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**CHAPTER ONE
INTRODUCTION**

1.1 BACKGROUND TO THE STUDY

Since the industrial revolution, companies have grappled with how they can exploit their competitive advantages to increase their markets and their profit. The model for most of the 20th century was a large integrated company that can “own, manage and can directly control”

its assets. In the 1950's and 1960's the rallying cry was diversification to broaden corporate bases and take advantages of economies of scale. By diversifying companies expect to protect profit, even though expansion required multiple layers of management.

Subsequently, organizations attempting to compete globally in the 1970's and 1980's were handicapped by a lack of agility that resulted from bloated management structures. To increase their flexibility and creativity, many large companies developed a new strategy of focusing on their core business, which required identifying critical processes and deciding which could be out sourced.

1.1.1 Initial Stages In The Evolution Of Outsourcing

Outsourcing was not formally identified as business strategy until 1989 (Mullins, 1996). However, most organizations were not totally self-sufficient; they outsourced those functions for which they had no competency internally. Publishers, for example have often phased composition, printing and fulfillment services. The use of these essential but ancillary services might be termed the baseline stage in the evolution of outsourcing. Outsourcing support services is the next stage. In the 1990's as organizations began to focus more on cost-saving measures, they started to outsource those functions necessary to run a company but not related specifically to the core business. Managers contracted with emerging services companies to deliver accounting, human resources, data processing, internal mail distribution, security, plant maintenance and the likes as a matter of "good housekeeping". Outsourcing components to affect cost saving in key functions is yet another stage managers set to improve their finances.

The current stages in the evolution of outsourcing is the development of strategic partnership. Until recently it had been axiomatic that no organization would outsource core competencies, those functions that give the company a strategic advantage or make it unique. Often a core competency is also defined as any function that gets close to customers. In 1990's outsourcing some core functions may be good strategy not anathema. For example some organizations outsource customer services, precisely because it is so important.

Eastman Kodak's decision to outsource the information technology system that undergrid its business was considered revolutionary in 1989, but it was actually the result of rethinking what their business was about. They were quickly followed by dozens of major corporations

whose technology to get access to information they needed. The focus today is less on ownership and more on developing strategic partnership to bring about enhanced result. Consequently organizations are likely to select outsourcing on the basis of who can deliver more effective results for a specific function than on whether the function is core or commodity.

1.3 STATEMENT OF RESEARCH PROBLEM

Outsourcing refers to the delegation of one or more business process to an external provider who then owns, manages and administers selected processes based on defined measurable performance matrices. As much as outsourcing has been accepted and employed by organizations, it has been observed that some organization still perform poorly.

The reasons for organization failure are not far fetched, problems ranging from the inability of the service provider to solve a problem to fit into client organization's corporate structure and strategy due to inadequate knowledge and inputs concerning corporate aims and objective.

Outsourced arrangements are often long term (projects) requiring services provider to understand organization's current and future business strategy and potential changing business profile. Cases abound when the reverse is the case and as such it becomes rather difficult (to avoid unprofitable and unfavourable contractual arrangement).

1.3 OBJECTIVES OF THE STUDY

The aim of this study is to examine outsourcing as a strategy for organization performance.

Its objectives include; To

1. Determine how firms can minimize the cost of outsourcing and at the same time maximize their company's objectives.
2. Examine outsourcing problems and propose solution as to improve organization performance
3. Assess uses of outsourcing by organization to gain competitive advantage over its competitors
4. Examine the relationship between outsourcing and organization performance.
5. Identify/examine key factors for consideration when organization decide to outsource

1.4 RESEARCH QUESTIONS

1. Does outsourcing strategies improve organization performance?
2. What is the relationship between outsourcing and sales turnover?
3. To what extent does outsourcing strategies reduce cost of production of an organization?
4. What is the effect of outsourcing on job quality?
5. What is the relationship between outsourcing and employment generation in Nigeria?

1.5 RESEARCH HYPOTHESIS

The null (H_0) and alternative (H_1) hypothesis are formulated below to aid hypothesis testing.

Hypothesis 1

H_0 : There is no significant relationship between outsourcing strategies and sales turnover

H_1 : There is significant relationship between outsourcing strategies and sales turnover

Hypothesis 2

H_0 : There is no significant relationship between outsourcing and organizations competitive advantage

H_1 : There is significant relationship between outsourcing and organizations competitive advantage

1.6 SIGNIFICANCE OF THE STUDY

The significance of the study exposes the researcher to the importance of outsourcing strategy that include:

1. It aids and enhance productivity among organizations
2. The study will enable organization to cut their overhead cost.
3. The study will enable organizations to increase their efficiency.
4. The study will enable organizations to improve quality of their product and services
5. The study will enable organizations to gain competitive edge over its competitors
6. The study will aid the release of organization resources for other core activities
7. To improve customer/ client/ consumer satisfaction

1.7 LIMITATION OF THE STUDY

The research work demanded that the project should be completed within a specific period of time which limits further investigation into the study.

Uncooperative attitude of some respondents may pose a great threat to researchers conclusions.

Inadequate textbooks prevent more comprehensive current literature review in the study.

THE EFFECTS OF OUTSOURCING STRATEGIES ON ORGANIZATION PERFORMANCE (A CASE STUDY OF NIGERIAN BREWERIES PLC)

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