



Global Work/ Local Lives: Implications for Communities



**EMERGENCE
Canada**

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Global Sourcing



- **Ranges from:**
 - a firm or individual provides services to another firm in a separate location, governed by some form of contractual agreement
 - to geographically distant intra-corporate transactions, where services are provided to one branch of a firm by another branch of the same firm
- **Making Global sourcing possible is tele-mediated labour involving the processing and transmission of information via a telecommunications link**

Canada's Position



- **Relative small population with well-developed infrastructures and human resources**
- **Acts as both source of outsourcing work abroad and destination for work outsourced by international firms**

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- Case studies - geographically dispersed in Canada
- Interview schedules developed for source, destination and intermediary companies
- Firms that outsource or relocate activities within Canada, or internationally – Canada as both source and destination
- Highlighting business functions:
 - Data Capture and Data Processing
 - Sales
 - Customer Service
 - Editorial and Design Functions
 - Financial Services
- Focus on tele-mediated relocation affecting large number of employees rather than individual workers or small groups
- E-Survey focused on both source and destination companies

Relocation Dimensions Canada as Destination



Case Study	Business Function	Source	Intermediary	Destination	Relocation Type
Prairiecall	Customer Services	Telecomm Corp, New York, NY	Customer Serv. Outsourcing Co. Rockville, Maryland	Contact Centre of Maryland Co., Prairie City, Canada	Near-shoring
Vericontact	Customer Services	Telecomm Corp. Virginia, US	Customer Serv. Outsourcing Co. Denver, Colorado, US	Contact Centre of Denver Co., Vancouver, BC, Canada	Near-shoring
Tektonix	Customer Services	Financial Institution, Southern US	Customer Serv. Outsourcing Co., Western US	Contact Centre of Western US Co., Sudbury, ONT, Canada	Near-shoring
Post Production Sound	Creative Services	Film Production Co. LA, CA, US		Sound Production Co. Vancouver, BC	Near-shoring

Relocation Dimensions Canada as Source

Case Study	Business Function	Source	Intermediary	Destination	Relocation Type
Tech-support	Technology Support	Financial Institution, Scarborough ONT., Canada	Outsourcing Co. from India, Mississauga, Ontario, Canada	Outsourcing company, New Delhi, India	In-sourcing/ Off-sourcing/ Off-shoring
Bankco	Financial Services	Financial Institution, Ottawa, ONT	Global Business Services Co.	Office of Global Bus. Services, Ottawa, ONT	Off-sourcing
Newco	Customer Services	BC Crown Corporation Vancouver, BC	Global Outsourcing Company	Contact centre of Outsourcing Co., Vancouver, BC	Off-sourcing
Greyco	Customer Services	BC Gov't. Victoria, BC	Global Outsourcing Company	Contact centre of Outsourcing Co., Victoria, BC	Off-sourcing
Telecom	Technology Support	Telecommunications Corporation, Burnaby, BC		Tech. support to Alberta workers of BC Corp. and Philippines Co.	Off-sourcing/ Off-shoring
Softech	Software Development	Software Dev't. Co., Burnaby, BC, Canada	Outsourcing Company w/ HQ in Vancouver, BC and India	Outsourcing Company, Noida, New Delhi, India	Off-sourcing/ Off-shoring
Gameco	Creative Services	Electronic Games Dev't. Co., Vancouver BC, Canada		Games Dev't. Co., Beijing, China	Off-shoring
Designco	Creative Services	Landscape Architecture Firm, Vancouver, BC		Architectural Firm, Beijing, China	Off-shoring
Datadig	Data Processing	Historical research company, Ottawa ONT	Social enterprise, Boston MASS	Office of Social enterprise, Phnom Penh, Cambodia	Off-shoring

Employment Patterns



- **Role of Intermediaries**
- **Reinforcement of Existing Regional Economic Patterns**
- **“Near shoring” – job creation**
- **Most negative impacts were in government “contracting out” – job loss and job relocation outside of Canada**

Motives for Relocation



- **Cost Savings Achieved By Economies Of Scale**
- **Cost Differences Between Regions And/Or Companies**
- **Availability Of Labour And Expertise**
- **Infrastructure Capabilities – High degree of Electronic Access**
- **Growth Strategy**
- **Government Support**

Changing Work Organization



- Flexibly specialized demands for labor
- Contingent labor – Precarious - job insecurity; lack of guaranteed safeguards
- psychological and physical stresses (“emotion work”); virtual identities - lack of control over how and when work is performed
- Cultural globalization – implications of “seamlessness” and de-localization of labour

Implications for Workers



- Offers less stable employment than comparable workplaces:
 - Reasons for locating work in a particular region may vanish
 - Economic processes and corporate strategies that led to the relocation may lead to further reorganization threatening the employment created through relocation
 - Organizational and technological change necessary for relocating work will result in work organizations and information systems that make work easy to relocate again

Policy Implications



- Discourse around outsourcing and globalization assumes a lack of agency and choice by individuals and communities
- Instead need to:
 - Consider local economic conditions and quality of life issues when developing policies
 - Accurately gauge the processes that are enhancing or impeding
 - i.e., how to enhance worker agency in a networked world

Policy Implications



- Do you know of any examples of economic development through globalized work?
- What has and hasn't worked?
- What opportunities and threats do you see for your community from global sourcing?
- How are commercial and industrial districts likely to change physically as a result of global sourcing?
- What role can planners play in enabling and/or mitigating global sourcing?