

## Table of Contents

List of Figures.....	XIII
List of Tables .....	XV
List of Abbreviations .....	XVII
<b>I. Introduction .....</b>	<b>1</b>
<b>II. Organizational Design Implications of Global Sourcing: A Multiple Case Study Analysis on the application of Control Mechanisms.....</b>	<b>10</b>
<b>1. Introduction .....</b>	<b>11</b>
<b>2. Conceptual background.....</b>	<b>13</b>
2.1. Organizational design implications of global sourcing .....	13
2.2. International strategy typologies and control mechanisms .....	15
2.2.1. International strategy typologies .....	17
2.2.2. Control mechanisms .....	19
<b>3. Research methodology .....</b>	<b>21</b>
3.1. Theoretical sampling .....	22
3.2. Data collection.....	23
3.3. Research process .....	25
<b>4. Data analysis .....</b>	<b>26</b>
4.1. International strategy typologies .....	26
4.2. Category 1: Personal centralized control.....	29
4.3. Category 2: Bureaucratic formalized control .....	31
4.3.1. Formalization.....	31
4.3.2. Information systems .....	32
4.4. Category 3: Output control.....	32
4.4.1. Planning.....	32
4.4.2. Output control.....	34
4.5. Category 4: Control by socialization and networks .....	34
<b>5. Discussion.....</b>	<b>36</b>
5.1. Global sourcing typologies.....	36
5.2. Control mechanisms .....	37
5.3. Towards an information processing model for global sourcing .....	42
<b>6. Limitations and suggestions for further research .....</b>	<b>43</b>
<b>II Implementing global sourcing through purchasing portfolio management.....</b>	<b>45</b>
<b>1. Introduction .....</b>	<b>46</b>
<b>2. Conceptual background.....</b>	<b>49</b>
2.1. Global purchasing synergy .....	49
2.2. Purchasing portfolio management.....	50

<b>3.</b>	<b>A purchasing portfolio approach for global sourcing.....</b>	<b>52</b>
3.1.	Step 1: Analysis of strategic importance .....	53
3.2.	Step 2: Analysis of synergy potential.....	54
<b>4.</b>	<b>Research methodology .....</b>	<b>62</b>
4.1.	The case company .....	62
4.2.	Data collection.....	64
<b>5.</b>	<b>Application of the purchasing portfolio model.....</b>	<b>66</b>
5.1.	Measurement and use .....	67
5.2.	Classification of categories.....	67
<b>6.</b>	<b>Summary and Conclusions.....</b>	<b>73</b>
6.1.	Limitations.....	74
6.2.	Suggestions for further research.....	75
6.3.	Managerial Implications.....	76
<b>III</b>	<b>Elaborating the information processing perspective in the global sourcing context.....</b>	<b>78</b>
<b>1.</b>	<b>Introduction .....</b>	<b>79</b>
<b>2.</b>	<b>Conceptual background.....</b>	<b>81</b>
2.1.	Global sourcing organization .....	81
2.2.	An information processing perspective .....	86
<b>3.</b>	<b>Research methodology .....</b>	<b>88</b>
3.1.	Research approach.....	88
3.2.	Case selection .....	89
3.3.	Data collection.....	91
3.4.	Analysis process .....	92
4.1.	Category characteristics and motives for global sourcing.....	94
4.2.	Application of integration mechanisms for global sourcing .....	97
<b>5.</b>	<b>Theoretical explanations and discussion .....</b>	<b>100</b>
5.1.	Theoretical interpretation of case evidence .....	101
5.2.	An information processing model in the global sourcing context.....	108
5.3.	Managerial implications .....	111
<b>6.</b>	<b>Conclusion.....</b>	<b>111</b>
	<b>Bibliography.....</b>	<b>113</b>
	<b>Appendix.....</b>	<b>131</b>