Asia-Pacific
Economic Cooperation

2009/CTI2/GOS/SEM/007

Philippines IT-BPO Industry on the World Stage

Submitted by: Business Processing Association of the Philippines (BPAP)

APEC 2009
Singapore

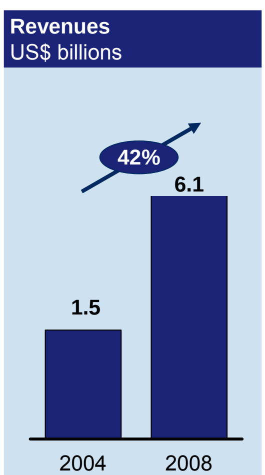
Seminar on Commercial Realities of Cross-Border Services Trade
Singapore
20 May 2009

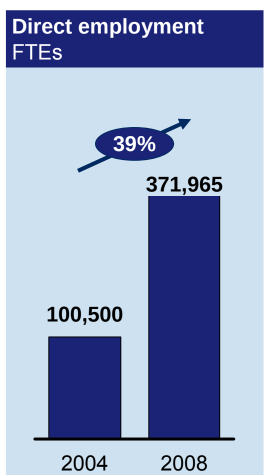
Philippine IT-BPO industry on the world stage

Gillian Virata
Executive Director for Information and Research
May 2009

Business Processing Association PHILIPPINES

Philippine IT-BPO industry currently has over US$6 billion in revenues





- Strong intrinsic skills
  - English language
  - Cultural affinity to US
  - Large pool of talent
- Competitive factor costs
  - Labor
  - Real estate
  - Telecom
- Best in class incentives

Philippine IT-BPO: All sectors growing at tremendous rate

Sector	2008 Revenues ($000,000)	% change vs YA
Contact Center	4,100	14
Back-office/KPO (non-voice BPO)	827.00	119.00
Transcription (non-voice BPO)	182	32
Animation	120.00	14.00
ITO	601	42
ESO	228.00	50.00
Game Development	3	
TOTAL Philippine IT-BPO (export)	**6,061**.00	**26**.00

* Joint Task Force with BOI, CICT, BSP, BPAP, PSIA, ACPI, GDAP, MTIAPI, CCAP

Philippine IT-BPO: Where is it now?

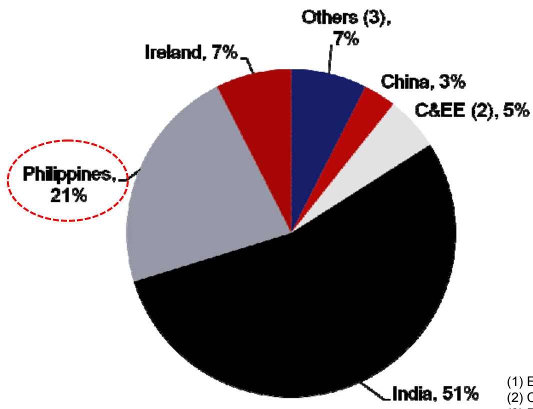
Over 74,000 new jobs created in 2008!

Sector	2008 Employment* (FTEs)	% change vs YA
Contact Center	227,000	15
Back-office/KPO (non-voice BPO)	68,927.00	72.00
Transcription (non-voice BPO)	20,224	23
Animation	8,000.00	14.00
ITO	35,314	21
ESO	12,000.00	50.00
Game Development	500	
TOTAL Philippine IT-BPO (export)	**371,965**.00	**25**.00

* Joint Task Force with BOI, CICT, BSP, BPAP, PSIA, ACPI, GDAP, MTIAPI, CCAP

The Philippines: #2 offshore BPO location

Business Process Offshoring market by destination, 2007; Percentage
100% = $19-21 Billion (1)



(1) Excluding Canada
(2) Central and Eastern Europe
(3) Primarily includes Latin American locations (e.g. Costa Rica, Brazil, Argentina, Chile) and other Southeast Asian locations (e.g. Sri Lanka, Thailand) and African locations (e.g. Egypt and South Africa)
Source: Everest Institute (2007)/eTelecare

The Philippine talent value proposition: Large pool of English-speaking talent

Number of college degree graduates	2007	Annual growth
Business & Accountancy	128,000	
Engineering & Tech	55,752	
IT-related courses	42,047	
Architecture	3,100	
Medical Sciences	31,400	
Fine Arts/Humanities	7,660	
TOTAL Tertiary level	**454,818**	**3.8%**

- **Abundant labor force of 36 million**
- **Over 400,000 college graduates per year**
- **Large pool of accounting and business graduates**
- **English proficiency**
- **Affinity with Western culture**
- **Customer service orientation**
- **Highly trainable**
- **Cost effective**
- **High level of commitment and loyalty**

	Pop	Labor force	Unemp rate	Literacy
World	6,602M	3,400M	6.3%	82.0%
India	1,130M	509M	7.8%	61.0%
China	1,322M	798M	4.2%*	90.9%*
Brazil	190M	96M	9.6%	88.6%
Philippines	90M	36M	7.9%	92.6%

Source: Phils Comon Higher Education : CIA World Factbook 2007; *China data for unemp and literacy is major Cities only

The Philippine talent value proposition: Quality

"Of 100 graduates with the correct degree, how many would you employ if you had demand for all?"
Per cent

	Countries	Engineer	Finance/accounting	Generalist
Eastern Europe	Russia	10	20	10
	Czech Republic	50	40	20
	Poland	50	30	15
	Hungary	50	50	30
Asia	China	10	15	3
	Philippines	20	30	30
	India	25	15	10
	Malaysia	35	25	20
Latin America	Brazil	13	13	8
	Mexico	20 42*	25 35*	11

Suitability rates are empirically based on a total of >80 interviews with HR professionals working in each country

* Mexico is the only country where interview results (higher number) were adjusted ex-post since interview base was thinner

Source: Interviews with HR managers; HR agencies and Heads of Global Resourcing centers; McKinsey Global Institute

The Philippine talent value proposition: Cost competitiveness

BPO Sector	Average Entry-Level Salaries (in $/year)
South Africa	19,764
Mexico	18,653
China	5,680
Egypt	4,237
India	3,911
Philippines	3,858

IT Professionals	Annual Average Salary (US$)
Hong Kong	51,964
Singapore	41,601
Malaysia	16,696
India	14,702
Indonesia	11,231
Philippines	10,730

Source: www.infodev.org/en/Publication.170.html (copyright: World Bank)/ZDNet Asia 2007

The Philippine business environment proposition: Government incentives

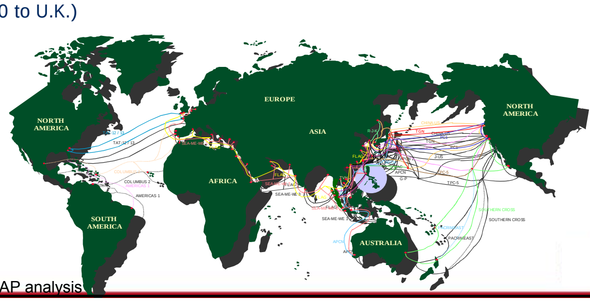
- 4 to 8 years Income Tax Holiday
- Special 5% tax rate on gross income after the lapse of ITH (for IT Park/Ecozone locators)
- Tax and duty exemption on imported capital equipment (for IT Park/Ecozone locators); ZER0 percent duty on imported capital equipment (E.O. 528)
- Exemption from 12% input VAT on allowable local purchase of goods and services (e.g., communication charges)
- Exemption from wharfage dues
- Employment of foreign nationals

PHILIPPINE BOARD OF INVESTMENTS   PEZA   dti DEPARTMENT OF TRADE & INDUSTRY PHILIPPINES

Source: BOI/PEZA

The Philippine telecom infrastructure proposition: Quality, Cost and Reliability advantage

- Redundant International Connectivity (Intl Cable Broadband cap 125Gbps)
- Expanding Multi-media Infrastructure
  - 24x7x365 support operation
  - Short lead time in provisioning int'l leased circuits: 30-45 days
- Deregulated Telecommunications Industry
  - More stable, robust, highly scalable due to numerous fiber optic landings/links
  - Cost of bandwidth has gone down by at least 85% in the last 5 years (From US$ 14,000 in 2001 to today's rates of US$ 1,500 per month for E1 lines to U.S.; us$4,000 to U.K.)



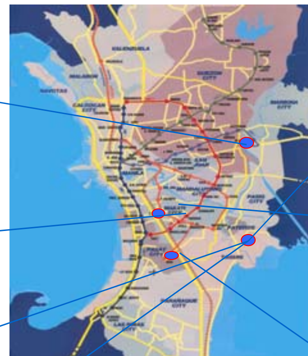
Source: PLDT/Globe; BPAP analysis

The Philippine workplace infrastructure proposition: IT-BPO designed, reliable infrastructure

Lowest rental rates in the region; dedicated IT Parks Right in the Center of Business Districts

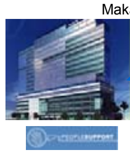
Eastwood City Cyberpark
Quezon City

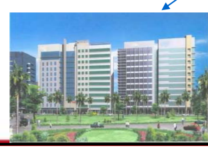
PBCom Tower
Makati City



RCBC Plaza,
Makati City

Bonifacio
Technology Center,
Taguig City





METRO MANILA

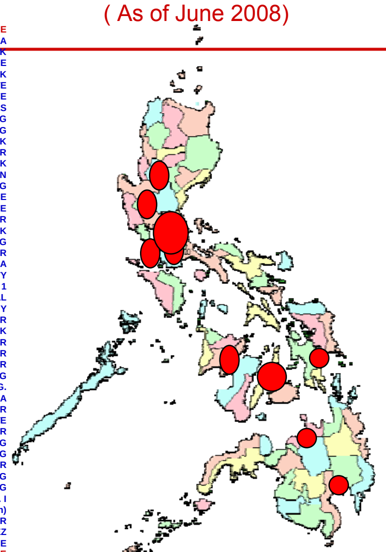
McKinley Hill
Taguig

Northgate Cyberzone
Muntinlupa City

166 OPERATING ECONOMIC ZONES

(As of June 2008)

BAGUIO CITY ECONOMIC ZONE
FORT ILOCANDIA
LUISITA INDUSTRIAL PARK
TECO SPECIAL ECONOMIC ZONE
ANGELES INDUSTRIAL PARK
AGUS INDUSTRIAL ESTATE
VICTORIA WAVE
ROBINSONS PLACE NOVALICHES
DILIMAN IT BUILDING
CONVERGYS IT BUILDING
HTMT CYBER PARK
EDSA CENTRAL IT CENTER
E-SQUARE INFORMATION TECHNOLOGY PARK
MULTINATIONAL BANCORPORATION
PEOPLESUPPORT CENTER IT BUILDING
NORTHGATE CYBERZONE
MACROASIA ECOZONE
EUGENIO LOPEZ JR. COMMUNICATION CENTER
EASTWOOD CITY CYBERPARK
EXPORTBANK PLAZA BUILDING
THE ENTERPRISE CENTER
RCBC PLAZA
SM /CITY
SM CYBERZONE 1
G.T. TOWER INTERNATIONAL
AMKOR TECHNOLOGY
PACIFIC INFORMATION TECHNOLOGY CENTER
ROBINSONS CYBERPARK
ROBINSONS-EQUITABLE TOWER
PBCOM TOWER
SUMMIT ONE OFFICE TOWER
PHILAMLIFE I.T. BUILDING
6750 AYALA AVE. BLDG.
UNIONBANK PLAZA
BPI BUENDIA CENTER
EAST CYBER GATE
GATEWAY OFFICE TOWER
INSULAR LIFE BUILDING
MARVIN PLAZA BUILDING
MSE CENTER
OCTAGON IT BUILDING
ORIENT SQUARE IT BUILDING
RIVERBANK CENTER ICT BLDG. I
UP SCIENCE & TECHNOLOGY PARK (South)
V-TECH TOWER
FOOD TERMINAL INC. SEZ
EMI SPECIAL ECOZONE
BATAAN ECONOMIC ZONE
SUBIC SHIPYARD
PLASTIC PROCESSING CENTER SEZ
HERMOSA ECOZONE
LEYTE IND'L. DEVELOPMENT ESTATE
LEYTE INFORMATION COMMUNICATION TECH. PARK
JOSE PANGANIBAN SEZ
RAPU-RAPU ECOZONE



61 industrial estates
26 IT Parks; 73 IT Centres

CAVITE ECONOMIC ZONE
LAGUNA INT'L. INDUSTRIAL PARK
LIGHT INDUSTRY & SCIENCE PARK I
LIGHT INDUSTRY & SCIENCE PARK II
LIGHT INDUSTRY & SCIENCE PARK III
TABANGAO SPECIAL ECONOMIC ZONE
LAGUNA TECHNOPARK I
FIRST CAVITE INDUSTRIAL ESTATE
GATEWAY BUSINESS PARK
GATEWAY BUSINESS PARK I
GREENFIELD LAGUNA AUTOMOTIVE PARK
YTMI REALTY SPECIAL ECONOMIC ZONE
LIMA TECHNOLOGY CENTER
FIRST PHILIPPINE INDUSTRIAL PARK EXP. I
COCOCHEM AGRO INDUSTRIAL PARK
PEOPLE'S TECHNOLOGY COMPLEX
FIRST PHILIPPINE INDUSTRIAL PARK
CARMELRAY INDUSTRIAL PARK
CARMELRAY INDUSTRIAL PARK II
CALAMBA PREMIERE INTERNATIONAL PARK
TOYOTA STA. ROSA SEZ
TOYOTA STA. ROSA SEZ II
DAIICHI INDUSTRIAL PARK
LAGUNA TECHNOPARK III
LAGUNA TECHNOPARK II
LAGUNA TECHNOPARK IV
FILINVEST TECHNOLOGY PARK - CALAMBA
EASTBAY ARTS, RECREATIONAL AND TOURISM
ROBINSONS BIG R SUPERCENTER
STA. ROSA COMMERCIAL IT PARK
PHILTOWN TECHNOLOGY PARK
ROBINSONS PLACE LIPA
MACTAN ECONOMIC ZONE
BIGFOOT IT PARK
MACTAN ECONOMIC ZONE II
MANGO SQUARE
ARCENAS ESTATE IT BUILDING
JY SQUARE IT CENTER
CEBU LIGHT INDUSTRIAL PARK
WEST CEBU INDUSTRIAL PARK
NEW CEBU TOWNSHIP
MRI ECONOMIC ZONE
HVG ARCADE IT PARK
INNOVE IT PLAZA
ASIATOWN IT PARK
FEDERATED IT PARK
ROBINSONS METRO BACOLOD
PUEBLO DE ORO IT PARK
JASAAN MIS. ORIENTAL ECOZONE
DBP IT PLAZA
THE BLOCK IT PARK
CIIF AGRO-INDUSTRIAL PARK
RIO TUBA EXPORT PROCESSING ZONE
SARANGANI ECONOMIC DEVELOPMENT ZONE
SRC CALUMPANG ECONOMIC DEV'T. ZONE
FIRST ORIENTAL BUSINESS & INDUSTRIAL PARK

The Philippine lifestyle proposition: hospitable, western-oriented living

Expatriates' top choice for quality of life

- Friendly people
- Value-for-money housing
- Modern recreational facilities
- First-rate educational institutions
  - Presence of International schools Presence of International schools (e.g. Brent School, International School Manila, British School)
- A growing favorite tourist destination
  - 8.7% increase in tourist arrivals (3.09 million)
  - 41% increase in tourist spending

The Philippines is viewed as a favorable location for IT-BPO services

- **Frost & Sullivan**, August 2007: Philippines among top 10 shared services and outsourcing locations in the world
- **IMF**, March 2007: "The Philippines has established a strong presence in voice-based BPO sectors such as call centres, and there are also signs of growth potential in other offshore services, such as medical transcription and animation."
- **Gartner**, Dec 2007: The Philippines has become a destination for call centre and back-office finance and accounting operations; rates highly in cost, labour quality and language/cultural compatibility.
- **Nomura Securities**, November 2007: "We think that the Philippines has grown into the No. 2 outsourcing base after India in call centre–based BPO fields."
- **Everest Consulting,** Apr 2008: The Philippines is now the third largest destination geography for BPO services
- **Frontier Strategy Group**, September 2007: The Philippines is among seven key markets that are "above the rest" and are the "most critical to achieving corporate growth and outperforming the competition in 2008 and beyond"
- **National Outsourcing Association (UK),** October 2007: Philippines awarded Off-shoring Destination for 2007

Top 10 Asian Cities of the Future:
#7 Quezon City
#8 Cebu
#10 Davao

Top 10 Outsourcing Cities in Asia Pacific:
#2 Manila

Philippine IT-BPO: As reported in 2008

- **Bó Lè Leaders**, Nov-Dec 2008: *Riding a big wave that is sending millions of white-collar jobs offshore through business process outsourcing, the Philippines has, in less than five years, become the world's third biggest outsourcing location and arguably the first choice for call centers*.

- **Economist Intelligence Unit,** September 2008**:** *India has long been the pre-eminent outsourcing destination for IT services, by virtue of its low labor costs and its large skills base. That pre-eminence is now being threatened by a host of other economies offering low-cost services, most notably China, but also Vietnam, the Philippines, Russia, Poland. . . .*

- **Info-Tech Research Group**, September 2008: *The Philippine contact center industry has grown rapidly and is now a close second to India in terms of market share. Provided that the customer service quality can be maintained and the costs of managing the outsourcing relationship do not overwhelm the savings from offshoring, contact center outsourcing to the Philippines is a good investment.*

- **Everest Research Institute,** January 2009**:** *With a size barely 1/10th of India, the Philippines represented a healthy 15% of the offshore BPO market and has emerged as a key destination for English-based work especially for the North American market. The Philippines, whose offshore market has grown 46 percent annually since 2004, is poised to emerge as a leading destination for non-voice business process outsourcing (BPO) work .*

Economist Intelligence Unit: 2008 IT industry competitiveness

Rank in Asia		Score	Global Ranking 2008	Global Ranking 2007
1	Taiwan	69.2	2	6
2	South Korea	64.1	8	3
3	Singapore	63.4	9	11
4	Japan	62.2	12	2
5	Hong Kong	54.1	21	21
6	Malaysia	34.2	36	36
7	Philippines	29.8	47	47
8	India	28.9	48	46
9	China	27.6	50	49
10	Sri Lanka	24.9	54	50
11	Indonesia	23.1	58	57
12	Bangladesh	22.4	60	-
13	Vietnam	21.4	61	61
14	Pakistan	20.9	62	60

Source: EIU IT Competitiveness Report 2008

Strategic advantage in leveraging commanding position in voice to build a position in higher-value areas

"Building blocks"

- Talent
- Cost
- Infrastructure
- Business environment
- Risk management

Leverage intrinsic strengths, establish capabilities

- Voice services
- Data transcription
- Simple back-office processes

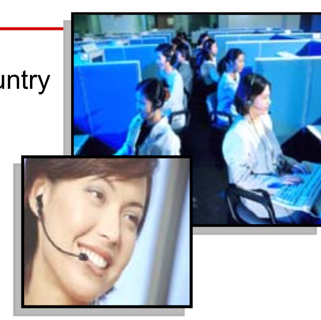
Consolidate position in voice, develop position in adjacencies, "natural" affinities

- Customer care surrounding voice
- Higher-value processes, e.g., F&A, HR
- Pharma, Healthcare

Build reputation for operational excellence, business model innovation

- New service lines (e.g., design, tactical CRM)
- Joint-service companies
- IT-BPO bundling

Contact center sector



- One of the fastest-growing industries in the country
- Major contact centers in the Philippines: 191
- Total full-time employees: 227,000
- Estimated revenues in 2008: US$4.1 billion
- Past 3 years' annual growth: 30%

Key Players in the Country

Third-party providers: Teletech, Convergys, eTelecare, Sykes, Aegis PeopleSupport, Teleperformance, Sitel, ICTGroup, CyberCityTeleservices, Telus, ePLDT Ventus, Sutherland, ACS, HTMT, IBM Daksh, KGB, Transcomm, ePerformax, Link2Support, Genpact,

Captives: HSBC, Dell, Shell, AIG, Siemens, Verizon, Citigroup, Six Continents–Intercon Hotels, Henkel Financial Services, GE Money, Trend Micro, Oracle Technology, Western Union, Ford (Percepta, DHL, etc.

Business processing (Back-office operations mostly F&AO, HRO, medical and legal transcription; some KPO)

- No. of Service Providers: 216
- Total full-time Employees: 69,000
- Estimated Revenues in 2008: US$ 827 Million, +119% vs year ago

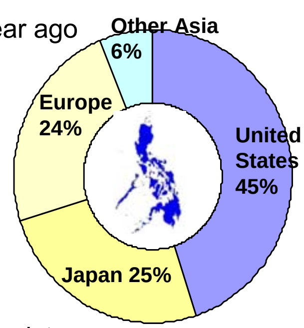
Key Players in the Country

Captives: JP Morgan Chase, Emerson Financial Services, Deutsche Knowledge Services, Thomson Philippines, Chevron Texaco (Caltex), Maersk Global Service Centres, Manulife Financial, Procter & Gamble, B&M Global Services (Baker McKenzie), Ericsson, Lexmark, McKinsey, Hewitt Associates, Nestle, Alitalia, Watson Wyatt, DSM (White & Case)

Third-party providers: SPi, Accenture, Amdatex, IBM Business Services, DDC Group, RG Financial, Sencor, Transprocure, EXL, RR Donnelly, SVI Corporation, Vantage Information Services (MT), Globa Excel (HR), BPO International, E-Scribir, Prople, Infinit-O, Affinity Express, Eximius BPO,
Asiatype, Integreon

Software development, Application maintenance

- Software Development Companies: 119 (export only)
- Total IT professionals: 35,300
- Revenues in 2008: US$ 601 million, +42% vs year ago



Capabilities

- Applications development and maintenance
- IT operations and infrastructure
- Software product development
- Business analysis, project mgmt, education

Key Players in the Country

Accenture, IBM Solutions, HP, RCG, Siemens, Headstrong, Fujitsu, Pointwest, Oracle, Lawson, Misys, LogicaCMG, NEC, Safeway, Netsuite, Tsukiden, Jupiter Systems, Gurango, Sun Microsystems, Unisys

Animation, Gaming and Film

- Total animation studios in the country: 49
- Twenty years in the Philippines
- Total animators in the country: 8,000
- Revenues in 2008: US$120 million, +14% year ago

Capabilities

- 2D
- 3D
- Interactive game development
- Medical and educational graphics and animation

Key players in the country

Toon City, Top Draw, Artfarm Asia, Toei, Animation 1, Holy Cow!, Digital Exchange, Top Peg Animation and Creative Studio, Geebo Digital, , Flipside Games, CreativeAsia, Cutting Edge, Anino

Engineering and design process

- Total number of engineering design companies: 43
- Total number of full-time engineers: 12,000
- Estimated revenues in 2008: US$ 228 million,+50% vs year ago

Capabilities

- Over 75,000 licensed professionals
- 40,000 graduates of engineering courses annually
- (CAD-enabled)
- Internationally accepted engineering standards–computer-aided manufacturing (CAM); computer-integrated manufacturing (CIM)

Key Players in the Country

Bechtel, Bouygues Construction, Chiyoda, EEI, Eichleay Pacific, Environments Global , Fluor Daniels, Foster Wheeler, Hyundai, JGC Phils., Kajima, Keppel, Nakayama, Parsons Brinckerhoff, Tsuneishi

Roadmap 2010 launched Oct 2007

BPAP and McKinsey &Co developed the Philippine IT-BPO road map to achieving strong global #2 position in the world ($13 billion in revenues)

Sec. Ray Anthony Roxas-Chua appointed as the Philippine Government's "Outsourcing Czar"

President Arroyo announced the release of $10million worth of scholarship grants for deserving students to be employed in BPO

Roadmap 2010 focusing on four broad themes

	Key issues
Suitable and abundant talent	• Need to recruit over one ... to the industry to reach 10% market share • High percent of top tale... ound to other markets (e.g., nurses, engineering, accountan... • Mismatch in location density ... ders and labor. Smaller labor pools not tapped
Operational performance	• Wage pressures emerging, reflecting accelerating growth and lack of transparency on wages • Competitiveness relative to established players (e.g., India) and emerging players (e.g., Vietnam) at-risk • Wage appear to be growing faster than billing rates, creating imperatives for operational excellence, scale and migration to high value services
Quality infrastructure	• Availability emerging as major issue – NCR rental space only available to reach 68% of reven... – Given market uncertainty, facilities being built only on commitm... ...ing time-to-market • Rental rates rising sharply in Makati Central Business District
Conducive business environment	• Need to ensure that current incentive regime continues to sustain competitiveness • Most locators concentrated in NCR; other cities may not be O&O-ready • Under resourced industr... • Good investor support ... otential to improve in execution phase
Risk management	• Persistent issues around critical risk factors that affect outsourcing decision (e.g., IP protection, data privacy)

Talent

Next wave cities

Business environment

BPAP Team 2010

Source: Team analysis

BPAP 2008 – executing the roadmap

- **Talent Development**
  - Developing a comprehensive assessment and training program – BPAP assessment tool, AdEPT, middle-management program
  - Improving awareness for career opportunities in IT-BPO – Campus Caravan
  - Tapping alternative talent pools; ability to fund – PGS
  - Implementing responsive curriculum changes – SSME

ADEPT PROGRAM

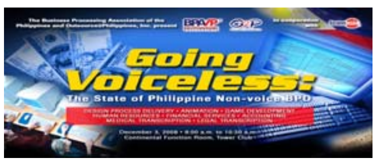
BPAP 2008 – executing the roadmap

- Talent Development
  - Developing a comprehensive assessment and training program – BPAP Assessment Tool, ADEPT, Middle-management program
  - Improving awareness for career opportunities in O&O – Campus Marketing Program
  - Tapping alternative talent pools; ability to fund – PGMA TWSP
  - Implementing responsive curriculum changes – Talent Management Partnership, SSME
- **Business Environment**
  - Leading the industry priorities behind govt policy and legislative agenda—fiscal incentives, data privacy, IP protection, cybercrime, Labor Code amendments, DICT
  - Leading the branding and promotion of the Philippine IT-BPO industry—“Experience Excellence” marketing campaign, trade missions, Web site marketing, industry conferences

Copyright ©2009: Business Processing Assoc iation of the Philippines. All rights reserved

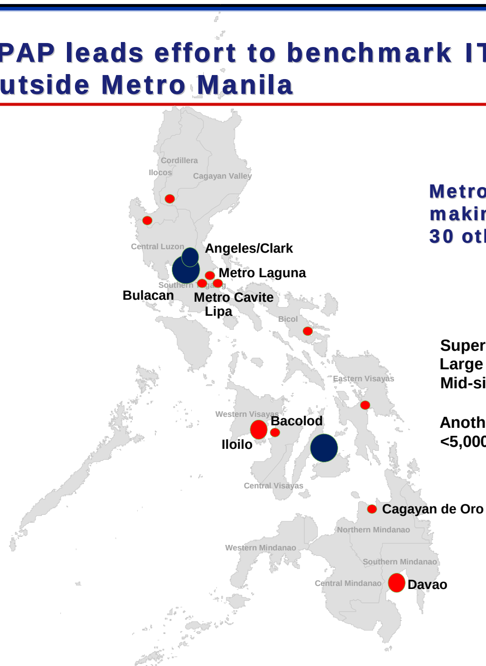
BPAP 2008 – executing the roadmap

- **Talent Development**
  - Developing a comprehensive assessment and training program – BPAP Assessment Tool, ADEPT, Middle-management program
  - Improving awareness for career opportunities in O&O – Campus Marketing Program
  - Tapping alternative talent pools; ability to fund – PGMA TWSP
  - Implementing responsive curriculum changes – Talent Management Partnership, SSME
- **Business Environment**
  - Leading the industry priorities behind govt policy and legislative agenda – Fiscal incentives, Data Privacy, IP protection, Cybercrime, Labour Code amendments, DICT
  - Leading the branding and promotion of the Philippine O&O industry – "Experience Excellence" marketing campaign, trade missions, website marketing, industry conferences
- **Next Wave Cities™**
  - Delivering the industry research requirements—road map, IT-BPO Directory, case studies
  - Supporting the development of new IT-BPO sites through benchmarking—Next Wave Cities™ launch, quarterly CEO forum



BPAP leads effort to benchmark IT-BPO locations Outside Metro Manila

Next wave cities



Metro Manila has 290K IT-BPO FTEs, making it the BPO capital of the world; 30 other RP cities host BPO companies

Super cities have >15,000 IT-BPO workers
Large cities have a potential capacity of 10,000–15,000
Mid-sized cities 5,000–10,000

Another 20-plus cities offer a potential capacity of <5,000 FTEs each

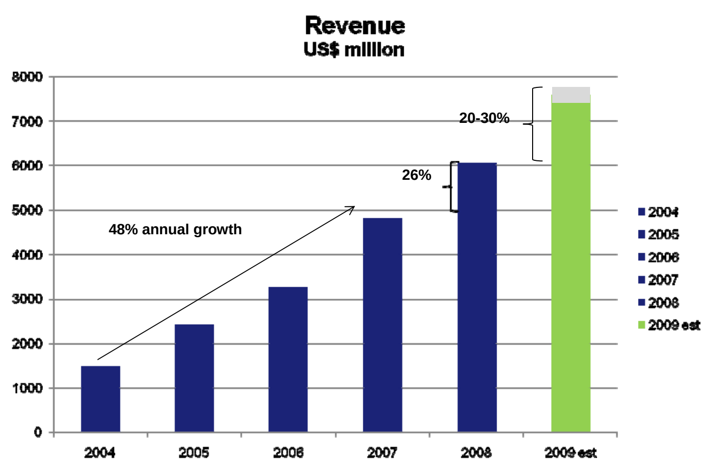
Next Wave Cities

Super cities* | **Large cities** | **Mid-sized cities**

BPAP 2008 – executing the roadmap

- **Talent Development**
  - Developing a comprehensive assessment and training program – BPAP Assessment Tool, ADEPT, Middle-management program
  - Improving awareness for career opportunities in O&O – Campus Marketing Program
  - Tapping alternative talent pools; ability to fund – PGMA TWSP
  - Implementing responsive curriculum changes – Talent Management Partnership, SSME
- **Business Environment**
  - Leading the industry priorities behind govt policy and legislative agenda – Fiscal incentives, Data Privacy, IP protection, Cybercrime, Labour Code amendments, DICT
  - Leading the branding and promotion of the Philippine O&O industry – "Experience Excellence" marketing campaign, trade missions, website marketing, industry conferences
- **Next Wave Cities**
  - Delivering the industry research requirements – Roadmap, O&O Directory, O&O Case Studies
  - Supporting the development of new O&O sites through benchmarking - Next Wave Cities launch, Quarterly CEO Forum
- **Team 2010**
  - Securing partnerships with key industry bodies
  - Enhancing the investor set-up process—Investor Relations Team, BPAP-BOI roundtable process
  - Promoting industry awareness and industry excellence—BPO Conference, eServices Conference, Quality Council

Philippine IT-BPO: Prospects for growth



Key challenges

- Driving awareness and interest
- Driving competitiveness

An Invitation

Discover the Philippine Advantage!

www.bpap.org

**Experience Excellence,
Experience the Philippines**