



PAGE 4: B.1) YOUR CASE STORY: TITLE AND DESCRIPTION

**Q1: TITLE OF YOUR CASE STORY**

Branding- A Major Challenge to Connect with Global Value Chain

**Q2: CASE STORY ABSTRACT**

Nascenia is a fast growing company in Bangladesh. It sells software service to European and North American market since 2010. It grew organically to a sixty-persons team now. It found one of its key clients with the help of the programme NTFII. The biggest challenge that Nascenia has been facing is brand image of Bangladesh along with access to market. The country now has required infrastructure and skilled software engineers to build world class software. However, when Nascenia approaches clients, they are often reluctant to outsource projects. Bangladesh is not yet their favourite destination for outsourcing. Nascenia has been able to work for smaller companies through reference, internet marketing and matchmaking events. Despite having the necessary technical skills and experience, it is facing challenge to connect to larger enterprises. The software industry of Bangladesh needs assistance to establish themselves as a reliable outsourcing destination in the global market.

**Q3: LONG DESCRIPTION OF THE CASE STORY**

Nascenia is a software development company in Bangladesh. The company was founded in July, 2010. It grew from a three-persons team to a sixty-persons company in four years. It has completed 50+ projects for clients in Europe, USA and Africa. During this period of growth, the biggest challenge that Nascenia faces is branding.

**Branding Issue:**

Bangladesh suffers from brand crisis throughout the world. The country is perceived to be a poor nation lacking infrastructure, human resource, capital and always on the verge of collapse due to corruption, natural calamities and so on.

**The Flipside of Reality:**

If you step on the burgeoning software industry in Dhaka, you will get the opposite picture. More than 90 million people (55% of the population) in Bangladesh now uses mobile phone. 33 million people uses internet through mobile and broadband. 95% people uses internet through mobile. 5 of the 6 telecom operators have introduced 3G and 3G user have grown to nearly 5 million in little over one year.

Bangladesh also has quality human resource. Bangladesh Association for Software and Information Services report (2013) suggests that there are 1000+ IT enterprises in the country generating \$400 yearly revenue and 70,000 professionals work in the IT field. Qualified engineers and business graduates are helping local business to connect with global value chain and help provide world-class service.

Nascenia started off business with owners' capital. Later it grew through retained earnings. Nonetheless, as far as funding is concerned, Bangladesh has two stock exchanges and 57 banks for financing. There are government as well as international funding available for boosting the IT sector.

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Despite these facts when Nascenia approaches a foreign client for the first time, it gets the impression of uncertainty and hesitance. First time, client sees Nascenia as a software company coming from a country challenged by all those previously mentioned problems.

### The Big Neighbour:

There is also brand positioning at play. The neighbouring country India is a bigger brand in outsourcing than Bangladesh. According to Times of India, its BPO sector has generated \$18 billion revenue in 2013 and employed 2.8 million people. Forbes reports that six out of eight popular cities for outsourcing are located in India.

The question large clients ask is that if they decide to outsource, why they shouldn't go for a firm located in a country that has a bigger brand in outsourcing. Brand of course ensures neither competence nor quality. Let us share the story Better Collective, a Danish company playing in online betting space and the largest customer of Nascenia.

### The Story of Growing Together:

In February, 2012, NTFII (Netherland Trust Fund II) organized matchmaking events during BASIS SoftExpo. A number of Bangladeshi software companies and European Companies got the opportunity to meet each other. During the event Nascenia had a discussion with with Jesper Søgaaard, CEO & co-founder of Chrisper Economy (now Better Collective). That started one of the most successful business partnerships for Nascenia. Initially Nascenia engaged one of its developers to work on a small project which was supporting to core business of Better Collective. Later Nascenia got to work on their core projects such as BettingExpert, TandemPartners and more. 12 full time engineers were engaged from Nascenia for Better Collective.

As Better Collective grew from a two-persons company to 80 people company, Nascenia grew with them. Interestingly, Mr. Søgaaard tried India first and after not finding a suitable match, he came to Bangladesh and happened to find Nascenia. The two firms are working together for the last two years and it has resulted in a pleasant collaboration. Janis Daniel Pascal Ewald, Head of Outsourcing & Project Manager, Better Collective has said, "We have been working together with Nascenia since 2011. We are very pleased with the results. The team works reliably, is very professional and delivers fast results."

### The Core Challenge:

Nascenia has 91% overall satisfaction from its clients. It has worked with smaller companies through reference, marketing and matchmaking with assistance of WTO initiatives like NTF-III and CBI. Despite having the technology, business and communication skills, it is facing challenge in connecting with larger enterprises. It needs help in building a network among major decision makers of medium to large companies.

Like Nascenia, there are more software firms in the industry who are delivering world-class software. For the IT industry, the country needs help in creating a better brand image, something that correctly reflects the reality. With little marketing and business development budget and know-how it becomes hard for the individual companies to meet and sell their products to decision makers of large companies in western countries.

Software industry in Bangladesh has now the resource to provide world class service. The key challenge is not infrastructure and human resource any more. Neither is communication; Bangladeshi students start learning English alongside their native language from the elementary level. Bangladesh software makers rather lack the resource, network and know how to market themselves to the world. They need to somehow get chance to stand in front of the Presidents of medium to large sized organizations in Europe and North America, "Hey, we are not small anymore; there are a thing or two that I can help you with, too." And do that loudly and repeatedly, because the large organizations are hard to gain attention of.

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**Q4: Please add here web links to project/programme materials.**

<http://www.intracen.org/news/Another-Danish-Bangladeshi-matchmaking-success/>  
<http://www.intracen.org/project/ntf-ii/>  
<http://www.bettercollective.com/>  
<http://www.nascenia.com/>

### PAGE 5: C.1) ABOUT THE CASE STORY

#### Q5: YOUR CONTACT DETAILS

Name:	Shaer Hassan
Company or association	Nascenia Limited
Country:	Bangladesh
Email Address:	bizdev@nascenia.com

#### Q6: FUNCTION

Private sector

### PAGE 6: C.2) ABOUT THE CASE STORY

#### Q7: FUNDING SOURCES FOR PROJECT/PROGRAMME Tick the appropriate box(es)

Company financing, Private sector

#### Q8: Additional information

*Respondent skipped this question*

#### Q9: START DATE OF PROJECT/PROGRAMME

February 2012

#### Q10: STATUS OF PROJECT/PROGRAMME

On-going

#### Q11: DURATION OR, IF ON-GOING, EXPECTED DURATION OF PROJECT/PROGRAMME

1-3 years

#### Q12: COST OF PROJECT/PROGRAMME

*Respondent skipped this question*

#### Q13: Additional information

*Respondent skipped this question*

#### Q14: TYPE OF FUNDING FOR PROJECT/PROGRAMME

*Respondent skipped this question*

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**Q15: PROJECT/PROGRAMME TYPE**

Multi-country (i.e. 2 or more countries)

### PAGE 8: C.3) ABOUT THE CASE STORY

**Q16: SINGLE COUNTRY/CUSTOMS TERRITORY**

*Respondent skipped this question*

### PAGE 9: C.3) ABOUT THE CASE STORY

**Q17: REGION(If the region does not appear in the drop down menu, please enter manually)**

*Respondent skipped this question*

### PAGE 10: C.3) ABOUT THE CASE STORY

**Q18: MULTI-COUNTRY(Enter all countries or customs territories)**

Denmark and Bangladesh

### PAGE 11: C.4) ABOUT THE CASE STORY

**Q19: CASE STORY FOCUS** Tick the appropriate box(es)

Other (please specify)  
Re-branding developing countries as competent business partner

### PAGE 12: C.5) ABOUT THE CASE STORY

**Q20: HOW SUCCESSFUL WAS THE PROJECT/PROGRAMME** Tick the appropriate box

On-going project

### PAGE 13: C.6) ABOUT THE CASE STORY

**Q21: WHAT WERE THE OUTPUTS OF THE PROJECT/PROGRAMME** Tick the appropriate box(es)

Services sector skills,  
Other (please specify)  
Web applications for Danish company

**Q22: Additional information(maximum 300 words)**

*Respondent skipped this question*

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### PAGE 14: C.7) ABOUT THE CASE STORY

<b>Q23: WHAT WERE THE OUTCOMES OF YOUR PROJECT/PROGRAMME</b> Tick the appropriate box(es)	Increase in service exports
<b>Q24: Additional information</b> (maximum 300 words)	<i>Respondent skipped this question</i>

### PAGE 15: C.8) ABOUT THE CASE STORY

<b>Q25: WHAT WERE THE IMPACTS OF THE PROJECT/PROGRAMME</b> Tick the appropriate box(es)	Increase in employment, Export market diversification, Reduction in export market concentration, Increase in per capita income
<b>Q26: Additional information</b> (maximum 300 words)	<i>Respondent skipped this question</i>

### PAGE 16: C.9) ABOUT THE CASE STORY

<b>Q27: LESSONS LEARNT</b> Tick the appropriate box(es)	Importance of good project design, Importance of engagement by private sector, Importance of attention to long-term sustainability , Other (please specify) Importance of country branding and access to market
<b>Q28: Additional information</b> (maximum 300 words)	<i>Respondent skipped this question</i>
<b>Q29: PROJECT OR PROGRAMME MONITORING AND EVALUATION FRAMEWORK</b> Tick the appropriate box(es)	No monitoring and evaluation (M&E) framework used

### PAGE 17: C.9) ABOUT THE CASE STORY

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**Q30: How did you receive this case story exercise and the electronic link? Please indicate the organization that sent to you the information:**

International Trade Centre