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Key Points of Presentation

1. Global sourcing is a better phrase to use than offshoring
2. Global sourcing is here to stay – it is not a temporary phenomenon
3. Various drivers for global sourcing – primarily business is more global, customers are global, companies need global capabilities, competitive pressures are rising
4. Innovation is a key driver for global sourcing – not cost (even though cost is an important driver in most cases today) – key issue is how to leverage global sourcing to increase the rate and amount of innovation in the company globally
5. “People” issues are the most important in making global sourcing a success. Cultural compatibility is vital. Companies in the developed parts of the world need to be able to “let go” and trust their partners to leverage the true potential of global sourcing.
6. Small countries such as Finland and Estonia can often serve as valuable role models in e-leadership – and not just the larger countries such as China and India.
7. Environmental factors (such as regulatory, political, market etc) are the most important determinants of success in e-leadership
8. Countries can combine protective labor policies with competitive and dynamic markets – Finland being a good case in point.