It may be sometimes maligned, but outsourcing can bring major benefits to the UK economy.
Is your outsourcing relationship green from the outside and red from the inside?

The Watermelon Effect
"The state of sub-optimal outsourcing relationships existing between customers and their outsourcing partners. Green: smooth from outside and red from fragile inside."

Move from Green to Red

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Future of Outsourcing

It’s time to sell what outsourcers can do

Despite challenges, notably from in-company automation, outsourcers have the opportunity to up their game and expand

Overview

There is a common complaint in the outsourcing industry: Providers create brilliant services which boost in-house perception, only to see clients reluctant to sign up. Outsourcing is still a hard sell.

So what’s the best way to win over doubters? First up, it’s worth sketching out reluctance to sign up. Outsourcing is still a hard sell.

A recent survey by Raconteur Research for software consultancy MooD International shows what IT directors really think about outsourcing. The majority – almost half – said outsourcers should aim to deliver superior performance and growth. By contrast, only five in five cited cost reduction as the critical area.

Clearly, they understand outsourcing is about a step-change in performance, not just about cost. But they are right to acknowledge that thinking life savings is critical if 80 per cent of IT directors and their job is more complex to manage. The report that that outsourcers have declined.

Add to this the figures that 58 per cent of clients said it’s become more difficult for suppliers to deliver on their promises. And the message in clients’ decision-making need to be spelt out clearly. Many IT directors are clear and knowledgeable.

Alas, so often this opportunity is missed. Victor Blank, a partner at consultancy KCG, has worked with many companies assessing potential partners. He observes: “In interviews, ostensibly genuine concerns come to the fore: performance, cost overruns, deliverables when they pitch to a new client. This is primarily because outsourcers don’t always act at articulating costs. It claims the customer is in the wrong. ‘They’ll settle for a bid being incremental better than the offer cost and simply do what the client has asked of them rather than thinking outside of the box to deliver services your client might not have thought possible.’

A host of factors can impact business assessment, consumer advocacy, market effectiveness, risk management and socio-political responsibility. It claims the customer is in the wrong. ‘They’ll settle for a bid being incremental better than the offer cost and simply do what the client has asked of them rather than thinking outside of the box to deliver services your client might not have thought possible.’

He also claims that the provider has an advantage in every surgical body. ‘Contact us to ensure that the process will be done smoothly. This contract clause avoids the necessity of outsourcers to expand their usage of outsourcing towards 2020. This shows us that the way outsourcers create brilliant services.

C-suite bosses to move towards outsourcing with new focus on delivery.

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In their sector have realized significant commercial benefits. This allows us to point to a very robust business model, which is outsourcing.

More Business
Selection
Marketing
Technology
Digital media
Events...
companies from across all industry sectors are looking to their outsourcing partners to help them to meet the challenges of their new digital environments. According to Dr Aleksej Heinze from the University of Manchester, senior managers have a critical part to play in these strategy shifts, where new recruits especially will find that the landscape has changed beyond what their traditional education and training allowed.

Hexaware often contractually commits to a six-pronged strategy to deliver a world-class customer experience to its outsourcing clients. This is based on the pillars of strategy, understanding and attention to the unique needs of each client, assets, and its commitment to use automation.

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Part of the problem is that even the most successful outsourcing companies have become too big and therefore unable to provide the right attention and quality of service to their customers. Hexaware chief executive Asif Hamid believes that it is important for any outsourcing vendor to be flexible and creative in order to make decisions. In doing so they also seek to keep a closer relationship with the corporation.

Companies need to be able to move quickly and get things right. “If a business is considering how to meet the changing needs of its customers, they need to be able to keep up, largely because of a lack of executive and technical skills,” said Hexaware chief executive Asif Hamid.

While Pyramid strategy advisor, a perfect standard approach on outsourced delivery for the largest of outsourcing service providers – and is partnered with many of the world’s largest companies. The technology behind automation and robotics can help companies streamline their processes, improve quality and cut costs, as many in the manufacturing, retail and distribution, and automotive sectors have already done.

The company brings together the best of its talent pool and cutting-edge digital technologies to deliver the best business service to its customers. Employees are empowered to take appropriate decisions and take actions in the interests of the clients and the business. The system is designed in such a way that it can always be changed to meet the needs of any customer.

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Rise of outsourcing boosts UK economy

It may be sometimes difficult, but it can bring major benefits to the UK economy in terms of jobs, growth and increased productivity.

Companies from across all industry sectors are looking to their outsourcing partners to harness the benefits of one of today’s most exciting and future-facing trends: automation. As large parts of the client’s in-house operations are(interface)automated, the new era of technology allows them to focus on their core business and deliver even better service.

But pyramid strategy aside, a perfect proportioning and execution is crucial to the success of any outsourcing service provider – whether it’s in financial services or any other market. This is because the client’s footprint is still vital, and the temptation to simply outsource every part of the business is strong. Therefore, it’s crucial that the client carefully select the right provider. The right provider can significantly enhance the client’s productivity, while the wrong one can lead to lost business and damaged reputation. This requires a balanced approach to outsourcing.

The importance of the client's footprint

In the context of outsourcing, the client’s footprint is crucial. It’s the foundation upon which the outsourcing relationship is built. The client’s footprint represents the range of services and technologies that the client wishes to retain in-house. This footprint includes the client’s core competencies and the services that the client considers to be strategic or value-added.

The client’s footprint is a critical factor in determining the scope of the outsourcing agreement. It influences the decision of which services should be outsourced and which should be retained in-house. The footprint also affects the level of control that the client has over the outsourcing relationship, as well as the costs and risks associated with outsourcing.

The client’s footprint is also important in shaping the strategy of the outsourcing provider. The provider must understand the client’s footprint in order to provide the right services and technologies that align with the client’s strategic goals. This requires a deep understanding of the client’s business, its goals, and its competitive landscape.

The client’s footprint is also critical in the renegotiation of outsourcing agreements. As companies evolve and adjust their strategies, the footprint may change. This requires a reevaluation of the outsourcing agreement to ensure that it still aligns with the client’s current needs.

In conclusion, the client’s footprint is a critical component of any outsourcing strategy. It’s essential for the provider to understand and align with the client’s footprint in order to provide the best possible services and technologies. This requires a deep understanding of the client’s business and goals, as well as the ability to adapt and evolve as the client’s needs change.

The future of outsourcing

The future of outsourcing is bright, with automation and new technologies playing a significant role in shaping the industry. The client’s footprint is a critical factor in this evolution, and providers must adapt to meet the changing needs of their clients.

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Outsourcing is no longer a dirty word

Outsourcing was once synonymous with cost-cutting and job losses, but has now come of age as a valued service.

As outsourcing has continued to mature, new opportunities have arisen for businesses to leverage this service. According to the Business Services Association, the outsourcing market has grown significantly over the past 10 years, with many companies now seeing it as a cost-cutting exercise, but for many companies, cost reduction is no longer the main reason for engaging in outsourcing projects.

In the past, outsourcing was often seen as a by-product of an outsourcing project, but for many companies, cost-reduction initiatives are not on the agenda. "It is still important to be aware of the benefits of outsourcing the primary driver for becoming an outsourcing provider," says Chris Stancombe, chief executive, business process outsourcing. "This is backed up by research published by Grant Thornton last year. It is evident that outsourcing can bring talent, while less obvious are the benefits of outsourcing to their businesses. In the past, outsourcing initiatives have been seen as a cost-cutting exercise, but for many companies, cost-reduction initiatives are no longer the main reason for engaging in outsourcing projects.

While contributions of job losses have not helped the sector’s image, it is clear that outsourcing can bring talent and benefits. In practice, most people now see outsourcing as a cost-reduction initiative, but for many companies, cost-reduction initiatives are not on the agenda. "It is still important to be aware of the benefits of outsourcing the primary driver for becoming an outsourcing provider," says Chris Stancombe, chief executive, business process outsourcing. "This is backed up by research published by Grant Thornton last year. It is evident that outsourcing can bring talent, while less obvious are the benefits of outsourcing to their businesses. In the past, outsourcing initiatives have been seen as a cost-cutting exercise, but for many companies, cost-reduction initiatives are no longer the main reason for engaging in outsourcing projects.

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A new world of destinations for outsourcing services...

A number of countries are catching up India and other traditional outsourcing destinations as they develop labour-force skills and offer an attractive alternative. Here is Raconteur’s pick of the newcomers

### TOP EMERGING COUNTRIES

#### MEXICO

A-Train, a company based in A.C. Kearney's, a global consultancy, predicts that Mexico, alongside China, is catching up with India as a major hub for outsourcing. Mexico has the advantage of being a short-term destination for US companies with its strong language skills, $500,000-strong IT workforce, and a 35% lower cost than India.

#### COSTA RICA

It may be a small player with a population of fewer than 5 million people, but Costa Rica's government has put in place incentives to attract US companies to set up offices to the American Central American country. The benefits are much stronger than any country in Latin America, with tax breaks, no VAT, and the most stable of any country in the Americas, in terms of political environment. Costa Rica is starting to catch up with India, for IT industry, notably footwear, which has a long history of footwear in the country, and while the Latin American labour cost is about as large a factor in the US as it was in India, it's not as much of a factor in Costa Rica.

#### BRAZIL

A new world of destinations for outsourcing services is opening up with Brazil, which has a large 250,000-strong IT workforce and has been attracting US companies with its big talent pool and low labour costs. According to recent research by the consultancy group's IT giant T-Sys, Brazil is the third most attractive country for IT outsourcing, after China and India. The World Bank's Ease of Doing Business Index 2016 ranked Brazil 150th out of a 189 in the World Bank's Doing Business Index 2016.

#### CZECH REPUBLIC

The Czech Republic has been described as a "software powerhouse" by several companies because of its well-trained workforce, its large pool of IT graduates and its high-quality education system. The Czech Republic produces more than 240,000 graduates a year, making it attractive for IT companies. The annual Ease of Doing Business Index 2016 ranked the Czech Republic 9th out of a 189 in the World Bank's Doing Business Index 2016.

#### VIETNAM

Vietnam has been named the 13th most attractive destination in the world by the European Outsourcing Association chief executive officer. "It is a very attractive country, especially for multinationals," he said. According to a recent report by the consultancy group's IT giant T-Sys, Vietnam is the 13th most attractive country for IT outsourcing, after China and India. The World Bank's Ease of Doing Business Index 2016 ranked Vietnam 57th out of a 189 in the World Bank's Doing Business Index 2016.

#### HUNGARY

Hungary is a top destination for US companies for its well-trained workforce, its large pool of IT graduates and its high-quality education system. The Hungarian company is the 13th most attractive country for IT outsourcing, after China and India. The World Bank's Ease of Doing Business Index 2016 ranked Hungary 39th out of a 189 in the World Bank's Doing Business Index 2016.

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#### EGYPT

The Egyptian map has been altered in recent years, with the rise of shared services and outsourcing. Egypt has a large pool of IT graduates and is a well-trained workforce, which will return with credible high-quality services. The World Bank's Ease of Doing Business Index 2016 ranked Egypt 111th out of a 189 in the World Bank's Doing Business Index 2016.

#### MALAYSIA

Malaysia has a skilled workforce and is a well-trained workforce, which will return with credible high-quality services. The World Bank's Ease of Doing Business Index 2016 ranked Malaysia 50th out of a 189 in the World Bank's Doing Business Index 2016.
A new world of destinations for outsourcing services...

A number of countries are catching up India and other traditional outsourcing destinations as they develop labour-force skills and offer an attractive alternative. Here is Raconteur’s pick of the newcomers.

**Top 10 Emerging Countries**

**Mexico**
- A new world of destinations for IT services
- Adobe and HP have set up IT centres in Mexico
- Government has not let that prevent it from attracting overseas companies
- It may be small with a population of 12 million, but it has many IT professionals and a higher unemployment rate is still high

**Czech Republic**
- Portugal’s society has improved greatly in the aftermath of the democratic transition
- A higher ed quality
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**Hungary**
- Hungary is home to one of the world’s first and largest call centres
- Telecommunication service companies are capitalising on Portugal’s low wages and high level of education

**Egypt**
- Egypt has been earning a reputation as one of the world’s leading call centres
- The government has been promoting the country as a global player
- Egypt has a highly educated workforce

**Bulgaria**
- Bulgaria is one of the world’s largest IT outsourcing services providers
- Telecommunication service companies are capitalising on Portugal’s low wages and high level of education

**Vietnam**
- Vietnam has been a major player in the global IT outsourcing market
- The government has been promoting the country as a global player
- Vietnam has a highly educated workforce

**Malaysia**
- Malaysia’s government has been promoting the country as a global player
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**India**
- India’s government has been promoting the country as a global player
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**China**
- China’s government has been promoting the country as a global player
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- China has a highly educated workforce
Cloud contracts can be fraught with dangers. Here’s a guide to what to demand and what to avoid.

The answer is to find a cloud vendor that takes the entire burden of integration in addition to services and applications, including APIs and all software required to run them.

The single vendor cloud model contract is the trend of the future. It becomes possible to negotiate a service-level agreement that will cost. A cloud vendor acting as broker can negotiate an agreed framework and get the best deal across the board.

A provider should be able to offer both private- and public-cloud services, including the ability to act as an enabler to third-party offerings as needed.

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As customers increasingly demand processes previously performed by offshore labour be automated by software, cloud vendors will be big chucks of their revenues and margins hit.

How do you expect your cloud adoption rates to increase in future years?

Cloud vendors should follow a clear methodology that shows they can deliver the promised results. This can be achieved by benchmarking their vendors against the best in the industry and by highlighting examples where they have delivered on similar projects.

It’s not easy. The truth is that in the rush to adopt the cloud some vendors are making offers that may not be in the best interest of the customer. This is because the technology is still evolving and the market is not yet mature. Therefore, it is important for businesses to ask questions and demand answers to ensure that they are making an informed decision.

What is the average length of cloud contracts in your organisation?

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The answer is to find a cloud vendor that takes the entire burden of integration in addition to services and applications, including APIs and all software required to run them.

The single vendor cloud model contract is the trend of the future. It becomes possible to negotiate a service-level agreement that will cost. A cloud vendor acting as broker can negotiate an agreed framework and get the best deal across the board.

A provider should be able to offer both private- and public-cloud services, including the ability to act as an enabler to third-party offerings as needed.
HOW TO NEGOTIATE THE PERFECT CLOUD CONTRACT

Cloud contracts can be fraught with dangers. Here’s a guide to what to demand and what to avoid.

<table>
<thead>
<tr>
<th>Key considerations when moving to cloud</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority to make changes to the contract</td>
</tr>
<tr>
<td>Client’s responsibility for security</td>
</tr>
<tr>
<td>Security risks and tailored security controls</td>
</tr>
<tr>
<td>Number of support tiers and SLA penalties</td>
</tr>
</tbody>
</table>

When you get the cloud right it can deliver extraordinary benefits. Using T-Systems’ CloudCare tool, customers can define the parameters of a cloud service, for example, how much support they need, and pay for it accordingly. This allows them to cut costs while achieving the desired level of support.

A provider should be able to offer both private and public clouds. Public clouds, such as Amazon’s AWS, Google Cloud Platform, Microsoft Azure and IBM Cloud, are designed for businesses of all sizes to use the same physical infrastructure. Private clouds, on the other hand, are used by large enterprises to ensure both security and control.

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The answer is to find a cloud vendor that...
Outsource providers can turn their hand to almost anything, delivering specialist expertise on demand

The truth is pretty much anything can be delegated to specialists

Outsource providers can turn their hand to almost anything, delivering specialist expertise on demand.

**Creating Opportunities**

**Figure 1.** A salesforce is normally seen as an in-house operation but can be outsourced. Here, the arrangement cost only one employee a year.

A salesforce is normally seen as an in-house operation but can be outsourced. Here, the arrangement cost only one employee a year.
It is a role needs commitment and resources and call centre are main.

The value of project managers is widely understood. The trouble is existing in-house project managers tend to specialize in one area, such as real estate or finance. An outsourcer with a powerful RPA division.

Survey of senior outsourcing buyers

The model is commission only. The approach can deliver all of your outsourcing project management needs.

The truth is that an independent voice can speak imperatively and inaudibly important.

Microsoft and the OpenStack Foundation, have been working with global partners to establish an open source-based cloud platform. In the entire industry.

While with many more companies realising the importance of sustainability. The success of the approach.

In the future of outsourcing, it needs to be a big deal.

A recent survey of senior outsourcing buyers

The location of N-iX in Ukraine was another key selling point for Lebara’s Mr Bastin.

Some of the companies that have been working with us.

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UK companies are increasingly bringing their outsourced processes nearer as Europe rises as a service hub

**CLOSER TO HOME HAS BENEFITS FOR UK FIRMS**

As the labour cost gap between Europe and the Far East continues to close, and demands for speed and flexibility rise, nearshoring will present a viable solution for many UK firms.

"As the labour cost gap between Europe and the Far East continues to close, and demands for speed and flexibility rise, nearshoring will present a viable solution for many UK firms," says Mr Olsson. The rises in the cost of living and wages in Asia, he says, are a factor in nearshoring's appeal. "There are a number of other factors that play a role in deciding to outsource to and whether to nearshore or offshore. Balancing cost-savings with other benefits, such as access to skills, greater speed to market or improved control over the supply chain, are important variables to consider.

"Businesses are increasingly being challenged to respond to faster and more dynamic consumer and corporate environments, and the rise of nearshoring offers an opportunity to improve efficiency and reduce costs," say Mr Olsson. For the UK, the closest and most desirable nearshoring market is Central and Eastern Europe (CEE), with a diverse assembly of nation states, including the Baltic States, Poland, the Czech Republic and Slovakia, with an emerging economy. The CEE market is an attractive destination of choice in the evolution of businesses moving out of their current capacities, says Mr Olsson. The CEE region has a large number of skilled people, who are culturally close to the West, and are often cheaper than those in other emerging economies.

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Closers to home has benefits for UK firms

UK companies are increasingly bringing their outsourced processes nearer as Europe rises as a service hub.

Balancing cost-savings with other benefits, such as access to skills, greater speed to market or improved control over the supply chain, are important variables to consider.

- Cost-savings
- Greater access to skills
- Improved control over the supply chain
- Speed to market

TOP 10 OUTSOURCING DESTINATIONS IN EUROPE (2010):

1. Poland
2. Hungary
3. Czech Republic
4. Bulgaria
5. Romania
6. Slovakia
7. Latvia
8. Lithuania
9. Estonia
10. Slovenia

Source: AT Kearney

A dditions in automation, revi- sions and software engineer ing technologies are driving demand for large teams of low-skilled, relatively inexperienced workers based in remote places.

Nearshoring has the potential to be on sourcing the right mix of next-gen workers based in remote places.

A research carried out global business services firm Deloitte revealed an appetite for sourcing various functions in Western Europe.

According to Deloitte’s H.C. Simon: “In our experience, the primary factor driving nearshoring decisions remains the potential for cost-savings. However, there is another number of factors that play an outcome to and whether to nearshore or farshore. Balancing cost savings with other benefits, such as access to skills, greater speed to market or improved control over the supply chain, are important variables to consider.”

“When businesses are increasingly being chal lenge to find talented and more dy namic, competitive companies in the world with good services and products, more and more companies are choosing to nearshore their IT operations,” says Simon.

The benefits of nearshoring include reduced total landed costs, incorporating other benefits and reduced total landed costs, incorporating other benefits and reduced total landed costs, incorporating other benefits and reduced total landed costs, incorporating other benefits and reduced total landed costs.

Michael Price companies and business services have invested in new software and technology development, and strengthened their presence in the UK’s IT sector. Michael Price companies and business services have invested in new software and technology development, and strengthened their presence in the UK’s IT sector.

Europe’s leading business process outsourcing company, Michael Price, has continued to build on its strong track record in nearshoring, offshoring and nearshoring business processes, as Mark Devonshire, vice president of Michael Price, explains.

Nearshoring is not without its chal lenges, including cultural and language barriers and a lack of understanding of the new generation of IT workers. The benefits of nearshoring include reduced total landed costs, incorporating other benefits and reduced total landed costs.

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As the labor cost gap between Europe and the Far East continues to close, and demands for speed and flexibility rise, nearshoring will present a viable solution for many UK firms.

CASE STUDY: KABBEE

KABBEE is a leading provider of IT and software development services in the UK. The company has invested in new software and technology development, and strengthened its presence in the UK’s IT sector. Michael Price companies and business services have invested in new software and technology development, and strengthened their presence in the UK’s IT sector.

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Tholons Top 100 Outsourcing Destinations report for 2015

COST-SAVINGS IN LABOUR AND FREIGHT SPENDING

BETTER ACCESS TO SKILLS

GREATER SPEED TO MARKET

IMPROVED CONTROL VEN FOR SUPPLY CHAIN

IMPROVED CONTROL VEN FOR THE INTELLECTUAL PROPERTY

NEWCOMING TO EUROPE: TRENDS AND TACTICS

Poland is the world’s most attractive nearshoring destination. Even cultural affinity with the UK make it an attractive nearshoring destination.

The team at Lisbon-based tech careers marketplace Landing.jobs could potentially add great value to the UK’s nearshore, so bigger teams could be based in smaller teams.

For the UK, the closest and most desirable nearshore destination is the Baltic’s top. Nearshoring, manufacturing and distribution executives in Western Europe.

Second place goes to the UK’s nearshore, so bigger teams could be based in smaller teams.

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The Ceuta Group is a leading and multi award winning outsourcing business based in the UK and reaching out to over 107 international markets, led by the Group CEO Edwin Bessant.

Ceuta focus and specialise on offering a number of outsourcing services for leading Global and local market consumer branded companies and retailers, through a number of individual leading & entrepreneurial businesses within the Group.

Our services include offering representation, management & strategic development across a number of specialised consumer product based categories - Health & Beauty, Food & Drink & Household and other consumer bespoke based businesses.

Ceuta are unique with the offering of it's pioneering and innovative 'End to End' outsourcing solutions to our industry. We are able to deliver a multiple choice of service options through our Group of Companies meeting a market need for our industry through a singular source.

Our companies and integrated outsourcing services within the Ceuta Group

Ceuta Healthcare - Outsourcing support to all UK Trade Channels & Retailers Focused on Health & Beauty consumer brands including Diagnostics & Medical Devices. Delivering a route to market, through the provision of either Dedicated or Syndicated Sales Representation, Marketing, Regulatory, Logistics, Customer Services, Finance, HR, Analytics & Data Reporting, IT, Business Planning, Strategy Support & Brand Fostering Solutions.

Ceuta Healthcare is an Investor in People Gold accredited business.

Ceuta International - Providing Brand Fostering Outsourcing Solutions through Representation, Management and Strategic Support of Health & Beauty Brands - 107+ markets.

Go2Grocery - Food and Drink Outsourcing Services - as in Ceuta Healthcare.


Bridgethorne - Providing Shopper Marketing & Insight, Category Management Solutions for Manufacturers and Retailers, Data Analytics & Training - Globally.

1HQ - Global Branding Creative Design Agency - Delivering Brand Insight, Brand Strategy & Brand Activation. Additional focus on Digital, Online & Social Media Marketing.

Orchid Field & Experiential Marketing - Delivering Services for Merchandising, Brand Activation, Event Management, Auditing and Competitor Insight.

Ceuta approach and understanding of our Global market place needs

Ceuta has a proven track record of success and market vision, through continually identifying what the market shape and changes are three years in advance, to ensure that the business is still fit for purpose and still supports the needs of our clients in today’s and tomorrow’s market place.

The Ceuta success is based on great values, inspiring & supportive culture, realistic ambition, good corporate governance and exceptional people talent.