3.2.1 (3)

Asset Specificity

There are four common forms of asset specificity. These are

1. **Physical-Asset Specificity**
   
   Equipment and machinery that produce inputs specific to a particular customer or are specialized to use an input of a particular supplier are examples of physical asset specificity. For instance, the giant presses for stamping out automobile body parts (known as automobile dies) are specific to the automobile manufacturer. Chrysler Intrepid automobile bodies have little value to other automobile manufacturers. The efficiency of boilers in a coal-burning electricity-generation plant can be increased if they are designed for a specific type of coal. However, this means that they are less efficient if they burn coal with differing heat, sulfur, moisture, or chemical content.

2. **Site Specificity**
   
   Site specificity occurs when investments in productive assets are made in close physical proximity to each other. Geographical proximity of assets for different stages of production reduces inventory, transportation, and sometimes processing costs. Consider the production of semifinished steel. Locating the blast furnace, steel-making furnace, and casting units side-by-side or „check-by-jowl“ eliminates the need to reheat the intermediate products produced in each stage. So called thermal economics are realized from the fuel savings since side-by-side location means it is not necessary to reheat the intermediate inputs: pig iron and steel ingots (Bain 1959, p. 156). Specificity arises, however, because in many instances the assets are not likely to be mobile - they cannot be relocated at all or without incurring substantial cost.

3. **Human-Assed Specificity**
   
   Human-assed specificity refers to the accumulation of knowledge and expertise that is specific to one trading partner. The design and development of a new automobile model has traditionally been a very complicated and time-intensive process. It involves close collaboration between the car company and its parts suppliers in the design and engineering of component. As a result those suppliers that participate in the design process acquire knowledge specific to the production of those components.

4. **Dedicated Assets**
   
   Dedicated assets by an input supplier are investments in general capital to meet the demand of a specific buyer. The assets are not specific to the buyer, except that if the specific customer decided not to purchase, the input supplier would have substantial excess capacity. In the late 1980s, The NutraSweet Company was the largest producer of the artificial sweetened aspartam by volume was for diet soft drinks, making Coca-Cola and Pepsi the largest buyers. The investment in aspartame capacity by The NutraSweet Company is therefore an exampla or dedicated assets.

Quelle: Church/Ware, Industrial Organization, Boston 2000, S. 69 f.
3.2.1 (3a)

Relevante Transaktionskosten (Coase/Williamson)

(1) Kosten aus vertraglichen Spezifitäten

(1.1) ex ante-Transaktionskosten
- Informationsbeschaffungs-/Suchkosten
- Verhandlungskosten
- Kosten expliziter Verträge

(1.2) ex post-Transaktionskosten
Kosten nachvertraglicher Bindungen bzw. von Nachverhandlungen bei längerfristigen Verträgen

(2) Agency-Kosten in sog. Agency-Beziehungen

(2.1) hidden information
asymmetrische, private Informationsvorteile, die vorvertraglichen Opportunismus ermöglichen

(2.2) hidden action
Kontrollprobleme, die nachvertraglichen Opportunismus ermöglichen
Abb. Komparative Produktions- und Transaktionskosten

Quelle: Williamson 1990, S. 106
Anmerkungen zu den Begriffen im Modell von Williamson „Fremdbezug versus integrierte Eigenproduktion“

Transaktions- bzw. Kontrollkosten (G)

(bei Williamson/Picot: Beherrschungs- und Überwachungskosten)

Administrative Kosten
Internen Produktion

vertragliche Transaktionskosten
bei Marktbeziehungen
abhängig von Risiken
opportunistischen Verhaltens
der Lieferanten
### When and how to outsource activities: A diagnostic.

<table>
<thead>
<tr>
<th>Strategic Importance</th>
<th>Interdependence (Task and Social)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Separate spinoff long-term relationship with vendor or independent contractor</td>
</tr>
<tr>
<td></td>
<td>Key criterion: QUALITY</td>
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<tr>
<td></td>
<td>“Pure” Outsource</td>
</tr>
<tr>
<td></td>
<td>Key criteria: COST/FLEXIBILITY</td>
</tr>
<tr>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Internal (core employees)</td>
</tr>
<tr>
<td></td>
<td>Key criteria: TRUST/COORDINATION</td>
</tr>
</tbody>
</table>

Quelle: Baron/Kreps, Strategic Human Resources, New York 1999, S. 461
Angenommene Struktur einer Unternehmenshierarchie

Strom der Anweisungen von oben nach unten

1. Hierarchieebene
2. Ebene
3. Ebene
4. Ebene
5. Ebene
6. Ebene

Strom der Informationen von unten nach oben

unverfälschte Weitergabe

ca. 67% der Anweisungen der oberen Ebenen

ca. 33% der Informationen der unteren Ebenen
Funktionale versus divisionale Organisationsstrukturen

**Funktional:**
zentrale Spezialisierung nach Funktionsbereichen (Einkauf, Marketing etc.)

```
  +---+      +---+      +---+
  |  |      |  |      |  |
  +---+      +---+      +---+
```

**Funktionen**

**Multi-**/Dimensional:
dezentrale Organisation nach Produkten oder Produktparten

```
  +---+      +---+      +---+
  |  |      |  |      |  |
  +---+      +---+      +---+
```

```
  +---+      +---+      +---+
  |  |      |  |      |  |
  +---+      +---+      +---+
```

**Produkt/Sparte**

**Funktionen**