

CONTENTS

	<i>page</i>
List of Figures and Tables	xiii
Foreword, by <i>Luigi Maria Sicca</i>	xv
Introduction	1
1. Outsourcing in times of disruption	
1.1. Introduction	5
1.2. In search of a supply chain in times of disruption	17
1.2.1. Disruption from digital technologies	18
1.2.2. Disruption from social and environmental sustainability	22
1.2.3. Disruption from the Covid-19 pandemic and the war in Ukraine	24
1.3. The Gruppo Schiano case study: How shifts in customer behaviour drive innovation in the bicycle industry manufacturing paradigm and supply chain	28
1.3.1. Introduction	28
1.3.2. Highlights of the bicycle market	28
1.3.3. The history of the bicycle industry	29
1.3.4. The company profile	33
1.3.5. From mass production to mass customization	36
1.3.6. Conclusions and implications for management	42
2. Theories of the firm and implications for outsourcing	
2.1. Introduction	43
2.2. Transaction Cost Economics Theory (TCET)	44
2.3. Resource-Based Theory (RBT)	52
2.4. Competence-Based Competition Theory (CBCT)	54
2.5. Strategic Assets Theory (SAT)	55
2.6. Dynamic Capability Theory (DCT)	55

	<i>page</i>
2.7. Knowledge-Based Theory (KBT)	58
2.8. Open Innovation Theory (OIT)	60
2.9. Network Theory (NT) and Supply-Chain Network Theory (SCNT)	61
3. A review of existing models in the strategic outsourcing literature	
3.1. Outsourcing decision-making and types of outsourcing	65
3.2. Kraljic's portfolio-purchasing model	71
3.3. Quinn's model	77
3.4. Baden-Fuller et al. model	78
3.5. Sisljan and Satir's model	79
3.6. McIvor's model	80
3.7. Becker and Zirpoli's model	81
4. A case study. The Boeing 787 Dreamliner programme: leveraging the capabilities of the global and collaborative supply-partner network through technological disruption in the aircraft industry	
4.1. Introduction	85
4.2. Methodology	90
4.2.1. Empirical research based on case study	90
4.2.2. The sample of companies involved in the case study	92
4.3. The perspective of the OEM: the rationale behind the launch of the B787-8 programme	99
4.3.1. Difficulties and delays in the B787-8 programme	104
4.3.2. The mitigation strategy for solving difficulties along the supply chain	107
4.4. The "Small prime" contractor's perspective: Leonardo and the rationale behind the decision to join the B787-8 programme	108
4.4.1. How Leonardo exploited and explored new core competencies through the B787-8 Dreamliner programme	111
4.4.2. Leonardo's perspective on supply chain management in the B787-8 programme	115
4.5. The tier-2 perspective: Dema and the rationale behind the decision to join the B787-8 programme	120
4.5.1. A new approach to supply-chain management for the Boeing 787-9 programme	121
4.5.2. Exploiting Dema's new competencies through the B787-8 programme	123
4.6. The tier-2 Geven perspective: the rationale behind the decision to join the B787-8 programme	124

	<i>page</i>
4.7. Discussion points	125
4.8. Findings	132
4.9. Conclusions and implications for management	143
5. Proposing a conceptual decision-making model for outsourcing new product development	
5.1. Research questions, research propositions, and decision-making model	151
5.2. The Boeing 787 Dreamliner: a case of technological disruption in the aircraft industry	163
5.3. The conceptual decision-making model applied to the Boeing 787-8 Dreamliner programme	165
5.4. Management implications, limits and future directions	169
Afterword – The supply chain in the aviation industry: an insider’s perspective, by Vincenzo Caiazza	173
<i>References</i>	181
<i>Index</i>	211

Foreword

By Prof. Luigi Maria Sicca
Federico II University of Naples

Chapter 1

- 1.1. by Luigi Cantone
- 1.2. by Luigi Cantone, and Giuseppe Fabio Cantone
- 1.3. by Mario Schiano, CEO at Gruppo Schiano ebikes&bikes

Chapter 2

by Luigi Cantone, Giuseppe Fabio Cantone, and Teresa Marrone

Chapter 3

by Luigi Cantone, and Giuseppe Fabio Cantone

Chapter 4

- 4.1. by Luigi Cantone, and Giuseppe Fabio Cantone
- 4.2.1 by Pierpaolo Testa
- 4.2.2 by Luigi Cantone, and Giuseppe Fabio Cantone
- 4.3. by Luigi Cantone, and Pierpaolo Testa
- 4.4. by Luigi Cantone, and Pierpaolo Testa
- 4.5. by Pierpaolo Testa, and Luigi Cantone
- 4.6. by Pierpaolo Testa, and Luigi Cantone
- 4.7. by Pierpaolo Testa, and Luigi Cantone
- 4.8. by Pierpaolo Testa, and Luigi Cantone
- 4.9. by Luigi Cantone, Pierpaolo Testa, and Giuseppe Fabio Cantone

Chapter 5

by Luigi Cantone, Giuseppe Fabio Cantone, and Pierpaolo Testa

Afterword

by Vincenzo Caiazzo, Former Chief Operating Officer at Alenia North America &
Former Chairman of the Board at Global Aeronautica