

# Business Advisory Council

## Survey Procurement of IT Services

### Survey Overview

**Context** Perform a **survey** to collect **feedback** among the member companies of the Business Associations / Confederations (e.g. Confindustria) of UDP/BAC members.

**Objective** Identify concrete **obstacles** (commercial, operational, legal, reputational) and **enablers** for wider use of Ukrainian IT service providers.

#### Methodology

- **Simple online survey** (Google Forms / Doodle for scheduling + link to the survey).
- **Structured interviews** where feedback is captured in the above online survey
- **Type of questions:** combination of multiple choice and open-ended questions
- **Target:** member companies of the Business Associations / Confederations (e.g. Confindustria) of UDP/BAC members

**Privacy** The completion of this Survey/Inquiry/Questionnaire is entirely anonymous. It will not be possible, in any way, to trace the name, surname, email address, or any other information that could lead to the identification of the respondent and/or the Companies or Associations they represent.

Confindustria - *Italian Leading Business Association and BAC Presidency for 2025/2026* - and Deloitte will use the data collected through this Survey/Inquiry/Questionnaire solely for statistical, analytical, and scientific research purposes. The data will be processed, analyzed, and presented only in aggregated form.

# Survey Structure & Questions – Non Ukrainian Companies

## OPENING QUESTION

Country of the company: [Open Field]

Industry: [Open Field]

Yearly Revenue:

- **Large enterprises** (*revenues > 50 million euros*)
- **SMEs** (*revenues < 50 million euros*)

Number of resources:

- **Large enterprises** (*employees > 250*)
- **SMEs** (*employees < 250*)

IT Services Spend:

- **Above 3% of annual revenue**
- **At or below 3% of annual revenue**

After this survey, are you available to be contacted for further information?

- **YES**
- **NO**

Does your company have business relations with Ukrainian suppliers in the IT services sector (outsourcing, software development, IT support, etc.)?

- **YES**
- **NO**

YES ALTERNATIVE	NO ALTERNATIVE
<p><b>Question 1: What is your strategic rationale for partnering with Ukrainian IT service providers, and why choose them over non-Ukrainian providers?</b> (Select one or more options)</p> <ul style="list-style-type: none"> <li>• Cost-effectiveness and competitive pricing</li> <li>• High technical skills and engineering expertise of Ukrainian IT professionals</li> <li>• Strong cultural and business alignment with European/Western business practices</li> <li>• Time zone compatibility facilitating real-time collaboration</li> <li>• Proven track record and positive recommendations from industry peers</li> <li>• Access to specialized technical capabilities not readily available elsewhere</li> <li>• Existing successful relationship and trust established over time</li> <li>• Flexibility and responsiveness to project requirements</li> <li>• Quality of deliverables and adherence to international standards</li> <li>• English language proficiency and communication capabilities</li> </ul>	<p><b>Question 1: What are the primary obstacles preventing engagement with Ukrainian IT providers?</b> (Select one or more options)</p> <p><b>1a. Security and Operational Concerns:</b></p> <ul style="list-style-type: none"> <li>• Ongoing conflict and security situation creating unacceptable operational risk</li> <li>• Concerns about service continuity and business interruption</li> <li>• Infrastructure vulnerabilities (power, internet connectivity)</li> <li>• Staff availability and retention concerns due to mobilization</li> <li>• Physical security risks to personnel and facilities</li>   <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul> <p><b>1b. Policy and Compliance Restrictions:</b></p> <ul style="list-style-type: none"> <li>• Internal procurement policies prohibiting or restricting engagement with high-risk jurisdictions</li> <li>• Regulatory restrictions or guidance from supervisory authorities</li> <li>• Client contractual restrictions on subcontracting to certain jurisdictions</li> <li>• Insurance policy exclusions or limitations for conflict zones</li> <li>• Sanctions compliance concerns and screening requirements</li>   <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul> <p><b>1c. Legal and Jurisdictional Concerns:</b></p> <ul style="list-style-type: none"> <li>• Uncertainty about contract enforcement and legal recourse</li> <li>• Concerns about intellectual property protection</li> <li>• Jurisdictional complexity for dispute resolution</li> <li>• Lack of clarity on applicable legal framework</li> <li>• Data protection and privacy compliance concerns (GDPR, etc.)</li>   <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul> <p><b>1d. Financial and Payment Concerns:</b></p> <ul style="list-style-type: none"> <li>• Banking and payment processing challenges</li> <li>• Currency volatility and foreign exchange risk</li> <li>• Inability to secure payment guarantees or letters of credit</li> <li>• Concerns about financial stability of Ukrainian providers</li> <li>• Tax and invoicing complexity</li> </ul>

- Escalating costs due to geopolitical risk premium
- None of the above
- Other (please specify): \_\_\_\_\_

**1e. Risk Management and Insurance:**

- Inability to obtain adequate insurance coverage
- Cybersecurity and data security concerns
- Lack of suitable risk mitigation mechanisms
- Concerns about liability and indemnity provisions
- Difficulty conducting adequate due diligence
  
- None of the above
- Other (please specify): \_\_\_\_\_

**1f. Reputational and Stakeholder Concerns:**

- Board or senior management reluctance to engage with Ukrainian vendors
- Reputational risk from association with conflict zone
- Client or customer concerns about Ukrainian exposure
- Media or public perception concerns
- Audit or regulatory scrutiny concerns
  
- None of the above
- Other (please specify): \_\_\_\_\_

**1g. Market Knowledge and Information Gaps:**

- Insufficient information about Ukrainian IT capabilities and providers
- Lack of trusted references or case studies
- Difficulty identifying and vetting suitable providers
- Uncertainty about quality and reliability standards
- Uncertainty about financial health
- Limited knowledge of Ukrainian business practices and culture
  
- None of the above
- Other (please specify): \_\_\_\_\_

**1h. Competitive Alternatives:**

- Existing satisfactory relationships with providers in other jurisdictions
- Preference for nearshore options in more stable environments
- Cost considerations not sufficiently compelling to justify additional risk
- Strategic preference for diversification away from higher-risk markets

	<ul style="list-style-type: none"> <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul>
<p><b>Question 2: What significant difficulties have you encountered in doing business with Ukrainian IT providers, and how have these affected your operations or outcomes? (Select one or more options)</b></p> <p><b>2a. Operational/Continuity Challenges:</b></p> <ul style="list-style-type: none"> <li>• Service interruptions due to power outages or infrastructure damage</li> <li>• Staff availability issues due to mobilization or relocation</li> <li>• Communication disruptions during security incidents</li> <li>• Delays in project delivery or milestone completion</li> <li>• Difficulty in scaling</li> <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul> <p><b>2b. Legal/Contractual Challenges:</b></p> <ul style="list-style-type: none"> <li>• Complexity in contract enforcement and legal recourse mechanisms</li> <li>• Jurisdictional uncertainty regarding dispute resolution</li> <li>• Difficulties with intellectual property protection and ownership</li> <li>• Challenges with liability clauses and force majeure provisions</li> <li>• Regulatory compliance concerns (GDPR, data protection, etc.)</li> <li>• Insurance compliance requirements e.g. Cyber</li> <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul> <p><b>2c. Financial/Payment Challenges:</b></p> <ul style="list-style-type: none"> <li>• Currency exchange volatility and FX risk</li> <li>• Payment processing delays or restrictions</li> <li>• Banking channel limitations or correspondent banking issues</li> <li>• Invoicing and VAT/tax compliance complications</li> <li>• Letter of credit or payment guarantee difficulties</li> <li>• Escalating costs due to geopolitical challenges</li> <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul> <p><b>2d. Risk Management/Compliance Challenges:</b></p>	<p><b>Question 2: What specific conditions would need to be met to reconsider? (Select one or more options)</b></p> <p><b>2a. Security and Stability:</b></p> <ul style="list-style-type: none"> <li>• Significant improvement in security situation and conflict resolution progress</li> <li>• Demonstrated track record of uninterrupted service delivery by Ukrainian providers during conflict</li> <li>• Establishment of secure, stable operational zones or hubs</li> <li>• Enhanced physical and cyber infrastructure resilience</li> <li>• Government or international guarantees for operational continuity</li> <li>• Evacuation and contingency plans</li> <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul> <p><b>2b. Legal and Regulatory Framework:</b></p> <ul style="list-style-type: none"> <li>• Bilateral investment protection treaties or legal guarantees</li> <li>• Streamlined dispute resolution mechanisms (e.g., international arbitration frameworks)</li> <li>• Enhanced intellectual property protection and enforcement</li> <li>• Clear regulatory guidance permitting engagement from our jurisdiction</li> <li>• Harmonization with EU legal and regulatory standards</li> <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul> <p><b>2c. Risk Mitigation and Insurance:</b></p> <ul style="list-style-type: none"> <li>• Availability of affordable political risk or war risk insurance</li> <li>• Government-backed guarantee schemes or export credit support</li> <li>• Escrow mechanisms for payments and deliverables</li> <li>• Independent certification or accreditation of Ukrainian providers</li> <li>• Adequate cybersecurity and data protection certifications</li> <li>• None of the above</li> <li>• Other (please specify): _____</li> </ul>

- Internal procurement policy restrictions on high-risk jurisdictions
- Cybersecurity and data security concerns
- Business continuity and disaster recovery uncertainties
- Due diligence and KYC (Know Your Customer) complications
- Insurance and indemnity coverage limitations
- Reputational risk concerns from stakeholders or clients
- Sanctions compliance and screening requirements

- None of the above
- Other (please specify): \_\_\_\_\_

**2e. Perception/Stakeholder Challenges:**

- Board or senior management hesitation about Ukraine exposure
- Client concerns about service continuity and risk
- Negative perceptions from external auditors or regulators
- Difficulty obtaining internal approvals for Ukrainian vendors

- None of the above
- Other (please specify): \_\_\_\_\_

**2d. Financial Infrastructure:**

- Reliable, efficient international payment corridors
- Currency stability or effective hedging mechanisms
- Access to trade finance or payment guarantee facilities
- Simplified tax and VAT procedures
- Banking infrastructure improvements

- None of the above
- Other (please specify): \_\_\_\_\_

**2e. Business Case and Competitive Positioning:**

- Compelling cost advantage over alternative jurisdictions
- Access to specialized capabilities not available elsewhere
- Strong endorsement and case studies from peer companies
- Demonstrated quality and reliability metrics
- Support from Ukrainian government for foreign client engagement

- None of the above
- Other (please specify): \_\_\_\_\_

**2f. Internal Approval and Governance:**

- Senior management or board approval and risk acceptance
- Changes to internal procurement policies to permit higher-risk jurisdictions
- Client acceptance or waiver of restrictions on Ukrainian subcontracting
- Positive assessment from compliance and risk management functions
- Regulatory approval or comfort from supervisory authorities

- None of the above
- Other (please specify): \_\_\_\_\_

**2g. Transparency and Information:**

- Independent, credible assessments of Ukrainian IT sector capabilities
- Regular, transparent reporting on operational status and risks
- Access to verified references and case studies from international clients
- Clear understanding of Ukrainian business practices and culture
- Enhanced communication channels with Ukrainian providers and government

- None of the above
- Other (please specify): \_\_\_\_\_

**Question 3: What additional measures do you think could be introduced – or improved – to further reduce risk and enhance results? (Select one or more options)**

**3a. Government/Regulatory Support:**

- Bilateral investment protection treaties or guarantees
- Export credit agency backing or guarantees for IT services
- Streamlined legal framework for international contracts and dispute resolution
- Enhanced data protection and cybersecurity regulatory framework
- Simplified tax and VAT procedures for cross-border IT services
- Government-backed insurance or risk mitigation schemes
  
- None of the above
- Other (please specify): \_\_\_\_\_

**3b. Industry/Market Infrastructure:**

- Independent certification or accreditation schemes for Ukrainian IT providers
- Establishment of escrow or trust mechanisms for payments and deliverables
- Development of standardized contract templates and best practices
- Industry-led quality assurance and compliance standards
- Enhanced transparency through provider rating/verification platforms
  
- None of the above
- Other (please specify): \_\_\_\_\_

**3c. Financial/Payment Solutions:**

- Improved international payment corridors and banking infrastructure
- Access to trade finance or working capital facilities for Ukrainian providers
- Currency risk management tools and hedging mechanisms
- Payment guarantee schemes or letters of credit facilities
  
- None of the above
- Other (please specify): \_\_\_\_\_

**3d. Business Continuity Measures:**

- Distributed/hybrid team models with presence in multiple locations
- Investment in backup power and connectivity infrastructure
- Enhanced remote work capabilities and infrastructure

**Question 3: Which risk thresholds and assurances are non-negotiable? (Select one or more options)**

**3a. Operational Assurances:**

- Guaranteed minimum uptime/service availability:
- Backup teams or redundancy in non-conflict locations
- Business continuity and disaster recovery plans with tested protocols
- Maximum acceptable service interruption duration
- Real-time monitoring and incident reporting capabilities
- Guaranteed resource availability
  
- None of the above
- Other (please specify): \_\_\_\_\_

**3b. Legal and Contractual:**

- International arbitration clause (specify preferred venue): \_\_\_\_\_
- Intellectual property ownership and protection guarantees
- Comprehensive indemnity and liability provisions
- Force majeure clauses with clearly defined triggers and remedies
- Escrow arrangements for source code and critical deliverables
- Right to terminate without penalty under specified circumstances
  
- None of the above
- Other (please specify): \_\_\_\_\_

**3c. Financial Security:**

- Payment protection or guarantee mechanisms
- Performance bonds or bank guarantees
- Insurance coverage for specified risks
- Currency hedging or fixed exchange rate arrangements
- Milestone-based payments with holdback provisions
  
- None of the above
- Other (please specify): \_\_\_\_\_

**3d. Compliance and Certification:**

- ISO 27001 or equivalent cybersecurity certification
- GDPR or equivalent data protection compliance
- SOC 2 Type II or equivalent audit certification
- Industry-specific regulatory compliance
- Regular third-party security and compliance audits
- Obtain criminal record checks

- Development of business continuity and disaster recovery standards
- None of the above
- Other (please specify): \_\_\_\_\_

**3e. Information and Transparency:**

- Regular, transparent reporting on security situation and operational status
- Case studies and success stories from other international clients
- Independent assessments of Ukrainian IT sector capabilities and risks
- Enhanced communication channels between providers, clients, and government
- None of the above
- Other (please specify): \_\_\_\_\_

**3f. Insurance and Risk Transfer:**

- More accessible and affordable political risk insurance products
- Professional indemnity and liability insurance with international coverage
- Cyber insurance with adequate coverage for conflict-related incidents
- None of the above
- Other (please specify): \_\_\_\_\_

- None of the above
- Other (please specify): \_\_\_\_\_

**3e. Data Security and Privacy:**

- Data residency requirements
- Encryption standards for data at rest and in transit
- Access controls and authentication requirements
- Incident response and breach notification protocols
- Right to audit security practices and infrastructure
- None of the above
- Other (please specify): \_\_\_\_\_

**3f. Transparency and Governance:**

- Regular reporting on operational status and security situation
- Designated account management and escalation points
- Access to Ukrainian provider's business continuity and crisis management plans
- Transparency on subcontracting and third-party dependencies
- Regular governance and performance review meetings
- None of the above
- Other (please specify): \_\_\_\_\_

**3g. Insurance and Risk Transfer:**

- Political risk insurance covering conflict-related disruptions
- Professional indemnity insurance with international coverage
- Cyber insurance covering security incidents and data breaches
- War risk insurance or equivalent coverage
- None of the above
- Other (please specify): \_\_\_\_\_

**3h. Reputational Protection:**

- Confidentiality and non-disclosure of partnership
- Right to publicly disclose or withhold information about Ukrainian engagement
- Pre-approval of any public statements or marketing materials
- None of the above
- Other (please specify): \_\_\_\_\_

**Question 4: Which service areas would be the highest priority if engagement became viable? (Select one or more options)**

**4a. Software Development:**

- Custom software development and application development
- Web and mobile application development
- Software testing and quality assurance
- Software maintenance and support
- API development and integration
  
- None of the above
- Other (please specify): \_\_\_\_\_

**4b. Infrastructure and Cloud Services:**

- Cloud infrastructure management, security and migration
- DevOps and continuous integration/deployment (CI/CD)
- System administration and infrastructure support
- Database management and optimization
- Network management and security
  
- None of the above
- Other (please specify): \_\_\_\_\_

**4c. Emerging Technologies:**

- Artificial intelligence and machine learning development
- Data science and analytics
- Blockchain and distributed ledger technology
- Internet of Things (IoT) solutions
- Cybersecurity services and penetration testing
  
- None of the above
- Other (please specify): \_\_\_\_\_

**4d. Business Applications:**

- Enterprise resource planning implementation and customization
- Customer relationship management (CRM) solutions
- Business intelligence and data visualization
- E-commerce platform development and support
- Financial technology (fintech) solutions
  
- None of the above
- Other (please specify): \_\_\_\_\_

**4e. Specialized Services:**

- Game development and interactive media
- UI/UX design and user experience optimization
- Legacy system modernization and migration
- Technical documentation and content creation
- IT consulting and advisory services
  
- None of the above
- Other (please specify): \_\_\_\_\_

**4f. Support Functions:**

- Help desk and technical support services
- IT service management
- Application maintenance and monitoring
- System integration services
- Project management and coordination
  
- None of the above
- Other (please specify): \_\_\_\_\_

**4g. Industry-Specific Solutions:**

- Healthcare IT solutions
- Financial services technology
- Telecommunications software
- Manufacturing and industrial automation
- Retail and supply chain technology
  
- None of the above
- Other (please specify): \_\_\_\_\_