Lecture Notes
in Business Information Processing

Series Editors

Wil van der Aalst
  Eindhoven Technical University, The Netherlands
John Mylopoulos
  University of Trento, Italy
Michael Rosemann
  Queensland University of Technology, Brisbane, Qld, Australia
Michael J. Shaw
  University of Illinois, Urbana-Champaign, IL, USA
Clemens Szyperski
  Microsoft Research, Redmond, WA, USA
Advances in
Global Sourcing

Models, Governance,
and Relationships

7th Global Sourcing Workshop 2013
Val d’Isère, France, March 11-14, 2013
Revised Selected Papers
Preface

This edited book is intended for use by students, academics and practitioners who take interest in outsourcing and offshoring of information technology and business services and processes. The book offers a review of the key topics in outsourcing and offshoring, populated with practical frameworks that serve as a tool kit for practitioners, academics and students. The range of topics covered in this book is wide and diverse, and represents both client and supplier perspectives on sourcing of global services. Various aspects related to the sourcing models such as efficiency of the global delivery model, hosting and innovation in cloud services are discussed in great depth. Aspects related to management of outsourcing relationships such as governance, coordination, knowledge transfer and organizational standards are examined in multiple empirical settings. Mutual dependency between the client and the outsourcing provider, and aspects, such as social corporate responsibility are discussed in detail. Furthermore, offshoring strategies are studied in detail. Last but not least, extensive literature review of vendor capabilities is included. Overall, topics discussed in this book combine theoretical and practical insights regarding challenges that both clients and vendors face, and accompanied by case studies from client and vendor organizations.

The book is based on a vast empirical base brought together through years of extensive research by leading researchers in information systems, strategic management and operations.

July 2013

Ilan Oshri
Julia Kotlarsky
Leslie Willcocks
Organization

Global Sourcing Workshop is an annual gathering of academics and practitioners.

Program Committee

Workshop Chair
Leslie Willcocks  London School of Economics, London, UK

Workshop Committee
Julia Kotlarsky  Aston Business School, Aston University, Birmingham, UK
Ilan Oshri  Loughborough School of Business and Economics, Loughborough, UK
Table of Contents

IT Global Delivery Model Efficiency: An Exploratory Case Study to Identify Input and Output Factors .................................. 1
  Marko Nöhren, Armin Heinzl, Tommi Kramer, Thomas Kude, and Pavel Kurasov

Relative and Joint Dependence in IS Outsourcing Relationships – A Model of Effects on Relational Facets and Exchange Performance .... 18
  Jasmin Kaiser, Thomas Widjaja, and Peter Buxmann

The Role of Organizational Standards in IT Outsourcing Relations ..... 35
  Anna Moretti, Giovanni Vaia, and Francesco Zirpoli

Vendor Capabilities in ITO Research: A Systematization and Critical Review ........................................................ 54
  Patrick Hoberg and Helmut Krcmar

The Middle Management of Offshoring: Understanding Offshoring Strategy Implementation at a Meso Level ......................... 71
  Petra Edoff

Offshore BPO Decisions and Institutional Influence on Senior Managers .......................................................... 93
  Kevan Penter, John Wreford, Graham Pervan, and Fay Davidson

Cloud Computing as Innovation: Studying Diffusion .................. 117
  Leslie Willcocks, Will Venters, and Edgar A. Whitley

Towards Improvement of Information Systems Governance: Reorganization of Software Applications Hosting ..................... 132
  Björn Johansson

Coordinating Tensions in Orchestrating Blended Modes of Sharing and Outsourcing of Services ........................................... 147
  Albert Plugge, Marijn Janssen, and Anton Joha

Can Agile Software Tools Bring the Benefits of a Task Board to Globally Distributed Teams? ................................................. 163
  Christiaan Katsma, Chintan Amrit, Jos van Hillegersberg, and Klaas Sikkel

KAIWA: Towards a Method for Knowledge Transfer in the Transition Phase of Offshore Outsourced Projects ........................... 180
  Erik Wende, Tom Philip, Gerhard Schwabe, and Greg King
Opaque Indifference and Corporate Social Responsibility: A Moral License for Offshore BPO? ........................................ 192
   John Wreford, Fay Davidson, Graham Pervan, and Kevan Penter

Business Process Outsourcing in Suriname: Call Center Services ......... 210
   Erik Beulen

Author Index .......................................................... 223