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NEARSHORING GUIDE

6TH EDITION

A PRACTICAL GUIDE FOR COMPANIES THAT
CONSIDER TO EXPAND THEIR BUSINESS IN ROMANIA

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Dear reader,

This comprehensive guide to Nearshoring to Romania has been initiated by the Netherlands Romanian Chamber of Commerce (NRCC) in order to provide information about Romania as a destination to expand your business, since it bundles together some of the most promising business opportunities the CEE can offer, as one of the most competitive and dynamic economies in the European Union. In a realistic and objective manner we present the advantages and challenges in doing business in Romania, which makes this guide a must-read for any entrepreneur that

considers nearshoring to Romania. The guide contains do's and don'ts from entrepreneurs that are currently active in Romania, as well as advice from consultants.

Nearshoring from the Netherlands to Romania, and possibly the other way round too, is beneficial for both the outsourcing company and the partner – a win-win situation and fully in line with our purpose. The NRCC believes that nearshoring from the Netherlands to Romania brings benefits to:

- The company that outsources, by increasing its competitiveness on the market;
- The Romanian branch or partner, by bringing in high quality work;
- The Romanian society and its government, that will benefit e.g. from the influx of work and its contribution against the brain drain;
- The European Union, since the work might otherwise be outsourced outside the Union.

Founded in 2006, the NRCC supports and promotes the Dutch-Romanian business community through premium networking, content and dedicated events, member-driven and industry-focused Task Forces, active membership in the Coalition for the Development of Romania (*Coaliția pentru Dezvoltarea României*) and the close contact with the Embassy of the Netherlands in Romania, as well with the Romanian authorities, when necessary.



For more information, please visit our website www.nrcc.ro, follow us on social media or contact us at info@nrcc.ro.

Maurits DOHMEN
Executive Director
Netherlands Romanian
Chamber of Commerce



Dear reader,

In 2020, the Netherlands and Romania celebrate 140 years of diplomatic relations. One of the first achievements after diplomatic relations were established was the bilateral trade agreement of 1881. This agreement facilitated the trade by maritime companies and shipping merchants. Despite wars and political differences, trade has continued to be a positive element in the Dutch-Romanian relations.

Over time, the economic relations between Romania and the Netherlands held strong and show an upward trend. Romania offers a range of business opportunities, bilateral trade growing year-on-year with double digit figures – in 2018, trade between the two countries summed up to more than €5bn, an increase of almost 8% compared to 2017 (€4,6bn). These figures show a healthy trade relationship between the two countries and optimistic outlooks for businesses that seek opportunities at the Eastern gate of Europe.

Romania has one of the fastest growing economies in the EU, growing at a rate of 6.9% in 2017, 4.1% 2018, 4% in 2019 and is estimated at 3,5% in 2020. Dutch companies nearshoring in Romania see the country as a flourishing technology hub and a goldmine for innovative ideas, entrepreneurial spirit and talented people. The workforce is characterized as having an affinity for technology, Romania being the leader in Europe and in top 10 worldwide for the number of certified IT professionals. To put the opportunity into perspective, there are more than 110,000 employees in the IT&C sector in Romania, the largest number in the CEE, while the sector is estimated to grow to 12% of the country's GDP by 2025, from 6% currently. However, challenges exist as well; like in the Netherlands, the Romanian labor market is getting tighter, many companies strive to find and retain a qualified workforce, salaries have risen sharply in some sectors. A shifting political landscape leading to reforms in fiscal legislation require companies to continuously keep informed and adapt. Although there are some cultural differences, these are comparatively lower than with other Eastern European countries, and are outweighed by the economic aspects of setting up a nearshoring business in Romania.

On a broader scale, Dutch and Romanian companies working together enables them to compete in the international market, while developing beneficial business partnerships that create and keep jobs in the European Union. The Economic Department of the Netherlands Embassy continues its support to Dutch businesses and works in close collaboration with the Netherlands Romanian Chamber of Commerce (NRCC) to strengthen the economic relations between the Netherlands and Romania, also in the next 140 years!



Wijnand Marchal
Economic and Commercial Counsellor
Embassy of the Netherlands in Bucharest

EXECUTIVE SUMMARY

This practical guide to Nearshoring to Romania is written for entrepreneurs who are considering expanding their business by setting up a branch or by starting a collaboration with a partner in Romania. A key question is: 'why go to Romania?' After answering this question, information is provided about two options: setting up a branch, or the collaboration with a partner. The information is presented in an objective and realistic manner, thus making this guide a must-read for any Dutch entrepreneur who considers nearshoring to Romania.

Nearshoring and offshoring

When business or IT processes are transferred to the same or another company in a nearby country, often sharing a border with the home country, where both parties expect to benefit from one or more of the following dimensions of proximity: geographic, temporal (time zone), cultural, linguistic, economic, political, or historical linkages, we speak about nearshoring. Nearshoring is doing business in a country close to the home country, in comparison to offshoring, which means transferring business or IT processes to a country in the Far East countries (e.g. India). Read more about nearshoring and offshoring in chapter 1.

Benefits of working in Romania

The main benefits of working in Romania, as identified by experienced NRCC members, are framed in three categories: employment advantages, cultural compatibility of Romania with the Netherlands, and ease of running an office in Romania.

Challenges working here

Keep in mind that cultural differences can bring challenges - e.g. Romania is more bureaucratic than the Netherlands and hierarchy is more important in the Romanian work ethics. Read more about this in chapter 2.

Steps to take when deciding to nearshore to Romania

Once a decision has been made to move work to Romania, one of the biggest decisions that follow is whether the work will be moved to a partner in Romania or a branch will be set up in Romania. This decision depends on e.g. the time that a company wants to be present in Romania, the protection of the company specific intellectual property and the willingness to invest in the training of the local team members. More information about these topics can be found in chapter 2.

Setting up own branch

When you decide to set up your own branch you need to register your company. We recommend working with a specialized company. Read more about this in chapter 3, but also about HR aspects in chapter 4.

Nearshoring to a partner

It is advisable to choose your nearshoring partner carefully, because your own company will depend on it. It will require considerable investment to have the nearshoring partner work productively. In chapter 4 we provide information on how to find the right partner, and tips for a fruitful collaboration.





1 INTRODUCTION TAKING YOUR BUSINESS ABROAD

This chapter contains information about taking your business abroad: the terms *nearshoring* and *offshoring* will be defined, and the processes of nearshoring and offshoring will be compared.



1.1. Why take your business abroad?

In general, the decision to move a part of a business abroad is based on one of the following reasons:

- 1 Opportunities for running a business at reduced costs, because the destination country can provide raw materials or labour at lower costs than the home country.
- 2 Access to the local marketplace for the products produced by the company.
- 3 Taking benefit from the particularly skilled labor, not (sufficiently) available in the home country.
- 4 Production of a products with an expiration date close to the market place.
- 5 The location of the destination country is favorable in the sense that it can act as a logistic hub for a new market.
- 6 To prepare for or implement an offset obligation: bringing an operation or investment to another country as compensation within an agreement.
- 7 Focus on core business processes and capabilities in the home country, while delegating repetitive work abroad, usually by splitting the conceptual and executorial phase.

It is important for companies to have a thorough understanding of why they want to go abroad, because these reasons will be the driver for their consequential decisions: set up a branch or find a local partner? Nearshoring or offshoring?

In the following two paragraphs the terms offshoring (1.2) and nearshoring (1.3) are explained.

1.2. Offshoring



Offshoring is the move of a supportive or primary business service outside the home country. In the past decade, offshoring has become equivalent with moving jobs to the Far East (e.g. India), especially in the IT sector. The biggest perceived benefit of moving services to the Far East is the reduction in costs that it brings. The **main benefits of offshoring** are:



Cost savings



Access to a new market



Enlarging the workforce and talent pool



Can help to fulfil the offset obligations

Not all offshoring projects are successful, and a fierce competition in popular offshoring locations can significantly increase the costs. The **problems associated with offshoring** are:

- ✓ Lack of infrastructure in the destination country;
- ✓ Problems in the cross-cultural collaboration;
- ✓ Cost of oversight;
- ✓ Governance of the overseas branch / partner;
- ✓ Expenses related to travelling overseas;
- ✓ Inefficient communications.



1.3. Nearshoring

Nearshoring is very similar to offshoring, except for the distance (*both in physical distance and in cultural distance*) between the home and destination country. 'Nearshoring is "the transfer of business or IT processes to the same or another company in a nearby country, often sharing a border with your own

country", where both parties expect to benefit from one or more of the following dimensions of proximity: geographic, temporal (time zone), cultural, linguistic, economic, political, or historical linkages.' The idea behind nearshoring is that it provides a more sustainable business climate because it offers the same

benefits as offshoring, but with fewer drawbacks. During the transition phase, the geographical proximity especially allows for an easier on-site expertise when required, not compromising on quality. The **main benefits of nearshoring are:**



Cost savings



Access to a new market



Enlarging the workforce and talent pool



CSR Corporate Social Responsibility considerations

Compared to offshoring, the following downsides can still be present for nearshoring and should be looked at by companies that consider nearshoring:

- ✓ Lack of infrastructure in the destination country;
- ✓ Governance of the out-of-country branch or partner;
- ✓ Inefficient communications;
- ✓ Travel-related expenses.

1.4. Offshoring versus Nearshoring

The conclusions of paragraphs 1.2 about offshoring and 1.3 about nearshoring are summarized in the table below.

		Offshoring	Nearshoring
Benefits	Cost savings		
	Access to a new market		
	Enlarging the workforce and talent pool		
Problems	Infrastructure of the destination country		
	Governance of the overseas branch or partner		
	Cost of oversight		
	Communications		
	Cross-cultural collaboration		
	Travel-related expenses		
	Proximity of on-site expertise		
	Cooperation through different time zones		



2 NEARSHORING TO ROMANIA OPPORTUNITIES AND CHALLENGES

WHY GO TO ROMANIA?

2.1. Why go to Romania?

Romania offers particular benefits for nearshoring from the Netherlands. The main benefits of nearshoring to Romania are described in paragraph 2.1.1. At the same time, companies should be aware that there are issues that need to be taken into account when planning to nearshore to Romania. The most pertinent issues are discussed in paragraph 2.4.

2.1.1. Benefits

The two main reasons to move work to Romania are that working in Romania:

1. provides **access** to the Romanian market
2. gives **access to resources** (including well-qualified workforce) at an attractive price.



Each of the reasons can individually be enough to decide to move work to Romania or a combination of the reasons makes the move attractive. In all considerations, the transport costs of the end product are also an important factor to consider in the decision to move work to Romania. Based on the experience of the NRCC members the main benefits of working in Romania are:

EMPLOYMENT

It is relatively easy to hire **well educated and well-trained employees** in Romania. However, in some sectors or jobs the competition is big and therefore it could be difficult to find the right people. Also, the salaries for these jobs are rising faster (e.g. CNC operators). The Romanian education system focuses on theoretical knowledge and thus employees have a solid background they can build

on during their career. Especially compared to the surrounding countries, **Romanians have excellent language skills. All educated persons speak English.** If needed, it is relatively easy to find people that speak French, Italian, Spanish, German, Hungarian or Russian. The job market in Romania is lively, so when a vacancy is announced there is usually a lot of response. This enables a company to

 Wage Info

75%
lower than those in the
NETHERLANDS

build up quickly a team of substantial size. The wages in Romania are lower than those in the Netherlands; in 2017, the minimum wage was reported 4 times lower in Romania than in the Netherlands while the average wage was almost 6 times lower in Romania than in the Netherlands;

CULTURE

Cultural differences


with the Netherlands are relatively small, however, the existing differences should not be ignored.

More information on the Romanian culture can be found in chapter 4.4.

The Romanian work ethics includes, generally speaking, the following positive points:

- | | | |
|-----------------------|--|---------------------------------|
| 1. Flexibility | 2. Hard work
(willingness to work in 3-5 shifts) | 3. Willingness to travel |
| 4. Motivation | 5. Overtime | |

There are also some negative points:

-  Planning or pro-active thinking is sometimes less developed, however it can be developed

OTHER BENEFITS

- There is a big and active business community in Romania, which makes it easy to get support.
- There are frequent flights from the Netherlands to Romania (2-3 times a day).
- Romania is part of the EU and NATO.
- The office space, internet connection (Romania ranks top in Europe when it comes to internet speed) and other local expenses are cheaper than in the Netherlands.
- The land and greenfield developments are cheaper. The building quality needs attention, but with a good architect/ builder and good supervision this can be kept under control.



2.2. NEARSHORING TO A PARTNER VS. SETTING UP YOUR OWN BRANCH

Once a decision has been made to move work to Romania, one of the biggest decisions that follow is whether the work will be moved to a partner in Romania or a branch will be setup in Romania. The factors that should be taken here into consideration are:

1. The time the company expects to be present in Romania.
2. The protection of the company specific intellectual property.
3. The risk the company is willing to take when starting to work in Romania.
4. The money the company will spend on training the team in Romania and the time it will take to break even on that investment.
5. The additional expense and profit that come with starting an own branch in Romania and how those two factors are expected to develop over time.
6. The ability of the staff of the home company to work in and with another culture.

SIBIU

The 14th city in size in Romania, but one of the most prosperous cities; good name for foreign investment; the European Capital of Culture in 2007; the largest stock exchange after Bucharest and one of the most modern international airports in Romania, with direct connections to Germany, Austria, England and Spain, as well as to other Romanian cities.

TIMISOARA

One of the biggest & most important cities of West Region; European Capital of Culture for 2021; historic tradition in manufacturing, commerce, transport, education & tourism; awarded in 2016 by Forbes as the most dynamic & best city for business in Romania.

CRAIOVA

Strong automotive history; Automobile Craiova is now in the hands of Ford; has a medicine, economics and agriculture university; airport.

CLUJ-NAPOCA

2nd city of Romania; financial centre, focus on attracting foreign investors; much oriented to Western Europe (Germany, Netherlands), good & respected university; limited international airport. Companies like MOL, Aegon, Emerson, De'Longhi, Bechtel, FrieslandCampina, Genpact have their regional/national HQs.



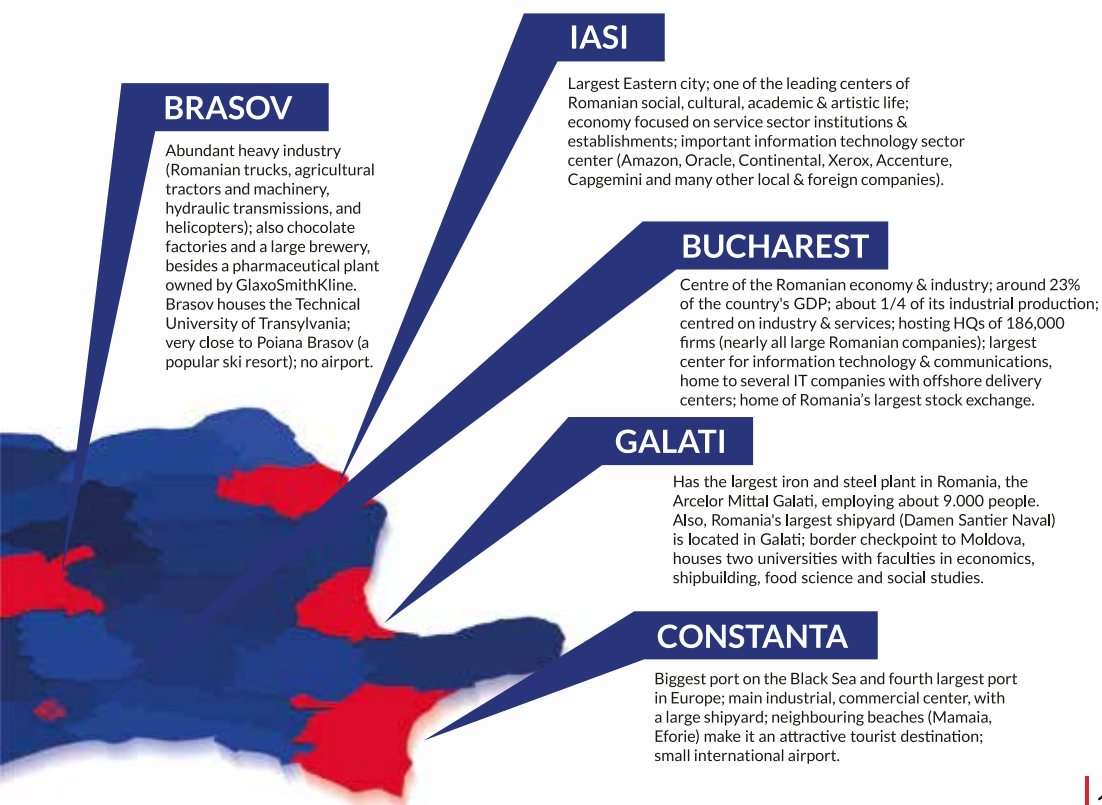
2.3. WHERE TO GO?

When selecting a location for your branch or selecting a partner be aware that travelling across the country will take longer than in the Netherlands. However, the quality of the road network is improving, with stretches of highway being opened every year. Romanian roads are rather busy, so take this into consideration when

you think of traveling by car, either from your home country or within Romania. Train travel is possible but infrequent and generally much slower than traveling by car. Note that the best location for working in Romania will be highly dependent on the specific sector and the needs of the companies that consider nearshoring

to Romania. The NRCC has several members that can give solid advice based on your needs. It is always recommended to spend at least a week in the location where you are considering setting up a branch. You will find below a list of Romania's biggest cities and some keywords describing them.

Further discussion on setting up a branch in Romania can be found in chapter 3, and working with a partner in Romania will be discussed in chapter 4.



2.4. To keep in mind

Working in Romania is not without problems; the companies that consider nearshoring to Romania should keep some things in mind. The Romanian culture puts less emphasis on several topics that may seem natural to someone with a Dutch background. Anyone starting to work in Romania should not consider one or the other approach as right or wrong, just different.

CULTURE



ADMINISTRATION

Romania is more bureaucratic than the Netherlands. Civil servants generally focus on their own area of expertise and offer little support when it comes to questions outside their own responsibility. For example, the division of Bucharest in sectors doesn't facilitate business because it creates unnecessary paperwork when, for instance, moving from one sector to another.

Contradictory to what one might expect, the total taxes on labour and associated social contributions are roughly equivalent to the Netherlands.



Whether companies choose to start their own branch or to work with a partner it will take investment to start working in Romania, especially at the start of the transition. For this reason, it is important to have a long-term perspective when moving work to Romania. It is not realistic to expect a high output from the start, at

the same time, there are many companies that find out that after the initial teething troubles their Romanian teams outperform teams in the Netherlands. What will help is, at least in the start-up period (first 1 or 2 years), to lead the company by a Dutch person or a person with an international experience in order to set the work culture and train the personnel in international work methods. A combination of a Dutch manager with a Romanian team often provides the best results. However, the manager should have an open mind for doing things differently than they are accustomed to in the Netherlands.

A combination of a Dutch manager with a Romanian team often provides the best results



3 HOW TO NEARSHORE TO A PARTNER IN ROMANIA

Once the decision has been made to nearshore to a company in Romania rather than setting up a branch, the biggest challenge is to find the right nearshoring partner.

In this chapter, we focus on the situation of nearshoring software development services, as this is one of the most common nearshoring activities and because it can act as a template for other types of similar services. The implication is that it is very important to choose a nearshoring partner carefully. Your own business will depend on it and it will require a considerable investment to have the nearshoring partner work productively. Once production has been moved to the nearshoring partner it will take a continuous effort to keep harvesting on the initial investment and keep gaining from the advantages that nearshoring has to offer.





3.1. Partner selection

There are many potential nearshoring partners active in Romania and searching for one on the internet will yield a lot of results.

Obviously, not all of these will be a perfect fit for your situation. One of the best ways of finding the right partner is by referral from a trusted source. Having considered the

possibility of nearshoring, have recourse to the experiences of others in the field. Talk to these people to find out how they found their partner, how they work with them, what their positive and negative experiences are, etc. Another possibility is, of course, to contact an organization such as the NRCC, which, having knowledge of the local

companies, can direct you to potential partners. Regardless of how a potential partner is found, there are some criteria to keep in mind during the selection process. We will outline both pre- and post-selection criteria, where the pre-selection criteria apply to all potential partners and post-selection to partners, that are seriously considered.

3.1.1. Pre-selection criteria

The following list is not by any measure a complete one but it will help to eliminate the potential partners and point out those that are worth investing more time in.



Communication

Nearshoring (in software development) is all about communication. And communication is all about language and culture. One of the major hurdles in the nearshoring process is to bridge the cultural and linguistic gap between the two parties involved. This takes effort on both the receiver and the supplying side. You and your staff have to adjust to working with and talking to people from Romania. At the same time, the employees in Romania have to adapt to working with people from your country. Your expectations will likely be different from those anticipated by the

Romanian staff. At the same time, you will direct and manage in a way that is different to what people in Romania are used to. If the nearshoring partner is of a foreign origin that is not your own, a second cultural bridge is introduced. Within the nearshoring company everyone will have accommodated to the existing cultural boundary. This holds true both at the management and employee level. Working with such a company would mean having to work with "foreigners" (i.e. not Romanian) on the management level. At the

same time, the Romanian employees of the partner would have to work with a foreign partner that is of another origin than their management and most of their customers. In other words, a second cultural gap will be introduced on every level. Selecting a purely Romanian partner would probably introduce fewer risks than selecting a partner that is from another (non-Romanian) country than your own. The only extra challenge in that case would be to work with Romanian staff both on the management and operational level.



Keep it local

Many, if not most nearshoring companies in Romania are of foreign origin. Many of those still have foreign management and have close ties to the country of origin. It is best to choose a partner that has close (cultural) ties with your own country of business.

Willingness to travel

It is inevitable that, at regular intervals, people are traveling to the other location in order to discuss matters face-to-face. The ease of travel is therefore a factor in the decision process. Are the key-people from the nearshoring partner willing to travel to your

local branch? And if so, under which conditions and for how long? Planning ahead will reduce costs for plane tickets and possibly hotels. Usually there will be a daily allowance involved for the people coming to the local branch and it will help to know these costs.

3.1.2. Post-selection criteria - field-test

The only way to find out if a partner is a good match is by doing something of a “field-test”. In production, this would mean to have the potential partner produce samples of the goods to be examined by you. In software or services, the best way to do this is by assigning a real world task to the partner and evaluating the results.

For you as a client, the extra effort is well invested considering the risks of working with the wrong partner. You do have to consider, however, the investments the potential partner has to make. The tasks should not be so elaborate that the partner will shy away from taking on, out of fear of not getting a return on the investment. It is very important for the

field-test to work with the partner as would be done in the actual collaboration. **Make sure the key people on your side communicate with the people in Romania, not just someone from HR or another person that will no longer be around once the real work starts.** Also, keep the deadlines and quality standards in place, as you would in a real project.



Finally, communicate also with the prospective partner, as you would in the actual collaboration. If you would work in Scrum the quality of the video

link for the daily stand-up is vital. The partner should have both the willingness and the discipline to organize this properly.



3.2. IT nearshoring

In the following paragraphs we will discuss a few points that are specific to the IT nearshoring to a partner in Romania.

TECHNOLOGY

The development technologies that should be used play an important role in the selection criteria for a nearshoring partner. Many companies, particularly the smaller ones, focus on a certain platform and/or development technology,

e.g. Microsoft Windows or Linux environments. Your prospective partner should have an ample experience with the required technologies and be prepared to work with them. There is a tendency among certain communities

(especially the younger IT staff) to always want to use the newest tools and technologies. This can contradict with the interests of the customer, who often is dealing with legacy systems and cannot always keep all the projects updated at all times.

AGILE VERSUS WATERFALL

When selecting a nearshoring partner, it may be helpful to consider what kind of development methodology will be used in the cooperation. The traditional waterfall method may seem more suited for a situation where a team is working remotely. The requirements are clear before the project starts and the project

can run more or less independently until the end of the last phase. An agile methodology may seem better suited for a local team because it involves a lot of communication between the stakeholders. On the other hand, leaving a remote team to work independently for a longer time increases the risk of having an unusable product in the end, whereas

the frequent communication that is inherent to an agile methodology will keep the remote team involved and committed to the local operation. **In general terms, neither method has a clear preference but it would be good to consider the possibilities and see if the prospective partner is willing and able to use the desired methodology.**

3.2.1. Starting the cooperation

Get off to a good start of the cooperation by some relatively simple measures. A little investment in the beginning could be very fruitful in the end by ensuring a good start.

MEET AND GREET



The first thing to do when you start working with your

Romanian partner is to arrange a meeting. Depending on the amount of people involved on either side, this could either be at your lo-

cation or in Romania. What matters is that the key players know each other personally and know their respective surroundings. Instead of dealing with a black box that delivers goods or services, people will be dealing with someone they

know. When talking on the phone or through Skype they can picture the other person in his working environment. Another obvious advantage of an initial meeting is that it provides an opportunity for an initial knowledge transfer.



CHANGE YOUR LANGUAGE



All communication with the Romanian partner is likely to be in English, while much of the in-house communication is probably in your own language. Once you start working with the nearshoring partner it is wise to start using English for all aspects of the work that is being nearshored. This includes documents or information that is initially only targeted at the local office, since much of this may eventually need to

be communicated to the Romanian partner. The earlier in the communication pipeline the English language is used, the easier it is for all parties involved to unambiguously discuss the matters.

To this extent, it is also wise to have a uniform way of translating terms from one language to the others, i.e. to have established terminology in both languages. This prevents the misunderstandings resulting from terms being translated (and therefore interpreted) differently at

different moments in time. When the work is moved to Romania it will require the communication in English. It seems obvious, but many Dutch organizations find out they are not ready for communicating in English after they start the collaboration. **Despite all modern means of communication face-to-face, the communication is still essential for good collaboration.** Be sure to include enough in your budget for travels between the Netherlands and Romania.

COMMUNICATE EXPECTATIONS

For people working off-site it is always difficult to form a complete picture of what is going on at the receiving end. This lack of overview may hinder their potential to optimize efforts towards the end result, for example by focusing on aspects that are

irrelevant to customers or end users. The separation of the IT department from the core business may already expose this problem in a traditional situation; only exaggerating it when IT tasks are being offshored. **For this reason, it is essential that all**

people working off-site have a clear picture of the requirements and, most importantly, of the expectations on the receiving end. This requires an effort from both the local and remote management.

3.2.2. Continuing the cooperation

Starting the cooperation and the combined process is one thing, keeping things running smoothly is another. Once the cooperation becomes more of a routine, people could become sloppy in keeping to the rules and levels of communication. This, in turn, could induce the “dangers” that are specific to nearshoring. It is essential to stay disciplined and put an effort to keep the cooperation fruitful for both parties.





A potential pitfall when working with two teams on different locations is that teams can get alienated. In a nearshoring situation, this would imply that in due course the nearshoring team will feel less connected to the “mother ship”, resulting in loss of motivation and quality of work. When everything is new and there is movement this will not happen so quickly. But once the cooperation reaches a certain level of self-organization and becomes routine, this danger becomes present. People in the remote team could feel less appreciated or involved in the project and as a result they become less motivated or even start looking for another job. In order to prevent this, the remote team should continue to be involved in the process. This can be done by regular trips, (video-) presentations to the remote team, combined team building activities etc. (anything that can be done to keep the remote team involved in the process that happens on your side).

The more the remote teams are working independently, the higher the risk that they will deviate from the planned track. In order to prevent this, it is essential to keep tabs on the remote team. This goes above and beyond tracking reports or asking the local management. Regularly sampling the actual output yields a clearer picture of the end result and will forewarn the deviations. In software development, using agile development methods will facilitate this. The agile development calls for an incremental development, where the requirements can be changed on a regular basis because of the customer demands or insights based on tests with earlier versions.

3.3. Overview BPO & SSC market in Romania

In this globalized market, there is an ongoing search for talent, specialized skills, cost, efficient locations and optimum business environments so much so that **Business Process Outsourcing (BPO)** and **Shared Service Centers (SSC)** business models have become a critical component of today's strategies for corporations around the world, being no longer limited to the areas the organization resides in. The so much talked about globalization and the constant preoccupation for new technologies have led to the expansion of BPO and SSC entities beyond their traditional borders. Through

globalization the markets can enjoy tremendous economic gain, but they can also face a source of vulnerabilities. Both geo-political and geo-economic risks like terrorist attacks in Europe, the political tensions between Russia and the West, energy security, the turmoil and mass migration from the Middle East, Turkey's volatile situation, China's continued economic slowdown, the economic crisis in Spain and Greece, Brexit, all these will leave their marks on the global services outsourcing industry. The global sourcing for business and IT services may include one or more of the following options: out-

sourcing, in-house teams, shared services or captives, to accomplish objectives and the suitable evaluation and selection processes for the locations are critical for success.

According to the Gartner analysis Evaluate Offshore/ Nearshore Countries for Outsourcing, Shared Services and Captives Worldwide, 2016, there are over 6.7 million skilled workers exporting IT and business process services¹. But despite the automation trends that replace individuals with smart-machine-enabled services, the human labor pool continues to steadily increase.

1. Evaluate Offshore/Nearshore Countries for Outsourcing, Shared Services and Captives Worldwide ... (next page)



ROMANIA ON THE GLOBAL OUTSOURCING MAP

For European buyers, **Eastern European countries are ideal** because they operate in a **convenient time zone cultural affinity multiple language options technical expertise at cost-effective rates** and problematic because of political instability.

A.T. Kearney's 2019 Global Services Location Index places Romania on the 28th position, a fall of 10 places compared to 2017.²

Romania stands out as a BPO location of choice because of the affordable office rents, a low-cost environment and strong internet connectivity speeds, which are ranked seventh globally, but its position is being affected by strong annual inflation that tightens cost margins.

Romania is losing its low-cost country characteristic, shifting its focus towards more sophisticated services.

Convenient time zone

Cultural affinity

Multiple language options

Technical expertise

Based on language skills, solid education system, with a strong focus on IT and finance & accounting, cultural proximity and competitive prices, even if they saw increases over time.

Romania can be seen as an "valley" for BPO, ITO, software development, research programs, process, operations, and shared service, because of the following summarized reasons:



Good Proximity

Geographical (1-2 hour flights) and cultural (business ethics) proximity to the Western Europe, facilitating close relationship between the client and vendor compared to offshore locations



Stability

Political and economic stability and as a EU member state simplifies the legal and financial issues



IT workforce

Strong aptitude for multilingual skills and experienced IT workforce



Talent Pool

Academic involvement in ensuring high demand in talent pool continuity



Ballance

The right price-quality ratio

1. (following) Evaluate Offshore/Nearshore Countries for Outsourcing, Shared Services and Captives Worldwide, Gartner , February 2016. The labor pool data totaling 6.7 million skilled workers exporting IT and business process services was derived by adding the calculated levels derived for 20 primary countries, 16 contender locations and several other locations that are not featured but have confirmed resources. Several sources of data that were combined to arrive at labor pool estimates include country associations, government and World Bank data

2. 2019 Global Services Location Index, A.T. Kearney



According to the Association of Business Service Leaders in Romania (ABSL) over 131,000 Romanians are employed in companies from the business services sector, which represents 2.4 % of Romania's working population, and more than 280 companies activate in the Romanian business service sector .

Language proficiency is the most needed skill, followed by technical skills, payroll related skills, accounting skills, engineering, procurement, supervisory skills, supply chain related skills and soft skills such as the customer focus.

Bucharest is the preferred BPO city in Romania, but now it's strongly competing with other target cities in the country, such as Cluj-Napoca, Iasi, Brasov, Timisoara, Targu-Mures, Sibiu :

Shared Services & BPO Market



FUTURE PROJECTIONS

The Romanian market has 3-4 times more potential than the present state of affairs. Most of the players in the industry have development plans

involving a rise in number of employees, expansion of the type and the complexity of the services offered. Analyzing the numbers,

taking into consideration the evolution and the confirmed intentions of the different BPO actors, the trend is constantly on the rise:



- Either through focus on the stabilization and optimization of their current activities
- Expansion of their activities in the following years, either through new activities being offered to new or existing clients, or by offering existing activities to new clients
- Growth in number of employees is also an expected trend
- Focusing on increasing the automation



Gartner, one of the leading information technology research and advisory companies, in its 2016 analysis of the **BPO market**, dramatically pointed out that “Digital Darwinism is upon us”. Both at the local level, as well as globally, one should always have in mind future trends and developments.

This **disruptive trend** of the virtual labor and of new digital business initiatives will be marking the sourcing environment challenging the existing business models. Automation will mean displacement of the human labor by smart-machine-enabled services and algorithmic business models. This will eventually

be the new sourcing approach for delivering speed to competitive advantage which might mean obsolescence of **Offshoring** for the competitive advantage promised by the shift of human labor from higher-cost countries with lower-cost locations, such as India. The use of crowdsourcing as the new trend is both a threat and an opportunity for the regional offshore providers. In crowdsourcing, you can outsource the task to not only a small group of persons, but also to tens of thousands of people, bringing in mass intelligence to solve problems of all kinds with affordable price, flexible workforce, no overhead

costs. You have on one side cheap labor, but this may offer less credible products, compared to professionals. The management aspect can be tricky when you have to manage a large scale of workers, meaning waste of time and not solutions. Another problem is that establishing collaboration between the crowd members while not having a contract may lead to chaos.

In such a fast-changing dynamic with shifts from the classical models of labor to hyper-automation, the solution is proactivity and constant recalibration in order to be competitive and to not fall behind.





4 HOW TO START AND RUN A BRANCH IN ROMANIA

When you decide to start up a branch in Romania for your company you have to register the company. The formalities are pretty straightforward, although there are for sure things to watch out for and take care of. In this chapter you will find more information about the legal setup for your new branch, recruitment of management and employees, and other practicalities. Realistically speaking, within maximum two months after your decision to start a branch office in Romania, you should be able to have it fully operational.





4.1. COMPANY REGISTRATION

It is recommended to use a specialized company to help you deal with the requirements of setting up an office in Romania.

They normally take care of all formalities and paperwork for a fixed fee. Similar formalities will be necessary each time you decide to make changes in your company that affect your incorporation act (e.g. the change of company's registered address, modification of shareholders' structure, etc.).

In the incorporation act of your company you need to classify the economic activity of the company using standardized codes, so called CAEN codes. Your business will have to be limited to the selected activities declared with the Trade Register, but these can be modified at any time provided that the necessary formalities are done. Note that the Romanian Law does not differenti-

ate between a Romanian natural person (*persoană fizică*) and a foreign-citizen natural person, for example with regard to becoming partners or occupying management functions in a company. The rights and obligations of parties are the same in both circumstances.

An important object in doing business in Romania was the stamp. Even though no specific legislation was elaborated in this respect, the use of the stamp on official documents was expected and required from legal entities when dealing with institutions such as banks, fiscal authorities, Trade register, etc. Nevertheless, since July 20, 2015, this formality has been removed following the publication in the Romanian Official Gazette of the Government Ordinance no. 17/2015 for regulating certain fiscal measures and amending

and supplementing certain acts. In this respect, both natural and legal persons and entities without legal personality are not required to use such instrument in relations with state institutions or other legal or natural persons. Only public entities are obliged to apply the stamp on the documents they issue.

Following the registration of the company, you will need to set up the current bank account. As per the regulations issued by the National Bank of Romania and the EU norms applicable with respect to the anti-money laundering, the Romanian banks will request extracts from the local Trade Registry/ Registry of Legal Entities for each of the company's shareholders, as well as extracts for their shareholders and so forth, until the ultimate beneficial owners (which must be natural persons) are identified.

STEP 1



Use a specialized company

They can take care of all formalities and paperwork for a small fixed fee

STEP 2



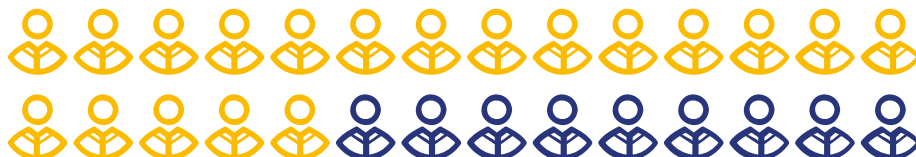
Incorporation act

It classifies the economic activity of the company
USING CAEN

STEP 3

Link to a bank account

Banks might request extracts from local Trade Registry





4.2. ACCOUNTING AND TAXES

After setting up your office, you will also need a company to take care of your accounting, tax compliance, payroll and the registering of labor contracts. You can choose it from a wide range of multifunctional local companies, but it is strongly advisable to get a few first-hand recommendations before you start the cooperation, especially also from companies working in the same field or with the same requirements. After starting to work with one, it will imply a lot of effort to switch to another one later on.

Also, the big international accountancy & law firms are present on the Romanian market. If you work in the Netherlands with one of the big firms, then this can be a good option. Especially when you do a lot of international business, the big international firms are more likely to be able to advise you correctly than the small local ones. Regardless of your choice (local or international firm), it is important to make sure that the external companies handling your accountancy and HR

matters are always up-to-date with the legislative news, as Romanian laws are constantly changing. More legal requirements (such as the obligation to perform financial audit) may be applicable depending on the type of company.

From a fiscal point of view there are several deadlines to be met each month, the most important one being the settlement of taxes (taxes corresponding to the previous month should be paid to the state budget not later than 25th of the current month).

4.3. EMPLOYMENT CONTRACTS AND SALARIES



It is common practice to have the first employment contract for a limited period (i.e. 6 months). Negotiations are often about the net EUR salary, although the employment contract will be in gross in RON. Because

the employer handles all tax payments (also those for the employee), the employee is normally interested only in the net amount. Many companies also correct for the exchange rate differences by paying a monthly or quarterly bonus. Choosing to do this compensation brings an additional administrative work and shifts some of the exchange risks from the employees to the company.

$$\begin{array}{rcccl} 1.000 \text{ €} & + & \sim 700 \text{ €} & = & 1.700 \text{ €} \\ \text{NET SALARY} & & \text{TAXES} & & \text{/EMPLOYEE} \end{array}$$

As a rough indication, one can say that the factor between the net salaries for employees and gross salary costs for the company (incl. taxes and social benefits) is around 1,7. In other words, if an employee earns 1.000 EUR net, the total costs for the company are approx. 1.700 EUR).



Note that the salaries in Bucharest are on average **with 20% higher** than in the rest of Romania and with about 10% higher than in ten the largest cities in the country. Also, note that for the IT professionals (depending on the studies they completed), there is a special program that exempts them from paying the 10% income tax.



The labour contract has to be registered with the labour authorities (see legal). It is wise to also sign a confidentiality agreement with your employees. Note that in Romania the position that you can give to an employee in your company is dependent on his/ her diplomas. Without the proper (and recognized in Romania) university degrees, you can have difficulties in hiring for a specific position. The official position title on the contract has a meaning for the Romanian authorities, and some details, such as the length of the standard probation period, are dependent on this. Authorities require that all HR related documents are in Romanian (contracts, job descriptions, evaluations, internal regulations). It is advisable to let a third party (for instance a payroll partner) take care of this. You can also hire someone as freelancer (PFA or another type of independent entrepreneur). In that case, the labour contract is replaced by a contractor agreement. Please note that there are specific conditions for working with PFAs (they should for instance provide their own equipment and cannot work full time in your office). In any case, make sure that all contracts and tax payments are well organized.

Other common benefits for the employees



Meal vouchers

For every day at work, many Romanians receive a meal voucher from their employer of approx. 15 RON each.



Health insurance

Many companies have a collective insurance with a private health insurance company.



Bonus

Often companies hand out small bonuses at Christmas or Easter and result-oriented bonuses depending on position.



Retirement plan

Some companies offer this as extra benefits.



Tax benefits for certain branches

Check with your accountant. For instance, the employees working in the IT sector and in the research and development sector do not have to pay 10% income tax in some cases.



For work-related traveling abroad and in the country, you are obliged to pay a *diurnă* (daily allowance).

The Romanian Government published a list of the minimum payable daily allowances (different per country) for the work-related traveling abroad (*HOTĂRÂRE Nr. 518 din 10 iulie 1995*). The maximum is 2.5 times the minimum, above which the

amounts are included in the calculation of taxable income. The current minimum daily allowance for traveling to the Netherlands is of 35 EUR a day. The travel insurance for the stay abroad is mandatory in certain countries. The maximum period that a

Romanian national may be requested by his/ her employer to travel for work-related purposes in the Netherlands (or any other EU country) is 60 calendar days in 12 months; longer periods are possible but only with the employee's approval.

4.4. BUILDING YOUR TEAM

Starting up a new division or department of your company in another country requires entrepreneurial skills and attitude, strong leadership, clear organization and a medium to long term vision. The manager who will be responsible for the branch office will need to be a strong intermediary between the home office on the one hand and the new local employees on the other hand the new local employees.



4.4.1. HIERARCHY IN THE ORGANIZATION

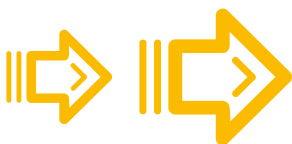
The hierarchy is more important in the Romanian work ethics than for example, in the Netherlands.

This has a few implications that need constant attention. First of all, some communication could be interpreted as a command or order rather than as just the remark that it was meant to be. For example, a casual remark about something that needs attention at some point in the future could be interpreted as a command to start fixing it right away. This results in time spent on activities that have no high priority. It is often difficult for Dutch managers to get used to

employees who do exactly what they say. This requires clearly formulating the expectations, deadlines and results, and not expecting that the employees should read between the lines and draw their own conclusions. Another implication is that the orders coming from one person could be considered overruled by someone higher up in the hierarchy. To this end, make sure to know which communication end-points are in use. And make sure to always be able to see what the current activities are. The Dutch management style is open and informal. It is difficult for Romanians to understand the “polder-

culture” and it takes time to know the informal organization structure that often exists along the formal one. Romanian employees are not used to that and are usually hesitant to go with problems to their boss. This also means that employees might decide to leave your company for reasons that would have been relatively easy to solve had the manager known about them. The key is to find a way to open up your employees without scaring them too much. Be directive in the management of (new) employees.

BE DIRECTIVE IN THE MANAGEMENT OF (NEW) EMPLOYEES.



Don't assume they will probably find tasks to do by themselves. Targets and bonuses may help in giving clear directions to your organization and get results. These things being said, in general, the Romanian corporate life is not much different from the Dutch corporate life.

4.4.2. A DUTCH OR A ROMANIAN MANAGER?

It makes things easy to have someone physically present all the time, especially at the start-up phase. The role of the so-called administrator in a Romanian company is important for fulfilling all formalities (signatures, etc.), but also when conducting first job interviews, for hiring employees, dealing with the landlord, the leasing company and the bank it is useful to have the administrator around. Basically, you have two options for this manager:



Either you hire a local Romanian manager, or you send out a Dutch employee.



A combination of the two (i.e. Romanian employee from your Dutch office or external Dutch manager living in Romania) could obviously have benefits.



! TIPS ON HOW TO START WITH A LOCAL ROMANIAN MANAGER

1 Build a local network

Build up a local network in Romania first (for instance by attending events aimed at your work area) and find somebody through this network with strong expertise and experience.

2 CV

Note that the foreign companies planning to start up a branch office might attract a very wide spectrum of interested potential managers. Good communication, professional (high) salary demands, an excellent CV and enthusiastic references are no guarantee for a good match. Make sure you double-check that someone fits your organization, that the CV is according to the reality and that the second and third impressions are as good as the first. You should look for a professional with excellent business network, sound expertise and action oriented.

3 Trust between offices

It is important to build up trust between the home office and local manager. Get the new manager for the first month(s) to the Netherlands for training and building up relations with your Dutch staff.

4 Hierarchy

Have a clear hierarchical and formal organization structure; your Romanian manager must have no doubts as to whom he is reporting to. Dutch organizations are normally far less hierarchical than what Romanian employees are used to.

ADVANTAGES



Local expertise



Access to local labor market



Result driven
(if rewarded accordingly)



Knows local language and culture



Potential long-term commitment

DISADVANTAGES

Risk for making wrong choices, communication with home office, trust and transparency might be difficult, risk of leaving.

! TIPS ON HOW TO START WITH A DUTCH MANAGER TO ROMANIA

1 Needs an open-minded Dutch

It needs to be open-minded and prepared to learn about the Romanian culture. He/ she should be stable and serious, while open for new ideas.

2 International exposure

Previous international exposure is always a strong asset in order to ensure a proper management in a foreign country.

ADVANTAGES

Good communication with the home office, knowledge on the company culture and expectations, reliable.

DISADVANTAGES

Only for a few years, expat salary, communication with the Romanian employees, local knowledge.



3 Expats

In all fairness, the expats who are sent to Romania as a lateral movement are not the best recipe for success.

4 Broad experience

Send out someone who already has a broad

experience in your company and who can get things done in the home office. He/ she should be able to be directive and strict to his/ her local employees.

5 Language

The Romanian language is

not needed, but following a course for at least a basic understanding is certainly an advantage on the work-floor and for the business.

6 Relocating

Let the manager move to Romania, not to travel from/ to the Netherlands.

4.4.3. RECRUITING EMPLOYEES IN ROMANIA

The Romanian market is still attractive for multinational companies developing or extending operations in Romania, both for blue and white collars roles.

On recruitment matters, the organizations that decide to manage the selection process in-house should start with promoting jobs on job boards (most famous being www.ejobs.ro and www.bestjobs.ro, on LinkedIn and, more and more, on Facebook (as the platform has almost 10 million users in Romania). Working with recruitment agencies in Romania proves often to be more effective for most of the recruitment and selection processes as, in order to be successful, recruiters should involve in prescreening and interviewing processes up to 35 people for one shortlisted candidate, number that considerably drops in cases of the

agency recruiters. The fees recruiters/agencies charge for filling a vacancy can be both variable (with an average of 1.5 gross salary) and flat fees, recruiters deciding the best option given the difficulty of the project. Job boards work best for BPOs and SSC roles, and LinkedIn for specialists and managerial ones, with candidates responding both to job ads and to personal recommendation requests. In Romania there are a lot of small to large production facilities, especially in automotive, with candidates well prepared from the technical point of view. The selection process in Romania consists of several one-to-one interviews, reference checking and testing, personality profiles, rarely using group interviews or assessment centers. Regarding references from previous working

places, this is a final stage in the selection process and one led by the candidate as references can only be asked from persons the candidate indicates and with his approval. In terms of skill sets, Romanians are great English speakers, ranking 16th in the world in terms of English proficiency, with a wide range of German, Hungarian and Spanish speakers as well. Technical universities are easily accessible, this offering the labor market a considerable pool of junior technical professionals, especially given the European deficit for the IT area. As a professional profile, the employees are hard workers interested in predictability in terms of working schedule, career opportunities and financial growth, as candidates tend to leave their current job for an increase of income of 10-



15%. The standard benefits in Romania are meal tickets and medical services subscription, but companies tend to increase the package by adding life and pension insurance,

transportation reimbursement, sport subscriptions, corporate libraries, vacation vouchers.



4.4.4. IMPACT ON YOUR HOME ORGANIZATION

When business operations are moved to Romania it will have an impact on the home organization. To ensure a smooth transition, the management needs to be aware of the and to actively support and guide the transition.

The employees in the Netherlands might think that the Romanian teams are taking their jobs, so you should secure a thorough knowledge transfer process; these sentiments can result in attempts to derail the collaboration. The worries of Dutch employees should not be ignored and the management should take the time to explain to Dutch employees:

1. Why they are moving work to Romania.
2. What is their long-term vision for the collaboration
3. How does it fit company strategy

The most important be honest about the impact that working in Romania has or will have on current and future jobs in the Netherlands.

Even when all these conditions are met, it is very likely that during the initial phases of the collaboration things go wrong and the Dutch employees will blame the new team in Romania for the problems. It is up to management to research the cause of the problem and solve it.

Apart from a possible Dutch manager, more employees from your home office will be involved in your local branch. Think of people like from your global IT, HR, Legal, Accounting (you should have your own CFO to ensure that operations are reflected correctly and you should choose the auditors), Finance departments, but also the Dutch employees who will work together with their new Romanian colleagues.

Communication

Make sure that your Romanian branch office has a clear position in your global organization and that the Romanian organization itself has a clear hierarchical structure.

Tasks & Management

Make sure that everyone knows why they are working with the company and they know what has to be done. Make sure the management team is genuinely aligned with the company's vision and values.

Colleagues

Make sure the Romanian colleagues are visible in your global organization and not seen as competition to their Dutch colleagues. Have all means of modern communication in place.



Personal contact

For colleagues who will work a lot together, it is worth investing in face-to-face meetings. Bringing Dutch people to Romania normally works better (and is cheaper) than vice-versa. The Romanian hospitality can take the Dutch employees by surprise. A few days visit can make the cooperation afterwards much more efficient (but make sure your organization doesn't become dependent on face-to-face contact only).

Language

Make English the standard communication language in teams where both Romanians and Dutch colleagues work together. This means that your internal support departments must be able and willing to work in English.

Know people

As a manager, invest time to get to know your people. Go out, organize teambuilding events, bond with your team.

4.4.5. HIRING NON-ROMANIANS



When hiring a person from outside Romania, you have to make sure at least the **HIGHEST EDUCATIONAL DIPLOMA IS OFFICIALLY RECOGNIZED IN ROMANIA** (by the **Ministry of National Education**).

When hiring from outside the EU, the procedure is not easy. You will need to prove that nobody from inside the EU can be found for the job and you will also need to take care of the right residence and working permits. The services of specialized lawyers are advisable in this case:

1. These procedures may take up to two months or more

2. Requiring the collection and submission of an impressive amount of documents with various authorities

3. An aspect not to be neglected in these matters is the financial part, as these services are rather expensive, so be sure you are prepared to make such an investment in the future employee.

WORKING PERMITS

For employees (including expats) unfamiliar in handling with Romanian language and authorities, it can be a hassle to obtain all required residence and working permits. There isn't any central office that handles all these formalities for the international workers and

it is advisable to appoint a Romanian familiar with these procedures to help. A Dutch national working in Romania needs to have a Fiscal Code ("*Cod de Înregistrare Fiscală*"). When living in Romania, you need to register and obtain a "*certificat de înregistrare*".

Note that the Romanian legislation is not very suited for part-time contracts. Part-time contracts are possible, but for instance a 50% contract is interpreted as working 4 hours per day rather than working 2.5 days per week. Although in practice this doesn't cause any problems, clarifying this legal conundrum would make part-time contracts more appealing to both employers and prospective employees. You can also use a part-time contract with working hours distributed unevenly, hence gaining flexibility and giving the employees the time they need.

4.4.6. EDUCATION SYSTEM AND INTERNSHIPS



UNIVERSITY

The quality of education in Romania depends mostly on the institutions. When talking about universities, it is important to check which university has been attended. Matriculation in the state universities (including ASE and Politehnica) is more difficult than in the private ones as there are admission exams and the best people usually can be found there. It is also interesting to know if someone has received a scholarship (*bursă*) from the government, as normally only the best X% of the students receive such a grant. In general, a good university is a good selection criterion for recruiting.



The university system follows a bachelor/master structure

Note that some master's programs (also at state universities) offer evening courses and most students combine work with study in that case.



Hiring students can be very attractive because of the low costs and a motivated and flexible workforce. Also, recruiting talented students during their studies is easier than recruiting them after they have a job already.

The Romanian students often combine work and study, especially in the last years at the university.



INTERNSHIPS

These internships take usually 6 months and are paid.

Nevertheless, the major players in Romania have developed complex internship programs in order to attract the most talented candidates in the freshmen market

Most studies also require practical work (*practică de specialitate*) to be done at a company in the last year of university.



However, while an internship (as done in the Netherlands) is aimed at improving the professional capabilities (organizational skills, written communication, punctuality) of the students, the contents and requirements of this *practică de specialitate* are not comparable with those of an internship or bachelor/master thesis at a Dutch institution. In Romania, in general, this is merely seen as a formality.

4.4.7. TRAINING AND DEVELOPMENT OF STAFF

International companies are popular with the Romanian workforce because of the (financial) reliability and opportunities for growth.



Training is an important aspect, both internal and external. Additionally, the Romanian labor legislation stipulates certain minimum training requirements on the part of the employer.

For a work-content-related training, the training sessions inside your own company, for instance at your corporate HQs, are often a good solution.

For the training focused on specific business skills (for instance presentation and communication skills, sales, project management, etc.) there are specialized companies that can take care of this. Recommended places for certified language training are the national institutes (British Council, Goethe Institut and Institut Français).

Companies normally pay the costs of the training, while employees invest their own time if they need time to study. For the high-level and expensive professional training, it is a good idea to sign an agreement with your employees to make sure they will keep working at your company after they have finished the training.

ABOUT NRCC

Since 2006, NRCC (the Netherlands Romanian Chamber of Commerce) supports and promotes the Dutch-Romanian business community.

CONNECT & PROMOTE

- facilitating new business connections
- generating new business partnerships
- facilitating meeting & connecting with members of other bilateral chambers and business associations, in order to share ideas and best practices
- offering online and offline promotional opportunities

LOBBY & ADVOCATE

- representing members' interests and Dutch business interests by having a common approach and a stronger voice
- promoting a business-friendly legislation at all levels
- supporting members in case of issues
- active membership in *Coaliția pentru Dezvoltarea României*

SHARE & ENGAGE

- facilitating know-how transfer across industries in order to achieve business performance
- facilitating interaction for developing business strategies and action plans industry focused (Task Forces - member-driven working groups, industry-focused, created in order to better representing our members' interests)

5 REASONS TO JOIN NRCC

Expand your network and grow your business by discovering new potential clients and building long lasting partnerships.

Join our industry-focused Task Forces in order to voice your company's interests & identify with other members solutions & growth opportunities.

Keep yourself updated with latest information on business trends & economic & fiscal novelties.

Benefit from our discounted offers & complimentary invitations for NRCC members.

Attend dedicated events, that offer specialized know-how and practical tips that you can use to grow your business (Night of the SMEs, Knowledge Centers)





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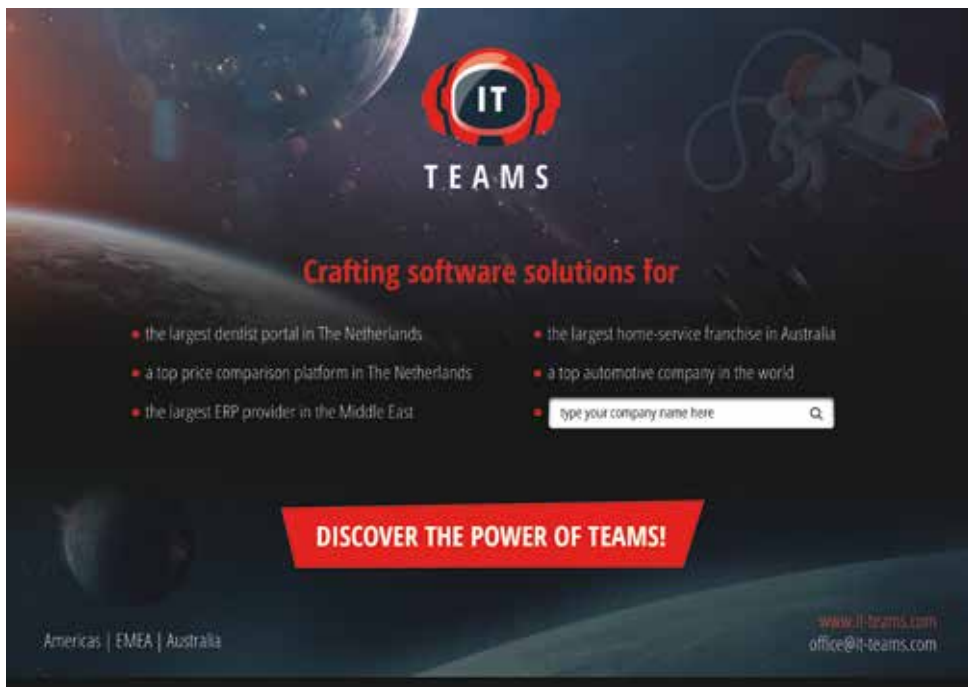
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ONE TEAM



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