

Industrial Relocation in the Context of Sustainable Development: A Case Study of Romanian Manufacturing Companies Partnerships

Beatrice Alexandra LUPU

*National University of Science and Technology Politehnica Bucharest, Romania
beatrice.alexandrescu@gmail.com*

Dana Corina DESELNICU

*National University of Science and Technology Politehnica Bucharest, Romania
d_deselnicu@yahoo.com*

Adrian-Costin MINEA

*National University of Science and Technology Politehnica Bucharest, Romania
adrianminea99@gmail.com*

Marian George PIERSINARU

*National University of Science and Technology Politehnica Bucharest, Romania
piersinaru.george@gmail.com*

Abstract. *This study explores the relationship between industrial relocation and stakeholder engagement in the context of sustainable development, with a particular focus on Romanian manufacturing companies. The research investigates key factors influencing relocation decisions, such as cost optimization, reputational risks and environmental considerations. The main purpose of the research is to analyze how companies navigate stakeholder relationships, mitigate risks, and assess the broader social and economic impact of relocation. The study uses a qualitative research approach, using structured interviews with representatives of 12 companies with a presence in Romania to obtain information about decision-making processes and relocation strategies. The findings indicate that while cost reduction remains a key factor, companies increasingly recognize the importance of stakeholder collaboration and long-term community engagement. The research highlights that 66.7% of the organizations surveyed maintain strong partnerships with local authorities, with 83% emphasizing the need for early project planning to minimize disruption. In addition, 50% of organisations identify the European Union's Just Transition Fund as an essential support mechanism during relocation processes. The study highlights the role of public-private partnerships in ensuring sustainable transitions and provides insights into corporate responsibility in the face of industrial restructuring. Ongoing research initiatives are also discussed, including studies on citizens' perceptions of relocation and the role of local authorities in promoting business-community partnerships. The results contribute to a more comprehensive understanding of industrial relocation trends and provide strategic recommendations for both businesses and policymakers.*

Keywords: industrial relocation, sustainability, public-privat partnership, stakeholder engagement, offshoring, backshoring.

Introduction

Industrial relocation has played a crucial role in globalization, shaping corporate production networks. Cost pressures and evolving market conditions have led firms to relocate production abroad through offshoring (Williamson, 1979). Disadvantages such as quality concerns and extended supply chains have contributed to the emergence of backshoring (Ellram et al., 2013).

DOI: 10.2478/picbe-2025-0412

© 2025 B. A. Lupu; D. C. Deselnicu; A.-C. Minea; M. G. Piersinaru, published by Sciendo.
This work is licensed under the Creative Commons Attribution 4.0 License.

The decision to relocate industrial activities is often influenced by multiple factors, including economic incentives, regulatory environments, and the availability of a skilled workforce. Companies seek to optimize their production by leveraging cost-efficient labor markets, reducing taxation burdens, or accessing better infrastructure in offshore locations. However, recent trends indicate a shift in this pattern, as businesses increasingly recognize the risks associated with offshoring, such as supply chain disruptions, quality control issues, and geopolitical instability.

Additionally, the growing emphasis on sustainability and corporate social responsibility has influenced relocation decisions. Firms are under pressure from stakeholders, governments, and consumers to adopt environmentally friendly production methods and ethical labor practices. In this context, many companies reevaluate the benefits of keeping production closer to their home country or reshoring operations to regions with stronger regulatory frameworks and reliable infrastructure.

Romania, as an emerging market within the European Union, presents a unique case for industrial relocation. While the country has historically attracted foreign investments due to its lower labor costs and strategic geographic location, many companies now assess whether maintaining local operations aligns with their long-term business strategies. This study examines the industrial relocation decisions among Romanian manufacturing firms, analyzing their motivations, perceived advantages and disadvantages, and the broader implications for the national economy.

By adopting a structured research methodology, the study provides an in-depth understanding of the factors influencing relocation decisions and explores how sustainability concerns shape corporate strategies in an increasingly interconnected global economy (Dunning, 2014). The findings contribute to existing literature on industrial relocation by offering empirical evidence on the specific challenges faced by Romanian firms and their strategic responses to changing global market conditions.

Literature review

Industrial relocation has been extensively studied in the context of global value chains, trade liberalization, and strategic management. While offshoring has traditionally been associated with cost savings, recent studies emphasize the increasing significance of sustainability and reputational risks (Tate et al., 2014; Ancarani & Di Mauro, 2018). Backshoring has gained traction as companies seek greater production control and supply chain resilience (Kinkel, 2012). This study builds upon the existing literature by analyzing Romanian firms' relocation strategies within the context of sustainable development.

Several theoretical perspectives, including transaction cost economics (Williamson, 1979), the resource-based view (Mihalache & Mihalache, 2016), and the OLI (Ownership, Location, Internalization) paradigm (Dunning, 2014), help frame the discussion of industrial relocation dynamics. Additionally, the role of Industry 4.0 technologies in reshoring decisions has been discussed by Ancarani and Di Mauro (2018), emphasizing automation and digitalization as key enablers of production repatriation. The concept of global production networks (Yeung & Coe, 2015) further explains how firms integrate relocation decisions into broader supply chain strategies, considering factors such as geopolitical risks, regulatory changes, and technological advancements.

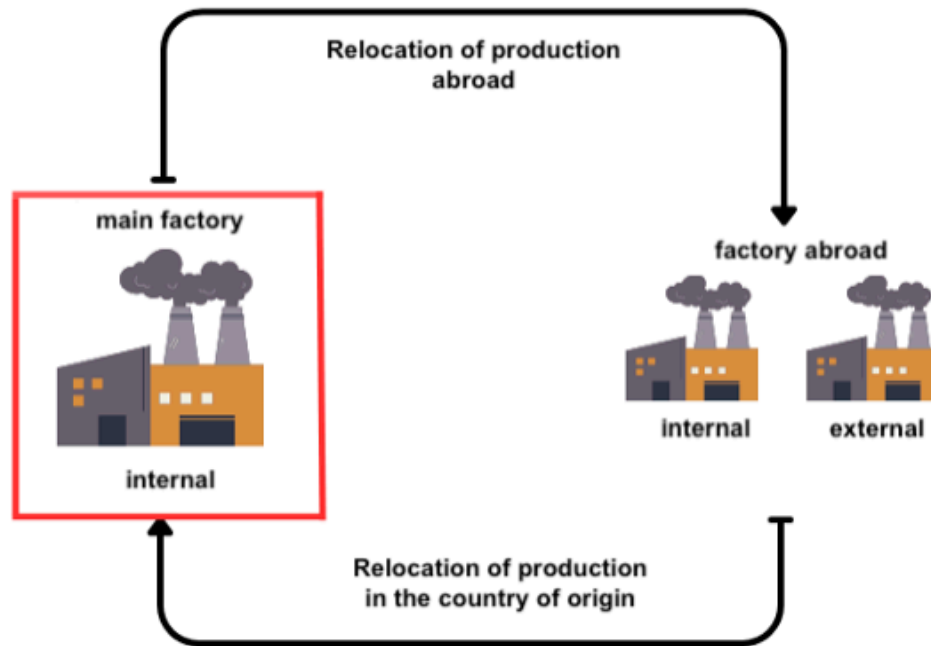


Figure 1. Description of the phenomenon of production relocation

Source: Authors' own research.

Recent empirical studies provide insights into the key motivations for relocation. Dachs et al. (2019) found that European firms engaged in backshoring primarily due to supply chain inefficiencies and quality control issues, demonstrating the operational vulnerabilities of global production networks. Similarly, Fratocchi et al. (2016) highlight that reputational risk and sustainability concerns have become critical determinants of reshoring decisions, as companies seek to mitigate negative environmental impacts and adhere to increasing regulatory demands. These findings align with Gray et al. (2017), who examined reshoring motivations among small to medium-sized manufacturers and emphasized the growing influence of customer preferences and compliance with sustainability regulations on relocation strategies. Beyond economic and operational concerns, stakeholder engagement has emerged as a fundamental aspect of industrial relocation decisions, particularly in regions where corporate responsibility and social integration are key considerations. Firms that proactively collaborate with local authorities and communities tend to experience fewer disruptions and smoother transitions in their new operational environments (Gray et al., 2017). Recognizing these dynamics, the European Union's Just Transition Fund has been established as a significant policy instrument to assist both businesses and local communities during industrial transformations (European Commission, 2021). Despite the increasing importance of stakeholder involvement, research on how social and environmental considerations shape relocation decisions in emerging economies remains limited. This study seeks to address this gap by investigating how Romanian manufacturing firms balance economic imperatives with stakeholder expectations and sustainable business practices.

Methodology

The objective of this study is to analyze the experiences of Romanian companies in the context of industrial relocation. Specifically, the research seeks to understand the perspectives, challenges,

and benefits encountered by Romanian companies in their relocation activities, as well as their relationships with stakeholders.

This study explores various aspects, including the motivations for relocation, the criteria for selecting offshoring destinations, challenges encountered during the offshoring process, the impact on local employment, perceived advantages and disadvantages, and the strategic adaptations made by firms to navigate the relocation phenomenon effectively.

A qualitative research methodology with an exploratory and descriptive approach was employed. This approach allows for an in-depth understanding of social phenomena by examining the perspectives, experiences, and behaviors of individuals or organizations. It aims to uncover the complexities of industrial relocation and generate rich, descriptive data.

The primary research method utilized was the structured interview, a widely recognized qualitative data collection technique. This involved direct engagement with participants to gather insights related to industrial relocation. The interview format followed a predetermined set of questions, offering some flexibility for modifications based on responses.

Participants were selected based on their relevance to the research topic and their capacity to provide meaningful insights. A purposive sampling method was applied, targeting employees with direct knowledge of their organization's manufacturing and sustainability strategies. The selected roles included General Managers and Production or Sustainability Specialists, covering both managerial and non-managerial positions. Efforts were made to ensure diversity among participants in terms of age, gender, professional background, and experience to capture a wide range of perspectives.

The research instrument consisted of a semi-structured interview guide, facilitating direct interaction between the researcher and participants. This approach enabled an in-depth exploration of participant perspectives, experiences, beliefs, and attitudes. The interview guide was composed of 44 questions across four sections. The first section, comprising five questions, focused on the company's production network and industry characteristics.

Data collection

The interview period began on October 1st, 2023, and continued through February 1st, 2024. Part of the interviews were conducted face-to-face at the companies' premises. Other interviews were conducted online via online communication platforms such as Microsoft Teams, Google Meet, and Zoom. The average duration was 45 minutes, with a minimum of 25 minutes and a maximum of 120 minutes.

Data analysis

The research was conducted over a five-month period from 1 October 2023 to 1 February 2024. The data was collected through structured interviews with representatives from 12 manufacturing companies in Romania. The interviews were conducted in two formats: in-person meetings at the company headquarters and virtual discussions using platforms such as Microsoft Teams, Google Meet and Zoom. The average interview time was 45 minutes, with responses ranging from a minimum of 25 minutes to a maximum of 120 minutes. The structured format has ensured coherence while allowing flexibility for key issue development.

To analyze the collected data, responses were transcribed and examined to identify recurring themes, patterns, and concepts. Qualitative analysis techniques, including thematic and content analysis, have been used to extract meaningful insights and to establish links between different perspectives. Quantitative data was analyzed using Microsoft Excel for statistical

evaluation, while open responses were subjected to qualitative content analysis to capture nuanced insights.

Study participants were ensured confidentiality with informed consent obtained for the use of their responses in statistical and thematic analyses. The companies surveyed appointed representatives with broad industry knowledge, ensuring that the data collected reflects informed strategic perspectives. Respondents were divided into two main categories: members of the sustainability department and senior executives (CEO and deputy general managers).

Sample description

The study included 12 manufacturing companies operating in Romania, varying in size, industry and level of production. These companies provide a broad understanding of industrial relocation trends and strategic decision-making. Among them are companies that represent the economic engine of Romania.

The companies involved in the study present diverse operational structures, classified by the number of production units:

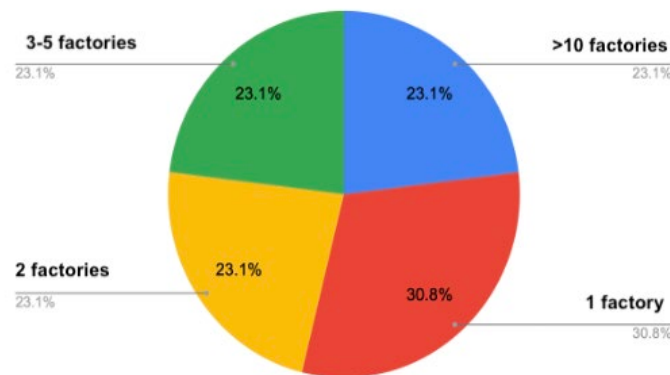


Figure 2. Number of production units

Source: Authors' own research.

All the companies included in the study employ over 50 workers, with over 500 employees engaged in production activities on the territory of Romania. This highlights the importance of the manufacturing sector in supporting employment and supporting economic development.

Industry Representation

The surveyed companies operate in various production sectors, illustrating the diversity of Romania's industrial landscape:

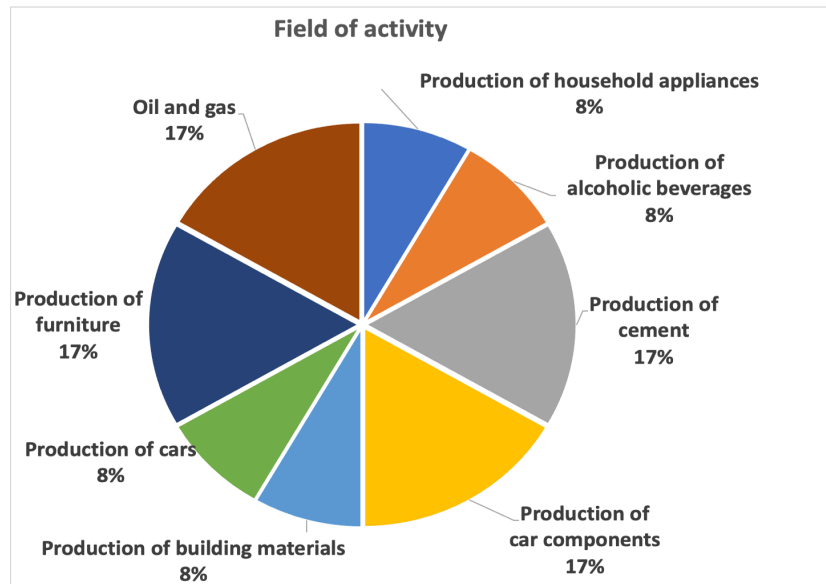


Figure 3. Distribution of companies by field of activity

Source: Authors' own research.

This sectoral distribution highlights the wide range of industries affected by relocation decisions, from energy and construction materials to consumer goods and automobile manufacturing.

Market orientation

The analysis of the market distribution reveals the following trends:

- 40% of production is sold mainly in Romania.
- 33.3% is destined for the regional market.
- 8.3% is directed towards the European market.
- 16.7% of goods are traded globally.

These figures indicate that the majority of Romanian manufacturers prioritize local and regional markets, with a smaller proportion expanding into global distribution channels.

Respondent profile and experience

Each participating company was represented by an employee with significant influence in strategic decision-making. Respondents were categorized into three groups:

- Sustainability and corporate communication specialists
- Managing directors or deputy managing directors
- Senior management representatives

Analysis of the respondents' experience levels indicated substantial industry expertise, strengthening the credibility of the information collected. The inclusion of sustainability experts and senior managers allowed for a comprehensive examination of relocation decisions from an operational and strategic perspective. This extensive sample description strengthens the analytical depth of the research, providing a structured and data-driven approach to understanding the dynamics of industrial relocation. By capturing perspectives from multiple industries and decision-making levels, the study provides valuable insights into the factors shaping relocation strategies among Romanian manufacturing firms.

Results and discussions

Estimating the Impact of Relocating Business Activities From Romania

Relocating production activities from Romania to another country is a strategic decision influenced by the three pillars of sustainability: economic, social, and environmental responsibility. The impact of relocation depends on multiple factors, including industry type, destination country, and local economic conditions.

Economic Impact:

- Job losses, particularly for employees directly involved in production.
- Changes in the local economy, potentially affecting supply chains and supporting industries.
- Reduction in foreign direct investment and tax revenues, impacting economic growth.

Social Impact:

- Increased unemployment and potential economic displacement.
- Exacerbation of social inequalities in regions reliant on industrial activity.

Environmental Impact:

- Relocation to countries with weaker environmental regulations may increase pollution.
- Conversely, relocation to countries with stricter regulations may lead to improved sustainability outcomes.

Solutions to Reduce the Negative Impact of Relocation

Addressing the negative effects of relocation requires collaboration between government entities, policymakers, businesses, and local communities. Solutions include:

- **Developing strategic partnerships:** 100% of organizations emphasized collaboration as a key factor.
- **Timely project implementation:** 83% of organizations stressed the importance of acting quickly to mitigate negative effects.
- **Utilizing the Just Transition Fund:** 50% of organizations cited this European Commission instrument as a support mechanism for companies undergoing production shifts.

An important component of the relationship that companies develop with stakeholders is their interaction with local authorities, including city halls, local councils, etc.

According to the collected responses, 66.7% of organizations believe they have a strong partnership with local authorities, indicating a high level of collaboration and mutual support. In addition, 25% of organisations believe that their partnership with local authorities is broadened, suggesting a significant degree of cooperation. By contrast, a smaller proportion, in particular 8.3%, perceive their partnership as only moderately developed, which may involve certain limitations or challenges in working with local authorities.

A partnership with local authorities is essential for the smooth development of an organization. The main directions of such partnerships mentioned were:

- Timely payment of taxes and fees;
- Supporting local events;
- Volunteering initiatives.

Timely payment of taxes and fees is considered the foundation of a partnership with local authorities and is equally the fundamental responsibility of every company. Stable long-term partnerships with a positive impact can be developed in this manner, as stated by 100% of respondents. The first step in this partnership is fulfilling this obligation.

The partnership with local authorities extends in other directions, with 66.7% of organizations reporting involvement in various cultural events held for the community. Additionally, volunteering initiatives, in which company employees donated volunteer hours, were mentioned by 25% of the companies. These volunteering actions were closely linked to events that took place between 2020 and 2022.

Main Challenges in the Partnership Between Companies and Local Authorities

Partnerships between companies and local authorities are crucial for both community development and the smooth operation of business activities. However, like many collaborations, challenges arise in this type of partnership:

The first challenge, addressed by 66.7% of respondents, is reaching a common understanding between local authorities and companies to develop a mutually beneficial relationship.

The second challenge, identified by 25% of respondents, refers to the lack of continuity in plans due to electoral changes, which affects medium- and long-term strategies and generates instability.

Stakeholders in Local Communities With Whom Companies Develop Partnerships

The research aimed to identify the most important entities forming the core of stakeholders in local communities. These vary depending on the industry in which the organization operates. During interviews, company representatives mentioned a variety of stakeholders, among which non-governmental organizations (NGOs) and education and research institutions (universities, high schools, research centers) were frequently cited.

Non-governmental organizations (NGOs) were identified as partners by 100% of respondents. Companies typically develop partnerships with organizations operating in three key areas: health, education, and the environment.

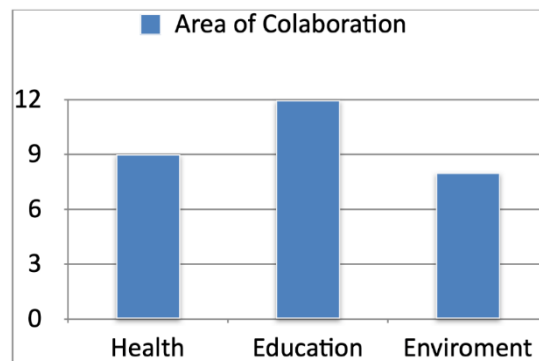


Figure 4. Main Areas of Collaboration Between Companies and the Local Community

Source: Authors' own research.

Partnerships have the potential to significantly expand initiatives and projects. Companies analyzed referred to two main types of collaborations they develop within local communities:

1. Collaborations with educational institutions - schools, kindergarden;
2. Collaborations with non-governmental organizations.

Collaboration with the formal education sector includes partnerships with pre-university and university education institutions, involving activities such as company visits and internships for students. Another component that has been growing over the last 15 years is the dual education system, a tripartite model of vocational and technical education, based on partnership agreements

between companies, educational institutions, and local authorities, as well as individual training contracts between the economic operator, student/parent-guardian, and the educational institution.

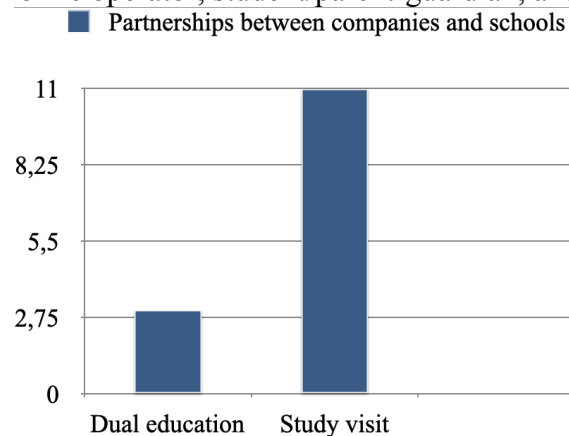


Figure 5. Directions of Partnership Between Companies and Educational Institutions

Source: Authors' own research.

As illustrated in Figure 5, there is an unequal distribution between the two types of collaborations. The investment of resources in the development of a dual education class is substantial. The main investments include financial resources for student scholarships and time resources for training students both theoretically in the classroom and practically in production units. Visits to production units are more cost-effective and allow companies to present their activities to a larger number of beneficiaries.

In collaboration with non-governmental organizations, the three **main areas of interest** for projects are: education, environment and health:

Table1. Main types of projects carried out by companies together with NGOs in Romania

Education	Environment	Health
STEM education	Encouraging recycling	SMURF
Digital literacy	Forest	Health assessment campaigns
Vocational guidance	Greening actions	Hospital equipment

Source: Authors' own research.

The three types of projects that companies carry out together with partner NGOs can be observed. These, presented in Table 1, are established based on the sustainability objectives of the organization, valid both in Romania and in other countries where they operate.

Challenges in Developing Projects for Local Communities

A strong diversification of projects, their objectives, and the types of beneficiaries can be observed. The challenges companies face fall into two categories based on their source:

1. **Challenges related to project beneficiaries:** For example, in dual education programs, some students abandon their studies before completing the program.
2. **Challenges related to project partners:** The professionalism of some non-governmental organizations does not always meet corporate expectations, or in certain counties of Romania, NGOs are entirely absent.

Main Needs Identified in Local Communities

The needs of local communities in Romania vary depending on factors such as geographical location, economic conditions, demographics, and cultural dynamics. However, some common needs have been identified, including:

- **Infrastructure and Public Services:** Well-maintained roads, transportation systems, utilities, healthcare facilities, educational institutions, and affordable public services.
- **Employment and Economic Opportunities:** Job creation, economic development initiatives, support for entrepreneurship, and access to training programs.
- **Social Assistance and Support:** Social programs for vulnerable populations, affordable housing, and accessible healthcare services.
- **Cultural and Community Development:** Support for cultural activities, preservation of historical sites, and investments in community infrastructure.
- **Environmental Sustainability:** Protection of natural resources, promotion of sustainable practices, and environmental awareness programs.
- **Civic Involvement and Participation:** Community engagement, participatory governance, transparency in local administration, and platforms for dialogue.

Comprehensive local-level assessments are essential to fully understand and address specific community needs. Collaboration with stakeholders and participatory approaches are necessary for effective solutions.

Table 2. Community needs addressed through projects carried out by companies

Areas of need	Need identified in the community	Percentage of respondents
Infrastructure and public services	to well - maintained roads, transportation systems and utilities	66%
	Availability of quality healthcare facilities, hospitals and clinics	66%
	Adequate educational institutions, including schools and vocational training centers	83%
Employment opportunities and economics	Job creation and economic development initiatives to combat unemployment and provide sustainable livelihoods	50%
	Access to training and skills development programs to increase employability and income generation	66%
Social assistance and social support	Social programs and support for vulnerable populations	50%
	Accessible and inclusive social services that address issues such as healthcare , social care and mental health support	66%
Cultural preservation and community development	Support for cultural activities, festivals and events that celebrate local heritage and traditions	50%
	Investments in community infrastructure , recreational spaces and facilities that promote social cohesion and well - being	66%

Source: Authors' own research.

According to Table 2., nine distinct community needs were identified, which companies addressed using various methods. Some companies rely on direct observation, while others organize periodic meetings with community stakeholders to analyze and prioritize local needs.

Corporate Social Responsibility (CSR) Strategy in Romanian Companies

Developing a corporate social responsibility (CSR) strategy requires a structured approach that aligns a company's values, objectives, and activities with its social and environmental responsibilities. Companies should adopt a long-term commitment to CSR, involving cross-functional collaboration and continuous stakeholder engagement. By integrating CSR into their operations, businesses can create shared value, enhance their reputation, and contribute positively to their communities.

All companies participating in the study stated that their CSR strategy is part of their broader sustainability strategy. Each company also mentioned that the Sustainable Development Goals (SDGs) provide a guiding framework for their sustainability efforts.

The study highlights strong partnerships between companies and stakeholders, particularly local authorities, educational institutions, and NGOs. Through these partnerships, companies address key community needs in education, health, and environmental sustainability. Moreover, companies acknowledge the importance of long-term collaboration to mitigate the negative effects of potential production relocations, reinforcing the role of sustainable economic and social development.

Conclusion

The findings of this study highlight the complexity of industrial relocation decisions and their far-reaching implications for companies, employees, citizens and local economies. While cost considerations remain a fundamental factor, reputational risk and sustainability concerns have emerged as influential factors in decision-making. Companies are increasingly prioritizing ethics, environmental responsibility and supply chain resilience when evaluating relocation strategies.

The study highlights the importance of a balanced approach to relocation that considers both economic efficiency and social responsibility. Companies moving to lower-cost destinations must weigh the long-term risks associated with weaker regulatory environments, supply chain disruptions and reputational damage. In contrast, firms that engage in backshoring or regional manufacturing models enjoy greater control over quality, compliance and sustainability practices.

A key finding from the research is the role of stakeholder engagement in shaping relocation decisions. Collaboration with policymakers, industry associations and local communities can mitigate the negative impacts of relocation while fostering economic stability and workforce adaptation. The results indicate that 100% of companies recognize collaboration as a key factor in successful relocation strategies, while 83% emphasize the need for timely implementation of projects. In addition, 50% of the firms surveyed identified the European Union's Just Transition Fund as a critical resource for managing production shifts and minimizing disruption.

From a policy perspective, governments need to play a proactive role in supporting industries in transition. Financial incentives, workforce retraining programs and investments in sustainable infrastructure can help mitigate the negative effects of industrial relocation and encourage companies to adopt socially responsible business practices.

This study has several limitations that need to be acknowledged. One key constraint is the lack of full disclosure by respondents. Given that relocation decisions are inherently strategic, some participants may have been hesitant to share critical information, which could lead to data gaps. Furthermore, the sample size is relatively small, consisting of only 12 companies. While the findings provide valuable insights, the limited number of respondents may limit the generalizability of the conclusions to the broader industry sector. Furthermore, the qualitative nature of the research, while providing depth and a nuanced understanding of stakeholder engagement in industrial relocation, does not provide the statistical rigor that a larger-scale quantitative study can provide. Finally, the analysis is based on the perspectives of company representatives, which introduces the possibility of interpretation bias, as responses may be influenced by personal or organizational interests. Future research should address these limitations by incorporating mixed-method approaches, larger samples, and triangulated data sources to enhance the reliability and applicability of findings.

The findings of this study open several avenues for further research. Future studies could expand the geographical scope of analysis by comparatively examining industrial relocation trends in other emerging markets to facilitate cross-country comparisons. In addition, the integration of quantitative methodologies, such as large-scale surveys or econometric models, would provide a broader statistical basis to complement the qualitative insights gathered in this study. By addressing these key areas, future research can contribute to a more comprehensive understanding of industrial relocation and its implications for economic sustainability and stakeholder engagement.

In conclusion, industrial relocation is a multifaceted process that requires careful analysis of economic, social, and environmental factors. This study contributes to a deeper understanding of relocation trends in Romania and provides practical recommendations for businesses and policymakers seeking to navigate the evolving global manufacturing landscape.

References

- Ancarani, A., & Di Mauro, C. (2018). Reshoring and Industry 4.0: How manufacturing is moving back to the West. *Journal of Purchasing and Supply Management*, 24(4), 242-258. <https://doi.org/10.1016/j.pursup.2018.05.003>
- Dachs, B., Kinkel, S., & Jäger, A. (2019). Bringing it all back home? Backshoring of manufacturing activities and the adoption of Industry 4.0 technologies. *Journal of World Business*, 54(6), 101017. <https://doi.org/10.1016/j.jwb.2019.101017>
- Dunning, J. H. (2014). The global economy, domestic governance, and international business: The multinational enterprise as a governance structure. *International Business Review*, 23(1), 1-18. <https://doi.org/10.1016/j.ibusrev.2013.11.003>
- Ellram, L. M., Tate, W. L., & Petersen, K. J. (2013). Offshoring and reshoring: An update on the manufacturing location decision. *Journal of Supply Chain Management*, 49(2), 14-30. <https://doi.org/10.1111/jscm.12019>
- Fratocchi, L., Di Mauro, C., Barbieri, P., Nassimbeni, G., & Zanoni, A. (2016). Motivations of manufacturing reshoring: An interpretive framework. *International Journal of Physical Distribution & Logistics Management*, 46(2), 98-127. <https://doi.org/10.1108/IJPDLM-06-2014-0131>
- Gray, J. V., Skowronski, K., Esenduran, G., & Rungtusanatham, M. J. (2017). The reshoring phenomenon: What supply chain academics ought to know and should do. *Journal of Supply Chain Management*, 53(2), 27-43. <https://doi.org/10.1111/jscm.12141>

- Kinkel, S. (2012). Trends in production relocation and backshoring activities: Changing patterns in the course of the global economic crisis. *International Journal of Operations & Production Management*, 32(6), 696-720. <https://doi.org/10.1108/01443571211230934>
- Mihalache, O. R., Jansen, J. J. P., Van den Bosch, F. A. J., & Volberda, H. W. (2014). Top management team shared leadership and organizational ambidexterity: A moderated mediation framework. *Strategic Entrepreneurship Journal*, 8(2), 128-148. <https://doi.org/10.1002/sej.1168>
- Tate, W. L., Ellram, L. M., Schoenherr, T., & Petersen, K. J. (2014). Global competitive conditions driving the manufacturing location decision. *Business Horizons*, 57(3), 381-390. <https://doi.org/10.1016/j.bushor.2013.12.010>
- Williamson, O. E. (1979). Transaction-cost economics: The governance of contractual relations. *Journal of Law and Economics*, 22(2), 233-261. <https://doi.org/10.1086/466942>
- Yeung, H.W.C., & Coe, N.M. (2015). Toward a dynamic theory of global production networks. *Economic Geography*, 91(1), 29-58. <https://doi.org/10.1111/ecge.12063>