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Appendix

OFOB Statistics				
	OFOB 1	OFOB 2	OFOB 3	OFOB 4
N	58	58	58	58
	0	0	0	0
Mean	,76	,59	,31	,48
Std. Error of Mean	,057	,065	,061	,066
Std. Deviation	,432	,497	,467	,504
Variance	,186	,247	,218	,254
Skewness	-1,241	-,359	,842	,071
Std. Error of Skewness	,314	,314	,314	,314
Kurtosis	-,477	-1,939	-1,339	-2,068
Std. Error of Kurtosis	,618	,618	,618	,618
Range	1	1	1	1
Minimum	0	0	0	0
Maximum	1	1	1	1

	OFOB 5	OFOB 6	OFOB 7	OFOB 8
N	58	58	58	58
	0	0	0	0
Mean	,24	,14	,21	,28
Std. Error of Mean	,057	,046	,054	,059
Std. Deviation	,432	,348	,409	,451
Variance	,186	,121	,167	,203
Skewness	1,241	2,156	1,486	1,030
Std. Error of Skewness	,314	,314	,314	,314
Kurtosis	-,477	2,742	,214	-,974
Std. Error of Kurtosis	,618	,618	,618	,618
Range	1	1	1	1
Minimum	0	0	0	0
Maximum	1	1	1	1

Figure 76: Offshoring objectives, all industries

Cost increases			Quality reductions		
	Frequency	Percent		Frequency	Percent
n/a	2	3,4	very important problem	20	34,5
very important problem	11	19,0	important problem	12	20,7
important problem	23	39,7	somewhat relevant	17	29,3
somewhat relevant	18	31,0	rather irrelevant	8	13,8
rather irrelevant	1	1,7	irrelevant	1	1,7
irrelevant	3	5,2	Total	58	100,0
Total	58	100,0			

Loss of quality controls			Loss of cost controls		
	Frequency	Percent		Frequency	Percent
n/a	1	1,7	n/a	2	3,4
highly relevant problem	1	1,7	highly relevant problem	1	1,7
very important problem	14	24,1	very important problem	13	22,4
important problem	25	43,1	important problem	21	36,2
somewhat relevant	11	19,0	somewhat relevant	13	22,4
rather irrelevant	6	10,3	rather irrelevant	7	12,1
Total	58	100,0	irrelevant	1	1,7
			Total	58	100,0

Loss of flexibility			Confidentiality issues		
	Frequency	Percent		Frequency	Percent
n/a	2	3,4	n/a	2	3,4
very important problem	5	8,6	very important problem	2	3,4
important problem	11	19,0	important problem	21	36,2
somewhat relevant	23	39,7	somewhat relevant	20	34,5
rather irrelevant	14	24,1	rather irrelevant	10	17,2
irrelevant	3	5,2	irrelevant	3	5,2
Total	58	100,0	Total	58	100,0

Figure 77: Overview risk/ problem significances

IND		GRFC 1	GRFC 2	GRFC 3	GRFC 4	GRFC 5
Pharmaceuticals	Mean	3,93	3,14	3,79	3,86	2,43
	N	14	14	14	14	14
	Std. Deviation	,616	,949	,699	,663	,514
ICT	Mean	3,50	2,44	2,75	3,63	2,00
	N	16	16	16	16	16
	Std. Deviation	1,366	1,459	1,390	2,029	1,317
High Tech	Mean	3,75	2,92	3,58	2,75	2,00
	N	12	12	12	12	12
	Std. Deviation	1,288	1,311	1,311	1,138	,953
Energy	Mean	4,13	3,38	3,63	4,13	1,75
	N	8	8	8	8	8
	Std. Deviation	,641	,744	,916	1,458	,463
Telecommunication	Mean	4,13	3,13	3,50	4,88	1,88
	N	8	8	8	8	8
	Std. Deviation	,641	,641	,535	,835	,354
Total	Mean	3,83	2,93	3,40	3,74	2,05
	N	58	58	58	58	58
	Std. Deviation	1,028	1,153	1,123	1,482	,887

IND		GRFC 6	GRFC 7	GRFC 8	GRFC 9	GRFC 10
Pharmaceuticals	Mean	2,00	3,57	3,21	1,50	3,43
	N	14	14	14	14	14
	Std. Deviation	,679	,756	,699	,760	1,222
ICT	Mean	1,69	3,63	2,31	2,19	3,19
	N	16	16	16	16	16
	Std. Deviation	,873	2,029	1,250	1,109	2,040
High Tech	Mean	1,83	2,58	2,33	1,83	3,67
	N	12	12	12	12	12
	Std. Deviation	,577	1,084	,888	,718	1,231
Energy	Mean	2,13	4,25	3,13	2,63	3,63
	N	8	8	8	8	8
	Std. Deviation	,354	1,282	1,126	,518	1,506
Telecommunication	Mean	1,25	4,13	2,63	2,88	3,38
	N	8	8	8	8	8
	Std. Deviation	,463	1,126	,744	,835	1,408
Total	Mean	1,79	3,55	2,69	2,10	3,43
	N	58	58	58	58	58
	Std. Deviation	,695	1,453	1,030	,949	1,512

Figure 78: Functional growth contributions, industries

PTGR Statistics - IND Control							
IND		PTGR 1	PTGR 2	PTGR 3	PTGR 4	PTGR 5	PTGR 6
Pharmaceuticals	Mean	2,93	4,21	2,86	2,64	2,50	3,07
	N	14	14	14	14	14	14
	Std. Deviation	,997	,802	,663	,842	,519	1,385
ICT	Mean	3,19	4,81	3,50	2,94	2,63	2,81
	N	16	16	16	16	16	16
	Std. Deviation	1,276	1,047	1,155	,854	1,147	2,040
High Tech	Mean	3,50	3,83	3,42	2,75	2,25	3,50
	N	12	12	12	12	12	12
	Std. Deviation	1,243	,937	1,165	,965	,622	1,679
Energy	Mean	3,13	4,63	3,13	2,88	3,13	3,63
	N	8	8	8	8	8	8
	Std. Deviation	1,356	,744	,991	,991	1,246	1,506
Telecommunication	Mean	3,13	4,00	3,00	3,00	2,50	3,25
	N	8	8	8	8	8	8
	Std. Deviation	,991	,756	,000	,756	,535	1,581
Total	Mean	3,17	4,33	3,21	2,83	2,57	3,19
	N	58	58	58	58	58	58
	Std. Deviation	1,157	,944	,951	,861	,881	1,659

PTGR Statistics - REG Control							
REG		PTGR 1	PTGR 2	PTGR 3	PTGR 4	PTGR 5	PTGR 6
Germany	Mean	3,12	4,29	2,71	2,94	2,59	3,59
	N	17	17	17	17	17	17
	Std. Deviation	1,317	,920	,686	1,029	1,004	1,502
United Kingdom	Mean	3,06	4,39	3,28	2,94	2,61	2,78
	N	18	18	18	18	18	18
	Std. Deviation	,938	,979	1,127	,725	,979	1,865
Belgium, France, Netherlands, Switzerland	Mean	3,21	4,07	3,29	2,50	2,50	3,29
	N	14	14	14	14	14	14
	Std. Deviation	1,122	,829	,611	,760	,760	1,437
Rest of Europe	Mean	3,44	4,67	3,89	2,89	2,56	3,11
	N	9	9	9	9	9	9
	Std. Deviation	1,424	1,118	1,054	,928	,726	1,900
Total	Mean	3,17	4,33	3,21	2,83	2,57	3,19
	N	58	58	58	58	58	58
	Std. Deviation	1,157	,944	,951	,861	,881	1,659

Figure 79: Partnership type statistics, industry/ region control

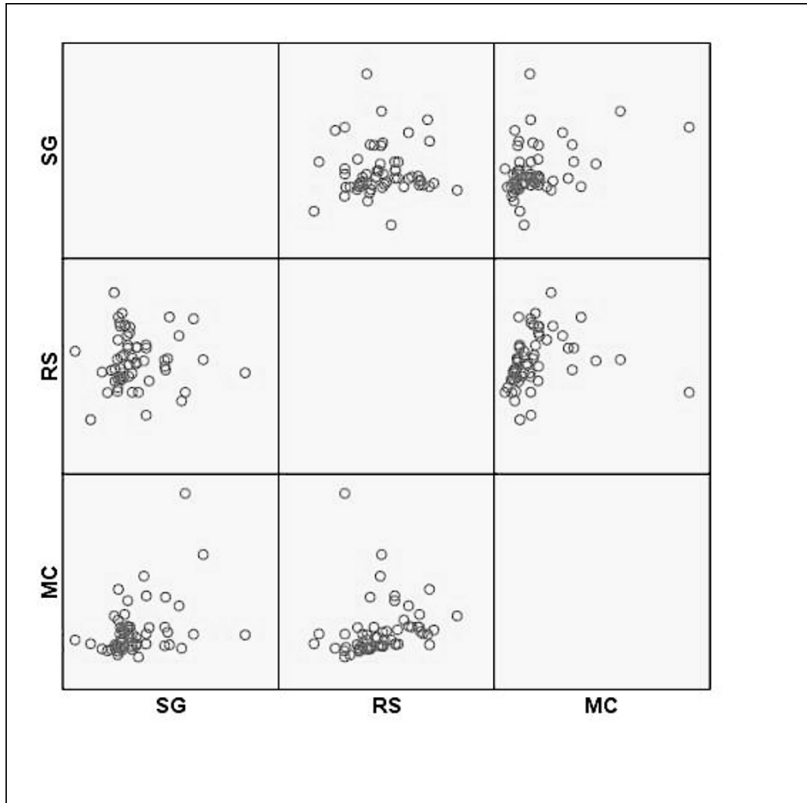


Figure 80: Growth, profitability and firm value effects [2]

COAL 1	Pearson Correlation	1	,728*	-,767*	-,583*	-,018	,067	,308	-,216
	Sig. (2-tailed)		,001	,001	,018	,947	,806	,246	,422
	N	16	16	16	16	16	16	16	16
COAL 2	Pearson Correlation	-,728*	1	,304	,060	-,152	-,299	-,169	-,080
	Sig. (2-tailed)	,001		,252	,824	,575	,261	,531	,767
	N	16	16	16	16	16	16	16	16
COAL 3	Pearson Correlation	-,767*	,304	1	,357	,072	-,043	-,294	,524*
	Sig. (2-tailed)	,001	,252		,174	,790	,873	,269	,037
	N	16	16	16	16	16	16	16	16
COAL 4	Pearson Correlation	-,583*	,060	,357	1	-,102	,304	-,316	-,044
	Sig. (2-tailed)	,018	,824	,174		,706	,253	,234	,871
	N	16	16	16	16	16	16	16	16
COAL 5	Pearson Correlation	-,018	-,152	,072	-,102	1	,046	,404	,453
	Sig. (2-tailed)	,947	,575	,790	,706		,865	,121	,078
	N	16	16	16	16	16	16	16	16
SG	Pearson Correlation	,067	-,299	-,043	,304	,046	1	,100	,341
	Sig. (2-tailed)	,806	,261	,873	,253	,865		,714	,197
	N	16	16	16	16	16	16	16	16
R.S	Pearson Correlation	,308	-,169	-,294	-,316	,404	,100	1	,302
	Sig. (2-tailed)	,246	,531	,269	,234	,121	,714		,255
	N	16	16	16	16	16	16	16	16
MC	Pearson Correlation	-,216	-,080	,524*	-,044	,453	,341	,302	1
	Sig. (2-tailed)	,422	,767	,037	,871	,078	,197	,255	
	N	16	16	16	16	16	16	16	16

Figure 81: Cost allocations and financial performance effects, IT industry

COAL1	Pearson Correlation	1	-.606	-.579	-.552	.595	-.457	-.118	-.035
	Sig. (2-tailed)		.111	.133	.156	.120	.255	.780	.934
	N	8	8	8	8	8	8	8	8
COAL2	Pearson Correlation	-.606	1	-.192	.455	-.440	.623	.066	-.183
	Sig. (2-tailed)	.111		.649	.288	.275	.099	.876	.664
	N	8	8	8	8	8	8	8	8
COAL3	Pearson Correlation	-.579	-.192	1	-.124	.380	-.311	-.158	-.065
	Sig. (2-tailed)	.133	.649		.771	.353	.453	.709	.878
	N	8	8	8	8	8	8	8	8
COAL4	Pearson Correlation	-.552	.455	-.124	1	-.397	.850*	.653	.046
	Sig. (2-tailed)	.156	.288	.771		.330	.007	.079	.084
	N	8	8	8	8	8	8	8	8
COAL5	Pearson Correlation	.595	-.440	.380	-.397	1	-.324	-.437	-.412
	Sig. (2-tailed)	.120	.275	.353	.330		.434	.279	.311
	N	8	8	8	8	8	8	8	8
SG	Pearson Correlation	-.457	.623	.311	.850*	.324	1	.329	.448
	Sig. (2-tailed)	.255	.099	.453	.007	.434		.427	.266
	N	8	8	8	8	8	8	8	8
RS	Pearson Correlation	-.118	.066	-.158	.653	-.437	.329	1	.739*
	Sig. (2-tailed)	.780	.876	.709	.079	.279	.427		.036

Figure 82: Cost allocations and financial performance effects, energy industry

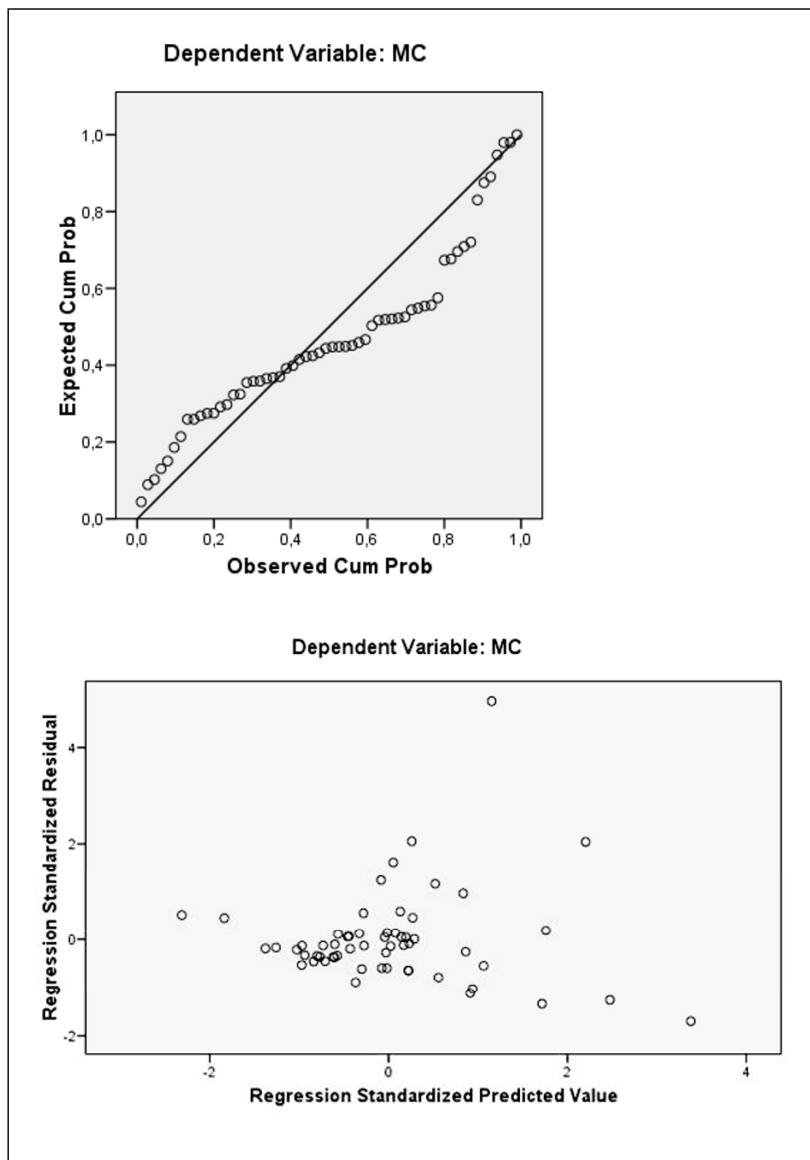


Figure 83: Multiple regression, SG/ RS value effects, standard model [2]

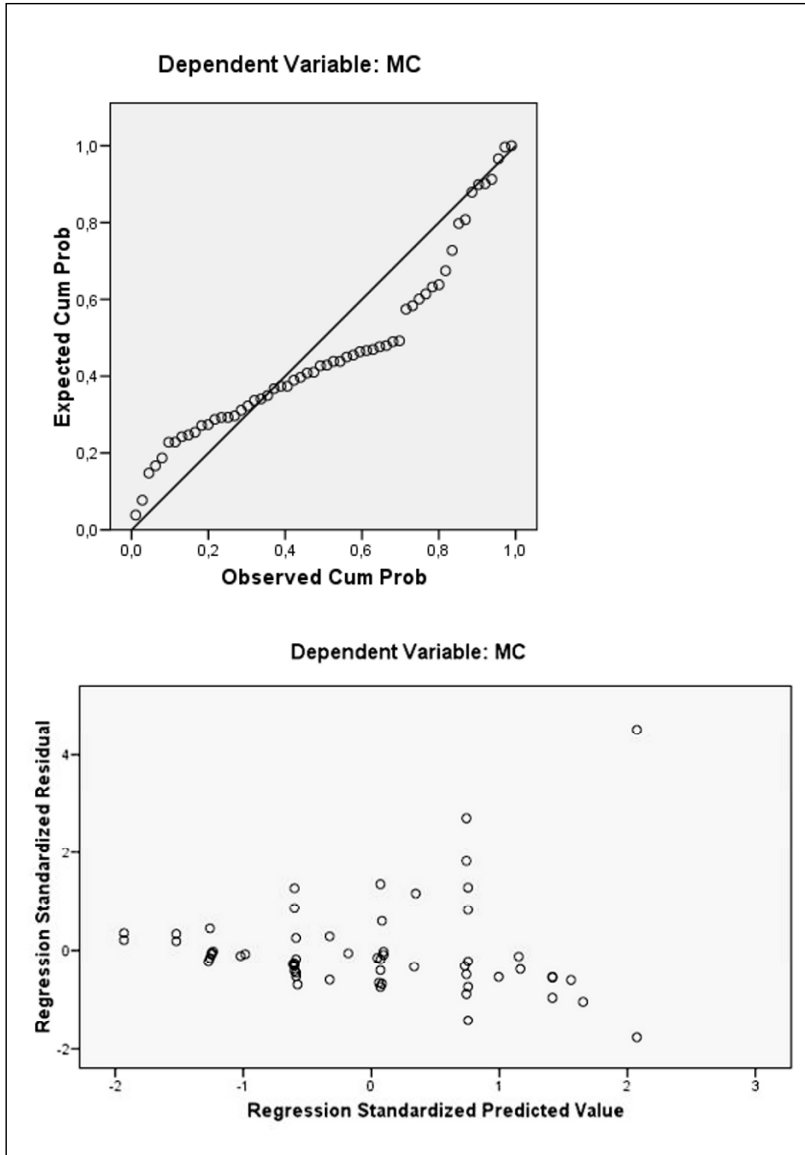


Figure 84: Multiple regression, relevance effects, hierar. model, IND control [2]

Model Summary ^c						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change
1	,008 ^a	,000	-,018	,184527	,000	,003
2	,380 ^b	,144	,043	,178887	,144	1,717

a. Predictors: (Constant), IND
 b. Predictors: (Constant), IND, PTGR 3, PTGR 5, PTGR 4, PTGR 1, PTGR 2
 c. Dependent Variable: SG

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,150	,054		2,806	,007
	IND	-,001	,018	-,008	-,059	,953
	PTGR 1					
	PTGR 2					
	PTGR 3					
	PTGR 4					
2	(Constant)	,046	,144		,320	,750
	IND	,006	,018	,044	,334	,740
	PTGR 1	-,017	,025	-,108	-,685	,497
	PTGR 2	,080	,032	,415	2,526	,015
	PTGR 3	-,058	,030	-,302	-1,923	,060
	PTGR 4	,034	,031	,158	1,083	,284
	PTGR 5	-,046	,029	-,220	-1,548	,128

a. Dependent Variable: SG

Figure 85: Multiple regression, partnership effects, hierarch. model, IND control

Multiple Comparisons

Dependent Variable: OFSU

Tukey HSD

(I) OFRE1_ANO	(J) OFRE1_ANO	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
high	high					
	medium	-,328	,358	,632	-1,19	,53
	low	-,644	,464	,354	-1,76	,47
medium	high	,328	,358	,632	-,53	1,19
	medium					
	low	-,316	,374	,676	-1,22	,58
low	high	,644	,464	,354	-,47	1,76
	medium	,316	,374	,676	-,58	1,22
	low					

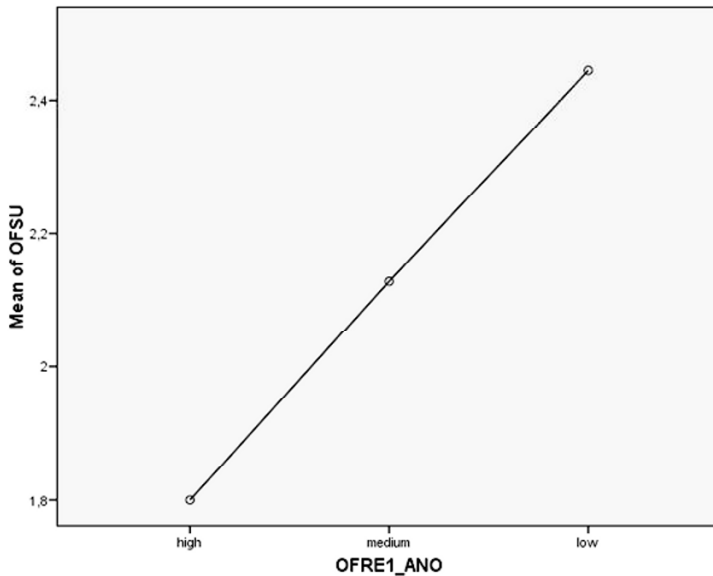


Figure 86: One-way ANOVA, current offshore relevance and outcome [2]

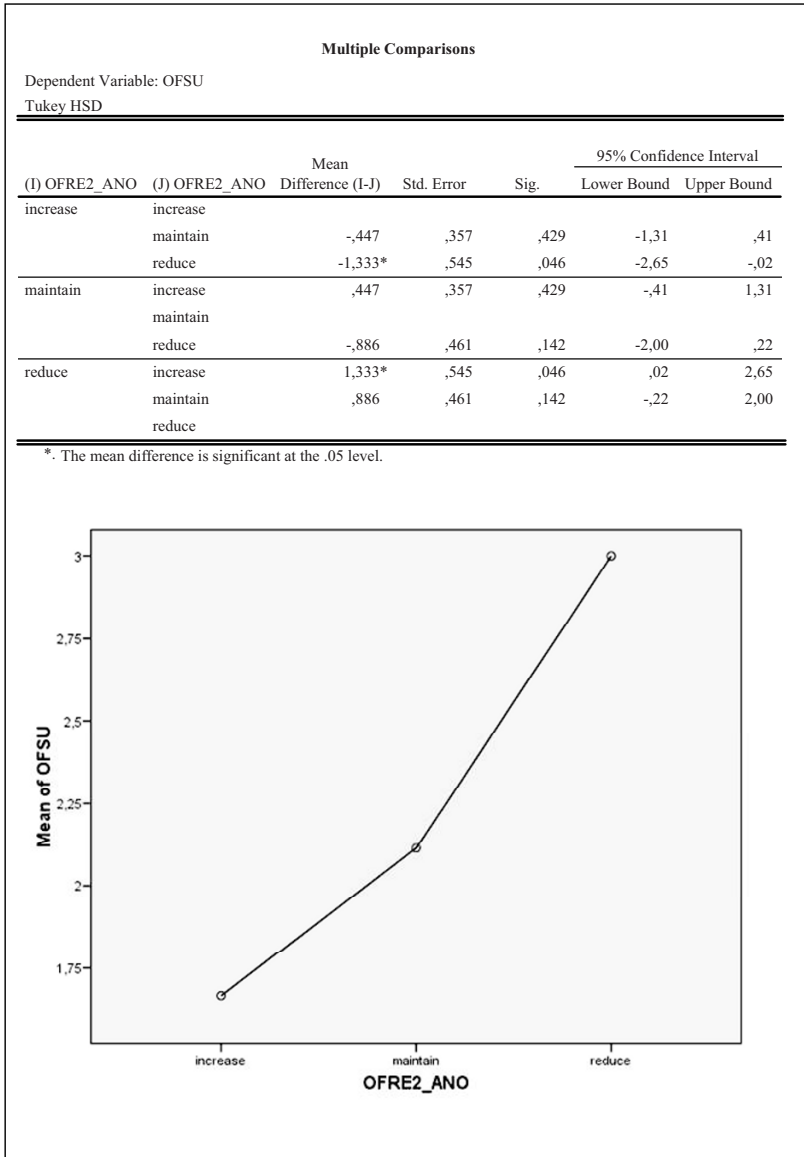


Figure 87: One-way ANOVA, planned offshoring and project success [2]

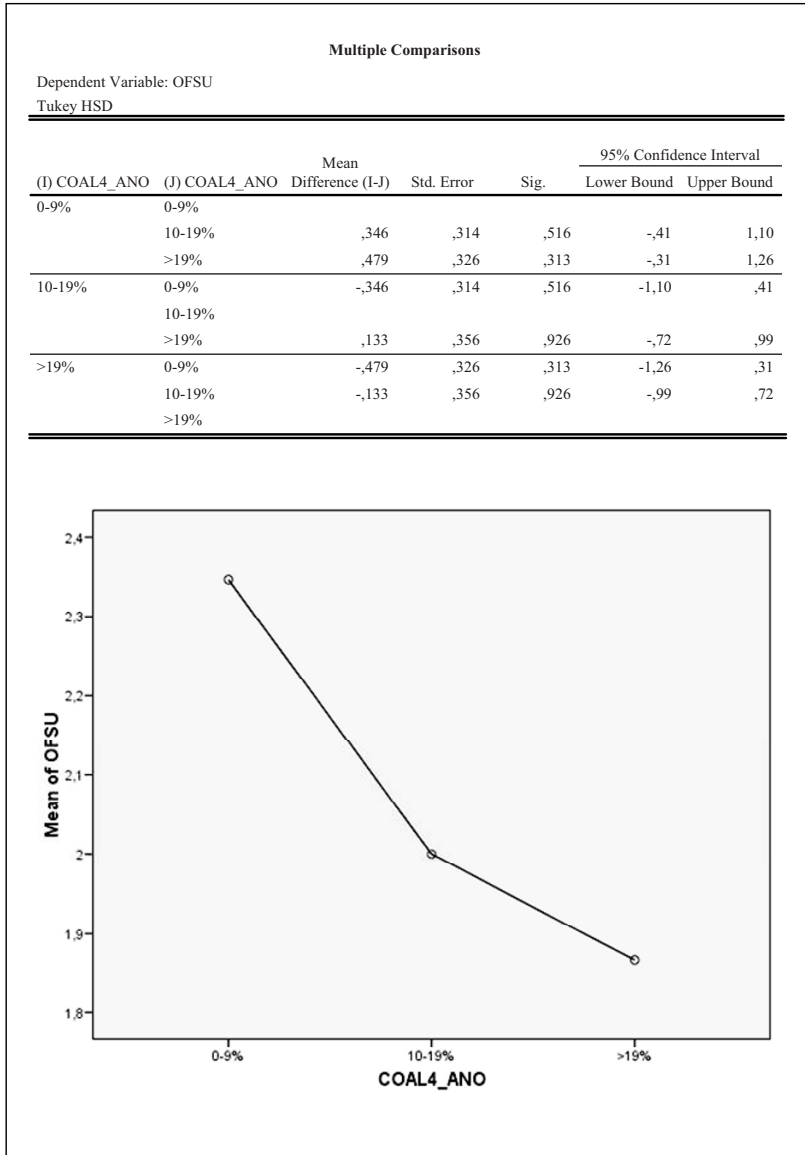


Figure 88: One-way ANOVA, cost allocations and project outcome [2]

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