

## Pathology of internal and external factors of the outsourcing system of urban services of the municipality of Qom using a SWOT analysis

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**Abstract:** The present study is to investigate the pathology of internal and external factors of the outsourcing system of urban services using a SWOT analysis. This study is an applied one in terms of objective, and a descriptive-survey research in terms of research method. The population of the research includes managers and elite senior experts of the Municipality of Qom whose number was 30 individuals. To collect data related to the theoretical framework and extracting primary factors and indicators, interviews, library and internet resources were used. To collect data required for investigating elites' ideas, a questionnaire was used. To confirm the validity, the content (formal) validity was employed (using elites' ideas about the issue under question) and to confirm the reliability, Cronbach's alpha was used, whose values for internal factors was 0.854 for their strengths and 0.900 for their weaknesses, and for external factors 0.922 for opportunities and 0.840 for threats. This value for the total questionnaire was 0.89. To investigate indicators, the answers mean test was used, and to rank indicators, Friedman's test was employed. The findings of the research indicate that in evaluating external factors, the score of threats (386) is higher than that of strengths (195). In addition, in evaluating internal factors, the score of strengths (327) is higher than that of weaknesses (182); therefore, the results indicate that in evaluating external factors, the threats are dominant over opportunities and in evaluating internal factors, strengths are dominant over weakness. The results obtained from interviews are consistent with the results of the questionnaire. As a result, it can be said that in developing strategies, it is recommended that the outsourcing system of urban services, by utilizing internal strengths and increasing opportunities, uses internal and external factors of the environment. In addition, it is necessary that the outsourcing system of urban services, if possible, develop and provide strategies for increasing negative effects of threats.

**Key words:** Pathology; Internal factors (strengths and weaknesses); External factors (opportunities and threats); Outsourcing, urban services; The municipality of Qom

### 1. Introduction

Nowadays, issues such as increase in competitive pressures, difficulties of business, limitations of resources, technological complicatedness, specialization of activities, acceleration of environmental upheavals, uncertainty about the future, increase in costs, the too enlargement of some organizations (particularly in the public sectors), and also legal limitations have caused that organizations revise their management models and to access competitive advantages in the present world of business, tend to new strategies. One of these strategies is to concentrate on main proficiencies and assignment of doing a lot of activities to resources outside organizations (outsourcing).

Outsourcing is a modern method for solving organizations' problems, and causes shrinking and increasing costs, increasing productive and service quality, creating effective employment in the private sector, transferring technology, attracting investors, and gaining incomes. Outsourcing is a powerful

instrument which in case of appropriate use of it, it can result in the success of organizations; but, if in using this powerful instrument, sufficient accuracy and attention are not paid, not only are no desired interests obtained, but also irreversible damages and losses are imposed on the long-term interests of organizations.

#### 1.1. Principles and concepts of outsourcing

Outsourcing refers to the act of transferring some activities of an organization and assigning the right of appropriate decision making regarding those activities to an external supplier according to an agreement. Outsourcing is in the form of IT outsourcing and business processes outsourcing (Shamsoddini, 2010).

Bulat and Ilmaz (2009) believe outsourcing originates from the words "out" and "resourcing" which in business term, is a method by which certain activities are bought from outside of an organization. This term mostly is applied as an equivalent for decision to external resourcing and is common with expression such as make or buy, and

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integration/disintegration of activities (Kazemi, 2010).

Outsourcing is the abbreviated word for outside resource using. By outside, it means the creation of values outside an organization and not inside it. The externality of resources is not considered as a value per se, but it indicates a strategic view towards external resources which should be used for creating competitive advantages in the customer organization (Kordzadeh, 2009).

Kraker (1995) believes that outsourcing refers to making an agreement with suppliers and using new ways for ensuring the delivery of raw materials, goods, equipment, and services by applying knowledge, experience and creativity of new suppliers (Kerayehchian, 2011).

Cap and Young (2003) believe that generally, outsourcing is an approach during which the responsibility of the operation of processes and services previously provided in an organization, is assigned to an external organization (Sadiri Javadi, 2012). Outsourcing refers to the assignment of all or part of the responsibility of doing a certain organizational task to a specialized person, group, or organization in order that in addition to reducing costs, the possibility of realizing superior qualities can be provided (Alvani and Ashrafzadeh, 2008).

Brox (2006) defines Outsourcing refers to the act of transferring some activities of an organization and assigning the right of appropriate decision making regarding those activities to an external supplier according to an agreement. Outsourcing is in the form of IT outsourcing and business processes outsourcing (Faraghani, 2010). According to the definition of Chase et al. (2004), outsourcing is the assignment of some internal activities of organizations to external suppliers (Jamali, 2010). Assigning some internal intermittent and repetitive activities and also the authority of decision making of an organization to contractors outside the organization in the form of agreements (Cheshmbe Rah and Mortazavi, 2010: 35).

Outsourcing refers to allocation or re-allocation of business activities (both service activities and productive activities) for an internal resource to an external one (Seyyed Javadin et al. 2011: 130).

Therefore, it can be said that outsourcing refers to having sectors outside organizations participate in doing organizational activities and missions and

utilizing their resources (knowledge, human forces, financial resources, machinery, equipment, and etc.) for increasing productivity, improvement and development and attaining organizational objectives and missions.

## 1.2. Significance and reasons of outsourcing in organizations

Outsourcing, depends on the mode of its application and management, is considered significant. Some of these modes are as follows: concentration on main activities enjoying higher value added, applying properties appropriately and at last improving customers, and etc. on the other hand, this issue can be faced with some threats among which one can refer to the reduction of customers' satisfaction. In case that contractors does not enjoy sufficient experiences or do not treat customers favorably, this issue can causes the reduction in customers' future purchases form the producers (Sartoriuza and Christenb, 2005).

Companies, after applying the outsourcing strategy, encounter important issues one of them is the issue of allocation. This issue occurs when the producer signs agreements with several contractors and wants to allocate productive goods for warranty services and with the least possible costs, supply its own other objectives (Paul, 2007).

In general, the discussions can be summarized in such a way that outsourcing is the pre-requisite for advancement and saving costs in the organizations of today and can contribute to improving general performance of organizations.

## 2. Method

The present study is an applied one in terms of objective and a descriptive-survey study in terms of nature and method. The main approach in this study is a mix-method one because it is a logical and intuitive instrument which provides the correlation between qualitative and quantitative paradigms of the research. In the mixed method, two factors of time and intensity (superficial, shallow, deep) of collecting data are important. Therefore, the present study has been conducted based on the Table 1.

Table 1: research procedure

Row	Activity type	Time	intensity (superficial, shallow, deep)	Explanation
1	Investigating documents	Starting doing the research	Deep	Identifying SWOT
2	Investigating literature	After stage 1	Deep	Identifying SWOT
3	Conducting primary interviews	Based on analyses of stage 1 and 2	Superficial	Identifying SWOT
4	Designing the questionnaire in the form of group and specialized discussions	Based on analyses of stage 2 and 3	Deep	Identifying SWOT
5	Conducting secondary interviews	Based on analyses of stage 3 and 4	Deep	Identifying SWOT
6	Distributing copies of the questionnaires	Based on analyses of stages 3, 4, and 5	Deep	Weighing SWOT

Further, since the researcher is to identify and investigate strengths, weaknesses, threats and opportunities of the outsourcing system of urban services from elites' perspectives and using Delphi technique (in the related population); therefore, it can be said that the research is descriptive.

**2.1. Interview**

To apply the instrument of interview in the present research, utilizing viewpoints and ideas of individuals aware and experienced of the subject matter can be contributive and significant and the researcher can use these individuals for developing the primary version of research models. In addition, the ideas of the supervisor of the research, other professors, experienced managers, and primary researchers contributed in developing the dimensions and indicators of the research model.

**2.2. Questionnaire**

**Table 2:** Strengths are among controllable activities of the organization's management which organization does them in the best way

Indictors (Strengths)	The coefficient of factors significance	Serious (4-5)	Relative (1-3)	Total
1. Comprehensive support of the senior management of the organization from implementing outsourcing plans.	14	4		56
2. Comprehensive support of the experts of the organization form from implementing outsourcing plans.	10		2	20
3. The existence of successful experience in conducting the outsourcing of some of organization's activities in the past.	9		3	27
4. Improving the service quality by conducting the outsourcing of some of organization's activities in the past.	10		3	30
5. The existence of experienced and expert forces in the issue of outsourcing in the organization.	8	4		32
6. Organization's readiness in training principles of outsourcing to the company under the contract via holding educational courses.	8		2	16
7. Readiness and capability of the organization in terms of structure and administration for implementing outsourcing plans.	8	5		40
8. Readiness and capability of the organization in terms of culture and behaviors for implementing outsourcing plans.	6		2	12
9. Sensible reduction of insufficient bureaucracy after implementing outsourcing some activities of the organizations in the past.	8	4		32
10. Sensible increase in shareholders' satisfaction due to implementing outsourcing some activities of the organizations in the past.	8	5		40
11. the orientation of the outsourcing system in line with organizational macro strategies	11		2	22
Total	100			327

To investigate opportunities in the present study, 11 factors were investigated as the strengths of the outsourcing systems of urban services of Qom Municipality. These factors are ranked in the above table. Regarding the obtained results, the highest degree of influencing among the factors due to strengths is as follows in priority order:

1. Comprehensive support of the senior management of the organization from implementing outsourcing plans.
2. The orientation of the outsourcing system in line with organizational macro strategies

By the instrument of questionnaire in the present study, it means a particularly questionnaire of Delphi Panel for experts related to the subject. This questionnaire was adjusted and amended during three rounds of the Delphi process by professors and elites (members of the panel) and finally, the final questionnaire was developed. In addition, the researcher applied the final version of the questionnaire including components, dimensions and indicators confirmed by elites for testing the research model in such a way that copies of the final questionnaire were distributed among the members of the research population (manager and senior experts of the Municipality of Qom) and they were surveyed for testing research hypotheses.

**3. Findings**

- What are the strengths of the outsourcing system of urban services of the Municipality of Qom?

3. Improving the service quality by conducting the outsourcing of some of organization's activities in the past.

4. Comprehensive support of the experts of the organization form from implementing outsourcing plans.

And the least degree of influencing among factors due to strengths is as follows:

1. Readiness and capability of the organization in terms of culture and behaviors for implementing outsourcing plans.
2. Readiness and capability of the organization in terms of structure and administration for implementing outsourcing plans.

- What are the weaknesses of the outsourcing system of urban services of the Municipality of Qom?

**Table 3:** Weaknesses are among controllable activities of the organization’s management which organization does them in the poorest ways

Indictors (weaknesses)	The coefficient of factors significance	Serious (4-5)	Relative (1-3)	Total
1. The lack of a certain nature and concept for the outsourcing in the organization.	6	5		30
2. The lack of certain and comprehensive objective and strategy for the issue of outsourcing in the organization.	5	5		25
3. The lack of a certain plan for identifying and prioritizing organizational activities capable of being outsourced by the organization.	6	5		30
4. The lack of a certain plan for identifying and selecting attentively the companies under contract regarding the issue of outsourcing	5	4		20
5. The lack of a certain mechanism for allocating organizational resources and forces purposively in implementing the process for outsourcing.	5		1	5
6. The lack of a certain plan for applying released resources resulting from the implementation of outsourcing in the organization.	6	5		30
7. The lack of appropriate circulation of information between the organization and companies under contract.	4		2	8
8. The lack of a comprehensive database for feedbacks and evaluation of the performance for previous outsourced activities in the organization	7	5		35
9. The lack of similar contracts for outsourced activities of the organization	5		2	10
10. The lack of clarity and comprehensiveness of contracts of outsourced activities	4		2	8
11. The lack of hidden and extra costs unidentified for the organization in implementation of the process of outsourcing	6		3	12
12. Little interaction and mutual relations between the organization and companies under contracts in the issue of outsourcing	4	4		16
13. The lack of timely financial settlement of the organization with companies under contract after implementing the outsourcing	7	4		28
14. The lack of certain and coordinated working standards (pricing lists and general conditions of the covenant) for outsourcing activities in the organization.	5		2	10
15. The lack of estimation of the costs for unites and sectors capable of being outsourced in the organization	5		1	5
16. The lack of holding specialized training courses specific to supervising systems for reinforcing the supervision on the process of outsourcing in the organization	5		2	10
17. Adopting unprofessional ideas and unrelated intervention of different units of the organization in outsourced activities in the past	5	4		20
18. The impossibility of rapid replacement of companies under contract by the organization due to the end or cancellation of the previous outsourced contract	4		2	8
19. Organization’s exposure to serious challenges in the event of a crisis due to outsourcing process and the depletion of resources from the organization	4		3	12
Total	100			182

To investigate the weaknesses in the present study, 20 factors were considered as the weaknesses, which the most degree of influencing among the factors due to weaknesses are as follows in priority order:

1. The lack of timely financial settlement of the organization with companies under contract after implementing the outsourcing
2. The lack of a comprehensive database for feedbacks and evaluation of the performance for previous outsourced activities in the organization
3. The lack of a certain nature and concept for the outsourcing in the organization.
4. The lack of a certain plan for identifying and selecting attentively the companies under contract regarding the issue of outsourcing

5. The lack of a comprehensive database for feedbacks and evaluation of the performance for previous outsourced activities in the organization

And the least degree of influencing among the factors due to weaknesses are as follows:

1. The lack of clarity and comprehensiveness of contracts of outsourced activities
2. The impossibility of rapid replacement of companies under contract by the organization due to the end or cancellation of the previous outsourced contract

- What are the opportunities in from of the outsourcing system of urban services in the Municipality of Qom?

**Table 4:** In the present research, by opportunities, it means economic, social, cultural, environmental, political, legal, governmental, technological, and competitive events which can benefit the organization to a great degree

Indictors (opportunities facing the organization)	The coefficient of factors significance	Serious (4-5)	Relative (1-3)	Total
1. Readiness and tendency of the private sector for participating in the organization in the domain of urban services (development and protection of the green space- waste management)	7	4		28
2. Readiness and tendency of the private sector for participating in the organization in the domain of ICT	6		3	18
3. Readiness and tendency of the private sector for participating in the organization in the cultural and social domain	5		2	10
4. Readiness and tendency of the private sector for participating in the organization in the domain of investment	6	5		30
5. Readiness and tendency of the private sector for participating in the organization in the domain of engineering	7	5		35
6. Readiness and tendency of the private sector for participating in the organization in the domain of urbanization services	6		2	12
7. Readiness and tendency of the private sector for participating in the organization in the domain of transportation and traffic	6		2	12
8. Readiness and tendency of the private sector for participating in the organization in the domain of income and audit	5		2	10
9. Readiness and tendency of the private sector for participating in the organization in the domain of administrative and financial services	4		1	4
10. Readiness and tendency of the private sector for entering the processes of outsourcing of the organization (municipality) with regard to its reputation and status at the national level	5	4		20
11. Particular attention of policies and economic macro policies to outsourcing in organizations	5		2	10
12. Providing the grounds of high participation of the private sector due to the diversity of services and activities of the organization	6	5		30
13. The multiplicity of empowered investment firms in the private sector tending to participate in outsourcing activities in Qom Municipality	3	5		15
14. Geographical location of Qom and its proximity to the capital and big cities	6	4		24
15. Particular attention to the issue of outsourcing in superordinate documents (particularly Article 44 of the constitution, the decisions of the City Council, and etc.)	6		3	18
16. Applying successful models and experiences of the process of outsourcing in similar organizations	6		3	18
17. The development of facilities in Qom Province and the possibility of adopting modern ICT	5		2	10
18. The existence of governmental supports and the City Council for implementing the outsourcing system in the organization	6	4		24
Total	100			195

To investigate the opportunities in the present study, 18 factors were considered as the opportunities of the outsourcing system of urban services in the Municipality of Qom, which the most degree of influencing among the factors due to weaknesses are as follows in priority order:

1. Readiness and tendency of the private sector for participating in the organization in the domain of engineering
2. Readiness and tendency of the private sector for participating in the organization in the domain of urban services (development and protection of the green space- waste management)
3. Readiness and tendency of the private sector for participating in the organization in the domain of investment
4. Providing the grounds of high participation of the private sector due to the diversity of services and activities of the organization

5. Geographical location of Qom and its proximity to the capital and big cities

6. The existence of governmental supports and the City Council for implementing the outsourcing system in the organization

And the least degree of influencing among factors due to opportunities are as follows:

1. The multiplicity of empowered investment firms in the private sector tending to participate in outsourcing activities in Qom Municipality
2. Readiness and tendency of the private sector for participating in the organization in the domain of administrative and financial services

- What are the threats facing the outsourcing system of urban services in the Municipality of Qom?

To investigate threats in the present research, 8 factors were identified as the threats of the outsourcing system of the urban services in the municipality of Qom in the above table. The highest

degree of influencing among the factors due to threats is as follows in priority order:

**Table 5:** In the present research, by threats, it means economic, social, cultural, environmental, political, legal, governmental, technological, and competitive events which can damage the organization to a great degree

Indicators (threats facing the organization)	The coefficient of factors significance	Serious (4-5)	Relative (1-3)	Total
1. The fewness of companies under contract in some of the activities capable of being outsourced in the organization, and the limitation of selecting alternatives in these activities	14	5		70
2. The multiplicity of organizations influencing outsourcing systems	12	4		48
3. Vagueness and deficits of rules and regulations in supporting outsourcing in national and provincial levels	12	4		48
4. Unidentified environmental problems and barriers affecting the process of implementing outsourcing	13	4		52
5. The lack of favorable environmental grounds and conditions for implementing the process of outsourcing effectively	11	5		55
6. Inappropriate tendency of the executive plan of the process of outsourcing due to the influence of key extra-organizational shareholders	13		2	26
7. The existence of potential problems due to the inconsistency and sometimes discrepancy of the interests of companies under contracts with those of the organization	12	4		48
8. The lack of sufficient familiarity non-institutionalized culture of outsourcing among shareholders	13		3	39
Total	100			386

1. The fewness of companies under contract in some of the activities capable of being outsourced in the organization, and the limitation of selecting alternatives in these activities
2. Unidentified environmental problems and barriers affecting the process of implementing outsourcing
3. The lack of sufficient familiarity non-institutionalized culture of outsourcing among shareholders

And the least degree of influencing among factors due to opportunities are as follows:

1. The lack of favorable environmental grounds and conditions for implementing the process of outsourcing effectively
2. The multiplicity of organizations influencing outsourcing systems

- What is the state (strengths, weaknesses, opportunities, and threats) of the outsourcing system of the urban services in the Municipality of Qom based on the SWOT Model?

The state of the outsourcing system of the urban services in the Municipality of Qom was investigated in four components of strengths, weaknesses, opportunities, and threats. Factors strengths and weaknesses are subsets of internal factors and factors of threats and opportunities are the subsets of external factors. According to the results of the research, among internal factors, the components of threats has the mean scores higher than the components of weaknesses, and among external factors, the mean scores of threats was higher than the mean scores of opportunities.

Regarding the data analysis in the stage 6, and in line with verification of the previous stages of the study, the results obtained in this stage indicate that in evaluating external factors, the score of threats (386) is higher than the score of opportunities (195), and in evaluating internal factors, the score of strengths (327) is higher than the score of weaknesses (182). Therefore, in this stage (6). The results indicate that in evaluating internal factors, threats are dominant over opportunities and in evaluating internal factors, strengths are dominant over weaknesses. In addition, the results of interviews are consistent with those of the questionnaire; therefore, it can be said that in developing strategies, it is desired that the outsourcing system of urban services, by applying internal strengths and increasing opportunities, uses both internal and external factors. Further, it is necessary that the outsourcing system of urban services, if possible, develop strategies for decreasing the negative effects of threats.

The matrix SWOT is one of the strategic instruments of adaptation of inter-systemic strengths and weaknesses of inter with extra-systemic opportunities and threats. From the perspective of this matrix, an appropriate strategy maximizes strengths and opportunities and minimizes weaknesses and threats. This matrix has 4 strategies (SO·ST·WO·WT).

Therefore, in the SO state, the organization tries to use opportunities in the best way with regard to the strengths (offensive strategy). In the ST state, the organization tries to prevent threats facing it using strengths (passive strategy).

In addition, in the WO state, it tries to use advantages hidden in opportunities for compensating weaknesses (competitive strategy), and finally, in the WT state, the organization exerts its efforts to minimize the damages resulting from threats and weaknesses (defensive strategy).

Accordingly, regarding these strategies (SO·ST·WO·WT), and based on the findings, the Municipality of Qom enjoys a passive strategy because in this organization, the factor of threats are dominant over the factor of opportunities and the factor of strengths are dominant over the factor of weaknesses. Therefore, if the Municipality of Qom want to be able to free itself from this passive state, and move towards an offensive state, the strategies in table 2 are recommended.

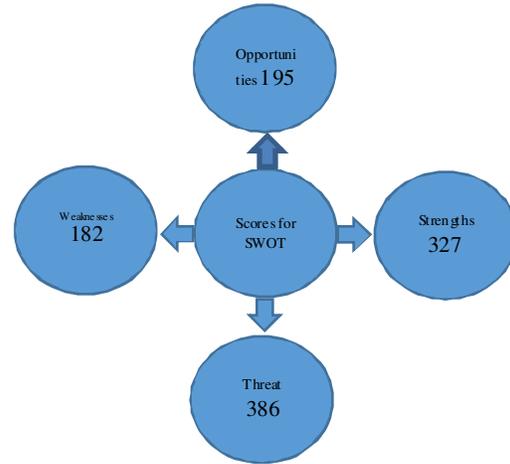


Fig. 1: SWAT

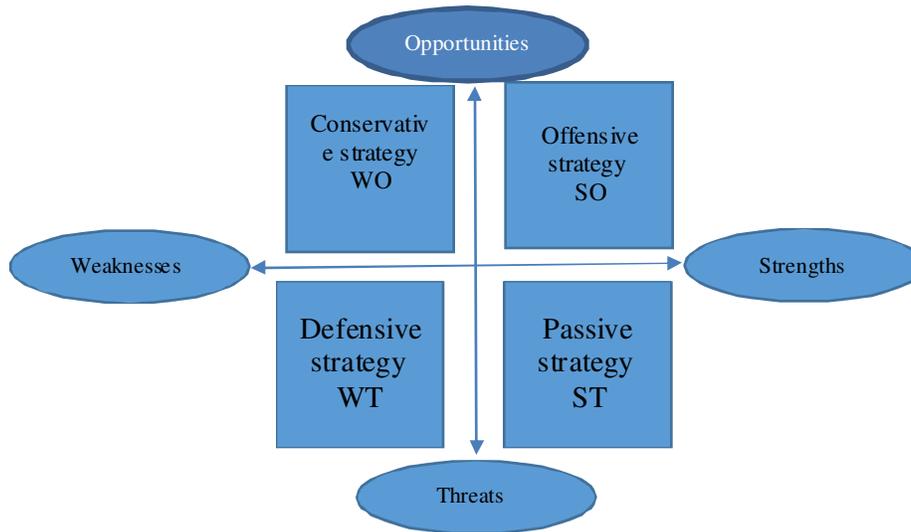


Fig. 2: the matrix of evaluating strategic situations and measures

Regarding the calculation of the scores of the four factors (strengths, weaknesses, opportunities, and threats the outsourcing system of the urban services in the Municipality of Qom) the SWOT model (fig.1) and the matrix of evaluating the strategic state and measure (fig. 2), and the most important strengths, weaknesses, threats and opportunities (table 1), development of strategies for improving the state of the outsourcing system of the urban services in the Municipality of Qom was conducted in order that the status quo of this passive state be changed into a favorable (offensive) state.

**4. Operational suggestions**

The suggestions of the present study are based on the specific research question (what are the strategies of attaining desired conditions of the outsourcing system of urban services of the Municipality of Qom based on SWOT analysis? In addition, they were developed regarding the matrix of developing the strategies of the system of urban services of the Municipality of Qom (table 2), and based on the results of the data analysis obtained from the population (elites). To change the status

quo of a passive state to an offensive state and reinforcing the outsourcing system in the framework of objectives and expectations, the following strategies can be suggested:

- Using knowledge, experiences and capabilities of experts working in the system of the Municipality of Qom for identifying attentively and purposively internal factors (strengths and weaknesses) and external factors (threats and opportunities).
- Engendering the process of continuous controlling the outsourced processes of the organization and doing reforming measures in this regard
- Creating a database related to the processes of outsourcing in the organization and presenting appropriate reports and analyses for different management levels of the organization
- Using new methods and technologies proportionate to the processes in case of implementing outsourcing for more success and productivity in outsourcing activities
- Creating a appropriate and efficient knowledge base to use experts' supervision

- Investigating and identifying attentively and purposively the qualified companies for signing contracts of outsourcing with the organization
- Assessing the degree of interest, capacity and ability of the private sector before doing executive measures regarding outsourcing
- Using knowledge and experiences of similar organizations regarding outsourcing for more efficiency and saving costs
- Creating a supervising system of suggestions regarding outsourcing activities for utilizing effective and sufficient ideas of all experienced and active forces in this regard
- Exerting efforts for selecting appropriately and purposively a contractor under contract for the issue of outsourcing
- Creating a correct understanding of outsourcing and the objective of conducting it for the forces working in the organization
- Exerting efforts for attracting participation and supports of aware, influential and effective individuals in the organization for implementing outsourcing better and more quickly
  - Paying attention to economic issues of outsourcing and the issue that it should be economical
  - Applying the capacity of counseling companies for monitoring outsourcing activities.

**Table 2:** the matrix of internal and external factors

Matrix of SWOT	Strengths (S)	Weaknesses (W)
<b>Opportunities (O)</b>	<p><b>SO: using internal strengths for utilizing external opportunities:</b>                      In spite of the existence the supports of supreme management of the organization and the readiness of the private sector, the technical and engineering processes of urban services and investment should be prioritized.                      The macro strategies of the organization should be using the private powers in the diverse processes of the organization                      Providing grounds for the participation of the private sector in the different processes of the organization</p>	<p><b>WO: utilizing opportunities and improving weaknesses:</b>                      In spite of the readiness and tendency of the private sector for entering the processes of outsourcing of the organization, financial resources should be identified in this regard.                      Holding training courses for explaining characteristics of outsourcing for creating common understanding and organizational empathy                      Participation and using managers and experts of each unit for identifying and prioritizing the process of their own domains for outsourcing                      Establishing databases of the processes of outsourcing for analyzing data</p>
<b>Threats (T)</b>	<p><b>ST: reducing internal weaknesses and avoiding external threats</b>                      timely payment of the Statements of the private sector for creating motivation of entering new companies to the process of the organization                      By creating databases, environmental barriers and problems should be identified and eliminated.                      Promoting the level of citizens, general culture</p>	<p><b>WT: using internal strengths for reducing the effects of threats</b>                      Supporting new companies in the processes in which a few number of companies of the private sector are available.                      Regarding the consistency of the outsourcing system with the strategies of the organization and selecting it as a strategic plan, environmental barriers and problems should be identified and eliminated.                      Culture creating for accepting outsourcing by shareholders                      Using the capacity the religious centers and mosques for promoting citizenship culture                      Using the capacities of the education system and those of universities for institutionalizing and building culture of the city and citizenship</p>

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