ITIL to support ITG within their firm. Implementing ITIL through an organization is challenging since no guidelines for implementation methods are provided (Donko, 2014). Business leaders following ITIL can implement processes without guidelines or methods and provide best practices.

Two additional frameworks for improving processes and systems with significant industry recognition exist. According to S. D. Müller and de Lichtenberg (2018), the two frameworks for improving processes and systems standards various organizations use are "ISO/IEC 20000" and a capability maturity model integration (CMMI). ISO/IEC 20000 and CMMI frameworks are simultaneously applied to manage project quality but garnered cultural attention in quality management and process improvement (S. D. Müller & de Lichtenberg, 2018). CMMI is not the only model to gain the attention of researchers and practitioners (S. D. Müller & de Lichtenberg, 2018). Ferreira et al. (2016) stated that three ITG models, including the ITIL model, the COBIT model, and the PMBOK model, are considered complex and emergent but need to focus on IT

organizations' governance management. Iden and Eikebrokk (2015) identified an overlap between ITIL and IT governance to demonstrate how ITIL could improve IT governance. Therefore, ITIL is a better choice as an integrated framework, although other IT frameworks could provide multiple choices for today's organizations. Researchers have provided evidence of an overlap between ITIL and ITG.

There are four motivations used for ITIL governance for a research study. For example, (a) available research is limited to reference models and IT governance industry best practices, (b) limited research supports the premise that ITIL helps IT governance, and (c) ITIL focuses more on process practices and should encourage process management and process engineering in IT operations, and (d) researchers used to identify several significant factors that influence implementation success, implementation progress relies on favorable environmental factors, including business conditions and the business sector (Iden & Eikebrokk, 2015). Once understood, business leaders could analyze which factors had the most significant influence on ITIL implementation success. ITIL implementation success relies on firm resources and capabilities by defining bundles of processes, resources, assets, and abilities (R. Müller et al., 2015; S. D. Müller & de Lichtenberg, 2018). Business leaders explained that the ITIL implementation challenges and failures were due to the absence of CSFs, but benefits management was tied to successful implementation and process management (Iden & Eikebrokk, 2014b; Mahy et al., 2016a). Once practitioners implement the ITIL framework and better define organizational processes, the overlap between ITIL and ITG is clarified. An example of a service provider's best practice is the ITIL service desk's best practice collection.

Business leaders who use the service desk as an ITIL best practice or module use a standard approach across many organizations' infrastructure and provide a method for responding to customer or end-user-related IT issues or problems.

In contrast, ITG provides approaches or best practices for governing IT tools, people, and processes (S. D. Müller & de Lichtenberg, 2018). ITG practitioners could rely on processes and implementation outcomes of organizational performance metrics since there is limited research in this area. Nontraditional structures could offer the opportunity for ITIL business leaders to support ITG and the firm.

Nontraditional Project Governance and ITIL Alternatives

Business leaders use sustainable project selection to create structure and processes for one project or many projects or programs. Likewise, project portfolio business leaders can employ nontraditional approaches. Sustainable project selection, a nontraditional project governance third-generation approach, focuses on the project's business salability, strategy alliance, investments, organizational readiness, and micro and macroeconomics (Khalili-Damghani et al., 2013). On the other hand, rethinking project management (RPM) is a nontraditional model that can positively impact the project manager's performance. When analyzing RPM, researchers' focus has turned to the "who" of projects as the project management literature focus and are discovering new approaches to project work and new ways of organizing work to yield positive outcomes with the need to support the changing requirements (Lloyd-Walker et al., 2016). Embracing nontraditional approaches for the entire project life cycle is part of a project management new world order, gaining momentum every year. Although there are many

nontraditional approaches, few researchers have compared their effectiveness. Business leaders choosing a nontraditional approach could face project selection challenges and look for solutions for a project-based organization (PBO).

PBO is a new nontraditional ITG model that is practical and quickly adopted. PBOs showcase the projectized organizational control framework approaches (Backlund et al., 2015). Researchers have started to analyze and categorize project manager competencies related to PBO. Researchers conclude that human resource management's responsibility of selecting project managers to manage the soft aspects of the project and drive the deliverables is a selection criterion overlooked by traditional approaches (Loufrani-Fedida & Saglietto, 2016). Using PBOs, business leaders can tap into staff leadership capabilities within close organizational proximity instead of hiring from external sources far away, using the internal staff infrastructure. However, this approach may receive criticism from traditional ITG followers because of the relaxed management boundaries, leaving business leaders to wear many hats and focus no longer on the chain of command, title, or salary but results.

The agile PMO is gaining industry popularity as a nontraditional approach to improving project performance. In contrast, waterfall PMOs are focused on organizational form and promote a balanced reporting matrix and a functional projectized structure. Business environments use PBOs to create structure and processes. However, the PBO has shortcomings: considering present conditions while not considering future strategic objectives (Backlund et al., 2015). Agile PMOs promote PMO managers as coaches, like life coaches, to help project staff develop their existing skill sets. Business

leaders can consider alignment with organizational strategic imperatives to overcome PBO shortcomings and lack of future projects roadmap.

The premise of business continuity begins with business leaders leveraging nontraditional project governance approaches. Nontraditional project governance is less about the project life cycle or management principles but more about organizational strategy, nonsystematic ways of doing business, multiteam collaboration, heightened communication through collaboration tools, and idea cultivation among cross-functional teams. In addition, RPM allows business leaders to emphasize human capital, career paths, and work environments that foster teamwork instead of close supervision (Davis, 2014). Business leaders are becoming more agile, less restricted through prescriptive processes, and more likely to embrace a new world order, which embraces innovation and agility and begins to let go of frameworks, and cumbersome processes (Gablas & Ruzicky, 2018). Buying in bulk, releasing bundles of software or hardware changes into production, and leasing entire data warehouses with redundancy in multiple regions of the country and world are just a few best practices that allow companies to be nontraditional, lean, and practical, not besieged with process steps (Fhang & Swamy, 2018). In addition, business leaders have begun to look at ways to speed up infrastructure approaches and challenge traditional approaches such as change management platforms and purchasing rules and regulations. In addition, staffing flexibility is a departure from the days of rigid staffing requirements, such as degrees and certifications, but allows business leaders to focus on what a person brings to the table and less on the formal degree and experience requirements.

Small and Medium-Sized Enterprises

The many challenges that small and medium-sized enterprises (SMEs) face are not impossible to overcome. The challenge of SMEs versus large organizations is the simplistic makeup of the small group of business leaders. For example, several fatal IT events could occur like service interruptions, resource absences, missing documentation, and the availability of a standard set of terms (Yamami et al., 2016). Customer satisfaction is a low consideration in IT services, and CEOs must manage the company responsible for profitability, quality, and challenges (Yamami et al., 2016). IT service requests are met with delays, service interruptions, and unresolved issues because ITIL in an SME provides IT support and management of services in an otherwise chaotic environment (Yamami et al., 2016). Leveraging close-knit business relationships, SMEs address each challenge with a targeted team of experts. Furthermore, best practice deconstruction provides business leaders support and a framework that yields process solutions and governance advice when followed.

SMEs adopt ITIL best practices to create formal functions as IT governance processes. The ITG processes continue to be problematic as SME business leaders deal with implementation problems due to smaller workforces, limited budgets, and less capable IT environments (Cruz-Hinojosa & Gutierrez-de-Mesa, 2016). Unfortunately, there is insufficient research available on ITIL application in SME environments. Researching this topic could improve IT service management's lack of communication between workers uncertain of their roles. Cruz-Hinojosa and Gutierrez-de-Mesa (2016) described the need for new practices and tools for SMEs to achieve objectives while

simultaneously considering the significance of production activity and generating employment. The lack of research about SME business leaders' adoption of ITIL is one of the various gaps for future exploration. SMEs face challenges the opposite of large-size corporations' challenges because large corporations rely more heavily on best practice consolidation than business leaders SMEs.

SME business leaders must find the right balance in implementing ITIL best practices. According to Mahy et al. (2016b), *ITIL* is not well defined in documentation and only provides vague guidance on which processes to implement. SMEs offer the opportunity to develop the IT process design while including best practices, which is difficult for large corporations. Cruz-Hinojosa and Gutierrez-de-Mesa (2016) posited that ITIL provides several benefits, including cost-saving and risk management, which ultimately help with IT operations consolidation. SMEs can determine "light" ITIL, which business leaders use as shortened or leaner applications of the ITIL processes (Cruz-Hinojosa & Gutierrez-de-Mesa, 2016). Using a less robust ITIL implementation means SME business leaders could choose which best practices to adopt and best practices that can be disregarded. Tailored ITIL models permit business leaders to champion best-suited processes because adoption is encouraged and expected.

Process Improvements Through Project Portfolio Management

Process-oriented frameworks promote a life cycle from process implementation to process capability maturity and improvement. Some practitioners question how ITIL applies to their environments. In contrast, some practitioners attest to reduced effort when constructing internal processes (S. D. Müller & de Lichtenberg, 2018). Therefore,

management can consider the context of the embedded process and its impact and how process owners influence the culture as a business process management (BPM) approach. ITIL helps business leaders implement procedures within an organization (Donko, 2014; S. D. Müller & de Lichtenberg, 2018). ITSM, a management approach for IT operations characterized by its emphasis on IT services, customers, service level agreements, and IT managers' handling of daily activities through a service lens, uses CSFs to create opportunities for continuous improvements (Donko, 2014). ITIL is a process-oriented framework that presents a set of best practice business processes observed in the industry that support organizations in achieving effective IT service management (Donko, 2014; S. D. Müller & de Lichtenberg, 2018). Business leaders who guide the organization through CSF process improvement strategies could not do so without feedback from their process owners, who collect strategy feedback from staff. Continuous improvements occur when senior management is supportive.

Business leaders focus on continuous service improvements to identify processes and strategies that fail or need to be improved or adapted. Adopting a continuous improvement attitude is vital to carefully defining and managing the IT environment's processes (Mahy et al., 2016b). BPM can help with ITIL implementation challenges (S. D. Müller & de Lichtenberg, 2018). Continual service improvement (CSI) business leaders aim to ensure that IT services managers align with the evolving business drivers (Mahy et al., 2016b). ITIL's five-phase process activities are best practices based on improving customers' expectations. By adopting a BPM approach and embracing best practices, IT divisions improve organizational performance, optimize future

opportunities, and repair past performance mistakes (Mahy et al., 2016b). Without CSI, reliance on only ITIL would cause the organization to plateau and stagnate. IT services continuous service improvements benefit the organization, customers, and internal stakeholders.

Project portfolios or project management offices (PMOs) are embraced and avoided equally. Project portfolios are products linked to the organization's context and culture, developing the innovation mindset and improving overall performance and project success probability (Too & Weaver, 2014; Unger et al., 2014). The concept of a project management office officially started in the 1800s. However, the organizational component known as the PMO is a new addition to the project landscape (Darling & Whitty, 2016). Practices of the PMO coincide with project portfolio management models (Hamad & Fayoumi, 2018). The PMO business leaders focus more on project management governmentality than governance, although both can be a control center or center of excellence for projects, programs, and portfolios. Project governance creates a control point for project governmentality (R. Müller et al., 2015, 2016). PMOs are central project governance organizations within an IT infrastructure or division. Whether managed as singular PMOs or as a network of multiple PMOs, business leaders educate staff, coordinate efforts, and improve and measure project activities through the PMO. Although not always embraced because of the high degree of prescriptive processes, PMOs are project governance frameworks that coexist within a corporate governance co-existence.

The benefits management governance framework is an organizational portfolio model for managing the benefits of collecting projects and programs. The benefits management method applies a phased approach while leveraging CSFs to manage project venture capital success (Badewi & Shehab, 2016). Simultaneously, application portfolio management is a governance approach to close ITIL framework gaps in risk and application management through IT processes and process ownership tied to project benefits. This approach allows businesses to identify CSFs benefitting market success (Moeuf et al., 2020). A practical project governance framework enhances organizational productivity and successful projects by creating an environment of order and action (Zwikael & Smyrk, 2015). Although business leaders easily measure project failings and success using traditional success performance indicators of schedule, budget, and quality, this approach does not allow business leaders to identify project weaknesses, which may be due to a failure to connect project value and benefits to the user organization (Hjelmbrekke et al., 2014). Project governance becomes the pivotal point for projects, programs, and portfolios and is an organizational benefit that allows business leaders to improve project performance and strategic alignment. Business leaders' project governance steering body can evaluate project relevance, value propositions, and emerging benefits. This method combines traditional governance approaches to benefits management.

Corporate governance and project governance coexist for better project management. Project CSFs, which are project life cycle elements applied to improve a project's success probability, are used by project governance models to create authority

structures, resource allocation processes, and project activity coordination (Joslin & Müller, 2016b). Furthermore, Joslin and Müller (2016a) proffered that due to public investment organizations' unique challenges, project governance introduces frameworks or governance models to the public-sector organizations that help with decision-making and project selection. Public sector project governance often means compliance, remediation, or regulation executed through stage-gate models (Samset, & Volden, 2016). Project governance best practices executed by project leaders lack focus, specificity, and authority without corporate governance. Corporate governance lacks efficient resource allocation, business drivers, and selection criteria without project governance. Therefore, project and corporate governance coexist with the help of project portfolio management.

Project portfolio management is a crucial business enabler in government, construction, and private industries and allows business leaders to effectively leverage project management maturity models. Private industry business leaders use project portfolio management to help with processes that will help update the strategy, mission, values, and vision drivers and keep projects aligned with organizational objectives (Backlund et al., 2014; Hyväri, 2014). Project management maturity models (PMMM) business leaders use a modular organizational model for process control to identify, demonstrate, and satisfy process management, enabling project management maturity (Pasian, 2014). Business leaders use PMMM assessments to yield numerous benefits for construction and engineering megaprojects and help find efficient working or enhancing project management development (Albrecht & Spang, 2014; Backlund et al., 2014).

However, unplanned or spontaneous endeavors are not systematic, nor are project management models instrumental because of the lack of value proposition (Backlund et al., 2014; Hjelmbrekke et al., 2014; Sanchez et al., 2017). Business leaders who establish project management processes encourage collaboration, planning, and stakeholder involvement, and the implications of project portfolio management impact large-scale government projects by identifying key benefits, promoting product service viability, establishing project management best practices, and pursuing non-financial interests (Patanakul et al., 2016; Rolstadas et al., 2014). PPM aligns a centralized project portfolio with its strategy implementation in the construction industry, but business leaders need more research about project-based business models in other sectors (Kaiser et al., 2015). In private industry, PPM business leaders carry out strategic goals in a coordinated and flexible way. Large-scale government projects require rigor and process to be successful. Construction projects are complex, lengthy, and high-risk. Construction business leaders receive assistance from understanding and enforcing PPM best practices when encountering expensive, dangerous, or political challenges.

The top-down management approach is applied to project portfolio management as senior management requests and requires better strategies. Business leaders can execute this application process through a centralized framework of project management methodologies, resources, and technologies coordinated and allocated to deliver top senior management objectives (Alketbi & Gardiner, 2014). Business leaders struggle with project selection and with adopting project selection criteria. Statistical analysis methods are one way to select projects within a portfolio. Researchers posit that fuzzy random

returns are a statistical method for conducting multi-objective portfolio selection (Li & Xu, 2013). Project management leaders describe maturity models as process or organizational. Whereas the organizational view delineates maturity as an enterprise's project management receptiveness, the process view integrates project and organizational processes into an integrated view (Nenni et al., 2014). PPM helps senior management in numerous ways, whether the management model is top-down or bottom-up, with the primary benefit being better project governance. Project success is attainable with effective project governance, and business leaders can better create organizational value.

Project Success

Practitioners usually measure project success by measuring or evaluating project results and benefits to the extent to which the project's overall goals and objectives were met. Joslin and Müller (2015) argued that researchers distinguish between project success and project management success. Ultimately, CSFs are deterministic during the project life cycle and improve project performance, although the extent to which CSFs help projects reach goals is still unclear (Joslin & Müller, 2015). Serra and Kunc (2015) also posited little agreement on a meaningful project success definition. Nevertheless, business leaders can realize benefits through benefits management, impacting strategy planning (Serra & Kunc, 2015).

Similarly, Badewi (2016) posited that business leaders could demonstrate stakeholder advantage by leveraging and intertwining benefits management and project management and adding value measures that are not output-based. Gomes and Romão (2016) argued that projects are a means of creating benefits and demonstrating value.

Business leaders use current trends to recognize the project's strategic importance for organizations determined to improve project performance (Gomes & Romão, 2016; Serra & Kunc, 2015). Zhao et al. (2018) agreed that the ultimate measure of project success is when business leaders meet the client's expectations. Project success correlates with CSF strategies and how KPI metrics meet business leader expectations. Stakeholder value and meeting stakeholder expectations are two CSF often considered the most important to project success. After completing a project successfully, leadership may respond with additional work and heightened trust in the team's credibility if the stakeholders' expectations are met.

There are many threats to project success. Employee turnover and the aftermath are considered failure threats to organizational project success. Project managers are vital resources for organizational project management, and their skills and knowledge are necessary for project success (Ekrot et al., 2016) instead of poor project management, which threatens project success. Projects fail for many reasons, which stakeholders hope to avoid. One method of detecting project success threats is to leverage project health checks (PHCs) to detect project failure in the first phases of a project and right-size by taking corrective actions (Kazemi & Andersen, 2014). In this way, business leaders use PHCs as early warning signs or triggers that allow the project to be corrected if business leaders see signs of failure (Kazemi & Andersen, 2014). Practitioners and academicians have compelling arguments and can prove that project failure in every region and discipline cost organizations thousands, even millions, annually, damage their reputation, digress strategies, and cause stakeholders to lose faith in project teams and their

management (Joslin & Müller, 2015). When managers measure CSFs and KPIs against established CSFs and KPIs, project failure can occur because of unmet expectations. Project leaders identifying threats sooner rather than later gives business leaders the advantage of taking corrective actions, turning the failed project around, and making remediations to garner trust.

As identified, CSFs are a topic that has received much research attention from practitioners and academicians. One CSF that business leaders often single out is the project manager's leadership style, particularly transformational leadership (Aga et al., 2016). Leadership style promotes project failure when the style is weak or negative or successful if the leadership style is healthy or positive. Since business leaders base project success on the evaluator's subjective perception, there could also be an understanding of the internal and external environment in which the project exists. When the project manager can identify the conditions, variables, management support, relationships, and project specificities, the project manager promotes organizational and project performance improvements (Berssaneti & Carvalho, 2015). Once practitioners reveal CSF details, business leaders can recognize problem symptoms, diagnosis, and best practice solutions for project success. Project complexity is a CSF basis for project success or failure expectations (Carstea, 2014). To combat project failures Joslin and Müller (2015) proposed leveraging methodology process best practices, including project management knowledge areas, tools, techniques, profiles, capabilities, and methods used during a project's life cycle from a central point. Since leadership style is another vital CSF, business leaders carefully select project leaders who are best suited for the role in

their organization rather than risk making a wrong decision. HR helps or partners with business leaders to help make hiring decisions. CSFs are beneficial to project success and business leaders who can level the playing field with CSF strategies across multiple divisions.

Construction projects present excessive uncertainty and complicated risks and are considered complex or megaprojects. The project decision-making processes can be adaptable to address complexity and change, which will promote project success opportunities (Giezen et al., 2015). Project success ambiguity may be primarily due to misunderstanding or disagreeing on objectives or goal misalignment. Rolstadas et al. (2014) proposed that depending on the project management approach project managers use, whether adaptive or prescriptive, the project organization's focus on CSFs increases success probability (Rolstadas et al., 2014). Project complexities often create the conditions for misunderstanding, inaccurate estimates, missed deadlines, and other project management challenges, all emerging from ineffective methods for managing complexities and threatening project success (Bakhshi et al., 2016). When business leaders consider significant complex project results efficiency, the quantifiers of earned value, which is performed work that created worth, and critical chain project management, a technique for estimating task completion, are quantitative methodologies that may improve project performance. Business leaders could have ameliorated project failure situations if benchmarking methodologies were in play (Iyer & Banerjee, 2016). According to Bakhshi et al. (2016), complexity is one of the essential project management topics, and expert project management institutions have opposing views

(Bakhshi et al., 2016). Complex, mega or large-sized project success requires business leaders to implement numerous CSFs to address risk ambiguity and goal misalignment. Project leadership can determine if CSFs are being met periodically for large and lengthy projects by conducting periodic health checkpoints.

Transition and Summary

Through an exhaustive investigation of research literature, I have provided research information to support traditional governance frameworks and how business leaders use BSC model KPIs to measure project success and create optimal conditions for future successful endeavors. Discussion of the project, program, and portfolio management frameworks and how ITSM project managers or work engagement managers leverage CSFs through portfolio management methodologies to implement best practices and deliver successful projects through strategic vision were included. As a result, business leaders can engage stakeholders, manage risks, and optimize project management capabilities by implementing CSF best practices. Section 1 of this study included the background of the problem, problem statement, purpose statement, nature of the study, research question, significance of the study, conceptual framework, operational definitions, assumptions, limitations and delimitations, the significance of the study, professional literature review and transition and summary. IT governance, which has gained popularity as a practical methodology for mitigating risks, realizing better ROIs, utilizing, and leveraging stakeholder support, responsibly addressing stakeholder expectations, and collaboratively managing the organization's resources, is included in the literature review. In Section 2, I discuss the study's purpose statement, my role as a

researcher in this study, participants, research method and design, population and sampling, ethical research, data collection instruments, data collection techniques, data organization techniques, and data analysis, reliability, and validity.

Section 2: The Project

Purpose Statement

The purpose of this qualitative multiple case study is to explore strategies ITIL business leaders use to successfully implement CSFs to improve organizational efficiency for project success. The participants were five ITIL business leaders from five businesses in the financial industry located in the Southwestern United States who have successfully implemented strategies to implement CSFs to improve organizational efficiency and project success. The findings from this study may contribute to positive social change by promoting better working conditions for process improvement workers, employment longevity, healthy working relationships, and job satisfaction leading to local organizations and community support for community improvement, ultimately benefiting citizens.

Role of the Researcher

I was the primary data collection instrument in this study. The qualitative researcher's role is to act as the primary data collection instrument for the data collection process by maintaining ethical guidelines (Yin, 2018). Marshall and Rossman (2016) posited that the researcher's role is facilitator and primary instrument for data collection. Marshall and Rossman (2016) also stated that the researcher's role is to construct the research focus, identify the research methodologies and designs, and foster relationships with research participants to gather, analyze, and report data. As the researcher in this qualitative study, I was responsible for data collection. A data collection instrument collects data about the analysis subject (Yin, 2018). Stenson and Holt (2018) posited that

the researcher's role often involves developing and improving best practices. Melbøe (2018) posited that the researcher's role is to restore and promote comprehensive research. As an IT governance professional for a financial institution, I implement standards, processes, and process improvements after evaluating the IT area with governance omissions or inadequacies resulting in overall program efficiency.

My experience as a senior IT governance professional was relevant to researching CSFs implementations within the financial organization. As a bank ITG vice president, I consider any industry pertinent to this research that leverages ITIL to manage and improve internal processes such as CSF strategies. My relationship with the professional field is that I have worked in the IT industry for over 36 years. My positions have progressed in IT leadership, technical instruction, and program management. I have been a member of PMI.org since 2004 and a project management professional (PMP) in good standing since December 2010. However, I have never been an employee of any of the organizations from which the participants were selected and have never worked directly with any of the study participants.

I considered whether bias influenced or distorted the study results. Yin (2018) concluded that researchers may already be familiar with the subject before conducting a study and may have preconceptions, leading to potential bias. Therefore, I stated my understanding of the topic to the participants to lessen potential bias and followed a strict interview protocol (see Appendix A). The interview protocol details how the interview process for this study was designed to be consistent for each participant because I read the same script and asked the same questions to each participant. To mitigate bias,

researchers should be mindful of their presumptions. Yin (2018) advised researchers to use an interview protocol to increase the data collection process's accuracy and reliability. Bias is anything that can distort, influence, or skew the study results (Galdas, 2017). I mitigated bias by avoiding presumptions about how the participants responded or about the data results before research analysis.

I was responsible for ensuring ethical standards and protecting participants' rights. Researchers use *The Belmont Report* of 1978 to understand guidelines for participants' protection and ethical treatment and give guidance to avoid researcher abuse and misuse (Office of the Human Research Protections (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Researchers also use *The Belmont Report* to understand ethical principles, including respecting humans or humane treatment, beneficence or maximizing benefits while minimizing risks, and justice or using careful procedures (Nicolaides, 2016). Therefore, I followed *The Belmont Report's* three basic principles of research involving human subjects: (a) protect the autonomy of participants by allowing each participant to speak freely during the interview, (b) follow the informed consent process by allowing the participants to agree to be interviewed and having them e-sign the consent form, and (c) treat all participants equally by asking the same questions and by not adding or taking away questions. Furthermore, to ensure participant confidentiality, per the National Institutes of Health procedures (*Belmont Report*) on appropriate research behavior and Walden University guidelines, I used codes to ensure the protection and confidentiality of each participant (viz., P01OrgA, P02OrgB, P03OrgC, P04OrgD, P05OrgE).

Participants

ITIL business leaders from IT departments in the Southwestern United States financial industry were selected as participants in this study. Qualitative researchers choose their participants based on their knowledge of the phenomenon, the ability to meet the researcher's objectives, and experience (Yin, 2018). Therefore, eligibility criteria were the basis for selecting participants in this study. The eligibility criteria in this study included participants who have managed or participated in a large or medium-sized project in the last year, belong to an ITIL organization, have been involved with CSF strategic implementations or use, IT governance frameworks, and use CSFs used as KPIs for performance measures. The participants also have professional membership in the ITIL group on LinkedIn.

I searched for participants by reaching out to ITIL business leaders on the LinkedIn website under the ITIL group. Bowen et al. (2014) argued that professional affiliation and shared associations create many eligible participants. Therefore, I contacted group members with the role of senior IT professional. I obtained the participants' email addresses, invited them to participate by an email invitation letter, and provided a detailed explanation of the purpose of the study, the data collected for intended use, and how the findings could be helpful to ITIL business. I built a rapport with the participants by being open, honest, and transparent about the study. By building trust and rapport, participants are more likely to show interest and participate in a research study (Yin, 2018). After the initial contact, I sent an email from my Walden account, including the study introduction and a link to the informed consent form.

Research Method and Design

Research Method

I used the qualitative methodology in this study. Qualitative methodology is necessary when exploring phenomenon through participant motivations and meanings of underlying motivations (Park & Park, 2016). A researcher can explore the phenomenon with a qualitative methodology by understanding people and their experiences. Also, with qualitative methodology, the researcher develops systematic interpretations to identify new theories, concepts, and conclusions (Fusch & Ness, 2015). Qualitative research involves understanding a phenomenon by investigating the experiences of a program or a group of people (Mohajan, 2018). The researcher can develop systematic interpretations to generate new theories or concepts using data collected from the qualitative investigation.

Quantitative researchers collect data using standardized questionnaires. Researchers identify numeric variables, measure, compare, and draw conclusions based on statistical testing of the hypothesis using a quantitative methodology (Rutberg & Bouikidis, 2018). In addition, researchers use standardized questionnaires to determine the relationships between variables and conclude by measuring variables and developing hypotheses (Molina-Azorin et al., 2017). However, numeric variables were not measured in this study; therefore, a quantitative methodology was not appropriate.

Mixed methods research was not appropriate for this study. Mixed and quantitative methods depend on hypotheses testing and validating the relationships between the phenomenon and the examined variables (Molina-Azorin et al., 2017).

Quantitative and mixed method researchers collect data using standardized questionnaires. Furthermore, mixed method researchers integrate qualitative and quantitative methods in the same study to provide a more empirical and intricate phenomenon research conclusion (Sparkes, 2015). Therefore, the qualitative methodology was suitable for this study, whereas a mixed method was not suitable.

Research Design

I considered three qualitative designs: case study, ethnographic, and phenomenological. A single case study design is a single set of outcomes evaluated with a lower certainty of occurrence (Yin, 2018). Using a case study research design, researchers can study a phenomenon by place and time (Alpi & Evans, 2019). A case study research design allows a methodical and comprehensive examination of a person, group, or organization (Nguyen et al., 2019). I used a multiple case study design for this study. Researchers use multiple cases to raise new questions focusing on what, how, and why outcomes might have occurred for higher certainty (Yin, 2018). In contrast to single-case designs, researchers use multiple case studies when the participants are from multiple organizations (Hammersley, 2017). A multiple case study is appropriate for this study because I explored five ITIL business leaders' strategies to implement CSFs to improve organizational efficiency and project success.

The ethnographic design was another design I considered. With the ethnographic design, researchers explore participants' cultures, social constructs, or intact cultures through a level of immersion in the participants' environment to understand a phenomenon without place and time boundaries (Cypress, 2018). Researchers use the

ethnographic design to analyze human social perspectives and experiences based on anthropology foundations (Ingham-Broomfield, 2015). Researchers become engaged in the participant's culture using in-depth research methods (Nguyen et al., 2019). I did not choose an ethnographic design because I investigated a phenomenon with place and time boundaries.

I also considered the phenomenological research design. Researchers explore the lived experiences of the study participants with the phenomenological design (Cypress, 2018). Researchers use the phenomenological design to investigate phenomenon meaning in the participants' context, including their world and consciousness, based on their recollection, depictions, and meanings (Davidsen, 2013). Phenomenological designs are helpful when little information is readily available about the phenomenon (Mohajan, 2018). However, neither phenomenological nor ethnographic designs were appropriate for this study because I did not study participants' lived experiences or a broad culture of individuals.

As part of the qualitative multiple case study design, I continued collecting data until I reached data saturation. Tran et al. (2017) held that data saturation occurs when data input from multiple participants no longer changes the researcher's understanding concept. Data saturation occurs when the researcher fails to identify any new (a) themes, (b) categories, (c) insights, or (d) perspectives for coding (Caretta & Pérez, 2019). Tran et al. (2017) also revealed that conducting repetitive interviews and member checking are ways a researcher can reach saturation. Data saturation is achieved once a researcher has

no repeated data (Lewis, 2015). I used multiple data collection techniques to reach data saturation, including semistructured interviews and company literature reviews.

Population and Sampling

I used purposive sampling to select five study participants in this qualitative multiple case study. I selected participants who could answer the research question based on whether the participant has managed or participated in a large or medium-sized project in the last year, belonged to an ITIL organization, has been involved with CSF strategic implementations or use, has used IT governance frameworks, and has used CSFs used as KPIs for performance measures. In addition, the participants had professional membership in ITIL-related groups on the LinkedIn network. The carefully selected eligible business leaders included ITIL business leaders from IT departments in businesses in the Texas financial industry in the Southwestern United States. The participants were eligible to participate because they had successfully implemented CSF strategies to improve organizational efficiency, knew project success or failure, and had professional membership in ITIL-related groups in the LinkedIn network under the ITIL group.

I used a purposive sampling method to select ITIL business leaders who meet the eligibility criteria. Qualitative researchers use purposeful sampling to identify and select individuals or groups who know to answer the research question and are particularly experienced with the phenomena (Palinkas et al., 2015). Purposeful sampling is appropriate when researchers need to provide relevant data instead of random samples for statistical analysis (Palinkas et al., 2015). According to Palinkas et al. (2015), researchers

use purposeful sampling in qualitative research to identify a sample by selecting information-rich participants based on participants' experience, willingness, knowledge, and communication ability regarding the study topic. Winter and Collins (2015) explained that a small sample size provides a helpful perspective for a research study's context. Marshall and Rossman (2016) further advised focusing on the data quality instead of the quantity. I used purposive sampling to select five ITIL business leaders who meet eligibility criteria. This population aligns with the research study, and participants may have experience implementing CSF to improve organizational efficiency. However, project management experience is not a success predictor (Hoxha & McMahan, 2018). Purposive sampling was the most suitable sampling method for this study because I explored the strategies used by ITIL business leaders to implement CSFs to improve organizational efficiency and project success.

I ensured data saturation by interviewing five ITIL business leaders from five financial organizations for my study. Researchers ensure that no new themes, data, or information are revealed with data saturation in qualitative research (Tran et al., 2017). Palinkas et al. (2015) posited that data saturation is reached when no new substantive data is collected. If any participant responds with a new theme or information, I increased the number of participants to achieve data saturation. I ensured data saturation by reviewing and analyzing the collected data until there were no new (a) themes, (b) thematic definitions, (c) categories, or (d) coding based on the participants' responses. Data saturation is the point in research where no new evidence emerges (Guest et al., 2016). The participant number does not ensure data saturation; however, failure to reach

data saturation will impact research quality (Tran et al., 2017). Fusch and Ness advised that even when researchers use a small sample size in a qualitative study, researchers can reach a point where there are no new themes, data, or information to reveal. Although researchers use a large sample size in a qualitative study, researchers are not guaranteed to reach a point where there are no new themes, data, or information to reveal. A small sample size will allow the researcher to reach saturation more quickly (Guest et al., 2016).

Additionally, researchers use member checking for follow-up interviews, allowing the researcher to take ideas back to the participants to elaborate further or validate ideas (Harvey, 2015). Therefore, I performed member checking to clarify my perspectives and views of the participants' responses. Member checking was one way I ensured the study's credibility.

I conducted interviews at the participants' convenience. Doody and Noonan (2013) advised researchers to conduct interviews in a comfortable, interruption-free, safe, and convenient setting to the participant. Robinson (2014) reminded researchers to set the study tone for the participants' interview by providing a comfortable, interruption-free setting. In addition, according to Robinson, when the interview proximity is convenient to the participants, each may be more willing to participate. I conducted the interviews using Zoom (https://zoom.us/) to adhere to social distancing restrictions and ensure participant comfort and COVID-19 limitations.

Ethical Research

In qualitative studies, researchers need to maintain high ethical standards to protect participants' well-being for the entirety of the research study. Sometimes researchers may inadvertently have selective hearing during interviews and unintentionally inflect bias on the research and diminish the study's literary value (Yin, 2018). To fully understand the research question and agree to be a participant, administering a consent form allows participants to participate, receive information about the study, and acknowledge and document their participation consent (Adams & Miles, 2013). The consent form attested to their agreement to be a participant. The participant could withdraw from the study at any point in the study's process by contacting me by phone, email, or text, and I immediately honored their desire to withdraw by responding by phone, email, or text to confirm their participation withdrawal. To ensure adequate ethical protection of each participant, I followed the protocols and guidelines in *The Belmont Report* (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Guidelines include participant respect, research study participation consequences and benefits explanations, and the value of participant cooperation. I explained the participation extent, potential risks of harm, and their right to withdraw. Researchers can use incentives for participant recruitment (Grant & Sugarman, 2004). I explained to the participants that there are no incentives for participating.

I stored the research data files, including informed consent forms, notes, logs, interviews, and transcriptions, on an encrypted password-protected file on a thumb drive

and stored the thumb drive in a file cabinet in my home office for five years. I alone have a key. Researchers use specific folder types, naming convents, and dates in a secure file storage location to organize raw data (Nowell et al., 2017). After five years, I will destroy all data collected in every format, including interview transcriptions and company public documents, by deleting the data using DBAN data wiping software and physically destroying the thumb drive with a hammer. In addition, I will shred any hard copies using a reputable paper documentation shredding facility. To ensure participant confidentiality, I saved each recording using a pre-assigned alphanumerical number, P01OrgA, P02OrgB, P03OrgC, P04OrgD, P05OrgE. The primary function of the IRB was to enforce the participants' rights (Miracle, 2016). The IRB approval number for this study is 02-09-22-0179840.

Data Collection Instruments

I was the primary data collection instrument using semistructured interviews to collect data about the CSFs strategies ITIL business leaders use to improve organizational performance. In qualitative research, one-on-one interviews are the most common data collection method to obtain richer data and validate research findings (Kegler et al., 2019). Researchers using a semistructured interview aim to garner participants' insights and perspectives regarding a phenomenon under study (Mohajan, 2018). Researchers use data collection instruments to measure a study's phenomenon and provide and collect information insights (Kegler et al., 2019). In addition, researchers use the data collected from interviews to analyze the participants' personal experiences and perspectives (Kegler et al., 2019). This study's data collection technique consisted of semistructured

interviews using an online tool such as Zoom (due to COVID-19 restrictions) with follow-up member checking to garner additional feedback. I also collected archival company documentation by visiting the participants' company websites. After each interview, I listened to the recording and took more thorough notes during this recording review to remain attentive during the interview without overly focusing on taking notes.

As defined in the interview protocol (see Appendix A), semi-structured interviews were used to collect data from five ITIL business leaders. I reviewed archival company documents from the participant's company website relevant to the research question. Wagstaff and Williams (2014) used semistructured interviews to observe and access participants' views and experiences. R. Müller et al. (2015) used semistructured interviews to collect data from participants about implementing internal processes as organizational enablers (regulative, normative, and culture-cognitive). According to Hanson et al. (2011), researchers use semistructured interviews to create a conversation framework and serve as a guide to ensure all relevant topics are discussed. Next, I introduced the topic and asked the participant if they had any questions, answered their questions, and finished the engagement by conducting the interview. I described the interview protocol, including the interview script, interview questions, and closing remarks.

The reliability and validity of the instrument were enhanced through member checking. Qualitative researchers review documents other than the interview data collected as a valuable way to support their primary data (Yin, 2018). Lewis (2015) posited that a documentation review allows researchers to corroborate participant data.

With member checking, credibility is ensured through accuracy validation and recorded experiences soundness (Thomas, 2017). Therefore, I used member checking to return to the participants to validate the information gathered during the semistructured interviews and interpretations by reviewing the interview summary. In addition, I scheduled a 30-minute follow-up call to record the participants using Sony digital recorder device. This call with each participant was for member checking to review the interview summary to ensure the study's credibility and help mitigate bias. Researchers can mitigate bias by validating participant experiences and perspectives and confirming the accuracy of the recording (Thomas, 2017). Therefore, bias was mitigated by validating and confirming the accuracy of the recorded participant perspectives and experiences through the interview summary review.

Data Collection Technique

I used data collection methods to strengthen the quality of the study. Researchers use data collection techniques in qualitative research to gather, analyze, and produce knowledge about a particular topic (Anselmi et al., 2017). According to Yin (2018), data collection techniques acquire, analyze, and create knowledge while researching and collecting information about practitioners' performance. Several techniques are used in qualitative research, including semi-structured interviews, direct observations, documentation, archival records, participant observation, and physical artifacts (Yin, 2018). Yin (2018) reminded researchers to locate research data from multiple sources. I used semi-structured interviews as my primary data collection method. Researchers favor semistructured interviews as a data collection method because of the simplicity of

organizing and conducting interviews (Anselmi et al., 2017). Another advantage of semistructured interviews is flexibility in obtaining the participants' perspectives and opinions. Disadvantages to semistructured interviews include the researcher's potential loss of the interview process and relying on the interviewee's information recall (Anselmi et al., 2017). The secondary data collection method was a company documentation review. Company documentation review is a research method that allowed me to collect information about the participant's company ecosystem. I conducted semistructured interviews and documentation reviews in my study to achieve qualitative research methods and the interview objectives. Researchers use qualitative research methods to achieve interview objectives.

In this study, I used semistructured interviews as my primary data collection source and company documents review as my secondary source. Semistructured interviews encourage the researcher to obtain thick and rich participants' experiences descriptions (Yilmaz, 2013). Doody and Noonan (2013) identified that researchers' advantage of using semistructured interviews is the opportunity for participants to express their viewpoints. Participants' experiences and descriptions might help me understand ITIL business leaders' strategies to implement CSFs to improve organizational efficiency and project success. According to Zin et al. (2012), researchers semistructured interviews were used to successfully obtain participants' responses to business leaders' CSF strategies to implement the BSC model. Business strategists use the BSC model to determine and define CSFs measurement criteria and KPI metrics through IT organizational governance models. Yin (2018) advised that an interview

protocol can improve the interview process. The interview protocol in this study (see Appendix A) consisted of welcoming the participant, reading my script, and asking the eight open-ended questions in the same order.

I interviewed the ITIL business leaders about using CSFs to improve organizational efficiency and project success. There are advantages and disadvantages to using semistructured interviews as a data collection method. According to Rowley (2012), one advantage of conducting interviews is data collection ease which occurs by interviewing the participant and collecting the responses, which helps the researcher understand experiences, opinions, attitudes, values, and processes. In addition, Rowley (2012) posited that study participants might be more receptive to an interview than any other data collection technique. On the other hand, according to Jamshed (2014), the disadvantages of interviews include participant time constraints, and the participants may feel hesitant to talk about challenging issues.

I asked the participants to allow 30–45 minutes to complete the initial interview as per IRB. During a semistructured interview, researchers' challenges include taking notes and building trust while maintaining eye contact, showing empathy, listening carefully, and remaining neutral (Doody & Noonan, 2013). During each interview, I recorded the participants' responses to the same questions read to analyze the recorded responses systematically. In addition, I used member checking to ensure data credibility and trustworthiness and share my interview summary with the participants upon the interview completion. Member checking permits the researcher to enhance validity and reliability (Caretta & Pérez, 2019).

Furthermore, according to Caretta and Pérez (2019), member checking allows the researcher to validate and elaborate research categories by sharing the results with the research participant. I validated the data collected during the semistructured interviews and allowed the participants to make any required adjustments. Researchers use member checking, which includes various techniques, including an interview summary which is a way to provide the interviewee with an abbreviated version of the recorded transcript (Birt et al., 2016). I prepared an abbreviated summary of each of the participants' interviews. Then, two or three days after the interview, I scheduled a 30-minute phone call follow-up session with each participant via an email invitation, including my interpretation summary of their responses. The interview summary allowed the participant to review, correct, and confirm my interpretations of their responses as accurate.

I reviewed company documents such as relevant quarterly publications, blogs, social network websites, financial statements, mission statements, public company documents, and strategic plans. Qualitative researchers review documents other than the interview data collected as a valuable way to support their primary data (Yin, 2018). Lewis (2015) posited that a documentation review allows researchers to corroborate participant data. Qualitative researchers review documents other than the interview data collected as a valuable way to support their primary data (Yin, 2018). Lewis (2015) posited that a documentation review allows researchers to corroborate participant data

As I reviewed the documents, I analyzed the data in each document. Documentation review along with semistructured interview are data triangulation

methods, and I used both the semistructured interview data and the company document analysis data to conduct data triangulation in this study

Data Organization Techniques

I conducted a documentation review to corroborate the participant data. I also reviewed company documents such as relevant quarterly publications or blogs, social network website publications, financial statements, mission statements, public company documents, and strategic plans. Reviewing five members from five organizations' company documentation allowed me to conduct triangulation and further achieve dependability in my study. Effective tracking of research activity can occur with file and document management and categorization of collected data and ensure easier retrieval (Cronin, 2014). Qualitative researchers review documents other than the interview data collected as a valuable way to support their primary data (Yin, 2018). Lewis (2015) posited that a documentation review allows researchers to corroborate participant data. I saved the electronic recording file on a password-protected thumb drive to organize and track the data collected from the interviews in this qualitative case study. To ensure participant confidentiality, I saved each recording using a preassigned alphanumerical number, P01OrgA, P02OrgB, P03OrgC, P04OrgD, P05OrgE. Protecting the participants' confidentiality is a vital researcher's responsibility (McLaughlin & Alfaro-Velcamp, 2015). Doody and Noonan (2013) advised that when the researcher records and transcribes an interview, the researcher can view the participant's responses. Yin (2018) reminded us that qualitative researchers reduce data interpretation errors by immediately

transcribing after an interview. Therefore, I transcribed each interview within 24 hours after the interview.

I created one folder for each participant labeled P01OrgA, P02OrgB, P03OrgC, P04OrgD, P05OrgE, and the contents of that folder contained (a) the audio recordings, (b) the interview transcripts, (c) the member checking interpretation summaries and responses (d) the signed consent form, (e) a scanned picture of handwritten notes and, (f) any relevant company information, including performance reviews, org charts, news articles. I stored the research data files, including informed consent forms, notes, logs, interviews, and transcriptions. I stored all data collected on an encrypted password-protected file on a thumb drive and stored the drive in a file cabinet in my home office for five years. I alone have a key. Researchers use specific folder types, naming conventions, and dates in a secure file storage location to organize raw data (Nowell et al., 2017). After five years, I will destroy all data collected in every format, including interview transcriptions and company public documents, by deleting the data using DBAN data wiping software and physically destroying the thumb drive with a hammer. Finally, I will shred hard copies using a reputable paper documentation shredding facility.

Data Analysis

The multiple sources were semistructured interviews, member checking, and methodological triangulation in this data analysis. Anney (2014) described methodological triangulation as a typical case study design method that uses different sources of evidence. Researchers transcribe interviews and organize relevant data into themes (White et al., 2012). Doody and Noonan (2013) reminded us that taking notes

may distract the researcher from listening actively, participating, or probing the participants' responses. By using semistructured interviews, member checking, and methodological triangulation, I expect to enhance the validity and reliability of the study.

After following up on member checking, I transcribed the interview responses, developed codes and patterns of data, identify themes from the participant interview data and corporate documents. Data analysis, including exploring and interpreting data that identifies the study topic, allows a researcher to uncover themes that answer the research question (Yin, 2018). Yin (2018) used thematic analysis, which is a five-step logical and sequential process for qualitative data analysis: (a) compiling data, (b) separating data into groups, (c) reassembling data into themes, (d) interpreting the data, and lastly, (e) concluding the data. Researchers identify themes and ideas from participant interviews to answer the research question through data analysis (Davidson et al., 2016). I disassembled the data into coded themes, phrases, or data similarities. Then, I reassembled the analyzed data to interpret the themes by aligning it with the research question. Once the participants have reviewed the transcriptions. I used Microsoft Word to organize and code the transcription data and NVivo software (Version 12) to sort and analyze the data. I used an alphanumerical coding system to safeguard participants' confidentiality (i.e., P01OrgA, P02OrgB, P03OrgC, P04OrgD, P05OrgE). I first organized the validated word documents. Next, I used a Microsoft Excel spreadsheet to classify, code, sort, and analyze the word document data. Finally, I used the excel spreadsheet to correlate the themes to my study's conceptual framework and research literature. Qualitative software helps a researcher facilitate analysis and data management

resulting in a rigorous process (Ishak & Bakar, 2012). I used the Microsoft Office suite software applications, Microsoft Word and Excel, to analyze the collected data.

Reliability and Validity

Reliability

Since quality was vital to qualitative research, I considered quality the key to this study and ensured quality throughout my research. Reliability occurs when researchers have enhanced dependability through interview question validation, member checking of data interpretation, or a pilot test. In a qualitative study, reliability represents trustworthiness and is parallel to dependability (Castleberry & Nolen, 2018; Zachariadis & Barrett, 2013). According to Harvey (2015), participants can review the researcher's interview interpretation and provide any required changes, improving study dependability.

I established reliability to determine participant dependability within this study. Cronin (2014) compared credibility, dependability, confirmability, and transferability to trustworthiness. According to Yilmaz (2013), researchers should apply systematic data collection, triangulation, and audit trail strategies to create trustworthiness. Yin (2018) advised using triangulation to achieve study dependability. To determine dependability, I used member checking so that participants could review my data collection interpretation and validate my interpretation of the data or make the required changes. I also reviewed company documents such as relevant quarterly publications or blogs, social network website publications, financial statements, mission statements, public company

documents, and strategic plans to conduct triangulation and further achieve dependability in my study.

Validity

I established validity with this study to validate the findings of this study. Establishing validity reflects how well the researcher observes and reflects on the research phenomenon (Grossoehme, 2014). In addition, according to Wahyuni (2012), credibility, transferability, and confirmability are equivalent to internal and external validity (Cronin, 2014). Therefore, I addressed each topic, including credibility, transferability, confirmability, and data saturation.

Credibility

I ensured credibility by requesting additional clarifications during the interview and summarizing the participants' responses to verify accuracy. Credibility refers to the researcher's confirmation that the study results are reliable, accurate, and representative of participants' responses (Venkatesh et al., 2013; Wahyuni, 2012). In addition, methodological triangulation enhances credibility by the researcher collecting data from different sources (Caretta & Pérez, 2019). I sent each participant my interview summary for member checking via email, allowing five days for review and responses to enhance credibility. In addition, I scheduled follow-up interviews by contacting the participants by phone and email within 48 hours after the five days as needed to clarify and ensure validity. Member checking allows the participant to verify and validate the interviewees' statements' accuracy and allows the opportunity to correct anything inaccurate (Caretta & Pérez, 2019).

Transferability

I provided detailed descriptions of the study participants with thick descriptions and conclusions about the research process, data collection, context, and final results. In qualitative research, transferability is how the researcher transfers findings to similar research situations with other respondents while preserving inferences and meanings (Anney, 2014; Houghton et al., 2013). If the researcher has omitted vital information, Robinson (2014) advised increasing the sample size to enhance the researcher's findings' transferability. Researchers using thick descriptions can provide conclusions about the research effectiveness process, data collection, research context, and the results (Anney, 2014).

Confirmability

To achieve confirmability, I maintained neutrality without bias by acknowledging that multiple viewpoints exist, but I did not allow my personal experiences or viewpoints to distort the research findings. A researcher maintains confirmability by maintaining neutrality by ensuring the data presented from responses and findings do not result in the researcher's bias (Castleberry & Nolen, 2018; Yilmaz, 2013). In addition, Yilmaz (2013) ascertained that peer debriefing ensures researchers allow the opportunity to reflect on the participants' experiences. Confirmability refers to the researcher maintaining neutrality by ensuring that the data presented from responses and findings do not result in bias (Castleberry & Nolen, 2018; Yilmaz, 2013). I ensured confirmability by preparing an interpretation of the collected data and performing member checking with each participant.

Data Saturation

I achieved data saturation when no new themes emerged from the ITIL business leaders' interviews who have implemented CSFs in their organizations. Qualitative researchers achieve data saturation when no new themes or ideas occur from the interviews (Anney, 2014) until there is no new information to uncover (O'Reilly & Parker, 2013). Therefore, I conducted data collection using semistructured interviews. I asked the participants to clarify their responses during the interview by using follow-up questions to achieve data saturation. In addition, I methodologically triangulated the data by using more than one data source, specifically reviewing company information and interviews. The company information includes relevant quarterly website publications or blogs, social network website publications, mission statements, and public company documents from the company website. In this way, I conducted methodological triangulation to achieve data saturation, and I asked the participants to clarify their responses during a member checking session to achieve dependability in my study and strategic plans.

Transition and Summary

In Section 2, I detailed the study's purpose statement, my role as a researcher in this study, participants, research method and design, population and sampling, ethical research, data collection instruments, data collection techniques, data organization techniques, and data analysis, reliability, and validity. Next, in Section 3, I present the study findings, application to professional practice, and social change implications.

Finally, Section 3 includes my recommendations for further research, reflections on my doctoral study journey, and conclusions from the study.

Section 3: Application to Professional Practice and Implications for Change

The purpose of this qualitative multiple case study was to explore strategies ITIL business leaders use to successfully implement CSFs to improve organizational efficiency for project success. Participation consisted of five ITIL business leaders from five businesses in the financial industry located in the Southwestern United States who had successfully implemented strategies to implement CSFs to improve organizational efficiency and project success and served as the geographical pool for the purposely selected participants. Data included semistructured interviews, journal notes, and participant documents, specifically relevant quarterly website publications or blogs, social network website publications, mission statements, and public company documents from the company website related to CSFs strategies in their organizations. I also included member checking notes to support the data collected.

In Section 3, I include a thematic presentation of the findings. Business leaders' use of CSF strategies and ways CSF strategies benefited organizational performance were used to form the themes in this study. In this section, this study's findings are tied to the literature review, conceptual framework, applications to professional practice, implications for social change, recommendations for action, and recommendations for further research.

Presentation of the Findings

Semistructured interviews were conducted with ITIL business leaders of five financial organizations using Zoom to answer the overarching research question for this study: What strategies do ITIL business leaders use to implement CSFs to improve

organizational efficiency for project success? I transcribed and coded the semistructured interviews using NVivo transcription and coding software tools. During a semistructured interview, researchers take notes, listen carefully, and remain neutral (Doody & Noonan, 2013). Field notes were typed in Microsoft Word to add to the data collection. Four themes emerged after the data analysis: organizational performance, CSF metrics, risk, quality, and business developments. Through the study's findings, I discovered that business leaders in financial industries use CSFs to identify processes that require continuous enhancements to improve organizational performance. To fully understand project management failure or CSFs, business leaders may probe influential factors prior to project failure or success (Montequin et al., 2014). Subthemes that emerged under organizational performance were customer satisfaction, team development, and retention. The subthemes supporting risk were scope creep and earned value. The subtheme supporting quality was strategy and metrics. Finally, the subthemes that emerged for business development were incremental change and alignment.

Participant names and organization names were replaced using codes (viz., P01OrgA, P02OrgB, P03OrgC, P04OrgD, and P05OrgE), and I recorded their qualifications to participate. Each of the five participants participated in semistructured interviews, member checking, company documentation review, and my field notes. Doody and Noonan (2013) identified that researchers' advantage of using semistructured interviews is the opportunity for participants to express their viewpoints. In addition, participants' experiences and descriptions helped me understand ITIL business leaders' strategies to implement CSFs to improve organizational efficiency and project success.

Braun and Clark (2006) revealed the six steps of the thematic analysis as (a) data familiarizing, (b) initial code generation, (c) emerging themes search, (d) theme identification review, (e) theme definition and naming, and (f) creating an output report. I transcribed the interviews and then systematically analyzed the data using Braun and Clarke's six phases of thematic analysis by identifying emerging themes and keywords using a Microsoft Excel spreadsheet to collect each participant's responses to the eight questions as NVivo auto-code output. After collecting and analyzing the data, I used the transcriptions to create interview summaries and presented both the transcript and transcript summary to the participants during member checking. Researchers transcribe interviews and organize relevant data into themes (White et al., 2012). Next, I uploaded each transcription into NVivo and selected the software option to auto-code each participant's responses to identify common concepts, keywords, and phrases. Finally, I created the themes by analyzing NVivo's participant auto-code output for repetitive keywords, which were listed, and color-coded in a diagram from most repetitive to most minor or no repetition.

The emergent themes were compared to the literature review and conceptual framework to ensure reliability. The interviews' linkage between organizational performance and the BSC conceptual model was evident because the emerging themes and subthemes all tied back to the BSC. The themes tied back to the BSC model as a performance measurement tool business leaders leverage to measure tangible and intangible assets and focus on long-term success in four areas, financial, customer, learning, and growth. Emergent themes and subthemes are all tied back to these four

areas. Because the BSC is widely accepted, new software packages support BSC as an organizational performance management system (Pierce, 2022). New research in the presentation of my findings also supports this study's discoveries of ways to improve organizational efficiencies through CSF strategy implementation, which ties to the BSC conceptual framework.

Theme 1: Organizational Performance Management – CSF Metrics

The first theme was measuring organizational performance management through CSF metrics and KPIs. Business leaders can improve organizational performance using CSFs. The findings from this theme included two subthemes, which are tenets of the BSC model: (a) customer satisfaction and (b) team development. I ensured theme validity in participants' responses by conducting participant member checking and reviewing company documents and content on the organization's website. In a study about a bank's finance division's internal processes, Gooneratne and Hoque (2021) agreed that senior managers' performance results were threatened by financial indicators alone, and banks lacked helpful information to measure performance across all units. Mohamad et al. (2017) argued that organizations could adopt specific KPI CSFs to measure or quantify internal processes because KPIs are indicators used with BSC model implementation. I ensured theme validity in participants' responses by conducting participant member checking and reviewing company documents. P01Org1 remarked, "Having a strategic vision to improve efficiencies and deriving results through developing a success culture through KPIs and we started also tying certain things that would help us see what that

success looks like." P2Org2 added, "We ensure ROI and agility as success drivers for automation projects."

In the study's literature review, I discussed how financial metrics, such as KPIs, do not always yield a strategic direction or people focus. For example, Gooneratne and Hoque (2021) discovered that when a bank division focused on quantitative financial indicators such as revenues, profit, return on assets, and return on equity, there was no focus on achievements and their penalties for underachievement. P03OrgC stated,

> Well, for me, it is a steppingstone in exactly the right grounds and the foundation to actually set the metrics in terms of your KPIs or key performance indicators. So without those, we would not know what success would look like. So we set those criteria from the beginning. It's not based off of any data, per se, but it's just basically based off of our expertise. But that critical success factor lays the foundation to set your key performance indicators.

ROI is a widely recognized business profit metric. Over 50% of large organizations have an ROI in IT using the BSC model (Yancy, 2017). However, P2Org2 warned, "There is a consequence due to not measuring ROI." The BSC model is a valuable lens for identifying and exploring ITIL managers' strategies to improve organizational performance. The BSC provides a method for focusing on internal processes and how business leaders use these results identified in this study, including customer satisfaction, team development, strategic vision, agility, return on assets, and ROI to improve organizational performance.

Customer Satisfaction

The first subtheme to emerge under Theme 1: Organizational performance management: CSF metrics was the CSF customer satisfaction. P04OrgD claimed, "Customer satisfaction was beneficial as a CSF measure of profits and subsequently built employee morale." P04OrgD continued, "We were able to see significant financial savings in the form of cost reduction and increased customer satisfaction as a result of this, like everyone was on the same page." Amer et al. (2022) claimed that the first generation of the BSC was leveraged to assess financial, learning and growth, process, and customer perspectives and that the process flow of the cause-and-effect relationships ends with the customer. Project success or failure depends on various CSFs, including customer, time, project environment, and project management, and CSF models fall into three categories because business leaders need a strategy to judge project success or failure (Rodriguez-Segura et al., 2016). Rahayu et al. (2022) defined nine KPIs for performance improvements: cost, time, customer satisfaction, quality, team, change, material, and labor safety. Rahayu et al. agreed that, when using the BSC to measure managerial performance, customer satisfaction is a core requirement of improving organizational performance because the BSC is goal- and action-oriented. Most scorecard methods are holistic assessment approaches for business leaders leveraging outcome metrics; therefore, benefits are only available after assessment, which can only help future endeavors.

Team Development and Retention

The second subtheme under Theme 1: Organizational performance management – CSF metrics was team development and retention. Organizational team development opportunities have a positive impact on team morale. P04OrgD discussed both team development and retention as CSFs and stated that "team morale coincides with the belief that when individuals feel part of a winning team and feel part of an organization that cares about their success and future, they can translate their confidence into a quality work product."

The BSC helps organizations with continuous process improvements. Owais (2021) argued that the BSC performance management system is a continuous process of measuring, identifying, and developing teams, subsequently aligning performance with strategic goals, and that the BSC is a systematic process for improving organizational performance Rahayu et al. (2022) defined nine KPIs for performance improvements: cost, time, customer satisfaction, quality, team, change, material, and labor safety. Business leaders who use BSC methods use a holistic assessment approach when leveraging outcome metrics, and therefore benefits are only available after assessment, which can help future endeavors. Sanchez et al. (2017) theorized that certain elements, including project manager characteristics, team formation, project components, and portfolio selection, had a bearing on project success. Elements such as project manager characteristics, team membership, and portfolio support are organizational enablers that help business leaders succeed. Rahayu et al. agreed that the BSC makes it possible to assess managerial performance, and proper BSC practices could increase customer

satisfaction and retention. One of the CSFs that P04Org4 spoke about was retention, stating that, unfortunately, “due to the pandemic, retention was the CSF we struggled with.” According to P05Org4 and P01Org1 (i.e., 40% of the sample), the pandemic had a detrimental impact on employee and customer retention and hurt employee retention, with many employees opting to leave their companies.

Theme 2: Risk Reduction

The second theme to emerge was risk reduction. By reducing or intercepting risks or preventing them from occurring, organizations have more opportunities for project success. In the literature review, I discussed how business leaders could use models, frameworks, or governance to analyze the collected project data for different projects, project managers, or project teams for successful risk management. Business leaders could use an organizational model to manage and curtail associated risk while enhancing value since IT practitioners connect IT to value prospects and risk allocation (Alreemy et al., 2016). P05OrgE indicated that leadership, management planning, and prioritization of the work resulted in more efficient resource utilization. P05OrgE remarked, “so that people and time could result in targets and goals defined ahead of time.” By reducing resource constraint schedule risks, organizations can benefit from onboarding resources when needed, and the resources will be ready to complete the work on time without delays. P02OrgB acknowledged management as a key CSF strategy and improved the organization’s ROI. P02Orgb stated, “there are many separate parameters, especially the schedule, performance index, cost performance index, quality indexes, analysis and metrics that we measure, and risk is measured through risk scores.”

Business leaders use the BSC to measure organizational benefits and value. A BSC model helps stakeholders connect IT benefits to organizational value, address traditional management deficiencies, and reduce risks with CSFs. ITG, as a subset of corporate governance, delivers organizational value through methodologies, frameworks, and best practices that leaders use to attempt to manage risks (Wilkin et al., 2016). When there is management commitment, one of the main selling points of the BSC management system is that it is very adaptable and can be used to reduce risks in many sectors, such as banking, airlines, government, and healthcare (Pierce, 2022). As a result, ITG business leaders can deliver their strategic IT objectives, manage IT risks, and foster ways to create organizational value in its best interest (Lunardi et al., 2014). Business leaders deriving CSF benefits rely on the organizational structure to disseminate value statements and how CSFs reduce overall risks.

Scope Creep

The first subtheme to emerge under the theme of risk was scope creep. P02OrgB and P05OrgE considered scope creep a barrier and risk to project success. Nontraditional strategies for business leaders to measure project success are gaining popularity. The traditional way to measure project success has been through the iron triangle, budget, schedule, and scope/quality (Zhao et al., 2018). However, Zhao et al. (2018) posited that the iron triangle metric had garnered industry disdain as a realistic project success standard. Organizations rely heavily on IT projects to bring value to the parent organization, and project success translates to market success (Sanchez et al., 2017). Sanchez et al. (2017) theorized that certain elements, including project manager

characteristics, team formation, project components, and portfolio selection, all had a bearing on project success. Reda (2017) agreed that a more scalable or agile approach would eliminate scope creep. Instead of waterfall models, business leaders can use nontraditional strategies instead of the traditional (i.e., scope, schedule, budget) for measuring project success, which is realistic and more agile.

Earned Value

The second subtheme to emerge under the theme of risk was earned value. P02OrgB stated, "Business leaders conducted earned value management to measure ROI through portfolio management." When business leaders consider significant complex project results efficiency, the quantifiers of earned value, which is performed work that creates worth, and critical chain project management, a technique for estimating task completion, are quantitative methodologies that may improve project performance. Business leaders could have ameliorated project failure situations if benchmarking methodologies were in play (Iyer & Banerjee, 2016). According to Bakhshi et al. (2016), complexity is one of the essential project management topics, and expert project management institutions have opposing views. Complex, mega or large-sized project success requires business leaders to implement numerous CSFs to address risk ambiguity and goal misalignment. Project leadership can determine if CSFs are being met periodically for large and lengthy projects by conducting periodic health checkpoints.

Theme 3: Quality

The third theme to emerge was quality. In the literature review, I identified the relationship between corporate values, such as quality and CSF. Though Gupta and Salter

(2018) identified the relationship between corporate culture values and the BSC model, Kaur and Sharma (2015) recognized TQM CSFs to improve quality. The paradigms of TQM and CSFs have similar results for organizational performance (Kaur & Sharma, 2015). Therefore, the TQM approach has been recognized instead of the BSC model for gaining a competitive advantage by concentrating on process outcomes. However, Reda (2017) believed that the dimensions of BSC business and quality assurance processes converge. P04OrgD was adamant about the belief that achieving quality objectives impacted the organization's performance using quality CSF measures. P04OrgD said, "...Quality was a focus of leadership and the employees who wanted to know how they were doing within the organization". P04OrgD stated that "employee quality results empowered the employees and kept the business leaders accountable."

Since P04OrgD is a six-sigma black belt professional, it is reasonable to assume that some participants know quality requirements throughout their organization. P04OrgD's belief was in stark contrast to researchers Yamami et al. (2016), who stated that "customer satisfaction is a low consideration in IT services and CEOs must manage the company responsible for profitability, quality, and challenges. Researchers concluded that other conceptual frameworks comparable to the BSC model include Six Sigma (Aggogeri & Gentili, 2008), a quality management model that optimizes results through continuous process improvements and institutional theory (Scott, 2008). The absence of project management models results in the ineffective and inefficient implementation of project management processes, affecting project time, quality, and service provision (Ihuah et al., 2014). However, when project management models are in place, my

research has shown that projects exhibit higher quality products or services. Reda (2017) hypothesized that binding the input and output dimensions of quality assurance into measurable BSC performance indicators better align each with strategic objectives in a study in which the researcher considered the goals of a higher education institution. Therefore, the BSC model is one of the most efficient ways to manage quality. Reda's hypothesis proves that quality assurance, a construct of BSC performance indicators, has a higher possibility of strategic alignment.

Strategic

The first subtheme to emerge under Theme 3: Quality was strategic. P04OrgD stated, "it was important that leaders conduct quarterly planning to review goals strategically." P04OrgD stated, "We worked on moving from annual review to quarterly to a monthly, and it just helped them stay focused on what was critical for the organization to focus on." Pierce (2022) argued that organizations could be strategic when selecting their portfolio performance indicators which indicate the data initiatives that produce organizational value. The BSC model is an organizational model that management uses to drive performance, and the model is strategic instead of tactical, based on KPIs, and used in a structured way to achieve company objectives (Llach et al., 2017). P05OrgE suggested that strategies may have trust issues or barriers. P05OrgE stated, "lack of communication or trust among team members is a barrier." Although business leaders easily measure project failings and success using traditional success performance indicators of schedule, budget, and quality, this approach does not allow business leaders to identify project weaknesses, which may be due to a failure to connect

project value and benefits to the user organization (Hjelmbrekke et al., 2014). When the business leaders of an organization keep a frequent and periodic strategic pulse on goals and objectives, they are better equipped to have better outcomes

Project governance becomes the pivotal point for projects, programs, and portfolios and is an organizational benefit that allows business leaders to improve project performance and strategic alignment. The BSC becomes a platform for conveying strategic goals and a data source for organizational strategy improvements (Tawsw et al., 2022). KPIs are widely used to align operations to organizational strategies, prioritize projects and initiatives, communicate imperatives, measure strategic target progress objectives (Llach et al., 2017) and give management accounting a way to quantify organizational performance financially. Business leaders use the first process, customer strategies, to provide a way to create a vision and strategy consensus (Gooneratne & Hoque, 2021). Business leaders use the second aspect, business processes, to communicate strategically, top-down, and bottom-up (Kaplan & Norton, 2007). Quality management is enhanced through project governance and KPIs.

Business leaders who use BSC derive many benefits and advantages. By deriving performance measures from organizational strategies, metrics that measure organizational performance became clear advantages of the BSC model for organizational improvement and profitability (Kaplan & Norton, 2007). The benefits of using organizational performance measures include positive behaviors such as improved perceptions, credibility, and quality consistency. IT governance empowers behaviors that significantly align with the firm’s strategic mission. However, it can be challenging for IT governance

business leaders to capture and quantify soft CSFs that measure project success. Ordinarily, the project management discipline addresses “hard” or quantitative factors while ignoring the “soft” or qualitative factors, which are harder to capture, model, and control (Thurman et al., 2015). Organizational alignment, strategic compliance, and project success are elements that business leaders desire through project and portfolio management. Project governance becomes the pivotal point for projects, programs, and portfolios and is an organizational benefit that allows business leaders to improve project performance and strategic alignment. Business leaders’ project governance steering body can evaluate project relevance, value propositions, and emerging benefits. This method combines traditional governance approaches to benefits management.

Metrics

The second subtheme to emerge under Theme 3: Quality was metrics. Three participants (60%), P02OrgB, P03OrgC, and P05OrgE, discussed metrics for benchmarking organizational performance. A wide range of practices has been used to support BSC metric effectiveness, while organizational goal drivers are captured by BSC metrics (Tawsw et al., 2022). P02OrgB stated, “When metrics were used, automation could reduce inefficiencies.” Business practitioners realized that intangibles could not be measured with financial metrics such as ROI or return on capital, and the BSC model represented a departure from traditional financial models. Instead, leaders use BSC to focus on internal processes such as employee performance, feedback, organizational vision, or communication effectiveness (Kaplan & Norton, 2007). Performance metrics are a beneficial way to measure internal processes. P03OrgC remarked,

> that creating metrics and KPIs is the foundation to organizational improvements and global standards and operating procedures. However, this metric baseline must occur at the beginning to be foundational, so before we do anything, you must have critical success factor strategies in terms of setting metrics and performance.

Metrics scorecards used as strategic foundations, though desirable, must be administered in a way that is practical and convenient, such as via business tools or software. Business strategists use the BSC model to determine and define CSFs measurement criteria and KPI metrics through IT organizational governance models (Kaplan & Norton, 2007). P05OrgE eloquently reminded us "that CSF metrics may not work perfectly the first iteration …it is probably not going to work perfectly the first time you try to drive a project by defining critical success factor metrics." KPIs are CSFs metrics and are not necessarily prescriptive for an organization's business leaders, who can identify CSFs for long-term success (Mohamad et al., 2017). However, KPIs can be detailed enough to obtain desired and repeatable results.

Theme 4: Business Development

The fourth theme identified from the data analysis was business development. In the literature review, I discussed business leaders' techniques for measuring business development before the BSC. Business leaders measured organizational performance using financial metrics such as ROI, return on capital, or even equity before this model's development and acceptance (Yancy, 2017). The subthemes from the data analysis included two subthemes: (a) incremental change and (b) alignment. ITIL business leaders

benefit from a business development plan or roadmap that the leadership iteratively reviewed for practical purposes and staff resource development. Business development can be created based on the organization's strategy and vision. All five (100%) participants agreed that their organizations benefit from using CSFs through business development. Business leaders using the BSC can develop performance measures and metrics that help them monitor and deliver strategic goals (Owais, 2021). Kaplan and Norton encourage managers to communicate the BSC strategy as a vision with a cause-and-effect relationship. As a result, companies will no longer depend on short-term financial measures as the sole indicators of their performance but will focus on enabling long-term strategy (Mohamad et al., 2017). Long-term strategies require business planning frequently involving all levels of the organization.

Incremental Change

Incremental organizational change which impacts project success can be rogue or random or planned and orderly. One method of detecting project success threats is to leverage project health checks (PHCs) to detect project failure in the first phases of a project and right-size by taking corrective actions (Kazemi & Andersen, 2014). P02OrgB, P03Orgc, and P05OrgE (60%) considered organizational change and change management significant to organizational efficiency. P05OrgE stated,

> that there are probably going to be learning curves and probably going to be communication gaps and missed targets when implementing CSF strategies. So you know that the first iteration or multiple times you're trying to use CSFs may not succeed.

Business leaders can select or change the BSC process techniques which make the most sense. There is change flexibility with the BSC because if one of the four processes is not applicable, it can be removed (Pierce, 2022). Rahayu et al. (2022) defined nine KPIs for performance improvements: cost, time, customer satisfaction, quality, team, change, material, and labor safety. If implemented as strategic governance, prescriptive and monitored organizational change can lead to project success.

Still, most incremental change methods use a holistic assessment approach when leveraging outcome metrics, and therefore benefits are only available after the first assessment, which can only help future iterative endeavors. P02OrgB stated, "business leaders could better address scope change with more frequent decision change review … and unfortunately, the market is moving so rapidly, that the business leaders need to change their minds more frequently". P03OrgC stated, "organizational change was properly reviewed and analyzed for success or failure outcomes … we are looking at ensuring that our changes were properly reviewed to show that changes were successful". Considerable research surrounds projects as the central lever for progress and incremental change acquisition since the inception of modern project management (Wanivenhaus et al., 2018). Many organizations have a change management culture and expect the change management element to govern and drive change.

Alignment

The second subtheme to emerge under Theme 4: Business Development was alignment. ITIL business leaders can align deployed services and business needs through the IT service lifecycle (Eikebrokk & Iden, 2015). Tawsw et al. (2022) explained that

performance measures must be aligned with the organizational strategy. Owais (2021) determined that the organization should be strategically aligned with its business strategies, including structure, process, and human resources, for projects to be successful. P04OrgD considered strategic alignment of teams, departments, and CSF goals to lead to benefits without the risk of misaligned objectives. P04OrgD stated,

> It broke down silos, so it helps align the teams across departments because it is no fault of anyone. Everyone was just trying to do well for the end-user. And so, having these CSF strategies established helped align the teams that normally wouldn't really work together but needed to depend on one another.

P01OrgA remarked, "alignment was a benefit that will go a long way. And then yeah, some of the more practical benefits were identifying the need for business development and culture. It is good to always adventure and challenges ourselves". Business leaders must consider alignment with organizational strategic imperatives to overcome shortcomings and lack of future project roadmap. Project success ambiguity may be due to misunderstanding or disagreeing on objectives or goal misalignment. Project leadership can determine if CSFs are being met periodically for large and lengthy projects by conducting periodic health checkpoints.

Applications to Professional Practice

Using CSFs through the lens of BSC positively affects and creates the conditions for organizational improvements. Mio et al. (2021) argued that BSC provides the tools for professional practice sustainability, and company leaders who apply these strategies create positive outcome determinants. Furthermore, CSF strategy implementations are

practical because business leaders can realize benefits disseminated throughout the organization using CSF. Pierce (2022) posited that the BSC approach helps business leaders to identify strategies that serve customers, reduce waste, and increase revenue. The findings in this study correlate with the BSC conceptual framework because organizational leaders who use CSF strategies curtail risks, retain customers, develop internal teams and processes excellence, align organizational goals and objectives to strategies, and derive universal benefits.

I include rich information about how CSF strategies are used in traditional or non-traditional ITG in the literature review. The study's findings apply to professional business practices because business leaders can make process improvements due to CSF strategy implementations. Strategic process improvements can apply to all levels of professional business practice starting with line staff, business leaders, and managers and continuing to senior management. Business leaders can use the BSC strategic maps to demonstrate process flow cause-and-effect in customer and financial perspectives (Amer et al., 2022). Project success is more attainable when this study's findings are applied in professional practice. When used as a BSC lens, business leaders can put CSF strategies in place, focusing on internal processes improvements for customer satisfaction, team development, strategic vision, agility, and ROI. Business leaders use financial, logistics, assets, shipping costs, and ROI to assess organizational performance (Hu et al., 2010). Business leaders who leverage more scalable or agile processes realize continuous improvement that is more flexible and less rigid, ultimately enabling quality inputs and outputs with vast organizational benefits.

ITIL business leaders in professional practice can use the findings of this study to implement CSF strategies to augment current organizational processes. The findings revealed that effective CSFs could prepare business leaders to achieve organizational goals and objectives such as improved customer satisfaction and product or service quality. Hu et al. (2010) agreed that customer satisfaction is a business-performance core value and using the BSC makes it possible to measure managerial performance tangibly. The findings also indicate that business leaders could motivate teams to improve their individual performance metrics measured with KPIs by implementing CSF strategies to improve organizational performance. Furthermore, business leaders in professional practice can better align their organizations strategically when using CSFs. Owais (2021) agreed that organizational performance is a continuous process of developing individuals and teams through identifying, measuring, and aligning performance with strategic goals. Finally, I proved that business leaders benefit from CSFs strategies when they can demonstrate the benefits of a quality product or service and mitigate potential risks with the findings of this study. As a result, business leaders in professional practice can use CSF to govern goals and objectives and increase customer satisfaction.

Business leaders in professional practice can use the new literature in this study to understand non-traditional governance modalities that can augment CSFs approaches or even replace traditional triple constraint approaches. The traditional performance management systems focused on financial outcomes (Owais, 2021). Organizational improvements using CSFs were a common theme among all five participant interviews.

The participants in this study were very familiar with CSFs, and all practiced these techniques in their organizations.

The participant interviews indicated inconsistencies with using CSFs with traditional or outdated metrics such as triple constraint, scope, schedule, and budget still in place. The traditional way to measure project success has been through the iron triangle, budget, schedule, and scope/quality (Zhao et al., 2018). However, Zhao et al. (2018) posited that the iron triangle metric had garnered industry disdain as a realistic project success standard. Business leaders in professional practice can use fully documented CSF strategies extending beyond the iron triangle for a more practical lens for organizational growth, effectiveness, and project success.

Implications for Social Change

Business leaders can implement CSF strategies to align with the organizational mission-critical goals and objectives, thereby improving project results, creating more efficient business alignments, reducing silos while empowering teams, and improving the customer experience. The implications of the findings of this study proved that the use of KPI improved organizational processes leading to overall economic improvements for the region of study in the Southwestern United States. Results of this study can contribute to positive social change because KPIs result in employment longevity, healthy working relationships, and job satisfaction. Pierce (2022) emphasized that organizational commitment is imperative to impact management systems. The positive social change resulting from this study could improve the social conditions of unemployed and at-risk job seekers, who could benefit from this study's findings and conclusions by better

understanding the successful strategies used to drive organizational process improvements.

The result of successful CSF implementation strategies may foster social change by creating an environment where teams are empowered, informed, and aligned with senior management leaders to drive continuous improvement processes across their respective branches of information technology. In addition, business leaders could proactively rank CSFs and determine the most pertinent factors to their objectives (Ali & Kidd, 2013). Senior business leaders who implement and understand the benefits of CSF implementation could also translate to increased job satisfaction, ways to successfully motivate and supervise high-performance teams, and eventually increased pay and benefits. Unemployed and at-risk, economically-disadvantaged job seekers or recently graduated college students interested in the ITIL industry may benefit from this study's findings and conclusions by better understanding successful strategies used to drive process improvements and increase their preparation for interviews or position advancement and thereby improving their self-worth and dignity.

Recommendations for Action

ITIL business leaders are gradually discovering the advantages of implementing specific CSFs instead of relying on traditional techniques. ITIL business leaders who have spent years in the industry know the benefits of CSFs and how these benefits can create opportunities for continuous organizational improvements. In addition, stakeholders have a perception that CSFs in the public sector are relevant to the organizational project management maturity level (Wanivenhaus et al., 2018). ITIL

business leaders who implement technology, management, and governance strategies align their organizations to common but easily communicated visions, goals, and objectives. Through these models, ITIL business leaders can also transfer their knowledge and experiences into quantifiable measures that can be used as KPI metrics repetitively. Management researchers support the use of ITG models and clearly show a relationship between ITG models and project management maturity (Tsoy & Staples, 2021). I recommend the following actions for ITIL business leaders, based on this study's results:

1. Develop CSF implementation plans which focus on process improvements in the BSC four areas: financial, customer, learning, and growth. Business leaders can exploit their organizations' tangible and intangible assets and focus on long-term success in internal business processes using the BSC model (Kaplan & Norton, 2007; Mohamad et al., 2017). CSF implementation plans could positively impact project success across the governed areas.
2. Develop and implement annual quality management plans that focus on the benefits derived from CSF implementations and convert those benefits into quality KPIs metrics, making the quality management plan an artifact for repeatable quality sustainability and preventing future project failures.
3. Through organizational performance improvement CSFs, business leaders could develop training programs that can provide mentoring and coaching experts to guide team members in understanding how CSF relates to the organization's culture.

4. Through understanding this study, business leaders can adapt to organizational change and increase awareness about their job responsibilities in their industries, networking or career opportunities, and how CSF application on an individual basis leads to individual performance review improvements, job satisfaction, and eventual job promotions. In addition, this study could provide training, conference, or workshop literature for continuous employee development.

Recommendations for Further Research

The first assumption that CSFs were used at the participant's organization, and each participant was very familiar with the use and benefits of CSFs, was confirmed by the findings in this study. Business leaders could have more business practice insights through future research that focuses on CSF's benefits traceability to customer requirements and how customer requirements are met more accurately when specific CSFs are identified prior to project initiation. Findings from the study indicate that CSF strategies improve planned ROI and allow business leaders to realize significant financial savings in cost reductions. ROI was measured through project governance BSC models, and the study findings confirm the second assumption that ITIL governance creates a structure based on a well-known and customized model. This structure is what the participants described as the organizational model that implements CSFs. Further mixed methods research that captures ROI metrics over multiple organizations and for an extended period could provide deeper insights about the ROI CSFs to business practitioners who could use this data to improve ROI internal processes.

Customer satisfaction resulted in team philosophy cohesion and less organizational fragmentation. The findings also indicated that present organizational risks or risk levels could be reduced using CSFs. By eliminating risks through CSF strategies, business leaders could focus on resource management to reduce resource constraints. Projects were negatively impacted, and risks flourished with ineffective mitigants Prior to resource constraints. When business leaders use CSF strategies, quality improvement plans are more well-defined and measurable. Customer satisfaction could increase as business leaders improve product or service customer acceptance, reduce defects, and more frequent quality checks with quality indicators. Finally, business organizations are better aligned to goals and objectives using CSFs. Further research focusing solely on customer satisfaction strategies that result in quality improvements through CSFs would be crucial to business practitioners and could result in profitability, sustainability, and quality longevity.

Clear vision, strategies, and expectations trickle down from senior management to line staff, with all benefiting from strategic alignment. Limitations of this study were that no participants could provide more specific documentation about internal process improvements or organizational success or failure data because this information is considered a trademark, private or confidential, and sharing could result in termination. However, each participant provided more generalizable public documentation through their company websites, which refutes the study's second limitation that information collected may not be generalizable. The third assumption that the participants would answer the interview questions honestly was confirmed because each participant was

transparent and frank about their organization. However, the participants were honest about not having access to nor able to release information about other divisions' internal processes compared to their organization.

Reflections

The doctoral study was an unforgettable journey. My journey was full of challenges, failures, recoveries, triumphs, and tragedy, including times I cut my losses and trudged on and when I believed I would not reach the finish line. This journey changed me in ways I had not imagined, and I matured into a more confident, thoughtful scholar able to contemplate complexities with a level head and a compassionate heart. With my newfound confidence, I will continue taking on challenges that once I would not have considered. I will continue to share my knowledge and do my best to make a social and cultural impact and share my worldview with my tribe and community. By looking through the lens of continuous improvement through organizational change, I can readily apply that knowledge and experience to my career and chosen industry more unbiasedly, using research and facts more than opinion.

As a 35-year veteran of the IT industry, I am aware of the myriad of changes and transformations, and I am constantly reminded to rebrand myself through the armor of knowledge in the latest technologies, techniques, and modalities. In this way, I never experience boredom, but I am continuously motivated, excited, and even passionate as I continue my journey. During this academic journey, since I was promoted twice in ITG and as a project/program management veteran and guru, I have no plans of retiring soon, and my seminal work in this field will continue for as long as I do am able. Furthermore,

the research findings will help others in similar roles and positions to find their way and give practical, quickly adopted recommendations and best practices for improving organizational performance.

Conclusion

The purpose of this qualitative multiple case study was to explore strategies ITIL business leaders use to successfully implement CSFs to improve organizational efficiency for project success. Five ITIL business leaders from five businesses in the financial industry located in the southwestern region of the United States who have successfully implemented strategies to implement CSFs to improve organizational efficiency and project success participated in semistructured interviews to answer the research question. I identified four themes that emerged after completing the data analysis. The four themes that emerged from the coding and analysis included: (a) organizational performance – CSF metrics, (b) risk, (c) quality, and (d) business developments.

Business developments through strategic alignment were identified as most important for organizational performance effectiveness and project success. Today's organizations are faced with many success derailers and project showstoppers, often resulting in project failures. By implementing CSFs strategies, organizational leaders can create performance corrective action plans, positively impact their ROI, and influence and steer team members in the right strategic direction by translating those goals and objectives into defined CSFs best practices.

References

Adams, D. P., & Miles, T. P. (2013). The application of Belmont Report principles to policy development. *Journal of Gerontological Nursing*, *39*(12), 16–21. https://doi.org/10.3928/00989134-20131028-07

Aga, D. A., Noorderhaven, N., & Vallejo, B. (2016). Transformational leadership and project success: The mediating role of team building. *International Journal of Project Management, 34(*5), 806–818. https://doi.org/10.1016/j.ijproman.2016.02.012

Aggogeri, F., & Gentili, E. (2008). Six Sigma methodology: An effective tool for quality management. *International Journal of Manufacturing Technology and Management 14*(3), 289–298. https://doi.org/10.1504/IJMTM.2008.017728

Albrecht, J. C., & Spang, K. (2014). Linking the benefits of project management maturity to project complexity: Insights from a multiple case study. *International Journal of Managing Projects in Business*, *7*(2), 285–301. https://www.emerald.com/insight/content/doi/10.1108/IJMPB-08-2013-0040/full/html

Ali, U., & Kidd, C. (2013). Configuration management process capability. *Procedia CIRP*, *11*(1) 169–172. https//doi.org/10.1016/j.procir.2013.07.043

Alketbi, S., & Gardiner, P. (2014). Top-down management approach in project portfolio management. *Procedia Social and Behavioral Sciences*, *119*(1), 611–614. https://doi.org/10.1016/j.sbspro.2014.03.068

Alojail, M., & Corbitt, B. (2014). (2014, June 18–21). *ITIL maturity model of IT*

outsourcing: Evidence from a "leading user" [Conference session]. Iberian Conference on Information Systems and Technologies (CISTI), 2014 9th Iberian Conference. https://doi.org/10.1109/CISTI.2014.6877020

Alpi, K. M., & Evans, J. J. (2019). Distinguishing case study as a research method from case reports as a publication type. *Journal of the Medical Library Association*, *107*(1), 1–5. https://doi.org/10.5195/jmla.2019.615

Alreemy, Z., Chang, V., Walters, R., & Wills, G. (2016). Critical success factors (CSFs) for information technology governance (ITG). *International Journal of Information Management*, *36*(6), 907–916. https://doi.org/10.1016/j.ijinfomgt.2016.05.017

Amer, F., Hammoud, S., Khatatbeh, H., Lohner, S., Boncz, I., & Endrei, D. (2022). The deployment of balanced scorecard in health care organizations: Is it beneficial? A systematic review. *BMC Health Services Research*, *22*(1), 1–14. https://doi.org/10.1186/s12913-021-0745

Anney, V. (2014). Ensuring the quality of the findings of qualitative research: Looking at trustworthiness criteria. *Journal of Emerging Trends in Educational Research and Policy Studies*, *5*(2), 272–281.

Anselmi, P., Fabbris, L., Martini, M., & Robusto, E. (2017). Comparison of four common data collection techniques to elicit preferences. *Quality & Quantity*, *52*(3), 1227–1239. https://www.springer.com/journal/11135

Armstrong, C. S., & Kepler, J. D. (2018). Theory, research design assumptions, and causal inferences. *Journal of Accounting and Economics*, *66*(2), 366–373.

https://doi.org/10.1016/j.jacceco.2018.08.012

Backlund, F., Chronéer, D., & Sundqvist, E. (2014). Project management maturity model–A critical review within Swedish engineering and construction organizations. *Procedia – Social and Behavioral Sciences*, *119*(1), 837–846. https://doi.org/10.1016/j.sbspro.2014.03.094

Backlund, F., Chroneer, D., & Sundqvist, E. (2015). Maturity assessment: Towards continuous improvements for project–based organizations? *International Journal of Managing Projects in Business*, *8*(2), 256–278. https://doi.org/10.1108/IJMPB–05–2014–0047

Badewi, A., & Shehab, E. (2016). The impact of organizational project benefits management governance on ERP project success: Neo–institutional theory perspective. *International Journal of Project Management*, *34*(3), 412–428. https://doi.org/10.1016/j.ijproman.2015.12.002

Bakhshi, J., Ireland, V., & Gorod, A. (2016). Clarifying the project complexity construct: Past, present, and future. *International Journal of Project Management*, *34*(7), 1199–1213. https://doi.org/10.1016/j.ijproman.2016.06.002

Berger, D., Shashidhar, N., & Varol, C. (2020, June 1-2). *Using ITIL 4 in Security Management.* 2020 8th International Symposium on Digital Forensics and Security (ISDFS), Beirut, Lebanon. https://doi.org/10.1109/ISDFS49300.2020.9116257

Berssaneti, F. T., & Carvalho, M. M. (2015). Identification of variables that impact project success in Brazilian companies. *International Journal of Project*

Management, *33*(3), 638–649. https://doi.org/10.1016/j.ijproman.2014.07.002

Birt, L., Scott, S., Cavers, D., Campbell, C., & Walter, F. (2016). Member checking: A tool to enhance trustworthiness or merely a nod to validation? *Qualitative Health Research*, *26*(13), 1802–1811. https://doi.org/10.1177/1049732316654870

Bowen, P., Edwards, P., Lingard, H., & Cattell, K. (2014). Workplace stress, stress effects, and coping mechanisms in the construction industry. *Journal of Construction Engineering and Management*, *140*(3), 1–15. https://ascelibrary.org/journal/jcemd4

Braun, V., & Clarke, B. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, *3*, 77–101. https://doi.org/10.1191/1478088706qo0630a

Bredillet, C., Tywoniak, S., & Tootoonchy, M. (2018). Exploring the dynamics of the project management office and portfolio management co-evolution: A routine lens. *International Journal of Project Management*, *36*(1), 27–42. https://doi.org/10.1016/j.ijproman.2017.04.017

Caretta, M. A., & Pérez, M. A. (2019). When participants do not agree: Member checking and challenges to epistemic authority in participatory research. *Field Methods*, *31*(4), 359–374. https://doi.org/10.1177/1525822X19866578

Carstea, C. (2014). IT project management – cost, time, and quality. *Economy Transdisciplinary Cognition*, *17*(1), 28–34. https://www.etc.ugb.ro/home

Castleberry, A., & Nolen, A. (2018). Thematic analysis of qualitative research data: Is it as easy as it sounds? *Currents in Pharmacy Teaching and Learning*, *10*(6), 807–815. https://doi.org/10.1016/j.cptl.2018.03.019

Chou, J. S., & Pramudawardhani, D. (2015). Cross–country comparisons of key drivers, critical CSFs, and risk allocation for public-private partnership projects. *International Journal of Project Management*, *33*(5), 1136–1150. https://doi.org/10.1016/j.ijproman.2014.12.003

Cronin, C. (2014). Using case study research as a rigorous form of inquiry. *Nurse Researcher*, *21*(5), 19–27. https://doi.org/10.7748/nr.21.5.19.e1240

Cruz–Hinojosa, N., & Gutierrez–de–Mesa, J. (2016). Literature review of the situation research faces in the application of ITIL in small and medium enterprises. *Computer Standards & Interfaces*, *48*(1), 124–138. https://doi.org/10.1016/j.csi.2016.05.001

Cypress, B. (2018). Qualitative research methods: A phenomenological focus. *Dimensions of Critical Care Nursing*, *37*(6), 302–309. https://doi.org/10.1097/DCC.0000000000000322

Darling, E., & Whitty, J. (2016). The project management office: It's just not what it used to be. *International Journal of Managing Projects in Business*, *9*(2), 282–308. https://doi.org/10.1108/IJMPB–08–2015–0083

Davidsen, A. S. (2013). Phenomenonological approaches in psychology and health sciences. *Qualitative Research in Psychology*, *10*(3), 318–339. https://doi.org/10.1080/14780887.2011.608466

Davidson, J., Paulus, T., & Jackson, K. (2016). Speculating on the future of digital tools for qualitative research. *Qualitative Inquiry*, *22*(7),606–610. https://doi.org/10.1177/1077800415622505

Davis, K. (2014). Different stakeholder groups and their perceptions of project success. *International Journal of Project Management, 32*(2), 189–201. https://doi.org/10.1016/j.ijproman.2013.02.006

Donko, D. (2014, October 27–29). *Improvement of the process quality in the service provider organization.* 2014 X International Symposium on Telecommunications (BIHTEL), Sarajevo, Bosnia, and Herzegovina. http://doi.org/10.1109/BIHTEL.2014.6987630

Doody, O., & Noonan, M. (2013). Preparing and conducting interviews to collect data. *Nurse Researcher*, *20*(5). 28–32. https://doi.org/10.7748/nr2013.05.20.5.28.e327

Eikebrokk, T. R., & Iden, J. (2015). Strategizing IT service management through ITIL implementation: model and empirical test. *Total Quality Management & Business Excellence*, *28*(3), 238–265. https://doi.org/10.1080/14783363.2015.1075872

Ekrot, B., Kock, A., & Gemünden, H. G. (2016). Retaining project management competence — Antecedents and consequences. *International Journal of Project Management*, *34*(2), 145–157. http://doi.org/10.1016/j.ijproman.2015.10.010

Ferreira, C., Nery, A., & Pinheiro, P. R. (2016). A multi–criteria model in information technology infrastructure problems. *Procedia Computer Science*, *91*(1), 642–651. https://doi.org/10.1016/j.procs.2016.07.161

Fhang, M., & Swamy, R. (2018). Best practices in release management of large projects. *Software and Computer Applications*, 51–55. https://dl.acm.org/doi/abs/10.1145/3185089.3185112

Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative

research. *Qualitative Report, 20*(9), 1408–1416. https://nsuworks.nova.edu/tqr/vol20/iss9/3

Gablas, B., & Ruzicky, E. (2018). The change in management style during a project from the classical to the agile approach. *Journal of Competitiveness*, *10*(4) 38–53. https://doi.org/10.7441/joc.2018.04.03

Galdas, P. (2017). Revisiting bias in qualitative research. *International Journal of Qualitative Methods*, *16*(1), 1–2. https://doi.org/10.1177/1609406917748992

Gerdewal, M. T., & Seçim, H. (2014). A business communication design for information technology (IT) organizations based on information technology infrastructure library (ITIL). *Business Management Dynamics*, *4*(5), 12–35. https://www.bmdynamics.com

Giezen, M., Salet, W., & Bertolini, L. (2015). Adding value to the decision–making process of mega projects: Fostering strategic ambiguity, redundancy, and resilience. *Transport Policy*, *44*(1), 169–178. https://doi.org/10.1016/j.tranpol.2015.08.006

Gomes, J., & Romão, M. (2016). Improving project success: A case study using benefits and project management. *Procedia Computer Science, 100*(1), 489–497. https://doi.org/10.1016/j.procs.2016.09.187

Gooneratne, T., & Hoque, Z. (2021). The fate of the balanced scorecard: Alternative problematization and competing networks. *Qualitative Research in Accounting & Management*, *18*(2), 255–281. https://doi.org/10.1108/QRAM-03-2020-0028

Grant, R. W., & Sugarman, J. (2004). Ethics in human subject's research: Do incentives

matter? *Journal of Medicine and Philosophy*, *29*(6), 717–738. https://doi.org/10.1080/03605310490883046

Grossoehme, D. (2014). Overview of qualitative research. *Journal of Health Care Chaplaincy*, *20*(3), 109–122. https://doi.org/10.1080/08854726.2014.925660

Guest, G., Bunce, A., & Johnson, L. (2016). How many interviews are enough? *Field Methods*, *18*(1), 59–82. https://doi.org/10.1177/1525822x05279903

Gupta, G., & Salter, S. B. (2018). The balanced scorecard beyond adoption. *Journal of International Accounting Research*, *17*(3), 115–134. https://doi.org/10.2308/jiar-52093

Hamad, R., & Fayoumi, M. (2018, November 28–30). *Scalable agile transformation process (SATP) to convert waterfall project management office into agile project management office*. 2018 International Arab Conference on Information Technology (ACIT), Werdanye, Lebanon. http://doi.org/10.1109/ACIT.2018.8672701

Hammersley, M. (2017). What is ethnography? Can it survive? Should it? *Ethnography and Education*, *13*(1), 1–17. https://doi.org/10.1080/17457823.2017.1298458

Hanson, J., Balmer, D., & Giardino, A. (2011). Qualitative research methods for medical educators. *Academic Pediatrics*, *(5*)11, 375–386https://doi.org/10.1016/j.acap.2011.05.001

Harvey, L. (2015). Beyond member checking: A dialogic approach to the research interview. *International Journal of Research and Method in Education*, *38*(1), 23–38. https://doi.org/10.1080/1743727x.2014.914487

Hjelmbrekke, H., Lædre, O., & Lohne, J. (2014). The need for a project governance body. *International Journal of Managing Projects in Business*, 7*(*4), 661–677. https://doi.org/10.1108/IJMPB-03-2013-0012

Houghton, C., Casey, D., Shaw, D., & Murphy, K. (2013). Rigour in qualitative case–study research. *Nurse Researcher*, *20*(4), 12–17. https://doi.org/10.7748/nr2013.03.20.4.12.e326

Hoxha, L., & McMahan, C. (2018). Does a project manager's work experience help project success? *International Journal of Construction Project Management*, *10*(2), 155–172. https://novapublishers.com/shop/international-journal-of-construction-project-management/

Hu, Y., Yang, Y., & Islam, M. (2010). Leadership behavior, satisfaction, and the balanced scorecard approach: An empirical investigation of the manager & employee relationship at retail institutions in Taiwan. *International Journal of Commerce and Management*, *20*(4), 339–356. https://doi.org/10.1108/10569211011094659

Hyväri, I. (2014). Project portfolio management in a company strategy implementation: A case study. *Procedia–Social and Behavioral 119*(19), 229–236. https://doi.org/10.1016/j.sbspro.2014.03.027

Iamratanakul, S., Badir, Y., Müller, R., Siengthai, S., & Sukhotu, V. (2014). Indicators of best practices in technology product development projects: Prioritizing critical CSFs. *International Journal of Managing Projects in Business*, *7*(4), 602–623. https://doi.org/10.1108/IJMPB–06–2012–0036

Iden, J., & Eikebrokk, T. (2015). The impact of senior management involvement, organizational commitment, and group efficacy on ITIL implementation benefits. *Information Systems & E–Business Management*, *13*(3), 527–552. https://link.springer.com/article/10.1007/s10257-014-0253-4

Iden, J., & Eikebrokk, T. R. (2014a). Using the ITIL process reference model for realizing IT governance: An empirical investigation. *Information Systems Management*, *31*(1), 37–58. https://doi.org/10.1080/10580530.2014.854089

Iden, J., & Eikebrokk, T. R. (2014b). Exploring the relationship between information technology infrastructure library and process management: Theory development and empirical testing. *Knowledge & Process Management*, *21*(4), 292–306. https://doi.org/10.1002/kpm.1437

Ihuah, P. W., Kakulu, I., & Eaton, D. (2014). A review of critical project management CSFs (CPMSF) for sustainable social housing in Nigeria. *International Journal of Sustainable Built Environment*, *3*(1), 62–71. https://doi.org10.1016/j.ijsbe.2014.08.001

Ingham-Broomfield, R. (2015). A nurses' guide to qualitative research. *The Australian Journal of Advanced Nursing*, *32*(3), 34–40. https://www.ajan.com.au

Ishak, N., & Bakar, A. (2012). Qualitative data management and analysis using NVivo: An approach used to examine leadership qualities among student leaders. *Education Research Journal*, *2(*1), 94–103. http://utlc.uum.edu.my/images/penerbitan/slide/ContohArtikelNVivo.pdf

Iyer, K. C., & Banerjee, P. S. (2016). Measuring and benchmarking managerial efficiency

of project execution schedule performance. *International Journal of Project Managemen*t, *34*(2), 219–236. https://doi.org/10.1016/j.ijproman.2015.10.008

Jamshed, S. (2014). Qualitative research method–interviewing and observation. *Journal of Basic and Clinical Pharmacy*, *5*(4), 87–88. https://doi.org/10.4103/0976-0105.141942

Jäntti, M., & Hotti, V. (2016). Defining the relationships between IT service management and IT service governance. *Information Technology & Management*, *17*(2), 141–150. https://doi.org/10.1007/s10799–015–0239–z

Joslin, R., & Müller, R. (2015). Relationships between a project management methodology and project success in different project governance contexts. *International Journal of Project Management*, *33*(6), 1377–1392. https://doi.org/10.1016/j.ijproman.2015.03.005

Joslin, R., & Müller, R. (2016a). The relationship between project governance and project success. *International Journal of Project Management*, *34*(4), 613–626. http://doi.org/10.1016/j.ijproman.2016.01.008

Joslin, R., & Müller, R. (2016b). The impact of project methodologies on project success in different project environments. *International Journal of Managing Projects in Business*, *9*(2), 364–388. https://doi.org/10.1108/IJMPB-03-2015-0025

Kaiser, M. G., El Arbi, F., & Ahlemann, F. (2015). Successful project portfolio management beyond project selection techniques: Understanding the role of structural alignment. *International Journal of Project Management*, *33*(1), 126–139. https://doi.org/10.1016/j.ijproman.2014.03.002

Kaplan, R. S., & Norton, D. P. (2007). Using the balanced scorecard as a strategic management system. *Harvard Business Review*. https://hbr.org/

Kaur, P., & Sharma, K. (2015). Evaluating the relationship and influence of critical success factors of TQM on business performance: Evidence from SMEs of manufacturing sector. *The IUP Journal of Operations Management, 9*(4), 17–30, https://ssrn.com/abstract=2638270

Kazemi, S., & Andersen, B. (2014). Efficiency of project health checks (PHCs) as an early warning system in practice: A case study in Norway's telecommunication industry. *International Journal of Managing Projects in Business, 7*(4), 678–700. http://doi.org/10.1108/IJMPB–01–2014–0012

Kegler, M. C., Raskind, I. G., Comeau, D. L., Griffith, D. M., Cooper, H. L. F., & Shelton, R. C. (2019). Study design and use of inquiry frameworks in qualitative research, *Health Education & Behavior, 46*(1), 24–31. https://doi.org/10.1177/1090198118795018

Khalili–Damghani, K., Sadi–Nezhad, S., Lotfi, F. H., & Tavana, M. (2013). A hybrid fuzzy rule–based multi–criteria framework for sustainable project portfolio selection. *Information Sciences, 220*(2), 442–462. http://doi.org/10.1016/j.ins.2012.07.024

Lei, Y., & Su, F. (2019, July 12–15). *Work-related use of Information and communication technologies after hours and work engagement in the service industry: Based on experience sampling method*. 2019 16th International Conference on Service Systems and Service Management (ICSSSM), Shenzhen,

China. https://doi.org/10.1109/ICSSSM.2019.8887728.

Lewis, S. (2015). Qualitative inquiry and research design: Choosing among five approaches. *Health Promotion Practice, 16*(4), 473–475. https://doi.org/10.1177/1524839915580941

Li, J., & Xu, J. (2013). Multi-objective portfolio selection model with fuzzy random returns and a compromise approach–based genetic algorithm. *Information Sciences, 220*(2), 507–521. http://doi.org/10.1016/j.ins.2012.07.005

Liu, X., & Wang, L. (2019). Sample size planning for detecting mediation effects: A power analysis procedure considering uncertainty in effect size estimates. *Multivariate Behavioral Research, 54*(6), 822–839. http://doi.org/10.1080/00273171.2019.1593814

Llach, J., Bagur, L., Perramon, J., & Marimon, F. (2017). Creating value through the balanced scorecard: How does it work? *Management Decision, 55*(10), 2181–2199. https://doi.org/10.1108/MD-11-2016-0812

Lloyd–Walker, B., French, E., & Crawford, L. (2016). Rethinking researching project management: Understanding the reality of project management careers. *International Journal of Managing Projects in Business, 9*(4), 903–930. http://doi.org/10.1108/IJMPB–04–2016–0033

Loufrani–Fedida, S., & Saglietto, L. (2016). Mechanisms for managing competencies in project–based organizations: An integrative multilevel analysis. *Long Range Planning*, *49*(1), 72–89. http://doi.org/10.1016/j.lrp.2014.09.001

Lunardi, G. L., Becker, J. L., Maçada, A., & Dolci, P. (2014). The impact of adopting IT

governance on financial performance: An empirical analysis among Brazilian firms. *International Journal of Accounting Information Systems*, *15*(1), 66–81. http://doi.org/10.1016/j.accinf.2013.02.001

Madsen, D., & Slåtten, K. (2015). The balanced scorecard: Fashion or virus? *Administrative Sciences, 5*(2), 90–124. http://doi.org/10.3390/admsci5020090

Mahy, Y., Ouzzif, M., & Bouraagba, K. (2016a). Toward a shared view of IT governance. *International Journal of Innovation, Management and Technology*, *7*(4), 125–131. https://doi.org/10.18178/ijimt.2016.7.4.658

Mahy, Y., Ouzzif, M., & Bouraagba, K. (2016b, November 28–29). Supporting ITIL processes implementations: Using business process management systems. *Third International Conference on Systems of Collaboration (SysCo)*, Casablanca. http://doi.org/10.1109/SYSCO.2016.7831338

Marrone, M., Gacenga, F., Cater-Steel, A., & Kolbe, L. (2014). IT Service Management: A cross-national study of ITIL adoption. *Communications of the Associations or Information Systems*, *34*(1), 865–892. https://doi.org/10.17705/1CAIS.03449

Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research*. Sage Publications.

McLaughlin, R. H., & Alfaro–Velcamp, T. (2015). The vulnerability of immigrants in research: Enhancing protocol development and ethics review. *Journal of Academic Ethics*, *13*(1), 27–43. https://doi.org/10.1007/s10805–015–9225–7

Melbøe, L. (2018). Role of the “differently-abled” researcher. Challenges and solutions in inclusive research. *Alter–European Journal of Disability Research*, *12*(4), 225–

237. http://doi.org/10.1016/j.alter.2018.06.005

Mio, C., Costantini, A., & Panfilo, S. (2021). Performance measurement tools for sustainable business: A systematic literature review on the sustainability balanced scorecard use. *Corporate Social Responsibility and Environmental Management*, *29*(2), 367–384. https://onlinelibrary.wiley.com/doi/epdf/10.1002/csr.2206

Miracle, V. A. (2016). The Belmont Report: The triple crown of research ethics. *Dimensions of Critical Care Nursing*, *35*(4), 223–228. https://doi.org/10.1097/dcc.0000000000000186

Moeuf, A., Lamouri, S., Pellerin, R., Tamayo–Giraldo, S., Tobon–Valencia, E., & Eburdy, E. (2020). Identification of critical CSFs, risks, and opportunities of industry. *International Journal of Production Research*, *58*(5), 1384–1400. https://doi.org/10.1080/00207543.2019.1636323

Mohajan, H. K. (2018). Qualitative research methodology in social sciences and related subjects. *Journal of Economic Development, Environment, and People*, *7*(1), 23–48. https://doi.org/10.26458/jedep.v7i1.571

Mohamad, A., Zainuddin, Y., Alam, N., & Kendall, G. (2017). Does decentralized decision make increase company performance through its Information Technology infrastructure investment? *International Journal of Accounting Information Systems*, *27*(1), 1–15. https://doi.org/10.1016/j.accinf.2017.09.001

Molina-Azorin, J. F., Bergh, D. D., Corley, K. G., & Ketchen, D. J. (2017). Mixed methods in the organizational sciences: Taking stock and moving forward. *Organizational Research methods 20*(2), 179-192.

https://doi.org/10.1177/1094428116687026

Montequin, V. R., Cousillas, S., Ortega, F., & Villanueva, J. (2014). Analysis of the CSFs and failure causes in information & communication technology (ICT) projects in Spain. *Procedia Technology*, *16*(1), 992–999. http://doi.org/10.1016/j.protcy.2014.10.053

Morse, J. M. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. *Qualitative Health Research*, *21*, 431–447. https://doi.org/10.1177/1049732315588501

Mossalam, A., & Arafa, M. (2017). Governance model for integrating organizational project management (OPM) with corporate practices. *HBRC Journal*, *13*(3), 302–314. https://doi.org/10.1016/j.hbrcj.2015.08.003

Müller, R., Pemsel, S., & Shao, J. (2015). Organizational enablers for project governance and governmentality in project–based organizations. *International Journal of Project Management*, *33*(4), 839– 851. https://doi.org/10.1016/j.ijproman.2014.07.008

Müller, R., Zhai, L., & Wang, A. (2017). Governance and governmentality in projects: Profiles and relationships with success. *International Journal of Project Management*, *35*(3), 378–392. https://doi.org/10.1016/j.ijproman.2017.01.007

Müller, R., Zhai, L., Wang, A., & Shao, J. (2016). A framework for the governance of projects: Governmentality, governance structure, and projectification. *International Journal of Project Management*, *34*(6), 957–969. https://doi.org/10.1016/j.ijproman.2016.05.002

Müller, S. D., & de Lichtenberg, C. G. (2018). The culture of ITIL: Values and implementation challenges. *Information Systems Management, 35*(4), 49–61. https://doi.org/10.1080/10580530.2017.1416946

National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. (1979). The Belmont report: Ethical principles and guidelines for the protection of human subjects of research. U.S. Department of Health and Human Services. https://www.hhs.gov/ohrp/regulations-and-policy/belmont-report/read-the-belmont-report/index.html

Neničková, H. (2011). Critical CSFs for ITIL best practices usage. *Economics & Management, 16*(1), 839–844. https://ecoman.ktu.lt

Nenni, M., Arnone, V., Boccardelli, P., & Napolitano, I. (2014). How to increase the value of the project management maturity model as a business-oriented framework. International *Journal of Engineering Business Management, 6*(1), 1–7. https://doi.org/10.5772/58292

Nfuka, E. N., & Rusu, L. (2013). Critical success framework for implementing effective IT governance in Tanzanian public sector organizations. *Journal of Global Information Technology Management, 16*(3), 53–77. https://doi.org/10.1080/1097198X.2013.10845642

Nguyen, T., Chileshe, N., Rameezdeen, R., & Wood, A. (2019). External stakeholder strategic actions in projects: A multi-case study. *International Journal of Project Management, 37*, 176–191. https://doi.org/10.1016/j.ijproman.2018.12.001

Nicolaides, A. (2016). Bioethical considerations, the common good approach, and some

shortfalls of the Belmont report. *Medical Technology SA*, *30*(1), 15–24. https://hdl.handle.net/10520/EJC193813

Nowell, L. S., Norris, J.M., White, D.E. and Moules, N.J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods, 16*(1) 1–13. https://doi.org/10.1177/1609406917733847

O'Reilly, M., & Parker, N. (2013). 'Unsatisfactory saturation': A critical exploration of the notion of saturated sample sizes in qualitative research. *Qualitative Research, 13*(2),190–197. http://doi.org/10.1177/1468794112446106

Orta, E., & Ruiz, M. (2019). Met4ITIL: A process management and simulation-based method for implementing ITIL. *Computer Standards & Interfaces*, *61*, 1–19. https://doi.org/10.1016/j.csi.2018.01.006

Owais, L. (2021). A brief overview of performance management systems. *SEA-Practical Application of Science*, *9*(25), 23–30. http://spas.seaopenresearch.eu/

Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health*, *42*(5), 533–544. https://doi.org/10.1007/s10488–013–0528–y

Park, J., & Park, M. (2016). Qualitative versus quantitative research method: Discovery or justification? *Journal of Marketing Thought*, *3*(1), 1–7. https://doi.org/10.15577/jmt.2016.03.01.1

Pasian, B. (2014). Extending the concept and modularization of project management maturity with adaptable, human, and customer factors. *International Journal of*

Managing Projects in Business 7(2), 186–214. https://doi.org/10.1108/IJMPB-01-2014-0006

Patanakul, P., Kwak, Y., Zwikael, O., & Liu, M. (2016). What impacts the performance of large–scale government projects? *International Journal of Project Management*, 34, 452–466. http://doi.org/10.1016/j.ijproman.2015.12.001

Perramon, J., Rocafort, A., Bagur-Femenias, L., & Llach, J. (2016). Learning to create value through the 'balanced scorecard'' model: an empirical study. *Total Quality Management & Business Excellence*, *27(*9/10), 1121–1139. https://doi.org/10.1080/14783363.2015.1060853

Pierce, E. (2022). A balanced scorecard for maximizing data performance. *Frontiers in Big Data, 5(2022),* 821103. https://doi.org/10.3389/fdata.2022.821103

Rahayu, S., Yudi, Y., & Rahayu, R. (2022). The relationship of balanced scorecard perspectives and government organization performance measurement. *International Journal of Productivity and Performance Management. ahead-of-print*. *53(*1), 71–78. https://doi.org/10.1108/IJPPM-05-2021-0308.

Reda, N. (2017). Balanced scorecard in higher education institutions: Congruence and roles to quality assurance practices. *Quality Assurance in Education. 25*(4), 489–499. https://doi:http://dx.doi.org/10.1108/QAE-09-2015-003800-00. 10.1108/QAE-09-2015-0038.

Robinson, O. (2014). Sampling in interview-based qualitative research: A theoretical and practical guide, *Qualitative Research in Psychology*, *11*(1), 25–41, https://doi.org/10.1080/14780887.2013.801543

Rodriguez–Segura, E., Ortiz–Marcos, I., Romero, J. J., & Tafur–Segura, J. (2016). Critical CSFs in large projects in the aerospace and defense sectors. *Journal of Business Research*, *69*(11), 5419–5425. http://doi.org/10.1016/j.jbusres.2016.04.148

Rolstadas, A., Tommelein, I., Schiefloe, P., & Ballard, G. (2014). Understanding project success through analysis of project management approach. *International Journal of Managing Projects in Business*, *7*(4), 638–660. https://doi.org/10.1108/IJMPB-09-2013-0048

Rowley, J. (2012). Conducting research interviews. *Management Research Review*, *35*(3), 260–271. http://doi.org/10.1108/01409171211210154

Rutberg, S., & Bouikidis, C. D. (2018). Focusing on the fundamentals: A simplistic differentiation between qualitative and quantitative research. *Nephrology Nursing Journal*, *45*(2), 209–13. https://www.annanurse.org

Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. *Field Methods*, *15*(1), 85–109. http://doi.org/10.1177/1525822X02239569

Saab, N., Helms, R., & Zoet, M. (2018). Predictive quality performance control in BPM: proposing a framework for predicting quality anomalies. Procedia Computer Science, 138, 714–723. https://doi.org/10.1016/j.procs.2018.10.094

Samset, K., & Volden, G. H. (2016). Front–end definition of projects: Ten paradoxes and some reflections regarding project management and project governance. *International Journal of Project Management*, *34*(2), 297–313. https://doi.org/10.1016/j.ijproman.2015.01.014

Sanchez, O. P., Terlizzi, M. A., & de Moraes, H. R. (2017). Cost and time project management CSFs for information systems development projects. *International Journal of Project Management*, *35*(8), 1608–1626. https://doi.org/10.1016/j.ijproman.2017.09.007

Scott, W. (2008). Approaching adulthood: The maturing of institutional theory. Theory and Society, 37(5), 427–442. https://doi.org/10.1007/s11186-008-9067-z

Serra, C., & Kunc, M. (2015). Benefits realization management and its influence on project success and the execution of business strategies. International Journal of Project Management, 33(1), 53–66. https://doi.org/10.1016/j.ijproman.2014.03.011

Sirisomboonsuk, P., Gu, V., Cao, R., & Burns, J. R. (2018). Relationships between project governance and information technology governance and their impact on project performance. *International Journal of Project Management*, *36*(2), 287–300. https://doi.org/10.1016/j.ijproman.2017.10.003

Smits, D., & van Hillegersberg, J. (2018). The continuing mismatch between IT governance maturity theory and practice: a new approach. *Procedia Computer Science*, *138*(1), 549–560. https://doi.org/10.1016/j.procs.2018.10.075

Sparkes, A. (2015). Developing mixed methods research in sport and exercise psychology: Critical reflections on five points of controversy. *Psychology of Sport and Exercise*, *16*(3), 49–59. https://doi.org/10.1016/j.psychsport.2014.08.014

Stenson, K., & Holt, P. (2018). How to become a researcher and the role of the academic specialist registrar. *Surgery (Oxford)*, *36*(9), 459–463.

http://doi.org/10.1016/j.mpsur.2018.07.003

Taherdoost, H., & Keshavarzsaleh, A. (2016). Critical factors that lead to projects' success/failure in the global marketplace. *Procedia Technology*, *22*(1), 1066–1075. https://doi.org/10.1016/j.protcy.2016.01.151

Tawsw, A., Tawsw, P., & Tabesh, P. (2022). Thirty years with the balanced scorecard: What we have learned. *Business Horizons. 65*(2*)*. https://doi.org/10.1016/j.bushor.2022.03.005.

Thamhain, H. J. (2014). Assessing the effectiveness of quantitative and qualitative methods for R&D project proposal evaluations. *Engineering Management Journal*, *26*(3), 3–12 https://doi.org/10.1080/10429247.2014.11432015

Thomas, D. R. (2017). Feedback from research participants: Are member checks useful in qualitative research? *Qualitative Research in Psychology*, *14*(1), 23–41. https://doi.org/10.1080/14780887.2016.1219435

Thurman, M., Riedel, R., & Muller, E. (2015, December 6–9). *Management of "soft" CSFs in projects*. International Conference on Industrial Engineering and Engineering Management (IEEM), Singapore, Singapore. http://doi.org/10.1109/IEEM.2015.7385854

Too, E. G., & Weaver, P. (2014). The management of project management: A conceptual framework for project governance. *International Journal of Project Management, 32*(8), 1382–1394. http://doi.org/10.1016/j.ijproman.2013.07.006

Tran, V. T., Porcher, R., Tran, V. C., & Ravaud, P. (2017). Predicting data saturation in qualitative surveys with mathematical models from ecological research. *Journal*

of Clinical Epidemiology, *82*(1), 71–78. https://doi.org/10.1016/j.jclinepi.2016.10.001

Tsoy, M., & Staples, D. S. (2021). What are the critical success factors for agile analytics projects? *Information Systems Management*, *38(*4), 324–341. https://doi.org/10.1080/10580530.2020.1818899

Unger, B. N., Rank, J., & Gemünden, H. G. (2014). Corporate innovation culture and dimensions of project portfolio success: The moderating role of national culture. *Project Management Journal*, *45*(1), 38–57. http://doi.org/10.1002/pmj.21458

Venkatesh, V., Brown, S. A., & Bala, H. (2013). Bridging the qualitative–quantitative divide: Guidelines for conducting mixed methods research in information systems. *MIS Quarterly*, *37*(1), 21–54. https://doi.org/10.25300/misq/2013/37.1.02

Wagstaff, C., & Williams, B. (2014). Specific design features of an interpretative phenomenological analysis study. *Nurse Researcher*, *21*(3), 8–12. https://10.7748/nr2014.01.21.3.8.31226

Wahyuni, D. (2012). The research design maze: Understanding paradigms, cases, methods, and methodologies. *Journal of Applied Management Accounting Research*, *10*(1), 69–80. https://ssrn.com/abstract=2103082

Wanivenhaus, H., Kovac, J., Znidarsic, A., & Vrecko, I. (2018). Vienna construction projects: Redirection of project management critical CSFs–more focus on stakeholders and soft skills development. *Lex Localis–Journal of Local Self–Government*, *16*(2), 337–359. http://doi.org/10.4335/16.2.337-359(2018)

White, D. E., Oelke, N. D., & Friesen, S. (2012). Management of a large qualitative data set: Establishing trustworthiness of the data. *International Journal of Qualitative Methods*, *11*(3), 244–258. https://doi.org/10.1177/160940691201100305

Wilkin, C. L., Couchman, P. K., Sohal, A., & Zutshi, A. (2016). Exploring differences between smaller and large organizations' corporate governance of information technology. *International Journal of Accounting Information Systems*, *22*(1), 6–25. https://doi.org/10.1016/j.accinf.2016.07.002

Winter, S., & Collins, D. (2015). Why do we do what we do? *Journal of Applied Psychology*, 27, 35–51. http://doi.org/10.1080/10413200.2014.941511

Yamami, A., Mansouri, K., Qbadou, M., & Illousamen, E. (2016, October 24–26). *Toward a new multi–agents' architecture for the adoption of the ITIL framework by small and medium-sized enterprises*. International Colloquium on Information Science and Technology (CiSt), Information Science and Technology (CiSt), International Colloquium, Tangier, Morocco. http://doi.org/10.1109/CIST.2016.7805091

Yancy, A. (2017). Who adopts balanced scorecard? An empirical study. *International Journal of Business, Accounting & Finance*, *11*(2), 24–37. http://www.theibfr.com

Yilmaz, K. (2013). Comparison of quantitative and qualitative research traditions: Epistemological, theoretical, and methodological differences. *European Journal of Education*, *48*(2), 311–325. http://doi.org/10.1111/ejed.12014

Yin, R. (2018). *Case study research: Design and methods* (6th). SAGE Publications.

Zachariadis, M., & Barrett, M. (2013). Methodological implications of critical realism for mixed–methods research. *MIS Quarterly*, *37*(3), 855–879. http://doi.org/10.25300/MISQ/2013/37.3.09

Zhao, J., Zhao, X., Nguyen, Q., Ma, T., & Gao, S. (2018). Soft skills of construction project management professionals and project CSFs: A structural equation model. *Engineering, Construction and Architectural Management*, *25*(4), 425–442. https://doi.org/10.1108/ECAM-01-2016-0016

Zin, N. M., Sulaiman, S., Ramli, A., & Nawawi, A. (2012). Balanced scorecard implementation within a Malaysian government-linked company. *Asia–Pacific Management Journal*, *7*(1), 29–57. http://arionline.uitm.edu

Zwikael, O., & Smyrk, J. (2015). Project governance: Balancing control and trust in dealing with risk. *International Journal of Project Management*, *33*(4), 852–862. http://doi.org/10.1016/j.ijproman.2014.10.012

Appendix A: Interview Protocol

Interview Scheduled Date_____Interview Date:_____

Interview Script

Hello, good morning/afternoon/evening,

My name is Sherri Williams, and I am a doctoral student at Walden University. I am inviting you to participate in a research interview about CSFs strategies. The purpose of this qualitative, multiple case study is to explore the strategies ITIL business leaders use to implement CSFs to improve their performance. In addition, this study's results may contribute to social change by promoting ITIL business leaders' and service process owners' understanding of the benefits of implementing CSF strategies. This study partially fulfills the requirements needed to complete my Doctor of Business Administration (DBA) degree. I appreciate your participation and would like your permission to digitally record this interview using a Zoom technology microphone recorder. This will allow me to create a transcription of our conversation. If you want me to end the recording now, just let me know. Your responses will be confidential.

Interview recording start time_____

Interview Questions

1. What CSFs strategies have you identified to improve organizational efficiency for project success?
2. Based on your experience, how did implementing CSFs strategies improve organizational efficiency and project success?

3. Among the CSF strategies implemented, how did implemented strategies result in more frequent organizational efficiency and project success?
4. What were the benefits of implementing CSFs strategies to improve organizational efficiency and project success?
5. What CSF strategies were not successful in improving organizational efficiency and project success?
6. What were the key barriers to implementing CSFs strategies to improve organizational efficiency and project success?
7. How did you overcome key barriers to implementing your CSF strategies for organizational efficiency and project success?
8. What other information can you provide to understand the successful implementation of CSF strategies for organizational efficiency and project success?

Interview recording end time_____

Thank you for your voluntary participation in this interview. I appreciate your time, feedback, and assistance in making this interview successful. The information you provided will be used solely for this research study and will not be disclosed to anyone. If you have questions or need further clarification, please feel free to contact me by cell phone at xxx-xxx-xxxx or by email at xxxx@xxxx.

Appendix B: ITIL Business Leaders Criteria

1. Have you managed or participated in a large or medium-sized project last year?
2. Are you a business leader within an ITIL organization?
3. Have you been involved with CSF strategic implementations or use?
4. Does your organization have IT governance frameworks?
5. Are CSFs used as KPIs for employee performance measures?