

**Project Title:** Leveraging Outsourcing for Organizational Agility through Integrated Supply Management Practices

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Researchers at the Broad School of Management are studying how firms achieve greater agility in their operations and supply chains, and improve their overall performance. First, they identify multiple contexts of outsourcing. For example, *cost-centric outsourcing* aims to leverage low cost opportunities in outsourcing; *knowledge-centric outsourcing* aims to leverage knowledge assets of suppliers and unique supplier capabilities; *process-centric outsourcing* aims at better execution of business processes that are currently being executed in the firm and *organizational transformation outsourcing* aims to transform the organization in some form. Next, they hypothesize that organizations can achieve superior performance outcomes with outsourcing if their supply chain management practices are aligned with the strategies and strategic context of outsourcing. The project seeks to identify: 1) The contextual drivers that underpin strategic outsourcing; 2) The execution aspects of integrative supply management practices and best practices; 3) the operational and strategic metrics that firms can use to measure their performance, and 4) how to leverage strategic outsourcing through strategic alignment.

The research project also aims to identify key “failure modes” in outsourced projects and their causes. Finally, the researchers aim to provide practitioners with a “balanced score card” of performance in strategic outsourcing that stem from integrated supply management practices.

This study is being undertaken on a global scale. Currently we are targeting companies from the U.S., Europe and India. Phase 1 of the study is a series of case studies aimed at refining the ideas and developing in-depth understanding of the interrelationships among strategy, outsourcing context and the critical role of integrative

supply management practices in outsourcing. A large scale empirical study will be conducted in Phase 2. If you are interested in participating in Phase 1 of the project as a case study firm or you wish to discuss this project further please contact the **Project Director**:

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