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L'outsourcing strategico.

Vantaggi, rischi ed effetti sugli equilibri di gestione

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ABSTRACT : (STRATEGIC OUTSOURCING. ADVANTAGES, RISKS AND EFFECTS ON MANAGEMENT EQUILIBRIA). *The strategic outsourcing, by transferring some of the organization's internal activities/processes (core and non-core) to outside providers (as set forth in a contract), provides many advantages to firms. Among others: focus internal resources on core competencies; availability of provider's expertise, skills and technologies not otherwise available; sharing investments and then splitting the risks; turn fixed costs into variable costs and, hence, flexibility of costs structure and availability of financial resources for development of core business; and so on. Therefore, outsourcing may be an appropriate organizational strategy to enhance the competitive strength of firms. However, outsourcing is not a solution to solve all competitiveness problems of the firms and there are no predefined formulas to determine the appropriateness of this strategy and to identify which activities/processes to outsource. Evaluations must be done on a case by case basis, taking into account the specific managerial characteristics of each firm; the firm's specific culture, the type of relationships that are established inside and outside the organization, the quality of resources. Clearly, an outsourcing strategy implementation must be preventively supported also by the analysis of its potential risks as well as by the study of managerial and organizational implications that the choice involves. As regards this, to avoid to obtain unsatisfactory results it is necessary that the strategic reasons dominate over those tactical because the excessive emphasis on the short-term objectives or on simple cost savings often conducts to results lower, than expected. Considering this, the article, after having analyzed the advantages and the risks of the outsourcing strategies, deepens the analysis of the economic utility of these strategies with particular reference to the impact on the operational and managerial risk of the outsourcee. It suggests that the decision-making process concerning the selection of which activities have to be produced internally and which one have to be outsourced should not be based solely on economic assessment and, therefore, on the cost savings, but it should consider the consequent strategic impact and assess, with weighting, the corresponding risks. The choice to share with other partners activities, functions and productive processes requires, in fact, a strategic re-orientation of investments, skills and internal boundaries of the firm, which must be supported by a clear identification of objectives and the evaluation of all the possible effects that the reconfiguration of the value chain, resulting from this strategic choice, exercise not only on the level and dynamics of the costs and revenues but also on financial flows, on operational and organizational structure, on management, administration and government processes of each business unit, on the balance sheet and intangible capital of the firms involved.*

1. Premessa

In mercati sempre più complessi è necessario che le aziende dispongano di strutture organizzative flessibili, deverticalizzate e siano disposte ad implementare strategie di sviluppo “esterno” mediante il ricorso ad accordi di collaborazione e l'adozione di forme organizzative di tipo reticolare. In questa prospettiva, il ricorso all'*outsourcing* garantisce alle imprese vantaggi in termini di: concentrazione delle risorse interne sulle attività per le quali si possiedono competenze distintive, *know-how* esclusivo ed esperienza cumulata; sfruttamento delle innovazioni e delle specializzazioni professionali dei fornitori, impossibili da riprodurre internamente ottenendo in tal modo economie di scala nonché economie di apprendimento; condivisione degli investimenti e quindi frazionamento dei rischi; elasticità della struttura dei costi e disponibilità di risorse finanziarie da destinare allo sviluppo del *core business*. Tuttavia, l'implementazione di una strategia di outsourcing deve essere supportata preventivamente anche dall'analisi dei potenziali rischi ad essa sottostanti nonché dallo studio delle implicazioni gestionali ed organizzative che la scelta comporta⁽¹⁾.

⁽¹⁾ Cfr. RICCIARDI A. e PASTORE P. (2010), *Outsourcing strategico. Tecniche di gestione, criticità e vantaggi competitivi*, Franco Angeli, Milano.

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