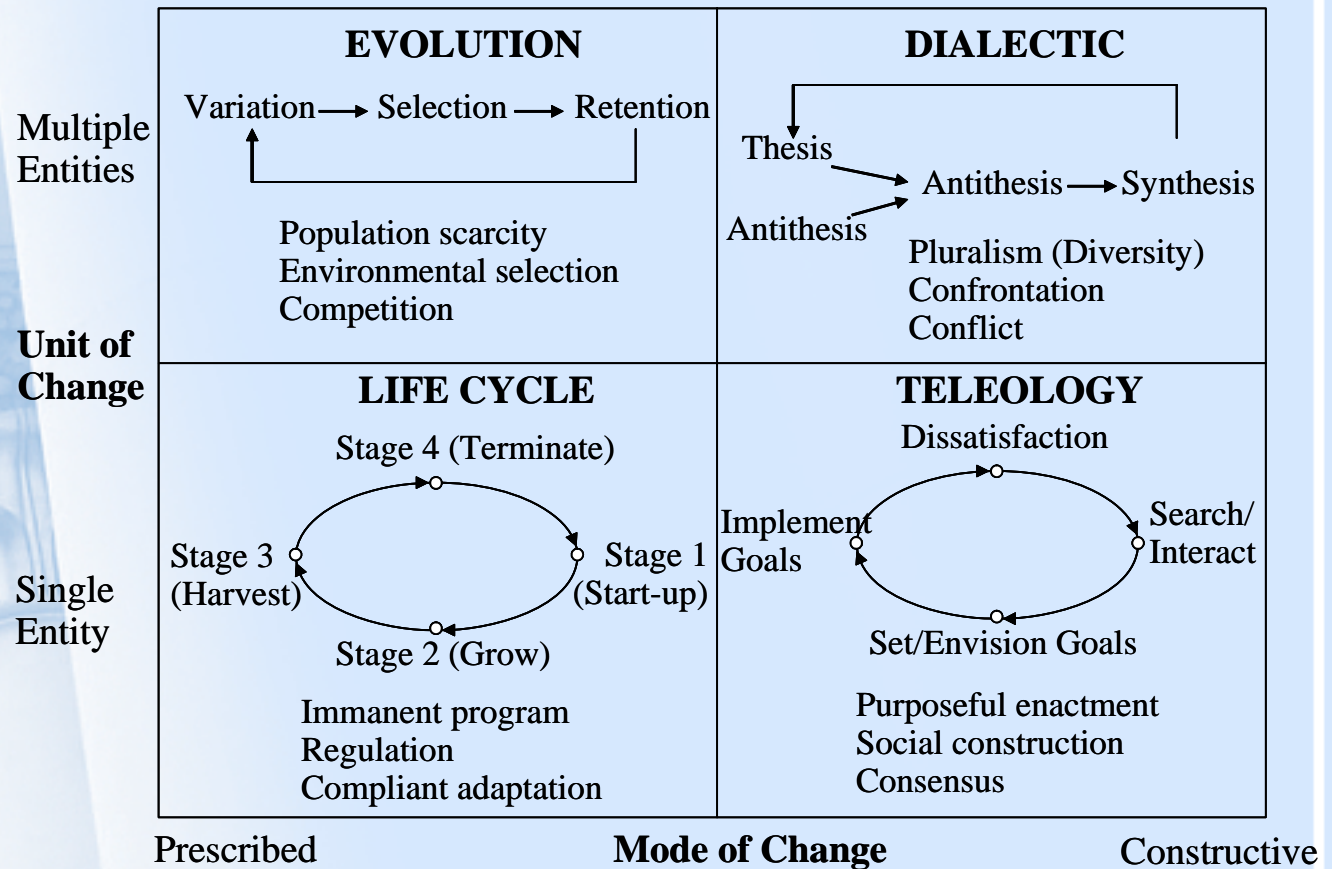

The background of the slide features a light blue gradient with a faint, semi-transparent image of classical architectural columns on the left side. The columns are white with detailed capitals and are arranged in a perspective view, receding into the distance. The entire slide is framed by a thin brown border.

Software outsourcing partnership process – a life cycle?

Marianne Kinnula
Veikko Seppänen
Juhani Warsta
Sari Vilminko

Theories of organisational change processes





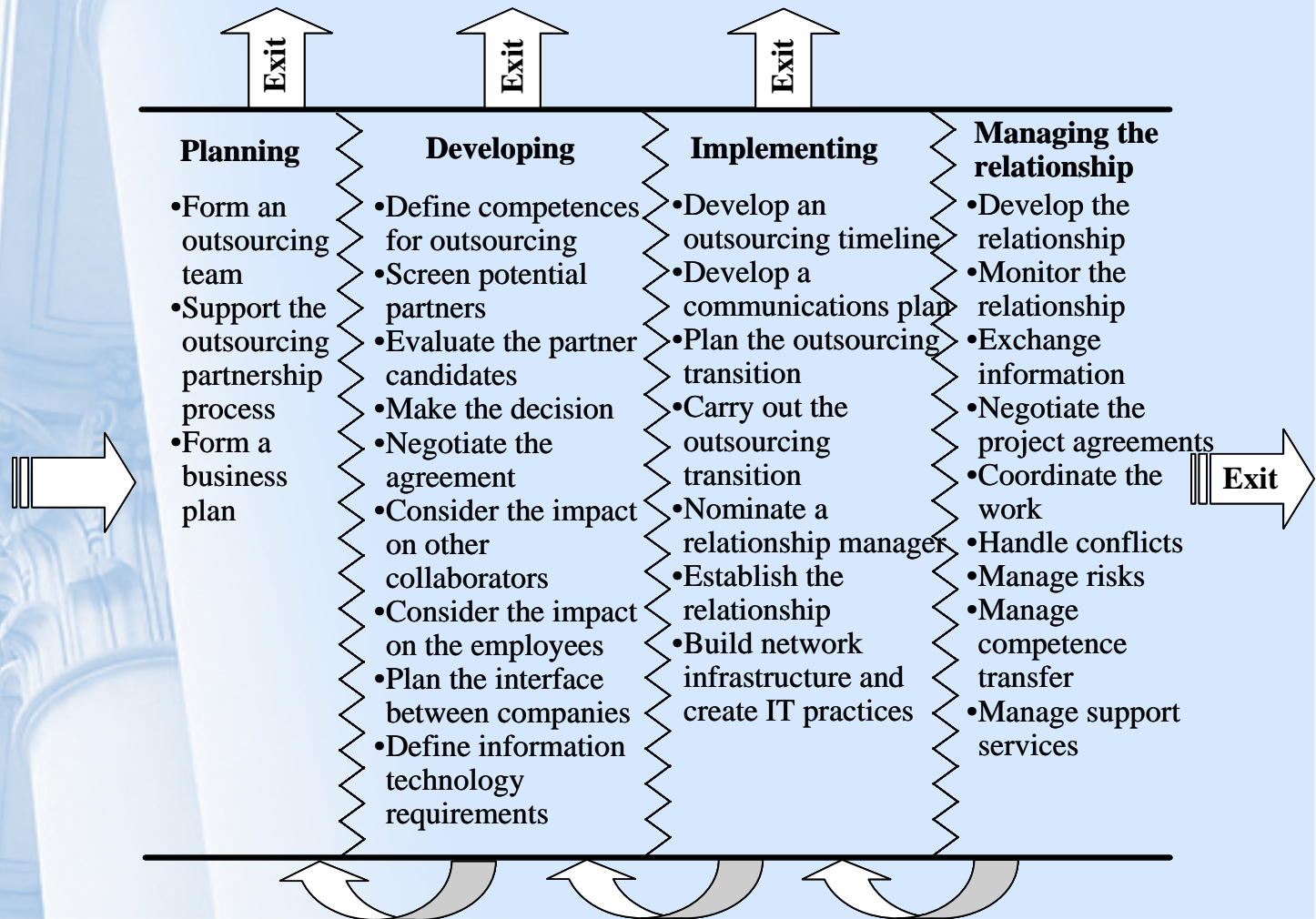
Research propositions and research methods

In outsourcing research most of the researchers implicitly assume that an outsourcing process follows the life cycle theory

- P1.** The life cycle theory can be found behind the software research and development outsourcing partnership process
- P2.** All the phases of the software research and development outsourcing partnership process follow the life cycle theory independently of the process as a whole.

To evaluate the propositions we use the software outsourcing partnership model presented by Kinnula (2006)

SW outsourcing partnership model



Proposition 1: The life cycle theory can be found behind the outsourcing partnership process

Company internal view:

- The teleological theory : *does not fit*
- The dialectic theory: *does not fit very well*
- The evolutionary theory: *does not fit very well*
- The life cycle theory: *good fit*

Relationship view:

- The dialectic view to the relationship is natural

⇒ This proposition has been proved true – within the scope set for this study (i.e. the outsourcing partnership process in itself)

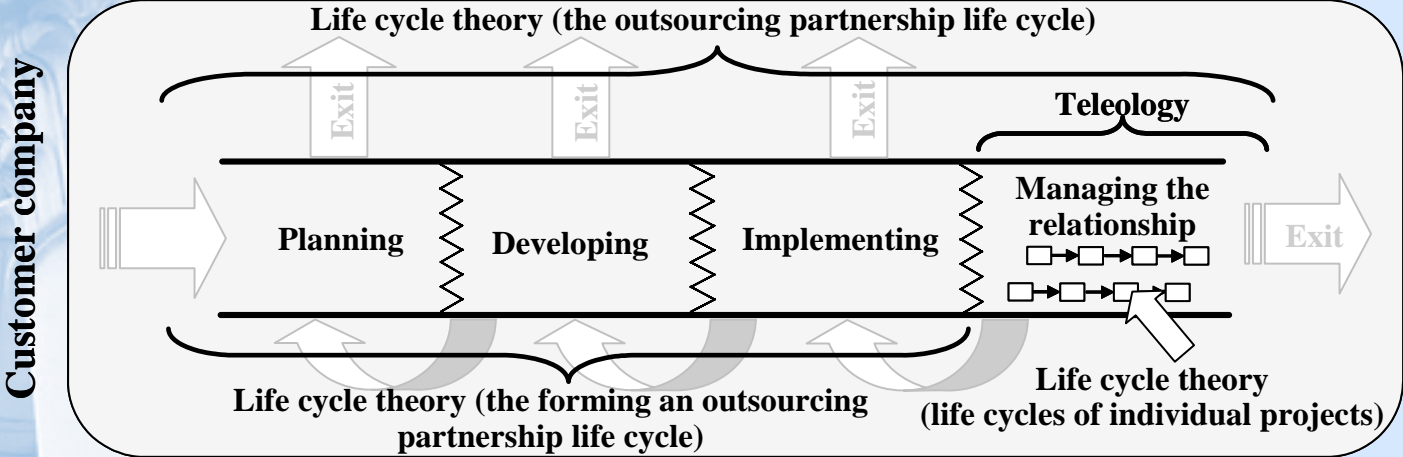
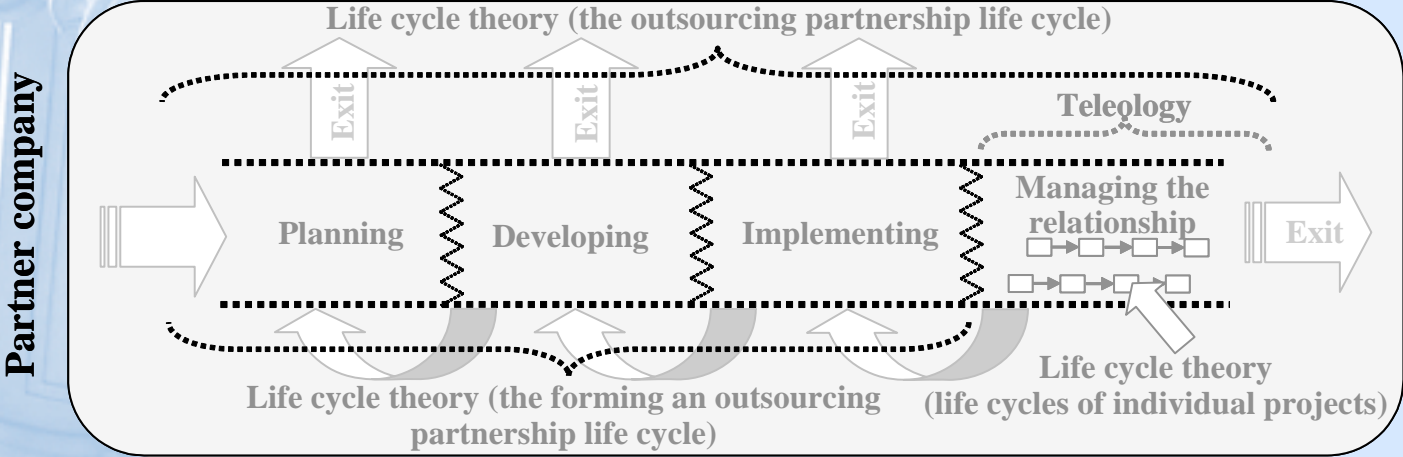
However, in a larger scope the interplay between the companies (and their respective processes) is more dialectic in nature


Proposition 2: All the phases of the outsourcing partnership process follow the life cycle theory independently of the whole process

- First three phases of the process (*Planning, Developing, and Implementing*) together form a natural continuum: the life cycle of *creating an outsourcing partnership*
- Individual phases
 - Planning: does not clearly follow any particular theory
 - Developing: does not clearly follow any particular theory
 - Implementing: does not clearly follow any particular theory
 - Managing the relationship: follows mainly teleological theory, parts of the process follow life-cycle theory

⇒ This proposition has been proved false

Summary





Thank you!
Questions?