

Strategic outsourcing enables innovation and sustainable development

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Abstract: Outsourcing has been a key lever in supporting missions and public infrastructure development strategies in Morocco. To understand those outsourcing practices and its outcomes, it was necessary to mobilize a theoretical corpus integrating several theories in particular: resources-based-view, transaction cost theory, agency theory, new public management theory, x-efficiency theory, public choice theory, and contested markets theory. This corpus was reinforced by the lessons learned from good practices and expert opinions to constitute a model which was used for the empirical study concerning the organizations of transport infrastructure in Morocco (Roads & Highways, Ports to Airports, Railways). This research allows to build a model of the development and deployment of outsourcing strategies based on partnership, innovation and sustainable development and, in fine, suggests an economic model that can support entrepreneurship, economic growth, and unemployment reduction at the national level.

Keywords: Partnership; Innovation; Sustainability; Strategic Outsourcing.

Introduction

This research aims to model outsourcing in the service of innovation and sustainable development, particularly in the context of public service. It seeks to answer a central question that represents its problem: **"What strategic outsourcing for efficient and sustainable transport infrastructure businesses?"**.

The starting point of this research was a set of findings that highlight the importance of the transport infrastructure sector and the outsourcing practices within it. For example, public spending on rural infrastructure, according to the OECD (OECD, 2004) is the best way for governments to grow the economy and reduce poverty. Moreover, it is expected for the transport sector by 2025 a convincing evolution estimated for Europe of 30% to 40% and 300% for Asia. Signs of this progress can be seen in road transport, which sells 80% by volume and 90% by value in goods (www.iru.org).

In addition, to fulfill their mission, stakeholders in transport infrastructure businesses can delegate, according to the OECD (OECD, 2008), Investment in Infrastructure) operational tasks related to their core business both in the field of works (new construction and maintenance) than in the field of operations (traffic management, toll collection, etc.). Paris Airport (ADP), for example, corroborates this trend since of the 90,000 workers, only 3% are ADP employees. The rest of the human resources are mobilized via the outsourcing frameworks put in place (www.lariposte.com).

The use of outsourcing is also noted in the experience report of the Moroccan National Highways Company (ADM) where outsourcing has affected almost all value chain processes, particularly primary processes. The large number of human resources mobilized by the outsourcing frameworks at the level of motorway operating activities (toll collection and Monitoring & assistance to users) bears witness to this. It is nearly twice the number of permanent human resources in the company.

The findings also guided the delimitation of the basic trades related to transport infrastructure since they made it possible to highlight: roads and highways, ports and airports and rail. Indeed, according to the International Transport Forum, the main transport infrastructures are roads and motorways (more than half between 2000-09), railways, airports and ports.

These findings and phenomena suggest that outsourcing has been a key lever for taking charge of public infrastructure development missions and strategies in Morocco.

To answer the problem, the research adopted, as illustrated in Figures 1 and 2 below, a methodological path based on a moderate constructivist posture and abductive-inductive reasoning to promote the iterative confrontation of theory and practice to both understand the phenomena examined, verify the borrowed theories and deduce the new knowledge proposed. In fact, to explain the observed phenomena, it was necessary to explore the theories that can explain the management of outsourcing. This survey showed that outsourcing is a composite concept that brings together several management disciplines.

Figure 1 : Research design
 Source : Author

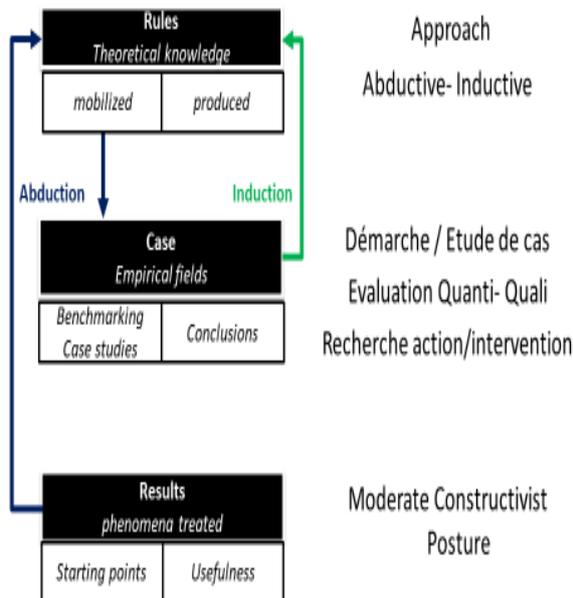
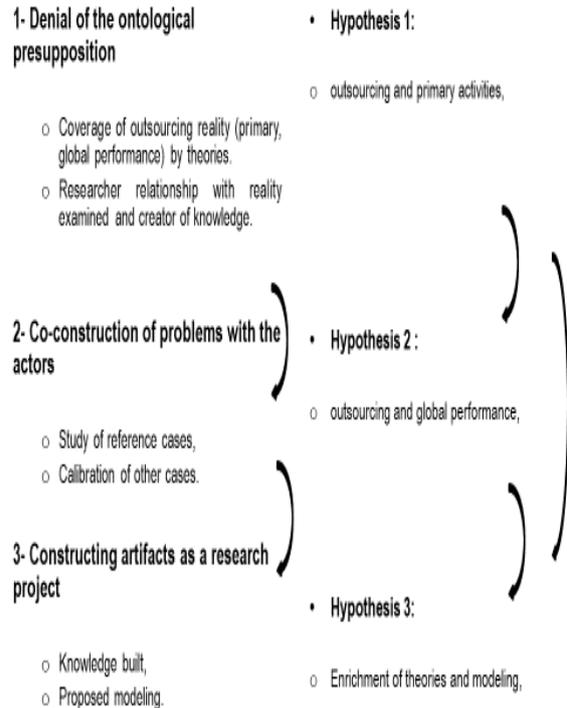


Figure 2 : Moderate Constructivism & Research Assumptions
 Source : Author



To highlight the quintessence of this research, this article first describes the state of the art in relation to outsourcing according to the balance sheets of theoretical lighting and benchmarking and expert opinion, then the state of places by presenting the empirical field, the approach and methodology and the results of the empirical study. Finally, through the discussion of these results and the conclusion of the article, it presents the knowledge and models proposed by the results of the research and their managerial implications.

1. State of the art

1.1. Theoretical lessons.

Outsourcing is a term that was introduced in the 1980s. “In the strict sense, outsourcing is the use of an external service provider for an activity that was previously carried out by the company” (Chardin, T. & Bouvard, P., 2008). It can be defined by the act of “entrusting an essential activity to an external third party company” (McIvor, R, 2008). The most relevant theories that conceptualize this managerial practice were, first, the transaction cost theory (Williamson OE, 1985) and the resource theory (Robinson, 2008), which make it possible to identify the internal factors acting on the decision to outsource, and transaction cost theory and agency theory (Jensen MC and Meckling WH, 1976) which help to understand the external factors explaining the use of outsourcing and the governance of its performance. These theories were examined in an integrated way to give their integration a strategic perspective and to derive the analysis model from the research.

They have proven to be complementary in covering all the aspects influencing the decision to outsource and the methods of its strategic management. Indeed, the theory of the firm recalled the *raison d'être* of a firm and questioned the efficiency of taking charge of its activities internally according to a hierarchical framework in a way compared to a taking charge entrusted to the market. according to an outsourced customer-supplier framework. This notion of efficiency has been the object of development of the theory of the cost of the transaction which confuses the support of the activities whether it is internally or externally with a transaction whose cost depends not only on the costs of execution of the transaction but also of all the costs of preparing and managing the execution of the transaction. According to this theory, the relevance of outsourcing an activity is justified by the control of efficiency and this according to the degree of complexity of the activities, the level of opportunism of the supplier, the specificities of the tangible and intangible assets concerned by the

outsourcing, bounded rationality arising from information asymmetry, the uncertainty of the environment and the degree of difficulty of measuring business performance.

The theory of the cost of the transaction then called into question the importance of the perception of the gains and the risks of the participants in any operation of outsourcing and this according to the quality and the evolution of the relations between the stakeholders. Agency theory has clarified the importance of conflict management in any outsourcing relationship between agent and principal. These conflicts, which can compromise the efficiency and performance of outsourcing, depend on the size and frequency of transactions, the property rights of resources, the quality of the method and framework for the contractualization of relationships and the relationship of authority that governs the collaboration and controls the reliability and adaptability of the services. These conflicts may arise before the establishment of the collaboration contract or after, they are aggravated by the importance of the ambiguity resulting from the asymmetry of information and the uncertainty resulting from the incompleteness and the non precision of the contracts.

Agency theory tells us about the insatiable nature of stakeholders in any interest-sharing relationship, but also about the ability of stakeholders, through good management of uncertainties and risks, to consider better collaboration through risk sharing, and performance. This performance, as shown by the theory of resources, is not only seen according to the financial aspect which represents only one component of the mix of resources that this theory qualifies as a creator of competitive advantage.

Indeed, in addition to the financial resource, this theory proposes physical resources, human resources, technological resources, organizational resources and reputation. The six resources can, depending on their mobilization, their use and their management, constitute a distinctive skill that influences the decision to do and have someone do an activity. To do this, they must be VRINO: offer Added Value, become Rare in terms of their quality, be difficult to Imitate and Non-substitutable and enhance the Organization.

All these theories concern above all the private sector and to understand the determinants of the performance of outsourcing in the public sector, other theories have been explored.

First, the theory of New Public Management and the theory of x-efficiency, which highlight the improvement of the management style of public activities by entrusting them to private actors or by simply drawing inspiration from good practices from the private sector. Then, the theory of public choices and the theory of contested markets which show the role of public governance in the decision to outsource and in the development of competition to improve performance. Indeed, the theory of New Public Management (Samaratunge, 2008) tries to free itself from the classic approach of managing public activities in accordance with political orientations and administrative and legal constraints in order to evolve towards an increase in the managerial capacities of actors thanks to approaches and management techniques inspired by the private sector. It values orientation towards results-oriented management and develops a culture of high-performance competition improving the quality and efficiency of public services.

The X-efficiency theory (Yaya, 2005) goes in the same direction to highlight the X factor that compromises the performance of organizations. It shows that the loss of performance is not a question of efficiency in the allocation of factors of production (financial, human, physical and technological resources) but rather a question of organizational efficiency to put these factors of production, in time, in the service of the expected achievements.

In addition to these theories which call into question internal factors linked to the mode of management of activities, the theory of public choice (Buchanan, J. & Tollison, R., 1973) and the theory of contestable markets (Baumol & Panzer & Willig, 1986) influence and direct the possibilities of action and the strategies of public organizations. Indeed, the theory of contestable markets determines the relevant choices of collaboration of public organizations with external actors, in particular from the private sector, for the efficient achievement of their missions by taking advantage of the game of competition between potential partners according to the field of competition, permitted by environmental factors on the political, economic, social, ecological, technological and legal levels.

All these theories militate in favor of the opening, via outsourcing, of the public sector to the private sector to enhance and grow the public heritage, to allow a relevant, effective and efficient public service and to build collaborations favoring a shared and sustainable performance.

1.2. Benchmarking and expert opinions.

Outsourcing was first focused on intensive production tasks and commercial activities outside the scope of basic competitiveness (Kathawala Y, 2005). It was justified by “the refocusing on the core business of the company which allows to focus on strategic activities by leaving to service providers the care of assuming peripheral activities that create little or no value at all.” (Barthélemy J., 2007). Indeed, “If outsourcing represents a transfer of activities to a service provider, this decision implies managing the core business of the company.” (Quelin, B., 2003). It also concerned primary activities: in the late 1930s towards production activities, 2/3 of

Ford's production came from external sources (Kathawala Y., 2005). The benchmarking recalled below, figure 3, corroborates this.

Figure 3 :Benchmarking references

Source : Author



To verify these theories, a study of benchmarking and feedback on outsourcing, according to the references shown in Figure 3, showed the important role of outsourcing in general and at the public sector level in particular via the form of public-private partnership.

It also highlighted the benefits of outsourcing in terms of innovation and overall performance.

This identification highlighted the limits of the theories previously mobilized and prompted the search for new theories to understand the motivation for outsourcing in public organizations.

Indeed, outsourcing, according to a study by CEGOS in 2011, is practical, involving the management of logistics and distribution for almost half of the people consulted (48%), the management of production and industrial maintenance for more than a third of the people consulted (36%), marketing, sales and after-sales services for almost a fifth (17%) and even research and development activities for 11% of the people interviewed. This trend towards the outsourcing of primary activities was confirmed by the Ernest & Young study in 2013 which highlights this practice at the level of Call-Center activities and customer services according to 15% of the people consulted, at the level of activities production and development according to 9% of those consulted and at the level of sales according to 6% of those consulted. This study also highlighted the confirmation of this trend for the years to come, according to the opinion of the vast majority of those consulted, in particular for data center services, for production and development and for design and engineering according to the opinion of the majority of those consulted (respectively 92%, 86% and 83%).

Even at the level of the public sector, the practice of outsourcing through forms of public-private partnership corroborates the openness of decision-makers to entrust responsible for primary activities at the Market. Indeed, according to the World Bank, overall 9% of public-private partnership projects concern primary projects related to the transport sector. In Africa, these forms of outsourcing in the transport sector have benefited primary projects related to ports (56% of cases), rail (23% of cases), airports (12% of cases) and roads (9% of cases).

In addition, the lessons of the feedback reported by the benchmarking highlight the value of three strong managerial concepts that fall within the aims of this research, namely the trilogy Partnership (Partnership), Innovation (Innovation) and Sustainable Development (Sustainability) which we can summarize according to the term PIS which can be read peace. It is this trilogy that could create contexts of synergy between the different stakeholders and establish a peaceful culture of collaboration even when interests seem to be divergent and when the constraints of the environment limit the axes of collaboration.

The 2011 CEGOS study shows that the majority of people consulted (67%) make identifying the best service provider a sine qua none condition for a successful partnership and efficient outsourcing. This partnership, as shown by the DELOITTE study in 2014, is becoming a mode of business development that makes product development or market development a priority for most of those consulted (85%), which makes it possible to face up to the increase in risks, according to half of the people consulted (50%) and to meet the need to mobilize skills according to nearly half of the people consulted (48%).

The main factors that influence the quality and sustainability of partnerships in the context of outsourcing, according to the study by QUINT WELLINGTON REDWOOD (Vrolijk, S., 2014), are in order of importance: the strategy of the activities to be outsourced, the motivations for outsourcing, the requirements with regard to the organization and the strategy, the standardization, the vision concerning the outsourcing strategy, the procedures and the mechanisms of governance, and finally, the anticipated identification of the expected innovations.

The maturity of a partnership relationship around an outsourcing project promotes innovation that can improve customer service or optimize costs with regard to new developments, and this via new tools and technologies (according to an IAOP study in 2012 this is the case for 35% of those consulted) and new or improved processes (according to the same study, this is the opinion of 16% of those consulted).

This sought-after advantage of outsourcing, which is innovation, is also validated by the CEGOS study in 2011 which shows that among the expected benefits of outsourcing, 12% of the people consulted recall the search for innovation and 39 % specify the gain in efficiency and flexibility. Innovation is also favored by the contributions of outsourcing, according to the Ernest & Young study, in terms of access to knowledge, expertise and specific tools, and this according to 23% of the people consulted, in terms of incentives for research and innovation in the outsourcing process, according to 70% of people and also in terms of the opportunity to transform activities after outsourcing, according to 20% of people consulted. Other facilitations of innovation are made possible by outsourcing according to the KPMG study in 2013: the standardization of processes, the mobilization of talents, access to better technology and the development of analytical capacities, according to the majority of people consulted, respectively 74%, 70%, 62% and 62%. The importance of innovation objectives was also reported by the ALSBRIDGE study in 2013 which shows that the people consulted attest that innovation objectives are part of the stipulations of contracts (54%), that outsourcing is a lever service improvement (58%), that the mobilized partner can provide support for the changes brought about by the innovation process in the company (50%) and that outsourcing, as specified above, allows a contribution in terms of business flexibility (38%).

Outsourcing experiences based on a quality partnership establishing a culture of innovation support the awareness of sustainable development since, according to a study by Ernest & Young in 2013, sustainable development concerns are carried by 56% of contracts. outsourcing and this for 20% of companies working in outsourced mode. In addition, the partnership adopted by outsourcing projects is valued, in 26% of outsourcing contracts according to the Ernest & Young study, by the search for a partner committed to the social cause and corporate social responsibility.

The KPMG study in 2013 confirms the strategic scope of outsourcing thanks to its strategic alignment with the business model of the company to promote sustainable development of performance.

The results of benchmarking and best practices clearly show this trend towards the outsourcing of primary business activities. This observation questions the theoretical reference used and provides an element of confirmation of the relevance of this research. This trend was also illustrated by the model of (Ronan McIvor, R, 2008) which shows that out of 7 decisions to do or to have an activity done, according to the relative capacity of the company and according to the contribution of the activities to competitive advantage, outsourcing is preferred 4 times. In two cases, the choice of outsourcing concerns activities deemed critical with regard to their contributions to the company's competitive advantage and is justified by the performance requirements to be met and the quality of the supplier to whom the activities will be outsourced.

In addition, two main forms can characterize outsourcing (Perunovic & Pedersen, 2007): the first is oriented towards the interests of the customer of the outsourcing operation who seeks via rigid contracts to derive the maximum benefit from the outsourcing, which is a source of conflicting win-lose relationships. The second is open to the interests of the supplier to advocate via flexible contracts the sharing of the benefits of outsourcing and a win-win relationship of trust.

However, experience feedback and trends in managerial outsourcing practices herald a new form which, in addition to the client-supplier couple directly challenged by outsourcing contracts, the benefits of outsourcing can be profitable for stakeholders, depending on a perspective of social responsibility and sustainable development.

2. Empirical study

To further test the theoretical corpus constituted and the lessons learned from benchmarking and expert opinions, and better understand the findings raised upstream of this research, the empirical study focused on examining the case of the National Highways Company of Morocco and other organizations in charge of the main transport infrastructure businesses in Morocco: roads (Roads Department: DR), ports (National Ports Agency: ANP), airports (Office National Airports: ONDA) and rail (Office National des Chemins de Fer: ONCF). The field of collaboration between public organizations and the private sector also depends on the

strategic profile and governance of these organizations. It depends, in fact, on the level of prevalence of the interests of public organizations and the interests of decision-makers with regard to their political universes. The impact of this last risk on the interests and performance of public organizations is difficult to control because of the difficulty of valuing the assets of public organizations and public heritage and the evolution of this valuation according to strategic choices. public decision-makers because, unlike the private sector, the right to public property is not subject to exchange at the level of the financial market.

2.1. Empirical approach

To validate the theoretical reference and the trend of outsourcing practices related by the benchmarking mobilized and to verify the hypotheses of this research, an empirical study was undertaken, based on an analysis approach of secondary data and primary data (Cf. Canvas Study Empirical presented by Figure 4).

The collection of secondary data adopted an approach that was first quantitative based on a questionnaire, then qualitative based on interview guides.

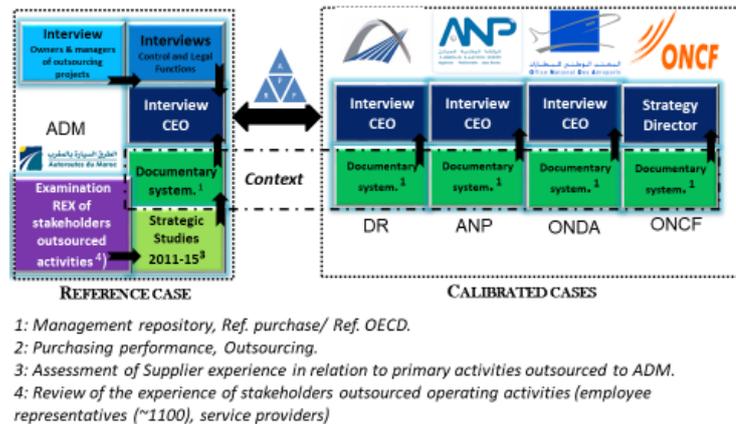


Figure 4 : Canvas of the empirical study

Source : Author

This research claimed a constructivist posture thanks to an abductive reasoning based on the case study. The abduction made it possible to situate, through the observations observed, the theories which can shed light on the study of the cases representing these observations in order to deepen the analysis of the phenomena observed and decline by induction an enrichment of the theories questioned. Abduction therefore guided induction to explore the possibilities of generalizing constructed knowledge (Catellin, 2004).

It adopted for the case study a reading grid resulting from the assessment of the state of the art explored both theoretically and in terms of trends and good practices. This grid was built around 4 axes: Activities, Resources, Suppliers and Performance.

The case study was carried out in two stages: the study of the quantitative and qualitative reference case and the qualitative calibration of the other cases with this reference case.

The detailed evaluation of the reference case, concerned the National Motorway Company of Morocco (ADM), which has made outsourcing a strategic option for deploying its strategy and demonstrating extensive experience in terms of outsourcing its primary and support activities.

The examination of the reference case was triggered by the assessment of the documentary system in relation to the outsourcing in particular of the primary activities and the context of its evolution and was deepened by, by consulting a representative sample, such as the shows Table 1 below, internal stakeholders in the value chain of outsourced activities.

Profile	Target	Sample	Representative rate
Owners (MOA) primary process	16	12	75%
MOA support process	8	3	38%
Prime contractors (MOE) primary process	28	24	86%
MOE support process	22	17	77%

Table 1: Quantitative ADM study: Sample consulted

Source : Author

This stakeholder consultation was supplemented by semi-structured interviews with the outsourcing operations support functions (Purchasing, Legal, Audit and Quality). The results of ADM's empirical study were enriched by management experience, during the genesis of this research, of a social dialogue with the employees

of the suppliers in charge of the outsourced activities of toll collection and assistance to users. (nearly twice the permanent workforce of ADM) and project management of outsourcing contracts for these activities.

The overall assessment of the ADM case study was validated via a semi-structured interview with the Managing Director of ADM. This validated assessment was then used to make a qualitative analysis, according to the same reading grid, of the other organizations operating in the transport infrastructure sector in Morocco (Roads: DR, Rail: ONCF, Ports: ANP, Airports: ONDA). Indeed, the assessment of the reference case made it possible to carry out the calibration of the other organizations whose managerial context was assessed first via the documentary systems concerning them then thanks to semi-structured interviews, as shown in the table 2 below, with the directors and general managers of these organizations.

Organization	Person interviewed
Direction of Roads (DR)	Director
National Office of Railways (ONCF)	Director of Strategy (Representing Chief Executive Officer)
National Ports Agency (ANP)	CEO
National Airports Office (ONDA)	CEO

Table 2: Benchmarking interviews: People consulted
 Source : Author

2.2. Results of the empirical studies

The organizations consulted and which are responsible of transport infrastructure in Morocco (ADM, DR, ONCF, ANP and ONDA) are all driven by a plural public mission with a socio-economic impact and have development potential thanks to a management system based on state governance. They share the same top management (supervisory Ministry), an intervention according to strategic plans which can take the form of program contract where the financing and investments are correlated to the projects to be developed and the conditions of their performance. We can cite in this context, the motorway program contract, the national rural roads program, the RIHANE 50 rail strategy, the 2030 port strategy and the 2020 airport strategy.

They also share purchasing standards aligned with the public procurement decree. This purchasing repository is used to outsource all transport infrastructure development, maintenance and operation projects. They also tend to integrate international standards into their management framework (ISO, IFRS, CSR-RSO, etc.). This is particularly the case for the reference case (ADM).

All the organizations studied work for a culture of responsible outsourcing. The case of ADM, the youngest organization, clearly demonstrates this. It has been able to develop, in 25 years, one of the largest motorway networks in Africa (nearly 1800 km) in particular thanks to responsible, effective and efficient outsourcing. Efficiency is measured by the optimization of construction costs by nearly 20%, effectiveness is demonstrated by the completion of complex projects. On the other hand, responsibility is corroborated by the direct and indirect jobs generated (137,000 jobs, 60% of which are direct) and the contribution to the development of the building and works sector through the development of a competitive sector of SMEs involved in the construction of motorways in Morocco (~4% turnover: +10.7 MMAD) which was able to be exported to Africa. This responsibility is increasingly oriented towards the outsourcing of primary processes which integrates, in the management of its performance, the social interests of the stakeholders.

The qualitative study revealed, as shown in figure 5, that the outsourcing did concern the primary activities. Indeed, according to more than 70% of opinions to ADM, outsourcing concerned the core business.

In addition, recourse to the outsourcing of activities has been a support for operational entities and a way of serving customers and motorway users.

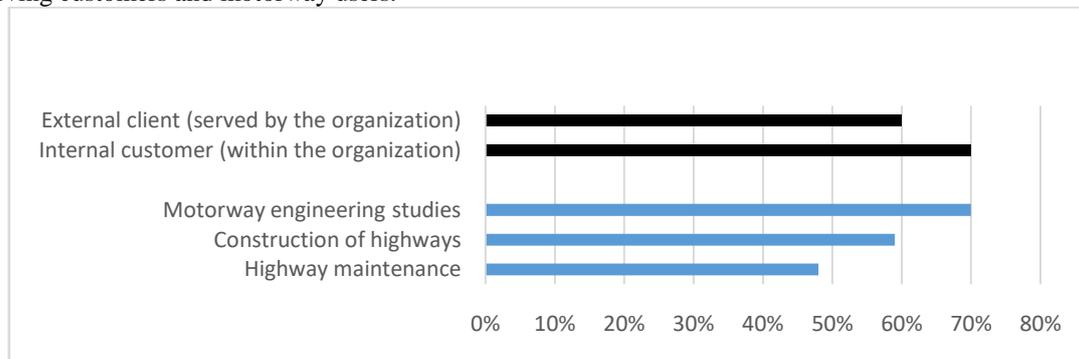


Figure 5: Outsourcing Activities and Clients
 Source: Author

This trend has been confirmed by the management of the other organization: DR, ONCF, ANP and ONP. Outsourcing has involved both transport infrastructure construction and maintenance activities as well as its operation and customer and user services.

To succeed in this core business and customer service-oriented outsourcing, as illustrated in Figure 6, human resources (according to 95% of opinions to ADM) and organizational resources (according to 72% of opinions to ADM) were judged to be the more decisive.

This assessment has largely converged, as shown in Figure 7, with the opinion of the management of the other organizations (DR, ONCF, ANP and ONDA), since these resources appear in the top 3 of the resources that are critical to efficient outsourcing.

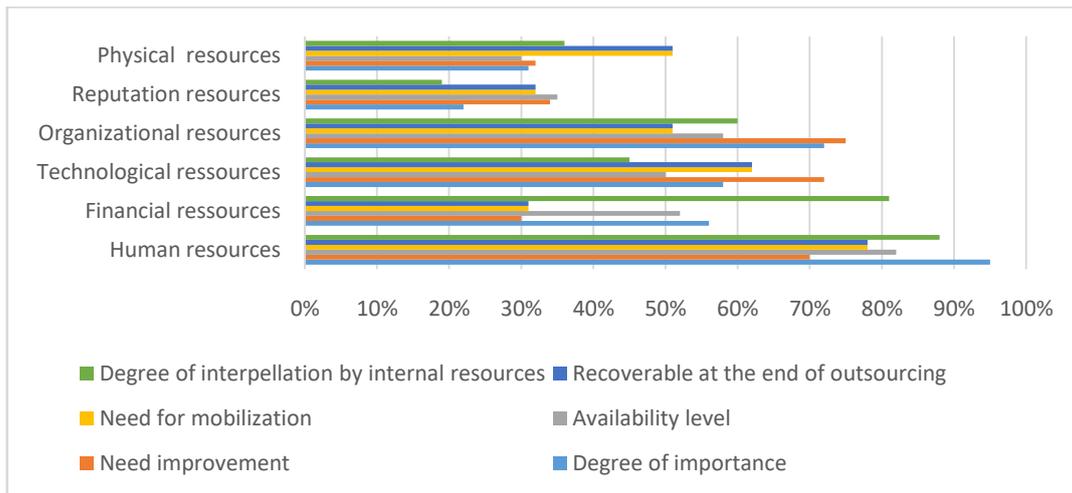


Figure 6: Resources and Outsourcing
 Source: Author

In addition, the resources allowed and the technical quality define the providers of outsourced services more. This is the opinion of 89% of the opinions collected.

This is even ahead of the other performance criteria: the competitiveness of their financial offer (63% of opinions), the adequacy of planning and deadlines (44%) and risk management provisions (28%).

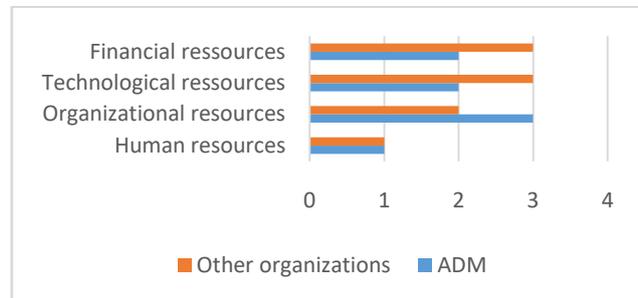


Figure 7 : Top tree most important resources in outsourcing
 Source : Author

Admittedly, opening up to competition has made it possible to challenge markets and mobilize the best suppliers, according to more than half of the opinions (52%). But, as shown in Figure 8, the assessment of feedback from outsourcing also shows that retaining the right suppliers promotes more collaboration (according to 37% of opinions) and risk management (according to 33% of opinions) . Loyalty, according to the opinion of all the organizations consulted (ADM, DR, ONCF, ANP, ONDA), also makes it possible to capitalize on knowledge of the work environment.

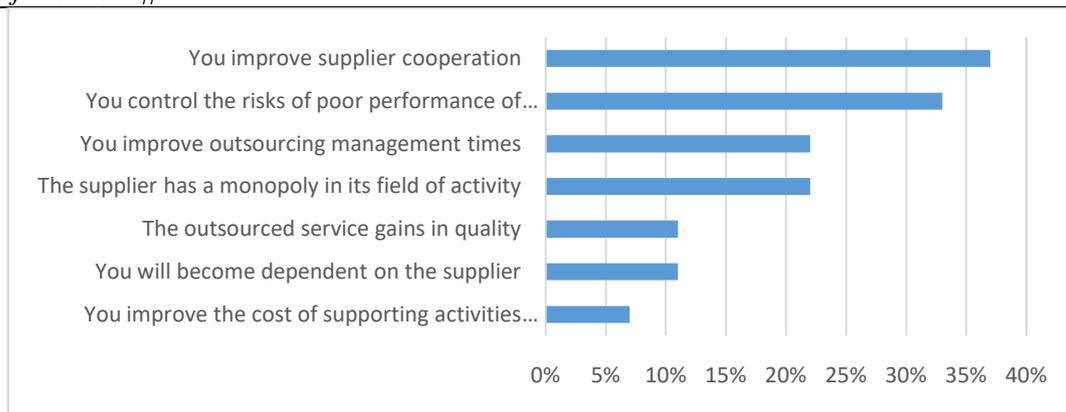


Figure 8: Reasons for choosing suppliers

Source: Author

In addition, 81% of opinions, foreign preference allows, thanks to the technical qualities sought, the transfer of skills, particularly for complex projects. This was corroborated by the experience report concerning the outsourcing of the construction of motorways.

The contribution of foreign preference in managing the complexity of transport infrastructure projects and the transfer of skills was also corroborated by the managers of other organizations (DR, ONCF, ANP and ONDA). , it allows, according to the feedback from all the organizations consulted, to raise their technological level and improve the style and culture of management.

The outsourcing contributions suggested by ADM's feedback put the Supplier Quality, focus on skills and good career management of human resources first.

The other major advantages of outsourcing according to their importance are in fact as follows:

1. Quality due to the specialization of the supplier: 93% of the opinions,
2. Focus on essential skills: 89% of opinions,
3. Good HR career management: 85% of opinions,
4. Focus on the essentials (core business): 81% of opinions,
5. Flexibility and adaptability of management: 81% of opinions,
6. Controlling the permanent workforce and streamlining structures: 81% of opinions,
7. Improve the performance of carrying out the mission: 74% of opinions,
8. Improvement of outsourced activities: 74% of opinions,
9. Meet the requirements of governance and users: 74% of opinions,
10. Accountability of internal actors: according to 74% of opinions.

On the other hand, the major risks of outsourcing according to the opinions collected are first of all the lack of experience, the difficulty of measuring the performance of the service provider, the uncertainties and the social risk linked to outsourcing.

The other major risks of outsourcing according to their criticality are in fact broken down as follows:

1. Lack of service provider experience: 81% of opinions,
2. Difficulty measuring the service provider's performance: 81% of opinions,
3. Uncertainty linked to the outsourced activity: 78% of opinions,
4. Social risk or social problems: 78% of opinions,
5. Dependence on the service provider: 74% of opinions,
6. Lack of responsiveness from the service provider: 74% of reviews,
7. Poor quality services: 74% of reviews,
8. Loss of value of the service provider's technological skills: 74% of opinions,
9. Poor management of the outsourced activity: 70% of opinions,
10. The loss of know-how and skills: 67% of opinions.

Validation of this hierarchy of benefits and risks with the management of other organizations in charge of transport infrastructure (DR, ONCF, ANP and ONDA) revealed that they share 7 benefits and one risk with ADM. Indeed, the shared advantages are the focus on essential skills, good career management of human resources, focus on the essentials (core business), flexibility and adaptability of management, control of the per-management and streamlining of structures, Improve the performance of the achievement of the mission and the

Accountability of the actors of the organization. On the other hand, only one risk was considered major for the whole, it concerns Uncertainty linked to the outsourced activity.

The results of the empirical study show that the practice of outsourcing has indeed concerned the primary activities and processes of transport infrastructure management. This practice has even addressed the external clients of the organizations in charge of these infrastructures. The feedback from these organizations has confirmed the interest in mobilizing service providers with technical quality and the use, therefore, of foreign service providers to benefit from the transfer of skills, particularly in the case of complex projects. The retention of good service providers then makes it possible to strengthen the frameworks of collaboration and control the risks of poor performance.

Access to quality human, organizational and technological resources was also appreciated by the organizations consulted, as well as the advantages that outsourcing allows: flexibility and organizational flexibility at the service of the core business, and the career development of a competent workforce. The maturity of outsourcing ultimately makes it possible to tame the risk of uncertainty that characterizes the managerial context of outsourcing.

These empirical conclusions challenge the three concepts of the central question of business research, namely partnership thanks to loyal quality suppliers, innovation thanks to the quality of the human, organizational and technological resources mobilized and sustainable development thanks to the social impacts - economic revealed by the secondary data examined.

3. Discussion of the results

Lessons learned from borrowed theories, benchmarking, feedback from public-private partnership projects and empirical study have made it possible to validate the three hypotheses underlying the initial problem:

1. The transport infrastructure businesses have been successful in value-added outsourcing of primary activities, by mobilizing through external service providers the resources necessary to carry out their missions, in particular human, organizational and technological,
2. These professions, given their public nature, have been able, through outsourcing, to meet the socio-economic performance requirements of the organizations concerned and to benefit the development of related sectors of activity.
3. The theories in force in relation to outsourcing benefit from being aligned with the advances demonstrated by benchmarking and case studies carried out in the field of outsourcing. The new knowledge offered by the results of this research can complement current theories and models. This can make outsourcing not only a lever for efficiency via the outsourcing of support processes, but also a lever for partnership, innovation and sustainable development via the outsourcing of primary processes.

3.1. From outsourcing to innovation

To better understand the determinants of outsourcing supporting sustainable performance and to answer the central question of the problem, new knowledge has been suggested by the results of the research. This knowledge serves two purposes of outsourcing, namely innovation and sustainable development.

To put outsourcing at the service of innovation, it was necessary to revisit the term outsourcing to give it a managerial definition as specified in Figure 9, which goes beyond administrative and legal connotations.

"Outsourcing is the decision to entrust to an external actor the responsibility of taking charge, partially or totally, with its own resources and the resources made available to it by the customer of the outsourcing, a recurring or perennial activity which makes part of the management processes of said outsourcing client, according to the performance criteria required by it and under its control, regardless of the type of contract that will formalize this outsourcing relationship (public contract, PPP contract, concession contract, Delegated management contract, ...)".

Figure 9: Definition Outsourcing

Source: Author

In addition, a review of the parameters of the innovation process made it possible to verify the adequacy of the conceptual connection of outsourcing and innovation.

The strategic management model, as shown in Figure 10, was first revised to take into account the strategic dimension of the outsourcing decision because it influences, as shown in the diagram below, the proper deployment of strategies.

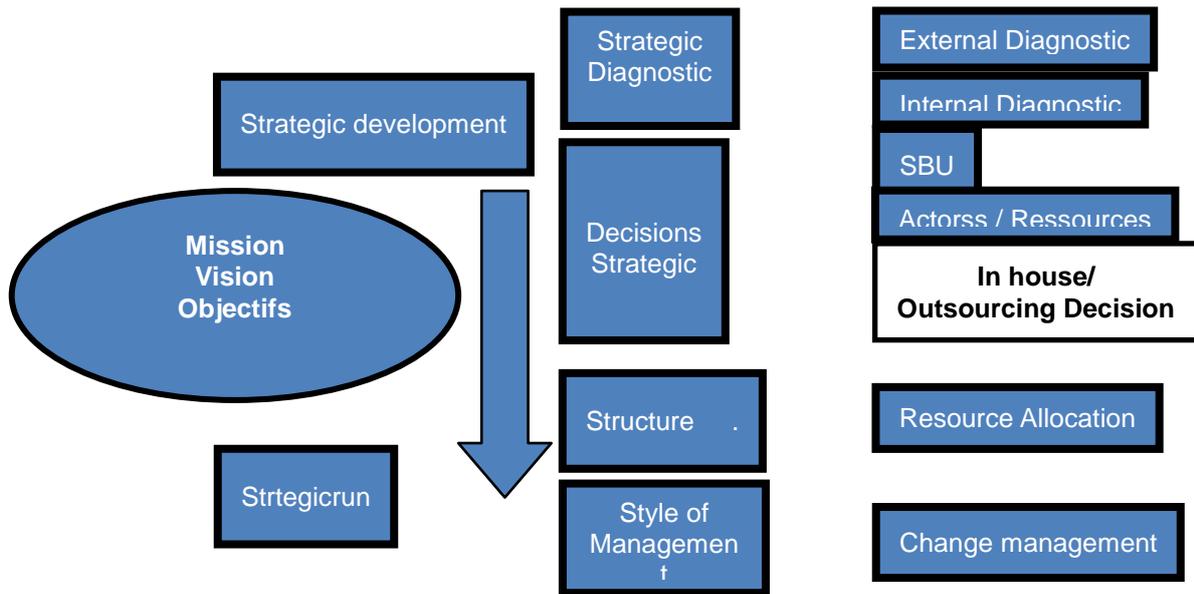


Figure 10: Revised strategic management model
 Source: Author

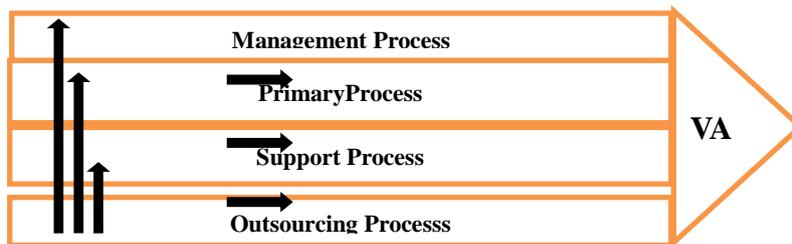


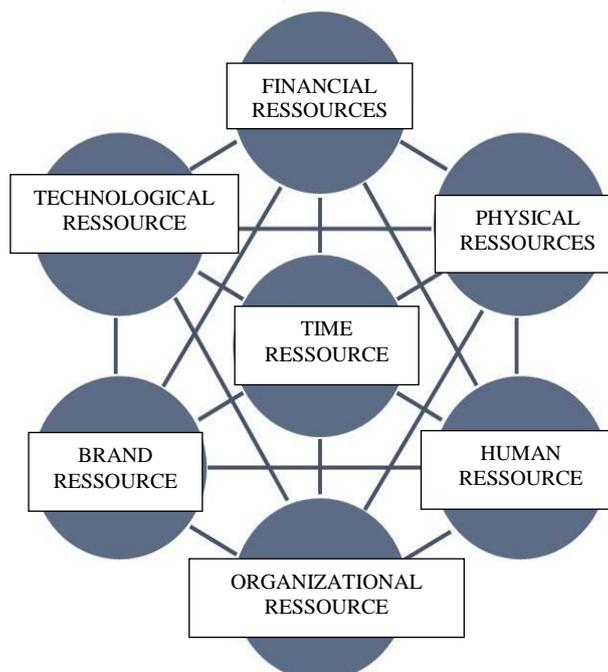
Figure 11: Revised value chain
 Source: Author

The value chain, as shown in Figure 11, has been revisited to offer an agile version, making the outsourcing process the foundation of the processes and their performance management system.

To promote the value sought by the processes, in particular through the continuous improvement process, resource management becomes dynamic and the time factor in outsourcing and innovation operations becomes a real resource to be managed.

This is what justified the proposal of a dynamic mix of resources, as specified in Figure 12, making the time resource the heart of progress and consequently revising the basic model of the theory of resources.

Figure 12: Revised resource model
 Source: Author



3.2. From outsourcing to sustainable development

Today's organizations are also called upon to review their *raison d'être* to serve, in addition to the short-term economic performance desired by governance, the sustainable performance that benefits their ecosystems. Strategic outsourcing can amply play this role by including the purposes of sustainable development in the outsourcing management framework.

Thus, this repository can benefit from a set of provisions:

- Broaden the activity reports to integrate the assessment of CSR-RSO and sustainable development commitments into the performance assessment of organizations,
- Strengthen the governance structure and the Board of Directors through a Social and Societal Responsibility Committee (CSR-RSO),
- Adopt a standard CSR-RSO repository for outsourcing guiding the various outsourcing management repositories (Purchasing repository, Contract, Procedures, etc.).
- Set up a national agency for the regulation and sustainable development of outsourced activities concerning the public service.
- Bring together organizations in charge of transport infrastructure businesses to pool sustainable development efforts in collaboration with their ecosystems.
- Establishment of a collective agreement for the transport infrastructure sector to frame the social pact of stakeholders.

In addition, to make strategic outsourcing a lever for sustainable development, it is advisable, according to the models proposed below, to position oneself in relation to one's ecosystem via the strategic star, to adopt partnership management *riat* more globally and to include the management of vase's mission in a process of sustainable development.

Indeed, research has made it possible to use supplier relationship management to make outsourcing a loyalty and partnership framework at the service of sustainable development.

The strategic star, shown in Figure 12 below, makes it possible to position this relationship with the other interactions with the actors concerned by the company's action. This will make it possible to optimize the supplier relationship, in particular by adapting the supplier qualification system and by adopting sustainable forward-looking management of the best suppliers according to the evolution of the specifications of the activities to be outsourced.

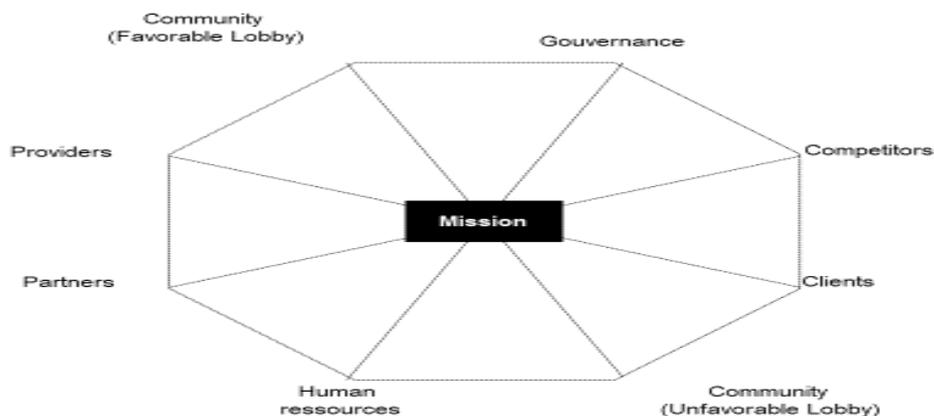


Figure 13: Strategic star

Source: Author

In addition, the partnership benefits from being part, as shown in figure 13, of a virtuous and global circle to integrate the interests of all the stakeholders in an outsourcing experience, and this to evolve, towards a second degree partnership where the interests of employees of service providers in charge of outsourced activities are also taken into account in the management of overall performance.

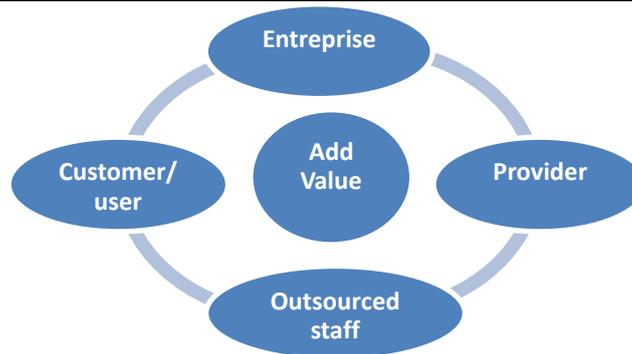


Figure 14: Virtuous circle global outsourcing partnership
 Source: Author

3.3. New modeling of strategic outsourcing for innovation and sustainable development

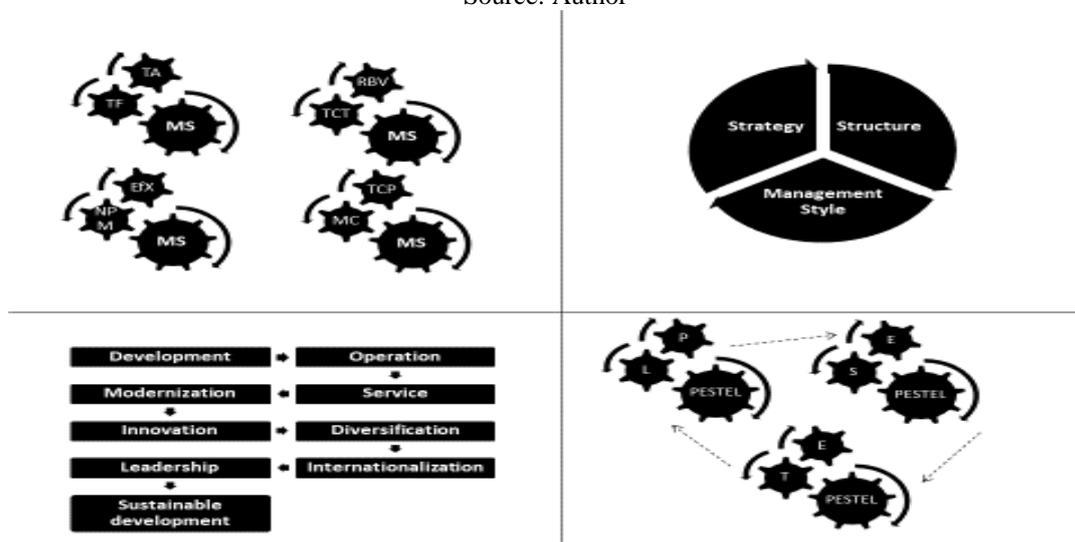
3.3.1. Foundation of the new strategic outsourcing model

The first conclusions of this research brought together the conceptual fields of outsourcing and the conceptual fields of innovation and sustainable development. The proposed knowledge was used to deduce a modeling of strategic outsourcing that would promote the connection of outsourcing and innovation & sustainable development.

As a basis for this modeling, a conceptual framework, as shown in Figure 5 below, has been highlighted to Propose:

- An integrated reading of the theories mobilized according to four meta-rules which represent the four correlations identified: the theory of the firm and the theory of the agency oriented towards the mission and objectives, the theory of the cost of the transaction and the theory of resources oriented towards means and resources, the theory of New Public Management and the theory of efficiency X oriented towards the style of management, and the theory of contested markets and the theory of public choices oriented towards finalities and performance.
- A mix of strategic business development options inspired by the sustainable development process presented above, allowing progress to be made from business development to sustainable development.
- An integrated management framework based on 3S which recalls the alignment of three components (Strategy, Structure and Management Style) to promote the proper deployment of the proposed Mix.
- Correlated contingency factors which highlight the strong correlations of the environment that can influence strategic decisions: the political component serves the legal component and vice versa, the technological component serves the economic component and vice versa, the ecological and sustainable development serves the social component and vice versa.

Figure 15: The four foundations of strategic outsourcing modeling
 Source: Author



3.3.2. Development of strategic outsourcing models

All of the knowledge recommended above has made it possible to deduce a model for the development and deployment of an outsourcing strategy promoting innovation and sustainable development.

The development of the innovative and sustainable outsourcing strategy, as shown in Figure 16 below, is based on the model called PARI (Partner-Activity-Resources-Innovation) and makes the forward-looking management of quality partners the focus. starting point for innovative outsourcing. The maturity of this model is favored by the capitalization on the experience of the strategic outsourcing process proposed by figure 17 below.

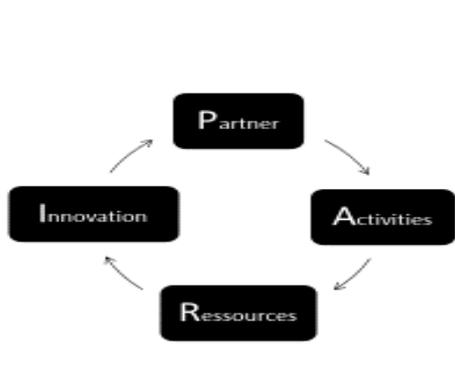


Figure 16: PARI Model
 Source: Author

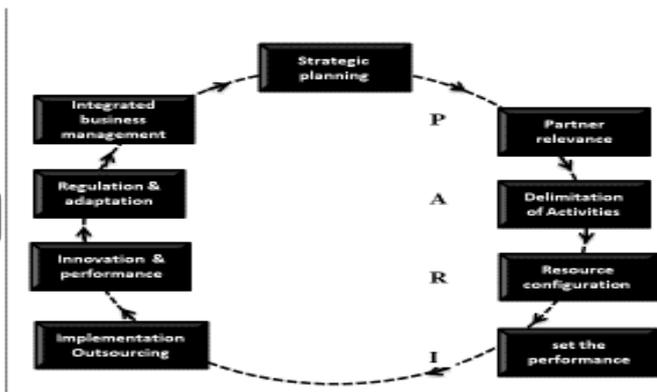


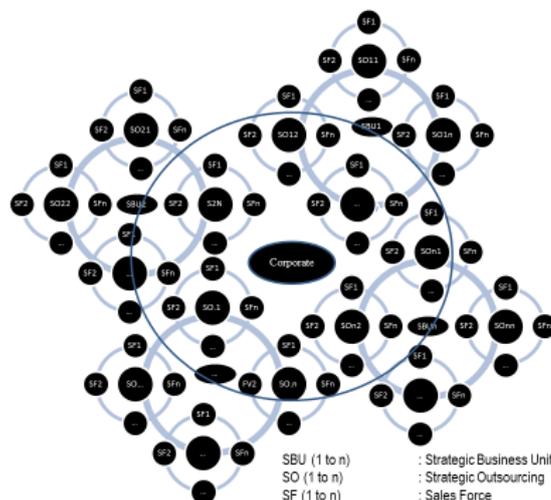
Figure 17: Strategic outsourcing process
 Source: Author

3.3.3. Deployment of the outsourcing strategy

In addition to the model of the outsourcing process, the convincing deployment of the PARI strategic model is based firstly on a model of the cyclical structure which is broken down, as shown in Figure 18 below, into a cyclical configuration at four levels (Corporate which represents the Top Management functions in charge of impact management (Why?), Strategic activity domain which represents the Middle Management functions in charge of the management of objectives (What?), Strategic outsourcing which represents the functions in responsible for achieving objectives (How?), Sales force which represents the work force (Who?))

This cycle form makes it possible to overcome the bureaucratic burden and promotes agility and collaboration between the stakeholders within these four levels and between them.

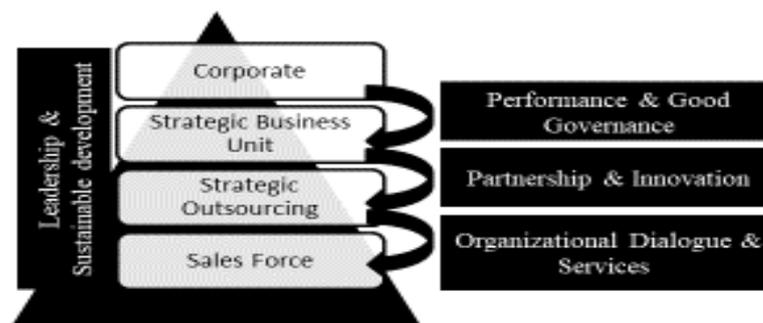
Figure 18: Circle structure model
 Source: Author



The animation of this structure is made possible by a style of management of sustainable organizations and is articulated, according to the model presented in figure 19 below, around four levers:

- Organizational dialogue and service to manage the social body, in particular external, as a sales force and this via a social pact reinforcing the CSR-RSO label of the organization,
- Partnership and innovation to manage relationships with service providers and the outsourcing process according to a frugal logic (do more and better with fewer resources),
- Performance monitoring and good governance to foster resilient strategic areas capable of consistently aligning with the optimal performance profile.
- Leadership and sustainability to demonstrate ambidexterity and ensure short-term operational effectiveness and long-term strategic excellence.

Figure 19: Management style model
Source: Author



3.3.4. Economic and financial models of innovative and sustainable outsourcing.

The economic model, illustrated by figure 20 below, which translates the PARI strategic outsourcing model, takes advantage of sustainable performance to advance the sales force level towards the strategic outsourcing level by allowing the human resources mobilized by the outsourced activities to move towards the decision-making level and to share the management system for outsourcing operations.

Sustainable performance advances the level of strategic outsourcing and the related contractual relationships at the level of strategic business areas and the sharing of governance through subsidiaries and companies that can be created by taking advantage of the maturity of outsourced activities. In addition, the evolution of the sales force towards positions of responsibility at the level of the outsourcing framework or towards more enriched positions, within the framework of professional mobility, can offer recruitment opportunities.

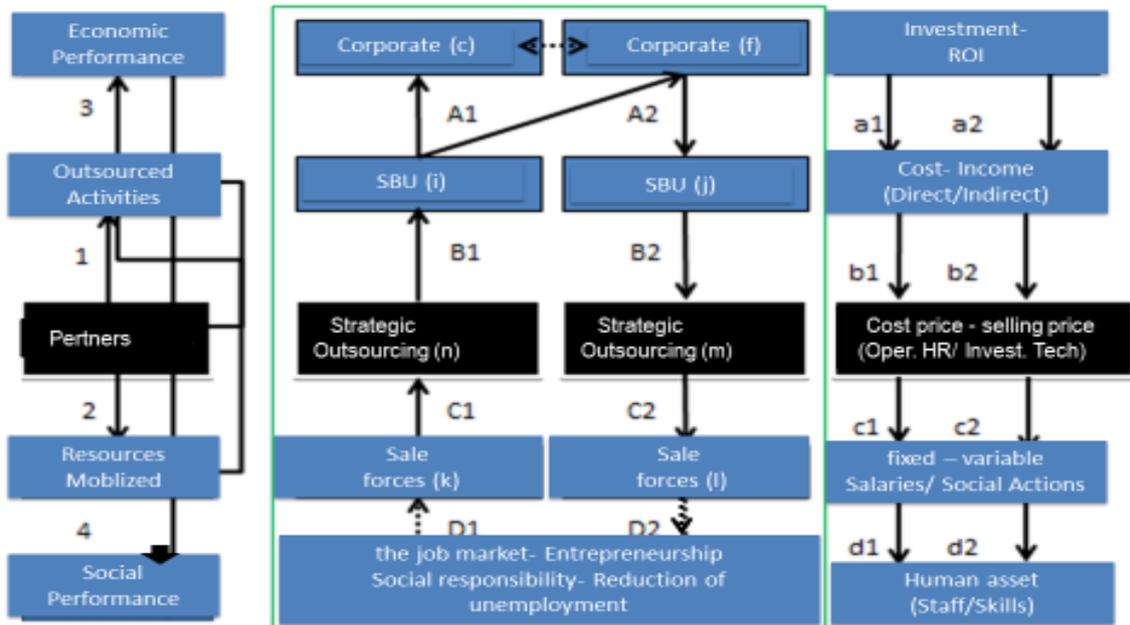


Figure 20: Economic model of outsourcing for innovation and sustainable development
 Source: Author

The strategic outsourcing system, supported by the economic and financial balances concerning expenditure and income at all levels and for all stakeholders, as shown in Figure 21 below, then augurs a system of development of the entrepreneurship and reducing unemployment. This represents the noble mission of public organizations and reinforces the role of the guarantor State to the detriment of the managing State.

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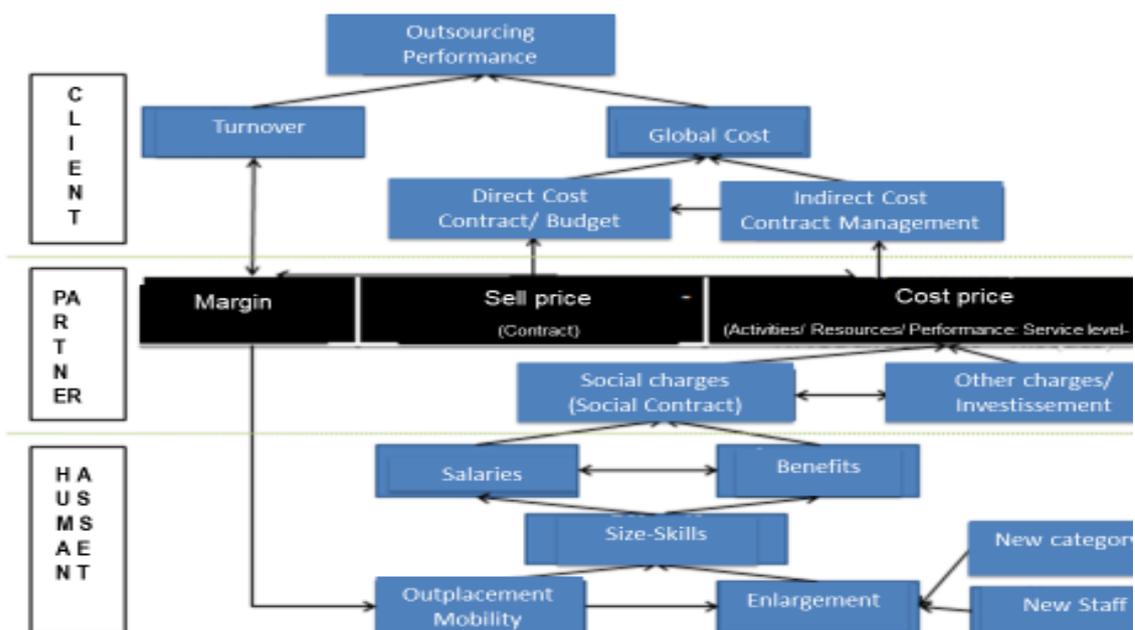


Figure 21: financial model of outsourcing for innovation and sustainable development
 Case of outsourcing with transfer of human assets
 Source: Author

Conclusion

This research has made it possible to explore new connections between concepts and theories in order to first understand the practices in force and then deduce stories that reinforce managerial doctrines. It was an opportunity to adopt a skeptical style that questions the theories in force by challenging them through factual knowledge deduced from the consultation of reality in a way that was intended to be holistic and heuristic. To do this, the methodological approach was based on both secondary and primary data and also on action research. The concern for the reliability of the knowledge deduced was constantly present to legitimize the conclusions of this research and allow, as the case method suggests, the sharing and transmission of the knowledge built through all the models revised or created.

This research was also an opportunity to feel the difficulties inherent in research in management sciences, in particular those claiming a constructivist posture, in particular (1) the evolution of the object of research and its environment, (2) the concern for exhaustiveness and relevance of the theories in relation to the problem, (3) the effort to abstract this complex reality and (4) the challenges of the efficient effectiveness of the research project.

The knowledge produced can provide a conceptual framework for innovative and sustainable strategic outsourcing certainly concerns the public sector, through the organizations studied, but can also be useful to the private sector. This may suggest further research to validate the replication of the findings of this research. This can be a lasting lever to animate hybrid ecosystems, bring the public sector closer to the private sector and promote the public-private partnerships that can be forged.

Partnership, innovation and development are, in fact, increasingly a common denominator of the aims and purposes of organizations, whether public or private.

The search for resilience, particularly in times of recession and crisis, calls for more openness towards partnerships where external growth can be at the service of endogenous growth, in particular through the mobilization of innovation resources and the sharing of performance. in the time.

To cope with an increasingly VUCA (volatile, uncertain, complex, ambiguous) environment, both public and private organizations need to open up to disruptive concepts and international standards, including the 17 Sustainable Development Goals of the UN, to give meaning to their action, unite around meaning all the stakeholders of their ecosystem and claim innovative and sustainable outsourcing.

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