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FROM OUTSOURCING TO SMARTSOURCING DRIVING INNOVATION AND GROWTH THROUGH OUTSOURCING FOR SMES

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Abstract

There is some evidence in this article regarding the role of outsourcing for SMEs and the change in outsourcing to smartsourcing, seen in conventional outsourcing that has now shifted to advances in IT technology through big data and other applications. The review of this article is obtained from 35 scientific articles published by the author, where the majority of articles are research methods with case studies. The results of qualitative thematic descriptive analysis from Outsourcing to Smartsourcing Encouraging Innovation and Growth through Outsourcing For SMEs can be seen from SMEs that have expanded outsourcing in almost every area of operation, such as human resource management (HRM), IT, peripheral tasks, transaction levels, professions, and strategies, enhancing core competencies, and so on. The outsourcing of technology makes outsourcing into smartsourcing which is considered more effective, efficient and developing globally.

Keywords: Outsourcing, Smartsourcing, IT, SMEs

INTRODUCTION

In the world of industry, trade, social politics, there have been many revolutions traced back to a shift in three fundamental things. We are currently on the threshold of a basic shift in mobility as globalization in many areas has changed the way businesses make decisions about how work is done and where it is done. So that forces us to turn to technology in doing various jobs. With limited capital, human resources, and others, many SMEs need society to provide professional e-commerce services with high performance and low costs, and outsourcing services will become the mainstream of e-commerce (SUN Fu-quan, CHEN Di, LIU Shi-xin, 2013). In addition, in recent years additional arrangements have been made for outsourcing of information technology. Business services are one of the potential areas identified, especially in providing world-class IT sourcing services (Abdulniser Khald Hamzah at all, 2013: 521). SMEs must reach customers globally through e-business, when the business situation becomes more dynamic and moves towards e-Business. This creates a need for SMEs to increase their competitiveness by expanding services.

Initially, outsourcing consisted of externalizing the entire IT unit to external vendors, including the transfer of human assets and physical assets (Tommi Kramer at all, 2012: 4236). Furthermore, the focus of IT outsourcing has shifted to focused selective outsourcing on specific activities in software development and the deployment life cycle and business process outsourcing. As such, shoring up software activities has become the choice for a large number of software companies and small and medium enterprises (SMEs). Based on the background, the writer wants to know how outsourcing becomes

smartsourcing, how outsourcing plays a role in SMEs and how smarsourcing is applied to SMEs.

METHOD

The method I use is literature review taken from various sources such as: leee Explore, Emerald, Sciencedirect, Sringer and others. The examination and selection of articles is based on criteria only on articles that have a major contribution to the topic that the author uses, each article is checked to ensure that the content is relevant. The aim is to compile research in the HR field focusing on outsourcing and SMEs as well as the development of outsourcing to smartsourcing through IT technology.

Descriptive Analysis Results

In this study the authors only take articles related to outsourcing, software development, IT, Smartsourcing, and SMEs. These variables have been the object of attention of researchers for a long time but for several other variables recently studied. Empirical evidence from 32 articles in this study is a qualitative approach: case studies (45.7%), empirical studies (17.1%), survey 6 (17.1%), exploration (14.2%), systematic and literature review respectively (5.7%). The contributions of several countries in this article are China (23%), Malaysia (11.4%), the United States (8.6%), Finland (8.6%), New Zealand (8.6%), Portugal and Iceland. (6%), India, Sweden, Peru, Spain, Australia, Hong Kong, Italy, and Germany. Most research was in 2011, the distribution of articles by publication year was 2011 (20%), 2012 - 2013 (8.6%), 2014 (11.4%), 2016 (11.4%), 2017 (8.6%), 2019 (8.6%), 2009 (6%), the rest is 2008, 2010, 2015 and 2020.

RESULTS AND DISCUSSION

Literature review of several articles that the author of the study and analysis related to discussion topics in HR regarding Outsourcing, Smartsourcing, IT and SMEs shows the results of thematic analysis can be seen in table 1.

Table 1.
From Outsourcing to Smartsourcing: Driving Innovation and Growth through Outsourcing for SMEs

No	Judul	Penulis	Negara	Metodelogi	Temuan
1	Research collaboration and R&D outsourcing: Different R&D personnel requirements in SMEs	Peter Teirlinck dan Andre Spithoven (2013)	Amerika Serikat	Studi empiris pada 74 artikel	Menyoroti peran keleluasaan manajerial yang belum dieksplorasi dalam membentuk tanggapan NPO yang berbeda
2	Research on Performance Evaluation of IT Outsourcing Service for	Yonggang Zhao, Limin Xu (2009)	China	Using the unascertained measure model combining	The shows that the use of unascertained measure to study performance ofIT outsourcing service

	Small and Medium-sized Enterprises			analytic hierarchy process to IT outsourcing service performance evaluation of small and medium-sized enterprises	for small and medium-sized enterprises, which is possible in the theory and the results are credible.
3	E-commerce Outsourcing Service Decision-making Methods and Strategy for Small and Medium-sized Enterprises	SUN Fu-quan, CHEN Di, LIU Shi-xin (2013)	China	Case study On the e-commerce of SMEs	By the limitation of capital, human resources, etc, many domestic small and medium-sized enterprises need the society to provide professional e-commerce service with high performance and low cost, and outsourcing service will become the mainstream of e-commerce
4	Managing Software Outsourcing Relationships in Emerging Economies: An Empirical Study of the Chinese Small- and Medium-Sized Enterprises	Steven Ji-Fan Ren, E. W. T. Ngai, and Vincent Cho (2011)		Survey of 83 software outsourcing projects	That contract governance is found to be the only effective mechanism when the outsourcing firm (client) perceives technological uncertainty
5	A Review on IT Outsourcing Practices for e-Business Transformation among SMEs in Malaysia	Syazwani Mohd Sabri, Rosnafisah Sulaiman, Azhana Ahmad, Alicia Tang (2014)	Malaysia	Qualitative through a case study approach	More reviews are being conducted to provide an in-depth understanding of the IT outsourcing domain and to formulate a holistic solution for Malaysian SMEs to

					apply an IT outsourcing approach to electronic business transformation.
6	Study on Industrial Design Outsourcing in New Product Development Process in Small and Medium- Sized Enterprises	Yu Chen, Guilong Zhu (2008)	China	Multi-case study	SMEs focus on production process and cost saving, the abilities of exploring user and market trends is weak, market and consumer-oriented strategy is still a marginal role in product innovation.
7	A Review on IT Outsourcing Approach and a Proposed IT Outsourcing Model for Malaysian SMEs in e-Business Adoption	Abdulniser Khald Hamzah, Rosnafisah Sulaiman and Waleed Noori Hussein (2013)	Malaysia	Quantitative	Will be a proposed e-Business outsourcing model targeted for SMEs
8	The Study on Sub-sectors of Small and Medium-sized Enterprises Engaging in Service Outsourcing In Heilongjiang	Li Yan, Zhao Dehai (2011)	China	Case study	Built an index system to increase the level of development of different sectors to select the main outsourcing service industry
9	Outsourcing Decisions of Small and Medium-Sized Enterprises: A Multiple- Case Study Approach in	Tommi Kramer, Lars Klimpke, Armin Heinzl (2012)	German	Exploratory multiple-case study	Practical implications for SMEs when making outsourcing arrangements and the complexity of decision making. Our findings can enhance such decision-making

	the German Software Industry				processes. In particular, a strong integration of existing software development tools with better decision-making processes can lead to a favorable situation for SMEs.
10	The Outsourcing Dilemma on Decision to Outsource Among Small and Medium Enterprises in Malaysia	Hasliza Abdul Halim, Noor Hazlina Ahmad Theresa C. F. Ho, T. Ramayah (2017)	Malaysia	Descriptive analysis	Business owner characteristics encourage SME founders / owners to outsource more of their business processes, environmental dynamism has a significant negative impact on the level of outsourcing and the relationship between strategic orientation and outsourcing is not supported
11	A road-map for outsourcing facilities-related services in SMEs Overcome criticalities and build trust	Roberto Cigolini, Giovanni Miragliotta and Margherita Pero (2016)	Italy	Define-Measure-Analyze-Improve-Control (DMAIC) methodology	The current adoption rate of outsourcing practices is very low deemed roadmaps for overcoming these barriers, from local actions (at managerial and cultural levels) to cross-company actions (at dispatched level at scale)
12	HR outsourcing in small and medium-sized enterprises Exploring the role of human	Andreas Wallo and Henrik Kock (2017)	Sweden	The empirical foundation comprises case studies of three Swedish HRIs and 12 of	The findings show that social aspects such as trust, shared values, communication and commitment are crucial characteristics

	resource intermediaries			their SME clients. The data were collected through semi-structured interviews and a document study.	of the cooperation between HRIs and SMEs. These social aspects are a result of the owner/membership structure, and a distinguishing feature of the studied HRIs in comparison to other types of labour market intermediaries
13	What motivates manufacturing SMEs to outsource offshore in China? Comparing the perspectives of SME manufacturers and their suppliers	Paresha Sinha, Michele E.M. Akoorie, Qiang Ding and Qian Wu (2011)	New Zealand	A qualitative case study	Offshore outsourcing is concerned with increasing efficiency and reducing labor costs while maintaining constant quality. And to maintain flexibility in resource allocation which provides opportunities for manufacturing SMEs and their suppliers to enter new markets. For manufacturers and their suppliers, building relationships through networks and alliances is the key to a successful (learning-oriented) partnership
14	Logistics outsourcing and company performance of SMEs Evidence from 223 firms operating in Finland	Tomi Solakivi and Juuso Toïyli, Janne Engblom dan Lauri Ojala (2011)	Finland	223 manufacturing and trading SMEs from the Finnish logistics survey combined with detailed financial report-based data	Transport activities are excessively outsourced. Most companies report no outsourcing of order processing and invoicing, and half of them have not outsourced logistics IT systems

15	Outsourcing and financial crisis: evidence from Icelandic service SMEs	Tomi Solakivi and Juuso Toïyli, Janne Engblom dan Lauri Ojala (2011)	Finland	Comparing surveys conducted in early 2009 (381 answers) and in the summer of 2013 (212 answers)	In general outsourcing did not increase, but most SMEs had extended their outsourcing in almost every area of operation, such as human resource management (HRM), IT and peripheral tasks. Also, more SMEs gave cost-reduction as a reason for outsourcing in 2013, and more respondents in 2013 expressed a positive experience of outsourcing. It is uncommon for companies to outsource human resources or lay off staff. Instead, outsourcing mainly focuses on aspects of information technology as well as administrative and peripheral functions.
16	Production Outsourcing: Perspectives from Small and Medium-sized Enterprises	Karen Ka-Leung Moon, Fung-Yi Tam, Mei-Mei Lau and Jimmy M.T. Chang (2014)	Hongkong	Face-to-face interview survey with senior staff in the clothing industry in Hong Kong. Semi-structured questionnaire survey instrument	SMEs with a positive attitude towards production outsourcing tend to be more satisfied with their sourcing performance than with a negative attitude towards motivation, the more diverse production sourcing strategies are adopted, the more likely the company is satisfied with its achievements

					in on-time delivery, competitiveness, and control over cost and quality. . The adoption of a formal strategic network alliance is not popular among SMEs in Hong Kong.
17	Extending the "size matters" debate Drivers of training in three business process outsourcing SMEs in India	Ashish Malik, Venkataraman Nilakantan (2011)	Australia	Case study	The complex interaction that occurs between various internal and external factors that shape the nature and extent of training provision in SMEs in the context of a developing country
18	Strategic outsourcing in SMEs	Ingi Runar Edvardsson, Susanne Durst and Gudmundur Kristjan Oskarsson (2019)	Iceland	802 small service firms, which were collected through telephone and online questionnaires	SMEs that have a developed strategy on outsourcing seem to perform better than those who do not have. The former are more likely to have achieved cost reduction, especially in housing and finance, and they use outsourcing to increase core businesses. They select vendor firms more on the bases of cost and services, rather than personal contacts. Also, these firms have improved service quality, by focusing on their core competences.

19	Entrepreneurial orientation (EO) and human resources outsourcing (HRO): A “HERO” combination for SME performance	Kristin C. Irwin, Karen M. Landay, Joshua R. Aaron, William C. McDowell, Louis D. Marino, Patrick R. Geho (2018)	USA	Questionnaire survey	HC as a competitive advantage moderates the EO–SME firm performance relationship but does not moderate the HRO–SME firm performance relationship.
20	From Outsourcing to Insourcing Brand Management: How Networking Helps SMEs to Become More Brand-Oriented?	Saku Hirvonen (2016)	Finland	Case study	Outsourcing stage in the development of SMEs brand orientation. The company lacks sufficient skills for branding and is therefore dependent on what the agency is doing; also, may not be completely sure about the relevance of branding. Companies find it practical to out-source branding to outside partners rather than control it themselves. The benefits of branding start to manifest after the implementation stage, companies move on to insourcing brand management
21	International Outsourcing and Partner Location in the Spanish Footwear Sector: An Analysis Based	José Antonio Belso-Martínez (2010)	Spain	Semi-structured versus a structured questionnaire	Larger and more internationalized firms, and those that develop value-added activities, outsource more in distant areas

	in Industrial District SMEs				
22	Strategic Planning Model to Increase the Profitability of an HR Outsourcing SME Through Digital Transformation	Andrea Bautista, Adriana León, José Rojas, and Carlos Raymundo (2020)	Peru	External and internal Analysis	The methodology used is efficient in increasing the profitability of an SME that provides HR outsourcing services in Peru as it increases the productivity, sales volume, and general indicators of the company
23	A comprehensive supplier classification model for SME outsourcing	V. Ferreira, F. J. G. Silva, R. P. Martinho, C. Pimentel, R. Godina, B. Pinto (2019)	Portugal	Case study	Inadequate, adequate, or preferential. This model was successfully applied in an SME, through a case study in the engineering area. In this way, it is evident that the model is easy to apply via a spreadsheet (MS Excel). This model, in addition to supplier classification, also allows identification of where they have failed, helps in the identification and resolution of existing problems, through the possibility to send supplier corrective action instructions.

24	Offshore outsourcing as a source of international competitiveness for SMEs	Dante Di Gregorio, Martina Musteen and Douglas E Thomas (2009)	USA	Poisson regression	Offshore outsourcing of administrative and technical services by SMEs is associated with greater extent and scope of internationalization of sales. Offshore outsourcing enhances international competitiveness by enabling SMEs to reduce costs, expand relational ties, serve customers more effectively, free up scarce resources, and leverage capabilities of foreign partners.
25	Human Resource Management Outsourcing Decision for Small and Medium-sized Enterprises in China	Jing Chu (2016)	China	Multi-objective combination weighting approach	Builds a more systematic and practical human resource management outsourcing decision model for SMEs. In this decision model, HRM activities are classified into transaction, profession and strategy levels, and economic benefit, core competence enhancement and risks are taken into consideration
26	Outsourcing Approach in CRM for Small and Medium Businesses	Feng Qian, Linwen Xu (2012)	China	Case study	CRM improves business effectiveness and performance by increasing customer satisfaction and loyalty. CRM is now a

					popular management methodology in manufacturing, sales, marketing, and finance
27	Probing into the Issues of Outsourcing among SMEs in Malaysia	Hasliza Abdul Halim, Noor Hazlina Ahmad, dan T. Ramayah (2012)	Malaysia	Interview	SME entrepreneurs highlighted the importance and impact of outsourcing in managing and running their business enterprise. Some entrepreneurs perceived outsourcing as a key trend shaping the future of their activities in terms of reducing costs, increase efficiency, flexibility and performance
28	Selecting the Mode of Customer Relationship Management Based on GAHP for Small and Medium Enterprises	Wang Shengjin, Xu Ming (2011)	China	Case study	Little difference between CRM outsourcing and CRM self-operating for small and medium enterprises. This may be a conceptual and strategic
29	Virtual Desktop Infrastructure (VDI) and Remote Infrastructure Management Outsourcing (RIMO) Technologies for IT	Silva, Marlos, Teixeira, António (2014)	Portugal	Case study	Remote Infrastructure Management services bundled with Cloud Computing services might give the response to increasing needs of IT offshoring/nearshoring from a larger portion of business in

	Outsourcing: FI4VDI project				the developed countries. A changing geo-economics within the IT Outsourcing sector because of cultural issues, time-zone issues and increasing labor costs in Asian/Eastern countries might create a important opportunity to the Portuguese ICT Sector
30	HR outsourcing in small and medium-sized enterprises Exploring the role of human resource intermediaries	Andreas Wallo and Henrik Kock (2017)	Sweden	Case studies of three Swedish HRIs and 12 of their SME clients	Social aspects such as trust, shared values, communication and commitment are crucial characteristics of the cooperation between HRIs and SMEs. These social aspects are a result of the owner/membership structure, and a distinguishing feature of the studied HRIs in comparison to other types of labour market intermediaries.
31	Internal audit outsourcing practice and rationales: SME evidence from New Zealand	Karen Van Peurseem (2008)	New Zealand	Senior financial managers of all 165 NZ Stock Exchange listed companies are surveyed	The influence of regulation on the existence (or absence) or internal audit practice in these primarily SME firms

32	Managing institutional differences for international outsourcing success The case of a small New Zealand manufacturing firm	Revti Raman Sharma, Val Lindsay, and Nikki Everton (2015)	New Zealand	Interview two managers from a New Zealand apparel manufacturing company with over 35 years of combined experience with international outsourcing	Small firms overcome institutional constraints they face in offshore locations by leveraging from their entrepreneurial skills, learning from failures and using a relational governance mode. This results in achieving performance targets and sustaining long-term relationships with suppliers, defined as international outsourcing success
33	Rethinking Quattro's execution strategy: capturing the small and medium-sized enterprise market	Srinivas Pingali, Grishma Shah and Janet Rovenpor (2019)	India	Case study	To understand the supply side of the Business Process Outsourcing (BPO) model and how a company can develop and capture new markets using the principles of Blue Ocean Strategy; understand how to use the four-action and eliminate / reduce / increase / network (ERRC) framework to develop the Blue Ocean market
34	Outsourcing: an information systems development case study in an Indonesian SME	Saku Hirvonen (2016)	Finland	Case study	The difficulties experienced by SMEs in adopting IS through outsourcing, mainly due to a lack of knowledge assistance.

35	An analysis of Service Outsourcing for SMEs To take Zhejiang China for an example	LUO Yue, HUANG Yandong and PING Ping (2011)	China	Case study	Through outsourcing. For SMEs, outsourcing services can help them increase their competitiveness. There are many SMEs in Zhejiang which are the economic vitality of Zhejiang. So it makes sense to study the outsourcing model for Zhejiang SMEs
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Sources: Ieee Xplore, Emerald, Sciencedirect, Springer

In general, outsourcing is considered effective for SMEs, the developments and innovations made by outsourcing into smartsourcing through technological advances encourage SMEs to develop more globally. All of that can be seen from table 1.

Judging from the notion of outsourcing according to Brown and Wilson (2005), namely the act of obtaining services for a particular job originating from outside parties. In other words, the employer submits certain work to be done by another party with a certain agreement.

In his book Thomas m. Koulopoulos (2006) Smartsourcing is not about economies of scale; it's about the scope of the economy. Smartsourcing is not just about technology; it's about competence. Smartsourcing is not about ownership; it's about partnerships. Smartsourcing is not just about cutting costs; it's about innovation. Smartsourcing is not about cheap labor; it's about smart, educated workers. Smartsourcing is not episodic; it's here to stay. Smartsourcing is not just about outsourcing; outsourcing is just one aspect. Still in the same book, the focus of outsourcing is on cutting costs whereas smartsourcing refocuses managers on innovative capacity building in organizations and ultimately in the web of global trade economy.

Geo-economic changes in the IT outsourcing sector due to cultural issues, time zone issues, and increasing labor costs in Asian / East Asian countries can create important opportunities for the ICT Sector (Silva, Marlos, Teixeira, António 2014). Remote Infrastructure Management Services bundled with Cloud Computing services can respond to the increasing IT offshoring / nearshoring needs of most businesses in developed countries. Outsourcing mainly focuses on aspects of information technology as well as administrative and peripheral functions (Ingi Rúnar Edvardsson, Unnur Dilja Teitsdóttir: 2014)

SME entrepreneurs highlight the importance and impact of outsourcing in managing and running their business. Some entrepreneurs consider outsourcing as the main trend shaping the future of their activities in terms of reducing costs, increasing efficiency, flexibility and performance (Hasliza Abdul Halim, Noor Hazlina Ahmad, and T. Ramayah: 2012)

Small firms overcome the institutional constraints they face in offshore locations by leveraging their entrepreneurial skills, learning from failures, and using relational

governance modes. This results in achieving performance targets and maintaining long-term relationships with suppliers, defined as international outsourcing success (Revti Raman Sharma, Val Lindsay, and Nikki Everton 2015) Building a more systematic and practical human resource management outsourcing decision model for SMEs. In this decision model, HRM activities are classified into transaction levels, professions and strategies, and economic benefits, increased core competencies, and risks are considered (Jing Chu: 2016).

CONCLUSION

The results of a qualitative thematic descriptive analysis from Outsourcing to Smartsourcing Encouraging Innovation and Growth through Outsourcing For SMEs, it can be concluded that SMEs have expanded outsourcing in almost every area of operation, such as human resource management (HRM), IT, peripheral tasks, transaction level, profession. and strategies, enhancing core competencies, and so on. The outsourcing of technology makes outsourcing into smartsourcing which is considered more effective, efficient and developing globally. Outsourcing of administrative and technical services by SMEs is linked to a greater international reach and scope of sales. Offshore outsourcing increases international competitiveness by enabling SMEs to reduce costs, expand relational relationships, serve customers more effectively, free up scarce resources, and take advantage of foreign partners' capabilities while maintaining constant quality to maintain flexibility in resource allocation that provides opportunities for SMEs and suppliers to enter new markets. Building relationships through networks and alliances is the key to successful partnerships. Strong integration of existing software development tools with better decision-making processes can lead to favorable situations for SMEs.

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