

Outsourcing in Egypt

"Future vision"

Prof. Dr. Zeinab Tawfik Elewa

Faculty of Economics and Political Science
Future University in Egypt (FUE)

Abstract

The phenomenon of outsourcing is relatively recent but it spread rapidly for several reasons including: emergence of the third wave of globalization at beginning of eighties of twentieth century; increasing rates of liberalization of trade in services; transformation most countries from an industrial economy to a service economy. Then new names appeared with the third industrial revolution which resulted from technological progress, was a reason for making the world as small village that could do business, offer goods and services and buy them from a place thousands of miles away from other. So new type of services are appeared called outsourcing services, this term first appeared in an article published in "Journal of Royal Society of Arts" in 1797, then there were studies dealt with outsourcing more deeply. So, Sustainable development strategy adopted transforming Egypt into a global digital hub and working on developing industries based on information and communication technology to improve Egypt's position in providing outsourcing services at international level in particular and digital service in general by 2030 .

Key words:

Outsourcing services - industrial economy - service economy - Information Technology Industry Development Authority - units and centers of a special nature - organizations and institutions that support the efforts of the Ministry of Communications in developing the outsourcing sector.

Introduction:

This research paper aims to present a vision for the possibility of enhancing outsourcing in Egypt guided by the sustainable development strategy: Vision 2030 and vision of Ministry of Communications and Information Technology, while taking advantage of the most successful international experiences, through knowing: meaning of outsourcing, types of outsourcing and its most important components outsourcing at the international level, outsourcing in Egypt, the basics of the Egyptian economy in outsourcing, promising areas for the development of outsourcing in Egypt, and some suggestions for improvement work in outsourcing as follows:

1- Meaning of outsourcing:

The term "Outsourcing" is shorthand for "Outside Resource Using" as interest in the phenomenon has grown, the word outsourcing having two meanings: first is Linguistic, second is technical. Term of technical perspective is: experts with ability to innovate in fields of programming and information technology pledge to transfer their expertise from expert-rich countries as India and China to money-rich countries as America and Europe, the services are provided in intangible digital form but it has an effective value for economic and social advancement of States. Outsourcing has many areas including: administrative; engineering; agricultural and industrial processes; call centers; graphical and biotechnical applications including bioinformatics; genetic engineering and others.

Outsourcing are defined as hiring individuals from foreign or local institutions or companies or third parties which are a new method for: dividing work; saving money and energy and time in various sectors of economic and non-economic life by giving third party

used tasks and activities which were self-performed and performed internally by requesting party by: signing contracts; cooperation agreements; regulation of duties and rights and obligations; meet interests and objectives of beneficiary, as outsourcing some of their work related to information technology and programming to companies with high expertise in this field and perform them at a low cost, as: voice and non-voice communications services; professional services as medicine; engineering; accounting; financial settlements; real estate financing; credit cards; collection; personnel management; medical records Financial market research; engineering design preparation; application development services. Contractor may perform required work inside or outside premises of outsourcing contract in another country and takes form of a relatively long-term relationship to perform tasks and functions that are entrusted to an external contractor.

Outsourcing went through two phases, first phase was related to outsourcing of commodities during the period 1990-1980, when cross-border companies in developed countries resorted to assistance of developing countries to provide intermediate inputs used in industrial production processes, taking advantage of low costs of inputs in these countries. Second phase appeared since beginning of 19 century and still continuing and associated with service sector. In light third wave of globalization, outsourcing has been linked to boom in means of communication and production systems, where there is a close link between increased use of outsourcing and technological progress. **With spread of this phenomenon, a group of applied studies attempted to link the phenomenon of outsourcing with traditional economic theories and models through interpretation of outsourcing in light determinants of international trade, which was**

mentioned in the list of references.

Among advantages of outsourcing: reducing costs by transferring franchise of services to another party and focusing attention on core business; improving level of service quality and ensuring contracting; benefit from better expertise and competencies and improve ability to manage productive services; reducing tax pressures; facilitating the competition factor. However, there is a negative impact that damages relationships within the organization from which it is used as: job insecurity where external competencies replace local forces; creating feeling of diminished employment opportunities internally and increasing psychological anxiety which negatively affects productivity of company or country in future.

2- Types of outsourcing and most important components:

The most important types of outsourcing: traditional outsourcing: in which the service provider delivers work to a single contractor; bilateral outsourcing: where there are two contractors one of who is primary and other secondary who entrust work to a developer; multiple outsourcing: is similar to bilateral outsourcing but the client's dealings are through a relationship with all service providers and he is responsible for coordinating between them for integration of services, collaborative outsourcing: in which more than one service provider is merged and one of suppliers is appointed as main contractor who manages coalition to deliver the project to a successful client, jointly where two or more companies to form a new company to provide certain services that one of them cannot perform alone.

Most important components of outsourcing:

(1) Existence strong technical infrastructure that represents a group of means are coordinated by a central organization

of information as communications network is managed by a particular institution and shared by many commercial and service institutions that constitute common infrastructure depends on provision of advanced technologies in telecommunications sector which leads growth in other economic sectors in the country.

(2) The relative decrease in business costs which results in increased profitability and technology is a reason to move production process so that it is not limited to one place to take advantage of low cost of labor and raw materials since outsourcing are based on need for a large companies to computer programming information that helps them to accomplish its work is done quickly and accurately and within framework of search by these companies on ways to reduce costs and lower the wages of labor by performing these tasks it has entrusted other companies with high experience in this field.

(3) The need for a trained young workforce who is familiar with languages and able to receive training as this industry doesn't depend on a machine or raw material but needs mind of innovative thinker who presents a product in an intangible digital form that has an effective value in advancing economic and social level in country.

(4) The nature of the services to be outsourced is one of main factors influencing choice the countries as South American countries are entrusted with managerial work only because the low of skills required performing services but in Canada high level jobs as R&D are entrusted to a skilled which has high level of education.

3- Outsourcing at international level:

India and China are leaders in outsourcing as distinguished by their experiences in the fields of programming and low cost of

labor, as their annual revenues reached 71.7 billion dollars in 2009 compared 64 billion in 2008. According to Global Services Location Index, India ranked first with 7.1 percent in 2017 and is characterized by a large number of low-cost English-speaking workers, making it a global hub to host 500 global companies as Barclay's global service center; China with 6.5 percent; Latin America continues to experience strong competition among its nations with Brazil, Mexico, Colombia ranking 13 ;11 ;9 respectively; Malaysia third place with 6.2 percent; Indonesia and Vietnam at 5.9 ,6.1 percent; United States of America ranked 6 with 5.8 percent; Thailand ranked 7 with 5.8 percent; Britain ranked 8 with 5.8 percent; Mexico ranked 11 with 5.7 percent; Estonia 12 percent; Colombia 5.6 percent; Egypt ranked 14 with 5.6 percent; Germany 5.6 percent; Lithuania ranked 15 with 5.5 percent; Bulgaria ranked 17 with 5.4 percent; Russia ranked 18 with 5.4 percent; Peru 5.4 percent; Ukraine and Latvia came in 20.2 with 5.4 percent; Chile and UAE in 22.3 with 5.4 percent; Poland ranked 24 with 5.4 percent; SriLanka ranked 25 with 5.34 percent; Portugal ranked 26 with 5.4 percent; Canada ranked 27 with 5.3 percent. Romania and Argentina ranked 29 ,28 with 5.3 percent; Mauritius ranked 30 with 5.3 percent; Hungary ranked 31 with 5.3 percent; Bangladesh ranked 32 with 5.2 percent; Czech Republic 5.2 percent; Singapore 5.2 percent; Slovakia 5.2 percent; Morocco in 36 place; Pakistan ranked 37 with 5.1 percent; Panama 5.1 percent; Turkey 5.1 percent; France 5.0 percent; Spain 5 percent; Kenya 5.0 percent; Costa Rica 5.0 percent; Guinea 5.0 percent With strong competition among Latin American nations, Trinidad and Tobago in Caribbean came in 46 with 4.8 percent; Ireland 47 with 4.7 percent; New Zealand ranked 48 with 4.6 percent; South Africa 49 with 4.6 percent; Israel 4.4 percent. Malaysia has maintained ranked 3 since 2004 and holds 1.7 percent of outsourcing market in Asia and Pacific region, so

Aksa Insurance Company has opened Asia's largest information technology center in Kuala Lumpur, which is responsible for pricing and valuing actuarial products. Indonesia ranked 4 due an improved political environment, despite small declines in financial attractiveness and skills of individuals and its proximity to Australia has made it attractive ranked for global corporate investments. Vietnam has 20.000 employees working for Japanese technology companies, continue international companies as: Samsung; IBM; Nokia; Microsoft, investing in Philippines as country's infrastructure develops. According to Ministry of Communications achievements report by end 2019 Egypt's share of international IT outsourcing market had reached 16 percent ranking first in Middle East and Africa region.

4- Outsourcing in Egypt:

Outsourcing is a promising sector in Egypt, has many competitive advantages, most notably human capital and competitive operating costs making it a leading position in global outsourcing, with Egypt accounting for 2 percent of global outsourcing market size of over 600\$ billion annually according to Gartner. Egypt is one of leading sites in MENA region in providing outsourcing to various countries especially: US, UK, Europe, Middle East and Africa markets based on certifications of major global consultancy centers. American Yankee Group report on IT industry consulting confirmed that Egypt is the country with greatest chance of achieving an advanced position in outsourcing internationally and report on weaknesses and strengths for the Middle East market with a focus on Egypt; UAE; Oman; Bahrain; Jordan; Saudi Arabia; as countries seeking to attract international outsourcing to their economies.

Egyptian government has adopted a number of policies with a view to establishing a technological infrastructure that meets needs of investors, it has provided corporate headquarters with office equipment and mobile telephone lines and high-speed Internet networks as: Smart Village Project; Silicon Oases Company to manage smart cities in a number of Egyptian governorates. Government has also provided training programs to sharpen communication, business management and technology innovation skills of Egyptian youth and motivating them to launch their own start-ups and export their technology services and products around the world and doubling their technological capabilities, this has helped to create an enabling environment for business implementation and to consolidate Egypt's position on global outsourcing map as an innovative hub for technology services.

Hence, Egypt according to "Yankee Group report's" was ranked as the country with highest chance of obtaining an advanced position in outsourcing internationally in 2009, because it had best position in the region because: the high proportion of young people in its population which helps it to develop a stable base of skills specialized in technical fields, the excellence of its university graduates in multilingualism, and its proximity to Europe and Asia. The report noted that Government of Egypt coordinated its efforts to develop IT infrastructure as the skill system to maintain outsourcing in the long term and stressed that Government of Egypt focused on certain segments of outsourcing markets as business system outsourcing make it easier for multinationals and IT service providers to start their business in Egypt so that Egyptian government can be an international regional leader in these markets.

ITIDA report highlights that Egypt is only country with a diversity of languages in Arab world compared to rest of the Middle East,

with seven languages spoken in business systems outsourcing and IT outsourcing according the report, Egypt has a skills base for graduates who are fluent English; French; German; Italian; Spanish and Portuguese, most example being that international companies have established Egypt as a software development base, call centers, research centers, as: IBM; Microsoft; "Oracle"; "Alcatel"; "Vodafone".

Egypt ranked 15 among 60 countries in the world in "Global Service Locations Index" issued Kearney Global Foundation for year 2021 with 6 percent of index to maintain its superiority and regional leadership in the Middle East and Africa, then United Arab Emirates in 25 position, Turkey 26, Egypt came in ranking before Germany, Portugal and Bulgaria, Poland 14, Colombia 13, Estonia 12, while India, China and Malaysia continued to dominate the first three places in the index issued every two years. Egypt was ranked 10 in the world 2014 according Kearney Foundation's Global Outsourcing Index which ranked six places lower than in 2011, the report noted that Egypt continues to lead the Middle East and North Africa region in providing information and communications technology outsourcing to Europe, the report explained that decline was due to insecurity and political turmoil in Egypt since 2011 and high inflation, it reduces the investor confidence in Egyptian business environment and leads to reluctance to invest in Egypt until the situation is stabilized, but Egypt is distinguished in outsourcing information and communications technology especially at level of Middle East and North Africa region, due to price competitiveness and proximity to European countries and continuous development of education and training in field information technology, to return leading in outsourcing once the political situation is stabilized. Ministry of Communications and Information Technology is the agency responsible for planning,

strategizing and managing telecommunications sector in Egypt, it was established in 1999 to achieve some of objectives as promoting the development of the information society and supporting and encouraging establishment of a secure, reliable accessible infrastructure, there are number of organizations and institutions that support efforts of Ministry of Communications in developing this vital sector, such:

(1) Egyptian National Post Authority: was established in 1865 to work as an economic and social body that contributes to achieving the state's plans for development while ensuring the efficiency and speed of service delivery in addition other groups of authorities affiliated with Egyptian Ministry of Communications and Information Technology including Egyptian Center for Documenting Cultural and Natural Heritage.

(2) National Institute of Communications: established in 1984 it as a center for training and providing technical guidance services and a center for applied research activities in the field of telecommunications in Egypt and Arab world.

(3) Information Technology Institute: established in 1993 by the Information and Decision Support Center of the Council of Ministers with aim providing an opportunity to create a knowledge-based society through development of human resources to produce a new generation of specialists capable of dealing with information technology, the institute was transferred to Ministry of Communications and Information Technology in 2005, it offers a range of specialized training programs in field of software development that promote cooperation and integration between government and companies involved in this field by bridging the gap between graduates skills and Labor Market.

(4) National Telecommunications Regulatory Authority: established in accordance with Telecommunications Regulation Act No. 10 of 2003 as a national authority responsible for the regulation of telecommunications sector through application of a set of fundamental principles based on transparency, free competition, provision of public services and protection of users rights. The agency acts as an independent arbitrator from all parties involved in ICT sector, which gives it considerable relative weight, especially given its success in maintaining the balance between the state, telecommunication companies and users, where the agency is fully independent in financing its activities, it has authority to control the performance of network operators, punish those outside the framework specified in activity license, and manage utilization for commercial and government.

(5) Information Technology Industry Development Authority: established in 2004 as an executive arm of Ministry of Communications and Information Technology, it aims to develop Egyptian information technology sector and increase its competitiveness at the international level by identifying and meeting needs of domestic industry in addition strengthening electronic protection and developing data protection framework to facilitate electronic business it also seeks to enhance electronic protection aspects within framework of intellectual property rights protection.

(6) Technology Innovation and Entrepreneurship Center: established in 2010 in the Smart Village and aims to promote creativity and entrepreneurship in the communications and information technology sector to support the national economy and to promote Egypt as a global competitor in innovation and obtain profits through the marketing of innovations and intellectual property licenses.

5- Fundamentals of Egyptian economy in outsourcing:

Egypt is a global center for IT industry and IT based services that are dependent on technological innovation, home to multinational and global in business and outsourcing as well local IT service providers providing their services and increasing their export operations in various disciplines and fields as: developing and maintaining IT applications; IT infrastructure; IT consultancy; digital services; research, development and analysis services; accounting and financial affairs; human resources services, one of the most important industries disciplines: banking and capital markets; insurance and health care, retail sector; communications and media.

Egypt has largest research and development center of American software company "Mentor Graphics" outside United States, French company "Valio Center" for automotive integrated systems in the Smart Village of 6 October, in addition the Ministry of Communications has established innovation parks in cities: Alexandria, Asyut, Sadat, Beni Suef. Egypt is ranked 14 in "global Cybersecurity" index, a study by the marketing research firm Deloitte predicted that, in 2023 global outsourcing spending would reach 971.2\$ billion, despite the political and economic turmoil in a number of countries around the world.

Oxide Company has announced that it is keeping pace with economic changes in Egyptian telecommunications sector, working to develop outsourcing locally, regionally and internationally, and having capabilities to put Egypt on the global outsourcing map. Oxide company is the first company in Egypt and Middle East through application of the highest standards of quality and increase level of services provided and increase in percentage of customer satisfaction was able to maintain its global position to remain a

leader in outsourcing, by providing distinguished services, where it was able to maintain level of its services during the period of economic crises and saw an increase in number of employees by up to 50 percent with 5500 employees in 2015. The company provides services through two countries: Egypt and Morocco with plan expansion to keep business growth for existing and new customers through its current and new locations in Egypt. The company has continued to develop social service projects and harnessing the potential of young people by launching special needs employment project to become active agents in society.

Information Technology Industry Development Authority collaboration with German Outsourcing Association has developed a guide entitled "Egypt as a global destination for outsourcing", reviews Egypt's competitive advantages in outsourcing and forecasts that global outsourcing size will reach 107\$ billion by 2022 compared to 74\$ billion in 2017. Egypt is a global hub for IT services industry and home to global multinationals specializing in business system outsourcing and IT. BPO providers in Egypt work in several disciplines such: development and maintenance of technology applications; technical support services; IT consultancy; digital services as mobile computing; cloud computing, automation of robotic processes. The number of workers in Egypt's outsourcing is likely reached 240 thousand with Egypt capturing 16.9 percent of global market and export volume of telecommunications sector reached 4.7\$ billion in 2020.

According to "Frost and Sullivan Institute" for marketing research, outsourcing in Egypt is experiencing a major shift, with companies moving from multilingual call center to providing specialized value-added services. It was also based on "Everest Group" the leading consulting firm to emphasize that geographical location of Egypt makes it a major center of business operations in Europe

and the Middle East and it has a multitude of human talent, with 500 thousand graduates annually than from 150 university and institute of which 50 thousand students in IT field in addition 90000 English speaking students; 5400 French; 3000 German; 800 sponsorship; 690 Spanish, 540 Italian; 270 Chinese; Russian 260; another languages 1300; including Greek; Korean; Japanese and Czech, put Egypt in an advanced position with Poland and Philippines.

According to ITIDA guide, Egypt is much more competitive front in cost of software service development than other countries as: Bulgaria; Romania and Poland up to 60 percent. Where the average annual salary of IT developer in Egypt is 7.500\$ compared to: 53 thousand in Germany; 20 thousand in Bulgaria and Romania; 24 thousand in Poland; 53 thousand in Germany; 32 thousand in Czech Republic; 27.5 thousand in Hungary; 18.5 thousand in South Africa. It suggested that Egypt represents a good working environment for international companies, as: Uber to demand smart mobile transportation services; Siemens for Energy Solutions; Nestle Food Industries to reach countries of Europe and Africa, particularly Arabic-speaking countries, with an advanced infrastructure network on banks of the Nile, connected to more than 60 countries with a capacity of more than 60 billion terabytes.

Egypt has competitive advantages in technology industry as: preparation of online personal data protection law with provisions of European Data Protection Regulations to protect intellectual property rights technology throughout the Republic; pumping investments in emerging technologies as data science and cybersecurity aim of training and qualification 45 thousand suppliers before 2022, that Egypt is a gateway for exports of outsourcing to countries of Middle East region including Turkey, Saudi Arabia, UAE, South Africa.

6- Promising areas for development of outsourcing in Egypt:

Egypt has become a competitor to previous outsourcing countries such India, with Egypt leading in the Arab world and 13 worldwide in this field, to become a global station worthy of providing these services. The most promising areas for outsourcing development in Egypt can be illustrated as:

(1) Exporting technological services:

Outsourcing technology export industry generates revenues to Egyptian government estimated at 1.7\$ billion annually through centers that provide services to national and international companies abroad, about 90 thousand people of whom 50 thousand are outsourced which enables them to contribute to the advancement of the national economy by creating jobs and attracting foreign investment. Egypt won the award for best outsourcing country in the world in 2016 ;2015, after being chosen by jury of the "World outsourcing services association competition" to exploit Egypt's leadership in this sector in the Middle East and Africa with aim of increasing Egypt's exports from outsourcing and providing more jobs, but the volume of exports of these services in other countries as South Korea reaches 163\$ billion, China 10\$ billion, India 60\$ billion.

Accordingly ITIDA announced launch for sixth consecutive year of an export subsidy program with a budget of EGP 40 million as part of its strategy to increase exports of IT products and services by Egyptian companies, the program allows Egyptian companies in the sector to receive direct subsidies for their exports of 10 to 20 percent of their added value by program criteria the value of subsidies for export transactions for which the company was paid during 2014 was calculated to a maximum of 4 million Egyptian pounds per company.

The Authority took into account that the largest percentage of support should be provided to companies with 9-1 employees with an annual return of less than 1 million pounds up to a maximum of 20 percent of the value added of its exports; 15 percent for companies with 49 -10 employees and an estimated return of 10 -1 million pounds; 12 percent for companies with a number of employees that range from 249-50 employees and achieve an annual return of about 80-10 million pounds; 10 percent for companies with more than 250 employees and annual revenues of more than 80 million pounds.

The program aims to monitor and analyze financial data related to return achieved by companies exports of information technology products and services, along with principle of need to shift from informal economy to formal economy reflecting on gross national product, and pointed out that export data and indicators of companies participating in the program and the analyses carried out by the Authority are basis for many of the strategies and programs presented to Egyptian companies operating in the sector. The program to support exports of IT products and services started in 2010, and 121 Egyptian ICT companies were able to receive support estimated at 150 million Egyptian pounds, with total exports of Egyptian companies involved in program reaching approximately 3 billion Egyptian pounds.

Egypt has advantages making it one of most promising countries to provide outsourcing as: trained young people; Multilingualism; geographical location where many submarine cables pass through Egyptian territory and coasts. Egypt was ranked first in Middle East and Africa in Global Outsourcing Attractiveness Index released in September 2017 by Global Management Consulting Corporation, also Egypt has a technical infrastructure that is superior to competing countries. Outside Cairo there is Smart Village which

is 600 acre commercial complex that can accommodate needs of more than 100 companies and is designed to be Middle East center for managing information technology and outsourcing, as well Maadi technology area that reaches 100 percent addition new technological areas that are being created, from international companies which are present in Egypt and provide outsourcing as: Microsoft; Moroccan Transport Company Vodafone.

(2) Outsourcing Egypt's portal for global leadership:

Business process outsourcing has become one most important branches of information technology industry in the world as it depends on: competencies; manpower or services of organizations; companies or other potential foreign entities that seek to invest in the fertile market for the industry. Outsourcing is diverse such: communication services through call centers; maintain specialized services as back office and administrative work; outsourcing professional services using information technology such: medicine, engineering, accounting and financial settlements; credit cards, other forms and images, which has made Egypt one of the world leading countries in the industry.

Egypt is one of countries with relatively low cost for industry in terms of wages and infrastructure, with highly skilled young people in foreign languages and qualified to handle information systems, especially training grants provided by Ministry of Communications and Information Technology. Global Market Research Foundation estimated software developer with two years of experience receives \$ 7000-5 a year and global market for outsourcing exceeds 600\$ billion a year which Egypt is 2 percent, it is able to capture a higher percentage due: attractive cross-border services stemming from an abundance of skills at competitive prices, English proficiency; growing IT business in

country including abundant labor due continuous flow of large numbers of graduates per year; expansion plans; spread of technological areas in most cities and availability of lines flight to various European capitals outsourcing in Egypt has been responsible for growth of ICT sector especially investments in infrastructure and elimination of business bureaucracy including reforms 2016, facilitate establishment of companies and transactions with investors, ITIDA consider technology arm for Ministry of Communications and Information Technology in Egypt, protecting investments and providing support needed to deliver top quality ICT services and products to customers around the world. Exporting companies registered under Law No. 8 of 2007, can receive customs duty and sales tax exemptions and benefits, under the law Government of Egypt permits: 100 percent foreign ownership of companies; 100 percent foreign representation on board of directors; full rights of dividends distributed in any currency; protection against expropriation and compulsory pricing; protection against double taxation through international treaties. World Bank doing Business report also stated that start-up in Egypt is facilitated through a one-stop shop that consolidates all investment procedures in one place. According World Economic Forum's Global Competitiveness Report 2018, Egypt consider the better in Middle East and North Africa Region, where huge investments in digital and technological infrastructure continue, leading to significant improvements in country's technological readiness.

Some suggestions for improvement work in outsourcing:

(1) Activating role of Information Technology Industry Development Authority, Commercial Representation System to provide market analytic information and establish investor mutual communication with exchanging studies and available data as export opportunities,

international tenders, marketing studies and updating data on markets and countries targeted.

(2) Investing in local infrastructure within framework of its investment strategy especially: repairing roads, airports, communications, establishing similar smart villages in various governorates that make Egypt a more attractive place for business.

(3) Encouraging technical education for young to receive training in outsourcing for need to an intellectual and innovative mind providing a product in digital form that has an effective value to meet needs of telecommunication services companies preparing graduates of colleges and institutes related to those services with benefiting from the results of their graduation projects and bringing them to application stage while encouraging companies to obtain training and scientific degrees.

(4) Interest in market for outsourcing to convince European and North American companies that Egypt is appropriate place for outsourcing information technology services through establishment of partnerships between public and private sector that results in establishment of units and centers of a special nature that receive graduates and specialists in this field to provide them a technological environment and spread culture of outsourcing through cooperation and coordination with foreign universities in Egypt to exchange of experiences.

(5) The global market in outsourcing industry is currently one of the strongest global markets so outsourcing is an important source of national income in Egypt if it is well managed and supported where yields a return that exceeds those of Suez Canal or tourism and others that are affected by the economic crisis.

List of references:

- 1- A. Grover, “**Outsourcing versus foreign direct investment: Welfare analysis**”, center for development Economics, Delhi school of Economics, working paper No.140, 2005.
- 2- Aladdin Morgan Mahfouz, **Outsourcing Industry**, Ministry of Trade and Industry, Small and Medium Enterprises Export Development Policies Sector, Competitive General Administration of Competitiveness Support Programs, 2010.
- 3- B. Johansson, “Exploring Outsourcing Decisions using the Resource – based view of the firm”, **3rd international conference on perspectives in Business informatics Research**, (Germany: University of Rostock, 4-5 October, 2004).
- 4- B. Spencer, “International outsourcing and incomplete contracts”, **NBER working paper series**, vol. 38, issue 4, No. 11418, USA, 2005.
- 5- Bhagwat et al, “The Muddles over Outsourcing”, **journal of Economic perspectives**, vol. 18, No. 4, 2004.
- 6- C. Coward, **Obstacles to Developing an Offshore IT-Enabled Services Industry in Asia: The view from the US** (Washington: university of Washington, center of internet studies, 2002).
- 7- Cocks & Kotlavsky, “**Beyond BRIC: Offshoring in non –BRIC countries, Egypt –new growth market**” (London: London school of Economics & political science, 2009).
- 8- D. Horgos, **International Outsourcing – Some Measurement Problems: An Empirical Analysis of Outsourcing Activities in Germany** (Germany: University of Hamburg, 2005).
- 9- Doaa Mohamed, **The phenomenon of outsourcing and its effects on the volume of international trade by applying it to the Egyptian economy**, Master’s thesis (Cairo: Helwan University, Faculty of Commerce and Business Administration, 2013).

- 10- E. Ferguson, "Impact of offshore outsourcing on CS/IS curricula", **Journal of Computing in Colleges**, vol. 19, No. 4, 2004.
- 11- E. M. El shewy, "**Economic Effect of Outsourcing on Labor Market in IT Sector, Comparative Study between Egypt and China**", Master's Thesis (Cairo: Cairo University, faculty of Economics and political sciences, 2012).
- 12- Fan Ying, "Strategic outsourcing: evidence from British companies", **journal of marketing practice: applied marketing science**, marketing Intelligence & planning, vol. 18, No. 4, 2000.
- 13- Gereffi, & Stark, "**The offshore services global value chain**", center of globalization, Governance & competitiveness (United States of America: Duke University, 2010).
- 14- H. Egger & P. Egger, "International outsourcing and productivity of low-skilled labor in the EU", **ECONOMIC INQUIRY**, vol. 44, No.1, 2003.
- 15- H. Egger, "International outsourcing in two sector Heckscher-Ohlin model", **journal of Economic Integration**, vol.17, No. 4, 2002.
- 16- J. Almalki, "ICT Offshore Outsourcing: Its Appeals and Impacts", **International Journal of Computer Science Issues**, vol. 9, No., 1. 2012.
- 17- K. Han & S. Mithas, "Information Technology Outsourcing and Non IT operating costs: An Empirical investigation", **MIS Quarterly**, vol. 37, no.1, 2013.
- 18- K. Marvin, "**Global trends in outsourcing and their impact**", Bachelor Thesis (England: Worcester polytechnic Institute, 2011).
- 19- M. Amiti, & S. Wei, "Fear of services outsourcing: is it justified", **IMF WORKING PAPERS SERIES**, WP/04/186, 2004.
- 20- M. Grossman, & E. Hellman, "Outsourcing in global economy", **NBER working papers series**, No. 8728, 2002.
- 21- M. Meehan, "Outsourcing information technology to India: Explaining patterns of foreign direct investment & contracting industry, "**International**

Law and Management Review, working paper, vol. 2, 2006.

22- M. Sako, **Outsourcing and Offshoring: Key Trends and issues**, Background paper prepared for the emerging Markets Forum, 2005.

23- M. Schierhold, **How does outsourcing affect developing countries**, Master's Thesis (Gavle: Faculty of Engineering and Sustainable Development, University of Gavle, 2012).

24- Mahinaz Mahmoud Jaber, **The Impact of Outsourcing Services in the Information Technology Sector and Foreign Direct Investment in Countries**, Master's Thesis (Cairo: Faculty of Business and Administration, Helwan University, 2016).

25- Mostafa Saqr, **Trade in Outsourcing Reality and Possibility of Development in the Egyptian Economy**, Master's Thesis (Cairo: Faculty of Economics and Political Science, Cairo University, 2008).

26- S. Leimeister, "IT outsourcing Governance: Client Types and their management strategies", **Vormals Gabler Verlag**, 2009.

27- S. Singh & M. Zack, information technology outsourcing: Reducing costs or knowledge, **Conference at University of Warwick**, UK, 20-22 March, 2006.

28- Shaima Al Shaer, **Evaluating the Economic Effects of Outsourcing Information Technology Services on developed and developing Countries with Special Reference to Egypt**, PhD thesis (Cairo: Ain Shams University, Faculty of Commerce, 2010).

29- Shaima Al Shaer, **Possibility of Egypt Benefiting from the Indian Experience in Software Industry: Comparative Study**, Master's Thesis (Cairo: Ain Shams University, Faculty of Commerce, 2006).

30- T. Marson & M. Blodgett, "Is the future Bright for outsourcing IT services to Egypt", **Yankee Group Report**, 2007.

31- U. Arnold, "New dimensions of outsourcing: Combination of transaction cost Economics and the core competencies concept", **European Journal of**

purchasing & Supply management, vol. 6, No. 1, 2000.

32- W. Anref, "Outsourcing in the new strategy of Multinational Companies: Foreign Investment, International Subcontracting and production Relocation", **Conference on international Outsourcing and the European Union: Impact on domestic market**, scenarios and strategies, Madrid, 28-29 October, 2008.

33- Z. Perunovic, "Outsourcing Process and Theories", **POMS 18 Annual Conference**, Dallas, Texas, U.S.A, 4-7 May, 2007.

التعهد في مصر « رؤية مستقبلية »

أ. د. زينب توفيق عليوة

كلية الاقتصاد والعلوم السياسية
جامعة المستقبل في مصر

ملخص

تعد ظاهرة التعهيد حديثة نسبياً، وقد انتشرت بشكل سريع بسبب ظهور موجة العولمة الثالثة في بداية ثمانينات القرن العشرين، وزيادة معدلات تحرير التجارة في الخدمات وتحول معظم الدول من الاقتصاد الصناعي إلى الاقتصاد الخدمي. ومع ظهور سميات جديدة مع الثورة الصناعية الثالثة التي أفرزها التقدم التكنولوجي الناجم عنها، ظهر نوع جديد من الخدمات أطلق عليها خدمات التعهيد. وقد تبنت استراتيجية التنمية المستدامة تحويل مصر إلى محور رقمي عالمي والعمل على تنمية الصناعات القائمة على تقنيات الاتصالات وتكنولوجيا المعلومات لتحسين مركز مصر في تقديم خدمات التعهيد على المستوى الدولي بشكل خاص والخدمة الرقمية بشكل عام بحلول عام ٢٠٢٠ بشكل عام. وعلى ذلك، تستهدف هذه الورقة البحثية تقديم رؤية مستقبلية عن إمكانية النهوض بصناعة التعهيد في مصر استرشاداً بالرؤية الواردة في استراتيجية التنمية المستدامة ٢٠٣٠، ووزارة الاتصالات وتكنولوجيا المعلومات، مع الاستفادة بأنجح التجارب الدولية. ويكون ذلك من خلال تفعيل دور هيئة تنمية صناعة تكنولوجيا المعلومات وجهاز التمثيل التجاري، لتقديم معلومات تحليلية للسوق والاتصال المتبادل بين المستثمرين بهدف تبادل الدراسات والبيانات المتوافرة مثل: الفرص التصديرية؛ والمناقصات الدولية؛ والدراسات التسويقية؛ وتحديث البيانات الخاصة بالأسواق والدول المستهدفة لترويج صناعة التعهيد؛ والاستثمار في البنية التحتية المحلية خاصة إصلاح الطرق والمطارات والاتصالات التي تجعل مصر مكاناً أكثر جذباً للأعمال في إطار استراتيجيتها الاستثمارية؛ وتشجيع التعليم الفني للعناصر الشابة لتلقي تدريب صناعة التعهيد لاحتياجه عقل مفكر ومبتكر؛ والاهتمام بسوق تعهيد الخدمات بأنواعها لإقناع الشركات الأوروبية وأمريكا الشمالية أن مصر هي المكان المناسب لتعهيد خدمات تكنولوجيا المعلومات، من خلال إقامة شراكات بين القطاع العام والخاص ينتج عنها إنشاء وحدات ومراكز ذات طابع خاص تستقبل الخريجين والمتخصصين في هذا المجال، وتوفير البيئة التكنولوجية لهم وعقد مؤتمرات وندوات بالجامعات لنشر ثقافة التعهيد من خلال التعاون والتنسيق مع الجامعات الأجنبية بمصر، للاستفادة من رواد التعهيد العالميين وتبادل الخبرات وتوظيف الإبداع والابتكار التكنولوجي في الاقتصاد القومي. والجدير بالذكر أن السوق العالمي في مجال التعهيد يعتبر من أقوى الأسواق العالمية حالياً؛ ومن ثم، يعتبر التعهيد من أهم مصادر الدخل القومي في مصر لو أحسن إدارته ودعمه وسوف يحقق عوائد تفوق عوائد قناة السويس والسياحة والبتروول وغيرها التي تأثرت بتداعيات الأزمة الاقتصادية العالمية بالإضافة إلى توفير فرص عمل بتلك الصناعة.

الكلمات المفتاحية

خدمات التعهيد- الاقتصاد الصناعي- الاقتصاد الخدمي- هيئة تنمية صناعة تكنولوجيا المعلومات- وحدات ومراكز ذات طابع خاص- المنظمات والمؤسسات التي تدعم جهود وزارة الاتصالات في تطوير قطاع التعهيد.