Insourcing

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| http://upload.wikimedia.org/wikipedia/en/thumb/9/99/Question_book-new.svg/50px-Question_book-new.svg.png | This article **needs additional citations for verification**. Please help [improve this article](http://en.wikipedia.org/w/index.php?title=Insourcing&action=edit) by [adding citations to reliable sources](http://en.wikipedia.org/wiki/Help%3AIntroduction_to_referencing/1). Unsourced material may be [challenged](http://en.wikipedia.org/wiki/Template%3ACitation_needed) and [removed](http://en.wikipedia.org/wiki/Wikipedia%3AVerifiability#Burden_of_evidence). *(March 2012)* |

**Insourcing** is the cessation by a company of contracting a business function and the commencement of performing it internally. Insourcing is the opposite of [outsourcing](http://en.wikipedia.org/wiki/Outsourcing). Insourcing is a business decision that is often made to maintain control of critical production or competencies. Insourcing is widely used in [production](http://en.wikipedia.org/wiki/Production%2C_costs%2C_and_pricing) to reduce costs of taxes, labor and transportation.

Insourcing is also defined as bringing a third party outsourcer to work inside a company's facility. An IT outsourcing provider, for example, will be hired to service a company's IT department while working inside the company's facilities.[[1]](http://en.wikipedia.org/wiki/Insourcing#cite_note-1) In addition to contracting an entire team of workers from an outsourcing provider, outside experts are sometimes hired as consultants (to improve certain processes etc.) and the internal staff thereafter implements their recommendations.[[2]](http://en.wikipedia.org/wiki/Insourcing#cite_note-2) It may also refer to bringing in foreign nationals to do jobs at lower wages. An example would be a coal mine which lists a foreign language(ie Mandarin Chinese) as a job prerequisite that citizens tend not to study. Since the labour pool does not have the listed skill a foreign worker permit can be obtained allowing the importation of Chinese workers.

To those who are concerned that nations may be losing a net amount of jobs due to outsourcing, some[[3]](http://en.wikipedia.org/wiki/Insourcing%22%20%5Cl%20%22cite_note-3) point out that insourcing also occurs. According to a study by Mary Amiti and Shang-Jin Wei,[[4]](http://en.wikipedia.org/wiki/Insourcing%22%20%5Cl%20%22cite_note-4) in the United States, the United Kingdom, and many other industrialized countries more jobs are insourced than outsourced. They found that out of all the countries in the world they studied, the [U.S.](http://en.wikipedia.org/wiki/U.S.) and the [U.K.](http://en.wikipedia.org/wiki/U.K.) actually have the largest net trade surpluses in business services. Countries with a net deficit in business services include [Indonesia](http://en.wikipedia.org/wiki/Indonesia), [Germany](http://en.wikipedia.org/wiki/Germany) and [Ireland](http://en.wikipedia.org/wiki/Ireland).

A US perspective on Insourcing --- During 2012 the US manufacturing tide began turning. Two lead articles in The Atlantic, Dec. 2012, explain why. Rising third-world wages, recognition that many off-shoring costs were large and hidden, rapid consumer product innovation and shrinking design/manufacture to market times, reduced manufacturing costs flowing from integrating skilled workers into the product design teams (dramatically cutting assembly times and complexity), increasing overseas fuel and transportation costs, falling energy costs in the US, increasing US labor productivity, and union flexibility. The list is long and growing.

Manufacturing of many products will never return to the US (e.g. mass market goods such as toys, TV screens, computer chips, electric motors, and non-designer clothing) but in many sectors manufacturing is returning home. Hiring at GE’s giant Appliance Park in Louisville is up 90% in 2012. More foreign companies (including Chinese manufacturers) are opening US plants.

US manufacturers can’t affect many of the changed factors (such as rising foreign labor and energy costs) that are creating insourcing, but one key is controllable — low on-shore costs — a work culture that engages employees to bring their experience and creativity to simplify and shorten the production design and manufacturing process. Creating this culture takes special leadership to build strong relationships, trust, participatory decisions, and open communications.

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| **Contents**  [[hide](http://en.wikipedia.org/wiki/Insourcing)] * [1 Terminology](http://en.wikipedia.org/wiki/Insourcing#Terminology)
* [2 See also](http://en.wikipedia.org/wiki/Insourcing#See_also)
* [3 Further reading](http://en.wikipedia.org/wiki/Insourcing#Further_reading)
* [4 References](http://en.wikipedia.org/wiki/Insourcing#References)
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Terminology[[edit](http://en.wikipedia.org/w/index.php?title=Insourcing&action=edit&section=1" \o "Edit section: Terminology)]

Insourcing is often confused with [onshoring](http://en.wikipedia.org/wiki/Onshoring%22%20%5Co%20%22Onshoring) and which is a company's decision to bring jobs back from overseas or [backsourcing](http://en.wikipedia.org/wiki/Backsourcing%22%20%5Co%20%22Backsourcing) which is when a company decides to conduct all their jobs in-house.

The prefixes to "-sourcing" and "-shoring" remain in flux: Outsourcing gave rise to the term in-sourcing, and offshoring resulted in on-shoring. However, onshoring is sometimes called in-shoring. Insourcing is sometimes named "[backsourcing](http://en.wikipedia.org/wiki/Backsourcing%22%20%5Co%20%22Backsourcing)". Insourcing may be done by "onshoring", "offshoring" or just "remotely". Insourcing delegates certain work to a different company, which may come from a different country in the case of onshoring, or from a different continent in the case of offshoring.

The fluctuation of prefixes and names give rise to many more "cross-breeds" of Insourcing. For example, "Offshore insourcing", is "when companies set up their own "captive" process centers overseas, taking advantage of their cheaper surroundings while maintaining control of their back-office work and business processes".[[5]](http://en.wikipedia.org/wiki/Insourcing#cite_note-5) [Remote In-Sourcing](http://en.wikipedia.org/w/index.php?title=Remote_In-Sourcing&action=edit&redlink=1), on the other hand, offers an opportunity to hire developers to work for in-house in virtual (remote) facilities.

See also[[edit](http://en.wikipedia.org/w/index.php?title=Insourcing&action=edit&section=2" \o "Edit section: See also)]

* [Inshoring](http://en.wikipedia.org/wiki/Inshoring)
* [Vertical integration](http://en.wikipedia.org/wiki/Vertical_integration)
* [Regional insourcing](http://en.wikipedia.org/wiki/Regional_insourcing)

Further reading[[edit](http://en.wikipedia.org/w/index.php?title=Insourcing&action=edit&section=3" \o "Edit section: Further reading)]

* Outsourcing and Insourcing Jobs in the U.S. Economy: Evidence Based on Foreign Investment Data Jackson, J. K. (2008). Outsourcing and insourcing jobs in the U.S. economy: Evidence based on foreign investment data (RL32461). Washington, DC: Congressional Research Service. [[1]](http://digitalcommons.ilr.cornell.edu/key_workplace/520/)[[2]](http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1525&context=key_workplace)

References[[edit](http://en.wikipedia.org/w/index.php?title=Insourcing&action=edit&section=4" \o "Edit section: References)]

* 1. [**^**](http://en.wikipedia.org/wiki/Insourcing#cite_ref-1) Plunkett Research: <http://www.plunkettresearch.com/outsourcing-offshoring-bpo-market-research/industry-and-business-data>
	2. [**^**](http://en.wikipedia.org/wiki/Insourcing#cite_ref-2) Insourcing vs. Outsourcing in Corporate Facilities Management (pdf): www.instructis.com/download/64
	3. [**^**](http://en.wikipedia.org/wiki/Insourcing#cite_ref-3) Made in America, Again: Why Manufacturing Will Return to the U.S.[BCG](https://www.bcgperspectives.com/content/articles/manufacturing_supply_chain_management_made_in_america_again/)
	4. [**^**](http://en.wikipedia.org/wiki/Insourcing#cite_ref-4) Amiti, Mary & Wei, Shang-Jin (2004). [Fear of Service Outsourcing: Is it Justified?](http://www.imf.org/external/pubs/ft/wp/2004/wp04186.pdf), WP/04/186, International Monetary Fund; Amiti, Mary & Wei, Shang-Jin (2004) [Demystifying Outsourcing](http://www.imf.org/external/pubs/ft/fandd/2004/12/pdf/amiti.pdf). Finance and Development.
	5. [**^**](http://en.wikipedia.org/wiki/Insourcing#cite_ref-5) Parry , Ed. "Gartner: Don't forget to insource." SearchCIO.com. 04 09 2003: n. page. Web. 16 Sep. 2012. <<http://searchcio.techtarget.com/news/922525/Gartner-Dont-forget-to-insource>>.