# Skill structure and labor mobility in outsourcing industries

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## Abstract

In this paper, we investigate, by merging the Danish linked employer-employee database with a Danish offshoring survey, the difference in employment between offshoring and non-offshoring firms that are active in manufacturing industries and business services in Denmark. We measure the mean difference on a set of employment characteristics, i.e. employment growth, growth in high skilled employees, and growth in employees with a background in science and engineering, by using a partial propensity score matching approach. The findings of the analyses show that there are clear differences between Danish offshoring and non-offshoring firms in how the employee composition changes over time. These changes differ considerably between manufacturing industries and business services.

## INTRODUCTION

The interest in offshoring, and its closely related cousin outsourcing, has over the last couple of years gained increasing attention in both the business press and within the academic literature (Rasheed and Gilley, 2005; Maskell et al., 2007; Jensen and Pedersen, 2010; Bertrand, 2011). Offshoring decisions are regarded as of strategic importance for firms in order to (i) reduce costs of production and/or other efficiency gains to remain competitive, (ii) penetrate and strengthen the position in foreign markets, and (iii) to provide access to international pools of knowledge, often knowledge that is lacking in the home market. Traditionally, offshoring involved to relocation of routinized production activities and standardized services (Mudambi, 2007). However, in the last 10 to 15 years, a shift has occurred due to these activities are now known to move along a learning path leading the offshoring of more value added activities (Maskell et al., 2007). This is one of the reasons that might explain why we observe more frequently the offshoring of knowledge intensive activities, e.g. R&D.

These offshore activities can be studied from a various number of angles that are of interest for academics and politicians alike; however, one of the debated issues related to offshoring is the impact on domestic employment. Most studies that investigate the impact of firms’ offshore outsourcing on the macro effects employment composition of home country industries are inspired by the pioneering work of Feenstra and Hanson (1996). The point of departure in this study was to test whether offshore outsourcing could be considered as an alternative explanation in the increased relative demand for skilled labor, which negatively influences the wage level of low-skilled workers and thus creates more wage inequality in an economy. Up to that point the majority of politicians and academics were of the opinion that international trade hardly had any impact and that this effect was mainly attributed to the so-called skill-biased technological change (Berman et al. 1998). Feenstra and Hanson’s findings spurred a line of studies that investigate the impact of offshore outsourcing on the demand of low-skilled labor in other non-US countries by using a variety of methods (e.g., Egger et al., 2001; Falk and Koebel, 2002; Strauss-Kahn, 2004; Hijzen et al. 2005). The majority of these studies confirmed that offshore outsourcing contributes significantly to a relative increase in the demand of high-skilled labor.

In this paper, we follow the existing work on offshoring and the overall effect on domestic employment but move beyond the anecdotal evidence and the macro-economic perspective. Instead, we empirically investigate the micro-economic effects of offshoring on the change in domestic employment by making a comparison between offshoring and non-offshoring firms in Danish manufacturing and business services. In addition to only focusing on employment and the often-used low- and high- skill taxonomy we extend this investigation in two ways. First, when firms decide to offshore their activities it might occur that firms change not only the demand from low to high-skilled labor but also the demand for specific type of skills. Second, firms engaged in offshoring often go through different stages of offshoring, where the company learns from initial offshoring of simple production and subsequently offshore a larger share of their productions; including other production related activities, e.g. the offshoring of more value added activities like R&D (Maskell et al., 2007). Consequently, it can be expected that firms that offshore more value added activities experience a change in employment that is different compared to firms that offshore the more traditional production tasks. Therefore it is necessary to track changes in numbers of employees in more detail, rather than only looking at the aggregate wage bill.

To investigate these issues, we rely on an offshoring survey conducted by Statistics Denmark in 2007.[[1]](#footnote-1) This survey was part of a wider European project with the purpose to gather information on several aspects of international offshoring, e.g. target countries, kind of activities that has been offshored, motivation factors, impact, barriers and also the consequences for domestic employment during the period 2001-2006. The survey was distributed among all the firms with more than 50 employees (with a response rate of approximately 97 percent). In addition, the survey was supplemented with a sample of firms in the size category 20 - 50 employees. The benefits of using this survey over methods normally used are: (i) more accurate measure of offshoring, the existing studies create a proxy for outsourcing and offshoring by looking at imports and exports while international outsourcing and offshoring is a much rarer phenomenon than international procurement; (ii) the survey also provides insights on the offshoring activities, divided in different types of business functions, of small- and medium-sized enterprises.

This survey will be merged with the Danish Integrated Database for Labor Market Research (better known under its Danish acronym - IDA). IDA is a universal and longitudinal database that provides detailed information on *all* establishments and *all* individuals in Denmark in the period 1980 and onwards. Statistics Denmark identifies in which industry (NACE rev1.1) the establishments are active. Furthermore, due to the unique person and establishment identification number, it is possible to identify the human resource composition in each establishment, but also on the aggregated industry level. Because IDA provides detailed information on, amongst other things, education it is possible to proxy the level of skills, and the type of skills. Consequently, in addition to the strengths offered by the survey, another strength is that in contrary to the majority of the studies that exists, it is possible to investigate the change in employment on the firm level (a notable exception within international economics is Görg and Hanley (2005) who investigated the labor demand effects of international outsourcing on plant level data).

The research conducted in this paper will contribute to the literature in the following three ways. First, this study will try to find support in the increasing value added activities that are conducted in offshoring industries by identifying the relative skill distribution in a narrowly defined set of Danish industries. In addition, the paper will investigate whether there can be observed a change in the type of skills between offshoring and non-offshoring firms in the various industries. Finally, it will provide insights in how the employment changes depend on the type of business function that is being offshored.

In the next section, we provide more information on the offshoring phenomenon and how offshoring has moved from primarily production to other more valued added activities. Afterwards, we will discuss how offshoring has affected domestic employment and based on this existing work we will identify the major shortcomings and formulate the research questions that will be addressed in this paper. After this theoretical exercise, we will move towards the empirical analysis by presenting the method of analyzing the difference in employment growth, the data and the empirical results. The chapter will conclude with a discussion of the findings and suggestions for future research.

THEORY

### The Offshoring Phenomenon

Offshoring refers to *“the process by which companies undertake some activities at offshore locations instead of their countries of origin”* (Kumar et al., 2009: p. 642). The term offshoring can refer to two type of relocation activities, i.e.: (i) when a firm offshores activities to a firm’s own affiliate outside the home country, this is called internal of captive offshoring; and (ii) offshoring to an independent unaffiliated partner or supplier, which is referred to as offshore outsourcing (Kenney et al. 2009). In this paper we refer to offshoring as being any of these two activities. The offshoring phenomenon has been part of the corporate landscape for several decades (Lewin and Peeters, 2006; Jensen and Pedersen, 2010) and more than 30 year of research can be found on the topic (Maskell et al., 2007; Hätönen and Eriksson, 2009). Nevertheless, only recently the offshoring phenomenon has received increased attention in the public media and academic literature (Rasheed and Gilley, 2005; Maskell et al., 2007; Jensen and Pedersen, 2010; Bertrand, 2011). This increasing interest can be attributed to the increased fragmentation of production processes and the associated rise in offshoring activities as a result of technological changes, e.g. lowering of transportation costs and the advancements in communication technologies, economic and competitive pressures to reduce costs and improve productivity, and institutional developments that are in favor of trade liberalization (Olsen, 2006; Bertrand, 2011). With offshoring, firms attempt to use comparative advantage of offshore locations (e.g. low cost of production and/or labor, access to skilled labor and new markets) in combination with their own resources and competencies (McCann and Mudambi 2005; Mudambi, 2008). These benefits are then weighted against the costs that are associated with having a geographical dispersed production network. Since offshoring primarily involved production, often also the most routinized production activities, combined with the decreasing costs of logistics and the often low cost of production factors in the offshore location, these benefits generally outweigh the cost of offshoring.

Ever since firms started to engage in the relocation of firm activities, this primarily affected production and blue-collared jobs. Since the late 1990s a shift occurred where offshoring has been moving up the value chain, not only affecting production and standardized services, but also activities such as R&D; a process that was mainly driven by advancements in communication technology (Lewin and Peeters, 2006). Up to that point it was difficult to imagine that firms would be offshoring administrative and technical business functions, including information technology, call centers, engineering tasks and R&D activities to non-OECD nations (Kenney et al. 2009). Mudambi (2007) represented this move along the value chain in the so-called Smiley of Value Creation. This model, which is presented in Figure 1, shows the fragmented production process. Activities on the left, e.g. R&D and design, are supported by high levels of knowledge (R&D knowledge) and are for that reason considered being of high value. The same is true for the right-hand side of the model, i.e. marketing and branding side, which is what Mudambi refers to as marketing knowledge. In their traditional offshoring behavior, offshored the lower dimensions of the model, i.e. manufacturing and offerings of standard services, which are associated with low value added, and slowly move up on the curve by offshoring more marketing and/or R&D related tasks.

Figure 1: Smiley Value Chain

Marketing,   
Advertising,   
Specialized Logistics,   
After-Sales Service

Manufacturing,  
Standard Services

Value Added

Value Chain Disaggregation

*R&D*

*knowledge*

*Marketing*

*knowledge*

Basic and Applied R&D,  
 Design,  
 Commercialization

A case study conducted by Pyndt and Pedersen (2006) on a selection of Danish firms suggest that firms tend to follow the above-mentioned pattern of offshoring. Maskell et al. (2007) identified this move much more as a result of a learning process where firms started out with offshoring for cost reason but slowly moved into more differentiated offshoring strategies; including more innovation-based strategies (Kenney et al., 2009).

### Offshoring and Domestic Employment

The topic of offshoring is closely related to issues in relation to the demand of labor. Early offshoring activities were mainly motived by labor cost reduction but the access to talent in offshoring destination gained in importance as a motivation for offshoring (Florida, 1997). Nowadays, firms are actively engaged in getting access to pools of talent in countries like China, India, and Brazil (Couto et al., 2007; Lewin and Peeters, 2006; Manning et al., 2008); partly due to availability of cheap skilled labor in these countries and partly by the lack of trained personnel, in particular science and engineering graduates in the developed world (Manning et al. 2008).

Despite this changing offshoring pattern, there are hardly any studies on the firm level that have addressed the issue in how domestic employment changes as a result of offshoring, which take into account the type of business function being outsourced and in what industry the outsourcing firm is active; Teirlinck et al. (2010) address the issue of R&D outsourcing and R&D employment intensity. Even though, undisputedly, offshoring activities have a direct impact on the firms’ employment as a result of plant closures, plant relocations, or large reductions in operations (Gregori et al., 2008) and offshoring of more value added activities might lead to a relative decrease in the demand of this more high-skilled type of labor.

The job insecurity that is connected to offshoring has been, and still remains, a hot issue in the public debate (Kletzer, 2000). All the above does, however, not mean that the issue has been completely untouched; although relatively recent, studies on the effect of offshoring and outsourcing on domestic employment has resulted in a number of macro-based studies, which has mainly been the domain of international economics.

Research conducted by Feenstra and Hanson (1996) is considered to be the pioneering work on this topic. This study, which adopts a broad definition of outsourcing, investigates the role of both skill-biased technological change and outsourcing, being the two most heavily cited explanations, as factors that give reason for the relative decline in wages of low-skilled workers. Up to that point, the role of offshoring had hardly been investigated as most researchers and policy makers put emphasis on the impact of skill-biased technological change, i.e. the relative decrease in the demand of low-skilled labor is a result of investments in technology that can replace this type of labor, (see, e.g., Berman et al., 1994). Feenstra and Hanson, however, follow a comparative advantage perspective of outsourcing by stating that the import competition as a result of offshore outsourcing will result in a move of non-skilled activities abroad and a shift of employment towards skilled workers within industries. To investigate this issue they make use of the import data for all the US manufacturing industries from the NBER trade database for the period 1972-1994 in combination with disaggregated data on input purchases from the Census of Manufacturing to estimate the industry-by-industry outsourcing for the period 1972-1992.[[2]](#footnote-2) To make a distinction between low-skilled and skilled workers they took the non-production workers share of the industry wage bill to measure the relative demand for skilled labor. The result of their study was that skill-biased technological change played an important role in the wage gap between skilled and unskilled workers but approximately 15 percent of this gap could be explained by outsourcing (Feenstra and Hanson, 1999).

Following this pioneering work other studies have investigated the impact of offshoring on the employment structure in other non-US countries like Austria (Egger et al., 2001; Egger and Egger, 2003), Germany (Falk and Koebel, 2002; Geishecker, 2006), Sweden (Ekholm and Hakkala, 2008), France (Strauss-Kahn, 2004), Denmark (Munch and Skaksen, 2009), United Kingdom (Hijzen et al., 2005), Ireland (Görg and Hanley, 2005), and Japan (Head and Ries, 2002). Based on various types of methods, some more elaborate than others depending on the availability of data, and definitions, some follow a broad other more narrow definition, these studies all found a negative impact of offshoring on the low-skilled labor force.

These macro-based studies have, however, some major shortcoming. The first problem is their definition of offshoring and outsourcing. On their level of aggregation, there is hardly any data available that indisputably indicates offshoring; instead, they rely mainly on import and export data. Offshoring is, however, a more rare phenomenon than international trade. Second, the above-mentioned studies are based on country or industry aggregates and do not provide any insights in how offshoring firms perform in relation to non-offshoring firms. Finally, these studies all take the position where offshoring involves the relocation of low value added activities. Despite the fact that the majority of jobs that are offshored are low-skilled jobs, approximately two-thirds of all job losses (Munch and Skaksen, 2009), it disregards the effect of offshoring administrative and technical business functions.

For that reason, in this paper, we investigate the issue of change in domestic employment using three related research questions that are related to the effect of offshoring:

* First, how does the overall level of employment differ between Danish offshoring and non-offshoring firms, thereby focusing on the level of the firm but also making a distinction between manufacturing and business services?
* Second, how do offshoring and non-offshoring firms in Denmark differ in the change in high skilled workers, focusing on both the level of skills but also the types of skills?
* Third, is there a difference in the change in employment between firms whose offshoring includes administrative and technical business functions compared to firms that offshore other business functions?

## METHOD

The purpose of this study is to compare how offshoring firms differ in the growth of (high-skilled) employment compared to non-offshoring firms. A problem that arises when taking these firms at face value is that some firms, based on their characteristics, are more likely to (not) engage in offshoring than others (e.g., based on size and industry characteristics). Approaches that can address this issue are the so-called matching estimators. In essence, with this quasi-experimental approach it is possible to test what a so-called treated firm, which in this case is the firm that offshored business functions, with a given set of characteristics had done if it had not received treatment. Thus, in order to evaluate how offshoring firms differ from non-offshoring firms, it is important that for each offshoring firm a match is found among the subsample of non-offshoring firms. This treatment effect is defined by the following equation:

 (1)

The variable is the outcome variable, which in the analysis is the change in number of (high-skilled) employees. The stands for the status where: is the treatment group and is the group of untreated firms. The variable is the potential outcome that would have been realized if the treatment group ( had not been treated. However, this counterfactual situation, i.e. , cannot be observed and needs to be estimated. To do so, this potential outcome for the treated firm is constructed from the control group of firms that did not engage in offshoring Consequently, the assumption that follows is the following:

 (2)

This equation states that, on the condition that there are no systematic differences, the untreated firms can be used to estimate the counterfactual outcome of the firms that were engaged in offshoring. By combining Equation 1 and Equation 2, the treatment effect can be estimated as follows:

 (3)

There is a choice between several matching approaches. In this study we will incorporate a partial propensity score matching method. It is a partial propensity score matching method because we use a combination of covariate matching and propensity score matching. The first-mentioned matching technique matches treated and untreated firms based on a set of covariates on which they have to be similar. A problem of this approach is the so-called curse of dimensionality (Caliendo and Kopeinig, 2008), which occurs because conditioning on all relevant covariates (the various ’s in Equation 3) is limited when the number of covariates is high; propensity score matching can solve this problem (Rosenbaum and Rubin, 1983) and this is the reason why we combine both matching methods. With this matching procedure we start by estimating, by using a logit model, the propensity that a firm engages in offshoring based on a set of covariates that can explain a firm’s decision to offshore. This propensity score is then used as a matching criterion. In our partial propensity score matching approach we take the point of departure in the propensity score but include two additional covariate-matching criteria that should be met, i.e. the firms should be active in the same industry class and the firms should be in the same size category. Thus, after we calculate the propensity scores and matched the treated and untreated firms on industry and size class, we will conduct a caliper matching approach.[[3]](#footnote-3) In this approach, we impose a tolerance level on the maximum propensity score distance, which we set at 5 percent point. All matches in this range will be included in the analysis.[[4]](#footnote-4)

As a result of this matching procedure, those firms that are so unique that they cannot be matched with another firm will be removed from the sample. To illustrate the latter, Denmark has several national champions; large multinational companies that are active within a specific industry (e.g., Danfoss, Grundfos, Lego, Vestas, Novo Nordisk). It is, within the Danish context, hardly impossible to find a firm that matches any of these champions’ characteristics and who at the same time did not engage in offshoring; similarly, some firms have such a low propensity to outsource that it is impossible to match it with a firm that has a similar low propensity score but is engaged in offshoring. For this reason, it is likely that these national champions, and those firms with a very low propensity score, will be excluded from the matched sample.[[5]](#footnote-5)

A limitation of this matching approach is that it is only possible to select on observable covariates. Consequently, one assumes that there are no unobserved characteristics that explain whether a firm is engaged in offshoring. Despite the fact that it is impossible to observe all the determinants, we maintain the assumption that we observe all the important determinants of offshoring.

## DATA AND SAMPLE

To investigate the issue at hand we will investigate the change in employee composition in Danish manufacturing and business services. As indicated by Jensen and Pedersen (2010, pp.9), “*[t]he Danish economy is closely tied to the international economy and is thus subject to global economic flows and trends, including offshoring trends.”* The sample that will be used for the analysis is taken from a Danish survey on offshoring of business functions, which was conducted in 2007 and that was part of a wider European-based project. This project investigated different aspects of offshoring, e.g. target countries, kind of business activities the firm has offshored, motivation factors, impact, barriers and the consequences for domestic employment, in the period 2001-2006 in 13 EU Member States and EEA countries.[[6]](#footnote-6) The survey was distributed among all Danish firms with more than 50 employees (with a response rate of approximately 97 percent). In addition, the survey was supplemented with a sample of firms in the size category 20-49. The total number of observations in the Danish offshoring survey is 4,161.

This survey provides a number of advantages over ways in which other studies have investigated this issue. First, this survey presents the possibility to identify firms that are actually engaged in offshoring; earlier studies provide proxies of both offshoring and outsourcing by defining it in terms of procurement activities, e.g. imported inputs, parts and components purchased abroad, etc. (Horgos, 2009). As mentioned by Gilley and Rasheed (2000), offshoring and outsourcing cannot be defined as simply a purchasing decision because all firms have some procurement element in their operations while offshoring and outsourcing are less common activities. In this survey offshoring is defined as *“the total or partial movement of business functions (core or support business functions) performed in-house or domestically outsourced by the resident enterprise to either non-affiliated (external suppliers) or affiliated enterprises located abroad”* (Statistics Denmark, 2008: p. 13).[[7]](#footnote-7)

A second advantage of this survey is that it offers a broader perspective regarding offshoring. Many studies on offshoring focus on anecdotal evidence on strategies conducted by large firms. Nevertheless, globalization pressures and offshoring are not only present within large firms and are also part of the competitive landscape of small and medium sized companies. This survey includes small and medium sized firms, i.e. firms that in 2007 had at least 20 employees.

A final strength of the offshoring survey is the possibility to merge it with the Danish Integrated Database for Labor Market Research (better known under its Danish acronym - IDA). IDA is a longitudinal and universal linked employer- employee dataset constructed from government registers and maintained by Statistics Denmark; see Timmermans (2010) for a thorough description of this database and its use. The database contains detailed information on all individuals and all establishments in Denmark from 1980 onwards. The longitudinal character enables us to identify changes in employment structures and labor mobility flow by comparing employer-employee relationship in consecutive Novembers. A change in this relationship would indicate a change in the employment composition. The employee characteristic that has our main interest is their education background (based on a detailed eight-digit education class), both on higher and lower education and the type of background, in particular science and engineering, and social sciences and administration.

All the firms in the survey can be merged with IDA but before starting the analysis we set a number of criteria for the firms that are selected for our final sample. First, we will only select those firms that are active in manufacturing industries (NACE 15-37) and business services (NACE 72-74), which narrows the sample down to 2,631 observations. Furthermore, we are interested in the change in employment structure thus we select two years in which this change occurs. Ideally one would like to evaluate the change in skill composition just before and shortly after offshoring has taken place; however, the survey does not allow for such an analysis since it asks about the outsourcing activities in the period 2001-2006. For this reason, we select those firms that were present in the years between 2000 and 2007 and analyze the change between these two years. In the survey, there are 2,098 firms in the survey that fulfill both criteria.

### Treatment Variables

The treatment variable is a dummy variable that has the value 1 whenever the firm in the sample is indicates that it was engaged in offshoring in the period 2001-2006 (OFFSHORE=1); otherwise the dummy variable has the value 0 (OFFSHORE=0). A firm is considered active in offshoring when it has offshored one or more of the following business functions: (i) core business functions; (ii) distribution and logistics; (iii) marketing, sales, and after sales services; (iv) ICT services; (v) administrative and management functions; (vi) engineering and related technical services; (vii) research and development; (viii) facility management services; and (ix) other functions. In total, 440 firms answer that they have offshored one or more business activities during the period 2001-2006.

Table 1: Offshored functions of firms in the full sample

|  |  |  |  |
| --- | --- | --- | --- |
| **Offshored functions** | **Offshoring (n=440)** | | |
| *#* | *%* | *% of offshoring firms* |
| Core business functions\* | 268 | *12.77* | *60.90* |
| Distribution and logistics | 78 | *3.72* | *17.73* |
| Marketing, sales, and after sales services | 69 | *3.29* | *15.68* |
| ICT services | 83 | *3.96* | *18.86* |
| Administrative and management functions | 47 | *2.24* | *10.68* |
| Engineering and related technical services | 105 | *5.00* | *23.86* |
| Research and development | 74 | *3.53* | *16.82* |
| Facility management services | 3 | *0.14* | *0.68* |
| Other functions | 34 | *1.62* | *7.73* |

\* Statistics Denmark (2008: p.13) states that core business functions include the production of final goods or services intended for the market/for third parties carried out by the enterprise and yielding income. The core business function equals in most cases the primary activity of the enterprise. It may also include other (secondary) activities if the enterprise considers these to comprise part of their core functions.

Table 1 presents the distribution of the different types of functions that have been offshored. The majority of offshoring firms offshore only one business function (i.e. 265 firms), primarily the core business functions (i.e. 155 firms). The remaining 175 firms offshore a combination of business functions in the period 2001-2006.**[[8]](#footnote-8)**

### Control Variables

The control variables are those observable characteristics of the firm that can be considered as important determinants of offshoring. Whenever possible, these variables are measured at the beginning of the period, i.e. all at the start of 2001. Due to the longitudinal nature of the IDA, it is possible to obtain various firm characteristics from 2000, which is the year prior to the observation period 2001-2006.**[[9]](#footnote-9)** It is crucial to include only variables that have a significant impact on the likelihood to offshore. Some variables are known to determine the likelihood of offshoring, e.g. industry and size.

For industry classes we applied a relative narrow industry definition based on the NACE (rev 1.1.) industry classification; i.e. manufacturing of food beverages and tobacco; manufacturing of textiles and leather; manufacturing of wood and paper products; publishing, printing and reproduction of recorded media; manufacturing of chemical products; manufacturing of plastics; manufacturing of other non-metallic mineral products; manufacturing of basic metals and fabricated metal products; manufacturing of machinery and equipment; manufacturing of electrical and optical equipment, manufacturing of transport equipment; manufacturing of furniture and other manufacturing; computer and related activities; research and development; business consultancy; technical consultancy; and other business services. As a measure of size, we identified the size of each firm in the sample in 2000. To control for the skewness in size we take the natural log.

Table 2: Industries and size category distribution

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Industry** | **Total *(n=2,058)*** | | **Offshoring (n=440)** | | |
| *#* | *%* | *#*  *6*  *24*  *22*  *32* | *%*  *215*  *23*  *77* | *% of industry*  *7.90*  *10.21*  *20.94*  *28.89* |
| Manu. of food, beverages and tobacco | 158 | *7.53* | 25 | *5.68* | *15.82* |
| Manu. of textiles and leather | 47 | *2.24* | 23 | *5.23* | *48.94* |
| Manu. of wood and paper products, | 107 | *5.10* | 12 | *2.73* | *11.21* |
| Publishing, printing and reproduction of recorded media | 107 | *5.10* | 11 | *2.50* | *10.28* |
| Manu. of chemicals products | 63 | *3.00* | 15 | *3.41* | *23.81* |
| Manu. of plastics | 102 | *4.86* | 19 | *4.32* | *18.63* |
| Manu. of other non-metallic mineral products | 74 | *3.53* | 8 | *1.82* | *10.81* |
| Manu. of basic metals and fabricated metal products | 283 | *13.49* | 47 | *10.68* | *16.61* |
| Manu. of machinery and equipment | 303 | *14.44* | 87 | *19.77* | *28.71* |
| Manu. of electrical and optical equipment | 154 | *7.34* | 64 | *14.55* | *41.56* |
| Manu. of transport equipment | 47 | *2.24* | 15 | *3.41* | *31.91* |
| Manu. of furniture, manufacturing n.e.c. | 109 | *5.20* | 24 | *5.45* | *22.02* |
| Computer and related activities | 126 | *6.01* | 45 | *10.23* | *35.71* |
| Research and development | 24 | *1.14* | 7 | *1.59* | *29.17* |
| Business consultancy | 128 | *6.10* | 5 | *1.14* | *3.91* |
| Technical consultancy | 124 | *5.91* | 23 | *5.23* | *18.55* |
| Other Business Services | 142 | *6.77* | 10 | *2.27* | *7.04* |
| **Employee size categories**  < | *#* | *%* | *#*  *6*  *24*  *22*  *32* | *%*  *215*  *23*  *77* | *% of industry*  *7.90*  *10.21*  *20.94*  *28.89* |
| < 20 employees\* | 79 | *3.77* | 16 | *3.64* | *20.25* |
| 20-50 employees  50 | 668 | *31.81* | 95 | *21.59* | *14.22* |
| 51-100 employees | 565 | *26.93* | 100 | *22.73* | *22.73* |
| 101-250 employees | 479 | *22.83* | 120 | *27.27* | *25.05* |
| 251-500 employees | 173 | *8.25* | 50 | *11.36* | *28.90* |
| > 500 employees | 134 | *6.39* | 59 | *13.41* | *44.03* |

\*The survey implemented the size criteria for firms in 2007; consequently, in the year 2000 some firms were smaller than the minimum requirement of 20 employees. In the partial propensity score matching method this category will be merged with 20-50 employees.

Table 2 presents how these firms are distributed based on the above-mentioned industry classification. In total 440 firms were engaged in offshoring during the period 2001-2006. There are clear differences based on industry and size on whether firms offshore. Offshoring appears to be a strategy primarily conducted by firms in manufacturing industries; however, some industries (e.g. manufacturing of textiles and leather, manufacturing of electrical and optical equipment, manufacturing of transport equipment, and computer and related activities) are more engaged in these activities than others (e.g. publishing and printing and business consultancy). As expected, there is a clear size effect where large firms tend to be more active in outsourcing compared to smaller firms.

Other potential variables in the specification are relatively unknown. For that reason we rely on the statistical significance of a set of variable, both demographic characteristics and financial indicators, to find other variables that have an effect on the likelihood to offshore. This approach is common within propensity score matching when the specifications are unknown (Caleindo and Kopeinig, 2008). In this case, we started with a parsimonious model including the size and industry variables and then test by iteratively adding variables into the specification. In this way, we can identify what other variables have a significant impact on the likelihood that a firm is engaged in offshoring; in the process, we also take into account the improvement in model fit statistics.

In addition to total size in employees (LN\_EMPL2000), we tested other employee characteristics, e.g. the number of highly educated workers (LN\_HEEMPL2000), the number of employees with a foreign citizenship (LN\_FOREIGN2000), and various age variables of the employees (i.e. MEAN\_AGE2000, STD\_AGE2000, and Q3\_AGE2000). The number of employees with a foreign citizenship did not have any effect while the number of highly educated employees turned out to have a positive impact on the likelihood to offshore. However, this effect disappeared when we added the age characteristics, in particular the standard deviation in age (STD\_AGE2000). Since adding this age variable improved the model considerably we kept this standard deviation variable to calculate the propensity scores. The average age did not have any significant effect while the higher the third quartile (Q3\_AGE2000) the lower the likelihood to engage in offshoring, although this effect disappears by adding STD\_AGE2000. It can be assumed that the significant negative impact of a higher standard deviation of age is strongly dependent on a deviation towards the older ages.

We have the opportunity to include various financial information of the firm. The measures that had our main interest were exports, value added, turnover and wage cost. Exports (LN\_EXPORT2000) was included since it indicates to which extend the firms is engaged in international trade where we assume that a firm with high level of exports is more likely to engage in offshoring. Value added (LN\_VALUEADDED2000) and turnover (LN\_TURNOVER2000) indicate an overall performance measure of the firm, which might affect the likelihood to offshore, either positively or negatively depending on the motives of offshoring. Wage costs (LN\_WAGECOST2000) provide information on the firm’s total expenses in wages and pension. It can be expected that high wage costs might have a positive impact on the likelihood to engage in offshoring. When including these variables in the model only two variables turn out to have a significant effect on the likelihood to offshore. First, there is the export variable. Firms with a high level of exports have a higher likelihood to engage in offshoring. On the other hand, value added has a negative impact on the likelihood to engage in offshoring. Other financial indicators, e.g. growth indicators of the above-mentioned variables in the period 1999-2000, did not have any significant effect.

Finally, we tested to impact on whether the firm is located in the Capital Region of Denmark (CPH=1) or in another region. (CPH=0) Our argument for including this control variable is that firms in the Capital Region are known to have a more international profile compared to firms in any of the other four regions, i.e. Region Sealand, Region of Southern Denmark, Central Denmark Region, and North Denmark Region.

### Outcome Variables

In this study, we want to investigate how offshoring affects a number of firm employment characteristics. First, we will measure the difference in growth in the overall employment (EMPL\_GROWTH) between offshoring and non-offshoring firms. To calculate this growth we identify the number of employees in 2000 (LN\_EMPL2000) and subtract this from the number of employees in 2007 (LN\_EMPL2007) to get the change in number of employees (on a logarithmic scale) between these two years.

Furthermore, we investigate the growth in high and low skilled employees. Previous studies that investigate the impact of offshoring on the skill composition have, in line with Berman et al. 1994 and Slaughter 2000, defined high and low skilled employees in terms of production and non-production workers. We will not make a distinction between production and non-production workers but take the education level of employees, which has been identified as a better method to proxy the level of skills within a firm (Anderson et al. 2001). Thus, we will investigate the change in respectively employees with a high education (HE\_GROWTH), employees with a medium-level education (ME\_GROWTH), and employees with a low-level of education (LE\_GROWTH). Highly educated employees are all the employees with a university or polytechnic degree. Employees with a medium-level education are those with a certificate from the dual vocational training system. The remaining employees are classified as being low educated.

Finally, in addition to the effect of offshoring on the change of employment between high, medium and low level of education, we also test the difference in growth on specific high educational backgrounds. Only making a distinction between high-, medium- and low-level of education only accounts for part of the story. Since our interest is also to see how difference in growth in specific types of skills, we make a distinction between people with a high-level education degree in science and engineering (S&E\_GROWTH), and social sciences and administration (ADM\_GROWTH).[[10]](#footnote-10)

## EMPERICAL RESULTS

To estimate the propensity scores we included all the control variables in a logit model with the dependent variable OFFSHORE, i.e. whether the firm was engaged in offshoring in the period 2001-2006. Table 3 presents some descriptive statistics on the full sample comparing offshoring and non-offshoring firms on their mean differences. The firms in the two sub-samples differ significantly on the variables that we will be used to calculate the propensity scores. Regarding employment in offshoring and non-offshoring firms there are clear differences between these firms. First, the average growth in the number of employees is significantly different between offshoring and non-offshoring firms. Non-offshoring firms grow more compared to offshoring firms. The growth in both employees with low and high educational background is higher in non-offshoring firms (for offshoring firms there is a decline in low educated employees); nevertheless, there are no significant differences between the two sub samples. The growth in employees with a medium-level education differ is significantly higher in non-offshoring firms. When looking at the differences between offshoring and non-offshoring firms in the growth in employees with an academic background in science and engineering and social science and administration. Furthermore, Table 3 shows that there is no significant difference between these two types of firms on science and engineering but offshoring firms have a significant higher growth in employees with a social science and administration background.

Table 3: Descriptive Statistics (full sample)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Variable** | Offshoring=1 | N1=433 |  | Offshoring=0 | N0=1,634 |  | p-value of two tailed t-test on mean difference |
| *Mean* | *Std.dev.* |  | *Mean* | *Std.dev.* |  |
| Ln\_empl2000 | 4.704 | 1.263 |  | 4.030 | 1.018 |  | 0.000 |
| Std\_age2000 | 10.471 | 1.785 |  | 11.118 | 2.149 |  | 0.000 |
| Ln\_export2000 | 15.313 | 6.163 |  | 11.277 | 7.597 |  | 0.000 |
| Ln\_value\_added2000 | 17.488 | 1.847 |  | 16.884 | 1.451 |  | 0.000 |
| Cph | 0.333 | 0.472 |  | 0.282 | 0.450 |  | 0.040 |
| Propensity Score | 0.244 | 0.189 |  | 0.174 | 0.141 |  | 0.000 |
| Empl\_growth | 0.013 | 0.639 |  | 0.121 | 0.753 |  | 0.006 |
| He\_growth | 0.258 | 0.654 |  | 0.272 | 0.693 |  | 0.719 |
| Me\_growth | -0.033 | 0.678 |  | 0.094 | 0.730 |  | 0.001 |
| Le\_growth | -0.049 | 0.741 |  | 0.085 | 0.801 |  | 0.468 |
| S&E\_growth | 0.174 | 0.655 |  | 0.173 | 0.655 |  | 0.987 |
| Adm\_growth | 0.302 | 0.613 |  | 0.201 | 0.612 |  | 0.002 |

Note: the total number of observations and the number of offshoring firms has decreased due to missing observations in the financial data, i.e. export and value added.

The above-mentioned mean differences are based on the entire sample. To start the matching procedure, and to create the propensity score of which the descriptive statistics are shown in the previous table, we will run a logit model on the control variables that were described earlier. Table 4 shows the results of this exercise. The propensity scores for offshoring firms are significantly higher compared to non-offshoring firms (see Table 3).

Table 4: Logit model on the offshoring dummy

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Variable** | *Coefficient* | | *Std.err.* | *Odds* | *Marginal effect* |
| Intercept | -0.154 |  | 0.763 |  |  |
| Ln\_empl2000 | 0.635 | \*\*\* | 0.075 | 1.887 | 0.502 |
| Std\_age2000 | -0.238 | \*\*\* | 0.037 | 0.788 | -0.188 |
| Other Business Services | -1.127 | \*\*\* | 0.343 | 0.474 | -0.891 |
| Technical consultancy | 0.012 |  | 0.252 | 1.481 | 0.009 |
| Business consultancy | -1.940 | \*\*\* | 0.484 | 0.210 | -1.534 |
| Research and development | -0.265 |  | 0.579 | 1.124 | -0.209 |
| Computer and related activities | 0.271 |  | 0.234 | 1.920 | 0.214 |
| Manu. of furniture, manufacturing n.e.c. | 0.523 | \*\* | 0.249 | 2.470 | 0.414 |
| Manu. of transport equipment | 0.785 | \*\* | 0.328 | 3.209 | 0.620 |
| Manu. of electrical and optical equipment | 1.049 | \*\*\* | 0.185 | 4.181 | 0.830 |
| Manu. of machinery and equipment | 0.668 | \*\*\* | 0.157 | 2.854 | 0.528 |
| Manu. of basic metals and fabricated metal products | 0.162 |  | 0.179 | 1.721 | 0.128 |
| Manu. of other non-metallic mineral products | -0.503 |  | 0.378 | 0.885 | -0.398 |
| Manu. of plastics | 0.030 |  | 0.262 | 1.509 | 0.024 |
| Manu. of chemicals products | -0.233 |  | 0.322 | 1.160 | -0.184 |
| Publishing, printing and reproduction of recorded media | -0.389 |  | 0.325 | 0.992 | -0.308 |
| Manu. of wood and paper products, | -0.443 |  | 0.311 | 0.940 | -0.351 |
| Manu. of textiles and leather | 1.782 | \*\*\* | 0.308 | 8.700 | 1.409 |
| Manu. of food, beverages and tobacco | *---Benchmark---* | | | | |
| Ln\_export2000 | 0.035 | \*\*\* | 0.011 | 1.036 | 0.028 |
| Ln\_value\_added2000 | -0.113 | \*\* | 0.048 | 0.893 | -0.090 |
| Capital Region of Denmark | 0.193 | \*\*\* | 0.073 | 1.472 | 0.153 |
| *N* | 2,067 | | | | |
| *Offshoring firms* | 433 | | | | |
| *Likelihood ratio* | 343.857 | | | | |
| *Adjusted R2* | 23.88 | | | | |

\*\*\* significant at the 1% level, \*\* significant at the 5% level, \* significant at the 10% level

As mentioned earlier, we employ a partial propensity score matching method where we combine covariate matching, by matching on industries and size category, with propensity score matching. The matching approach is a so-called caliper matching where we employ a tolerance level of plus and minus 5 percent points. By following this approach we have a matched sample of 367 treated and 1,399 untreated firms. In Figure 2 and Figure 3, we present the distribution of propensity scores for both the full and the matched sample. It shows that the virtually all the low propensity scores in both offshoring (dark grey) and non offshoring firms (light grey) remain in the matched sample while the high propensity score measures, i.e. higher then 0.75 and which to a high degree will include the earlier-mentioned national champions, are removed from the matched sample

Figure 2: Propensity score distribution (full sample)

Figure 3: Propensity score distribution (matched sample)

After matching, we observe some differences in the various employment figures compared to the full sample (see Table 5). Total growth in employment remains significantly positive for non-offshoring firms. Growth in the number of employees with an academic or polytechnic education was higher in non-offshoring firms but the difference remains not significant. Non-offshoring firms have a significant increase of employees with a medium and low level of education, for offshoring firms the number of firms with these two educational background decreases. Despite the slightly stronger increase in employees with an academic background in science and engineering in non-offshoring firms, the increase remains not significant while the offshoring firms experience a significant stronger increase (on the 10 percent level of significance) in employees with an academic background in social sciences and administration.

Table 5: Mean difference in domestic employment change between offshoring and non-offshoring firms (matched sample)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Variable** | Offshoring=1 | N1=367 |  | Offshoring=0 | N0=1,399 |  | p-value of two tailed t-test on mean difference |
| *Mean* | *Std.dev.* |  | *Mean* | *Std. dev.* |  |
| Empl\_growth | 0.026 | 0.631 |  | 0.172 | 0.685 |  | 0.000 |
| He\_growth | 0.259 | 0.675 |  | 0.301 | 0.660 |  | 0.277 |
| Me\_growth | -0.017 | -0.086 |  | 0.140 | 0.104 |  | 0.000 |
| Le\_growth | -0.024 | 0.695 |  | 0.139 | 0.732 |  | 0.000 |
| S&E\_growth | 0.171 | 0.662 |  | 0.180 | 0.641 |  | 0.797 |
| Adm\_growth | 0.285 | 0.616 |  | 0.222 | 0.580 |  | 0.068 |

However, the results presented in Table 5 are based on the entire match sample. There might be some industry differences in the change in employment. For that reason, we look at the mean difference amongst firms in manufacturing (NACE 15-39) and business service (NACE 72-74). In Table 6 we present the matched sample of firms that are active in manufacturing industries. In this manufacturing subsample there are 303 treated and 1,066 untreated firms. The results are very similar to results of the overall analysis. Non-offshoring firms in manufacturing experience significant higher growth in the number of employees compared to offshoring firms. There is no significant difference in the growth of employees with a higher education; however, the growth is slightly higher in offshoring firms, which is different compared to the full sample. The growth in employees with a low and medium level of education is significantly higher in non-offshoring firms. Non-offshoring firms experience a lower growth in employees with both science and engineering and social science and administration academic background but only the latter is significantly different.

Table 6: Mean difference in domestic employment change between offshoring and non-offshoring firms in manufacturing (matched sample)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Variable** | Offshoring =1 | N1=303 |  | Offshoring =0 | N0=1,066 |  | p-value of two tailed t-test on mean difference | |
| *Mean* | *Std.dev.* |  | *Mean* | *Std. dev.* |  |
| Empl\_growth | 0.013 | 0.588 |  | 0.127 | 0.598 |  | 0.003 | |
| He\_growth | 0.264 | 0.632 |  | 0.247 | 0.598 |  | 0.677 | |
| Me\_growth | 0.008 | 0.575 |  | 0.112 | 0.584 |  | 0.002 | |
| Le\_growth | -0.037 | 0.684 |  | 0.119 | 0.639 |  | 0.000 | |
| S&E\_growth | 0.150 | 0.081 |  | 0.123 | 0.090 |  | 0.448 | |
| Adm\_growth | 0.302 | 0.578 |  | 0.182 | 0.533 |  | 0.001 | |
|  | | | | | | | |

Table 7 shows the mean differences between offshoring and non-offshoring firms in business services, which contains 63 treated and 333 untreated firms. Interestingly, the significance disappears for the majority of the employment growth variables. Nevertheless, non-offshoring firms experience a significant growth in the total number of employees compared to the offshoring firms. The other rather unexpected finding is that non-offshoring firms experience a significant stronger increase in the number of employees with an academic and polytechnic background.

Table 7: Mean differences in domestic employment change between offshoring and non-offshoring firms in business services (matched sample)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Variable** | Offshoring=1 | N1=63 |  | Offshoring =0 | N0=333 |  | p-value of two tailed t-test on mean difference |
| *Mean* | *Std.dev.* |  | *Mean* | *Std. dev.* |  |
| Empl\_growth | 0.087 | -0.115 |  | 0.314 | 0.893 |  | 0.061 |
| He\_growth | 0.023 | 0.086 |  | 0.471 | 0.806 |  | 0.032 |
| Me\_growth | -0.058 | 1.014 |  | 0.227 | 0.899 |  | 0.238 |
| Le\_growth | 0.040 | 0.749 |  | 0.204 | 0.970 |  | 0.200 |
| S&E\_growth | 0.269 | 0.879 |  | 0.357 | 0.866 |  | 0.414 |
| Adm\_growth | 0.202 | 0.771 |  | 0.351 | 0.696 |  | 0.123 |

The last table, Table 8, presents the mean differences in employment growth between firms that offshore administrative and technical business functions (ATBF=1) and other offshoring firms.[[11]](#footnote-11) There is no significant difference between the growth-rates in overall employment. However, firms that offshore administrative and technical business functions have a significant lower growth in the number of highly educated employees. The have also a significant lower growth rate, which is on average decreasing, in the number of employees with a medium level of education (although significant on the 10 percent level of significance). Despite the fact that the average increase in the number of employees with a science and engineering degree is higher in those firms that do offshore technical administrative business functions, the mean differences is not statistical significant. Finally, firms that offshore administrative and technical business functions have a significant lower increase in employees with a social science or administration degree.

Table 8: Mean differences in domestic employment change between firms that offshore administrative and technical business functions (ATBF) and other offshoring firms.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Variable** | ATBF=1 | N1=135 |  | ATBF =0 | N0=232 |  | p-value of two tailed t-test on mean difference |
| *Mean* | *Std.dev.* |  | *Mean* | *Std.dev.* |  |
| Empl\_growth | -0.031 | 0.709 |  | 0.059 | 0.581 |  | 0.187 |
| He\_growth | 0.1267 | 0.800 |  | 0.335 | 0.579 |  | 0.004 |
| Me\_growth | -0.094 | 0797 |  | 0.028 | 0.583 |  | 0.095 |
| Le\_growth | -0.077 | 0.697 |  | 0.007 | 0.694 |  | 0.264 |
| S&E\_growth | 0.110 | 0.775 |  | 0.206 | 0.282 |  | 0.177 |
| Adm\_growth | 0.159 | 0.703 |  | 0.358 | 0.547 |  | 0.003 |

**CONCLUSION**

This paper has made an attempt to contribute to the offshoring literature by moving beyond the existing anecdotal and macro-economic evidence and providing micro-economic evidence on the role of offshoring on changes in employment. By making use of a Danish offshoring survey in combination with the Danish register data, our study provides strong evidence that the effect of offshoring on employment cannot be taken at face value but has to be considered in the light of the type of industry that and the type of activity that is being outsourced. To analyze the difference in growth rates we use a partial propensity score method where we identify multiple firms that can act as a for the offshoring firm, which basically means that firms that are unique in such a way that there is no non-offshoring counterpart will be removed from the analysis.

As expected, we found that the offshoring firms experience lower growth in the number of employees compared to non-offshoring firms. In addition, they experience a lower growth in the number of employees with a medium and low level of education, von average there is even a decrease. This picture changes, however, when taking into account the type of industry, i.e. manufacturing industries vs. business services, and when considering the type of activities being offshored. Manufacturing industries follow roughly the same overall pattern. The change in employment of business services presents a different picture. It appears from the analysis that non-offshoring firms have a higher increase in the number of employees with a higher education. This can be explained by. Manufacturing firms are mainly involved in the offshoring of their core-activities while business services to a higher extend offshore other supportive business functions, i.e. sales and marketing, IT, administration and management functions, technical and engineering functions, and research and development. When looking at in particular at the offshoring of administrative and technical business functions it shows that this has a stronger impact on the change in employees with a higher education background in a way that those firms that offshore experience a lower growth in the number of employees. Especially the growth in employees with a background in social sciences and administration; there is also a lower average growth in employees with a science and engineering background but there is no significant difference between the two subsamples. Furthermore, overall the number of employees with a background in social sciences and administration seems to increase more in offshoring firms.

Many issues remain left open. One topic is to investigate the broader employment issue; the labor effects of offshoring might be underestimated and relatively ambiguous due to the disregard of labor spillovers and feedback effects among firms and industries (Egger and Egger, 2005). What happens to those employees that leave the firms? Do they move out of the active labor force? Do they move to other firms in the same industry or are they ‘forced’ to take a job in other industry classed. Furthermore, what impact does offshoring have on the suppliers of the offshoring firms, i.e. what are the indirect employment effects? Another question that arises is what happens to overall performance of these firms and in particular focusing on innovation. Firms have traditionally offshored simple manufacturing tasks but when these tasks become more complex firms might lose the so-called “factory as a laboratory”. Lots of innovation occurs on the work floor and when these activities disappear abroad this might hamper the innovative capacity of domestic firms. This problem might be enhanced when firms start to offshore activities like research and development, which is why the OECD (2008) suggests to asses the impact of R&D offshoring on a countries innovative capacity. We believe that these and others questions would certainly increase our understanding of how offshoring affects the demand for labor and economic performance of firms, and to what extent this impacts the economy as a whole.

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1. Statistics Denmark refers to this survey as an outsourcing survey. However, the definition they use refers more to offshoring than to outsourcing. [↑](#footnote-ref-1)
2. They measure outsourcing as the share of imported intermediate inputs in the total purchase of non-energy materials [↑](#footnote-ref-2)
3. Other often-used matching techniques are: nearest neighbor matching, radius matching, stratification and interval matching, and kernel matching (Caleindo and Kopeinig, 2008). [↑](#footnote-ref-3)
4. In other matching procedures, e.g. nearest neighbor matching, you often only include one match per treated firm. [↑](#footnote-ref-4)
5. Due to the anonymity of the data it is not possible to identify whether that is the case for (all of) these Danish national champions. [↑](#footnote-ref-5)
6. Countries that participated are: Czech Republic, Denmark, Germany, Ireland, Norway, Spain Italy, Portugal, Slovenia, Finland, Sweden, and the United Kingdom. [↑](#footnote-ref-6)
7. Statistics Denmark refers to this survey as an outsourcing survey. However, the definition they use refers more to offshoring than to outsourcing. [↑](#footnote-ref-7)
8. It is likely that firms already offshored some of their business activities in the period before 2001. A limitation of this study is that we do not have the possibility to check which firms have done this. [↑](#footnote-ref-8)
9. All information for the year 2000 is obtained in the end of the year (primarily in November). This would give a good estimation on the characteristics of the firm at the start of 2001. [↑](#footnote-ref-9)
10. By making a distinction on the level of education, there is the possibility that some firms have 0 employees in one or more of these categories. To solve this problem we apply a log transformation for the more detailed employment figures, i.e. [↑](#footnote-ref-10)
11. Those firms that offshore administrative and technical business function can also offshore other activities. [↑](#footnote-ref-11)