

Smartsourcing

Driving Innovation through Outsourcing

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(pub. date March 2006)

With a Forward by Jim Champy, Author of Reengineering the Corporation

The most profound impact of the 20th century enterprise was in the way we moved workers to where the work was. The most profound impact of the 21st Century enterprise will be in the way we move work to where the workers are.

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About Smartsourcing

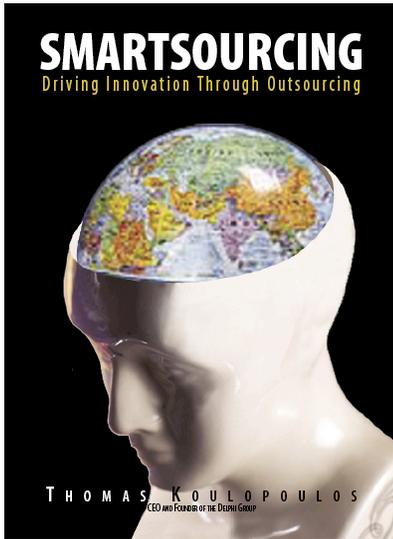
With economic confidence building once again, business leaders are presented with a unique opportunity to recast their organizations for the next wave of growth. Technology developments in supply chain, logistics, self-service, marketing, and e-commerce have driven down transaction costs. Coupled with the cost savings realized from the globalization of work it's now realistic to expect enormous efficiencies, which will drive down the cost of production and delivery for nearly all goods and services.

What does this mean for organizations? Managers first need to realize that driving down costs is not an episodic phenomenon. Instead, there is and will be a continuing and accelerating pressure to drive costs down. At the same time the pressure to compete and innovate will also accelerate rapidly.

The answer to hurdling this ever-rising benchmark of productivity and cost reduction lies in a new approach to business process and innovation excellence, that defines a global model for managing the movement of work across cultural, geopolitical, and economic barriers.

Smartsourcing the Enterprise will frame this challenge and describe how organizations can move well beyond the current model of outsourcing and substantially increase excellence and innovation through global partnerships that respond rapidly to evolving

corporate objectives and changes in uncertain economic, political, and competitive environments.



Excerpt from the Introduction to Smartsourcing the Enterprise

A Millennium of Change

This book is about a journey that started long before the topic of globalization became popular. It is a journey through the evolution of the way we work and the structure of the places we work in. It is a winding journey that meanders and takes us through five hundred years of change; and whose path will lead us into the next five hundred years. A millennium of change packaged in a book that occupies only a

few hundred pages. Overly ambitious? Yes, but the topic is far too complex and its outcome is far

too important to trivialize by taking too narrow of a path.

The thread of this story will take you to places you may never have considered going, from the changing role of education, to lessons on globalization, to detailed prescriptions and frameworks for deploying a global strategy and choosing global partners. There are no railroad tracks for this discussion. In many ways, this book reflects the reality and the challenge of blazing a new trail, creating a new vocabulary, and establishing a shared experience for the tough decisions ahead.

At the same time the premise of this book is simple; namely, that the mobility of work is propelling rates of disruption, discomfort, innovation, and opportunity for which it is difficult to find a historical comparison. While this book will cover much ground in describing the way this mobility has evolved, framing its impact, and prescribing behaviors and methods to adapt to it, its components are found in three sections; mobilizing the power needed to do work, mobilizing the people who do the work, and mobilizing the work itself.

Many of the revolutions that have occurred in industry, commerce, and political and social institutions can be traced back to shifts in these three fundamentals. Surrounded today by a web of commerce, transportation, and ubiquitous power and information grids, it is far too easy for us to forget that the portable steam power that drove textile looms, transoceanic shipping, and transcontinental railways, communications via radio and wire, fossil fuel power, electric generation, and the coordinated massive migration of workers across the globe are all phenomenon of the last few hundred years – an amazingly brief period in the history of commerce and mankind.

Today we are at the threshold of a base shift in mobility as globalization alters the way in which businesses make decisions about where work can and should be performed. Traditional notions about the workplace, competency, and innovation are being chal-

lenged and redrawn on a global canvas, with implications that we are only starting to understand.