



CBI

*Ministry of Foreign Affairs of the Netherlands*

# Promoting Services Imports through Outsourcing from Developing Countries

The CBI Experience - The SME  
Perspective

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## The CBI

Mission:

Contribute to the economic independence of developing countries

How:

Strengthen the competitiveness of SMEs from developing countries on international markets through an integrated approach

ITO/BPO, since the mid nineties:

- Approx. 200 SME ITO/BPO service providers from 17 developing countries complete 4-year CBI programs
- Results:
  - 50-60% acquired projects in the EU
  - For 10% ITO export work has become main business



## Success factors for exporting ITO/BPO services 1.

### On Company level

- Commitment of management
- Focus / Strategy / Planning
- Specialization
- Quality processes
- Competitive price
- Long term marketing budget
- Network in International markets
- References in domestic / regional markets
- International standard of communication
- Flexibility to up- or down-scale

### CBI services

- Individual coaching
- Export marketing & management training, EMP, value proposition
- Market Intelligence
- Training Software Project Management
- Training Legal Aspects in ITO
- Training Intercultural Communication
- Website improvement
- Quality Certification co-finance scheme
- Market Entry support



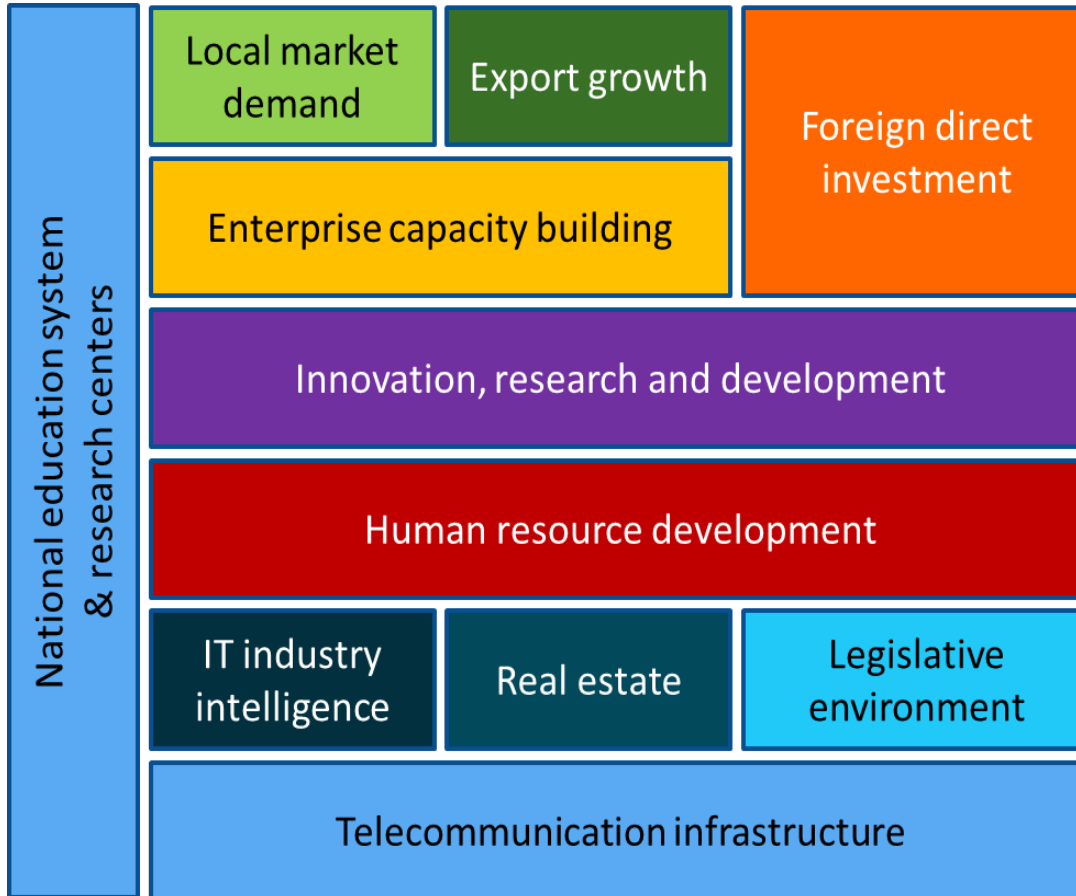
## Success factors for exporting ITO/BPO services 2.

### The enabling environment

- Highest level long-term political commitment, support and budget
- Competent, credible industry body accepted by all stakeholders
- Comprehensive national plan (and action programs)
- Infrastructure (physical and legal)
- Global visibility
- Abundant supply of educated, young, multi-lingual people
- High concentration of companies
- Political stability



## The Example of Egypt



- Highest level support and budget
- Long term commitment
- One competent, credible industry body accepted by all stakeholders
- A comprehensive plan of support programs
- From nowhere to place 4 on A.T. Kearney Global Services Location Index in 7 years 2004-2011



## Major trends in EU Markets for ITO/BPO Services

- IT skills shortage in key EU markets
- Increasing demand for specialization
- Increasing preference near-shore vs off-shore
- Smaller IT Outsourcing deals
- Pressure on prices
- Increased focus on security
- Cloud, mobile, social
- Increasing importance CSR
- Maturing markets
- Increasing competition

[http://www.cbi.eu/marketintel\\_platform](http://www.cbi.eu/marketintel_platform)



# Thank you for your attention!

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