

BENEFITS AND RISKS OF OUTSOURCING IN INFORMATION AND COMMUNICATION TECHNOLOGY¹

Cemalettin HATİPOĞLU

Bilecik Seyh Edebali University The Department Of Management Information Systems, Bilecik / Turkey

Abstract: As a result of the globalization and rapid changes in technology, the increased competition has led to some various structural, behavioral and functional changes in the enterprises. The significant changes occurred in the business process in parallel with the rapid development of information and communication technologies. The new technologies has allowed the enterprises to focus on the core competencies and to have other companies perform non- core activities in different parts of the world. The outsourcing application has come out as a result of outsourcing non-core competencies by a enterprise and performing the activities that can be done better than its competitors. This study gives analyses of the reasons, the risks and the problems that are presented to the enterprises of our country by outsourcing in the field of information and communication technologies. For this purpose, based on secondary sources (official and non-governmental organizations, work, years of data and indicators, articles, research, etc.), literature work in the current situation will be analyzed.

Key Words: Globalization, Rapid Changes In Technology, Information And Communication Technology, Outsourcing

Doi: 10.17364/IIB.20152013532

(1) *Corresponding Author: Cemalettin HATİPOĞLU, Bilecik Seyh Edebali University The Department Of Management Information Systems, Bilecik /Turkey, cemalettin.hatipoglu@bilecik.edu.tr Arrival Date 19.08.2015 Date of Admission: 15.10.2015 Article Type: (Research and Practice) Conflict of Interest No "Ethics Committee No"*



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

1. Introduction

The fast growth of technology causes the changes in economy, which also impact competitive environment. For companies, it has become a necessity to follow the technological progress in order to sustain their sales and have a voice in the market. The enterprises which use information and communication Technologies go one step further in comparison with those who don't use.

In order to succeed in the circumstances of unstable competition and to subsist, enterprises are tracing new technology as well as following up various strategies. One of the strategies is outsourcing. In this way companies perform well in their core competencies and mitigate shortage of skill in the areas where they want to outsource.

Especially in Turkey outsourcing initially majors on information and communication Technologies. To reduce costs, to focus on the core competencies, to perform faster and high quality servicing, to increase productivity and to benefit from technological innovations are the main reasons why Business Enterprises use outsourcing. Since outsourcing cannot be dealt alone and independent from other practices in the organizations, it gains many benefits as well as entertains risks relevant to such issues as vendor choice, focusing on one function and others.

In Turkey outsourcing is used in the following spheres like administration, application service provider, information systems, desktop support services and server infrastructure. Business Enterprises can outsource information and communication services fully as well as partially. Outsourcing in these fields increase the risks for benefited party. For Enterprises giving decision on outsourcing signifies more than economic or financial decision. In the context with information and communication despite its many advantages, outsourcing involves considerable risks. A company using outsourcing inevitably loses some control over its future, which is, to some degree, given over into the hands of another firm,. In this context it becomes extremely important for the commissioning organization to be cautious while outsourcing.

In this work, we try to define what kind of benefits the enterprise aim to gain and what risks they face while outsourcing in information and communication Technologies.

2. Definition of Outsourcing

According Power et al. outsourcing is made up of two words – “out” and “sourcing”; sourcing means that “the act of transferring work, responsibilities and decision rights to someone else”. Companies must source out because there are other companies who can do it cheaper, faster, and better and compa-



IIB

www.iibdersisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

nies have other, more important, demands on their resources (Power et al, 2006). Ashley describes the meaning of outsourcing as “the allocation of risk and responsibility for performing a function or service to another entity” (Ashley, 2008). Outsourcing is one of the most effective strategies in companies, because they try to use all innovations of science, techniques and technologies to issue proficient and competitive product which will satisfy consumer (Tayauova, 2012: 189). Outsourcing is the supply by an outside company of products and/or services that implement processes of the user organization (She-I Chang et al 2012: 199). Outsourcing can be defined as “a process whereby an organization decides to contract-out or sell the firm’s assets, people, and/or activities to a third-party supplier, who in exchange provides and manages these assets and services for an agreed fee over an agreed time period” (Gottschalk and Saether, 2006: 2)

Companies have searched different ways to maintain and continue their competitive edge, outsourcing has emerged as a strategic choice for achieving goals through cost control. Outsourcing is contracting, sub-contracting, or externalizing non-core activities to free up cash, personnel, time, and facilities for business processes where the companies takes competitive advantage (Kulvanitchaiyanunt, 2010).

Outsourcing definition is hiring a third-party company to complete the business processes. The decision to outsource is often made in the interest of lowering cost or making better use of time, energy and effectiveness. Outsourcing includes, information and management technology, human resource management, accounting, manufacturing, design, and engineering. Outsourcing includes the transfer of the management and/or day-to-day execution of an entire business processes to an external service provider (Duran and Duran, 2009: 945).

An important characteristic of outsourcing is the high cooperation between companies, which requires close and complex working relationships (Deloitte, 2005). An effective outsourcing relationship features make common cause with working groups, strong communication, and point on shared objectives, openness and trust (Liversedge, 2009:15) An outsourcing relationship allows “existing staff to concentrate on core activities and organizational specializations, focusing on achieving key strategic objectives, lowering or stabilizing overhead costs, and thereby gaining cost advantage over the competition” (Kakabadse and Kakabadse, 2000: 690). Outsourcing literature identifies the following 13 dominant factors that influence outsourcing practices in companies: “(1) how core a function is, (2) critical knowledge generation, (3) relative



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

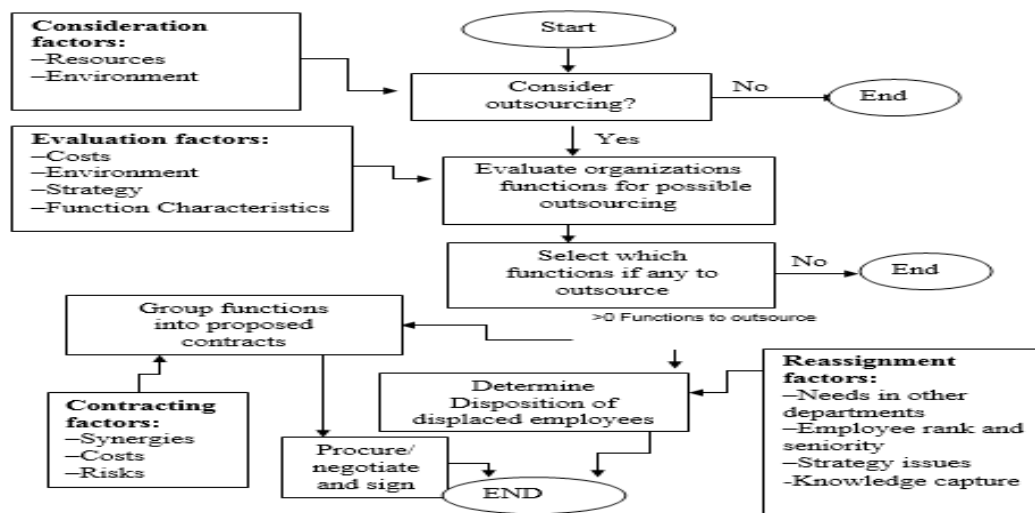
(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

cost, (4) the degree of a function's integration, (5) the degree of a function's structure, (6) employee impact, (7) availability of external skills, (8) availability of internal skills, (9) manager preferences, (10) legal issues, (11) competitor actions, (12) potential for conflict of interest, and (13) internal and exter-

nal political pressures.” (Kramic and Tukul, 2003: 3) Figure 1 is a flow chart describing the outsourcing decision process. Every outsourcing decision begins with either a formal or a casual consideration of whether or not to outsource.

Figure 1. Outsourcing Decision Flow Chart



Source: Kramic and Tukul (2003)

In summary, outsourcing can be defined as the process of delegation of business processes or jobs to the other companies, who can improve cheaper and faster. Depending on level of control over performance of outsourced function, outsourcing can be divided into internal and external types. Internal outsourcing is “reallocation of functions in business system for saving control over its performance” and external outsourcing is “del-

egation of performance of separate or mutually related functions to external outsourcer” (Anikin BA, Rudaya, 2009).

3. Outsourcing In Information And Communication Technology

Outsourcing became very popular in the 1990s, encouraged by success such as Eastman Kodak’s externalization of information systems. IT outsourcing is often defined as an attractive business proposition to develop-



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

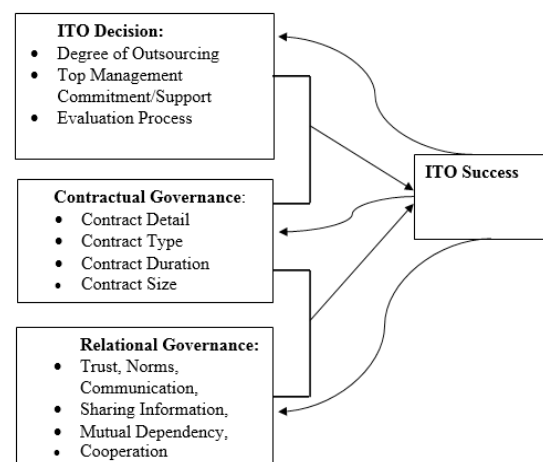
ment productivity, reduce costs and increase competitiveness (Chuan Choua et al, 2006: 249). IT outsourcing contains the process of outsourcing of services or other processes interested to IT skills belongs to the organization). Outsourcing as the contribution of physical and human resources from external companies hired to complete certain needs of the IT processes and the user organization (Sudi, 2010: 28). Information technology (IT) outsourcing is the implementation of turning over part or all of an organization's IT functions to different vendors. (Grover, et al, 1996: 90

IT outsourcing can be related on some factors across levels. The economy level, temporal effects of trends and cycles may motivate firms to organize the management of the IT processes through arrangements like outsourcing. An industry level, competitive pressures may warn firms to set-up "partnership-based" relationships with key IT companies. At the firm level, the quest for competitive advantage may render service to a critical motivates to the IT outsourcing decision. Within the firm, the decision to outsource may be dependent on several managerial factors (Loh and Venkatraman, 1992: 8). Outsourcing has been explained as "the trust on outer sources for manufacturing components and other value-adding activities" (Lei and Hitt, 1995: 836)

The three significant factors of determinants of Information Technology Outsourcing (IT) success are ITO decisions, contractual governance, and relational governance. These factors are represent as direct relationships to ITO success in Figure 2 (Lacity, et al, 2009: 138).

Information and communication technology projects are including sensitive to various types of risks, the importance once are financial, legal and managerial controls. If companies acquiring information technologies throughout outsourcing, these risks are becoming even more important. Companies provide information technologies throughout outsourcing, that is bringing several advantages to businesses, but risks cannot be easily recovered.

Figure 2 Three Factors Of determinants of Information Technology Outsourcing





IIB

www.iibdersisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

Source: Lacity, et al (2009)

4. IT Outsourcing Reasons

Organizations needs outsourcing for different reasons. If outsourcing is complete for the right reasons, it can be applicable, economical, profitable and highly productive approach. However, outsourcing for the wrong reasons can send an organization's business into confusion and cause important technological and economic failure.

Focusing on strategic issues: "Dynamic organizations remain focused on addressing the question, what do we do best and how can we do it better?" (Gupta and Gupta, 1992: 44). And outsourcing makes it simple for these organizations to point on their basic capabilities (Grover et al., 1996). Outsourcing allows organizations to dedicate their time to key IT activities than the most routine activities (Grover et al., 1994).

Increasing flexibility. Many firms a chance to obtain a significant advantage from outsourcing because technology gives great change in business processes. Companies can increase their flexibility through a continuous redesign of their processes that outsourcing vendors will allow them to meet their information needs at any given time (Clark et al., 1995). Outsourcing also provides a large degree of flexibility in the process of IT resources and makes it easier to face business processes (Ju-

risson, 1995). Companies can use outsourcing as a strategy to achieve flexibility during a reorganization processes. IT outsourcing services can improve the quality of companies and react the market easily.

Facilitating access to technology. Outsourcing brings companies important advantages related to technological simplicity (Jurison, 1995), as these business organizations can have access to specialize technological simplicity which is supposedly supplied to them by the vendors. As a result, companies exposed different experiments with new technologies by outsourcing (Baldwing et al., 2001).

Minimizing the risk of obsolescence. It is definitely the rapid change in the field of technology that companies faces in front of a predicament: either they are making investments on new technologies quickly or they are continuing to work with old technology. This problem can equally be minimized with technological outsourcing, since the technology accessed by the companies is owned by the vendors, which means that this risk is take over the vendor and not by the customer company (Clark et al., 1995). Firms can increase their flexibility through a process of continuous again of the contracts that will help them to cover their information requirements (Hayes et al., 2000).



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

Saving technology and staff costs. Companies have in mind a number of staff decrease, which will mean important cost savings. Information technology working is additionally characterized by the breakup knowledge and, particularly, by the shortage of specific knowledge. IT knowledge required is very important the ability of firms to identify and acquire. In these conditions, the effort to retain a permanent workforce with a high-level, it is becoming too expensive for many companies (Olson, 2007). Outsourcing cause the way to a more private, IT management, as the vendor company select staffs itself in a better position, and practice and manage them. Companies can have high-level specialist staff without them having to be permanent members of their company (Alner, 2001: 35). Vendors are exposed to a wider variety of problems and achieved experiences with IT, which is why a greater volume of knowledge and skills can be obtained that will help to solve these problems (Gonzales 2009: 286). And also, vendors dedicate all their capacity to the provision of IT services, as a result of which greater economies of scale and scope can be obtained (Smith et al., 1998). Outsourcing contracts will probably mean an injection of liquidity for the client firm when it transfers software licenses and staff to the provider (Alner, 2001).

5. The Findings Of The Investigation and Conclusion

The Turkish IT sector is a fast-growing sector with GAGR of 14% between 2005 and 2009. As to BMI prognosis between 2009 and 2014 Turkey will be the most growing IT market and Poland will follow it.

For companies effective way of being able to gain and sustain competitiveness and to stand up globalization, is providing the maximum benefit from IT.

In our country companies generally have focused on four main subjects. Here they are:

1. Business Process outsourcing: can be defined as a subset of outsourcing that involves the contracting of the operations and responsibilities of specific business functions or services to a third-party provider and in this way entering into long-term relations and significantly saving expenses.
2. Information and communication Technology services: Enterprises have to catch up with the fast technological changes in order to survive. This brings out the necessity of minimizing costs and also maintaining more effective customer services
3. Human Resources Services: HRS is one of indispensable resource for Human Recourses Enterprises. Nowadays companies have these services done by companies specializing in



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

this area and in this way they have an opportunity to major on core competences. Human resource departments oversee employee payroll as well as employee and the companies' benefits, also manage legal compliance and oversee training and development and many others functions.

4. Call Center Services: The most companies contract an outside provider for these kind of services and in this way increase customer services and significantly save expenses.

Outsourcing is used in the following areas like information technology, administrative affairs, human resources, finance, distribution, property services, call center services, transport, and marketing.

The benefits that are expected while using outsourcing in information and communication Technologies area will proceed from well-designed IT strategy, an agreement that meets the needs of the company in related areas and service providers' rigorous monitoring.

As a company evaluate its choices and decisions in outsourcing the company will need to consider the advantages of outsourcing. The most obvious and visible benefit of outsourcing relates to the cost savings. Also Outsourcing allows refocusing on those business activities that are important without sacrificing quality or service in the back-office.

This leads to an increase in productivity and efficiency in the process. . Another advantage is increasing of IT service quality. Moreover, one needs an operational decision model that can offer systematic steps and quantitative results to increase the precision of decision-making

In recent years, many companies have focused on globalization to drive higher performance. And outsourcing is one of the strategies that help to gain competitive advantage by reducing employee costs. Outsourcing is not only reducing labor cost, but also helping companies extend their service globally. The Turkish companies consider that outsourcing gives their organizations the opportunity to have better IT services. They achieve technological improvements and, also cost savings in staff and technology.

REFERENCES

ALNER, M., (2001). "The effects of outsourcing on information security", Information Systems Security, Vol. 10 No. 2, pp. 35-43.

ANIKIN, BA, RUDAYA, IL., (2009). "Outsourcing and out staffing: high technologies of management." Moscow:Infra-M

ASHLEY, E., (2008). "Outsourcing for dummies". New Jersey: Wiley Publishing



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

-
- BACCARINI, D., SALM, G., LOVE, P.B., (2004).** “Management of risks in information technology projects”, *Industrial Management & Data Systems*, Vol.104 No 4
- BALDWIN, L.P., IRANI, Z., and LOVE, P., (2001).** “Outsourcing information systems: drawing lessons from a banking case study”, *European Journal of Information Systems*, Vol. 10 No. 1, pp. 15-24
- CHANG, SHE-I., DAVID, C., YEN, CELESTE, SEE-PUI, NG, WEI-TING, CHANG, (2012).** “An analysis of IT/IS outsourcing provider selection for small- and medium-sized enterprises in Taiwan”, *Information & Management* 49, 199–209
- CHUAN CHOUA TZU, RONG CHENB JAU-, PANC,SHAN L. (2006).** “The impacts of social capital on information technology outsourcing decisions: A case study of a Taiwanese high-tech firm”, *International Journal of Information Management* 26
- CLARK, T.D., ZMUD, R.W., and MCCRAY, G.E., (1995).** “The outsourcing of information services: transforming the nature of business in the information industry”, *Journal of Information Technology*, Vol. 10
- CONSULTING, DELOITTE., (2005).** Calling a change in the outsourcing market: The realities for the world’s largest organizations. Retrieved July 5, 2008, from <http://www.deloitte.com/dtt/home/0%2C1044%2Csid%25253D1000%2C00.html>
- DURAN, D., DURAN, I.,(2009).** “Annals of DAAAM for 2009 & Proceedings of the 20th International DAAAM Symposium”, Volume 20, No. 1, ISSN 1726-9679 ISBN 978-3-901509-70-4, Editor B. Katalinic, Published by DAAAM International, Vienna, Austria, EU
- DIBBERN, J., GOLES, T., HIRSCHHEIM, R., and JAYATILAKA, B., (2004).** Information systems outsourcing: A survey and analysis of the literature. *The DATA BASE for Advances in Information Systems*, 35(4)
- GILLEY, K. M., RASHEED, A., (2000).** “Making more by doing less: An analysis of outsourcing and its effects on firm performance.” *Journal of Management*, 26(4)
- GROVER, V., CHEON, M. J., and TENG, J. T. C., (1996).** “The effect of service quality and partnership on the outsourcing of information systems functions”. *Journal of Management Information Systems*, 12(4)
-



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

-
- GONZALEZ. R., GASCO. J., LLOPIS J., (2010)**, “Information systems outsourcing reasons and risks: a new assessment”, *Industrial Management & Data Systems*, Vol. 110 Iss: 2, pp.284 – 303
- GUPTA, G., and GUPTA, H., (1992)**. “Outsourcing the IS function. Is it necessary for your organization?”, *Information Systems Management*, Vol. 9 No. 3
- GROVER, V., CHEON, M.J., and TENG, T.C., (1994)**. “A descriptive study on the outsourcing of information systems functions”, *Information & Management*, Vol. 27 No. 1, pp. 33-44
- GOTTSCHALK, P., SOLLI-SAETHER, H. (2006)**, “Managing successful IT outsourcing relationships”. Hershey, PA: IRM Press
- HAYES, D.C., HUNTON, J.E., and RECK, J.J., (2000)**. “Information systems outsourcing announcements: investigating the impact on the market value of contract-granting firms”, *Journal of Information Systems*, Vol. 14 No. 2
- JURISON, J. (1995)**, “The role of risk and return in information technology outsourcing decisions”, *Journal of Information Technology*, Vol. 10 No. 4, pp. 239-47
- KAKABADSE, N., KAKABADSE, A., (2000)**. “Outsourcing: A paradigm shift”. *Journal of Management Development*, 19(8), 670-728
- KREMIC, T., TUKEL, O., (2003)**. “Assisting public organizations in their outsourcing endeavors: a decision support model”, Cleveland State University, Cleveland, OH, NASA/TM
- KULVANITCHAIYANUNT, A. (2010)**. “The Effect of Outsourcing on the U.S. Productivity and Employment” PhD diss., University of Lehigh. Retrieved from <http://search.proquest.com/docview/577613511?accountid=7181>
- LEI, D., HITT, M., (1995)**. “Strategic restructuring and outsourcing: The effect of mergers and acquisitions and LBOs on building firm skills and capabilities.” *Journal of Management*. 21(5): 835-859
- LIVERSEEDGE, K., (2009)**. “A culture of awareness: Working together to build a successful outsourcing relationship.” (OrderNo. MR49155, Royal Roads University (Canada)). ProQuest Dissertations and Theses, 150-n/a. Retrieved from <http://search.proquest.com/docview/305158671?accountid=7181>. (30515867)
-



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

LOH, L., VENKATRAMAN, N., (1992).

“Determinants of information technology outsourcing: A cross-sectional analysis”. *Journal of Management Information Systems*, 9(1)

SMITH, M.A., MITRA, S., and NARASIMHAN, S., (1998).

“Information systems outsourcing: a study of pre-event firm characteristics”, *Journal of Management Information Systems*, Vol. 15 No. 2

OLSON, D.L., (2007). “Evaluation of ERP outsourcing”, *Computers & Operation Research*, Vol. 34, No. 12

POWER, M.J., DESOUZA K.C., BONIFAZI, C., (2006). “The outsourcing handbook: how to implement a successful outsourcing process”. KoganPage Limited

SUDI, L., (2010). “The lived experiences of federal agency information-technology employees in times of outsourcing”. (Order No. 3405278, University of Phoenix). ProQuest Dissertations and Theses, , 240-n/a. Retrieved from <http://search.proquest.com/docview/205437024?accountid=7181>. (205437024)

TAYAUOVA, G., (2012). “Advantages and disadvantages of outsourcing: analysis of outsourcing practices of Kazakhstan banks” *Procedia - Social and Behavioral Sciences* 41, pp.188 – 195



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

BİLGİ İŞLEM TEKNOLOJİLERİNDE DIŞ KAYNAK KULLANIMIN FAYDALARI VE RİSKLERİ

Öz: Teknolojilerde meydana gelen hızlı gelişmeler, ekonomik alanda da değişimlere sebep olmuş ve bu değişimlerden rekabet ortamında etkilenmiştir. İşletmeler, karşı karşıya kaldıkları rekabet ortamında satışlarını sürdürebilmek ve faaliyet sürdürdüğü pazarda söz sahibi olabilmek için, teknolojik gelişmeleri takip etmesi zorunluluk haline gelmiştir. İşletme süreçlerinde, bilgi ve iletişim teknolojilerini kullanan işletmeler, kullanmayan işletmelere göre rekabette hep bir adım öne geçebilme imkânına kavuşabilmektedirler. İşletme süreçlerinde teknolojiyi kullanan işletmeler, faaliyetlerini yeniden yapılandırmış, etkinlik ve verimliliğe olumlu katkılar elde etmiştir. İşletmeler değişen bu rekabet ortamında başarılı olabilmek ve varlıklarını sürdürebilmek için teknolojiyi takip etmelerinin yanında çeşitli stratejiler de izlemektedirler. Bu stratejilerinden biri de dış kaynak kullanma (outsourcing) yoluna gitmektedir. Bu amaçla, işletmeler iyi oldukları süreçlere daha çok yoğunlaşarak, eksiklikleri buldukları süreçleri de dışarıdan sağlamaktadırlar. Özellikle Türkiye’de dış kaynak kullanımının en başta bilgi ve iletişim teknolojileri üzerine yoğunlaştığı görülmektedir. Günümüzde işletmelerin bilgi ve iletişim teknolojilerinde dış kaynak kullanımı nedenlerin başında maliyetleri düşürmek, ana iş konularına odaklanmak, müşterilere daha hızlı ve kaliteli hizmet sunmak, verimliliği artırmak ve teknolojik yeniliklerden yararlanmaktır. Dış kaynak kullanımının birçok avantajı yanında tek başına ve örgütlerdeki diğer uygulamalardan bağımsız olarak ele alınabilecek bir yönetim uygulaması olmadığı için stratejik, tedarikçi seçimi, sadece bir işe odaklanma, ticari, kontratla ilgili vb. risklerde taşımaktadır. Türkiye’de bilgi teknolojilerinde dış kaynak kullanılan alanlar olarak uygulama yönetimi, uygulama servisleri sağlama, bilgi sistemleri, ağ ve masaüstü destek hizmetleri, sistem altyapısı olarak görülmektedir. İşletme, bilgi ve iletişim hizmetlerinin tamamını dış kaynak yoluyla sağlayabileceği gibi sadece bir kısmını da dış kaynak yoluyla sağlayabilir. Bu alanlarda dış kaynaktan yararlanmak yararlanan örgüt açısından riskleri daha da artırmaktadır. İşletmelerin dış kaynak kullanımı kararının verilmesi ekonomik veya finansal bir karardan çok daha fazlasını ifade etmektedir. Bilgi ve iletişim teknolojileri bağlamında yararlanan dış kaynak kullanımında örgütle ilgili çeşitli bilgiler diğer firma ile paylaşılmakta ve karşı firmaya bağımlı olma riskini de doğurmaktadır. Bu nedenle örgütler bilgi ve iletişim



IIB

www.iibdergisi.com

International Refereed Academic Social Sciences Journal
October, November, December Fall Semester Issue 20 Year: 2015

ID: 468 K:454

GEL CODE: M5-M10-M15-M19

(Information Technology and Resource Utilization)

ISSN Print: 2146-5886 & ISSN: Online: 2147-172X

(ISO 9001-2008 Document No: 12879 & ISO 14001-2004 Document No: 12880)

(TRADEMARK-PATENT)

(2015/03945- 2015-GE-17301)

teknolojileri alanında dış kaynaktan yararlanırlarken çok dikkatli olmaları gerekmektedir. Bu çalışmamızda, işletmelerin temel ve diğer fonksiyonlarına daha çok odaklanmak ve rekabet avantajı sağlamak için bilgi ve iletişim teknolojilerinde dış kaynak kullanırken ne tip yararlar elde etmeyi amaçladıkları ve ne tür risklerle karşı karşıya kaldıkları belirtilmeye çalışılmıştır.

Anahtar Kelimeler: Küreselleşme, Teknolojideki Hızlı Değişimler, Bilgi ve İletişim Teknolojileri, Dış Kaynak Kullanımı