

Table of Contents

1	Introduction.....	1
2	Offshoring: Dimensions and Diffusion of a New Business Concept...7	
2.1	Introduction.....	8
2.1.1	Offshoring: widely discussed, hardly defined.....	8
2.1.2	Research questions and structure of the article.....	12
2.2	The offshoring concept in practice.....	13
2.3	The offshoring concept in theory.....	15
2.4	Environmental driving forces for the offshoring phenomenon.....	20
2.4.1	First category: Economic driving forces.....	20
2.4.2	Second category: Political-legal conditions.....	21
2.4.3	Third category: Socio-demographic driving forces.....	23
2.4.4	Fourth category: Technological driving forces.....	23
2.5	The offshoring concept on the company level.....	24
2.5.1	Theory 1: Transaction cost theory.....	27
2.5.2	Theory 2: Resource-based view.....	29
2.5.3	Theory 3: Market-based view.....	31
2.6	Conclusion, managerial implications and further research needs.....	32
2.6.1	Managerial implications.....	34
2.6.2	Further research needs.....	37
3	Barriers of Purchasing Involvement in Marketing Service Procurement.....	39
3.1	Introduction.....	40
3.2	Theoretical considerations.....	42
3.2.1	Degree of purchasing involvement.....	42
3.2.2	Impact of purchasing involvement.....	44
3.2.3	Moderators of involvement-procurement success relationship.....	45
3.2.4	Barriers of purchasing involvement.....	46

3.3	Case study	51
3.3.1	Sampling strategy	51
3.3.2	Data collection	52
3.3.3	Data analysis and interpretation.....	56
3.4	Results.....	56
3.4.1	Degree of purchasing involvement.....	56
3.4.2	Impact of purchasing involvement	58
3.4.3	Moderators of involvement-procurement success relationship.....	59
3.4.4	Barriers of purchasing involvement	60
3.4.5	Summary	63
3.5	Conclusion.....	65
3.5.1	Managerial implications.....	66
3.5.2	Limitations and further research.....	68
4	A Theoretical Approach to Problems in Buying Agency Services ..	69
4.1	Introduction	70
4.2	Issues in purchasing agency services	73
4.3	Theoretical solution mechanisms for the issues identified.....	77
4.4	Research methodology	81
4.4.1	Case Method	81
4.4.2	Research Site and Case Selection	82
4.4.3	Data Collection and Analysis	83
4.5	Case analysis and results	84
4.5.1	Analysis of initial situation at Teleco.....	84
4.5.2	Analysis of turnaround process	87
4.6	Conclusion and discussion	95
4.6.1	Managerial implications.....	97
4.6.2	Limitations and future research	98
	References.....	101