



(IS) Sourcing: What Next?

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Questions



Julia: “about connections between sourcing and other topics/domains”

- What constitutes as (IS) sourcing?
- Potential futures of (IS) sourcing?
- What are the implications for (IS) sourcing research community?

What constitutes as (IS) sourcing?

Global virtual teams

Open innovation

Online communities

Business process outsourcing

Crowdsourcing

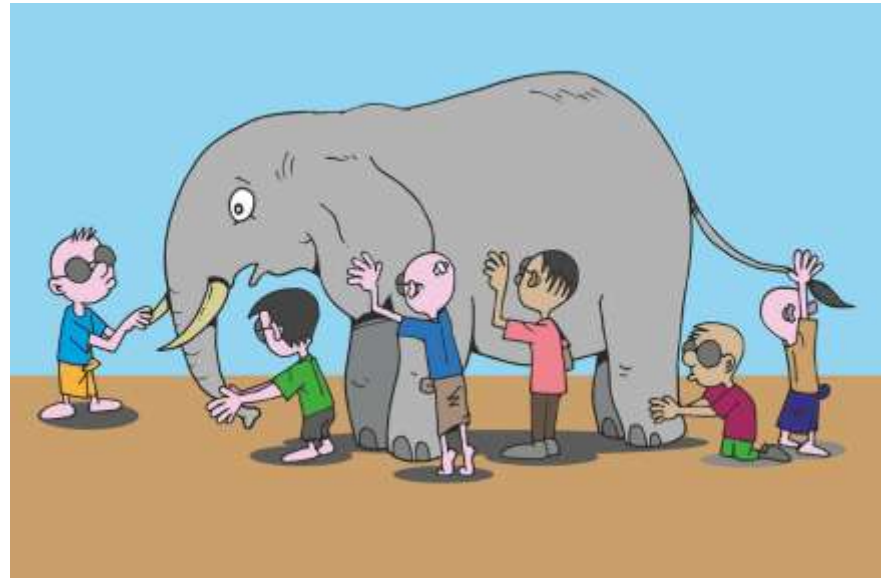
IT outsourcing

Crisis collaboration

Crowdfunding

Genome data centers

Platform generativity



The definition should capture the essential properties and characteristics of the concept or phenomenon under consideration.

Suddaby, 2010 on Construct Clarity



Research Curations

IS Sourcing

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Julia Kotlarsky (*University of Auckland*)
Ilan Oshri (*University of Auckland*)
Jens Dibbern (*University of Bern*)
Deepa Mani (*Indian School of Business*)

MIS Quarterly

www.misq.org

Information Systems (IS) Sourcing is a **broad umbrella term** that refers to the **contracting or delegating of IS- or IT-related work (e.g., an ongoing service or one-off project)** to an **internal** or **external** entity (a supplier). It encompasses various **sourcing models** that are typically based on the distinction between **ownership** (in-house or third party) and **location** (domestic, nearshore or offshore), as well as **online sourcing models**.

Thematic Areas (Kotlarski et al. 2018)

Three thematic clusters :

- (1) Making the sourcing decision;
- (2) Designing contractual structures;
- (3) Managing the sourcing relationship.

An Innovation Ecosystem

Nambisan and Baron (2013) building on Moore (1993)

“a loosely interconnected network of companies and other entities that coevolve capabilities around a shared set of technologies, knowledge, or skills, and work **cooperatively** and **competitively** to develop new products and services.”

An Entrepreneurial Ecosystem

Autio et al. 2018:

Spatially unbounded

- decoupling
- deintermediation
- generativity

SMS conference, Paris 2018

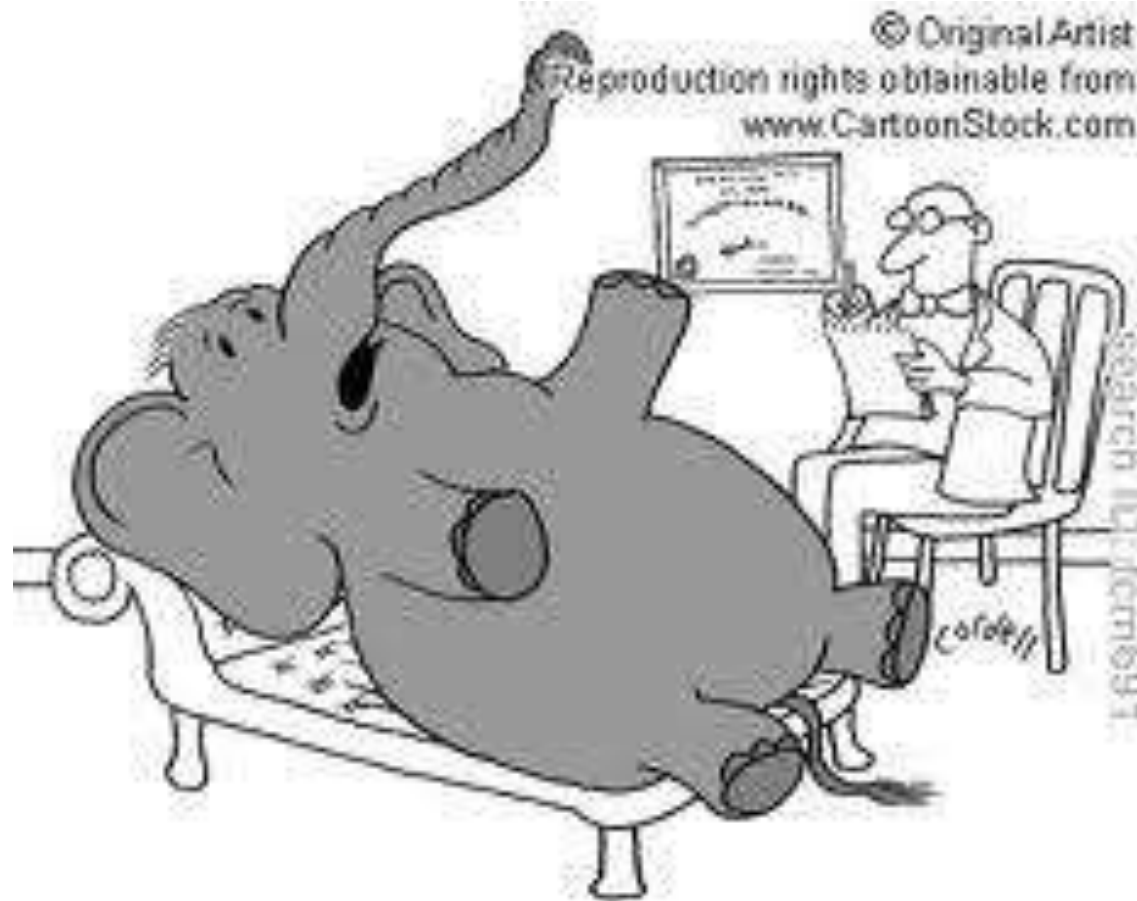
- Using multiple theoretical lenses, this panel session will examine work on outsourcing which contributes to our understanding of **organization design** and the **disaggregation of activities in the value chain** from both focal and supplier firm perspectives – especially the competitive motivations, firm boundaries, capability building, transaction costs, coordination, and incentives.
- Do ecosystems (value creating for all) solve problems of outsourcing?
 - Role of Strategic empathy
- How are new sourcing models dealing with knightian uncertainty?
- How do higher task sophistication and longer relationships impact customers and suppliers?
- How do decisions of “not to outsource” affect firm survival?

Potential futures of (IS) sourcing?

Four Speculations



(1) SOURCING IS INCREASINGLY ABOUT DATA: PROBLEMATIZATION, DIFFERENTIATION, HETEROGENEITY



"Whenever I walk in a room, everyone ignores me."

A focus on *data* has been lacking in platform business model research (Schreieck et al. 2016)....

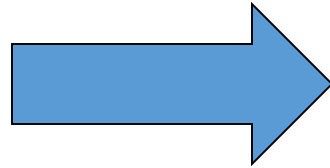
Also in (IS) sourcing research!!

(2) SOURCING: FROM NEW ECONOMICS TO NEW FORMS

Exploitive



Alignment
Efficiency
Core



Explorative



Generativity (change)
Modularity (heterogeneity)
Context making (digital spaces)

Sourcing is Embedded and
Embodied in
Many Phenomena

Sourcing is Everywhere and
Anyway

Implications for Sourcing?

- Identity
- Processes
- Entities and Institutions
- Economics
- Technologies and their Scaling



(3) KEY EXTERNAL INFLUENCES SHAPING SOURCING

- New (or ambiguous?) policy environment (2nd AsiaPacific Global Sourcing 2018)
 - Deglobalization
 - GDPR
 - Fears around black lists
- AI and IA (The 12th Global Sourcing Workshop, 2018)
 - Leslie Willcocks: 1st order issue is Data quality and 2nd order issue is algorithm visibility
 - Data flood or data draught
- Other significant technologies
 - 3D printing
 - Blockchain

(4) SOURCING: FROM EXTERNAL TO INTERNAL

Explorative



Modular
External
Open
Variety

Exploitive



Integrated
Introverted
Closed
Continuity

KEY EXTERNAL INFLUENCES
Invert the Entrepreneurial
Ecosystem
to a Vertical Modular Firm



2018

“Introverted Entrepreneurial Ecosystem”



- International Hospital
- Health Plan for Insured (Insurance Co)
- Fundación Universitaria (Medical School)
- Medical tourism and hospitality



Vertically Modular Firm



Recycling Business Units

- Cardiovascular research center
- Cancer Centers
- Tissue bank
- Biomedical lab
- Hospital management
- Integrated ERP & EMR (since 2002)
- Telemedicine service and consultations
- Medical School
- Medical transportation services
- Social programs
- Medical Uniform production
- Medical tourism

Future of Sourcing

- SOURCING IS INCREASINGLY ABOUT **DATA**
- KEY **EXTERNAL (e.g., POLICY/POLITICS)** INFLUENCES SHAPING SOURCING
- SOURCING: FROM NEW ECONOMICS TO **NEW FORMS**
- SOURCING: FROM EXTERNAL TO **INTERNAL**



What are the implications for
(IS) sourcing research
community?

Q & A