



International study on offshoring: The case of Belgium

Solvay Business School at the Université libre de Bruxelles in partnership with **Duke University** undertakes a large survey on **offshoring** of administrative and technical functions by companies in Belgium. This offshoring takes different forms such as international outsourcing, business expansion offshore, or global sourcing of services.

The central source of data for this study is an online survey repeated every year. Companies that take part in the survey become members of the **Offshoring Research Network** (O.R.N.), and get access to its **many benefits**: debriefing workshops and complete analyses of the survey results broken down by industry, opportunities for networking and benchmarking, access to a secure offshoring forum to share ideas with Belgian and foreign companies, and so on.

Though the O.R.N. clearly offers many advantages to its members, the quality and the interest of the study findings for companies in Belgium depend on the number of participants. Therefore, we need as many managers and executives as possible to fill in the **questionnaire** accessible on the Solvay Business School website:

<http://www.solvay.edu/offshoring> (deadline: April 2, 2007)

An international study

The Internet boom and rapid developments in communication technologies in recent years enabled a broad range of new internationalization strategies for companies' administrative and technical functions. Although the initial objectives were almost exclusively focused on cost savings, companies are now pursuing increasingly strategic goals such as innovation, business growth, and global access to qualified personnel.

The O.R.N. was initiated in 2004 at Duke University, USA. The project was then expanded to include partners in several European countries (**Germany, United Kingdom, the Netherlands, Spain, Scandinavia, and Belgium** as of today). It targets both SMEs and large companies, be they currently offshoring, considering offshoring in the future, or not planning to start offshoring.

Beyond studying the evolution of the offshoring practice over time, this project aims at a better understanding of its **benefits, risks, and strategic impact** for companies. Therefore, the O.R.N. team realizes in depth case studies, makes interviews with business practitioners, and organizes meetings for members to share experiences and best practices.

The case of Belgium

Offshoring is a global phenomenon that affects all national economies. It is therefore of major importance to gather and analyse data specific to Belgium, and compare them to other European countries and the United-States. To achieve this, as many companies located in Belgium as possible must take the survey.

Project strengths

- **Combined expertise** of Duke University – The Fuqua School of Business, Solvay Business School, and the other partner business schools in Europe.
- **Academic rigor, neutrality and professionalism** at the service of a current topic of major interest to business practitioners.

→ Direct benefits for participants:

- Receive **complete analyses** of survey results broken down by industry
- Attend **debriefing workshops** organized for participants exclusively
- Meet and share lessons/best practices **with your peers**
- **Benchmark** your company practices and performance
- Share ideas in a **secure offshoring forum**
- Propose **your company as case study candidate** to the O.R.N. Team

The O.R.N. guarantees the **strict confidentiality** of data collected in the context of the study as well as the total absence of **commercial goal**.

More information

Visit the project website: <http://www.solvay.edu/offshoring>

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