CBI MARKET SURVEY

The software and IT services market for offshore and nearshore outsourcing in Sweden

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Report summary
This CBI market survey discusses, among other things, the following highlights for the software and IT services market for offshore and nearshore outsourcing in Sweden:

- The Swedish software market amounted to €2.8 billion in 2006. The IT services market amounted to €5.5 billion in 2006.
- Sweden is one of the medium-sized markets in the EU together with Spain and Belgium.
- Sweden has skilled domestic software companies.
- The ICT sector is one of Sweden's largest industry sectors.
- The governmental sector is an important sector in the Swedish market for software and IT services.
- The Swedish industry is highly internationalised and open to offshore and nearshore outsourcing to low wage countries.
- Offshoring and nearshoring are becoming increasingly common. SME companies start following the example of their large counterparts.
- India and Estonia are the most important offshoring/nearshoring destinations for Sweden.

This survey provides exporters of software and IT services with sector-specific market information related to gaining access to Sweden. By focusing on a specific country, this survey provides additional information, complementary to the more general information and data provided in the CBI market survey "The software and IT services market for offshore and nearshore outsourcing in the EU", which covers the EU market in general. That survey also contains an overview and explanation of the selected services dealt with, some general remarks on the statistics used, as well as information on other available documents for this sector. It can be downloaded from http://www.cbi.eu/marketinfo.

1 Market description: demand and supply

There is a clear relationship between Section 1 and 2 of this survey. Section one, below, will provide information on the end market for software and IT services in Sweden. The structure and growth of this end market determine the opportunities for offshore / nearshore outsourcing, which will be the topic of Section 2.

Demand

Estimated at €8 billion in 2006, the Swedish software and IT services market ranked sixth in the EU, ahead of Spain, Belgium and Austria but behind France, Italy and the Netherlands. Unlike other Nordic countries, Sweden is expected to improve its overall IT market performance in 2007. A sustained growth of 3.1% is expected in the software and the IT services sector in Sweden over 2007. According to EITO, Sweden invests more in information technology and communications in relation to its GDP than any other European nation.

Software

The Swedish software market is sophisticated with skilled domestic software development companies. The systems software market in Sweden valued €1.2 billion in 2005 and is forecast to grow to €1.6 billion in 2008. The market for application software grows from €1.3 billion in 2005 to an expected €1.6 billion in 2008 (see table 1.1)

Table 1.1 Swedish software market in € million, 2004 – 2008

	2004	2005	2006	2007*	2008*
Systems software	1,188	1,284	1,393	1,517	1,636
Application software	1,291	1,346	1,425	1,508	1,590

* forecast
Source: EITO (2007)

IT services

The market for professional IT services is expected to rise from €3.6 billion in 2005 to an expected €4.2 billion in 2008. The market for support services is expected to slightly grow from €1.4 billion in 2005 to €1.5 billion in 2008. 2006 was a year of clear growth in the Swedish IT services market, according to Table 1.2. There was a shift in demand from more cost oriented approaches like outsourcing to more forward looking projects like planning for new systems and updating systems already installed.

Table 1.2 Swedish IT services market in € million, 2004- 2008

	2004	2005	2006	2007*	2008*
Professional services	3,480	3,616	3,816	4,026	4,244
Support services	1,317	1,373	1,421	1,474	1,539

* forecast
Source: EITO (2007)

The current good market conditions for project services are expected to continue throughout 2008. This could lead to a situation where lack of resources will be a problem in some areas. This gives new impulses for the offshoring and nearshoring of IT services.

Market segmentation software and IT services

The Swedish software market consists of global software development companies and small, innovative niche-oriented companies. Over the past decade, the ICT sector has grown to become one of Sweden’s major industries. In 2005, almost 20 percent of the workforce in the private sector was engaged in ICT services and electronics.

Another market segment in Sweden is the industry. Sweden has a high number of multinational companies, which rely on state-of-the-art technology for their operations. These multinationals have a constant appetite for advanced services. The demanding needs of companies such as ABB, AstraZeneca, Atlas Copco, Electrolux, Saab, Sandvik, SKF and Volvo explain why Sweden has such a large number of domestic ICT services, software and telecommunications firms. Also the Swedish government is an important growth driver for the IT sector. For example, the City of Stockholm has approved a budget of €65 million on “eGovernment” and the cities of Malmö and Göteborg are on their way. The national agencies are investing in IT-solutions for e.g. e-invoicing, electronic case handling. The national strategy for IT in the health care sector stipulates large investment in IT infrastructural services, such as a national patient portal.

Supply

There is a very strong link between the IT industry and the academic world in Sweden, which makes the country attractive to foreign and local IT companies. Innovation is the key driver in Scandinavia’s ICT industry. The combination of wireless system producers, application developers and service providers, together with sophisticated users has created several internationally competitive ICT competence clusters in Sweden. Around 1200 ICT companies are active in Sweden. Below is a short description of the most important IT regions in Sweden.

Kista Science Park – http://www.electrum.se
This is an important global centre for mobile technology and wireless Internet development.

Uppsala region
Located north of Stockholm, this region is specializing in bioformatics, advanced software development, telecom and IT consulting.

Göteborg region
Göteborg's IT competence consist of high-tech fields such as radar, sensor and high-velocity technologies. The three science parks located in this area are: Chalmers Science Park, Chalmers Innovation, and Chalmers Lindholm Science Park – http://www.telematicsvalley.org

Malmö/Lund region
The region hosts 165 companies which emphasise on IT and telecom. The focus of clusters located in this region lies on humantech, wireless, gaming, vision/imaging, logistics, design and medical applications.

Linköping/Norrköping region
This region is located south of Stockholm and is recognised as the R&D centre for software and computers. New developments in this region have made it the centre for converging technology applications known as home communication. This covers smart, home-based security, telemedicine, electronic 'noses', utility services, retail purchasing, home design and construction.

Karlskrona/Ronneby region
This region is located in the south-east of Sweden and is the centre for telecommunications development.

Norrland region
These two cities located on the north-east coast of Sweden are part of the IT regional cluster called 'Internet Bay'. This cluster is the cradle of innovation in mobile and wireless Internet.

The top companies in Swedish IT outsourcing market are IBM, WM-data, and EDS. There is room for growth, as the top 10 only covers about 60% of the market, compared to 89% in neighbouring country Finland. However, the developments in the offshore market are forcing these local providers to review total offerings and conditions. For example, companies such as HP, IBM and Accenture have already added an offshore component to their outsourcing bid to be able to offer competitive prices. More about the offshore and nearshore outsourcing potential for Swedish software and IT services can be found in Section 2.

Software
Domestic production is primarily dominated by the software industry. Software is still one of the nation's most successful growing industry segments. Sweden excels in fields such as wireless communications, microelectronics, telematics and photonics. There are around 900 software companies in Sweden, ranging from very small to very large, many of which specialise in systems software for communications, business systems (tax and accounting packages with local applications), and application software for telecommunications. Security software is also a dominant segment among Swedish software developers. Among these companies are suppliers of large business systems like Intentia, IFS and IBS. Exports account for half of all sales. Main trade partners are: the US, Germany, the UK and Norway. For DC exporters, suppliers of software and IT services can be potential clients by means of outsourcing.

Swedish companies are well reputed and leading in some niche markets like the entertainment industry, aerospace industry software support, production of critical software and IT security software with biometrics. They also have good positions in segments like software for wireless applications, intelligent home communications, applications for the health sector, the process control, automotive (i.e. telematics) and forestry sectors. The Swedish industry has only a small domestic market, which underlines the importance of adopting the newest technologies in order to be internationally competitive. Table 1.3 provides a list of the major software companies in Sweden.

Table 1.3 Major software companies on the Swedish market

Company	Main services	Internet
Ericsson	Mobile solutions, networks	http://www.ericsson.com
IBS	Business systems	http://www.ibs.se
IFS	Business systems	http://www.ifsworld.com
Industri-Matematik	Distribution-intensive operations, supply-chain solutions	http://www.im.se
Lawson	Business systems	http://www.lawson.com
OM	Financial systems solutions	http://www.omxgroup.se
ProAct IT Group	Consultant, systems integrator	http://www.proact.se
Scribona	Server and storage solutions	http://www.scribona.com
TAC Holding	Software for process control	http://www2.tac.com/se
Technology Nexus	Storage, recovery, security, networks.	http://www.nexus.se
Telelogic	Solutions software development	http://www.telelogic.com
TietoEnator	Overall supplier	http://www.tietoenator.se

Source: Facts Figures Future (2007)

IT services

Development of application platforms which can be used for more functions is a fast growing segment of the Swedish market. This will include platforms to be utilized for hand-over (switching between a Wi-fi connection and a cellular network during a voice call), session initiation protocols (SIP), billing, security, on-line gaming and broadcasting. New application platforms are also required for the evolution of broadband networks into multi-service networks where data, IP telephony and IP-TV (triple play) will converge. Ongoing Swedish initiatives are speeding up the development of mobile services and broadband services. The most complete test bed environments for this development are concentrated in the Stockholm area and along the Norrland coast. For mobile services the region Karlskrona/Ronneby is of importance. A test bed for telematics is now being developed in Göteborg. Industry or process related IT is an application area with high demands for integrated solutions. Unlike the public sector, this sector includes quite a lot of multinational companies with good capacity for ordering and paying. For an overview of the major IT service providers on the Swedish market please refer to Table 1.4 below.

Table 1.4 Major IT service providers on the Swedish market

Company	Services	Internet
Atea Holding	IT business solutions	http://www.atea.se
Cap Gemini	Leading management consultants	http://www.se.capgemini.com
Mandator	IT Solutions	http://www.mandator.com
EDB Sverige	IT consulting and application services	http://www.edb.se
HP Sverige	IT solutions	http://www.hp.com/country/se/sv
IBM	Overall supplier	http://www.ibm.com/se
Sigma	IT Consultants E-Commerce. E-Learning. Information Design	http://www.sigma.se
SYSteam	IT solutions	http://www.systeam.se
Cybercom Group	Consultants providing IT Services	http://www.cybercomgroup.com
Telia Sonera	Telecom related IT services	https://www.skanova.com
TietoEnator	Major IT consultants	http://www.tietoenator.se
Loigca/CMG	Leading Nordic provider of design and IT-related Services	http://www.wmdata.com

Source: Facts Figures Future (2007)

Trends

- The ICT sector is one of the fastest growing sectors in Sweden.
- The software industry will continue to grow.
- The market for software for 3G mobile phones and networks is expected to experience a large boom during the years to come.

Opportunities and threats

+ The Swedish high tech market will need more and more software and IT services in the future as a result of the fast growing ICT sector. This can be a good opportunity for DC companies.
+ Lack of multiservice specialists gives the opportunity for offshoring and nearshoring of software and IT services, which can be done in DCs.
+ Specialists from DCs in software applications development for 3G mobile phones have good opportunities on the Swedish market.

Useful sources

- IT-Företagen – http://www.itforetagen.se - Click on 'Medlemsföretag' to see the list of the companies in alphabetical order.
- ITSweden - http://www.itsweden.se - Information on the Swedish ICT sector
- Swedish Association of Software Industry - http://www.swedishsoftware.org
- Swedish Association for Software Testing (SAST) - http://www.sast.se
- List of companies in IT sector – http://cstjanster.idg.se/itguide

2 Offshore/nearshore outsourcing

Where section one of this survey focused on the market for software and IT services in Sweden in general, this section will zoom in specifically on the market software and IT services offshoring and nearshoring in Sweden as this is the market with the best potential for SMEs from DC.

The market for offshore outsourcing in Sweden offers good opportunities, although outsourcing lags 10-20 years behind countries like the UK and the US. According to market research company IDC, the Swedish IT outsourcing services market will grow at an average rate of 11% per year from 2002 up to and including 2007. Like IDC, the Swedish institute for growth policy studies (ITPS) thinks that the trend to offshore that has started in Sweden will not slow down, but pick up even more. Especially the demand from companies with more than 5,000 employees and from county councils is expected to increase.

This expected growth is caused by several factors. Firstly, the Swedish economy has also suffered from an economic slowdown and has now taken a turn for the better. Secondly, outsourcing has become more and more common and is accepted by small and medium-sized organisations. Finally, large Swedish companies need to cut costs as they face fierce competition. Another trend, as smaller companies follow the larger companies, is a new service called 'out-tasking'. This means that small companies buy various services, e.g. financial systems per use and storage per megabyte. Some services will be charged on a monthly basis. The expected increase for the whole Nordic region is even higher, about 17% in that period.

Today, Sweden is an interesting market for companies offering IT support and services. Swedish companies are constantly investigating the possibilities to outsource low level, labour intensive software and ICT services to companies in developing countries.

The Swedish industry is also highly internationalised. Swedish decision-makers are more open to use suppliers in low-cost countries than their Scandinavian counterparts. Offshoring / nearshoring is one of the possibilities to do so.

According to marketing research company IDG, Swedish companies will buy offshore IT services for €82.5 million in 2008. As a generalisation, the public sector seems to be less keen on offshoring while global companies are much faster in accepting new delivery forms.

Chances for offshoring/nearshoring

Generally speaking, nearshoring destinations have a higher potential in the future than offshoring destinations because companies in nearshore destinations are more familiar with the Swedish language, and travelling costs are lower. Offshoring destinations are still more popular because cost savings are higher. Also according to Mr Per Åke Andersson (expert for software and IT outsourcing formerly with Swedish government agency for information systems, now working for Kerfi), the system development projects – in general – are moving to ‘platforms’ and ‘development environments’. There will be an increasing need for e.g. web applications, integration/combination, portals and a decreasing demand of pure ‘systems’ or ‘applications’.

Applications software
According to Mr Staffan Eriksson (IT expert at Royal Swedish Academy of Engineering Sciences) the potential for consumer and technical software applications is medium, while for industrial and commercial software applications the potential is high. The demand for industrial application software in Sweden is large and suitable for SMEs from DC because there is not much competition in this market segment and this part of the market is one of the largest in the software market in Sweden. Commercial applications are also a good opportunity for outsourcing because the availability of IT skills for commercial applications is not very high in Sweden. On the other hand, the Swedish market for consumer applications is not very large. As a result, outsourcing, and therefore nearshoring and offshoring, in this field is limited. A good example of application software suitable for nearshoring/offshoring is software for technical calculations in the construction industry.

Systems software
The potential for nearshoring as well as for offshoring of systems software is limited. The reason for this is that systems software is usually developed in close cooperation with the Swedish company and it is connected with core functions in the company. Subsequently offshoring of systems software is considered as potentially risky.

Professional IT services
IT implementation services have a good potential for offshoring as well as nearshoring. The main reason is the shortage of IT professionals in Sweden. On the other hand, consultancy services do not have the best prospects for SMEs from DCs because the competition from very large companies is substantial. Also the majority of the Swedish IT companies prefer to have operational management services within the company.

Support IT services
Chances for offshoring and nearshoring of support services are usually low because the understanding and fluency in Swedish is one of the crucial factors for this kind of services.

Reasons for offshoring/nearshoring
A Swedish researcher (Dunning) states that there are three drivers/motives for offshoring in Sweden:

- Cost reduction
- Access to new markets
- Access to competences not available in Sweden.

From interviews performed by ITPS, it becomes clear that for Swedish companies cost cutting is still an important reason to offshore. However, the respondents also state that all aspects have to be looked at. Otherwise the gains made in cost cutting will be lost to other irregularities in the process.

Access to new markets is not mentioned as an important reason to outsource in the ITPS interviews. Furthermore, most competences are available in Sweden, but are far too expensive. Here again it is not so much a question of lacking capabilities but more of a price that is too high. This offers good chances for suppliers from DCs that can offer the lower prices Swedish companies are interested in.

An important driver for offshoring, according to ITPS research, is that speed and time-to-market have increased rapidly over the past 10 years. In addition, Sweden has faced a sharp decrease in IT students in recent years. Although the government tries to stimulate teenagers to go study IT, this development can also be a driver to offshore.

Skilled people and top level process development companies are expensive in Sweden. This is mentioned as one of the important reasons for offshoring/nearshoring.

Critical success factors

The personal relationship between companies from DCs and their Swedish partner is the most important success factor in the Swedish market, according to the experts. Diffuse offers and too much generalisation about company capacities could be one of the reasons for failure. Also, it is important to offer something unique in combination with low costs and a high level of expertise in order to be attractive for the Swedish companies. It is rarely a matter of price alone. More and more companies are looking for a partner who can help them ascend to a new efficiency and quality level. Furthermore, understanding of Swedish language is important for business relationships.

Specific skills like Net or Java programming are an advantage in the Swedish market. Application-based developing becomes increasingly important (Systems for Case Management, Document Management, Integration, Portals, Content Management, Workflow Management, Business Intelligence etc.). It is also important to mention that, although the open source software market is growing in Sweden, Microsoft still dominates the market, so the knowledge of Microsoft based platforms like 'Biztalk' or 'Share point' is highly appreciated.

Sectors

The most important sectors for software and IT services offshoring and nearshoring are the banking, manufacturing and governmental sectors. They show an increasing demand for software solutions and IT services. The highest potential for SMEs lies in the manufacturing sector. The banking and governmental sectors usually cooperate with larger companies. It is important to mention that Swedish e-government can offer huge possibilities for offshoring/nearshoring but usually the government cooperates with companies with at least 100 employees.

Offshore/nearshore destinations

Offshoring is still more popular in Sweden than nearshoring, although the nearshore destinations are increasingly used and will continue to be used in the (near) future. The most common software and IT services nearshore destinations are the Baltic countries, such as Estonia. These countries have a competitive advantage because of their ability to speak the Swedish language and their cultural understanding. There can be a shift from Estonia in the future to countries like the Ukraine, Poland, Romania and Russia. Also Russia, especially the region of St Petersburg with its 12 large IT companies and several universities, is a frequently used nearshore destination. Experts also see new upcoming EU member countries as good opportunities for nearshoring of software and IT services. These countries can also use European funds for developing this kind of cooperation with other European companies.

The most important offshore destination is India. The main reason to choose offshoring is that cost reduction by cooperating with Indian companies is higher than in nearshore destinations. Examples of large companies that have invested in India are Ericsson, TietoEnator and Telelogic. China is also seen as a potential offshore destination in the future.

Trends

- Trade with India is increasing.
- The Swedish offshore market is expanding and there is room for a wider range of software and IT services.
- Offshoring is still on the increase in the Swedish market.
- A shortage of IT-professionals threatens the Swedish IT-market.
- Swedish leading IT consulting companies tend to buy SMEs in DCs (captive offshoring) to be able to offer lower prices to their customers.

Opportunities and threats

+ Swedish companies are looking for cost reduction possibilities, which offers good opportunities for DC.
+ Early adoption of new technologies in Sweden offers good chances for innovative companies from DC countries.
+ Banking, manufacturing and the governmental sector have a huge potential for outsourcing because there is a shortage of IT professionals in Sweden. The manufacturing sector is usually more common for small companies from DCs while the banking and governmental sector is more suitable for larger companies.

± Increasing trade between Swedish companies and Indian companies can offer good opportunities for companies from India; for companies from other DCs this can intensify competition.

– Cultural understanding and language knowledge are very important for Swedish companies, which can be a problem for companies from DCs if they want to offer their services in Sweden.

– Large Swedish IT consulting companies that take over companies in offshoring destinations as preferred business model (captive offshoring) can be a threat for DC companies wanting to offer their services in Sweden.

Useful sources

- EUROITX - http://www.euroitx.com
- Academic portal online - http://www.diva-portal.org - You can find many interesting reports and studies if you use keywords such as outsourcing, offshoring.
- Swedish institute for growth policy studies (ITPS) – http://www.itps.se - Have a look at the report 'offshoring IT services; a Swedish perspective'.

3 Trade structure

In this paragraph, the general distribution channel for software and IT services will be discussed. These channels apply to each EU-market and, therefore, also to the Swedish market.

1. Establishing your own sales office.
2. Consultant/broker.
3. Direct contact with Swedish software manufacturer.
4. Swedish software manufacturer setting up his own factory in a developing country.

The most important channels for IT services are:

1. Establishing your own sales office.
2. Consultant/broker.
3. Partnerships with large service providers (system integrators) in Europe.
4. Contacting end-user organisations directly.
5. Contacting local offices of multinationals in the home country of the services provider.

Names of some main players and their websites can be found in chapter 1. For more information about the trade structure for outsourcing software related services please refer to the CBI market survey "The software and IT services market for offshore and nearshore outsourcing in the EU."

Entry strategy

It is recommended for a smaller and less experienced company to search for a partner, consultant, agent, or other local representative in order to succeed in the Swedish market. With a local partner, the company will learn the business culture and create a business network which will eventually lead to business opportunities. It is important to know that the public sector is searching for service suppliers through public tenders. More information on public tenders in Sweden can be found on website http://www.ajour.se (only in Swedish but translation in English is announced). Another website where information about public tenders for the Swedish IT sector can be found is http://www.opic.com. Some examples of outsourcing intermediaries are:

- Centus - http://www.centus.se
- CSC - http://se.country.csc.com/sv
- eWorks - http://www.ework.se
- Indpro - http://www.indpro.eu/services
- IT works - http://www.itweurope.com

Specific trade structure facts for Sweden

- Swedish commercial agents and/or sole distributors are organised under the Swedish Association of Agents (Agenturforetagen)
- The Swedish Companies Registration Office is the authority that registers corporate information when a business is established in Sweden. Information on various business forms and regulations for establishing a business in Sweden is found on the website.
- Swedish firms do not change suppliers easily and many commercial relationships have been built up and maintained over decades.

Useful sources

- Country commercial guide Sweden - http://www.buyusa.gov/sweden/en/ccg.htm
- EUROITX - http://www.EuroITX.com
- Swedish Association of Agents - http://www.agenturforetagen.se
- Swedish companies registration office - http://www.bolagsverket.se

4 Prices and margins

It is quite difficult for suppliers of software related services and IT services to give exact prices, and it is also hard to obtain information about current price levels. Licence prices for software are hard to find on the websites of software suppliers. Information on implementation costs can be found in reports concerning business software, which also give ranges of costs for software and implementations.

According to Salary Expert (http://www.salaryexpert.com), a software engineer in Sweden earns an average annual salary of between €68,000 and 69,000. When benefits and bonuses are added to this salary, the average total compensation for this position would be between €70,000 and €71,000.

It is not easy to forecast prices development for software and IT services outsourcing, but according to Mr Per Åke Andersson, although wage inflation for developing countries is already taking place, costs for outsourcing contracts in the next year will remain the same. Mr Staffan Eriksson also stated that costs of consultancy IT services are very stable and they are expected to remain on the same level in 2008.

Useful sources

Price information can be obtained through different sources like:

- Trade organisations
- Trade press or trade fairs
- Internet
- Distributors, agents and other distribution channels.
- Websites of competitors.

For more useful sources, also refer to Section 6 or refer to the CBI market survey "The software and IT services market for offshore and nearshore outsourcing in the EU".

5 Market access requirements

As a service provider in a developing country preparing to access Sweden, you should be aware of the market access requirements of your trading partners and the German government. Requirements are demanded through legislation and through labels, codes and management systems. These requirements are based on working conditions, health and safety and social concerns. You need to comply with EU legislation and have to be aware of the additional non-legislative requirements that your trading partners in the EU might request.

For information on legislative and non-legislative requirements, go to 'Search CBI database' at http://www.cbi.eu/marketinfo, select IT Outsourcing services and Sweden in the category search, click on the search button and click on market access requirements.

For more information also refer to the CBI market survey "The software and IT services market for offshore and nearshore outsourcing in the EU".

6 Doing business

General information on doing business, like approaching potential business partners, building up a relationship, drawing up an offer, handling the contract (methods of payment, and terms of delivery) can be found in CBI's export manuals 'Export Planner' and 'Your image builder'. Furthermore cultural awareness is a critical skill in securing success as an exporter.

Information on cultural differences in the EU can be found in Section 3 of CBI's export manual 'Exporting to the EU'. The CBI manuals can be downloaded from http://www.cbi.eu/marketinfo - go to search publications.

Sales promotion

Software and IT services can be promoted through several sources. Below some of the most important trade press and trade fairs can be found.

Trade press

The following Swedish magazines are specifically focused on Software and IT services:

- Computer Sweden (of IDG) - http://www.computersweden.se
- NyTeknik - http://www.nyteknik.se - The largest technical weekly magazine in Sweden

Trade fairs

An excellent promotion tool is participating in a major trade fair in Europe. Exhibiting at a fair is not only an effective opportunity to promote your company and services, it is also an effective instrument for benchmarking with your competitors. The most important trade fairs for software and IT services in Sweden are:

- Dokument INFO - http://www.dokumentinfo.se - Annually, March, Stockholm - Dokument INFO is a conference and exhibition focused on Enterprise Content Management in Scandinavia.
- Information security expo - http://www.infosecexpo.se - Annually, September/October, Stockholm - Trade fair related to information security.
- Marcus Evans summit 'Nordic Cio' - http://www.nordic-cio.com - Annually, December, different locations in Scandinavia - Summit about best practices in IT sector in Nordic countries.
- Sweden ICT week - http://www.swedenictweek.com - Annually, September, Stockholm - The major ICT event in Sweden.

Others

These days, it is an absolute must to have a professional website, which is aimed at your main target groups. Make it interactive and promote it in the proper way. More information can be found in the CBI Export Manual 'Website Promotion', available at http://www.cbi.eu/marketinfo. Furthermore, participating in conventions or congresses may also be a promotional tool.

This survey was compiled for CBI by Facts Figures Future.