

How the Past of Outsourcing and Offshoring is the Future of Post-Pandemic Remote Work: A Typology, a Model, and a Review

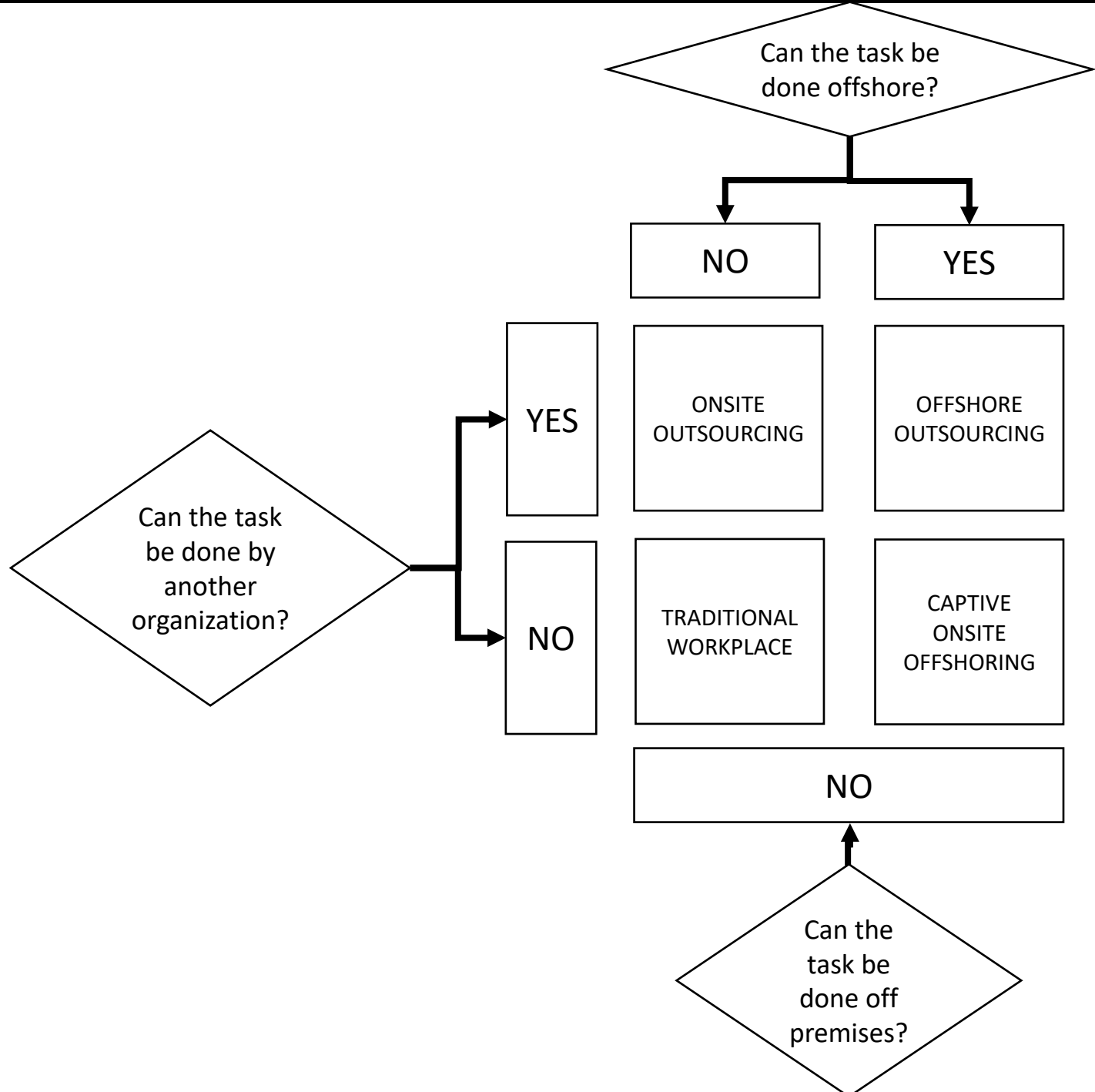
Christopher Erickson¹

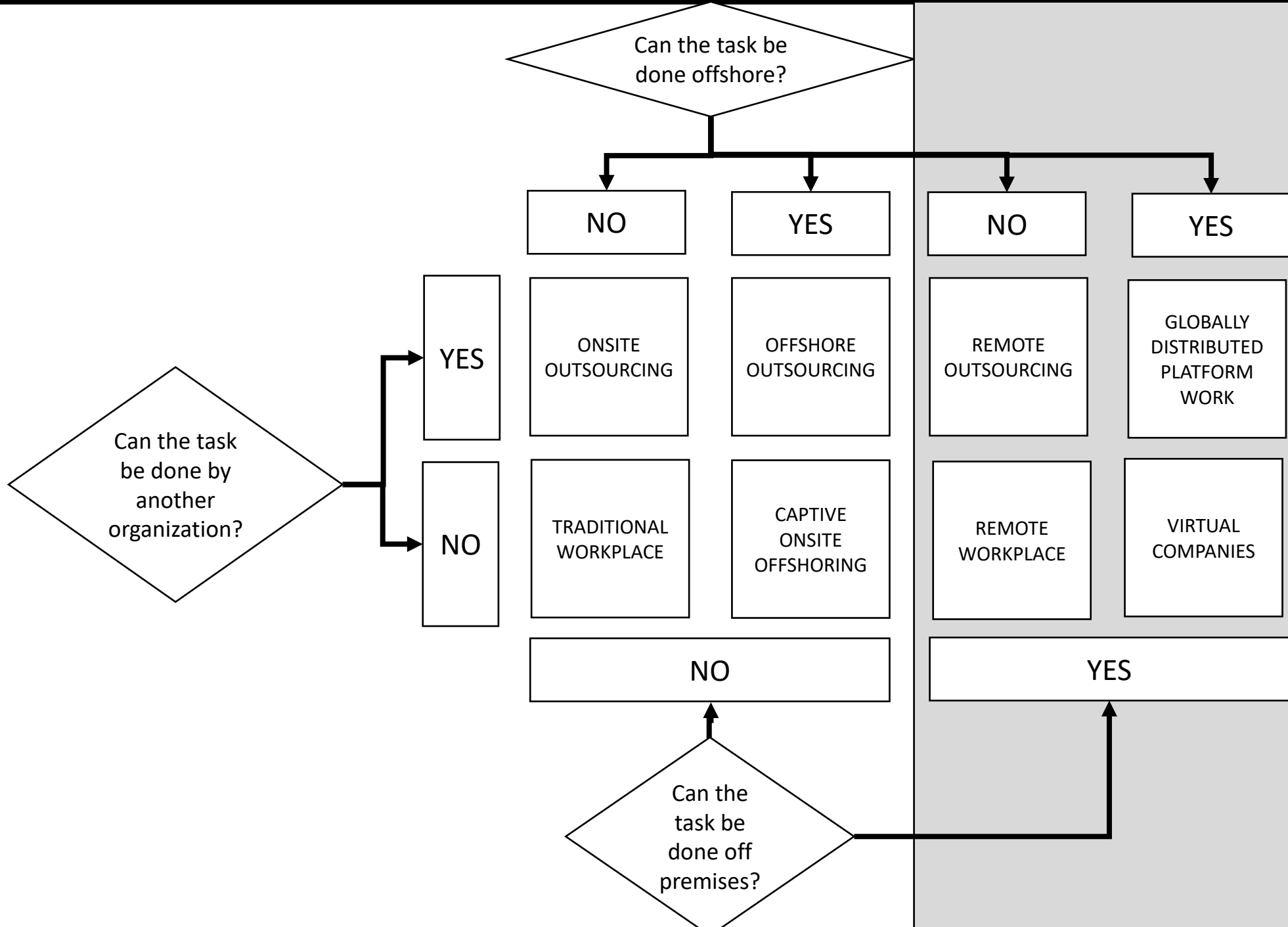
Peter Norlander²

¹UCLA Anderson School of Management, UCLA, USA.

²Quinlan School of Business, Loyola University Chicago; USA

E-mail: chris.erickson@anderson.ucla.edu; pnorlander@luc.edu





Can the task be done offshore?

NO

YES

NO

YES

YES

ONSITE
OUTSOURCING

OFFSHORE
OUTSOURCING

REMOTE
OUTSOURCING

GLOBALLY
DISTRIBUTED
PLATFORM
WORK

Can the task be done by another organization?

NO

TRADITIONAL
WORKPLACE

CAPTIVE
ONSITE
OFFSHORING

REMOTE
WORKPLACE

VIRTUAL
COMPANIES

NO

YES

Can the task be done off premises?

Limitations in Practice

- frictions to implementing technology in the workplace

External Shocks

- Major economic and social *force majeure* events

Bargaining Processes
Capital-Labor-Management negotiations.

Institutional Environment

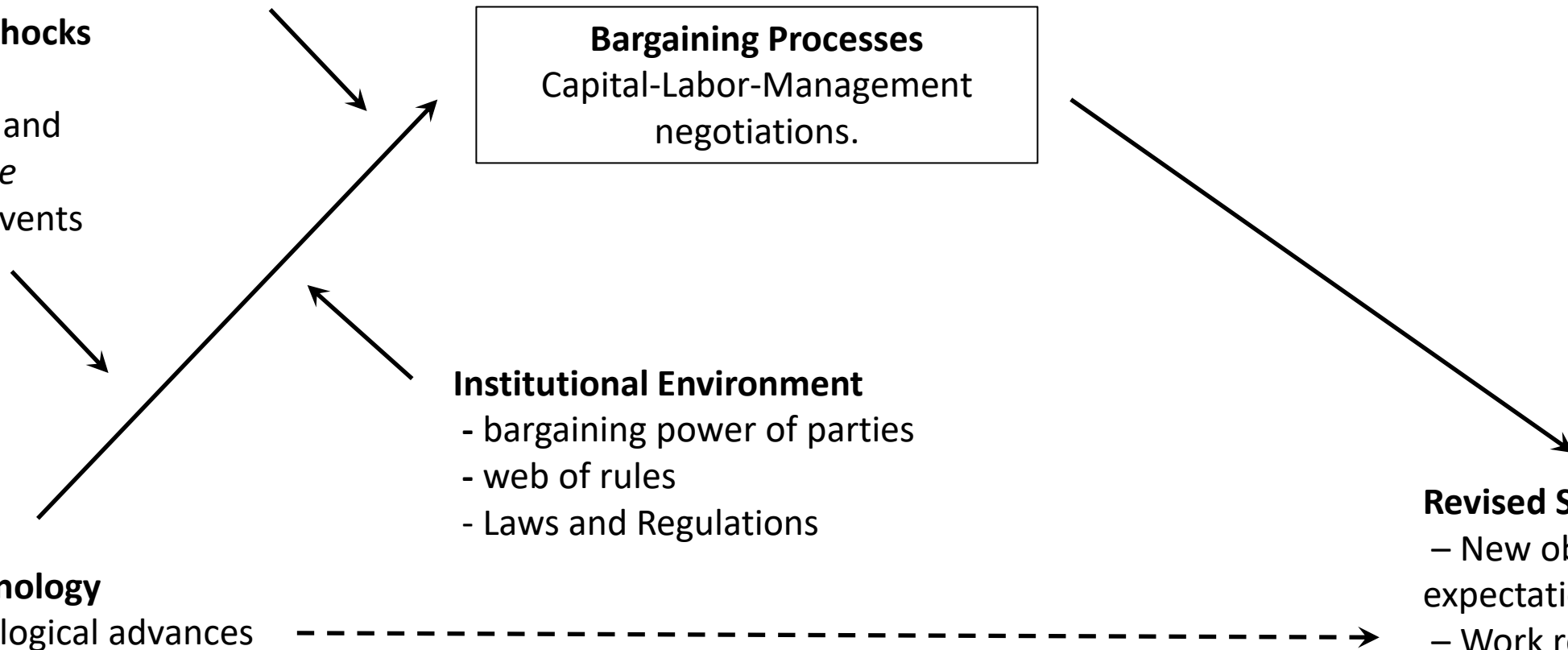
- bargaining power of parties
- web of rules
- Laws and Regulations

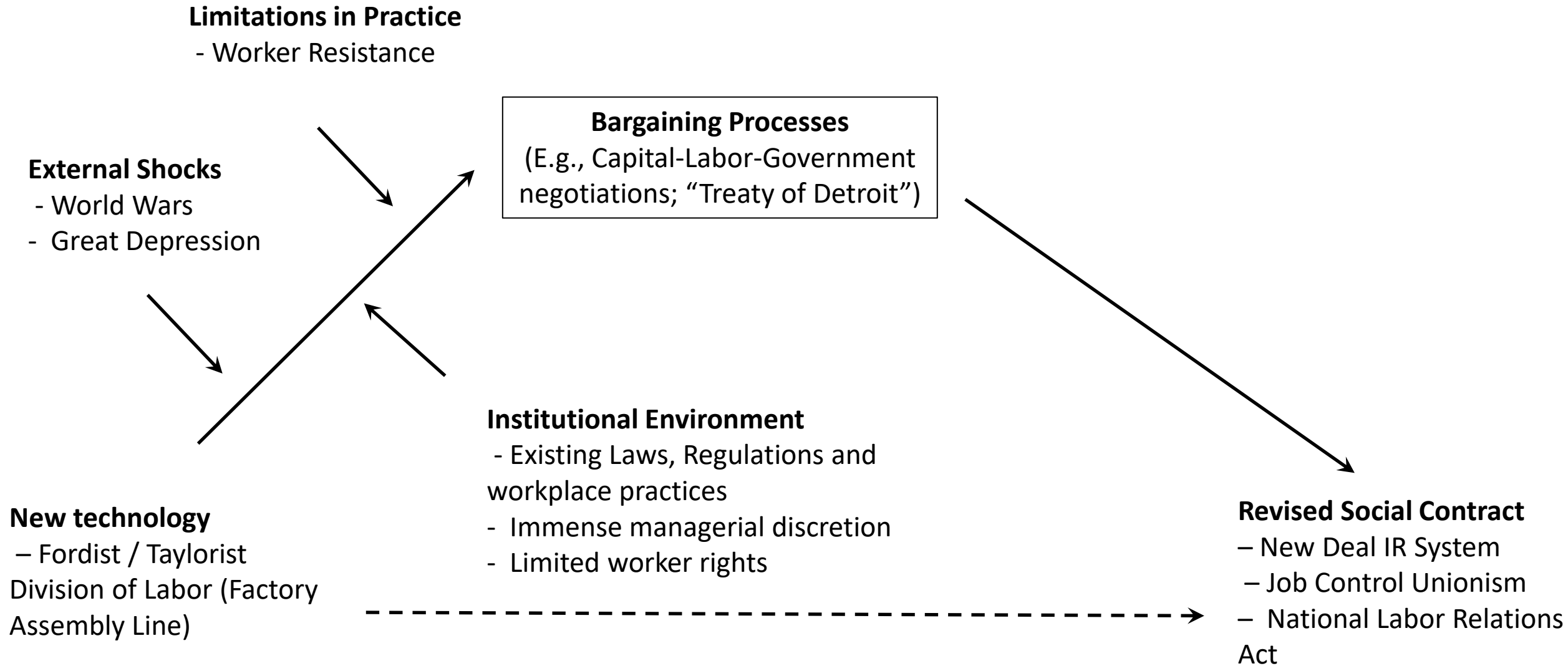
New technology

- Technological advances

Revised Social Contract

- New obligations, rights, expectations
- Work redesign and organizational restructuring
- New Labor and ER Policies.





Limitations in Practice

- Complexity
- Culture
- Employee and Manager Capability

External Shock

- COVID-19 pandemic

Bargaining Processes
(E.g.: lobbying for favorable regulations, individual worker-manager negotiations)

Institutional Environment

- Weak worker bargaining power
- Professions and licenses
- Global value chains and state dependence
- Legal risks and complexity

New technology

- Information and Communication Technologies (video calls, high speed internet, etc.)

Revised Social Contract

- Offshoring, Outsourcing
- Remote Work
- Platform work
- Virtual companies

