Contents

1 Exploring Layers of Complexity in Offshoring Research and Practice ................................ 1
Lydia Bals, Peter D. Ørberg Jensen, Marcus M. Larsen
and Torben Pedersen

Part I Offshoring Strategy and Business Models

2 Offshoring Activities Impact a Company’s Business Model: The Case of BBVA and Banco Santander .................. 21
Carmen Paz-Aparicio and Joan E. Ricart

3 Entrepreneurial Globalization: Lessons From the Offshoring Experiences of European Firms .............. 37
U. Srinivasa Rangan and Peter Schumacher

4 Tracking Offshoring and Outsourcing Strategies in Global Supply Chains............................... 57
Timo Seppälä

Part II Organizational and Process Dynamics in Offshoring Knowledge Work

5 Exploring Processes and Capabilities in Offshoring Intermediation ........................................... 79
Gabriella Lojacono and Olga Annushkina
Contents

Stephen Tallman and Susan M. Mudambi

7 Offshoring White-Collar Work: An Explorative Investigation of the Processes and Mechanisms in Two Danish Manufacturing Firms .................................................. 123
Dmitrij Slepniov, Marcus M. Larsen, Brian Vejrum Wæhrens, Torben Pedersen and John Johansen

8 SMEs De- or Reorganising Knowledge When Offshoring? .... 141
Claus Jørgensen and Christian Koch

9 The Dual Role of Subsidiary Autonomy in Intra-MNC Knowledge Transfer .................................................. 155
Peder Veng Søberg and Brian Vejrum Wæhrens

Part III Challenges and Opportunities in Offshoring Research and Development

10 The Challenge of R&D Offshoring: Implications for Firm Productivity .................................................. 175
María Jesús Nieto and Alicia Rodríguez

11 Industrial R&D Centers in Emerging Markets: Motivations, Barriers, and Success Factors ............... 191
Anna Dubiel and Holger Ernst

12 Toward a Flexible Breathing Organization: R&D Outsourcing at Bayer .................................................. 211
Lydia Bals, Kyra Constanze Kneis, Christine Lemke and Torben Pedersen

Part IV Firms Risks and Influence from Locational Factors

13 The Service Offshoring Code: Location Efficiencies for German Firms .................................................. 229
Robert Fraunhofer, Amit Karna and Florian Täube

14 The Exit Advantage: Overcoming Barriers to National Exit .... 251
Brent Burmester
15 Climate Change and the Offshoring Decision: Risk Evaluation and Management ................................ 271 Edgar Bellow

16 Do Expectations Match Reality When Firms Consider the Risks of Offshoring? A Comparison of Risk Assessment by Firms with and Without Offshoring Experience ......................... 287 Peter D. Ørberg Jensen, Torben Pedersen and Bent Petersen

Part V Industry Level and Network Perspectives on Offshoring

17 Offshoring of Innovation: Global Innovation Networks in the Danish Biotech Industry .................................................. 303 Stine Haakonsson

18 Global Operations Coevolution: Hidden Effects and Responses .................................................. 325 Dmitrij Slepniov, Brian Vejrums Wæhrens and Ebbe Gubi

19 Transformations of Mobile Telecommunications Supplier Networks .................................................. 339 Timo Seppälä

Part VI Exploring New Theoretical Approaches in Offshoring Research

20 Broadening the Conceptual and Phenomenological Scope of Offshoring .................................................. 369 Susan M. Mudambi and Jonathan Doh

21 The Complexity of Offshoring: A Comparative Study of Mexican Maquiladora Plants and Indian Outsourcing Offices from an Institutional-Prospect Theory Perspective ........ 385 Van V. Miller, Ananda Mukherji and Kurt Loess

Appendix A ................................................................................. 407

Appendix B ................................................................................. 409
The Offshoring Challenge
Strategic Design and Innovation for Tomorrow's Organization
Pedersen, T.; Bals, L.; Ørberg Jensen, P.D.; Larsen, M.M. (Eds.)
2013, XII, 409 p., Hardcover
ISBN: 978-1-4471-4907-1