

Degree of 'dependence' on HQ	H	<b>Dependency</b> Subsidiary conforms to HQ – <i>Dependence assimilation 1 (top-bottom)</i> <b>(3.1)</b>		<b>Transformation</b> Both the HQ and subsidiary find new ways of sharing – <i>Dependence transformation</i> <b>(3.3)</b>
			<b>Best of Both</b> Additive from both sides – <i>Dependence integration</i> <b>(2.2)</b>	
	L	<b>Preservation</b> Subsidiary retains its independence – <i>Dependence autonomy</i> <b>(1.1)</b>		<b>Reverse Dependency</b> Unusual case subsidiary dictating terms – <i>Dependence assimilation 2 (bottom-top)</i> <b>(1.3)</b>
		L	Degree of 'dependence' on Subsidiary	H

Source: Authors' compilation

Figure 1: Dependency scenarios between HQ and subsidiary

Table 1:- Data Collection. **Please insert this information into the text and delete table.**

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Case study organisation	Interviews in year 2010-2011	Interviews in year 2011-2012	Interviewee details
Rural BPO-A	6	6	2 Directors, 1 General manager and 3 Senior line managers
Total interviews	12		