

Appendix

Data description

This study primarily used two data sources. The first one was a survey conducted by Etlatieto Ltd. (Ali-Yrkkö 2006a). This survey focused on the extent and motives of outsourcing and offshoring in 2001-2006. The sample consisted of 1,827 companies, of which 1,650 could be reached. Of these, 653 (40%) responded. The respondents represented the companies' top management.

The second source was a survey conducted by Statistics Finland in 2007 (Ali-Yrkkö & Rikama 2008, Statistics Denmark 2008). Representatives of more than 1,300 companies responded to the survey (in the group of large companies, the response rate was 83%; in the group of small companies, the rate was 75%). Similar surveys were also conducted in Denmark, Sweden, Norway, and in some other European countries. Instead of offshoring, the questionnaire used the term "international sourcing," which was defined as follows: *"The total or partial movement of business functions (core or support business functions) currently performed in-house or domestically outsourced by the resident enterprise to either non-affiliated (external suppliers) or affiliated enterprisiers located abroad"*.

Both surveys included a set of direct questions focusing on offshoring/ outsourcing motives and their results/impacts.