

Sourcing av IT-tjenester

Virksomhetstilpasning og verdiskapning

CIO Forum

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Professor Petter Gottschalk

The Choice of Sourcing Mechanisms for Business Processes

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There is unprecedented interest in digitally enabled extended enterprises that enable firms to gain access to specialized skills and capabilities globally. Given this motivation, firms are unbundling their value chain processes and exploring new sourcing mechanisms. With the emergence of world-class skills and capabilities in offshore locations, new sourcing mechanisms have become available beyond traditional domestic insourcing and outsourcing. However, there is little systematic research examining how firms choose sourcing mechanisms for their business processes. This study views the digitally enabled extended enterprise as a complex system of business processes and examines how sourcing choices are made in such enterprises. It builds on the modular systems theory to posit that modularization of business processes and their underlying information technology (IT) support infrastructures are associated with the choice of sourcing mechanisms for the processes. The study tests this proposition in a sample of business process sourcing choices made by 93 medium and large U.S. firms. The results show that firms tend to choose domestic outsourcing for processes that are high in modularity and offshore outsourcing for processes that are low in modularity. Further, when processes can be detached from a firm's IT infrastructure, firms tend to use offshore outsourcing. However, when processes are tightly coupled with underlying IT infrastructure, it may be infeasible to detach processes and execute them in remote locations. Implications for theory and practice are also discussed.

Key words: digitally enabled extended enterprise; outsourcing; offshoring; insourcing; new organizational forms; modular systems theory; process modularity; information technology detachability; transaction cost

OUTSOURCING TO AN UNKNOWN WORKFORCE: EXPLORING OPENSOURCING AS A GLOBAL SOURCING STRATEGY¹

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Abstract

This paper presents a psychological contract perspective on the use of the open source development model as a global sourcing strategy—opensourcing, as we term it here—whereby commercial companies and open source communities collaborate on development of software of commercial interest to the company. Building on previous research on information systems outsourcing, a theoretical framework for exploring the opensourcing phenomenon is derived. The first phase of the research concerned qualitative case studies in-

volving three commercial organizations (IONA Technologies, Philips Medical Systems, and Telefonica) that had “liberated” what had hitherto been proprietary software and sought to grow a global open source community around their product. We followed this with a large-scale survey involving additional exemplars of the phenomenon. The study identifies a number of symmetrical and complementary customer and community obligations that are associated with opensourcing success. We also identify a number of tension points on which customer and community perceptions tend to vary. Overall the key watchwords for opensourcing are openness, trust, tact, professionalism, transparency, and complementariness: The customer and community need to establish a trusted partnership of shared responsibility in building an overall opensourcing ecosystem. The study reveals an ongoing shift from OSS as a community of individual developers to OSS as a community of commercial organizations, primarily small to medium-sized enterprises. It also reveals that opensourcing provides ample opportunity for companies to headhunt top developers, hence moving from outsourcing to a largely unknown OSS workforce toward recruitment of developers from a global open source community whose talents have become known as a result of the opensourcing experience.

Keywords: Open source, opensourcing, offshoring, outsourcing, global software development, crowdsourcing, multi-method research

[†]This paper was recommended for acceptance by Associate Guest Editor Rudy Hirschheim.

Kunnskapsstrategi

Forretningsmodeller

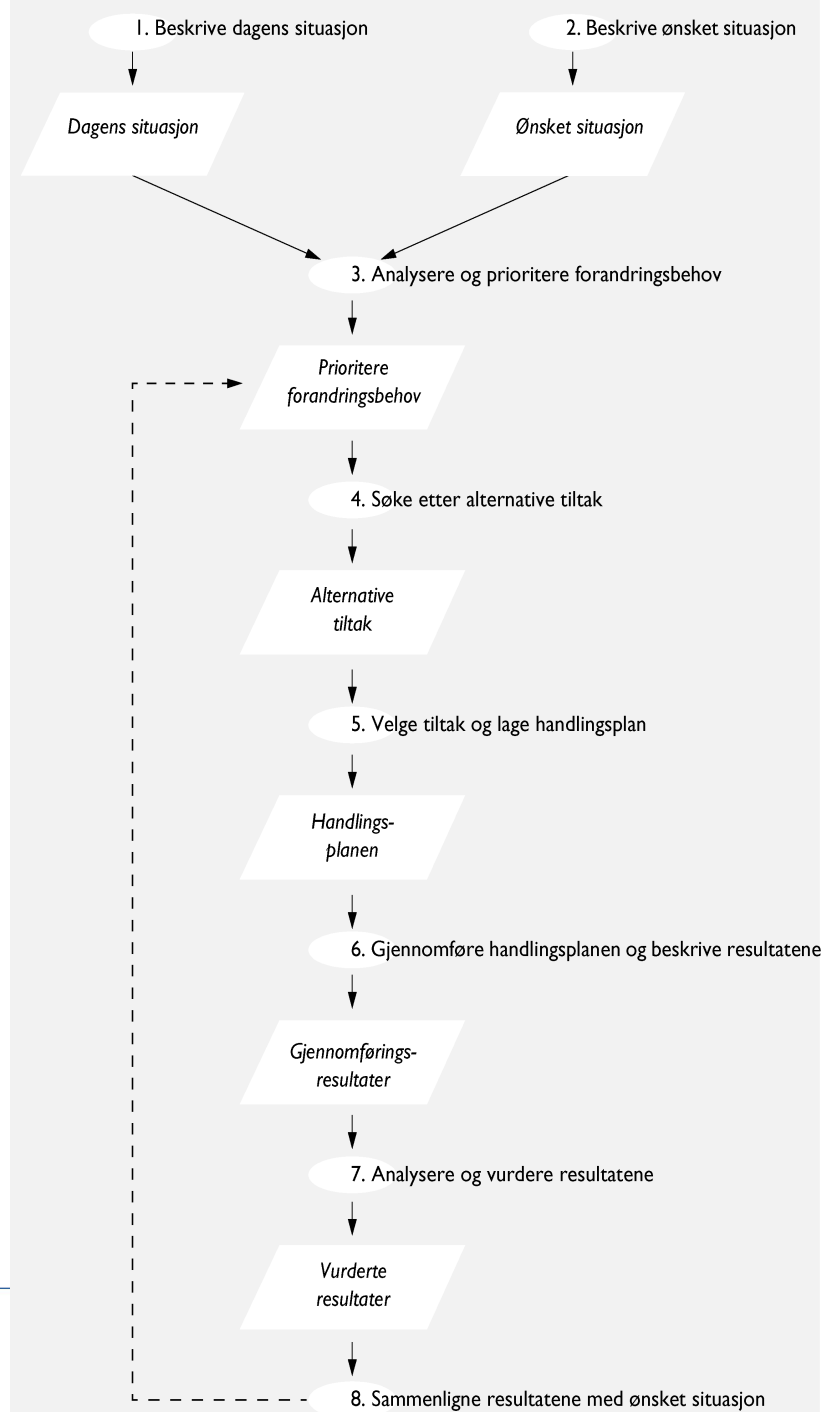
Informasjonsstrategi

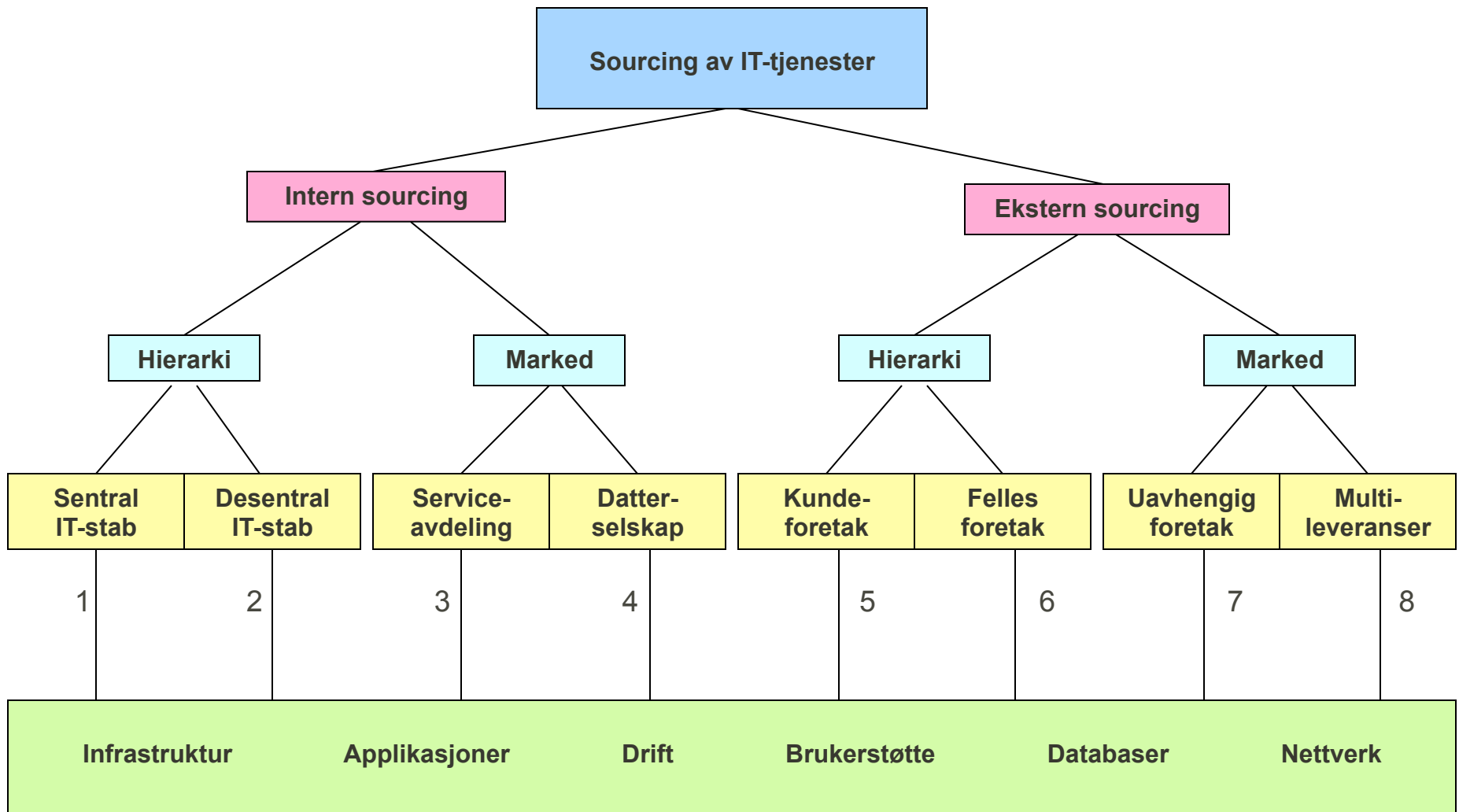
Systemstrategi

Verdikonfigurasjon

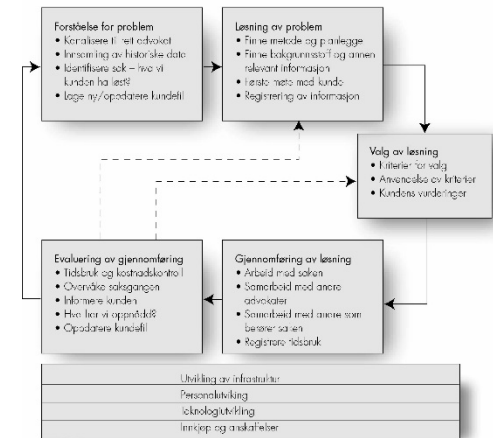
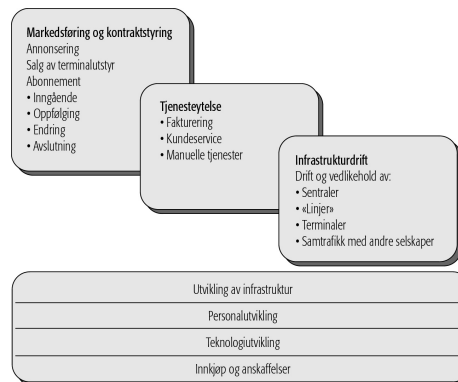
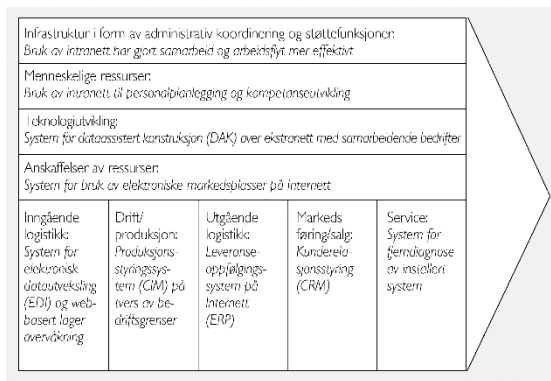
Sourcing

Implementering





Virksomhetstilpasning og verdiskapning



Verdikonfigurasjon



- Cloud computing er en



- Nå må vi slutte å si at cloud computing vil gjøre at it-avdelingen slipper å tenke på teknologi og i stedet kan tenke forretning. Det er helt feil! Hvis skyene blir hengende, er implikasjonene det stikk motsatte. It-avdelingen vil bli mye mer teknisk.

Det sa Petter Gottschalk, professor ved BI, under en debatt på seminaret It-trender, et arrangement i regi av Computerworld, onsdag.

- Bare se på outsourcing. Det er noe av det mest tekniske vi gjør.

Gottschalk ble med sine uttalelser den eneste i debattpanelet som rettet et meget kritisk blikk mot nettskyen. Som han påpeker, er ikke skyene alltid blå, de kan vel så gjerne bli grå og by på en real regnskur. Professoren frykter at blind, ukritisk tro på nettskyen kan ende i skandaler.

- Mange ting i vår bransje er preget av veldig gode ideer. Det er utrolig artig å strekke seg mot en sky. Det er enorme forventninger, etterfulgt av enorme skuffelser. En ting er helt sikkert med nettskyene: Noen vil lykkes, mange vil gå på trynet.



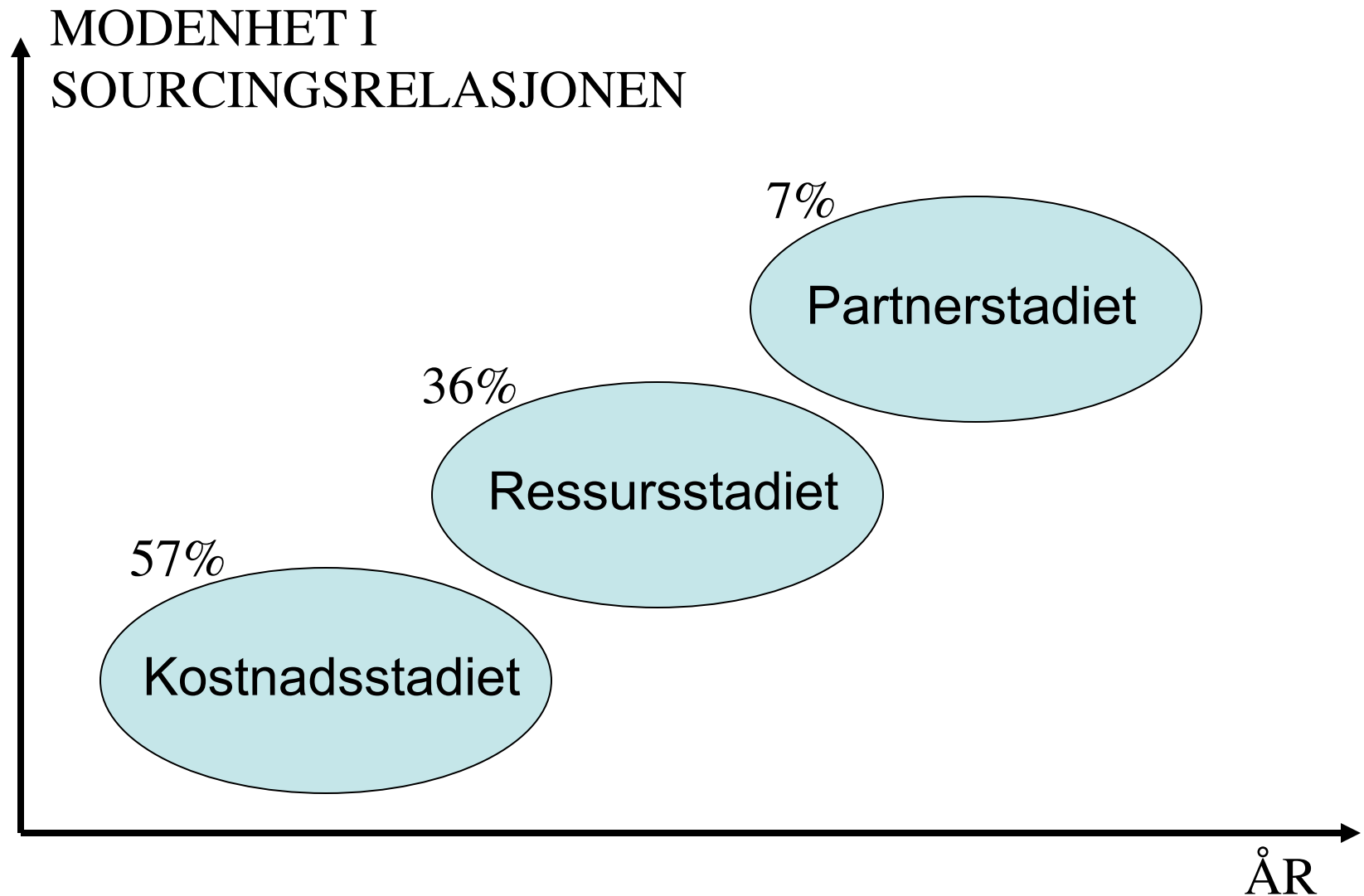
- Cloud computing er en



- Nå må vi slutte å si at cloud computing vil gjøre og i stedet kan tenke forretning. Det er helt feil! Det stikk motsatte. It-avdelingen vil bli mye mer. Det sa Petter Gottschalk, professor ved BI, under arrangement i regi av Computerworld, onsdag.

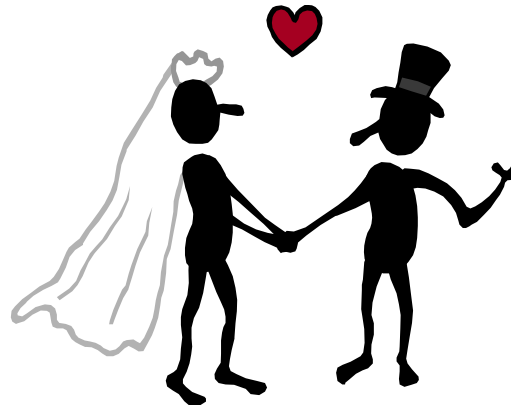
- Bare se på outsourcing. Det er noe av det mest. Gottschalk ble med sine uttalelser den eneste i mot nettskyen. Som han påpeker, er ikke skyen en real regnskur. Professoren frykter at blind, ul - Mange ting i vår bransje er preget av veldig god en sky. Det er enorme forventninger, etterfulgt av nettskyene: Noen vil lykkes, mange vil gå på tryk

En hype er en trend som blir verdsatt og beundret langt mer enn fortjent, ofte basert på irrasjonelle følelser og et ønske/behov for å være mest mulig moderne og foran alle andre. Hype-sauer er de som hiver seg på det de tror er siste trend og føler seg særdeles kule og "med". Vi andre som står og betrakter dere, bare ler. Dere er it-verdenens se-og-hør-lesere som kryper etter trendsetterne som lager spor. Og sistnevnte gruppe er meget, meget liten. Hype=krampe, og de fleste er tatt av krampa.



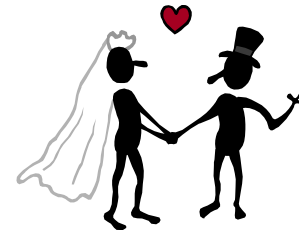
Partnerskapskvalitet

I hvilken grad stemmer resultatet av partnerskapet med deltakernes forventninger?



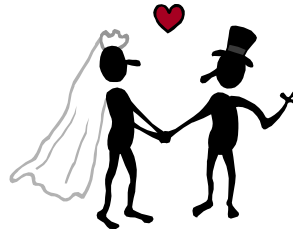
(Lee and Kim)

Partnerskapskvalitet



- ✓ **Tillit:** I hvilken grad er det tillit og vilje mellom partnerne?
- ✓ **Forretningsforståelse:** I hvilken grad er det forståelse for adferd, mål og retningslinjer mellom partnerne?
- ✓ **Gevinst- og risikodeling:** I hvilken grad er det uttrykt og enighet om gevinster og risiko mellom partnerne?
- ✓ **Konfliktunngåelse:** I hvilken grad er det kompatibilitet i aktiviteter, ressursdeling og mål mellom partnerne?
- ✓ **Forpliktelse:** I hvilken grad bidrar partnerne til at relasjonen skal fortsette?

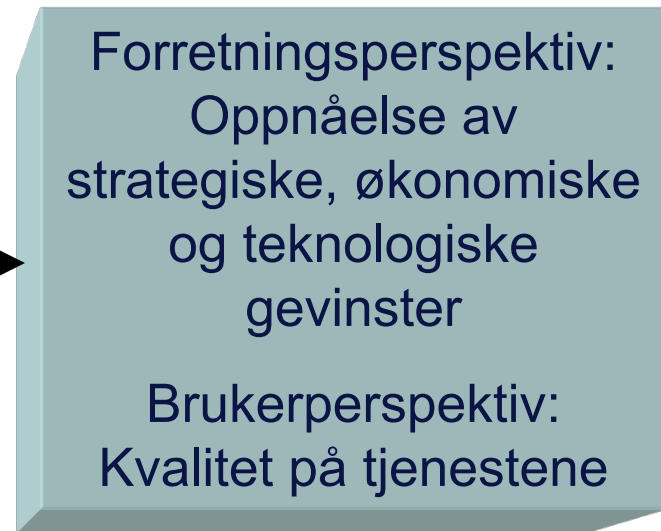
(Lee and Kim)



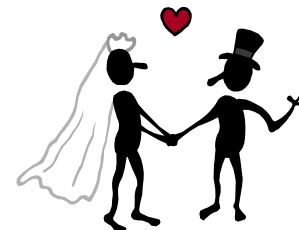
Partnerskapskvalitet



Outsourcingssuksess



(Lee and Kim)



Påvirkningsfaktorer



Pluss

Nei

Pluss

Nei

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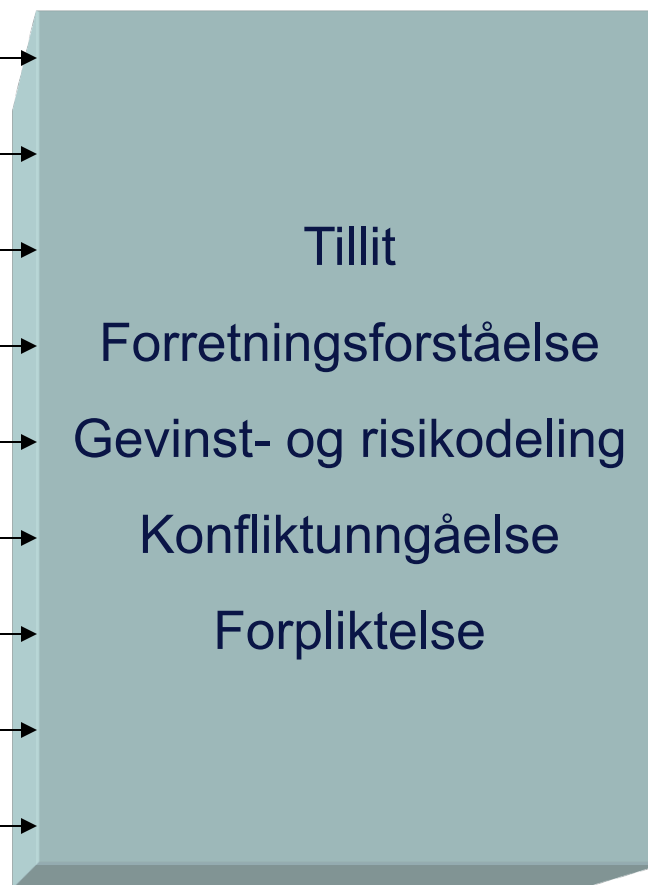
Minus

Minus

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Partnerskapskvalitet



(Lee and Kim)

UTVIKLINGEN STOPPER ALDRI

