

# **Are automotive original equipment manufacturers gradually moving towards the “Dell model”? Evidence on Magna-Steyr, Pininfarina and other full service vehicle suppliers in the European automotive industry**

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## **Abstract**

This is an exploratory study of a form of outsourcing that has not yet been analysed by the academic literature: the use of full service vehicle suppliers (FSVs). FSVs design, develop and manufacture finished vehicles on behalf of most European automotive original equipment manufacturers (OEMs), ranging from Opel/Vauxhall to Porsche.

This study concerns whether the use of FSVs entails that OEMs are outsourcing über modules; adopting generic subcontractors; or retreating from manufacturing altogether and evolving towards the Dell business model.