

# Outsourcing in Today's Economic Environment

Dumitru-Alexandru Bodislav<sup>1</sup>, Răzvan Cătălin Dobrea<sup>2</sup>, Florina Bran<sup>3</sup>  
and Mădălina Ioana Moncea<sup>4</sup>

<sup>1)2)3)4)</sup> Bucharest University of Economic Studies, Bucharest, Romania

E-mail: alex.bodislav@ase.ro; E-mail: razvan.dobrea@man.ase.ro

E-mail: florinabran@yahoo.com

---

**Please cite this paper as:**

Bodislav, D.A., Dobrea, R.C., Bran, F. and Moncea, I.M., 2023. Outsourcing in Today's Economic Environment. In: R. Pamfilie, V. Dinu, C. Vasiliu, D. Pleșea, L. Tăchiciu eds. 2023. 9<sup>th</sup> BASIQ International Conference on New Trends in Sustainable Business and Consumption. Constanța, Romania, 8-10 June 2023. Bucharest: ASE, pp. 193-200

**DOI:** [10.24818/BASIQ/2023/09/018](https://doi.org/10.24818/BASIQ/2023/09/018)

---

## Abstract

An economic phenomenon that is defined by the movement of industrial activity from developed to emerging nations has occurred during the past two decades. This technique may be seen as the huge firms' solution to the issue of production costs that were steadily growing along with rising living standards and compensation. This paper seeks to study outsourcing from the standpoint of its evolution as well as the benefits and drawbacks that come with it. On the other hand, this research essay aims to define the concept's foundations and explore its applicability to the public sector. Overall, research on outsourcing has shown that outsourcing can provide significant benefits in terms of cost savings, flexibility, and quality, but it also presents challenges in terms of managing relationships, maintaining control, and managing the human resources aspects of outsourcing. Companies need to carefully consider the potential benefits and risks of outsourcing before deciding whether to outsource specific functions or processes.

## Keywords

Outsourcing, evolution, development, sustainability

**DOI:** [10.24818/BASIQ/2023/09/018](https://doi.org/10.24818/BASIQ/2023/09/018)

---

## Introduction

Outsourcing originated from the American word "outside resourcing," which refers to obtaining resources from the outside. Later, the phrase was employed in economic jargon to denote the use of outside resources to advance a company rather than its usual internal resources.

Outsourcing is a long-standing issue that has been felt ever since the Second World War, with a notable tendency notably since 1990. Some estimates claim that just 20% of the value contributed to American goods and services came from outside sources in 1946, but that percentage has since quadrupled to reach 60%.

Aalders (2001) reiterates this, supporting the idea that outsourcing is not a recent issue and that businesses have been outsourcing maintenance, manufacturing, legal services, advertising, and other services for at least 50 years.

According to Duhamel and Quélin, outsourcing frequently involves transferring material and human resources to the selected supplier. Its responsibility is to replace domestic services in partnerships that are medium or long-term (on average, five to six years) with the client company (Quelin and Duhamel, 2003).

Although outsourcing is often regarded as a future trend with several advantages for the parties involved, others have questioned the ramifications of this phenomena. One of them is Henry Kissinger, who made some ironic remarks on outsourcing during a talk in Davos and questioned if America will still be a great power, or at least a dominant one, in light of the expanding significance of outsourcing (WEF, 2022). Gary Hamel, who is aware of the changes taking place in the world and their rate of progression, is with him. The world is aware that we have entered a new period that is characterized by significant changes, but the question is whether we like these changes, he claims in the book "Leading the Revolution" (Hamel, 2003).

While addressing the issue chosen design variation, outsourcing approach has come to dominate the specialized literature in recent years. The strategy for creating a system is discovered, along with the possibility of outsourcing, and how this approach may be applied throughout any project to put the system into place (Perry and Devinney, 1997). Numerous issues arise when choosing to outsource routine tasks in accounting, human resources, and marketing even when one can draw on prior experiences from the systems development due to the demanding requirements of clients and lack of experience, which makes it difficult to choose the approach that will best achieve business objectives (Outsourcing Institute, 2002).

Using the various categorization criteria and our analysis of the authors' opinions, we were able to pinpoint the following outsourcing choices (Wilcocks and Fitzgerald, 1993):

- The level of outsourcing: whole, selective, or partial.
- Human resources, project development management, and service management are three areas where outsourcing might be used.
- The outsourcing agreement may be generic, temporary, or related to a business operation.
- One provider - one customer, one supplier more customers, some vendors - a client, or many vendors - more customers are some examples of the types of outsourcing relationships.
- Long- or short-term outsourcing periods are also possible.

The provider can be found locally, internationally (offshore), or regionally (near shore), all of which are closer to the client.

Outsourcing is a term used to describe when a company purchases goods and services from a third party. Both domestic and foreign outsourcing are possible in this situation.

Internal outsourcing refers to a company's procurement of goods or services from a source situated in another company inside the same nation.

The acquisition of services or material inputs from a supplier situated abroad is referred to as international outsourcing (Gillespie, Matthews, 2022). This phrase refers to both intra-firm international outsourcing (in which the company still owns the foreign input source) and remote international outsourcing (by which foreign supplier of inputs is independent of the company that uses inputs). Foreign outsourcing is a component of the nation's imports of products and services. Offshoring is a different phrase frequently used to refer to global outsourcing.

Most businesses in industrialized economies outsource their work internationally, which helps businesses, particularly those in poorer nations, save expenses (Profiroiu et al., 2020).

The uniqueness of outsourcing at the present is that it has become more popular in the services sector (Negescu et al., 2020). The service industry was long thought to be immune to foreign competition. Services may now be provided across national boundaries using enhanced communications technology, such as the internet, and at the same time get access to well-trained, inexpensive labor (Ladaru et al., 2022).

Even while outsourcing may be anticipated to have long-term advantages, there may be adjustment costs in the form of job losses (Burlacu et al., 2021). This process is notably evident at the microeconomic level since outsourcing services are initiated even in more complex processes (Belostecinic et al., 2022).

### **Literature review on outsourcing**

The practice of outsourcing has its beginnings in the 18th century, when British businesses began sending their industrial processes to places like China, India, and other emerging nations. The necessity to lower expenses and boost earnings served as the main motivator in this. As technology developed in the 20th century, it became simpler for businesses to interact with other businesses across the world, which led to an increase in outsourcing (Bodislav et al., 2020).

Outsourcing can take many different forms, including IT outsourcing, business process outsourcing, and knowledge process outsourcing. BPO entails contracting out back-office duties including customer support, accounting, and human resources. KPO entails the outsourcing of knowledge-based tasks including engineering, data analytics, and research and development (Bodislav et al., 2020). IT outsourcing is contracting out information technology duties including network administration, infrastructure management, and software development (Popescu et al. 2021).

**Advantages of Outsourcing:** There are several advantages for businesses to outsource, including flexibility, access to specialist knowledge, cost savings, and increased emphasis on core company operations. Employing workers in nations with cheaper pay through outsourcing enables businesses to cut their labor expenditures. This makes it possible for businesses to refocus their resources on other aspects of their operations, such research and development (Bran et al., 2020).

**Difficulties of Outsourcing:** Notwithstanding the advantages of outsourcing, there are also difficulties involved. The loss of control, concerns with quality, challenges based on language and culture, and legal hazards are a few of them. Communication difficulties brought on by linguistic and cultural differences might cause misconceptions and delays. The loss of control can also be difficult since businesses can not have direct control over the services that are outsourced.

**Effect of Outsourcing:** Organizations, economies, and society have all been significantly impacted by outsourcing. While outsourcing has caused job losses in some industries in rich nations, it has increased employment prospects and boosted economic growth in emerging nations. The globalization of the economy and the diffusion of information and technology have both been aided by outsourcing.

For businesses aiming to save expenses, boost productivity, and raise the caliber of their services, outsourcing has grown to be a popular business approach (Ionita, Burlacu and Gaidargi, 2009). Notwithstanding the advantages of outsourcing, there are drawbacks as well, such as linguistic and cultural difficulties, a loss of control, problems with quality, and legal dangers. Yet, outsourcing has had a huge influence, aiding in the globalization of the economy and the dissemination of information and technology (Burlacu, et al., 2022). As a result, outsourcing will continue to be a crucial option for businesses wishing to compete in a global market (Bodislav et al., 2021).

### **Outsourcing accelerators**

There are various things that may be noticed that affect how the globe changes while also attracting businesspeople from all over the world to outsourcing.

Companies must discover better ways to create and employ information technology in order to get a competitive edge and improve performance as a result of globalization and competition. The cost of creating information systems has risen, necessitating a growing need for highly skilled and qualified human resources. Companies need to be effective in order to get items to market on time and on a tight budget in order to survive the intense competition (Balu et al., 2021). However, preferences and requirements are always changing. Companies are attempting to delegate the responsibility of having specialists, facilities, and equipment to a third party, localized primarily in developing nations where there is a high potential for human resources and a variety of opportunities, favoring the development projects in a swift and affordable manner (Jianu et al., 2019).

In one of his works, "Competitive Strategy," Michael Porter claims that the effects of globalization might result in cost reductions (or cost savings associated with energy production) and a reduction in distribution routes. "Aggressive multinational corporations spreading their methods all over the world may contribute to some of this drop. Considering this, Porter claims that "globalization contributes to lessening barriers to global competitiveness" (Porter, 1980).

Although outsourcing has been discussed for a few decades, Porter and Handy, who both questioned how a company should establish strategies and how crucial it is for the company to focus on the skills they already have while outsourcing the rest to save money, are responsible for introducing this phenomenon to the field of strategic management in the 1980s. Nonetheless, greater flexibility and distinctiveness from other market providers as well as more varied product and service offerings.

Short-term outsourcing, in the opinion of Prahalad and Hamel (1994), can occasionally result in advantages by offering a shortcut to a more competitive product. However, they note that this does not permit the development of the skills required to preserve a competitive advantage achieved.

The findings of research dedicated to outsourcing may vary depending on the specific focus of the study and the methodology used. However, some of the main findings that have been reported in outsourcing research include:

- **Cost savings:** Outsourcing is often seen as a way to reduce costs, and many studies have found evidence to support this claim. By outsourcing non-core functions to specialized vendors, companies can often achieve cost savings through economies of scale, access to cheaper labor markets, and reduced overhead costs.

- **Increased flexibility:** Outsourcing can also provide companies with greater flexibility in responding to changing market conditions or shifting business priorities. By outsourcing non-core functions, companies can focus on their core competencies and respond more quickly to changes in the market.
- **Improved quality:** Outsourcing can also lead to improved quality of services, particularly in areas where the vendor has specialized expertise or access to better technology. By leveraging the expertise of vendors, companies can often achieve higher quality services than they would be able to provide in-house.
- **Cultural and communication challenges:** One of the main challenges of outsourcing is managing cultural and communication differences between the company and its vendors. Studies have shown that effective communication and collaboration are key factors in the success of outsourcing relationships.
- **Loss of control:** Outsourcing can also lead to a loss of control over certain business functions, which can create risks and challenges for companies. Studies have shown that companies need to carefully manage outsourcing relationships to ensure that they maintain control over critical business processes and data.
- **Impact on employees:** Outsourcing can have significant impacts on employees, particularly in cases where outsourcing leads to layoffs or changes in job responsibilities. Studies have shown that companies need to carefully manage the human resources aspects of outsourcing to minimize negative impacts on employees and maintain morale.

### **Benefits and drawbacks of the outsourcing concept**

The staff of the provider who are given ongoing training in their expertise come to mind right away when discussing the pluses (Radulescu et al., 2020). Outsourcing is a strategic technique used by firms to gain a competitive edge.

The major corporations are forced by the harsh economic environment to outsource business operations in the core business, giving up some of their control over resources and information in the process. Because of economies of scale, outsourcing organizations can achieve savings of up to 15% on the whole cost.

In addition to cost factors, outsourcing has several benefits, such as enhanced emphasis on key operations, access to resources not readily available internally, and process standardization. Yet, there are certain worries about outsourcing, organizational strength, a loss of control, and uncertainty about the performance and quality (Plant, 2000).

Once a favored choice for small businesses and without the collateral needed to support the operations of their specialty, outsourcing has recently evolved into a solution for medium-sized and big organizations.

According to a research by the Economist Intelligence Unit (EIU), North African and Central and Eastern European nations are becoming popular outsourcing locations, especially for businesses with European headquarters. India is getting more costly, and European businesses prefer nations with closer cultural ties, according to EIU. As the international IT company began outsourcing services to regional subsidiaries in 2005, the market in Romania started to expand.

When they require more personnel, businesses engage subcontractors and assign them to short-term tasks (Curie, 1998). Due to the company's lack of resources and competence, tasks are outsourced.

Benefits of outsourcing:

- Outsourcing is a relatively recent phenomena in Romania and Eastern Europe that is viewed with mistrust and is seen to be risky by many. In highly developed nations, things are more clearly defined, and outsourcing is occasionally seen as a natural and essential step in a company's improvement.
- The Outsourcing Institute, a prominent voice in the outsourcing industry, has created a list of the top 10 reasons why a business would need to use such services:
  - Cost reduction and operational control; an improved company focus; access to new opportunities; the release of internal resources for other uses; the lack of resources within the company; the acceleration of benefits reengineering; the cost of driving for a while; the availability of employment equity; the sharing of risks; and the injection of capital.
- Further advantages include integrated applications that are powerful, adaptable, and secure, easy installation and configuration, increased accuracy, productivity, and efficiency, and decreased or even eliminated storage requirements.

- Moreover, outsourcing has positive macroeconomic effects, rerouting money into emerging markets. These capital flows, which manifest in the construction of production facilities and the creation of jobs, contribute to raising living standards and ensuring the viability of these economies largely through lowering unemployment rates and raising GDP.

Drawbacks of outsourcing:

- Naturally, there are drawbacks as there are in every connection where a compromise is one of the fundamental requirements.
- One drawback is a lack of understanding of the client's external and internal outsourcing environment. Of course, this obstacle is readily overcome with effective cooperation, communication, and patience.
- After careful consideration of the outsourcing option, a second drawback would be a misdefinition of the activity's goal. Benefits and other factors must both be taken into account while making a decision.
- We may recall the misalignment of objectives, the response time and quality issues, the pre-supplier control by different means, and the mindset gap between "the firm workers" and "outsourced colleagues' degree of personal pride to remuneration packages" from these concerns.
- Results from outsourcing take time to manifest. In the first year of an outsourcing contract, the labor productivity of the majority of firms decreased by 20%, mostly as a result of the time required for knowledge transfer to the outsourcing provider. They may collaborate more successfully and result in cost reductions after bringing their expertise of the customer and supplier along with their aims.
- At the macroeconomic level, the disadvantages are more obvious for advanced economies since the outsourced activity and jobs are relocated to another country, lowering living standards and temporarily raising the unemployment rate.

### **Outsourcing's boundaries**

While there are many advantages to outsourcing for businesses, it's vital to remember that there are also certain restrictions. Outsourcing has certain limitations, including:

1. **Quality Control:** Ensuring quality control is one of the major issues of outsourcing. An enterprise may not have the same amount of control over the caliber of the job being done when it outsources its operations to another business. Quality problems might come from this, which could harm the company's standing and financial performance.
2. **Communication Barriers:** Due to linguistic, cultural, and time zone issues, communication problems may occur when outsourcing to other nations. Communication difficulties brought on by these disparities might result in errors and delays.
3. **Security Risks:** A company may be subject to security risks as a result of outsourcing, such as the loss or abuse of sensitive data. A company that outsources its operations could have to provide sensitive data to the outsourcing partner. If the outsourcing partner is unable to maintain sufficient security controls, this might lead to significant security problems.
4. **Intellectual Property Loss:** Outsourcing may also make it more likely that intellectual property may be lost. When a firm outsources its research and development tasks, this is especially true. The outsourcing partner can have access to confidential data and procedures that could be used against the company in the future.
5. **Legal and Regulatory Issues:** Outsourcing, especially when done to other nations, can lead to legal and regulatory problems. Organizations that must adhere to several legal and regulatory frameworks may face difficulties since various nations have different laws and regulations.
6. **Cost:** Outsourcing might save costs, but it can also end up being expensive in the long term. Outsourcing cannot always be the most economical choice in the long run due to hidden costs including travel expenditures, administrative charges, and additional training.

Although while outsourcing can provide businesses several advantages, it's vital to think about the possible downsides as well (Mears, 2005). To guarantee successful outsourcing, careful partner selection, open communication, security precautions, and legal and regulatory compliance are required.

## Conclusions

According to the study done for this research paper, major firms from rich nations have discovered a way to save costs by shifting a portion of their manufacturing to partners or subsidiaries in developing countries. With the help of outsourcing, these large corporations' approach reduced their manufacturing costs by 20% or more, enabling them to focus the growing globalization.

As a result, by linking emerging economies to those in wealthy nations, these methods have significantly accelerated the pace of globalization (USA, UK, Germany, Japan, etc.).

When we weigh the benefits and drawbacks of outsourcing, we can say that the macroeconomic balance between the losses experienced by advanced nations and the gains experienced by emerging economies is favorable to the micro-level benefits of applying this approach (Troacă and Bodislav, 2012). We may discuss a worldwide transfer of income in this situation, from affluent economies to emerging economies.

Regarding the feasibility of adopting the idea of outsourcing in the public service, given the macroeconomic expenses incurred, we feel it is important to further explore these concerns, even if there are some successful examples of outsourcing public services throughout the world (health system in the United States and part of the education system in the same country).

For businesses wishing to save expenses, boost productivity, and get access to specialist knowledge, outsourcing has become a popular business approach (Wilcock, Fitzgerald, 1993). Although outsourcing offers advantages, it might not be the best choice for every business or circumstance (Hirschheim and Lacity, 2000). These are a few substitutes for outsourcing:

1. **Insourcing:** The reverse of outsourcing is insourcing, in which a company brings its outsourced functions back in-house. Organizations may benefit from having better control over quality, communication, and security as a result. Moreover, insourcing enables businesses to develop their own internal experience and knowledge.

2. **Automation:** Automation refers to the use of technology to carry out formerly manual operations. Costs may be decreased and efficiency and accuracy can be increased with automation. Automation is sometimes a good substitute for outsourcing, especially for routine jobs or procedures that don't require human involvement.

3. **Collaboration:** Cooperation is collaborating with other businesses or partners to accomplish a shared objective. Organizations can obtain specialized expertise, split expenses, and gain economies of scale by collaborating with other companies. For non-core functions, collaboration can be an effective substitute for outsourcing.

4. **Co-sourcing:** This hybrid strategy mixes internal and external activities. Co-sourcing is bringing in outside experts to collaborate with inside workers on a particular project or aim. This enables businesses to access specialist knowledge while keeping quality and communication under tight control.

5. **Offshoring:** An alternative to outsourcing to another firm, offshoring is establishing operations in another nation. Offshoring enables businesses to access cheaper labor while keeping quality and communication under control.

In conclusion, even while outsourcing offers advantages, it is not always the ideal choice for every business or circumstance. Alternatives like insourcing, automation, collaboration, co-sourcing, and offshore may all assist firms in achieving their goals and objectives while keeping control over communication and quality. Each choice should be thoroughly analyzed by organizations to ascertain which one best suits their requirements.

The finest outsourcing strategy in 2023 will vary depending on the requirements and objectives of each firm. Here are some basic recommended practices to take into account while outsourcing, though:

1. **Establish clear objectives and expectations:** Before to outsourcing, it's critical to establish the project's goals and expectations. The project's scope, intended results, and any particular requirements or standards that must be satisfied are all included in this.

2. **Choose the best outsourcing partner:** The success of the outsourcing project depends on picking the best outsourced partner. It's critical to thoroughly assess prospective partners in light of their knowledge, experience, reputation, and performance history.

3. **Create efficient communication channels:** The success of an outsourcing project depends on the creation of efficient communication channels. This entails establishing regular communication channels, defining the communication standards, and identifying the important stakeholders.

4. Establish precise performance measurements: To monitor and assess the outsourced project's progress, precise performance measures are crucial. This involves building a system for monitoring and reporting progress as well as determining the key performance indicators (KPIs).
5. Ensuring legal and regulatory standards are followed: Adhering to legal and regulatory regulations is crucial to staying out of trouble with the law and paying fines. It is crucial to confirm that the outsourcing partner is capable of adhering to all relevant rules and regulations.
6. Handle the outsourcing project successfully: A successful outsourcing project requires successful project management. This include developing a project schedule, outlining the roles and duties of each team member, and managing risks and problems that develop throughout the project.

In conclusion, firms aiming to save costs, boost efficiency, and access specialized expertise may find outsourcing to be a useful business approach. But it's crucial to adhere to best practices, which include articulating clear objectives and expectations, selecting the ideal outsourcing partner, setting up efficient communication channels, defining precise performance metrics, making sure that legal and regulatory requirements are met, and managing the outsourcing project skillfully. Organizations may maximize the advantages of outsourcing while lowering the risks and difficulties by adhering to these best practices.

## References

- Aalders, R., 2001. *The IT Outsourcing Guide*. Chichester: John Wiley & Sons, Ltd.
- Baldwin, L.P., Irani, Z. and Love, P.E.D., 2001. Outsourcing information systems: drawing lessons from a banking case study. *European Journal of Information Systems*, 10(1), pp.15–24. <https://doi.org/10.1057/palgrave.ejis.3000372>.
- Balu, F. O., Radulescu, C. V., Bodislav, D. A., Gole, I., Buzoianu, O. C. A., Burlacu, S., and Balu, P. E., 2021. Cost Modeling and Computation in the Healthcare Industry. Case Study on a Swiss Medical Care Organization. *Economic Computation and Economic Cybernetics Studies and Research*, 55(1/2021), pp.73–88. <https://doi.org/10.24818/18423264/55.1.21.05>.
- Belostecinic, G., Mogoş, R.I., Popescu, M.L., Burlacu, S., Rădulescu, C.V., Bodislav, D.A., Bran, F. and Oancea-Negescu, M.D., 2021. Teleworking—An Economic and Social Impact during COVID-19 Pandemic: A Data Mining Analysis. *International Journal of Environmental Research and Public Health*, 19(1), p.298. <https://doi.org/10.3390/ijerph19010298>.
- Bodislav, D. A., Radulescu, C. V., Bran, F. and Burlacu, S., 2020. Public policy in the areas of environment and energy. In: *6th BASIQ International Conference on New Trends in Sustainable Business and Consumption*, pp. 228-235.
- Bodislav, D.A., Burlacu, S., Rădulescu, C.V., Gombos, S.P., 2021. Using a Hybrid Economic Indicator (BADEM) to Evaluate the Retail Sector (R5N) and Consumption. In: R. Pamfilie, V. Dinu, L. Tăchiciu, D. Pleşea, C. Vasiliu eds. 2021. *7th BASIQ International Conference on New Trends in Sustainable Business and Consumption*. Foggia, Italy, 3-5 June 2021. Bucharest: ASE, pp. 34-42 DOI: 10.24818/BASIQ/2021/07/004
- Bodislav, D.A., Buzoianu, O.A.C., Burlacu, S. and Rădulescu, C.V., 2020. Analysis of companies in Romania from the perspective of risk perception and the management needs thereof. *Economic Convergence in European Union*, pp.341-349.
- Bran, F., Rădulescu, C.V., Bodislav, D.A. and Burlacu, S., 2020. Environmental risks in the context of globalization. *Economic Convergence in European Union*, pp.350-356.
- Burlacu, S., Diaconu, A., Balu, E.P. and Gole, I., 2021. The Economic and Social Effects of Unemployment in Romania. *Review of International Comparative Management*, 22(1). <https://doi.org/10.24818/RMCI.2021.1.21>.
- Burlacu, S., Georgescu, R.I., Moise, D., Cretu, R.F., Platagea G.S., Buzoianu, O.A.C., Rotaru, C., 2022. The Tension Between Adjusted Net Savings, Sustainable Growth and Resource Depletion. *Economic Computation & Economic Cybernetics Studies & Research*, 56(3), p265-277.
- Currie, W.L., 1998. Using Multiple Suppliers to Mitigate the Risk of it Outsourcing at ICI and Wessex Water. *Journal of Information Technology*, 13(3), pp.169–180. <https://doi.org/10.1177/026839629801300303>.
- Gillespie, M.H. and Matthews, J.R., 2002. *Service Providers, ASPs, ISPs, MSPs, and WSPs*. John Wiley & Sons, Inc., New York.
- Hamel, G. and Prahalad, C.K., 1994. *Competing for the future*. Cambridge: Harvard Business Review Press.

- Hamel, G., 2003. *Leading the Revolution*. Cambridge: Harvard Business Review Press.
- Hirschheim, R. and Lacity, M., 2000. The myths and realities of information technology insourcing. *Communications of the ACM*, 43(2), pp.99–107. <https://doi.org/10.1145/328236.328112>.
- Ionita, F., Burlacu, S., and Gaidargi, A., 2009. Modern Approaches of the management Of Alternative Trade Systems. *Revista de Management Comparat Internațional/Review of International Comparative Management*, 51, pp.473-480.
- Jianu, I., Dobre, I., Bodislav, D.A., Radulescu, C.V., and Burlacu, S., 2019. The implications of institutional specificities on the income inequalities drivers in European Union. *Economic Computation and Economic Cybernetics Studies and Research*, 53(2), pp.59-76.
- Lacity, M., 2002. Lessons in global information technology sourcing. *Computer*, 35(8), pp.26–33. <https://doi.org/10.1109/MC.2002.1023785>.
- Ladaru, R.G., Burlacu, S., Guțu, C., Platagea G.S., 2022. *Human resources management - labor crisis*. In: 30 years of economic reforms in the Republic of Moldova: economic progress via innovation and competitiveness. Vol.2, 24-25 septembrie 2021, Chișinău. Chișinău, Republica Moldova: Academia de Studii Economice din Moldova, 2022, pp. 187-194. ISBN 978-9975-155-60-1. <https://doi.org/10.53486/9789975155649.29>.
- Mears, J., 2005. *Offshoring Closer Home*, *Networkworld*, [online] Available at: <[www.networkworld.com/news/2005/031405](http://www.networkworld.com/news/2005/031405)> [Accessed 22 March 2023].
- Negescu, M.D., Burlacu, S., Mitriță, M., Buzoianu, O.C.A., 2020. Managerial Analysis of Factoring at the International Level. *Challenges of the Contemporary Society. Proceedings*, 13(1), pp.99-102. Cluj-Napoca: Babes Bolyai University.
- Outsourcing Institute, 2002. *How and Why Outsource*, [online] Available at: <[www.outsourcing.com/howandwhy/phases/main.htm](http://www.outsourcing.com/howandwhy/phases/main.htm)> [Accessed 22 March 2023]
- Perry, W. and Devinney, S., 1997. Achieving Quality Outsourcing. *Information Systems Management*, 14(2), pp.23–26.
- Plant, R., 2000. *eCommerce Formulation of Strategy*. Upper Saddle River: Prentice Hall, Financial Times.
- Popescu, M.L., Platagea Gombos, S., Burlacu, S. and Mair, A., 2021. The impact of the COVID-19 pandemic on digital globalization. *SHS Web of Conferences*, 129, p.06008. <https://doi.org/10.1051/shsconf/202112906008>.
- Porter, M., 1980. *Competitive strategies*. New York: The Free Press.
- Profiroiu, M.C., Radulescu, C. V., Burlacu, S. and Guțu, C., 2020. *Changes and trends in the development of the world economy*. [online] Available at: <[https://ibn.idsi.md/vizualizare\\_articol/115161](https://ibn.idsi.md/vizualizare_articol/115161)> [Accessed 17 March 2023].
- Quelin, B. and Duhamel, F., 2003. Bringing together strategic outsourcing and corporate strategy: Outsourcing motives and risks. *European Management Journal*, 21(5), pp.647-661.
- Rădulescu, C. V., Burlacu, S., Bodislav, D. A., and Bran, F., 2020. Entrepreneurial Education in the Context of the Imperative Development of Sustainable Business. *European Journal of Sustainable Development*, 9(4), pp.93-93.
- Troacă, V.A. and Bodislav, D.A., 2012. Outsourcing. The Concept. *Theoretical and Applied Economics*, 19(6), pp.51-58.
- WEF, 2022. *Kissinger: These are main geopolitical challenges facing the world right now*. [online] World Economic Forum Annual Meeting, Available at: <<https://www.weforum.org/agenda/2022/05/kissinger-these-are-the-main-geopolitical-challenges-facing-the-world-right-now/>> [Accessed 14 May 2023].
- Willcocks, L. and Fitzgerald, G., 1993. Market as opportunity? Case studies in outsourcing information technology and services. *The Journal of Strategic Information Systems*, 2(3), pp.223–242. [https://doi.org/10.1016/0963-8687\(93\)90029-A](https://doi.org/10.1016/0963-8687(93)90029-A).