Moldovan IT Players Priming for Worldwide Presence

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In **March 2019**, IDC published "***Moldovan IT Players Priming for Worldwide Presence***", a study sponsored by USAID and the Government of Sweden. In this third iteration of the report, previously published in 2011 and 2015, IDC describes **the opportunities in the Moldovan technology market**. The paper is aimed at investors, companies already present in the country, and companies that just want to experiment in a fresh, up-and-coming ecosystem of technology players.

As the name suggests, this report emphasizes the activities undertaken across the Moldovan IT industry — encompassing businesses, non-governmental organizations, and government stakeholders — to advance the **market's maturity** and ability to meet current **international needs**. These focused efforts have the potential to transform Moldova into a global hub for certain technologies, as Moldovans are used to working with businesses from all parts of the world.

While in the past most companies were engaged in traditional time-and-materials outsourcing, things have progressed to the point where US- and EU-based companies are developing their entire **product portfolio** with Moldovan resources. This shift is, to an extent, an inevitable result of the relatively small size of the Moldovan IT industry's workforce. Companies wanting to venture into this country will need to partner with Moldovan players in more **creative ways**, upskilling the workforce in higher value-added areas such as data analytics, product management, and innovation-driven projects.

With an average increase in exports of 0.7 percentage points annually since 2009, IT services has been one of the major drivers for Moldova's economic growth (with a 4.5% increase in real GDP in both 2016 and 2017). Everybody working in the IT industry recognizes the sector's **positive impact** on creating social and economic opportunities, and people talk with pride about the work they do, with an enthusiasm borne of seeing the effects of their work happen blazingly fast.

Moldovan IT companies are contributing to a wide range of internal American or Western European products for various verticals, such as **fintech**, **automotive**, and **telecommunications**, employing 3rd Platform technologies such as big data, cloud, and the Internet of Things (IoT). Understanding this potential, the government is focused on helping the industry grow even faster, by enacting fiscal legislation in the form of the **Virtual IT Park** and simplifying the visa process for foreigners coming to Moldova to work in the ICT field.

The report presents to all interested parties IDC's estimates and statistics for the Moldovan market, important for assessing the opportunity of **opening or expanding services** in Moldova. Additionally, the document also describes IDC's findings gathered from live interviews with Moldovan IT stakeholders.

These findings are grouped into **/Organization**, showcasing the healthy work-life balance encouraged by companies in an employee-centered culture, **/Projects**, demonstrating the rich appetite for diverse undertakings of the vendors, **/Competencies**, presenting a map of technical specialties, and **/Environment**, providing insights on the various forces at play that are converging for putting Moldova on the map for any new initiative by global players.

For time-pressed readers, all the information in the document is presented in a condensed format in the **SWOT analysis**.

Moldovan IT Players Priming for Worldwide Presence

If you are a technology player in Central and Eastern Europe (CEE), then there is a good a chance that you have been hearing stories lately about Moldovan IT companies. While Moldova has been mostly off-radar as a competitor for countries in the CEE region, such as Romania and the Czech Republic, there has been a growing number of reports of successful projects, such as those relating to egovernment services. Moldova's developing efforts are further emphasized by cases of product development for U.S.-based companies or local companies becoming major players in the Fintech industry. There seems to be a rising interest among organizations to test the breadth of capabilities of this small, yet surprisingly flexible IT destination — and with good reason, too. Known as a strong nearshoring center for years by major Western European and U.S.-based players such as DHL, Xerox, Ford, and LG[1], Moldova has been steadily developing its IT presence in CEE. And in a nearshoring-heavy region, this positive reputation attests to its unique characteristics among similar countries.

Visiting Chisinau to meet representatives of IT companies is eye opening. The architecture is the first thing you notice. Entering most companies' premises, even ones located in the grandiose Soviet-era buildings, you can get a sense of the transformation these businesses are pursuing. Special consideration has been given to the interior design of offices in Moldova. From private areas used for brain-intensive tasks and common areas built for social interaction, to company's official "mascots" and a wall with employee caricatures, spaces are furbished for both comfort and utility.

The country's biggest strength lies in its people. It is rarely the case that business decisions are taken entirely based on company characteristics. As people work together, it becomes evident from the first interactions

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[1] Moldova Moving into the Premier League of IT Nearshoring, IDC, 2015

that Moldovans are used to working in a multi-cultural environment. Companies choose to engage with Moldovans because their professional attitude allows them to focus on the quality of the finished code, while taking the time to understand the concerns and needs of their customers in a friendly and open manner.

With an average increase of 0.7 percentage points each year since 2009 in total exports, IT services has been one of the major drivers for Moldova's economic growth, and is seen as a strategic resource for further development. IT accounted for 5.7% of Moldova's GDP in 2017, which was similar to Romania's 6.2%, although the sector in Moldova is far less mature. Everybody working in the IT industry recognizes the sector's positive impact on creating social and economic opportunities. In a country with just 3.5 million inhabitants, any industry rising as fast as IT has in Moldova is bound to be instantly noticeable. The GDP per capita PPP increased by 23% year on year in 2017.

There is also a buzz of excitement and activity surrounding the market. The young Moldovan IT culture is starting to grow roots, and each employee is playing his or her part to drive this momentum of unprecedented success, be it executive managers, team leaders, developers, or even copywriters. People talk proudly about the work they do and there is an enthusiasm borne of seeing the effects of their work instantly on the market or in society. Moldovan IT companies are contributing to a wide range of internal American or Western European products for various verticals, such as fintech, automotive, and telecommunications, employing 3rd Platform technologies such as big data, cloud, and the Internet of Things (IoT).

This is partly why the government is focusing on helping the industry grow even faster, by enacting fiscal legislation in the form of the Virtual IT Park and simplifying the visa process for foreigners coming to Moldova to work in the ICT field. These legislative measures are competitive with incentives offered by other countries in the region, and, along with other efforts to implement modern egovernment services, attest to the growing importance of the IT industry in Moldova. Moldova's Virtual IT Park was realized in record time, especially considering the challenges.

Every shot in the promotional videos for Moldova that features large crowds of students in high-tech activities, from programming to using drones, is probably filmed in Tekwill, an innovative space created with the support of the United States Agency for International Development (USAID) and the Government of Sweden. Tekwill was implemented by the

Moldovan Association of ICT Companies (ATIC) in partnership with Technical University of Moldova, and the site is now constantly busy with people training, working, networking, or just tech-ing around. Started in 2015, the project — from locating and renovating a building to promotional activities — was completed in less than a year.

The realization that employees are a valuable resource can be seen in the care taken to provide them with a pleasant work environment, and the importance given to ensuring a work-life balance. This mentality is also reflected in the corporate social responsibility (CSR) activities widely practiced among IT companies in Moldova. Moldovans are looking to improve their society as a whole, with efforts that range from organizing marathons to helping the poor and underprivileged. They are involved in their communities, a word that carries a different weight (in terms of faster, more noticeable effects) in a small, familiar market.

Still, there is significant untapped potential in Moldova's IT market. The biggest inhibitor to the market right now is that most companies are in an outsourcing mode, which is not scalable in the long run. Outsourcing is most effective in reducing costs when economies of scale are present. But in Moldova, not much can be done to significantly expand the number of people working in IT. Slowly but surely, salaries are going up, due mainly to the limited (and shrinking) supply of new employees. This makes opening new outsourcing centers with targeted employee growth in the thousands an impossible feat. Given the "perfect storm" of labor efficiency, viable salaries, and the available pool of IT specialists, the Moldovan market will need to transition in the medium term to higher-value added services such as data analytics, product management, and innovation-driven projects.

Researched and written for the Moldova Competitiveness Project funded by USAID and Government of Sweden, this IDC White Paper reviews the approach for possible scenarios for end-users and vendors looking to do business in Moldova. It covers what organizations should know before starting their exploration of market potential and possible positioning, as well as IDC's assessment of Moldova's IT market in terms of growth and opportunities.

MOLDOVA IT STATS

This report regards the IT services market in Moldova as the primary driver of the overall IT industry. In addition to reflecting the rapid expansion of the entire market, the dynamics and trends of the IT services segment provide insights related to software and hardware uptake, implementation and support services, outsourced IT services, and IT-related spending such as business process outsourcing (BPO) and research and development (R&D).

Overall Market

Moldova's overall economy is developing steadily, with a 4.5% increase in real GDP in both 2016 and 2017. In 2018, the combined IT services market had an estimated value of $154.40 million, with $33.50 million accounted for in the domestic market and $120.90 million representing exported services. For the forecast period of 2019–2024, the combined market is estimated to record a compound annual growth rate (CAGR) of 7.86%, reaching $262.26 million in 2024.

As Moldova is still seen as a top candidate for exporting niche services, the outsourcing market will outperform the domestic market, with an estimated CAGR of 8.59% for the 2019–2024 period (compared with 4.97% for the latter). This is also reflected in the evolution of the overall market distribution, with outsourcing representing 78% of the total IT services market in 2018 and forecast to expand to 82% by 2024.
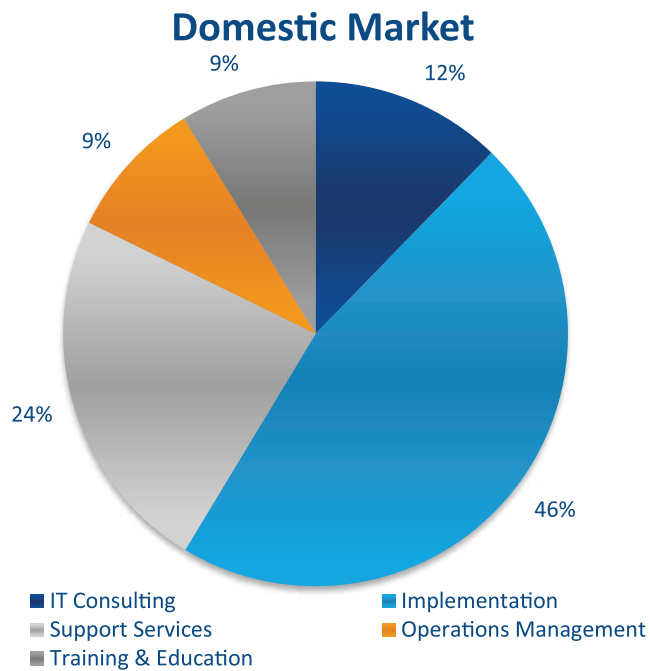
	2018	2019	2020	2021	2022	2023	2024	CAGR
Domestic	33.50	38.27	41.35	43.04	44.58	45.84	47.06	4.97%
Outsourcing	120.90	144.19	162.62	176.57	191.48	203.25	215.20	8.59%
Total	**154.40**	**182.46**	**203.97**	**219.61**	**236.06**	**249.09**	**262.26**	**7.86%**

Source: IDC, 2019

Domestic Market

Implementation services (including software and hardware deploy and support) is currently the most powerful driver for the domestic market, accounting for almost 46% of spending in 2018. While its share is expected to drop to 41% by 2024, implementation services for projects aimed at the internal market will remain a strong influence in this segment, driven primarily by the government's continuous investment into eservices and the growing number of small and medium-sized businesses (SMBs), which will turn to local players to implement their required infrastructure.

Traditionally, the evolution of implementation services has a direct effect on IT consulting and support services. Consequently, all three segments will experience similar growth, with IT consulting and support services growing as a result of the move toward cloud computing in the Moldovan private sector, which is starting to gain momentum. In this respect, Moldova will likely follow the pattern of other countries in the region, with more consulting projects preparing the migration to public, private, or hybrid cloud infrastructures, while support services will maintain the existing systems until they are live in the cloud.

Domestic Market

Legend:
- IT Consulting
- Implementation
- Support Services
- Operations Management
- Training & Education

Source: IDC, 2019

The increasing migration to cloud will also directly impact the operations management segment, which will experience the largest growth with a CAGR of 13.8%, thus reaching $7.46 million by the end of 2024.

Given that both domestic and outsourced services are using local trainers and programs, Moldova's training and education services segment will have a strong positive trajectory, with a 6.52% CAGR in the forecast period, thus outpacing the domestic market's average growth rate. The higher rate of growth is due to training and education programs in Moldovan companies that are upskilling their workforce for new technologies or methodologies. Education programs are of the utmost importance to Moldovan companies, not only to meet expanding customer requirements, but also as a means of keeping employees motivated.

| Domestic Market ($M)	2019	2020	2021	2022	2023	2024	CAGR
IT Consulting	4.56	4.93	5.09	5.11	5.16	5.19	3.38%
Implementation	17.35	18.39	18.81	19.08	19.31	19.40	3.23%
Support Services	8.98	9.50	9.81	10.10	10.20	10.45	4.05%
Operations Management	3.84	4.59	5.31	5.98	6.69	7.46	13.81%
Training & Education	3.54	3.95	4.01	4.32	4.48	4.56	6.52%
Total	**38.27**	**41.35**	**43.04**	**44.58**	**45.84**	**47.06**	**4.97%**

Source: IDC, 2019

Outsourcing Market

IT services is the predominant form of IT-related outsourcing services in Moldova, but the segment's share will steadily decline from 70% in 2018 to about 52% in 2024 as the market matures. In spite of the government's efforts to attract foreign IT talent, the IT specialists pool is limited, which represents an inhibitor for the development of outsourcing services. Consequently, Moldovan IT services companies are looking for opportunities beyond the traditional time-and-materials (T&M) type of project.

The creative industries (game development, video creation/editing, graphic design, etc.) were also covered in the Virtual IT Park legislation, creating an environment where mixed disciplines are equally incentivized to share ideas, thus fostering collaboration and innovation. Coupling this potential with the already existing research hubs for automotive and agritech industries (either in partnerships with academia or private companies), the best performing segment will be R&D and engineering services, which will post a five-year CAGR of 12.24% to reach $30.94 million in 2024.

The appeal of the IT industry has not gone unnoticed by Moldovans working in other sectors, as job opportunities are much more abundant among IT companies. Professional reconversion is increasingly common, with a rising percentage of new employees coming from other industries. As it represents a convergence of different specializations, BPO will record significant growth, reaching a value of $30.42 million in 2024.

Outsourcing Market

IT Services ■ BPO ■ R&D Engineering ■ Others (Management, Quality Assurance)
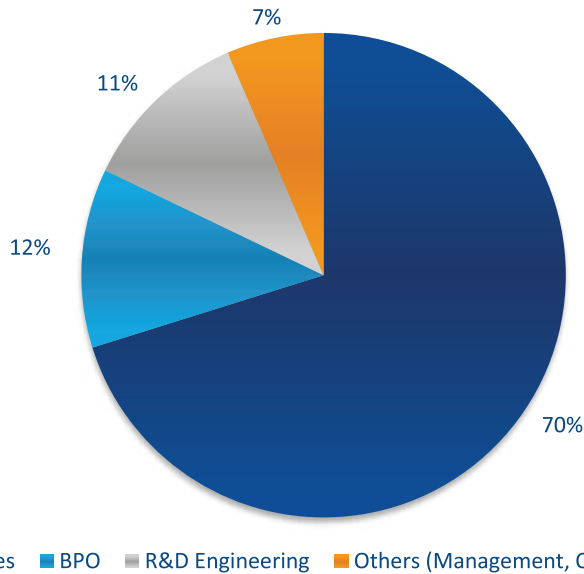
Source: IDC, 2019

The upskilling of IT workers and the growing importance of the IT market worldwide will create growth in other job segments, including the management of teams, products, and deliverables. The Others segment, which includes quality assurance and management, will grow to $17.22 million by 2024, reflecting a CAGR of 11.92%. The biggest opportunity in this segment lies in people formerly in technical positions rising in organizations' value chains and providing niche competencies, such as customer experience specialists, product managers, and data scientists.

Outsourcing market	2018	2019	2020	2021	2022	2023	2024	CAGR
IT Services	84.83	99.45	110.49	117.61	124.70	130.79	136.63	7.05%
BPO	14.45	17.66	20.47	23.15	26.30	28.24	30.42	11.21%
R&D Engineering	13.79	17.31	20.28	23.03	25.42	28.12	30.94	12.24%
Others (Management, Quality Assurance)	7.83	9.76	11.38	12.77	15.06	16.09	17.22	11.92%
Total	**120.90**	**144.19**	**162.62**	**176.57**	**191.48**	**203.25**	**215.20**	**8.59%**

Source: IDC, 2019

IDC FINDINGS

Organization/Culture

As the Moldovan IT services market has gradually evolved in the past 10 years, an entire ecosystem of companies drawing from the available talent pool has appeared. These companies have filled numerous service niches, and span a wide range of markets and business sizes. From the usual outsourcing centers to independent software vendors, global vendors, systems integrators, start-ups, and players addressing technology or industry niches, they run the gamut from small IT companies with a couple of employees to huge centers with staff in the hundreds. This diversity reflects Moldova's healthy and competitive IT environment, which provides a solid ecosystem for IT businesses operating in the country, regardless of their business model or what they plan to achieve.

IDC Guidance — Strong Mix of Companies

» **For companies exploring the market —** The current situation in Moldova allows companies to start small with IT services, and scale up as necessary with a provider that has proven its ability to deliver.

» **For companies expanding —** Look for opportunities to partner with other companies already present on the Moldovan market, as this can lead to synergies in terms of customer base and services portfolio.

» **For investors —** In terms of IT maturity, the start-up segment in Moldova is doing better than similar countries, despite being challenged by the lack of financing opportunities.

The working culture in Moldova seems to have side-stepped some of the usual early challenges of adapting to a worldwide environment, such as growth targets conflicting with market potential, and employees unaccustomed to a new larger workload working overtime hours. The usual sign of such problems, attrition among personnel, is significantly lower than other countries in the region — less than 5% per year. Employees typically spend an average of three years with a company. These companies promote a healthy work-life balance among their employees.

Working in IT, especially in a developing economy, is attractive due to the availability of higher salaries than in any other sector. IT companies in Moldova go out of their way to make employees feel welcome, and have started to align employee benefits to match those in more developed countries — from basic office design to free lunches and paid vacations.

Moldovan IT companies working with customers outside the country are accustomed to managing their growth targets, and they usually push back challenging KPIs in favor of letting the existing team consolidate or focusing on upskilling. There is a strong emphasis on education across the IT industry, which is reflected in company-sponsored online education platforms and strong internship programs aimed at aligning students' skills with market realities. Internships, which represent a considerable outlay of money and time, are a good example of what companies are willing to do to attract new talent.

IDC Guidance — Employee-Centered Culture

» **For companies exploring the market** — As the attrition rate is lower than in other similar countries, companies can be more certain that high-value information and competencies remain in-house, which will facilitate the development of IP-sensitive products, particularly with a partner.

» **For companies expanding** — If not already doing so, companies should put employees first. Giving employees incentives beyond the merely financial will result in strong word-of-mouth recommendations for attracting new talent to your company.

» **For investors** — As the IT industry becomes more important in Moldova's economy, complementary services will emerge, such as HR and CSR programs, office space design, gyms, travel agencies, and copywriting.

While smaller markets like Moldova's might suffer from a scarcity of resources, there are some unexpected upsides. In one anecdotal case, it was necessary to stop a risky game of offering artificially inflated salaries to attract new employees because of the speed at which information travelled in the market. In an IT industry with about 12,000 employees in total, everybody seems to know (or, at least, has heard of) everyone else.

One outstanding characteristic of Moldovan IT companies is their worldwide customer base. In addition to customers in Europe, the United States, and CIS, Moldovan IT players have references for on-premises

implementations in Canada, South America, Africa, and Asia. This is testimony to the diverse and culturally-rich environment of the IT market in Moldova. Given the small size of the country's IT community, combined with the business exposure to international clients, the average IT employee works with at least two other countries during their career.

It is not surprising, then, that multilingual workers represent a strong asset of the Moldovan market. Native bilinguals have a penchant for learning new languages, and apart from Romanian and Russian, most employees speak at least one more foreign language — typically English, French, or German.

IDC Guidance — Connected IT industry

» **For companies exploring the market** — Look for success stories from peers or trendsetters in your industry. Chances are high they are already working with a Moldovan IT services company, and they can provide references and recommendations. Moldovan companies often work with international clients, and are a good fit for many cultures.

» **For companies expanding** — Look to better understand the market through your employees, who are often the eyes and ears of the industry. If applicable, take advantage of the country's multilingual resources to provide your services in another language.

Projects

Moldovan IT companies are mainly active in outsourcing services, which gives them experience in catering to the needs of different verticals. Some employees from the outsourcing and nearshoring sector started their own companies to provide higher-value services, such as complete product development for start-ups or global companies. Some of these companies now provide modern solutions to various industries across the globe, with a high concentration of clients in finance (including the development of fintech solutions), automotive, telecommunications, and government. Companies in the previously mentioned industries can take advantage of Moldovan IT companies' international-level expertise, which even extends to transformational insights and strategies.

IDC Guidance — Finance, Automotive, Telecommunications and Government Prowess

» **For companies exploring the market** — Take advantage of the strong competencies in the selected industries through partner screening (for IT companies developing solutions for these sectors) or through procurement (for companies in these industries).

» **For companies expanding** — As industries are merging, find ways to synergize your products and/or services with those of other partners in Moldova, and thus cater to the needs of multiple industries with a niche service.

As Moldova's IT market is dominated by local, rather than international players, it grew organically. Apart from outsourcing (which includes BPO and R&D/engineering) Moldovan companies are providing customers with a range of alternative services on a typical T&M basis: package implementation and support, turn-key custom development, dedicated quality assurance, complete solution development, embedded or specialized systems development, and web and mobile development, including UX and branding.

Projects of many sizes have already been completed. IT companies in Moldova can handle projects with values ranging from $20,000 to $3 million, with lifecycles spanning one month to five years. Most IT companies in Moldova perform around three to five projects per year. With a comparatively short lead time for starting projects of around two months, and four to six months for getting resources fully up to speed (due to rapid and capable transfer of knowledge), there is a strong appeal in selecting Moldovan IT companies as project partners.

IDC Guidance — Range of Projects

» **For companies exploring the market** — Look to enter with project types that are suitable for the market. Multi-million-dollar projects spanning more than five years could prove difficult to manage. Moldovan companies are a good choice for the kinds of projects described above.

» **For companies expanding** — Look for opportunities to differentiate in the market with new project types (e.g., software-as-a-service solutions) or projects that are different in size and duration than those you are already involved in.

Competencies

Technical specialists available for end-to-end projects include architects, project managers, analysts, software engineers, developers, and testers. As they are used to providing services to regional or global IT suppliers, their core approach to building software applications includes Agile methodologies and DevOps.

Despite growing recognition that Moldovan coders and application specialists can deliver high-value services abroad, their scope in terms of technology is still rather limited. Moldovan programmers are well versed in .NET, Java, C/C++, C♯, PHP, Python, and Ruby. They also work regularly with databases and developing mobile solutions. As these skills are sufficient to create the majority of business and mobile applications, Moldovan ICT specialists are well equipped to tackle most projects. Salaries range from $600 per month for junior positions to $1,500-2,500 for mid-level positions, going as high as $5,000 for senior or managerial roles. And they are steadily increasing. In 2017, salaries across the IT sector increased 18.9% year on year. Of course, each company is different, and provides different incentives or perks.

There is significant potential for IT companies operating in Moldova to upskill their technical staff for more highly paid positions at an international level, including product managers, UX specialists, and even data scientists (as big data is an area of strong current focus).

According to official statistics, the available pool of talent is increasing annually by 600 university graduates specializing in information technology and communications. Also, the government and academia have focused their efforts on digital literacy, with ample educational programs aimed at both teachers and students covering topics such as robotics (120 schools), 3D printing, virtual reality, and IoT.

Java	●	.NET	●	PHP	◕
Ruby	◐	Angular	◐	React	◐
C	◐	Scala	◐	Databases	◕
Cloud	◐	Mobility	◕	Big Data	◔
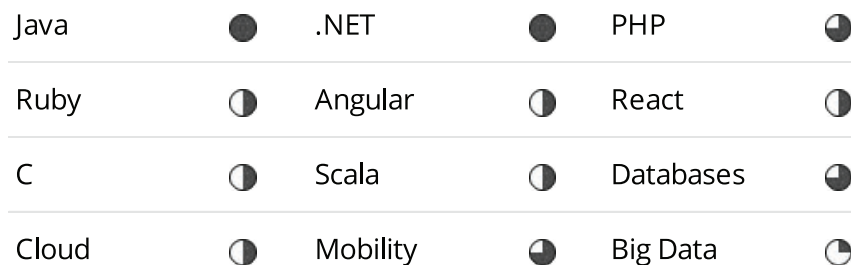
Moldova technology availability, IDC, 2019

Environment

Moldova's economy is developing rapidly. In the World Bank's Doing Business report for 2018, Moldova ranked 47th overall with a score of 73.54, above the regional average for Europe and Central Asia and ahead of Hungary and Bulgaria. In the "ease of starting a business" category, Moldova ranked 14th globally with a score of 95.55 (out of the maximum 100), with only four days required to open a new business in Chisinau. The survival rate for IT companies in Moldova in their first two years is 54.4%, an 18 percentage point increase against the average for all companies in the national economy.

Chisinau is also an attractive destination in terms of real estate prices, which range from $8 to $15 per square meter for office space, and from $350 to $400 for a three-room apartment in the new buildings being constructed in the city center. Connectivity is also cheap and fast, with Moldova ranking 26th out of 140 countries for fiber optic subscriptions per 100 inhabitants, according to the Global Competitiveness Report by the World Economic Forum. The same study shows that 90.4% of inhabitants have a mobile telephone subscription.

The government showed quite a while ago that it believes ICT is an essential component of business, education, and economic development. It therefore took steps on several fronts to ensure a business environment conducive to both cost-conscious organizations and those companies planning to expand operations.

The Moldovan government passed the long-awaited Virtual IT Park law in 2018. Offering simple, predictable, and regionally competitive tax incentives, the law was successful in attracting companies from its first year. According to official estimates, 190 companies joined the park in 2018, taking the total to more than 380. These organizations are seeking to take advantage of the flat 7% tax on sales revenue offered to members of the Virtual IT Park. Eligible activities include software development, computer games development, data processing, IT consulting, hardware management, R&D (including biotechnology), animation, digital design, and the manufacturing of electronic components.

Looking to attract talent from beyond its borders, Moldova has also developed a set of immigration facilities aimed at the simplification of the visa process for people working in IT, giving them the right to reside and work for two to four years (depending on the position) and exempting them from obtaining a work permit.

Universities highly value partnerships with private companies, as they are aligning more to a market-driven education approach. Their efforts include curricula updates for in-demand skills (cybersecurity, control engineering for R&D, etc.) and an increased number of scholarships for IT-related specializations. At the beginning of 2019, Moldova opened another digital innovation center, located in Bălți, the country's second largest city, creating a new regional hub for developing the skills of young people.

IDC Guidance — Contextual Factors

» **For companies exploring the market** — The Virtual IT Park and the simplification of the visa process help Moldovan companies minimize costs and become more globally competitive, which can attract new international business to the country.

» **For companies expanding** — If not already part of the Virtual IT Park, consider registering. With the improvement of the economy, Moldova's SMB segment is poised to expand in the coming years. This segment could prove an ideal testbed for new solutions, especially considering the high level of digital literacy and mobility adoption among citizens.

» **Other stats of interest** — Moldova is ranked 57th out of 140 countries for digital literacy according to World Economic Forum, and 71% of households have used the Internet in the last 12 months).

SWOT ANALYSIS FOR MOLDOVA IT MARKET

Strengths	Opportunities
» Increasingly stable IT sector, catching up with more advanced peers in terms of technology adoption. » Government's focus and ability to deliver on promises (Virtual IT Park, visa simplification process, egovernment services) represents a solid base for future growth. » Well-trained IT pool with focus on quality across multiple technologies. » Positive working environment and employee-centered culture lowers internal attrition and improves productivity. » People working on internationally-tested projects in a multicultural setting.	» Develop modern solutions and packages in a full-responsibility model. » Small but digitally literate country can prove an ideal testing bed for piloting new services or products. » Partner with companies from creative industries, as technological innovation is present and will accelerate through the involvement of creative industries and R&D centers. » Upskill existing technical resources to more niche roles in organizations, such as IT architects, data scientists, product managers, and user experience specialists. » Explore the market via existing partners — the well-connected Moldovan market makes networking with other partners easy.
Weaknesses	**Threats**
» Rising pressure on resource availability and person-day rates due to small market. » Small pool of available students each year. » Educational changes slow to be implemented. » Current employees do not have visibility on the end-to-end project lifecycle. » Limited access to financing mechanisms for start-ups.	» Better outsourcing potential in Asia for high-volume centers. » Employee migration to other countries. » Rising salaries making outsourcing services a poor value proposition.

Anyone interested in learning more about Moldova should contact:

- *Moldovan Association of Private ICT Companies (www.ict.md)*
- *Moldova IT Park (https://moldovaitpark.md/en/home-english/)*
- *Moldovan Investment Agency (http://invest.gov.md/)*

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