



Contact Centers in Sweden

- Opportunities in a high-end market



Sweden, a high-end market for contact centers

Great language skills, low employee turnover, high computer literacy, technically advanced infrastructure and competitive operating costs are some of the factors that draw international businesses to Sweden.

Sweden is ranked the second most competitive country in the world when the World Economic Forum compared 131 economies in 2010-2011. Sweden is also a favored destination for complex and high-value-added contact centers. Sweden excels in contact center assignments that focus on qualified and personalized customer care. Few other places offer such good prerequisites for technology-enabled contact centers. Being advanced users of IT, Swedes have success-

fully integrated today's leading communication technologies into daily business life. A regional contact center with multi-country responsibility can help you reduce costs, drive sales and build customer loyalty.

At the core of Northern Europe

Sweden is the largest market and geographically central in the northern European region. With 100 million consumers within an hour flying distance the region offers extensive intra-regional trade. All countries in the region, except Russia and Norway, are members of the EU. A majority of the world's largest multinational companies that are present in Northern Europe chose Sweden as the location for their regional headquarters.

Why Sweden?

- ▶ Well-performing and growing economy
- ▶ High-end market covering Northern Europe
- ▶ Highly educated, multilingual population
- ▶ Low operating costs with competitive corporate tax rates
- ▶ In the top for broadband penetration rates
- ▶ Advanced telecommunications infrastructure

Key facts

▶ Population	9.4 million
▶ GDP growth	4.6 percent
▶ Inflation, Consumer price index	1.4 percent
▶ GDP per capita	SEK 334,200
▶ Currency: Swedish krona (SEK)	SEK 100 = € 10.85

Source: Statistics Sweden, 2010



Natural base for customer care

From Sweden contact centers can be run with high levels of quality and service. Sweden is a very developed, high-end market for contact centers covering Northern Europe. Extensive language skills, computer literacy and attractive salaries are some of the advantages.

In 2009, the contact center industry employed 100,000 full-time equivalents. The number of outsourced full-time equivalents is 40,000. Seventy-five percent of all contact centers in Sweden provide services in several Scandinavian languages.

Sophisticated ICT and telephone users

Sweden tops the Networked Readiness Index ranking as the most networked economy in the world. In other words, Swedes integrate ICT in everyday life, work and business. Costs for utility services such as telecommunications are competitive by international standards.

This provides the ideal context for extensive ICT usage, and the extremely sophisticated and innovative Swedish business sector is also taking full benefit of ICT in its activities and operations, ranking first in the world for the extent of business internet usage.

Attractive recruitment base

Sweden offers high language skills, low employee turnover and high computer literacy, all contributing to a competitive business platform. The high quality of available staff, coupled with the high quality of life offered in Sweden, makes Sweden a global magnet as a location for regional head office and contact center operations.

Salaries in Sweden for contact center relevant personnel are low by regional comparison and wage differentials are relatively narrow. Companies in all industries will find the right contact center staff here.

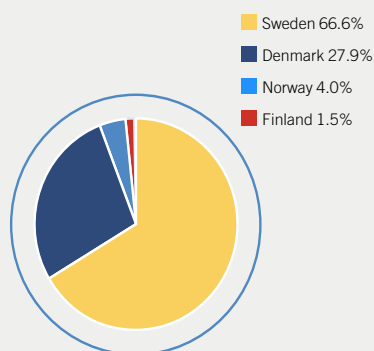


“One of the key benefits is that Invest Sweden can assist both in the opportunity study phase as well as for the set-up. I had the opportunity to work with different investment promotions agencies and I found that Invest Sweden was one of the most informative, available. I have already recommended my client to get in touch with Invest Sweden”

Stéphan Rouillon, Colorado Conseil,
Responsible to the international company to implement their contact center in Sweden

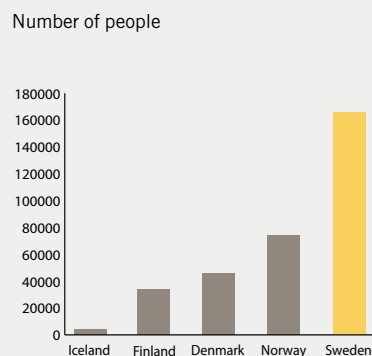


Hub for regional headquarters



Source: Øresundsinstittutet, The Location of Nordic and Global Headquarters 2010

Best access to native Scandinavians in Sweden



Source: Nordic Statistical yearbook 2009

Foreign-owned companies with multi-country contact centers in Sweden

American Express, US
Canon, Japan
Dell, US
DHL, Germany
Nespresso, Switzerland
Goodyear, US
Microsoft, US
Michelin, France
Telenor, Norway

Source: Invest Sweden, 2010

Regional financial incentives

Financial incentives for investors in Sweden are primarily available at regional level. Sweden offers a limited range of financial incentives to help companies set up a business and expand in Sweden.

This support comprises regional investment grants, employment grants and a special social insurance related tax break.

Competitive corporate tax rate

Sweden's tax structure is transparent and efficient, designed to meet the needs of international investors and offers competitive corporate taxes of 26.3 percent.

The effective tax rate is lower due to the possibility of deferring taxation of profit. Sweden has no thin capitalization rules, no withholding taxes on interests and one of the world's most favorable holding company regimes.

Good language skills

Regarding language skills, 85% of Sweden's population speaks English, which shortens the start-up phase and time to market significantly. Many Swedes also possess a good command of other European languages, particularly German and French.

There are language barriers between the various countries in the Northern European region. From a language point of view, however, Sweden has some advantages over the other Nordic countries as Swedish is the biggest language spoken in the region and also that Sweden has by far the largest immigration from the other countries in the region.

Research and education

Some eight Swedish universities and colleges perform CRM (Customer Relationship Management) and contact center-related research. Contact center studies are increasingly being integrated into regular course programs. There are yearlong corporate training programs in contact center management and third-year CRM specialization programs. Swedish universities also have co-operative agreements with internationally leading institutes abroad for contact center research.



“With easy recruitment, a good cost position and great support from local municipalities, Sweden is the best choice to cover the Nordic region”

Johnnie Müller, Customer Service Director DHL Nordic

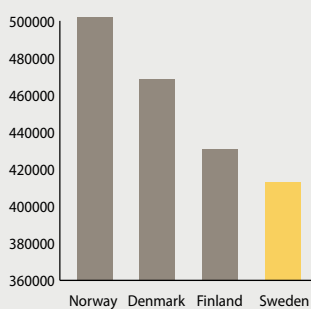
Competitive labor costs in Sweden

Salaries for contact center relevant personnel are low by regional comparison. Wage differentials are relatively narrow.

Source: Watson Wyatt and National Statistics (2009), Di Intelligence, from the Financial Times Ltd (2010)

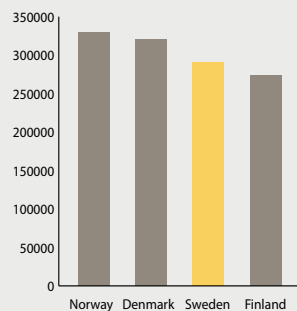
Customer service manager

Labor cost in SEK



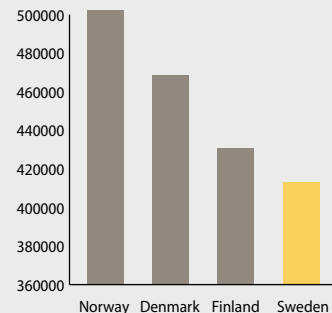
Telesales inbound

Labor cost in SEK



Personnel manager

Labor cost in SEK



Let us help you conduct successful business in Sweden

Invest Sweden is the government investment promotion agency of Sweden. We connect international companies and investors with the best business opportunities in Sweden. We do this by offering our clients one-stop comprehensive investment consultancy services and match-making support, free of charge and in full confidentiality.

Your business facilitator

Whether you are interested in getting access to new markets or technologies, setting up new operations, expanding your existing business, or finding companies for acquisition or partnership – Invest Sweden will assist you in every step of the way. Our job is to see to that your business in Sweden becomes as successful as possible!

Experienced staff

Since 1996, our team has supported over 2,000 international companies doing business in Sweden. Our strength lies in the experienced business professionals working within the different industry sectors of the organization. We also work closely with Swedish embassies, other business promotion organizations around the world as well as local partners in Sweden, giving us a unique spectrum of contact entry points.

Invest Sweden has been ranked as the World Leading Investment Promotion Agency (IPA) and the Top IPA Overall in IPA performance benchmarking studies executed by the World Bank.

"Of all the international investment promotion agencies that we met, Invest Sweden is by far the most professional and forthcoming"

A Vishwanath, Tata Sons Ltd

For more information about how we can help, contact Sören Pettersson, Senior Investment Advisor. soren.pettersson@investsweden.se or tel +46 8 402 78 32



Our services through the entire investment process

- **Information sharing** - general and tailor-made information collection and analysis of business sectors, market intelligence, the Swedish economy and business climate, business costs, benchmarking, etc.
- **Business and investment opportunity search and analysis** – we help you find the best opportunities according to your needs.
- **Establishment information** - how to establish and run a business in Sweden including types of legal entities, taxes, rules and regulations.
- **Location search** - support in finding the best locations and premises in Sweden.
- **Market visit** - arranging visiting and meeting programs.
- **Match-making support** - help in finding potential business partners.
- **Facilitating network access** – introduction to public and private service providers, authorities and institutions.



INVEST:SWEDEN

Invest Sweden is the official investment promotion agency of Sweden. We connect international companies with the best business opportunities in Sweden and offer one-stop comprehensive investment consultancy services, free of charge and in full confidentiality.

Our services range from data collection, opportunity search, entry planning, networking and establishment support everything to make your business successful in Sweden. Since the inception in 1996, our experts have

supported over 2,000 international companies in doing business in Sweden. Invest Sweden has offices in China, India, Japan, North America and Brasil.

We also work through Swedish embassies and consulates around the world, as well as with an extensive regional network in Sweden.

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