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

<table>
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<tr>
<th>Determinants of strategic options and imperatives</th>
<th>Attributes of value-added input</th>
<th>Supply base: intensity of competition</th>
<th>Organizational outcome between client and vendor</th>
<th>Asymmetry of value capture within project</th>
<th>Example</th>
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<tbody>
<tr>
<td>External dynamics and pressures</td>
<td>Frequency of demand</td>
<td>Complexity of transaction</td>
<td>Mode of externalization</td>
<td>Durability of client–vendor relationships</td>
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<tr>
<td>Cut costs</td>
<td>Irregular</td>
<td>High</td>
<td>Outsourcing</td>
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<tr>
<td>Seek solution for better efficiency</td>
<td>Permanent</td>
<td>Low</td>
<td>Outsourcing</td>
<td>Permanent</td>
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</tr>
</tbody>
</table>

**Example**
- Extended workbench
- System innovation
- E1/E2 - client
- Engineering office for generic tasks - E1/E2
- Turnkey solution

**Recurring combinations of attributes and outcomes in automotive industry*:**

- High intensity of competition
  - Offshore to low-cost location
  - Irregular client–vendor relationships
  - High asymmetry of value capture

- Low intensity of competition
  - Outsource to capable supplier in close spatial proximity
  - Recurring client–vendor relationships
  - Low asymmetry of value capture

- Pressure to cut costs
- Low complexity of transaction

- Seeking external capability
- High complexity of transaction

- Pressure to cut costs
- High complexity of transaction