

Advisor offshore outsourcing and offshore sourcing

Profile of Paul Tjia (GPI Consultancy)

Paul Tjia has been active in the Dutch ICT-sector for more than twenty years. Working for multinational companies, he held various positions, such as programmer, systems analyst and team leader. Besides a study in Information Technology (Bachelor of Science), he studied Cultural Anthropology at Vrije Universiteit in Amsterdam, where he graduated on research on the Indian software outsourcing industry.

In 1995, Paul founded GPI Consultancy, a Dutch consultancy firm in the field of offshore sourcing. He promotes offshoring of ICT and BPO (Business Process Outsourcing) in the Netherlands and assists clients in several areas (e.g. offshore sourcing strategy, feasibility study, country & partner selection, due diligence, offshore transition, offshore project management, cultural training, and research).



Paul has an extensive network in the Netherlands and because of long-standing research, an in-depth knowledge of the Dutch ICT-sector. He is familiar with the supply side in many parts of the world: Eastern-Europe, Latin-America, the Middle-East, Africa and Asia (e.g. India and China). Paul also develops his network through presentations and articles.

As an independent offshore sourcing consultant, Paul has been involved in the following fields:

A. Assisting organizations from developing countries (providers of offshore ICT/BPO services)

● Supporting the ICT/BPO-export sector of developing countries

Participation in export promotion projects initiated by the Dutch Ministry of Foreign Affairs (CBI), HIVOS, ITC (International Trade Centre, Geneva), European Union, GIZ (Gesellschaft für Internationale Zusammenarbeit), Friedrich Naumann Foundation, government organizations, trade promotion organizations and ICT associations.

Examples of countries involved: Malta, Czech Republic, Macedonia, Kenya, Ghana, Nigeria, Senegal, Colombia, Ecuador, Brazil, Sri Lanka, India, Nepal, Bangladesh, China, North-Korea and Palestine.

The objectives of these projects included:

- Mapping activities; assessing strengths and weaknesses of the local ICT/BPO-sector (mainly SME-companies in the private sector), including company assessments
- Assist ICT- and BPO-providers in developing countries in order to build (and improve) marketable capabilities, services and European market knowledge
- Provide export training for ICT companies: 'How to market your offshore outsourcing services successfully to European clients?': www.gpic.nl/export-training-outsourcing.pdf
- Provide matchmaking and promotion opportunities.

● Business development activities

Assisting ICT companies from foreign countries, in order to introduce their services to potential Dutch customers. An integrated marketing approach is being used: informing Dutch companies on offshoring on a regular basis and by different means. Also mailings and advertisements are used to be known by

potential clients, and telemarketing activities are conducted through specialized agencies. These marketing and sales activities in the Netherlands are supported by various public activities, such as seminars, study tours and press coverage.

● Organizing general seminars on offshoring

Since the year 2000, full-day and half-day seminars on offshoring were organised. Large-scale marketing actions are used to attract participants. With speakers on different topics, they include Dutch case studies on a range of countries (e.g. India, Czech Republic, Romania, Ukraine, Malta, Bulgaria, Russia, Bangladesh, Serbia, Malaysia, Palestine, China).



An example is the Amsterdam-event on 22 March 2016. Around 80 Dutch visitors attended this ICT-seminar, and information was presented related to Bangladesh, Palestine and Kenya. For an impression of a similar seminar, see: www.youtube.com/watch?v=5RXiBTRt4KY

● Organizing ICT/BPO study tours

Offshore ICT/BPO-missions took place on a regular basis, and to various countries. The goal of these missions is to give the European participants detailed information about offshoring, and especially about the opportunities in a certain country. The business delegation will visit several local service providers in one or more cities. A trip will have an informal character, with a visit to a university, an ICT-Park and also with some attention to cultural and tourist elements. Large-scale marketing actions are being used to attract participants.

Examples of matchmaking and promotional activities, organized by us for a Dutch audience:

- [Dutch-Palestinian Bilateral Forum in The Hague](#)
- [ICT-mission to Bangladesh](#)
- [Trade fair participation CeBIT Hannover](#)
- [ICT-mission to Israel and Palestine](#)
- [Business mission to Pyongyang, North Korea](#)
- [ICT-mission to Kathmandu, Nepal](#)
- [ICT/BPO-mission to Paramaribo, Surinam.](#)

● Arranging press coverage

In order to promote offshore sourcing in the Netherlands, our consultants are involved in writing articles in Dutch ICT and business magazines and in assisting journalists. Sofar, more than 100 articles in the Dutch language have been published: www.gpic.nl/category/articles/?v=articles.

Some articles in the English language:

- [Palestine and ICT Offshore Sourcing - Corporate Social Responsibility](#)
- [North Korea: An Up-and-Coming IT-Outsourcing Destination](#)
- [The Next India \(outsourcing challenges\)](#)
- [ICT demand & supply organizations](#)
- [China: an Upcoming IT Offshore Destination](#)
- [Offshore outsourcing to Nepal](#)
- [The Software Industry in Bangladesh and its Links to The Netherlands.](#)



B. Related to (potential) users of ICT/BPO-services, in Europe:

● Consultancy services

A. Offshore Strategy

The actual offshore journey starts with developing an offshore strategy and an operational plan. A feasibility stage could result in the conducting of a low-risk pilot project. GPI Consultancy has been involved in various activities, such as: providing general information on the advantages (and disadvantages) of offshoring to both business managers and ICT and BPO professionals. Defining the strategic goals of offshoring: what are the advantages? The cost reduction strategy and other strategic goals to leverage offshore. Preparing a business case (e.g. estimate of the cost savings, the 'hidden costs', the offshore risks, selecting the right project to start). Country selection and identification of potential offshore ICT and BPO providers.

B. Offshore Transition

The offshore transition is a complex and critical process, especially if large amounts of work have to be transferred offshore. Hiring external expertise on a full-time or part-time basis speeds up the process and saves valuable time for the launch team. The focus of GPI Consultancy is on the three main topics in the management processes and structures that lead to successful transitioning of work offshore: change management; knowledge transfer; governance.

C. Cultural Training Services

Improving the 'cultural fit' when working together. We arrange the workshops: "how to deal with the Indian business culture" for Dutch and Belgian users of Indian offshore services. We also organize workshops: "how to deal with the Dutch business culture" for the staff of foreign offshore providers.

D. Export promotion services

The Dutch ICT sector has not yet discovered the markets in the Middle East and the Gulf region. A new project has been designed in order to promote Dutch ICT exports to this region.

Appendix

Paul Tjia wrote a handbook on international ICT collaboration, together with Professor Erran Carmel (American University, USA). "Offshoring Information Technology - Sourcing and Outsourcing to a Global Workforce" contains more than 300 pages and is one of the most detailed publications available on the subject (fifth print in 2009). It includes a chapter on the marketing of offshore ICT services.

Published by Cambridge University Press, the full Table of Contents is available at: www.gpic.nl/bookTOC.pdf; the book can be ordered at Amazon: www.amzn.to/xegoU9.



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