

Appendix 2: Initial findings from preliminary data supporting themes in literature

Concept	Sample evidence from preliminary data
Value co-creation and value appropriation (a more general topic)	<p>“Apart from making the client happy and satisfied and nurture their bottom line, we have an objective, or a desire to also get a great case out of it. Regarding this, it is important to be careful (...) that you keep in mind that it is the client’s, you know, the result for the client that is the most important thing.” (Project manager)</p>
Integration	<p>“Well, there can be a lot of factors that play a part here (...) because they have an influence on (...) our mutual goal (...) is there anything in particular they must contribute with towards their senior or subordinate? (...) do they have any criteria for success they must fulfil before they believe they have reached the goal or fulfilled this job successfully? (...) it is something that can really play a role in this process to negotiate a mutual goal (...) they [discussing a specific client, ed.] might have some complete different goals: not to spent so much time on it (...) it should not be as ambitious as we would like it to be (...) we worked with some bank advisors who have their daily routine, right, and suddenly they have this extra responsibility, where we actually demand quite a lot of them in that we demand them to provide feedback and we demand that they participate and learn these extra things (...) we demand quite a lot from our clients (...) our partner on the project (...) are the persons prepared to put so much effort into it? (...) that process can be extremely demanding.” (Content Production Manager).</p> <p>“All of our employees have [Client Name] glasses now, right. My dad does, too. My dad’s girlfiend does, too. Jannick’ mother does. You know, because that is the way it is; now we are on the [Client Name] team. I like that, you know, it is a team-effort, and now we are going to win. I do not know exactly what it is that we are going to win, but we surely have to win... I see that as a huge strength. I would love it if it were me who had a product and if I were selling it, and then someone comes along and says, “Now we are on your team,” right. “Now we are playing on the same team here.”... I think, actually, that it is mutual trust. Then we will see in two to three years whether it, you know, whether the loyalty pays off. I know it does with [Client Name]. We have made a regular deal and we will make one more for 2016 because of it. We have worked our asses off for them, and they know that. Today, the managing director called and said “well, but, so, you</p>

	<p>know, we better look at how much you are paid, since you run around and buy gear and things like that.” “Well, yes, we have to be paid more.” “Yes, that is what I thought as well.” You know.” (CEO and Founder)</p>
<p>Decision-making</p>	<p>“We have experienced in one campaign that the client came to us after the campaign and said: “well, this was what you pitched to us, it looked like this. Why have I not gotten these things here?” This is because we have continuously collaborated with a team, which hierarchically is at a lower level (...) and there is a difficult communicative challenge when you work, you know when my team collaborates with a client’s team, and then along the way make new decisions because the world changes and media change and so on. Then you do some other things that what was planned. How do you ensure that (...) it will not become something the client can use to knock you in the head in the end and say: ‘well, we did not get what was written in the initial offer.’” (CEO and Founder)</p> <p>Asked about how decision-making is carried out, Respondent 1 emphasises collective decision-making where the most knowledgeable/competent makes the decision on the specific topic in question: “Well, ideally it is 50/50 (...) We are a creative team, right, so we make the best solution and [the client] then pulls a bit to the brand side again, and then we find the best solution (...) I really want to make it a co-operation. It might go wrong as well, if you do not articulate it. Some clients might expect that, cool, you are the agency (...) you will tell us everything (...) I can see that we have to be a bit cautious. We really need to articulate it, and express that of course we will do it together.” (CEO and Founder)</p> <p>“At the end of the day, you know, we have just as much the right to say that we do not think this is good, we do not feel like doing this. And they cannot, you know, force us into doing something and we cannot force anything down their throats” (Project Manager)</p>
<p>Aligning project and corporate goals</p>	<p>“My responsibility is that projects are finished, you know, that they reach their goal, right. Obviously, that is a shared responsibility.” (Respondent 2, project manager)</p> <p>“Well, there can be a lot of factors that play a part here (...) because they have an influence on (...) our mutual goal (...) is there anything in particular they must contribute with towards their senior or subordinate? (...) do they have any criteria for success they must fulfil before they believe they have reached the goal or</p>

	<p>fulfilled this job successfully? (...) it is something that can really play a role in this process to negotiate a mutual goal (...) they [discussing a specific client, ed.] might have some complete different goals: not to spent so much time on it (...) it should not be as ambitious as we would like it to be (...) we worked with some bank advisors who have their daily routine, right, and suddenly they have this extra responsibility, where we actually demand quite a lot of them in that we demand them to provide feedback and we demand that they participate and learn these extra things (...) we demand quite a lot from our clients (...) our partner on the project (...) are the persons prepared to put so much effort into it? (...) that process can be extremely demanding.” (Content Production Manager).</p>
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Appendix 3: Overview of agencies used for collecting data

The first round of data collection was carried out as part of Master’s level reports empirically investigating project management in a single-case marketing agency.

The second round of data collection was carried out between April and September 2016, partially in the company that was also used for the first round of data collection, partially from three additional agencies. These two rounds of data collection are what the TP refers to as preliminary data.

The third round of data collection was carried out between February and April 2017. This data is what will constitute the main part of the Ph.D.’s data set. It has not yet been transcribed and analysed.

Agency	Job title of interviewee	Key responsibilities	Collected communication material	Textual data from agency websites
<i>First round of data collection</i>				
Agency 1	CEO	N/A	<i>Collected September-December 2014</i> <ul style="list-style-type: none"> - 2 client presentations (PDF) - 5 pitches 	
	Project Manager		<ul style="list-style-type: none"> - 2 client briefs (PDF) + work documents supporting their creation 	
	Project Manager		<ul style="list-style-type: none"> - 2 agency presentations for initial client meetings - 8 pages of field notes from participant observation 	
	Content Production Manager		<i>Collected in June-August 2015</i> <ul style="list-style-type: none"> - 1 mail correspondence - 2 conception and work documents - Internal employee handbook - Client “Year Wheel”, i.e. an alternative calendar 	

Second round of data collection

Agency 1

- 32 client mail correspondences

Agency 2

Digital Project Manager

Coordinating with technical team; sparring with advertisers; proposals for clients; booking of media

- Project management tool (screenshots)

Agency 3

Project Coordinator/Manager

Manage communication between project team and the client; budgetary responsibility for clients

- Project management tools (screenshots)

Agency 4

Digital Account Manager

Client responsible; client consultancy on digital marketing, e.g. strategy, SEO, Adwords, Social Media

- Not allowed to share anything

Current Ph.D. data collection

Agency 5

Project Manager and Consultant

Consultative project manager; client contact;

- 2 Client propositions
- Project plan
- Workshop proposal (PPT)
- E-mail correspondences
- Client dialogue from interactive communication system

7 instances of communication

Agency 6

Project Officer

Project management for larger clients/projects; client relationship; internal coordination

- Client presentation (PPT)

2 instances of communication

Agency 7

Project Manager

Relationship building and maintenance with new and existing clients; managing projects for immediate clients and through external agencies

- Agreement document
- Client presentation (PPT)
- Client brief (PPT)

6 instances of communication

Agency 8

Partner, co-owner, founder

Key account management; business development; client contact; sales

- Document of terms and conditions of sales/collaboration
- Overview of hourly pricing
- Client presentation (PPT)
- Cooperation agreement

12 instances of communication

Agency 9

Project Manager

Managing and steering projects; budgetary responsibility; execution/implementation

- Project plan
- Requirements specification

2 instances of communication

Agency 10^a	Project Manager and text producer	Set up, carry out, and finish client orders; sparring with project team; communication link between client and project team	<ul style="list-style-type: none"> - Pre-analysis (57 pages) (PDF) (client 1) - Client workshop agenda (PDF) (client 1) - Proposal for project plan/schedule (Excel) (client 1) 	16 instances of communication
	Chief consultant	Primary responsible relations and communications with certain bigger clients	<ul style="list-style-type: none"> - Agenda for "Marketing Day" workshop (PPT) (client 2) - Summary from "Marketing Day" workshop (PDF) (client 2) - Concept proposal (PDF) (client 2) 	
Agency 11	Contact Director	Responsible for managing contact managers, project managers, and the digital department. Responsible for all clients, apart from FMCG clients.	<ul style="list-style-type: none"> - A conceptual model for developing project concepts with clients 	7 instances of communication
Agency 12	Director of Project Services	Responsible for project managers and project deliverables. Partner in the company. Managing client relationships and strategic projects.	<ul style="list-style-type: none"> - Client brief from a client meeting (PDF) - A presentation of the agency's strategic process in working with clients (PPT) 	8 instances of communication
Agency 13	CEO, founding partner	Sales (new business), economy, employee responsible	<ul style="list-style-type: none"> - Did not find anything to be relevant. The agency generally does not work with documents. 	12 instances of communication
Agency 14	COO	Responsible for employees, including knowledge sharing and employee development, performance management, contracts, etc.	<ul style="list-style-type: none"> - Project staffing agreement (Word) - Intranet "Way of Working" (Screenshot) (PDF) - Deliverables agreement - Template for client start up meeting (PPT) - Way of Working with clients (PPT) (print) 	24 instances of communication
Agency 15	Project Manager	Responsible for day-to-day project client contact, production plans, budgets, internal work distribution	<ul style="list-style-type: none"> - Client debrief - Concept proposal for client (PDF) - Event proposal for client (PDF) - Client brief (Excel) - Internal brief template (Word) - GANTT plan 	15 instances of communication
Agency 16	Partner, co-owner, chief consultant	Responsible for sales, developments, and working with clients	<ul style="list-style-type: none"> - Success formula (internal document) (PDF) - Project phases (JPEG) - Creative client brief (Word) - Client concept presentation (PDF) 	
Agency 17^a	Managing Director (local) and Partner (in enterprise)		<ul style="list-style-type: none"> - Process template/client concept presentation (PDF) 	

	Consultant, director project managers		
Agency 18	Partner, CEO	Strategic consultancy work for clients without the executing/implementing part, client analyses, observations, insights	- I still need to hear back from this interviewee
Agency 19	Partner, CEO, co-owner, CMO	Client communication, project management, strategic consultancy	- Three client mail correspondences (as PDFs) - Client presentation (PPT) - Client brief (PDF)
Agency 20	Senior Project Manager		
Agency 21	Chief of Strategy and Concept	Client responsible, quality insurance of services	
Agency 22	Partner, co-owner, CCO	Client communication, project management, concept development, text writing, HR, development of the agency	- Client analysis document (print) - Project proposal, incl. price estimation, task description, conditions (print) - Creative brief (print) - GANTT chart (print)

^a Joint interview

Appendix 4: Interviewguide (Danish)

1. Introducerende spørgsmål	
a. Personlig kontekst	Hvad er din jobtitel og primære ansvarsområder?
	Hvad er din uddannelsesmæssige baggrund (generel og inden for projektledelse)?
	Hvor mange års erfaring har du som projektleder?
b. Virksomhedskontekst	Hvad laver jeres virksomhed?
	Arbejder I projektbaseret?
	Hvilken type kunder arbejder I med?
	Hvordan beslutter I jer for hvilke kunder I arbejder med?
2. Projekter og projektledelse	
a. Projektorganisering	Lander I projekter (kampagner) eller lander I kunder?
	Hvordan starter I et projekt op?
	Hvis projekt er det? Hvem ejer projektet?
	Hvilke analyser laver I i starten af et projekt?
	Hvordan organiserer I et projekt?
	[Vis model] Hvor vil du placere kunden?
	Hvilke roller udfylder I og hvilke roller udfylder kunden?
	Hvilke projektmaterialer/-værktøjer (f.eks. projektplan, projektkontrakt, pitchdokumenter, styringsværktøjer, PPT slides, andre dokumenter) arbejder I med?
	Hvilket materiale deler I med kunden?
	Har jeres projekter en fælles projektplan?
	Hvornår er et projekt succesfuldt?
	Hvornår er projektkonceptualiseringsfasen succesfuld?
	Hvilken indflydelse har det på resten af projektet, om den første fase af projektet er forløbet succesfuldt eller ej?
	b. Behov, konceptualisering, og værdi
Hvordan skabes løsningen?	
Hvad er vigtigt i behovsafdækning og generering af løsning?	
Hvordan fastlægges (defineres/forhandles) projektets formål, mål, succeskriterier, leverancer, ressourcer, tidsperspektiv, osv.?	
Bringer I andre interessenter i spil i projektkonceptualiseringsfasen end kunden og jer selv?	
Hvordan ved I, at det er tid til at gå fra konceptualiseringsfasen til den næste fase af projektet?	
Har jeres projekter en fast eller agil struktur/proces?	

	Hvad er forholdet mellem projektkonceptualisering og projektevaluering?
	Hvordan/op imod hvad evaluerer I et projekt?
	Hvordan skal projektet skabe værdi, og for hvem?
	Er et projekts ressourcer, leverancer, og tid til forhandling?
	Hvad er det vigtigste for dig som projektleder, inden et projekt går fra konceptualisering til planlægning/eksekvering?
3. Relation til og kommunikation med kunden	
a. Relation til kunden	Hvilken relation har du/vil du gerne have med de kunder, du laver projekter med?
	Hvad er de vigtigste parametre i en god kunderelation?
	Hvordan opbygger og vedligeholder du denne relation?
	Hvilken indflydelse har din relation med kunden på ledelsen og organiseringen af projektet?
	Hvilken indflydelse har din relation med kunden på projektets succeskriterier og evaluering?
b. Kommunikation med kunden	Hvem kommunikerer med kunden om hvilke ting?
	Hvilken rolle spiller kommunikation for dig i din projektledelse?
	Hvad sker der ved (vigtige) beslutningspunkter?
	Hvad bruger du skriftlig kommunikation til?
	Hvad bruger du face-to-face kommunikation til?
4. Samarbejde	
a. Samarbejde med kunden	Bruger I kundens erfaring og viden i konceptualiseringen af et projekt?
	Etablerer I en fælles vision for og formål med projektet?
	Hvilke processer deltager kunden i, og hvilke laver I selv (f.eks. definering af målsætning, succeskriterier og kravsspecifikationer, nedbrydning af arbejdsopgaver, tidsplan, diverse analyser, etc.)?
b. Samarbejde og brugen af viden	Hvordan samarbejder I med kunden for at nå frem til den bedste idé med et projekt?
	I hvilket omfang inkorporerer I kundens input når I genererer løsningsmuligheder til et projekt?
	I hvilket omfang inkorporerer I kundens input når I planlægger eksekveringen og driften af et projekt?
	Indarbejder I kundens idéer, erfaring og viden om eget brand/marked/målgruppe?
5. Afsluttende spørgsmål	
	Har du noget du vil tilføje eller noget du har lyst til at spørge om?

	Er det okay at jeg kontakter dig igen i forbindelse med et potentielt opfølgende interview?
	Kender du nogen, der kunne være interessante for mig at interviewe?

Appendix 5: Initial coding template

1. Integration

- a. Integrating project and business strategy
- b. Integrating project and operations activities
 - i. Project life-cycle
 - ii. Systems perspective
 - 1. Personal ties
 - 2. Organisational and project team cultures
 - 3. Potentially conflicting loyalties
- c. Tensions between institutional logics

2. Decision-making

- a. Selecting the right idea
- b. Choosing the right concept
- c. Managing stakeholders' interests *vis-à-vis* the project definition
- d. Inter-personal relationships
- e. Engaging project participants in joint decision-making processes

3. Aligning project and organisational goals

- a. Align front-end activities with business goals
- b. Social interaction supporting goal alignment
- c. Social geography of the project
- d. Collectively negotiating success criteria
- e. Aligning project goals with the project owner's expectations