

Review of: "A Comprehensive Examination of the Practice of Outsourcing within the Framework of International Business in the Contemporary Era of the 21st Century"

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Potential competing interests: No potential competing interests to declare.

Many thanks for giving me the opportunity to review the paper "A Comprehensive Examination of the Practice of Outsourcing within the Framework of International Business in the Contemporary Era of the 21st Century". In the following I would like to provide a number of comments of the manuscript at its present stage (18/08/2023):

Major issues:

1.) My main concern relates to the fact that there is so far no discussion of the economic underpinnings of outsourcing. Here, it is recommended to go back to the 'classics', i.e. transaction cost economics (Williamson) and the discussion of 'strategic relevance' and 'asset specificity' (Picot and Wolff)

Picot, A., & Wolff, B. (1994). Institutional Economics of Public Firms and Administrations. Some Guidelines for Efficiency-Oriented Design. *Journal of Institutional and Theoretical Economics*, 150(1), 211-232.

Williamson, O. E. (1981). The Economics of Organization: The Transaction Cost Approach. *American Journal of Sociology*, 87(3), 548-577.

2.) Explain the relevance of Figure 2 for the 'developed countries'/'emerging economies' context, as this model seems rather general?

3.) The data from Table 1 is rather dated (i.e. from 1994) - please provide more up-to-date data. Furthermore, the data relates to Spain - could more comprehensive data be presented?

4.) It is unclear what is meant by 'sustainable outsourcing'. This is mentioned in the abstract (p. 1) and then briefly revisited in the conclusion (p. 6), but could be more prominent in the main body of text.

5.) In general, many concepts are introduced (e.g. recruitment process outsourcing, managed service providers), but then they are little used throughout the text. Given that outsourcing is such a large topic, it is recommended to focus the manuscript on core ideas.

Minor issues:

- i.) All figures and tables should be referenced in the text.
- ii.) p. 2: typo: "(2011), There"
- iii.) p. 3: remove comment: "The user's text is incomplete. Please provide [...]"
- iv.) p. 5: It is unclear what "the agency" is.
- v.) p. 6: "4.0 Proposed Recommendations" should be a main headline.
- vi.) p. 6: typo: "supports the It is evident"