## **Summary of attributes and outcomes of case examples:**

			Client					
Deter	minants of strategic	c options and imper	ratives					
External dynamics and pressures	Attributes of value-added input		Supply base:	Organizational outcome between client and vendor		Asymmetry of	Evample	
	Frequency of demand	Complexity of transaction	intensity of competition	Mode of externalization	Durability of client- vendor relationships	value capture within project	Example	
Cut costs	Irregular	High	High	Outsourcing	Irregular	High	Extended workbench	
Seek expertise	Irregular	High	Low	Outsourcing	Recurring	Low	System innovation	
Seek expertise	Irregular	High	Low	Outsourcing	Recurring	Low	E1/E2 - specialized supplier	i
Cut costs	Irregular	Low	High	Outsourcing, offshoring	Irregular	High	E1/E2 - client	Plan eng
Cut costs	Irregular	Low	High	Offshoring	Irregular	High	Engineering office for generic tasks - E1/E2	1 ~
Seek solution for better efficiency	Permanent	Low	Low	Outsourcing	Permanent	Low	Turnkey solution	
					Supplier			
Recurring combinations of attributes and outcomes in automotive industry*:					• Irregular client-veno • High asymmetry of v	-		
			Low intensity o competition	f	• Recurring client-ver • Low asymmetry of v	_		
Pressure to cut costs Low complexity of transaction			$\longrightarrow$	Offshore to low-cost location				
Seeking external capability High complexity of transaction				Outsource to cap supplier in clo spatial proxim				
Pressure to cut costs High complexity of transaction				Outsource to low-cost supplier in close spatial proximity				

Plant

engineering