

Spatial proximity to client location important for project tendering and implementation

OEM

↑ **Competitive tendering process**

Plant construction company

↑ **Competitive tendering process**

Company E1, E2 (project management unit): production facility design

Engineering office at low-cost location: generic, standardized input

Long-term relationships based on trust

Specialized supplier

Specialized supplier

--- Temporary spatial proximity

Company

Project management unit of the service firm, serving as contractor and main contact to the client