

Summary of attributes and outcomes of case examples:

Client							
Determinants of strategic options and imperatives							
External dynamics and pressures	Attributes of value-added input		Supply base: intensity of competition	Organizational outcome between client and vendor		Asymmetry of value capture within project	Example
	Frequency of demand	Complexity of transaction		Mode of externalization	Durability of client-vendor relationships		
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
Cut costs	Irregular	Low	High	Outsourcing, offshoring	Irregular	High	E1/E2 - client
Cut costs	Irregular	Low	High	Offshoring	Irregular	High	Engineering office for generic tasks - E1/E2
Seek solution for better efficiency	Permanent	Low	Low	Outsourcing	Permanent	Low	Turnkey solution

