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PII: S0925-5273(14)00097-8  
DOI: <http://dx.doi.org/10.1016/j.ijpe.2014.03.017>  
Reference: PROECO5727

To appear in: *Int. J. Production Economics*

Received date: 8 April 2011  
Revised date: 21 March 2014  
Accepted date: 23 March 2014

Cite this article as: Marta Zorzini, Mark Stevenson, Linda Hendry, Coordinating Offshored Operations in Emerging Economies: A Contingency-Based Study, *Int. J. Production Economics*, <http://dx.doi.org/10.1016/j.ijpe.2014.03.017>

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# Coordinating Offshored Operations in Emerging Economies: A Contingency-Based Study

*Marta Zorzini, Mark Stevenson, Linda Hendry*

## **Marta Zorzini - Corresponding Author**

Affiliation: Department of Management Science, Lancaster University Management School, Lancaster University, LA1 4YX, U.K.

E-mail: m.zorzini@lancaster.ac.uk

## **Mark Stevenson**

Affiliation: Department of Management Science, Lancaster University Management School, Lancaster University, LA1 4YX, U.K.

E-mail: m.stevenson@lancaster.ac.uk

## **Linda Hendry**

Affiliation: Department of Management Science, Lancaster University Management School, Lancaster University, LA1 4YX, U.K.

E-mail: l.hendry@lancaster.ac.uk

### **1.1 Abstract**

Effective coordination is an important determinant of performance in globally dispersed offshored operations. This is an under-researched area particularly regarding the contextual factors that drive the choice of coordinating modes, and whether the most effective coordinating modes depend on the specific context. This study explores the intra- and inter-organizational coordinating modes of 15 subsidiaries of Italian-owned companies located in Argentina, investigating the link between coordinating modes and types of offshored operations. Intra-organizational coordination is mainly between the Argentine subsidiary and Italian headquarters, while inter-organizational coordination is with global suppliers and those local to the Argentine subsidiary. The analysis has found that when only sales is offshored, intra-organizational coordination is heavily centralized with the headquarters. However, when manufacturing is also offshored, other internal modes of coordination are needed and inter-organizational coordination with local and global

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