What is the work?
(Concept, R&D, Design, Analysis, Testing, V&V, Feasibility, Manufacturing, Aftermarket, Sustenance)

Do we know how to do this work?

Do we have the resources?

Factors to consider
- Complexity
- Core vs. non-core
- Stage in PDLC
- Target market location
- Go-to-market timelines
- Regulations and compliance
- Overall project pipeline

Optimum Work Location:
- Local, On-Site
  - Highly complex and collaborative tasks with significant value to the organization are best done on-site.
  - Target market location is also a factor.
- Captive Center
  - If the long-term objective is to develop a self-sufficient workforce to enable new opportunities in emerging markets, captive centers in low cost countries can work.

We have technical expertise, staff, space, technology and processes to complete required work

What are our options for getting the work done?

We lack technical expertise, staff, space, technology and/or processes to complete required work

1. Managed Resources
   - Work is highly collaborative
     - Long-term project with risk of co-employment
     - Company wants control to drive activities
   - Exact outputs are less defined
   - Company needs to offload non-core responsibilities and enable internal resources to focus on core work
   - Complex or critical work may be critical
   - Outputs are more defined but may need to change
   - Work is medium to high complexity
   - Tenure limits
   - Company maintains full responsibility for work product and management

2. Managed Deliverables
   - Work can be effectively packaged and outputs are specifically defined
   - Program needs need to be offloaded, including management, to focus on core work
   - Work is low to medium complexity
   - Tenure limits
   - Company maintains full responsibility for work product and management

3. Full Outsourcing
   - Work needs to be aligned and integrated with company’s internal ops
   - Must have operational agility to flex/scale with changing needs
   - Tenure limits
   - Program needs need to be offloaded, including management, to focus on core work

4. Contingent Labor
   - Program needs need to be offloaded, including management, to focus on core work
   - Program needs clear SOPs, governance model and communication structure
   - Processes must be clearly defined
   - Tenure limits
   - Company maintains full responsibility for work product and management

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