



## Nordic IT Outsourcing Vendors

Global - Local - Offshore 2008/2009

*Profiles of 30 global, local and offshore IT outsourcing providers present in the Nordic market*

*Review of services offered by the outsourcing vendors*

*Information on the financial status of vendors*

*Industries focus of outsourcing vendors*

*Overview of how to succeed with vendor selection and how to avoid potential pitfalls and reduce the risks involved.*

The Nordic outsourcing market faces a new market situation due to the shift in the economy which sparks an array of changes such as consolidation, specialisation and new delivery models. Simultaneously new international players are becoming stronger and more active on the market. For the buyer of outsourcing services, this translates into more and better opportunities but also a more complex situation where he or she needs to be increasingly knowledgeable of the available outsourcing vendors, services, technologies and vendor management methods in order to become a successful buyer of outsourcing services.

### Helping to shortlist outsourcing providers

Waagstein Research's report *Nordic IT Outsourcing Vendors* is designed to assist Nordic companies in identifying the outsourcing provider candidates that best can meet their service requirements. This is chiefly done by giving profiles of leading vendors of outsourcing services in the Nordics. The vendor profiles cover several areas, most notably services offered, organisation and financial stability. The report also outlines methods for successfully selecting and managing outsourcing vendors. Furthermore, a broad picture of the state of outsourcing in the Nordics is given.

The outsourcing vendor profiles in this report are divided into two categories: a main part with twenty-five companies primarily offering traditional onshore services and another part with five Indian companies mainly offering offshore services.

### Method

This report is based on data for a total of thirty companies that offer outsourcing services collected from several different sources such as interviews, vendor websites, annual reports and magazine/newspaper articles.

### Answering your key questions:

*Which vendors in the Nordic market are most likely to meet our company's outsourcing needs?*

*Which risks and challenges do different outsourcing vendors face?*

*What partnerships and alliances do the vendors have?*

*In which industries do different outsourcing vendors have the main expertise?*

*What are the key strengths and capabilities of offshore vendors in the Nordic market?*

## **Table of Contents**

<b>Professional buying of outsourcing services</b>	<b>10</b>
The outsourcing decision	10
Project planning	12
Request for proposal	12
Evaluation	13
Contract negotiations	14
Pitfalls	15
<b>Effective outsourcing relationships</b>	<b>17</b>
Transferring responsibilities and resources	17
Maintaining and improving the outsourcing relationship	18
Measuring and follow-up	20
Benchmarking	22
Renegotiations	22
<b>Outsourcing in the Nordics</b>	<b>24</b>
Share of companies outsourcing	24
Outsourcing costs	25
Outsourcing plans among companies not currently outsourcing	27
Reasons for not outsourcing	27
Effect of outsourcing on reaching IT goals	28
<b>Vendor profiles</b>	<b>29</b>
Overview	29
Index of vendors by size	29
25 onshore vendor profiles	31
Indian/offshore vendor profiles	104
Offshore vendors are growing fast	104
5 offshore vendor profiles	105
Conclusions	128

## **About Waagstein Research**

Waagstein Research is an independent research company that provides IT governance services. Our focus is on the business and financial aspects of corporate IT operations.

Our customers are large Nordic companies and organisations and our target audience is decision-makers such as IT managers, IT strategists, financial managers and controllers.

Waagstein Research's industry-specific analysis, competitive insight and strategic advice give businesses the tools they need to optimise their IT operations.

### **Waagstein Research AB**

+46 31 811 910  
info@waagstein.se  
Sven Källfelts gata 207  
SE-426 71 Västra Frölunda  
Sweden

The outsourcing vendors included in the report have been chosen mainly based on their size in terms of turnover. While most of them derive a large portion of their current total revenue from outsourcing and come from a background as a provider of traditional outsourcing services such as server operations and maintenance some come from another background such as IT consulting.

The vendor profiles have been divided into two parts: the first and largest contains information on 25 vendors that traditionally are viewed as "onshore" providers. The second part contains information on five leading "offshore" providers. The reader should keep in mind though that onshore providers often have an increasing offshore service offering while offshore providers are building stronger local onshore presence in their chosen markets.

## **Target Group**

The report is written based on mainly the needs and requirements of the IT management of large Nordic companies. The target group of the report is primarily: CIO/IT managers, outsourcing managers, CFOs, Controllers, IT strategists, Consultants and CEOs. The report will however also be of interest for vendors of IT products and services in order to better understand their competitors.

## **Price and delivery**

The price of the report is EUR 1,950 excluding VAT.

The report is delivered in both printed format and in a digital copy in PDF-format for free distribution within your organisation.

To order or get more information contact John Karlsson at

+46-(0)707 988 033 or

+358-(0)405 545 333 or

e-mail [john@waagstein.se](mailto:john@waagstein.se).

# **www.waagstein.se**

© 2008 Waagstein Research AB.  
All rights reserved.

November 2008