CAN Europe
Market Research of Sweden

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Abstract

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Title: CAN Europe – Market Research of Sweden

Strategic question: How can CAN Europe launch the internationally standardised vocational skills assessment tests successfully to Sweden? The purpose of this master thesis is to provide the company with comprehensive information about the Swedish market and to suggest ways to implement the launching process.

Research questions:
- What are the characteristics of the Swedish labour and recruitment market?
- Are the Swedish companies interested in using CAN Europe’s tests?
- What would be the suitable marketing mix when entering the Swedish market?

Methods: Besides the comprehensive collection of secondary data, the primary data was collected by the means of an open-ended questionnaire among large companies and recruitment agencies in Sweden. The research was conducted in order to gather in-depth information about the recruitment field in Sweden.

Conceptual Framework: Theories of ‘The International Marketing Task’, ‘The Country Notebook’ and ‘The Market entry plan’ were used. Theories and concepts were chosen for the purpose that they would support each other and could be used by combining them when making the analysis of the findings.

Conclusion: According to the study, Sweden seems to be highly potential country for CAN Europe to enter since the relevant aspects for successful launch exist in the market i.e. in terms of companies’ interest and needs, and the characteristics of the skills assessment and recruitment market in Sweden.

Key Words: Market entry plan, marketing mix, international launch, market research, skills assessment, recruitment, blue-collar
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1 INTRODUCTION

The following section will contain background information about the topic of this master thesis. Interest and relevance, target audience and limitations will be presented. In addition, the strategic question of this project together with the research questions will be introduced.

1.1 Background

Nowadays, companies in the uniting Europe have different kinds of challenges in the recruitment processes of new employees than they had before. The workforce is moving across the country borders because of the widening EU and globalization. Different kinds of practices between countries can sometimes cause surprising problems when recruiting new employees. Testing of future employees is essential in order to find the most suitable candidates among the numerous applicants with different backgrounds. However, for non-academic a.k.a blue-collar workers there are not many relevant testing options which could be used to evaluate employees from different origins equally.

CAN Europe is a newly introduced Finnish company, which works to launch internationally standardized vocational skills assessment tests for blue-collar workers. These kinds of standardized tests are not available in Europe and therefore the tests have potential to be launched to many European countries successfully. CAN Europe is co-operating with hasan & partners which is one of the leading Finnish advertising agencies. The advertising campaign and the visual appearance of CAN Europe is operated by hasan & partners. The advertising agency has been responsible for launching many international, especially Swedish, companies to Finland.

Vocational skills assessment is a term which is used when evaluating person’s qualifications, competence and certain skills required for a specific job. The skills assessment in general can contain many elements from personality tests to certain skills tests. The vocational skills assessment is related to occupation and professionalism in a specific area and assessment is often used to evaluate jobseekers’ potentiality or to assess the skills of current employees. CAN Europe’s vocational skills assessment tests focus only on the basic skills needed in blue-collar occupations.

Blue-collar is a designation for a worker performing manual labor and earning an hourly wage. Blue-collar work is either skilled or unskilled, and it often involves i.e. manufacturing, mining, building, construction trades, mechanical work, different maintenance, and technical installations.
The term blue-collar is derived from 19th century uniform dress codes of industrial workplaces. Blue-collar workers are distinguished from the service sector and white-collar workers who perform non-manual labor i.e. in offices and within customer interactions. Education requirements for blue-collar workers are often lower compared to the education of white-collar workers. (Bluecollar, 2009)

This master thesis in international marketing is concentrating on evaluating the potentiality of the Swedish market in terms of launching the vocational skills assessment tests CAN Europe offers. The project fully covers international aspect since thesis is concentrating on the Finnish company launching its product abroad. Moreover, marketing aspects will be covered by an in-depth market entry plan created for the Swedish market.

1.2 Interest & relevance

The authors wanted to work together with the Finnish advertising agency in order to gain information and experience in the field of marketing and advertising in Finland. Therefore hasan & partners was contacted in October 2008 to enquire the possibility to co-operate. Hasan & partners had started working with CAN Europe in launching the vocational skills assessment tests in Europe and they offered the possibility to the authors to join the team. The co-operation provided a great opportunity for the authors to learn about an international launching process with important marketing features.

The international vocational skills assessment test package for blue-collar workers is an interesting product because it has potential in the globalizing world. The international launching process of such tests is relevant and up-to-date subject to study in this master thesis. The authors were able to be part of the project from almost the beginning which created an interesting opportunity to follow the internationalization process from its first steps.

The need for assuring the skills of potential employees is increasing in most industries, as is the need for jobseekers to prove their vocational knowledge by using certificates. This is driving an increased demand for reliable and acknowledged certifications across the world. The new demands on capacity, security and efficiency in certifications require careful consideration when planning the management of them.
1.3 Target audience

This master thesis is written to inform CAN Europe’s management about the potentiality of the Swedish market and to provide additional information and ideas concerning the launching process in the European market. The advertising agency hasan & partners is also included in the target audience since an appropriate marketing and advertising analysis will be conducted as a result of this project. Additionally, this master thesis is targeted for the tutors in Mälardalen University as well as the other students in the master program and in general for an academic audience interested in the international marketing field.

1.4 Limitations

In general, restrictions caused by the lack of ability to use more time and financial resources can be considered as limiting aspects.

The economic crisis and recession, which started in 2008, have certain impacts and might cause some limitations since the topic is connected to the recruitment processes and at the moment several companies around the world are dismissing their employees due to economic challenges. Therefore the companies interviewed might currently have limited interest for vocational skills assessment tests and the topic that concerns recruitment processes.

To some extent, language might create barriers as the authors’ ability to communicate in Swedish is limited. Therefore English is used besides Swedish when conducting the research. If all communication would have been in Swedish, some respondents might have been able to communicate in a deeper level. However, the authors are from Finland where Swedish is the second official language which enables the use of Swedish in the information search and communication on a sufficient level.

Personal interviews conducted with all respondents could have given some additional information comparing to interviews done by email. On the other hand, email approach made it possible to achieve greater amount of replies in a shorter period of time.
1.5 The strategic question & the research questions

The strategic question to be answered in this thesis is: How can CAN Europe launch the internationally standardised vocational skills assessment tests successfully to Sweden?

The purpose is to provide the company with comprehensive information about the Swedish market and to suggest ways to implement the launching process. For authors to be able to answer the strategic question, the following research questions will be answered:

- What are the characteristics of the Swedish labour and recruitment market?
- Are the Swedish companies interested in using CAN Europe’s tests?
- What would be the suitable marketing mix when entering the Swedish market?

1.6 The outline of the thesis

This thesis will follow the outline introduced by Colin Fisher (2007). The structure has been built around the main headings which are introduction, methods, conceptual framework, findings, analysis, conclusions, and recommendations. (Fisher, C, 2007, pp.317-318)

Besides the information presented in this introduction the subsequent chapters include the following: Methods chapter introduces the research approach and implementation of the study. The chosen theories mentioned in the methods part form the framework for this thesis and are further presented in the chapter of the conceptual framework. Findings include an in-depth data concerning the results of the research in general. In the analysis chapter the findings will be analyzed and combined with the theories in order to be able to conclude the results of the research in the conclusions chapter. Based on the conclusions the further recommendations are presented in the last chapter of this thesis.
2 METHODS

This chapter will focus on chosen methods and information collection. Literature along with the chosen theories will be introduced. Moreover, an open-ended questionnaire together with the chapter of information analysis will be presented.

2.1 The choice of topic

The authors were highly interested in writing the master thesis based on a real life project. Therefore the advertising agency hasan & partners was contacted. The topic of the master thesis was brought up by hasan & partners who had started a co-operation with their client company CAN Europe. The authors made the final choices regarding the research collection during the master thesis project.

The choice of topic was influenced by the authors’ previous experiences about recruitment processes in the working life. Therefore the authors had relevant background information about the topic to be able to combine the recruitment field with the knowledge of international marketing and launching processes. CAN Europe’s vocational skills assessment tests are interesting products to work with since they are diverse from other such products and have high potential to become a very useful tool for the companies’ recruitment processes in the countries where the tests will be launched.

Sweden was chosen to be the case country to be studied since it has advanced recruitment processes already and also many actors operating in that field. Sweden was a relevant choice also because it can be considered suitable to be among the first countries where the Finnish company could launch its international invention. Moreover, Sweden was an appropriate choice because the master thesis is written for the completion of a master program at a Swedish university.

2.2 The research strategy

After the topic and the target country had been chosen the authors made decisions regarding a suitable research strategy. The needs of CAN Europe were defined and based on them the further plan for the research was made. The authors gathered background information of the topic and had meetings with the representatives of CAN Europe and hasan & partners where the goals were agreed. The comprehensive information collection has been a base for the whole process. The following chapters will introduce the choices made regarding the theories and the research approach in more details.
2.3 The chosen theories

The selection of theories was based on an in-depth search for background information about previous studies and a literature review concerning the area studied in this master thesis. To gain information about what has been already studied about the topic “The potentiality of the Swedish market in terms of launching the vocational skills assessment tests” several researches and theses were read through. There are no such researches with the exactly same content, however there are several researches about the Swedish market in general, and also many researches which discuss about market entry plans. Creating an information landscape introduced many useful theories and provided valuable information about such researches in general.

A few relevant theories were used in order to analyze the problem statement in the required level. Among the theories are ‘The International Marketing Task’ and ‘The Country Notebook’ introduced by Ghauri and Cateora, and ‘The Market entry plan’ introduced by Root F.R. The theories and the concepts were chosen for the purpose that they would support each other and could be used by combining them when analyzing the findings.

The international marketing task was chosen as it provides a relevant framework for evaluating the potential target market. The country notebook is a tool to analyze the potential target country in more detailed level. In addition, theory of the market entry plan is relevant since it offers concepts that can be used when creating the entry plan for the Swedish market.

2.4 Information collection

The information collection has been based on both primary and secondary data. Primary data was gathered through open-ended questionnaires sent by email, since the qualitative information was essential for this project. The questionnaire was used because it is a flexible and rather efficient way to contact the key persons of the relevant companies and the answering does not require lots of time. The questionnaire sent by email was also a less time-consuming approach than i.e. direct interview when the time for the research is limited.

The data was collected by sending the open-ended questionnaires by email to managers responsible for recruiting in the biggest companies in Sweden. The chosen companies are operating in the fields related to non-academic occupations i.e. the ones at construction and manufacturing, and they were chosen among the 70 largest ones in Sweden. Primary data was also collected by sending the open-ended questionnaires to recruitment agencies who recruit non-academic workers. All together 50 companies and 29 recruitment agencies were contacted.
companies and recruitment offices were searched from the web, and in addition a few contacts were made at two recruitment fairs in Västerås, Sweden on March 5th and 11th, 2009.

The questionnaires were sent by email in Swedish using the software tool Webropol, which is an internet service for creating online surveys. Webropol software is developed by Webropol Oy in Finland. Accesses for using Webropol was provided to the authors by CAN Europe. The receivers were approached by email which included the cover letter explaining the project and purpose of the contact, and a link to the questionnaire. The receivers were only asked to answer the questions and send the answers via Webropol which did not require any additional work for respondents. In addition, some companies were interviewed face-to-face in English and Swedish at the recruitment fairs. The local recruitment fair, “Rekryteringsmässan”, was held on March 5th in Västerås and Eskilstuna. In Västerås there were 74 companies and 20 educational institutes present. The other recruitment days were held at Mälardalen Högskola on March 10th and 11th, 2009. (Rekryteringsmassan, 2009, Webropol, 2009)

The questionnaire structure contained only open questions since there were no assumptions of possible answers and the quality of answers was in this case more relevant than measuring the quantity. When using an email approach the questionnaire was structured but when interviewing the respondents face-to-face the structure was pointing the direction but was not strictly followed. Therefore those face-to-face interviews can be viewed as semi-structural. (Fisher, 2007, p.159)

Secondary data includes literature, articles and internet based sources relevant for the topic. The internet sources were most appropriate to use as up-to-date information related to the web-based skills assessment testing can be mainly found from the internet. The Swedish authorities provide reliable information in the internet about the country in general and therefore internet sources were also used when gathering information about the target market Sweden. Moreover, market researches done by Finnish students at Haaga-Helia University of applied sciences have been used as additional material for further evaluating the eight European countries which are Austria, Belgium, Finland, Germany, Italy, Netherlands, Switzerland and the UK. Those group projects were earlier conducted for CAN Europe to offer basic information about the mentioned countries. While evaluating the Swedish market, the authors during this master thesis project also adjusted the information in those reports to ensure easy comparison with each other. Additional information was collected from secondary internet sources in order to make the reports more comprehensive.
2.5 Questions in the open-ended questionnaire

The authors planned the questions carefully with the consulting help of the contact persons of CAN Europe and hasan & partners. The questionnaires designed for the companies included 13 open questions, along with feedback and contact information. For the recruitment agencies the number of the questions was 11. The questions were planned in order to gain information concerning recruitment processes of mentioned institutions, and also to get a review of the general interest for a product like the one of CAN Europe. The questions were first written in English and later translated to Swedish. All the answers received were in Swedish which therefore required translation back to English in order to be able to use them in this master thesis comprehensively.

The questions were created separately for companies and recruitment agencies in order to meet their varying needs concerning CAN Europe’s tests and different kind of knowledge of skills assessment market in Sweden. The questions were designed to give answers for the following issues background information about the volume, level and origin of recruited people in the companies or through the recruitment agencies, challenges and costs concerning the recruitment processes of blue-collar workers, information about tests currently used and potential interest towards CAN Europe’s tests including estimations about the suitable pricing of a single test.

The planning process of the questions was based on the information collection and discussions with the CEO of CAN Europe and the representative of hasan & partners. Background research about the skills assessment market in Sweden had been done before developing the actual questionnaire. Each question has been designed to give valuable information for CAN Europe in terms of a launching process to Sweden.

The questions can be found in appendix both in English and Swedish. In addition, the cover letter sent to the recipients is also in appendix in both languages.

2.6 Information analysis

Information gathered for this report by the means of interview and secondary data is presented in the findings and is analyzed by using the theories introduced in the conceptual framework. The comprehensive analysis has been the base for conclusions and recommendations presented at the end of this thesis.
Answers have been analyzed by the means of qualitative research. Qualitative research is often used when the research aims to gather an in-depth understanding of a certain issue. The main difference between qualitative and quantitative research is that qualitative offers answers to the questions why and how, while quantitative is more concerned about questions what, where, and when. Typically, the samples required for the qualitative research are much smaller, even though more focused than in the quantitative research. According to Bogdan & Knopp Biklen (2006, p.274) qualitative research can be described as following: “An approach to social science research that emphasizes collecting descriptive data in natural settings, uses inductive thinking, and emphasizes understanding the subjects’ point of view.” (Bogdan and Knopp Biklen, 2006, pp.2-8)

According to Peter DePaulo (2000) qualitative sample must be big enough to assure that most or all of the perceptions that might be important are heard. Qualitative approach is intended to ensure that potentially important insights are discovered not measured. Peter DePaulo states that there is no need to be concerned about having a large sample to make certain to discover minority viewpoints since the researcher is usually interested only in how “most” potential customers react. Therefore the measurement of the exact sample size and margin of error is not relevant because of qualitative approach and the open-ended questionnaire used in this master thesis. (DePaulo, P., 2000)

Answers were received from seven companies and seven recruitment agencies making the total amount of answers to be 14. The answer percentage was 17.7 which can be regarded to be a sufficient sample for a reliable research in this case as the questionnaire was open-ended and contained many questions. The fact that the answers were not given in the authors’ mother tongue has to be considered, however the authors’ ability to understand Swedish is adequate.

Despite the fact that lots of information about the process of test designing has been collected during the process of writing this thesis all of it cannot be presented in the public version of the study as some of the information can be viewed as confidential. Therefore some details which could explain the product and a whole launching process a bit more need to be excluded for the CAN Europe’s use only.
3 CONCEPTUAL FRAMEWORK

The focus of this chapter is in the theories and concepts that will be later used to analyze the findings. The international marketing task, Entry strategies for international markets, and The Country notebook will be introduced.

3.1 International Marketing Task

A company entering a new market needs to take many things into consideration. Ghauri and Cateora (2006, pp. 9-11) introduce the international marketing task, which explains elements influencing international marketer. The international marketing task is presented in figure 1. The inner circle presents the controllable elements like price, product, promotion and channels of distribution. The second circle clarifies uncontrollable elements in home market that have some influence on target market abroad. The third circle illustrates the nature of foreign environment. The foreign market has a unique set of uncontrollable elements which cannot be treated the same way as a home market or in another foreign market. This often creates uncertainty. Adapting controllable elements like marketing mix to uncertain elements creates a base for the successful entering to a new market. (Ghauri & Cateora, 2006, pp. 9-11)

Political and legal forces in the home country and in the target market can have a direct effect on company’s success abroad. The economic climate in a home country influences the investment in a target country. Markets at home and abroad are dependent on each other thus there might be also significant differences. Elements in a business operated in home country cannot be adapted straight to the new market. Uncontrollable elements of a target market abroad needs to be evaluated with a deep thought of fundamentals of culture, politics and economics. (Ghauri & Cateora, 2006, pp. 9-11)
Figure 1. The International Marketing Task. Source: Ghauri & Cateora, 2006, p. 11
3.1.1 Controllables - Marketing Mix

The controllable elements; price, product, promotion, and channels-of-distribution can be altered by a company in case adjustments to changing market conditions or corporate objectives are needed. (Ghauri & Gateora, 2006, p.10)

Controllables are also known as parts of the marketing mix. Marketing mix is a lot used definition of marketing activities which can also be defined as the set of marketing tools that companies use to pursue their marketing objectives. These tools have been classified into four broad groups, which are known as the four P’s of marketing: product, price, place (distribution), and promotion. (Kotler & Keller, 2006, p.19)

The four P’s can be used by marketing managers as the parameters to control the internal and external constraints of the marketing environment. The aim of using the four P’s is to make decisions that consider the customers in the target market so that perceived value can be created and a positive response generated. (Kotler & Keller, 2006, p.19)

3.1.1.1 Product

A product is used to satisfy a want or need, and it can be a tangible or intangible offering in the markets. Products can be physical goods, services, experiences, events, persons, places, properties, organizations, information, and ideas. Products need to be addressed to five product levels by the marketer when planning to offer its products to the market. Levels constitute a customer values hierarchy which means that each of them adds more value to the customer. The levels are the core benefit which is a service that is really bought, at the second level the core benefit has to turn into a basic product. The third level is for an expected product which is a set of attributes and conditions that the consumer usually expects when purchasing the product. An augmented product comes fourth and exceeds customer’s expectations. This level may contain branding and positioning, and differentiation. At the fifth level is potential product where companies search for new ways to satisfy customers and differentiate their offers. (Kotler & Keller, 2006, pp.372-373.)

A product from a marketing point of view might need following considerations: brand name, functionality, styling, quality, safety, packaging, repairs and support, warranty, and accessories and services. (Netmba, 2008)
3.1.1.2 Price

In general, the price is the amount a customer pays for the product. The element of price within the marketing mix is to produce revenue whilst other elements produce costs. Price can be a rather easy element to adjust as it is not necessarily as time-consuming as the other elements. According to Kotler & Keller (2006, p.431) “Price also communicates to the market the company’s intended value positioning of its products or brand.” Traditionally, price has been the major determinant of the buyer’s choice. Even this situation has changed during the last decades as the price still remains the most important element determining market share and profitability. Nowadays consumers, suppliers, and purchasing agents have more access to the information about prices which has led to the situation where consumers can increase the pressure of lowering the prices. On the other hand the retailers put more pressure on manufacturers to lower their prices. The results of these actions are heavy discounts and sales promotion which characterize the marketplace. Companies have various ways of doing pricing. Prices can be set by the manager of the small company or by the division and management team of a bigger organization. In many companies the pricing is challenging, and often problems occur with the pricing strategies. (Kotler & Keller, 2006, pp.431-433.)

Decisions regarding the price need to be made about pricing strategy, suggested retail price, volume discounts and wholesale pricing, cash and early payment discounts, seasonal pricing, bundling, price flexibility, and price discrimination. (Netmba, 2008)

3.1.1.3 Place

Place is the location where a customer can purchase a product. Within the marketing mix, place is often described as distribution too. This element considers getting the products to the customer. Decisions concerning place / distribution are for example distribution channels, market coverage, specific channel members, inventory management, warehousing, distribution centers, order processing, transportation, and reverse logistics. (Netmba, 2008)

3.1.1.4 Promotion

Promotion represents the various aspects of marketing communication. Promotion intends to give information about the product in order to generate a positive customer response. The four distinct elements of promotion are advertising, public relations, word of mouth, and point of sale. Advertising is usually defined to be the paid communication, and it includes advertising channels such as television, radio, any print media, internet, and billboards. Public relations cover press
releases, sponsorship deals, exhibitions, conferences, and events which usually are not paid for. 
Word of mouth is an informal communication channel which is difficult to control. Word of mouth can be very effective within certain consumers. However, word of mouth can be effective also in negative way. Point of sales covers the latest communication with the customer and is therefore also very important communication channel. Promotion is the main ingredient in marketing campaigns, and the aim of promotion is to “stimulate quicker or greater purchase of particular products or services by consumers or the trade.” (Kotler & Keller, 2006, pp.585-586)

Decisions within promotion needs to be made regarding promotional strategy, advertising, personal selling and sales force, sales promotions, public relations and publicity, and marketing communications budget. (Netmba 2008)

3.1.2 Uncontrollables - Domestic Environment

Political forces, legal structure and economic climate in the home country can have a direct effect on company’s success abroad. Domestic economic climate influences on investing abroad. Political and legal decisions in a home country can affect on foreign policy and company’s ability to operate in other countries. The situation at home and the foreign market is dependent on each other even if the markets have crucial differences. Elements in a business operated in the home country cannot be adapted straight to the new market. (Ghauri & Cateora, 2006, p. 10)

3.1.3 Uncontrollables - Foreign Environment

The foreign business environment involves uncontrollables which concern economic, competitive, political / legal, and cultural forces. In addition, the level of technology, structure of distribution, and geography and infrastructure need to be considered when forecasting the business climate abroad. An international marketer must cope with all the mentioned elements of uncertainty when designing a marketing program. According to Ghauri & Cateora (2006) it is often difficult to recognize the potential impact of certain uncontrollable elements within another environment one which they have not been culturally acclimatized. The level of technology can often be misread because of the differences between the country of origin and the target country. Common problems concern the fact that the business is controlled by foreigners and the culture of the host country is unfamiliar to a foreign company. In many cases the political and legal aspects can be critical if some uncertainties occur concerning that environment. Ghauri & Cateora (2006) states, that the uncertainty of different foreign business environments creates the
need for a close study of the operating environment within each new country relevant for a company’s product. (Ghauri & Cateora, 2006, pp. 10-13)

The target market is “the part of the qualified available market the company decides to pursue” (Kotler & Keller, 2006, p. 508). The target market can be seen as one of the most important decisions for the company to make especially when expanding abroad. It needs to be defined before a company makes further decisions about product assortment, stores, advertising and price or service levels. (Kotler & Keller, 2006, p. 509)

Ghauri and Cateora (2006, pp. 450-451) note that marketers need to evaluate and understand the target customer group. For example customer’s buying habits including price sensitivity and nature of competition are essential elements when evaluating target market. Christian Grönroos (2007, p. 362) states that customers have to be divided into homogenous segments. Few segments are then chosen as target groups of customers. Target groups should not include too wide selection of different types of customers since they have varying needs which cannot be satisfied with a similar service. (Grönroos, 2007, p.362)

### 3.2 Entry Strategies for International Markets

Reasons for entering international markets vary depending on the companies and strategic goals. Regardless of other reasons, the conscious urge behind a company’s initial entry into foreign markets is according to Root (1994, p.4) “almost always the prospect of profit on immediate sales”.

An entry strategy for international markets is a complete plan concerning the objectives, goals, resources, and policies that are needed to guide a company’s international business operations over a certain time in order to reach sustainable growth and stable business abroad. Root (1994) introduces the following as the classification of entry modes: “An international market entry mode is an institutional arrangement that makes possible the entry of a company’s products, technology, human skills, management, or other resources into a foreign country.” (Root, 1994, p.4)

The entry modes are divided into “Export Entry Modes”, “Contractual Entry Modes”, and “Investment Entry Modes”. Export entry mode deals with the products manufactured outside the target country, and either direct or indirect exporting is involved. Contractual entry modes include licensing, franchising, technical agreements, service, management and construction contracts, contract manufacture, and co-production agreements. Licensing is an arrangement for
a defined time period when a company transfers the rights to use its industrial property in return for a payment or other compensation to another company. Property may involve patents, know-how, or trademarks to name a few. Franchising is rather similar to licensing but the arrangement is permanent and the franchisor assists the franchisee in organization, marketing, and general management. Other contractual entry modes deal with the transfer of services directly to foreign companies in return for financial compensation. It is common for international companies to combine contractual entry modes with two other entry modes. The investment entry modes involve sole ventures such new establishment and acquisition, and joint ventures. Different forms of ownerships are drawn in with these entry modes. (Root, 1994, pp.5-8)

Figure 2. The Elements of an International Entry Strategy. Source: Root, 1994, p.4
The chosen entry mode for a certain target country is a result of numerous forces roughly divided into internal and external factors. The factors introduced by Root are similar to the ones presented in the previous chapter of “International marketing task” and therefore concepts from Ghauri and Cateora will be combined with the concepts of Root.

### 3.2.1 Deciding on the Right Entry Mode

Root (1994, p.181) discusses three different decision rules for entry mode selection. The rules are the naive rule which means using the same entry mode for all foreign markets, the pragmatic rule deals with using a workable entry mode for each target market, and the strategy rule which involve using the right entry mode for each target market. (Root, 1994, p. 181.)

The naive rule describes a quite inflexible way to enter market, as only one entry mode is used regardless of the benefits other modes could offer. This kind of approach can give company managers a wrong kind of a picture of the target market and results in loosing many opportunities. When using the naive rule, the target market is chosen based on its suitability on the company’s entry mode instead of the market potential. (Root, 1994, pp. 181-182.)

The pragmatic rule is a widely used entry mode to the new market, especially at the starting point of a company’s internationalization. Using the pragmatic rule minimizes the risk of entering a target market with a wrong mode, since not workable modes are rejected in advance. This kind of approach saves money and time when all alternative entry modes are not assessed and one working one is chosen. Still, a working entry mode may not be the best possible one. (Root, 1994, pp. 182-183.)

The strategy decision rule demands systematic comparison between possible entry modes, but it also guides company to better entry decisions. A company’s choice for a right entry mode is influenced by many forces both in the target market and in the home country. The multiplicity of entry modes creates difficulties since managers are not always aware of all possibilities and the factors related to them. Also, entry modes often have advantages but also disadvantages. Therefore, the right entry mode should be chosen based on several objectives and the most suitable combination. Expected benefits have to be adjusted to costs for risks. (Root, 1994, pp. 183-184.)
According to Root (1994, p.184), companies should “choose the entry mode that maximizes the profit contribution over the strategic planning period within the constraints imposed by 1) the availability of company resources, 2) risk, and 3) nonprofit objectives”. The profit contribution needs to be evaluated at a certain time period, since different entry modes have different time profiles for revenues and costs. The comparative risk analysis includes assessing both market and political risks. The analysis for the nonprofit objectives includes for example targets for sales volume, growth, market share, control, reversibility, and reputation. (Root, 1994, pp. 184-191.)
3.3 The Country Notebook

The Country Notebook is introduced by Ghauri and Cateora in the book “International marketing” (2006, p.508). The Country Notebook can be used to develop a marketing plan mainly for a foreign market, and it helps analyzing a certain country, market, or a product. The planning process starts with a preliminary country analysis since a marketer needs basic information about the country it is taking business to. The planning process includes evaluating a country’s market potential, identifying problems that would eliminate a country from further consideration and aspects of the country’s environment that need further study, evaluating the components of the marketing mix for possible adaptation, and developing a strategic marketing plan. All the information collected during the preliminary analysis will be used as a basis for the country notebook.

It is common for companies to have a country notebook for each country and market they operate. The country notebook includes information a company or a marketer should be aware of when decisions regarding a certain country market take a place. A country notebook needs to be updated regularly as new information can be gathered often. The country notebook should work as primary database to be consulted whenever decisions about the specific market need to be made. The country notebook can be developed based on cultural analysis, economic analysis, market audit and competitive analysis, or a preliminary marketing plan. Different guidelines related to these aspects suggest the kinds of information a marketer should gather to enhance planning. (Ghauri & Cateora, 2006, p.508)

Information carried in the country notebook and within the different analysis bases include the following: Cultural analysis; brief company profile, brief discussion of the country’s relevant history, geographical setting, social institutions, religion and aesthetics, living conditions, and language. Under each heading are various aspects related to certain topic. The economic analysis contains introduction, population, economic statistics and activity, developments in science and technology, channels of distribution, and media. The market audit and competitive market analysis include the product and the market with all the variations and important aspects connected to these factors. A preliminary marketing plan consists of marketing objectives, product adaptation, promotion mix, distribution, channels of distribution, price determination, terms of sale, methods of payment, and pro forma financial statements and budgets. (Ghauri & Cateora, 2006, pp. 508-512)
4 FINDINGS

In this chapter CAN Europe and the answers of the open-ended questionnaires will be introduced. The collected data concerning the Swedish market and brief information about domestic environment in Finland will be presented.

4.1 CAN Europe

The idea of CAN Europe’s internationally standardized vocational qualifications measurement system was introduced because the competence and innovation development is recognized by many countries and the EU as a key issue for future success. In order to develop vocational competence, there is a need to i.e. identify the current level, set the target level, and recognize the competence gap of applicants. So far, no standardized systems for measuring the current level of vocational competences on various vocational fields exist. Many countries have their own special systems for measuring skills but in general such a standardized system does not exist in the European market. The need for this kind of service is getting more and more urgent within the field of employers, labor ministry / employment offices, recruitment agencies, and educational institutions. One of the main factors which increases the need for standardized tests is the continuously increasing free movement of workforce across borders. Standardized tests can be used in different countries. Still, the national market and differences in work environment need to be taken into account. A standardized test has a clear advantage in terms of comparability i.e. between countries. The national vocational qualifications give a good framework for the standardization of CAN Europe method.

The requirements for the test method are it to be simple, easy to use, professional and high in quality. The tests are aimed for blue-collar workers and the evaluation of qualifications differs from traditional ability and personality tests. This creates requirements for the test as traditional measuring and testing practices cannot be utilized. To achieve an adequate level of quality and reliability the tests are made by professionals in each field of operation. CAN Europe’s intention is to provide different tests for several different occupations in multiple languages with the focus on the main languages in Europe. The tests will be distributed online as this ensures fast and cost-efficient delivery straight to the customer or through to an authorized test centre. The tests are always taken under supervision to ensure a reliable estimation of the test takers’ vocational skills. (R. Rantala, personal communication, January 9, 2009)
4.2 Answers for the questionnaire

The answers for the open-ended questionnaire are presented in this section. Companies and recruitment agencies are divided under own headings. The respondents contributed their answers anonymously and therefore the names of the companies and recruitment agencies are not mentioned. The respondents are among the largest companies in Sweden operating i.e. in the field of construction and manufacturing, and the recruitment agencies that have specialized in recruiting blue-collar workers.

4.2.1 Companies

The companies that responded to the questionnaire receive approximately 30 to 300 job applications yearly, however for the summer vacancies the number can increase to 1000. One of the respondents estimated the amount of the received applications to be a few thousands. Before the current recession the amount of the recruited people varied from 4 to 1000 employees; however the average amount is between 20 to 80 employed persons yearly. The percent of non-academic blue-collar workers varies widely from 3 to 95 %. Of the seven respondents two did not know the amount of foreign employees in their companies. The five other respondents estimated the percentage to be between 0 to 30 %. It is common to have employees whose roots are abroad and in general diversity is common when it comes to the backgrounds of the employees.

In terms of the usage of recruitment agencies, four respondents use their services, besides handling recruitment themselves. Three companies do not use recruitment agencies at all. The biggest challenges when estimating the skills and abilities of the blue-collar workers are the evaluation of their education and previous work experience, technical skills, and personal features such as commitment and flexibility. Time and money spent for the recruitment process of one employee varies a lot between the companies. The respondents had difficulties when evaluating the time spent for the process. One of the companies answered that the recruitment process takes few months. The expenses of a whole process include announcement costs, salaries of the human resource departments, introduction of a new employee, reduction of the productivity in the position, and the other costs concerning the extra time used for the recruitment process. The exact amounts mentioned in the answers by the two companies were SEK 30 000 (2717 €) and SEK 50 000 (4514 €).
Four companies do not use any tests when recruiting new employees. Two companies use personality tests and one of them mentioned also using competence and skills tests. One respondent answered that their company uses tests which are relevant for the current needs. The responding companies do not use any vocational skills assessment tests for certain occupations. According to two of the respondents, the biggest benefits of using skills assessment tests are that test results can be used as a base for a discussion during the interviews. Additionally, companies can gain an in-depth insight of a potential employee’s strengths and weaknesses which concern both technical abilities and personality.

The respondents were asked if their companies were interested in using internationally standardized skills assessment test for blue-collar workers. Four companies answered that they might be interested while three companies were not interested at the moment. The respondents were asked to imagine testing a blue-collar worker’s vocational skills using a standardized test designed for that purpose, and then asked how much they would be willing to pay at the most for having one test (unit cost) available. In addition, it was asked how much they would be willing to pay at most to an outside test center for providing the test service. Three companies brought up exact amount varying from SEK 300 (27 €) to SEK 1000 (90 €). Other answers stated that more information would be required in order to determine the amount. If outside test center would be used the respondents would be willing to pay from SEK 500 (45 €) to SEK 5000 (451 €) for the test service. However, most respondents mentioned that additional information should be provided in order to be able to specify the amount.

4.2.2 Recruitment agencies

The recruitment agencies that answered the questionnaire recruit from 10 to 100,000 people annually. Five recruitment agencies responded that the amount was fewer than 100. The percentage of blue-collar workers recruited through these agencies differs between 30 to 80%. The percentage of foreign employees varies from 0 to 35%. In addition, it was mentioned that even if employees are citizens of Sweden they can have foreign backgrounds.

The challenges that recruitment agencies face when evaluating the skills of blue-collar workers are ability to judge handcraft skills without seeing the person working, and that the actual competence and previous experience match with the required skills for the certain open position. Education, personal features and actual ability create challenges as well. It was mentioned in one answer that it is difficult to evaluate a person’s abilities only during an interview or even through
work sample since the proof of the quality of work often requires actual working in the company. Often each position is unique and earlier references cannot always be utilized.

The recruitment process of a blue-collar worker takes approximately two months as a process. The actual recruitment takes 4 to 6 hours of work. It was also mentioned that time needed for the recruitment of blue-collar workers is the same as for the academic workers, however it is difficult to evaluate the exact time needed. When asking about the money used for the process only two answers were given with exact amounts, SEK 2500 (225 €) and SEK 20 000 (1805 €).

Tests used during the recruitment processes are personality tests, including tests such as Master Management, Myer-Briggs, Tomas Profilren, skills and ability tests, language tests, service tests, speed tests and data tests. Moreover, in-depth interviews are used. Occupations that the tests are used for are according to the respondents as following: economists, administrators, occupations related to data and language services, welders, and electricians. In addition CNC- computer numerical controlled- competence- and OFP- officer foundation programme- competence are tested. According to the answers, the most significant benefits for the usage of vocational testing for blue-collar workers are the ability to evaluate a person’s exactness and ability to learn quickly, measure the skills and compare the results with the person’s own perception of his / her skills, and confirm the judgment about a person.

Five respondents answered that they are or could be interested in using the vocational skills assessment test for blue-collar workers. However, the interest depends on the expenses, the test’s ability to measure specific aspects and qualifications, and how well the test meets legislative regulations. The respondents were asked to imagine testing a blue-collar worker’s vocational skills using a standardized test designed for that purpose, and then asked how much they would be willing to pay at most for having one test (unit cost) available. In addition, it was asked how much they would be willing to pay at most to an outside test center for providing the test service. In general recruitment agencies would be willing to pay SEK 120 (11 €) to SEK 250 (23 €) and in some cases even more than that. For an outside service provider the respondents would be willing to pay SEK 200 (18 €) to SEK 500 (45€). However, four agencies brought up their unwillingness to pay for this service since providing the test was seen as their own job.
4.3 Foreign environment - Sweden

The country notebook introduced in the conceptual framework will be used in this chapter to provide useful information about Sweden. The country notebook has been used as a base, however adaptations have been made in order to meet the needs of CAN Europe and to find relevant information concerning this particular company and its product.

4.3.1 Basic information

The following section consists of the basic information about Sweden and the country’s labor market in general. Matters related to demographics, immigration, IT and education will be brought up.

4.3.1.1 Demographics

Sweden is a constitutional monarchy which is led by the royal family and the capital city is Stockholm. The population of Sweden was 9 259 000 in the end of December 2008. The population has been growing because of the continuing high immigration and a significant number of newborns. The age structure of the country is as following: 16 % of the population is 0-14 years, 65.6% is 15-64 years, and 18.3% is 65 years and over. The majority, about two thirds of the population is at the working age (15-64). Females are the majority only in the last age group which is explained by the fact that the life expectancy for the women is about 5 years longer than for the men. (CIA-The world fact book-Sweden, 2009, Statistics Sweden, 2009)

4.3.1.2 Immigration

Sweden is located in Northern Europe, bordering the Baltic Sea, Gulf of Bothnia, Kattegat, and Skagerrak. Neighbor countries are Finland and Norway. The migration rate was 1.66 migrants / 1,000 population in 2008. Indigenous population consists of Swedes with Finnish and Sami minorities. Foreign-born and first-generation immigrants are from Finland, former Yugoslavia, Denmark, Norway, Greece and Turkey. In 1998, 11% of Sweden’s population was foreign born whilst the percentage in 2008 was about 14 %. In Sweden, 378 000 persons have two foreign-born parents while they themselves were born in Sweden. This group together with the foreign born comprise 18 percent of the entire population.

The language spoken is Swedish but there are small Sami- and Finnish speaking minorities. English is taught as a compulsory secondary language in Swedish schools. Since Sweden has become a stronghold of American popular culture, English is also learned in a large extent
through TV, music, and films. During the last few years immigration has increased a lot. In 2006 the increase was due to a temporary easing of the asylum rules and the amount of the people immigrating to Sweden was 48% higher than in 2005. Immigration increased from most of the countries but mainly from Iraq and Serbia. Finns (176 000) are the largest foreign group followed by Iraqis (108 000). After Poland joined to the European Union in 2004, a number of Poles working immigrants has increased significantly. (CIA-The world factbook-Sweden, 2009 & Work Permit, 2009 & Statistics Sweden, 2009 & Sverige turism, 2009)

4.3.1.3 IT and internet access penetration

In 2007 there were 7 million internet users in Sweden and 3.579 million internet hosts. Sweden is number 9 on the list of countries with the highest internet penetration rate. Penetration is 77.4 % of the population. Greenland has the highest penetration with 92.3 %. On a list of the world top countries with highest internet broadband subscribers in 2007, Sweden is number 20 with 2, 478, 003 subscriber. Broadband penetration is the 3rd highest after Netherlands and South Korea, with 27.2 %. The percentage of regular internet users has increased from 69 percent in 2003 to 84 percent in 2008. In general men use the net more than women thought the difference is decreasing. The usage of internet has increased in all the age groups. (CIA-The world factbook-Sweden, 2009 & Internet World Stats, 2009 & Statistics Sweden, 2009)

According to the press release published by the Statistics of Sweden in October 2008 almost every third person surfs the internet with a wireless connection. A portable computer is most often used with a wireless network outside the home. In addition, surfing on mobile phones and hand-held computers has become more commonplace. Besides the increasing usage of wireless connection almost every user is also connected through a home subscription. Moreover, shopping in the internet has increased tremendously. During the measurement period between April 2007 and March 2008 every other adult person made private purchases on the internet. Travels and accommodation are bought by both men and women. However, differences occur when it comes to the private use of the net. Women mainly buy clothing, sporting goods, and books while men show a tendency to buy electronics, films, and computer games. Internet shopping has increased mainly because the amount of money used for the purchases has increased - not necessarily the amount of the internet shoppers. Besides sending and receiving email, the internet is mostly used to find information. (Statistics Sweden, 2009)
The internet usage in Swedish enterprises is high and at a stable level. Almost all the enterprises using computers also have internet connections. Almost 90% of the enterprises have high speed connections. E-business has been in high focus within Swedish enterprises and about 30% of the companies have automated the exchange of information with external IT-systems. From an international view, Swedish companies are in a front line with their IT usage. Sweden is among the top EU-countries where the companies have homepages and use mobile connections to the internet. Open source operating system is a bit lower in Sweden compared general activity of IT-usage. During 2007, Swedish companies purchased hardware ICT equipment for nearly SEK 28.7 billion (2.6 billion €). The amount used for the software purchases was about SEK 21.5 billion (1.9 billion €). Software purchases included both standard software and licenses and also software that has been specially developed for companies’ needs by an external supplier. (Statistics Sweden, 2009)

4.3.1.4 Education

Every child in Sweden has a comprehensive education of nine years in a compulsory basic school. Post-compulsory education consists of upper secondary school, in which education is co-educational and free of charge. Every year over 95% of students apply and are accepted for a three-year secondary school education after compulsory basic school. The upper secondary school system offers students 16 nationally determined programmes, 14 of which are primarily vocationally orientated and two preparing primarily for university studies. Students have a lot of opportunities to influence their studies. (Sverige Turism, 2009)

Vocational and Higher Education

In Sweden, the higher education is divided in undergraduate studies, post-graduate studies and research. University-type education and non-academic colleges for vocational education are integrated into one system, “högskolan”. All universities and university colleges are regulated by the government. Approximately 30% of young Swedes choose higher education studies after upper secondary school. Also many mature students educate themselves to a higher level. (Sverige Turism, 2009)

First degrees are divided to general degrees and professional ones. The professional degrees are awarded upon completion of courses of varying length (2 to 5½ years), leading to specific professions, i.e. University Diploma in medicine or education. The general degrees are:
• Diploma after studies amounting to not less than 80 points (2 years of study)

• Bachelor's degree after completion of at least 120 points (at least 3 years of study)

• Master's degree after studies amounting to not less than 160 points (at least 4 years of study) (Sverige Turism, 2009)

4.3.1.5 Economic situation

Sweden has its own currency Swedish crown (SEK). Sweden follows the Nordic model where high per capita income and open markets are consistent with society. Domestic-focused product market regulation and the regulations that affect foreign trade and investment are liberal in Sweden. The level of corruption is low which affects on the functioning of markets and contribute to a settled business environment. (Sweden.se, 2008)

Sweden is a highly industrialized country and in general, the country’s economic environment has been stable. However, the current economic recession has had a strong impact on Sweden. Exporting has decreased and the currency has weakened significantly which have created challenges in the business field in Sweden. The international financial crisis has slowed the growth of economy and also the future growth of the Swedish economy is expected to be slower than during the past decade. (Sweden.se, 2008)

4.3.2 Labor market and employment

The Swedish government has a labour market policy to achieve full employment in the country. Therefore the Swedish government has worked to reduce unemployment and social exclusion. The government also regulates many legislative issues concerning working, i.e. working hours and wage levels (Government offices of Sweden - website, 2009). Sweden has successfully been able to combine high welfare and economic growth. The unemployment rate was 6.4 percent in December 2008. Every fourth unemployed person was long-term unemployed, which means that they had been without work for over 6 months. During the year 2007 the amount of employed persons grew by 2.6 percent, of which employment of men increased by 2.8 percent and of women by 2.3 percent. At the end of the year 2007 the number of employed in Sweden was 4 401 000 persons. (Statistiska centralbyrån, 2009)
The economic recession has increased unemployment in the beginning of the year 2009 in Sweden. Still it is forecasted that over a million recruitments will be implemented during both 2009 and 2010, mostly in services, health care, education, technique and data. (Arbetsförmedlingen, 2009)

The employment situation in Sweden differs between industries. In the year 2007 all industries (except agriculture, hunting and forestry) increased employment, i.e. the construction industry increased employment by 18 000 persons or 6.8 percent. Still the construction industry has had more difficulties in finding suitable employees than for example hotel and restaurant business. A specific matrix of job openings and unmet demand in different industries on the third quarter of 2008 can be found in the appendix 5. In Sweden, the amount of employees in schooling, health care and other care related areas have increased by 122 percent from 10 000 employees to 23 000 employees between years 1993- 2007. (Statistiska centralbyrå, 2009)

The difference of the employment level between Swedish and foreigners is significant. Foreign persons with less than 5 years living in Sweden have very low employment levels. After 20 years living in Sweden the likelihood to be employed increases. The lowest employment rate is among persons born in Africa and the highest rate is among people coming from other Nordic countries. The level of education affects on the employment. The higher the education is the better the chances are to be employed. This is accurate for both Swedish and foreign born people. Still, many foreign people work in lower level jobs than their education stands for. (Statistiska centralbyrå, 2009)

According to Economic surveys of Sweden (2008) “Continued net immigration may not translate into a significant boost to labour supply as immigrants are generally less well attached to the labour market. Policies to integrate immigrants into the labour market will remain important. It has taken more than a decade to reduce the high structural unemployment rate that resulted from the early 1990s crisis and there are still many people outside the labour market living on public welfare. In particular, youth unemployment is high by international standards, reflecting both deficiencies of the education system and features of the labour market. Improving the connection between school and work offers promise.” (Sweden.se, 2008)

In the year 2007 the share of the foreign people of all employed people in Sweden was about 12 percent, of which 2.7 percent were from other Nordic countries. The following figure illustrates the employed persons shared by their origin.
The employed persons in Sweden year 2007 by their birth areas

Figure 3. The employed persons in Sweden year 2007 by their birth areas. Source: Statistiska centralbyrán, 2009

4.3.2.1 Recruitment agency system

The main recruitment actors in the market is the Swedish public employment service “Arbetsförmedlingen” and several private recruitment agencies. Many companies also recruit employees themselves without the help of recruiting services. The public employment service supports the overall employment in Sweden and companies and job seekers can use its services free of charge. Arbetsförmedlingen has several offices around the country and comprehensive web-based services. The private recruitment agencies, of which Sweden has over 100, are often specialised for recruiting of certain kinds of positions. The amount of offices recruiting blue-collar workers is relatively small compared to offices recruiting academic workers. Some recruitment agencies hire personnel, but most of the agencies are specialised in finding suitable candidates to fulfil client companies’ requests. (Arbetsförmedlingen, 2009)

4.3.2.2 Wage level

The average monthly salary in Sweden in the year 2007 was SEK 25 800 (2 730 €). Women’s salaries were 84 % of the men’s salaries. In the private sector the average salary was SEK 26 700 (2 830 €). In the private sector manual workers earned on average SEK 21 900 (2 320 €) per month while non-manual workers earned on average SEK 31 100 (3 290 €) per month. The statistics of Swedish salaries can be found in appendix 6. The level of education has an average positive correlation with the salaries. (Statistiska centralbyrán, 2009)
Over 56 percent of the total salaries were earned in the following three areas: Stockholm, Skåne and Västra Götaland. The biggest cities in Sweden are located in those areas. People in the capital of Sweden, Stockholm, gained 27 percent of the whole country’s wages. The gross pay in Sweden in 2007 amounted to SEK 1 163 billion (105 million €, 2009). This implies a 7.2 percent increase in current prices compared with 2006. (Statistiska centralbyrån, 2009)

4.3.2.3 Companies & company structure in Sweden

In October 2008, there were 965,987 companies and 1,041,986 local units in Sweden. Almost 57 percent of the companies operate as private firms and almost 29 percent as limited companies. The largest Swedish enterprises and communal institutions in the year 2007, by the number of employees, were:

- Stockholms kommun
- Västra Götalands läns landsting
- Göteborgs kommun
- Stockholms läns landsting
- Skåne läns landsting
- Posten AB
- Volvo AB
- Malmö kommun
- Telefonaktiebolaget L M Ericsson
- Ford Motor Company
- Manpower International Inc
- Uppsala kommun
- Örebro kommun
- Scania AB
- Apoteket AB

Employees in these instances represent 10.5 per cent of the total number of employees in Sweden. The document of business sizes in Sweden by the amount of employees can be found in the appendix 7. (Statistiska centralbyrån, 2009)

The Swedish state is an important company owner in Sweden. The Swedish Government Offices administer 55 companies, of which 42 are wholly owned and 13 partly owned. These companies represent substantial values and are large employers. Furthermore, they are ultimately the...
common property of all Swedish taxpayers. The state therefore has a considerable responsibility to be an active and professional owner. (Government Offices of Sweden, 2009)

4.3.3 Working life trends in Sweden

In general, the working life in Sweden is good with well-functioning work conditions which are secured by the Swedish government. The work life policy settled by the government concerns issues such as work atmosphere, working hours, employment laws, organization of the work, continuing professional development, wage formation, negotiation in labor disputes, and government wage guarantees in case of bankruptcies. Work life policy also aims to provide growth and development of employment and business sector in Sweden by promoting a stimulating working environment that does not cause any harm with the people in the labor market. (Work and live abroad) According to the Government Offices of Sweden, “Working conditions must promote a long-term sustainable working life which enables as many people as possible to enter the labor market, develop and remain in work. Working conditions must therefore be such that they do not exclude certain groups or persons from work.” (Government Offices of Sweden, 2009)

Sweden is a liberal and tolerant country and the government’s initiatives concerning discrimination issues are directed at reducing discrimination and promoting equal rights in society, irrespective of sex, ethnicity, religion or other belief, disability, sexual orientation, transgender identity or expression, and age. A prerequisite for the work to combat discrimination is an effective and comprehensive anti-discrimination legislation. As a base for anti-discrimination work the government introduced a new Discrimination Act into force in the beginning of 2009. A new agency, the Equality Ombudsman, was also established to monitor compliance with the Act. In addition, the National Board for Youth Affairs is managing three different grant systems, aimed at supporting activities to combat discrimination, racism, homophobia and similar forms of intolerance. (Government Offices of Sweden, 2009)

The future labor supply and Swedish economy are significantly affected by the size and age structure of the population. Since the birth rate has been decreasing during the last decades and the large cohorts born in the 1940’s have began to leave working life there is going to be imbalance in the working life in the near future. Presence in the labor market has also changed as the total time spent in gainful employment over a life cycle is declining. Nowadays, young people tend to study longer and at the same time the actual retirement age has gone down which lead to the situation where the working hours are decreasing and the actual working people face greater
pressure to generate the resources required for publicly financed services. It is also common for Swedes to have longer holidays and more parental leave than in many other countries. In addition, the absence from the work due to sickness has been relatively high in Sweden during the last few years. (Arbetskraftsinvandring till Sverige, 2009)

According to the online open access journal BMC Public Health, “Elements of work and family life especially traditional family circumstances and inequality in the workplace are associated with long term sick leave taken by the Swedish women.” The welfare system is very well organized in Sweden, therefore the possibilities for long maternity leave and sickness absence with high compensation and opportunities to do part-time job can be easily managed. The reasons associated to that phenomenon are a lack of competence for work tasks, high physical and mental demands at work and a lack of flexibility or influence over own working life. In addition, discrimination at work is a factor associated with long term sick leaves among younger women. It is essential for Swedish women to be able to do their job well and have flexibility. On average, women are sick for a lot longer than male colleagues. In general, a balance in the work-life is needed. Women’s work life conditions together with their control over the decisions and actions affecting their lives should be improved in order to equal opportunities in family relations. (News-Medical, 2009)

4.3.4 Legal aspects

Several legal aspects need to be taken into consideration when implementing internet-based product/service to foreign market. The following introduces the most relevant legal aspects related to the product provided by CAN Europe.

4.3.4.1 The constitutional aspects

Constitutional law of Sweden is according to European Foundation for the Improvement of Living and Working Conditions, “a body of law which contains fundamental rules on the country's government and the manner in which statutes and other enactments are adopted. The most important of the four such fundamental laws in Sweden is the 1974 Instrument of Government, which incorporates the central rules on Sweden's Constitution together with rules on the fundamental rights and freedoms enjoyed by the individual citizen in relation to the state and all other public authorities. Several of these rights concern the circumstances of working life, such as the right to take industrial action. For society as a whole, the fundamental principles of freedom of the press and freedom of speech are also regulated in constitutional laws.” (Eurofound, 2007)
4.3.4.2 Data protection and privacy

The European Commission implemented Directive 95/46/EC on the protection of individuals with regard to the processing of personal data and on the free movement of such data (the Data Protection Directive) in 1995. This European Union directive is legislating protection of data pertaining to individuals, and it is an important component of EU privacy and human rights laws. The directive regulates the all kind of processing of personal data. The processing means "any operation or set of operations which is performed upon personal data, whether or not by automatic means, such as collection, recording, organization, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, blocking, erasure or destruction." The data protection rules are applicable when the controller is established within the EU, or when the equipment used by the controller is situated within the EU. (Data Protection, 2009)

In addition, many supporting laws have been implemented by the EU. Data protection in the European Union is one of the segments under the commission of Freedom, Security and Justice. (Data Protection, 2009)

4.3.4.3 Swedish law on responsibilities for internet information providers

The Swedish parliament introduced a new act in May 1998 to regulate “Electronic bulletin boards”. The law concerns the responsibilities of internet information providers. The law applies to BBSes and most services providing information on internet. According to the law a supplier of internet-based information services is responsible for illegal content in these services regardless of who has been submitted such contents. The contents of the service need to be supervised by the supplier in order to fulfil the requirements of the law. Depending of the commonness of submitting illegal material to a particular web site, it is possible for a provider to handle the supervision through an abuse board to which users can complain about illegal material. (Act regulating Internet Service Providers, 2006)
4.3.5 Skills assessment in Sweden

People with education and skills acquired in other countries have had difficulties in finding employment in Sweden. Employers face challenges when evaluating foreign school certificates and work experience. The country’s labor market has faced such difficulties with the Swedish employees as well. The study conducted by The European centre for the development of vocational training’s “Cedefop” found out that the employers in Sweden are in demand for a system for the evaluation of vocational skills. (Cedefop, 1999)

4.3.5.1 Vocational skills testing

There are several institutions providing vocational skills testing, however most of them are only connected to the vocational studies. The skills assessment market in Sweden is lacking a common standardised test system. The following institutions are involved in offering different solutions for the vocational skills testing: The Swedish Trade Union Confederation (LO), the Swedish Employers’ Confederation (SAF), the Federation of Swedish County Councils and the Swedish Association of Local Authorities with associated occupational committees, as well as the National Labour Market Board (AMS), the National Agency for Higher Education, the National Integration Office, the National Agency for Education and the Swedish EU Programme Office. (Cedefop, 1999)

The European centre for the development of vocational training’s “Cedefop” made a proposal in 1999 that the institutions mentioned above would create a test that could validate the foreign vocational skills at upper secondary school level and which would also be applicable to other comparable educational levels. The proposal suggested that vocational skills would be assessed by means of a test designed to demonstrate vocational knowledge i.e. the ability to understand the overall context of the work, fundamental theoretical knowledge and other abilities generally required in working life, such as co-operative, communication and problem-solving skills. (Cedefop, 1999)

4.3.5.2 The role of e-learning

The Nordic countries are the world leaders in usage of ICT (Information and Communication Technologies) when it comes to education. The technological approach has been seen as a tool to improve the quality of education. E-learning Nordic 2006 is a partnership between the Finnish National Board of Education, the Swedish National Agency for School Improvement, the Norwegian Ministry of Education and Research, the Danish Ministry of Education, and Ramboll
Management. This partnership is the first inter-Nordic study concentrating on the impact of ICT on education. The results of the study have proved that in the Nordic countries the usage of e-learning has had a positive effect on the learning outcome. Still, some schools have not realized fully the possibilities it can offer. E-learning has been seen as a valuable tool especially in subject-related performance and in supporting differentiation. It is essential for the wanted outcome to make sure that all students have the know-how to use computers and tools for e-learning. (E-learning Nordic, 2006, pp. 7-9)

According to the SPIDER, the Swedish program for ICT in developing regions, E-learning can enable new approaches:

- Mass-individualization; studying at different levels, pace and locations
- Technology enhanced teaching; engaging large groups efficiently
- Open educational content; global sharing of digital resources
- Equity and inclusion; improved possibilities for marginalized groups
- Online collaboration; facilitating education and peer to peer learning

With e-learning, the quality and quantity of education can be improved while using considerably less human and financial resources. (SPIDER, 2009)

4.3.6 Test providers in Sweden

In general, the testing is provided by three different kinds of instances. They will be discussed in detail in this chapter of the report.

4.3.6.1 Employment offices and recruitment agencies

The national employment office, Arbetsförmedlingen, has many services especially for jobseekers. Different kinds of tests are offered for people to help them find a suitable occupation. These tests are available for everyone free of charge. Tests offered are mainly aimed for unemployed people who want to decide their future career. Still, Arbetsförmedlingen does not offer tests for recruiters, i.e. for companies looking for suitable employees. (Arbetsförmedlingen, 2009)

Recruitment agencies have multiple tests to evaluate potential employees. However, some agencies do not use tests at all. Most of the tests used are aimed to evaluate personalities, abilities and language skills. The vocational tests are not commonly used in recruitment agencies,
especially when it comes to the blue-collar workers. (Open-ended questionnaire: the representatives of recruitment agencies)

4.3.6.2 Test designers

**Assessment Systems Corporation** is a North American company, which offers computerized SkillCheck tests all around the world. More than 800 skills and behavioural tests are offered for measuring knowledge, skills and aptitudes. Tests are available in multiple languages and tests can be deployed on PCs, networks or internet. SkillCheck products feature a combination of performance-based and knowledge-based skills testing. The examples of tests provided are software skills tests, clerical, office, and computer literacy skills tests, accounting skills tests and call-center skills tests. Also food service tests, industrial skills tests, staffing services tests and nursing tests are provided. (Assessment Systems Corp. 2009)

**Brainbench** is a North American company specializing in predicting employee’s future success via pre-hire testing. Its product range includes more than 600 assessments such as skills, knowledge and personality tests and job types such as administration, call-center, finance, health, IT, and more. Brainbench offers also individual certifications in different areas. All tests are provided online. (Brainbench, 2009)

**Hogrefe** is a leading provider of psychological tests in Europe. Company headquarters is located in Germany and one of the offices is called Hogrefe Psykologiförlaget AB and is located in Stockholm. Hogrefe offers aptitude and ability tests for HR, personality and behavior tests, interviewing and career guidance and manual dexterity measures. It also provides industry-leading tests and tools for clinical and educational assessment. Tests are available online. (Hogrefe, 2009)

**Kenexa Prove It!** provides over 1000 validated assessments for business-to-business clients. The company is founded in U.S. Skills and behavioral assessments are aimed to following areas; clerical, software, technical, call center, industrial, financial, legal and medical. Tests are not available for business-to-customer use, only for the B-to-B market. Tests can be taken online. (Kenexa Prove It!, 2009)

**Pearson VUE** is a North American company, which is a provider of the computer-based testing solutions for information technology, academic, government, and professional testing programs. It has test services all around the world, also in Sweden. It delivers over 4 million tests every year for their clients in the licensure, certification, academic admissions, regulatory, and government testing service markets. In Sweden the tests are provided by licensed test centres. Pearson VUE
has tests of various kinds, for example tests related to education exams and nurse licensing. It provides nursing exams of the National Council Licensure Examination (NCLEX®). All tests are developed in the United States and are therefore based on U.S. conditions. In Sweden, for example, nursing tests are available in Stockholm and Göteborg. All tests are computer-based tests in controlled circumstances in test centres. Pearson VUE also offers services related to test development, publication and ongoing test administration processes. (Pearson VUE, 2009)

**Ramsay Corporation** is a North American company, which develops and delivers tests to measure production and maintenance labour forces. Tests are provided online or as a paper-and-pencil version. The language options are English and Spanish. The range of tests include for example aptitude tests, electrical tests, maintenance tests, mechanical tests, multi-craft tests, production tests, basic skills tests, management skills tests, office & clerical tests, reliability testing, sales skills tests and team skills tests. Ramsay also provides customised tests related to specific job titles and areas, like metal processing. (Ramsay Corp. 2009)

**Saville Consulting** is a British company operating all over the world. It offers measurement tools and aptitude tests, and has also launched Saville Consulting Wave ® questionnaires, which link people and workplace culture based on substantive validation. Tests are available as a hard copy or online. Aptitude tests measure professional, work, operational, commercial, customer and administrative aptitudes. Tests are aimed at various groups, for example operational aptitudes can be measured among occupations related to manufacturing, engineering, construction and transport. (Saville Consulting, 2009)

**SHL Global** is a global company which has its headquarters in United Kingdom. SHL provides personality tests, psychometric assessments, behavioural and ability assessment tools and services in 30 languages. SHL is present in more than 50 countries including Sweden. SHL offers i.e. test called Person Job Match, which measures a candidate’s potential against the specific competencies identified as critical to a work role. SHL has a wide selection of tests which are suitable for general assessment but are not vocationally oriented to specific occupations. (SHL Global, 2009)

Beside the companies selling tests, there are also companies offering tools for testing. One of them is **Enlight AB**, a Swedish test solutions provider, which offers complete range of systems, tools, methods, tests, consultations and services. The company provides mainly technical solutions for instances needing tools for testing. Enlight offers preliminary studies, professional
consultation, validation services and also educational programs, implementation, adaptation and support. (Enlight AB, 2009)

4.3.6.3 Employers

Many companies have own recruitment departments, who receive many job applications annually. Some companies have tests used during the employing process. Still, most of the companies do not test persons at all; they rely on interviews and the trial period. If the tests are used, they mostly are personality tests. They are only used for company’s own purposes and are not offered for outside parties. (Open-ended questionnaire: the representatives of large companies)

4.3.7 Potential users

Potential users for the unified vocational skills measurement tests could be big companies employing blue-collar workers. In addition, recruitment agencies could provide wide user base. Educational institutes and different governmental units would also be in a need of such test system and therefore potential users as well.

4.3.7.1 Companies

The Swedish companies employing a large numbers of blue-collar workers could be regarded as potential users for unified vocational skills measurement tests. Suitable companies operate i.e. in constructions, manufacturing, metal, steel, forestry, car, transportation, oil, gas, and electricity industries. These industries are represented in the list of the 50 largest companies in Sweden. Many of the largest companies are also multinational companies with subsidiaries abroad. By using a unified system when hiring people the companies are able to assure the equal level of employees’ skills.

4.3.7.2 Recruitment agencies

There is a great number of recruitment offices operating in Sweden of which 120 were researched for more information. The majority of the recruitment agencies operate with the recruitment of leaders and academic employees. The following 19 agencies operate also for the recruitment of the blue-collar workers: active search, Adecco, Rekrytering, Bemannia, CareerJet, CREW Personaluthyrning, Cubiks, Ecta Resurs, ExpanderaMera, Find a Nurse, Haeger & Partner Specialistrekrytering, Lundborg Consulting AB, Mannerdahl Rekrytering & Organisationsutveckling AB, Manpower, ProAstri, Profice, Satt-Elit Rekrytering AB, Svensk Autorekrytering, Öhman Competence Search, Temp-team rekrytering & personal utlyrning. (CV Guiden, 2009)

4.3.7.3 Educational institutes

Educational institutes such as vocational schools can be potential users of CAN Europe’s skills measurement tests. Högskoleverket – Swedish National Agency for Higher Education can be regarded to be a potential partner for this. It works with recognizing qualifications from abroad. Yrkesskolor.se provides relevant information about the vocational studies in Sweden and therefore that instance could be a potential co-operator as well. (Högskoleverket, 2009)

4.3.8 Potential co-operators

When entering a foreign market, it is essential to evaluate potential partners in the target market. Following instances could be useful to take into consideration when finding potential partnerships for CAN Europe when entering Sweden.

The governmental institutions support actions connected to the labor force in Sweden. The main purpose of governmental units is to inform the job-seeking workforce about suitable and appropriate occupations according to their level of knowhow and their abilities but also to show of opportunities in regards to further training, i.e. in the form of adult education. Governmental units related to these issues in Sweden are Ministry of Employment and Ministry of Education and Research.

The Ministry of Employment’s areas of responsibility are labor market policy and working life. Labor market policy includes employment offices, adaptation of work and rehabilitation focusing on working life, issues concerning people with disabilities and unemployment benefit, the EU employment strategy and the European Social Fund's programme in Sweden. The working life department is responsible for issues relating to working hours, work environment, the
organization of work and labor legislation and continuing professional development. (Government Offices of Sweden, 2009)

The Swedish Trade Council promotes Swedish exports on behalf of the Swedish industry and government. It also offers information for foreign companies how to get in touch with Swedish companies, how to invest in Sweden, what fairs and trade shows are coming up and how to export to Sweden. The Swedish Trade Council works closely with trade associations, embassies, consulates and chambers of commerce around the world. Their network connections and experience in Swedish industry and commerce are essential assets for foreign companies wanting to do business with Sweden. The Swedish Trade Council offers Swedish companies consultancy in matters related to recruitment abroad. (Trade with Sweden, 2009) (Exportrådet, 2009)

Chamber Trade is a web-based business to business meeting point run by the Swedish Chambers of Commerce. It is open to companies all over the world and there companies can find new business contacts looking for co-operation partners or wanting to sell or buy products and services. (Chamber Trade, 2009)

EURES, European Employment Services, provides information, advice and recruitment/placement (job-matching) services for the benefit of both workers and employers. It has a network of more than 700 EURES advisers across Europe. EURES has an important role in providing information and helping to solve problems related to cross-border moving that workers and employers may experience. In European cross-border regions, EURES is a co-operation network between the European Commission and the Public Employment Services of the EEA Member States (The EU countries plus Norway, Iceland and Liechtenstein) and other partner organizations. Switzerland also takes part in EURES co-operation. (EURES, 2009)
4.4 Domestic environment - Finland

Finland is a republic led by the President and a government and a parliament in democracy. Finland is located in the northern Europe between Sweden and Russia. The population of Finland is 5.3 million and the capital city is Helsinki. Official languages are Finnish and Swedish, in addition English is widely spoken because of the advanced language education system. Finland has been a member of European Union since 1995 and the currency in the country is Euro. Finland is a highly industrialized country with relatively strong economy. The largest industries are electronics, engineering, forest industry and chemicals. Finland is integrated with the global economy and therefore current worldwide recession has affected Finland as well. Unemployment rate is 7.6% in April 2009, which is over 1 percent higher than in year 2008. The working-age population will begin to decrease in year 2010 in Finland because of the ageing of the population which will create significant challenges for the economy and the society in general. (Finland, 2009)

The economic situation in Finland has usually been stable despite some temporary periods of slow growth. In general, the economic growth has been successful and Finland has relied strongly on exporting and technological solutions provided i.e. by Nokia. Finland has survived during the current economic crisis better than other European countries in average because of the well-organised economical system. However, the recovery from the recession requires careful considerations and additional efforts from both the government and Finnish companies. The spending habits of the consumers affect also on the general economic situation. (Virtual Finland, 2008)

Internet usage has increased significantly in Finland during the last decade. In 2008, more than 3.2 million Finns, about 83 % of the population had used the internet during the last three months before the research was conducted. The percentage of regular internet users in Finland was 78 in spring 2008. Internet related actions including i.e. ordering and purchasing online, online banking, and searching information have increased during the last five years. (Statistics Finland, 2009)

The employment agency system in Finland has been divided into two main categories. The Finnish Ministry of Labour has its own employment service that consists of the employment offices that are located around the country and online support. The second category consists of private recruitment agencies. Employment policies are regulated by the constitutional law and the laws set by the European Union. (Statistics Finland, 2009)
5 ANALYSIS

The theories and findings presented above will be combined in this chapter to analyze CAN Europe’s possibilities within the Swedish market.

5.1 Answers for the questionnaire

The open-ended questionnaires were sent to almost 80 companies and recruitment agencies while total number of responds was 14. It can be assumed that the amount of responds was affected by the current economic situation and a global recession which have an impact on working life. Employees in the positions responsible for recruitment processes are at the moment occupied with a reduction of the workforce in many companies and therefore, their interest in purchasing new tools for recruitment might be lower. In general, the labor market in Sweden among the other countries has met many challenges due to the economic situation.

Overall the answers received from the respondents indicate that both companies and recruitment agencies are to some extent interested in using CAN Europe’s products in their recruitment processes. Understandably the recruitment agencies had more opinions about the usage of such products since their core competence is evaluating and testing potential employees, and they are more familiar with the different kinds of tests. Responses reflected that all the companies involved do recruit blue-collar workers. However, the amount varies depending on the company structure and their main competence.

5.1.1 Companies

According to the responses received for the questionnaire it can be said that in general the number of applications and recruited staff indicate that companies are in haste with recruitment processes in Sweden. Therefore, an efficient tool for evaluating applicants can be regarded as a useful asset for the companies. Foreign workforce is common in Sweden which was also indicated by the responses, i.e. in one of the companies 30 % of the employees are foreign. As a result of the different educational and cultural background the working conditions might differ widely between Sweden and employees’ home countries. A standardized test would help to reduce differences caused of foreign environments and enable easier evaluation for the employees coming from different countries and backgrounds. It is common for companies to handle the recruitment processes themselves even though recruitment agencies are also widely used. Efficient assessment tools are not only meant for the recruitment agencies but the big
companies could benefit of the usage as well since the recruitment volume for the certain projects i.e. in construction can be considerably high.

The challenges mentioned in the companies’ answers reflect that evaluation of education and previous work experience, technical skills, and personal features is demanding. CAN Europe could provide suitable tests to diminish difficulties when assessing qualification of applicants. According to the responses it can be said that recruiting requires financial assets and is time-consuming. More proficient evaluation of applicants would save both time and money. It is relatively rare for the companies to use any kind of tests before employing new staff. In general, only interviews and in some cases personality tests are used. Because of the low usage of tests the companies are not familiar with them and therefore the benefits have not been fully recognized. Vocational skills assessment tests were not in use in any of the respondent companies. CAN Europe offers modified tests for certain occupations. This kind of product can be challenging to market since the whole concept needs to be introduced thoroughly to the potential target market. However, minor conspicuousness of the product can also be seen beneficial as there are not that many prejudices concerning the offering. Mentioned benefits of the usage of skills assessment tests can be fulfilled by CAN Europe’s test products as company’s aim is to create tests that would help user companies increase their knowledge of potential employees’ strengths and weaknesses especially in technical abilities.

Interest towards CAN Europe’s product was divided among the respondents. Over half of the companies expressed their interest in using such tests while three respondents were not interested in it at the moment. It seems that since the companies are unfamiliar with the product they are not that likely to be interested in it at least not before the benefits are understood in practice.

5.1.2 Recruitment agencies

The number of recruited people through the recruitment agencies cannot be analyzed thoroughly because of the possible misunderstanding of the question. Many respondents replied that they recruit less than 100 people a year for their client companies, which seems to be a relatively low number for a recruitment agency. Some numbers given in the answers seem more suitable to be the amount of recruitments of their own employees. The recruitment volume can still be very high; for example one respondent answered that the yearly amount is 100 000 people. When such a high volume is in question testing of potential employees is essential for the efficiency of the recruitment process. The percent of the recruited blue-collar workers is relatively high according to the answers, which stated that the percent is from 30 to 80. This reveals that blue-collar
workers are quite often recruited through agencies. Therefore the recruitment agencies could benefit from a suitable test when evaluating the skills of blue-collar applicants. Foreign employees are also recruited through the agencies, which often brings up a question about the differences in educational and cultural background.

The challenges that the agencies’ mentioned in their responses reflect that evaluation of handcraft skills, and the actual competence and previous experience is demanding. Answers point out that it is insufficient to evaluate an applicant only based on an interview. Especially within recruitment of blue-collar workers the evaluation of vocational skills would need improvement and specific tools for it.

According to the answers, the recruitment agencies use more tests during the recruitment process than ordinary companies, which makes them more potential to adopt new kinds of tests. For example tests for welders and electricians are used, which means that there is a need to test those blue-collar occupations. Even though similar kinds of tests occur, CAN Europe could possibly offer alternative solutions for testing of those occupations. The most significant benefits mentioned by the respondents about using the vocational testing could be fulfilled by the tests provided by CAN Europe.

Most of the responses reflected that the recruitment agencies could be interested in using the vocational skills assessment tests for blue-collar workers. Still, more information is required before agencies can make further judgments about the tests provided by CAN Europe. Legislative issues play a significant role when launching new kinds of tests internationally. Therefore these aspects would need further explanation for the potential test users.
5.1.3 Product, Price, Place & Promotion

Product

According to the answers, CAN Europe’s test product could have a need in the market. The features of the tests seem relevant for the possible future clients. The respondents brought up the issues that have been considered also by CAN Europe when designing the product. Therefore it seems that the product could fulfill the needs and offer additional value for the companies and the recruitment agencies.

The product in this case is a tangible offering but it can be described to be both a physical good and service since the web-based testing program is an actual tool for the clients who can also purchase additional services concerning further analysis and reports connected to the test results. The products that CAN Europe is launching need to be addressed to five product levels by the time the company is planning to offer its product to the market. The core benefit can be said to be a service that customers buy from CAN Europe which enables them to improve their recruitment processes. A basic product at the second level is an actual vocational skills assessment test and an expected product is a combination of attributes and conditions that the consumer expects when purchasing the product. When it comes to CAN Europe’s product, the set of attributes and conditions includes the special features of a certain test purchased for evaluation of a certain occupation. Previous levels are followed by an augmented product meaning that at this level CAN Europe’s product would have to exceed customer’s expectations. At this level customer’s needs would have to be fulfilled and additional value provided. CAN Europe could exceed customer’s expectations by ensuring the quality and user-friendliness of its products and providing additional services that could contain strong branding and even differentiation. The last level of a potential product is for new ways to satisfy customers and differentiate its offers. CAN Europe could make differentiated offerings for its loyal customers and design new tests with new features.

When analyzing CAN Europe’s product from a marketing point of view the brand name, functionality, styling, quality, safety, packaging, repairs and support, warranty, and accessories and services need to be considered. Brand name and styling have been managed by the advertising agency hasan & partners. In terms of functionality, support and services the language used in the tests and in their marketing requires consideration. English is taught in Sweden and people are used to use it in the working life. However, it is important to use the Swedish language when launching new product for the Swedish market. Moreover, if the marketing actions would be
operated in Swedish there could be higher chance that the potential customers would adapt the marketing message more easily. Other aspects such packaging, repairs and support, and warranty are still partly under construction since CAN Europe is launching a totally new product and the procedure is further in the beginning.

**Price**

The respondents had difficulties when estimating the amount they would be willing to pay for a single test which is understandable as they do not know all the details about the product yet. If a test would be provided by an outside test center both the companies and the recruitment agencies would be willing to pay more for it than just purchasing one test for their own use. Still, it is important to state that some recruitment agencies want to test applicants themselves without outside operators. It can be said that the price that the companies and agencies would be willing to pay for the tests could possibly be adequate for a profitable business in Sweden.

It is said that pricing can be seen as a rather easy element to adjust. However, pricing can be quite demanding for CAN Europe since the company needs to define unit cost for a single test and also determine the price for test packages that might include different kinds of tests for different occupations. Additional services need to be rated too. Depending on the customers’ purchasing volume CAN Europe might be able to vary the price range between clients. As price has traditionally been the major determinant of buyer’s choice the importance of correct pricing needs to be considered. Customers’ increasing access to the information about prices might have its effect on CAN Europe as well. However, the company benefits from the situation where it offers a relatively unique product which makes the price comparison more complicated for the potential customers and therefore eases CAN Europe’s decisions concerning the pricing.

Various decisions regarding the price need to be made. In the early stage of business CAN Europe needs to concentrate on the company’s pricing strategy in general and decide retail price and assess possible volume discounts and wholesale pricing. During the launching process some discounts might come in question in terms of reaching new customers and inspiring their interest towards CAN Europe and its product. Later when customers possibly make significant purchases frequently it is likely that they are willing to negotiate about volume discounts. Moreover, varying prices for the end-users and suppliers might need to be set once business is running.
Place

Based on the answers, it seems that companies and especially recruitment agencies would be willing to acquire tests to be part of their own processes. Still, the usage of an outside test center is not excluded. However, the more suitable distribution channel could be selling the tests straight to the end-users at least in the beginning. The distribution of the tests is quite flexible since the product is a web-based service and therefore can be transferred online.

Distribution can be designed to be efficient and almost automatic and does not require a lot of adaptation for every customer. In ordinary cases the interaction between the test provider and a client is not very time consuming or complex. In the beginning it is essential to ensure that the order processing and actual distribution operate without delays, since the customers are getting to know the product and are creating their opinions about it. If tests cannot be obtained easily and without delays, the whole image of the test reliability is in danger. Therefore the online distribution channel has to be designed and tested carefully before launching the product to the clients.

The market coverage decisions are highly dependent on partners in the market. If CAN Europe’s tests are going to be used by widely operating clients, the tests may spread quickly and efficiently to all of Sweden and even to all of Europe. When major operators in the market use the tests often other instances follow. The tests can also be marketed to many smaller instances at the same time and the market coverage is gained through a wider customer base. This may take a longer time but also the operations are not too dependent on few major actors. The tests are aimed to be standardized and therefore sufficient market coverage and customer base needs to be gained from the beginning.

Promotion

The cover letter that was sent with the open-ended questionnaire included a short introduction of the product. Despite of that it seems that respondents did not fully understand the features and the benefits of the tests. The promotion of CAN Europe’s tests would have to be based on providing enough information about the new product in the market. Also the benefits have to be underlined since the market is not yet familiar with them. The promotion is aimed at business-to-business market. As stated earlier, marketing actions completed in Swedish could provide more efficient results as in that case the potential customers would be more likely to pay attention to the advertising which is offered in their own language.
The promotion of the product requires many kinds of actions in marketing communication. CAN Europe’s tests can be advertised through many channels but still advertising is not the main channel of promoting. Since the commercials in television and in radio are aimed to a wide consumer audience, it is not relevant to use marketing efforts for those rather expensive channels. CAN Europe is operating on a business-to-business market and if advertising is used, it is more relevant to concentrate advertisement i.e. on vocational and human resources publications and internet sites. For the web-based product web-marketing could be relevant marketing channel and assets of it could be significant as the power of internet is growing fast and it offers new possibilities for marketing all the time. Internet communities such LinkedIn, which is an interconnected network of experienced professionals from around the world, could be the base for fast communication and reaching of potential business customers. Moreover, CAN Europe’s website plays an important role when it comes to promotion of the tests as it is the main source of information regarding the company and its product. Also, billboards can be used in events for professionals. Advertising needs to be based on information about the product and the benefits and it has to reach people in right positions in the recruitment field. Advertisement can be used to get the decision makers to recognize the product and to be a base for the further contacting like personal selling.

Public relations can be used to promote the tests. The benefits of the product are relevant for the future customer but still the need is not always noticed. Getting involved in the Swedish recruitment field could get attention for the product. CAN Europe’s tests could be promoted i.e. by press releases or in professional recruitment fair by a lecture about recruitment and testing of blue-collar workers. The lecture could concentrate on general issues in certain recruitment processes but also the tests could be brought up. Additionally, the word of mouth is very important for the product. It can be also negative and therefore it is important for CAN Europe to pay attention to the satisfaction of the customers.

The most important aspect of promoting CAN Europe’s tests is personal selling. Potential customers have to be aware of the benefits the product can offer just for them. Personal consultant promoting the product can bring up the benefits and adjust them to the client’s situation. Also, person is not as easy to disregard as i.e. a commercial. Personal selling is rather time consuming way to do the promotion. Still, in a business-to-business market there are not so many major customers and those deserve some effort and adjustment in promotion.
5.2 Domestic and foreign environment

The following chapters will discuss the environments in Finland and Sweden. The focus in the first chapter is in similarities and differences in those two countries. The concepts of the domestic and foreign environments have been combined in it. The subsequent chapters will fully focus only on Swedish labor and skills assessment market together with the entry strategy to that country.

5.2.1 Finland & Sweden

Finland is a republic led by the President and Sweden is a constitutional monarchy led by the King but both countries support democracy and therefore political forces and legal structure are somewhat similar. Laws and regulations are partly affected by the European Union to which both countries belong. Both countries have some own laws concerning the businesses in the countries, but the differences are not relevant when launching this kind of product. The laws concerning data protection and online testing are regulated by the EU and therefore both countries need to follow them consistently. Economic climate in Finland has usually favored making business in another EU country. Neighbor country Sweden has especially been popular target market for Finnish companies. Finland has had a strong economic situation, which has encouraged Finnish companies to expand businesses abroad. In general, a good economic situation in a home country enables companies to make investments to other countries, since many of them benefit from its developed business environment. However, at the moment the economic crisis and its result global recession weaken business possibilities in both countries.

Finns ability to speak Swedish might enable better results when pursuing business in Sweden. In addition the Swedish culture and its special features are relatively well-known in Finland which also can affect positively when it comes to business issues. Moreover, the Swedes have connections to Finland as well, based on the history and a relatively high Finnish immigration to Sweden. Similar schooling systems, high quality education and equivalencies in the employment agency system create possibilities for a good understanding between business partners and successful business in general.

Finland and Sweden are among the countries that have a high internet penetration rate and a focus on e-learning. In addition, the number of internet broadband subscribers is high in both countries as are the percentages of regular internet users. Advanced usage of internet enables efficient online-channel possibilities for the web-based skills assessment tests. This can be
regarded to be highly beneficial for CAN Europe since the company’s aim is to provide tests mainly online. However, most test providers operate online and therefore CAN Europe would not gain additional competitive advantage compared to possible competitors. Enterprises in Finland and in Sweden are mainly accustomed to a high and stable usage of internet and e-business is in high focus which can be regarded as increasing potentiality for CAN Europe’s success in Sweden.

5.2.2 Swedish labor market

The Swedish labor market has typically been able to combine high welfare, economic growth and relatively low unemployment rate. Thus it can be said that the labor market in the county has been managed well which might encourage new innovations concerning employing. Vocational skills assessment tests might therefore have better potential in Sweden than in some other European countries where issues related to the employment and labor force have not been handled that successfully. Yet, the current recession has had strong impact on Sweden and as mentioned before the unemployment rate has increased which in general reduces abilities to focus on development of labor market but instead the focus is on reviving the whole economic circumstances. With that being said, the recent conditions in Sweden do not fully favour the launching process of CAN Europe’s tests.

The challenges that Sweden has had with finding suitable employees for a construction industry is nevertheless a good matter for CAN Europe as the tests provided by the company could offer solutions for the struggles related to that issue. In addition, rather high immigration, an effect of the EU and increasing number of foreign workforce favour the usage of CAN Europe’s skills assessment tests. The tests could be useful for the foreign jobseekers as well since at the moment their employment level is still much lower than the Swedes’ employment rate. The vocational skills assessment tests could help them to prove their skills and a certification given by CAN Europe test centre could ease them to be distinguished from the large amount of applicants.

The situation in the Swedish society from a perspective of the size and age structure of the population will be in a demand of thorough consideration since in the future there will be a lack of employees in most of the industries. Decreasing birth rate, longer time taken for the studies, lower retirement age, together with the longer holidays are going to create unbalance in Sweden. Therefore the increasing immigration mentioned above will be in a focus when more labour force will be needed and same benefits of the usage of CAN Europe’s skills assessment tests will be valid.
The largest enterprises and communal institutions in Sweden employ lots of blue-collar workers as among those are i.e. Volvo, Scania, and many municipalities. In addition, recruitment agency Manpower recruits large amount of blue-collar employees to its client companies. Cooperation with such institutions could enable successful launching for CAN Europe’s tests.

5.2.3 Skills assessment and tests providers in Sweden

When evaluating the potential of the Swedish market as a foreign environment, the competitive forces are important uncontrollable elements presented in the international marketing task. The Swedish skills assessment market has several operators from different institutions to private companies offering different kind of testing. Still, tests offered are not similar with CAN Europe’s tests. It is beneficial for CAN Europe’s launching process that Sweden already has a culture of testing and therefore the idea does not need to be introduced from the beginning when promoting the product. Also the idea of e-learning is well adapted in Sweden and online testing is a natural way to operate in the market.

In Sweden university-type and vocational educations are integrated. The institutional test providers offer tests which are mostly connected to vocational studies. Therefore those are not designed to the needs of employing companies especially when testing foreign candidates coming from different vocational surroundings. The European centre for the development of vocational training “Cedefop” has informed that there is a need for testing to validate the foreign vocational skills and to demonstrate vocational knowledge at upper secondary school level. Besides the needs for private companies in their recruitment processes, CAN Europe’s tests could possibly offer solutions for skills assessment also in educational means in European level since the standardized tests would be measurable between different countries.

The national employment office, Arbetsförmedlingen, uses testing only to benefit the future career decisions of jobseekers and excludes the testing needs of employing companies. The recruitment agencies have realized the need of general testing, but mainly are not offering vocational tests for blue-collar workers despite the fact that they often are massively employing them to their client companies. Many of the companies hiring blue-collar workers are not familiar with testing the vocational skills of their future employees. It can be seen that all operators mentioned above are not using vocational testing at sufficient scale and therefore CAN Europe’s tests can be beneficial for them.
Several private companies in the global market are concentrated on providing tests for blue-collar occupations. These test providers act globally and therefore Swedish companies can purchase their tests online. Almost all competing test providers are American companies whose tests are based on the U.S conditions and laws. It seems that European actors are rare but in the U.S this kind of testing is more common. The European market differs from the U.S. market and companies in Sweden may feel that tests provided by the U.S companies cannot be applied straight to their needs in the Nordic market. In addition, the American companies are not mainly offering many language versions since English is a major option in all their tests. The European operators are not concentrating on offering vocational skills testing on certain occupations; they mostly focus on more general skills. Besides the test providers, there are also test solutions providers in the European market. They could be seen as co-operators instead of competitors since their focus is on technological solutions relating to testing, not actual creation of the vocational tests.

The European approach of CAN Europe’s tests can be seen as a real asset and a competitive advantage against other operators in the market. Since there are no competitors offering vocational skills testing for European conditions it is important to underline this when dealing with future clients who need solutions for their problems in their own surroundings and conditions.

5.2.4 Potential users and co-operation

Besides large companies, recruitment agencies and the public employment office, there are many instances that deserve a deeper evaluation of their potential to be future users and/or co-operators.

Educational institutes such as vocational schools can be potential users of CAN Europe’s skills measurement test system. Tests could be used as a part of the studies or the final exams when the vocational skills need to be measured with the standardized system which connects the theories with the real working life. Educational institutes could also be used for co-operation with the creation of the tests as the special requirements of the certain industries are well known within the schools. Högskoleverket – Swedish National Agency for Higher Education could be potential partner for this.

Governmental units related to working life and employment in Sweden are the Ministry of Employment and the Ministry of Education and Research. Contacting them when launching the
tests to Sweden can be beneficial since they have knowledge of the market and even if they are not interested in using tests by themselves they might have valuable contacts. These governmental instances are interested in developing the Swedish employment market and therefore they could be valuable co-operators for CAN Europe.

The Swedish Trade Council offers information for foreign companies about exporting to the Swedish market. It could be an instance providing valuable contacts and information, and therefore it is worth to contact. The Swedish Trade Council offers Swedish companies consultancy in the matters related to recruitment abroad and if it would recommend CAN Europe’s tests to the Swedish clients it would be valuable co-operator in acquiring potential customers.

The Chamber Trade, a web-based business-to-business meeting point run by the Swedish Chambers of Commerce can be used as a place to meet potential partners. It is not likely that there would already be many instances interested in vocational testing. Still, it is worth to look since there are many Swedish companies present. If CAN Europe presents information about its tests there it is possible that interest towards the tests occurs in some instances.

EURES, European Employment Services, is European operator which has an interest in developing services for the benefit of both workers and employers. Another kind of instance previously mentioned is the Cedefop, the European centre for the development of vocational training. Both of these operate in all of Europe and if CAN Europe could form co-operative relationship with them it could be very helpful for launching tests to Sweden and to other Europe. These kinds of instances may be reluctant to be in favor of one private company, but CAN Europe has a product which would be relevant for the whole market and therefore it would be beneficial also for EURES and Cedefob to support the launching process.
5.2.5 The entry strategy

Root’s theory of entry strategies for international markets presents three kinds of entry modes for the target market. For CAN Europe the export entry mode could be a working way to do business in Sweden since tests are easily exported online from Finland. Middlemen are not needed to handle the actual exporting process.

Contractual entry modes include licensing, franchising, technical agreements, service, management and construction contracts, contract manufacture, and co-production agreements. These kinds of contracts involve other companies in the processes and if licensing or franchising would be used, it would mean that CAN Europe would not have a full control of its operations abroad. Also future profits would be divided with contractual partners. Still, this can mean that some kind of service contract with a local operator could be effective. In the beginning it is important for the launching process that strategic planning and implementation is handled by CAN Europe. Later if internationalizing company is not able to handle all markets by itself it can be that contractual modes need to be taken into consideration.

The investment entry modes involve sole ventures like new establishments or acquisitions. For CAN Europe the establishment of a subsidiary could be one way to operate in Sweden. The personal selling would be effective if operated straight from Sweden by Swedish people who know the market and its operators. For the client companies it would be an asset and a signal of reliability if there would be Swedish persons taking care of customer service and other practical issues besides personal selling. This kind of option would not be much more expensive than operating from Finland since there is a need for suitable people to take care of operations in Sweden anyway and the subsidiary can be rather small in the beginning.

The strategy rule for entry mode selection involves using the right entry mode for each target market. For the case of CAN Europe entering to Sweden, it is necessary to evaluate all possible entry modes and choose the most suitable one. The entry mode is not necessary the same in all markets and therefore the situation needs to be regarded separately in each case. If only one entry mode is used in all countries CAN Europe is about to launch its tests, many good opportunities may be lost. Therefore launching process in each country demands systematic comparison between possible entry modes to guide the company for best possible entry decisions.
When making entry decisions, CAN Europe has to evaluate the company’s resources, risks and nonprofit objectives. This means that the company’s strategy has to meet the resources available for the project. For example, in the beginning exporting can be easier and a little more affordable way to start a business, rather than establishing a subsidiary. The objectives of operations and the entry mode have to be formed to match the resources with the goals of the process. If the entry mode is chosen based on costs only, the operational effectiveness may suffer. The operational risks need to be evaluated also when making strategic decisions since the operation in a foreign country can be sometimes difficult due to expected and unexpected risks. The nonprofit objectives for CAN Europe in the Swedish market can be related to sales volume, growth, or reputation of the products. Operational decisions related to these issues can reduce immediate profits but on the other hand create future success in the market. In the beginning CAN Europe could operate with a well-known client company with less profit as this kind of reference is valuable when working with other clients.
6 CONCLUSIONS

The vocational skills assessment tests for blue-collar workers provided by CAN Europe has been the focus in this master thesis regarding the company’s intention to launch the tests to the Swedish market. The comprehensive study has been conducted by researching Swedish labor market and its characteristics. The research was based on primary and secondary data which both were relevant for the entirety. The primary data provided interesting aspects related to the field of recruitment both in big companies and recruitment agencies. Moreover, the secondary data offered an extensive information base about the target country Sweden. Findings have been analyzed in-depth with implementing the theories and concepts introduced in the conceptual framework of this master thesis. In general, the current global situation and economic crisis have been influencing in the background while this study has been completed.

The strategic question that was stated in the introduction was “How can CAN Europe launch the internationally standardised vocational skills assessment tests successfully to Sweden?” This will be answered in the further conclusions and through the following research questions.

- What are the characteristics of the Swedish labour and recruitment market?
- Are the Swedish companies interested in using CAN Europe’s tests?
- What would be the suitable marketing mix when entering the Swedish market?

The characteristics of the Swedish labor and recruitment market are rather similar with CAN Europe’s home country Finland. At the moment the labor market in Sweden is affected by the global recession and unemployment has increased. Forecast for the future does not promise fast improvements for the situation. However, as mentioned, the Swedish government has an active labor market policy to achieve as full employment in the county as possible. In general, the working environment in Sweden is open and tolerant, and common equality is highly influencing on it. Immigration has been traditionally strong in Sweden and its impacts can also be seen in the employment. Among the impacts are varying geographical and cultural backgrounds, different languages, and educational differences which all reflect to the recruitment processes and the labor market on the whole.
The research conducted among the Swedish companies and recruitment agencies gave an idea about their interest towards the vocational skills assessment tests for blue-collar workers. Overall, it can be said that companies and recruitment agencies are interested in using skills assessment tests when recruiting blue-collar employees. However, it is essential to give enough information about the tests in order to provide the potential customers with fully understanding of the benefits offered by CAN Europe’s products. The recruitment agencies are more interested in using the tests since they are already more familiar with testing applicants as part of their processes. The companies were also interested in the tests, however they do not currently use that much testing and therefore their adaptations for the tests might be slower. Generally the present economic situation diminishes the companies’ possibilities and interest to employ workers, therefore the interest towards the test product is limited.

The suitable marketing mix which meets the needs of the Swedish market is essential for the successful launching process of CAN Europe’s tests. All the elements of the marketing mix including product, price, place and promotion need to be carefully considered and further decisions to be made.

When regarding the essence of the product it is clear that it would be relevant and needed in the target market. The basic product itself provides enough benefits and value and therefore there is no need to start considering the creation of additional value to make the product more appealing. The uniqueness of CAN Europe’s tests ensure the sufficient differentiation in the beginning of the launching process.

Price is rather an easily adjustable element in general and this also applies to pricing of CAN Europe’s tests. Since the respondents had difficulties with giving estimations about suitable test price direct conclusions cannot be drawn from the answers regarding the exact price of a single test or a test purchased from the outside test centre. Yet again the details given about the tests play a vital role as customers cannot make judgements about pricing if their knowledge about the product is low. Therefore pricing and promotion are tightly connected as the message provided through the promotion affects on customers’ opinions about the affordability of the tests.

CAN Europe’s tests have been decided to distribute mainly online which can be regarded to be an efficient and suitable distribution channel for such products and for the Swedish market. Target country’s infrastructure supports e-business and in general many fields of the business are changed to be based on the internet. Web-based services are flexible when it comes to place element in the marketing mix as physical location of the product provider is not required to be in
the target country. Flexibility of the actual location of CAN Europe has been considered by the research of the potential co-operators. It can be said that there would be a few suitable instances that could offer facilities and other kinds of support that CAN Europe could utilize.

The promotion is essential overall, and especially its importance is emphasized when launching new kinds of products to new markets. The promotion in CAN Europe’s case needs to be based on providing in-depth information and details about the benefits that company’s tests could offer. Rather similar cultures in Finland and Sweden create functional base for the promotion as significant adjustments would not be required concerning the cultural issues which might need further consideration in the other countries where CAN Europe is possibly launching its tests as well.

The competing test providers are mainly from U.S and have an American perspective on recruitment issues. The European aspect is a true asset for CAN Europe as the company intends to expand to the European market. As a result of the European focused approach CAN Europe could find co-operators rather easily from instances related to the employment and recruitment in the continent.

In the final conclusion it can be brought up that CAN Europe can launch the internationally standardised vocational skills assessment tests successfully to Sweden by adopting the following issues concerning the entry strategy. Further recommendations will be stated in the subsequent chapter.

The entry strategy in general needs to be based on the appropriate combination of the marketing mix and further combined with the relevant entry mode. The operational decisions need to be adjusted according to the resources and the targets determined for the process. To reach long-term goals the company starting the business may have to implement adjustments that cannot be considered profitable at the moment, but rather to be the base for future business. Still, CAN Europe’s tests can be regarded to have the potential to be successful right from the beginning of the launching process. Successful entry to the Swedish market requires good contacts with the operators and possible customers which already exist in the target market.

All in all, Sweden seems to be highly potential country for CAN Europe to enter as results of the primary and secondary data researches support most of the relevant elements influencing the entry. The research conducted by the authors revealed that this kind of study was needed in order to make further decisions concerning the entry process. Sweden as a target country was relatively
easy to study since there is lots of information available in the languages which the authors know. In addition, the several similarities were found between Finland and Sweden which eased the understanding of the Swedish market. Moreover, the countries have traditionally co-operated in many areas. From CAN Europe’s point of view possible further study could survey potential co-operators in more depth to be able to find beneficial business partners in Sweden. The supplementary research could have focus on personal contacts which could enable the creation of interaction as a base for deeper business relationships.
7 RECOMMENDATIONS

Based on the research conducted for this master thesis several aspects occurred which need to be taken into consideration when planning the launching process of CAN Europe’s tests to Sweden. Besides the issues brought up in the analysis and conclusions, the recommendations will be now presented. Recommendations given will be concerning the elements of the marketing mix and the entry strategy. The results of the research and the characteristics of the target market Sweden will be considered in the following recommendations.

Product

CAN Europe has a functional and differentiated product which has many valuable features. Therefore, in the beginning of the business the company should only focus on bringing up the core benefits of the product without major adaptations made for a certain client. The brand identity of CAN Europe’s tests have already been planned and the company should make sure that all the aspects of the product and the company image will support the chosen identity and all implemented actions are in line with the aimed brand identity. CAN Europe should ensure that the quality of the product, order processes and other functions are reliable and practical. In the beginning of the launch this has major influence on the brand image perceived by the customers. The tests of CAN Europe should be provided in Swedish and also the company’s website should contain information in Swedish in order to ensure as easy usage as possible for the potential customers.

Price

Based on the information collected during the research the recommendation for the price of a single test could be between SEK 210 to SEK 530 (20 € to 50 €). The tests provided by an outside test centre could cost SEK 320 to SEK 850 (30 € to 80 €). Recommended prices are in line with the general wage level in Sweden and can therefore be regarded as affordable for the companies purchasing the tests. The test price should be adjusted regarding the order volume and the value of the customer relationship. CAN Europe should not regard price as a main competitive factor since its competitive advantage should be based on the general features and benefits of the tests.

Additionally licensing fees should be considered as an option as it might encourage customers for more purchases as it could be more affordable than purchasing a single test in a long run.
Place

CAN Europe should choose the most cost-efficient and functioning option as a distribution channel in a Swedish market. The company’s aim to distribute tests online is recommendable judging from the results of the research. A large share of the labor force is located in three large areas in Sweden; Stockholm, Skåne and Västra Götaland and should therefore be on focus if decisions regarding the potential outside test centers and co-operators will be made. Overall, the Swedish communities are big employers and therefore CAN Europe should consider possibility to co-operate with them.

Promotion

Comprehensive information about CAN Europe’s tests provided to the potential customers and co-operators is essential as mentioned earlier in this thesis. Final purchase decisions can be made only if customers fully understand the core and the assets of the tests provided. Therefore CAN Europe should concentrate on the importance of information in the promotion. Information should contain detailed facts about the core product and its functions, the benefits and possibilities offered by the tests both to a company and a jobseeker, and the resources needed to be able to use the tests as tools in the recruitment processes. In addition, the European perspective could be emphasized and used as an asset when promoting the vocational skills assessment tests. The competing test providers offer tests mainly in English. Therefore, it is a clear advantage for CAN Europe since its tests will be provided in multiple languages.

The promotion of the tests should be based on personal selling since that is an efficient way to offer information and underline the benefits which are important for that certain company. In the beginning of the promotion the companies chosen for the target of personal contacting could be the ones that have been viewed earlier as potential customers.

Web-marketing should be considered as another main approach since its significance is increasing all the time, and as CAN Europe’s product is web-based the assets of web-marketing should be utilized. Besides the personal selling, attraction should be gained through advertising in magazines or in events aimed at professional recruiters. The PR approach is an important tool to gain recognition in the recruitment field through participating fairs and occasions where educative lectures could be given about the recruitment processes of blue-collar workers with the help of CAN Europe’s tests. The same idea could be exploited in the articles published in magazines concerning the employment in general.
Entry strategy

CAN Europe should form its entry strategy by combining the marketing mix introduced above with a relevant entry mode. In addition, potential customers, co-operators and other influencers in the Swedish market require attention. Recommendable entry mode could be exporting tests online from Finland. Additionally establishing a small subsidiary to Sweden could be a potential solution for CAN Europe. Exporting is relatively easy, cost-efficient and it would not contain significant risks. Furthermore, since CAN Europe’s intention is to launch its tests to a few European countries at the same time the company’s resources may be limited and entry modes besides exporting would be too time- and money-consuming. Yet, subsidiary would benefit through exporting as a local sales representative could ensure more consumer-friendly approach and efficient direct selling. Besides selling, a subsidiary could be responsible for taking care of customer service in Sweden and concentrate on creating valuable contacts and further business relationships. However, establishing a subsidiary requires more financial and human resources than straight exporting. Thus exporting also requires financial resources such as travel expenses from Finland to Sweden.

CAN Europe should pay attention to the importance of references, customers and co-operators in a foreign market. Therefore a strong relationship network is essential in creating a successful business in Sweden. Based on the research two potential customer groups were indentified; large companies and recruitment agencies. As a recommendation it can be said that CAN Europe should primarily contact recruitment agencies of which a good example is nationwide and also international agency Manpower which is one of the biggest companies in Sweden. Manpower could be valuable reference and having it as a customer CAN Europe’s tests would gain attention in a whole market. A well-known customer could raise other operators’ interest towards the tests in Sweden and in other European countries. In general recruitment agencies are more suitable customers at the early stage since they are more familiar with testing and evaluating jobseekers. CAN Europe should try to sell the tests directly to the recruitment agencies since they seem not to be interested in purchasing the tests from outside test centers.

CAN Europe should actively seek for co-operation with the governmental institutions in Sweden. Units such Ministry of Employment and Ministry of Education and Research should be contacted. The responsibilities of the ministries are related to the area CAN Europe is operating in and the units could also be potential sources of a financial support and valuable contacts and information. The Swedish Chamber Trade Council offers companies consultancy in recruitments abroad and it could be useful to be able to combine this with CAN Europe’s tests.
Arbetsförmedlingen is a big operator in Swedish employment services and it should be considered as a potential partner when spreading the tests in Sweden. It could possibly recommend CAN Europe’s tests to suitable instances and persons as this kind of action would benefit Arbetsförmedlingen’s aims to improve employment in Sweden. EURES should be regarded as a potential partner as it operates in Sweden but also in all of Europe. EURES could have an interest to support this kind of test product as their main operating area is in international recruitment services. Moreover, EURES would provide connection to the European Union.

The overall recommendation for CAN Europe is that the company should base its launching process on good connections and relationships with future co-operators and customers. It is also essential that all actions are in line with the brand identity and operations are based on quality and reliability in all their aspects, especially from the view of clients and partners. Right from the beginning of the launch this has a significant effect on brand image and because word of mouth is a powerful factor in relatively limited market where almost all actors are connected. CAN Europe should focus on building good reputation through which it can later on ensure successful business in Sweden.
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Appendix 1: The cover letter and email questionnaire for the companies in English

Your opinion is valuable!

We, Hanna Jokiperä and Ruusa Mustonen are master students in Mälardalen University. We are writing our master thesis which targets to evaluate the vocational skills tests markets in different European countries. We have the mandate of CAN Europe which is aiming to launch an internationally standardized vocational qualifications measurement system for non-academic, a.k.a. blue-collar workers. This test system provides an efficient tool for the companies to measure the skills of potential and current employees and candidates. The tests will be translated into 8-10 languages.

We would like to ask you some questions concerning the recruitment and personnel leasing of blue-collar workers. Answering the following 13 questions will only take approx. 10 minutes of your time. Answering will not require any additional commitments on your behalf regarding CAN Europe. Results will be analyzed and published anonymously in our master thesis. They will also be used strictly confidentially by CAN Europe in order to design the test system for the Swedish market.

If you personally do not have the information regarding the answers to our questions it would be highly appreciated if you could forward this message to the relevant person in your company. Thank you!

Please click the link to access the questions.
Please reply latest on March 17th.
Thank you for your answers!

Best regards,
Hanna Jokiperä hja08001@student.mdh.se & Ruusa Mustonen rmn08001@student.mdh.se
Mälardalen University, Västerås, Sweden

For more information about CAN Europe please contact CEO Risto Rantala tel. intl. + 358-5500 750 or intl. +358-10 3913 300 email: risto.rantala@taitoprofilit.fi Helsinki, Finland
* Information concerning the contact details of the companies and their representatives has been collected from the corporate websites by the authors of the master thesis.
Questions:
1. How many job applications do you approximately receive annually?

2. What is approximately the number of people hired annually in your company? (Please, indicate the number before the current recession as an average of the last three years)

3. What is the estimated percent of annually hired non-academic a.k.a. blue-collar workers? (Please, indicate the percentage before the current recession as an average of the last three years)

4. What is the estimated percent of foreign employees recruited in your company annually?

5. Do you use recruitment agency or is the recruitment of blue-collar workers mainly done by yourselves?

6. What are the biggest challenges in evaluating the skills of the blue-collar workers?

7. Can you provide an estimation on how much a) time b) money in average is used for the recruitment process of one blue-collar employee? (If a recruitment agency is used, please evaluate only point b).

8. What kinds of tests, if any, are used in the recruitment process? Aptitude, ability, personality, skills, other?

9. If you are using vocational skills tests, to which occupations you have tests for?

10. If you use tests in hiring blue-collar workers, what in your opinion are the biggest benefits / gains?

11. Would your company be interested in using internationally standardized skills assessment tests for blue-collar workers? (If not in use at the moment)

12. Suppose you are to test a blue-collar worker’s vocational skills using a standardized test designed for that purpose. The test is provided online on a computer in your premises (alternatively provided by an outside test center) and you only need to register the test-taker, open a link to the test and print the results at the end.

   a) How much would you be willing to pay at most for having one test (unit cost) available for you? _____ SEK.  
   b) How much would you be willing to pay at most to an outside test center for providing the test service for you (single test cost)? _____ SEK.

13. Is there any additional information / opinions/ feedback you would like to add?
Appendix 2: The cover letter and email questionnaire for the companies in Swedish

Din åsikt är värdefull!

Vi, Hanna Jokiperä och Ruusa Mustonen är magister studenter i Mälardalens Högskola. Vi skriver vårt magisterarbete om yrkes baserade test marknaden i Sverige och andra europeiska länder. Arbetet utförs som uppdrag av CAN Europe, som ska lansera ett internationellt standardiserat yrkeskunskap mätningssystem för oaksademiska, "blue-collar" arbetare. Test systemet ska vara ett effektivt instrument för företag i mättning av kunskaper av nuvarande och potentiella arbetare. Testerna ska översättas till 8-10 språk.

Vi skulle vilja fråga er några frågor om er rekryteringsprocess och leasing av ”blue-collar” arbetare. Det tar bara cirka 15 minuter att svara på följande 13 frågor. Inga förpliktelser krävs från er sida vad gäller CAN Europe. Resultat analyseras och publiceras anonym i vårt magisters arbete. Svaren behandlads också konfidentiellt av CAN Europe. Om du inte är rätt person för att svara på frågorna om rekrytering process av ”blue-collar” arbetare, ber vi er vänligen skicka det här e-mail vidare för lämplig person i ert företag. Tack så mycket!

Var så vänlig och klicka den här länken för att svara på frågorna.
http://www.webropol.com/P.aspx?id=307158&cid=70382271
Var vänlig och svara senast den 17 Mars.
Tack så mycket för ert svar!

Med vänliga hälsningar,
Hanna Jokiperä hja08001@student.mdh.se & Ruusa Mustonen rmn08001@student.mdh.se
Mälardalens Högskola, Västerås, Sverige
För mer information om CAN Europe kontakta gärna VD Risto Rantala, tel. + 358-50 5500 750 or +358-10 3913 300, email: risto.rantala@taitoprofiilit.fi
* Kontakt information av företag och deras representant har samlat från koncernens hemsidor.
Frågor

1. Ungefär hur många platsansöker får ert företag årligen?

2. Ungefär hur många människor anställs i ert företag årligen? (Vänligen ange medelvärde av de tre senaste åren, innan nuvarande lågkonjunktur.)

3. Ungefär hur många procent av de som anställs årligen är (oakademiska), “blue-collar” arbetare? (Vänligen ange medelvärde av de senaste tre åren, innan nuvarande lågkonjunktur.)

4. Ungefär hur många av personalen i ert företag har utländskt ursprung (är inte svenska medborgare)?

5. Använder ert företag rekryteringsbyråer eller sköter företaget rekrytering själv?

6. Vilka är de största utmaningar då kunskaper hos en ”blue-collar” arbetare bedöms?

7. Ungefär hur mycket a) tid b) pengar använder ni för rekryteringsprocessen av en blue-collar arbetare? (Om rekryteringsbyråer används, svara endast på punkt b).

8. Vilka olika test används under rekryteringsprocessen i ert företag? Fallenhet, förmågan, personlighet, skicklighet, annat?

9. Ifall ert företag använder yrkeskunskapsmätnings tester, för vilka yrken genomförs de?

10. Om ert företag använder tester för rekrytering av blue-collar arbetare, vilka är de största fördelarna med att utföra testet?

11. Skulle ert företag vara intresserad av att använda ett internationellt standardiserat test systemet för “blue-collar” arbetare?


   a) Hur mycket skulle företaget du arbetar i maximalt vara beredd att betala för att använda ett dylikt test (kostnad för ett test)? ____ SEK.

   b) Hur mycket skulle företaget du arbetar i maximalt vara villig att betala för att ett externt testcenter skulle genomföra testet för dig (kostnad för ett stycke)? ____ SEK.

13. Är det någonting annat du ville kommentera? Information, åsikt, feedback?
Appendix 3: The cover letter and email questionnaire for the recruitment agencies in English

Your opinion is valuable!

We, Hanna Jokiperä and Ruusa Mustonen are master students in Mälardalen University. We are writing our master thesis which targets to evaluate the vocational skills tests markets in different European countries. We have the mandate of CAN Europe which is aiming to launch an internationally standardized vocational qualifications measurement system for non-academic, a.k.a. blue-collar workers. This test system provides an efficient tool for the recruitment agencies to measure the skills of potential and current employees and candidates. The tests will be translated into 8-10 languages.

We would like to ask you some questions concerning the recruitment and personnel leasing of blue-collar workers. Answering the following 11 questions will only take approx. 10 minutes of your time. Answering will not require any additional commitments on your behalf regarding CAN Europe. Results will be analyzed and published anonymously in our master thesis. They will also be used strictly confidentially by CAN Europe in order to design the test system for the Swedish market.

If you personally do not have the information regarding the answers to our questions it would be highly appreciated if you could forward this message to the relevant person in your company. Thank you!

Please click the link to access the questions.
Please reply latest on March 17th.
Thank you for your answers!

Best Regards,
Hanna Jokiperä hja08001@student.mdh.se & Ruusa Mustonen rmn08001@student.mdh.se
Mälardalen University, Västerås, Sweden

For more information about CAN Europe please contact CEO Risto Rantala, tel. intl + 358-50 5500 750 or intl +358-10 3913 300, email: risto.rantala@taitoprofillit.fi

* Information concerning the contact details of the companies and their representatives has been collected from the corporate websites by the authors of the master thesis.
Questions:

1. What is the estimated number of people annually recruited through your company? (Please, indicate the number before the current recession as an average of the last three years)

2. What is the estimated percent of annually hired non-academic a.k.a. blue-collar workers? (Please, indicate the number before the current recession as an average of the last three years)

3. What is the estimated percent of the foreign employees annually recruited through your company?

4. What are the biggest challenges in evaluating the skills of the blue-collar workers?

5. Can you provide an estimation on how much a) time b) money in average is used for the recruitment process of one blue-collar employee?

6. What kinds of tests, if any, are used by your company during the recruitment process? Aptitude, ability, personality, skills, other?

7. If you are using vocational skills tests, to which occupations you have tests for?

8. If you use tests in hiring blue-collar workers, what in your opinion are the biggest benefits / gains?

9. Would your company be interested in using internationally standardized skills assessment tests for blue-collar workers?

10. Suppose you are to test a blue-collar worker’s vocational skills using a standardized test designed for that purpose. The test is provided online on a computer in your premises (alternatively provided by an outside test center) and you only need to register the test-taker, open a link to the test and print the results at the end.

   a) How much would you be willing to pay at most for having one test (unit cost) available for you? ____ SEK.

   b) How much would you be willing to pay at most to an outside test center for providing the test service for you (single test cost)? ____ SEK.

11. Is there any additional information / opinions / feedback you would like to add?
Appendix 4: The cover letter and email questionnaire for the recruitment agencies in Swedish

Din åskikt är värdefull!

Vi, Hanna Jokiperä och Ruusa Mustonen är magister studenter i Mälardalens Högskola. Vi skriver vårt magisterarbete om yrkes baserade test marknaden i Sverige och andra europeiska länder. Arbetet utförs som uppdrag av CAN Europe, som ska lansa ett internationellt standardiserat yrkeskunskap mätningssystem för oakovadiska, ”blue-collar” arbetare. Test systemet ska vara ett effektivt instrument för rekrytering byrån in i mätning av kunskaper av nuvarande och potentiella arbetare. Testerna ska översättas till 8-10 språk.

Vi skulle vilja fråga er några frågor om er rekryteringsprocess och leasing av ”blue-collar” arbetare. Det tar bara cirka 15 minuter att svara på följande 11 frågor. Inga förpliktelser krävs frå er sida vad gäller CAN Europe. Resultat analyseras och publiceras anonym i vårt magisters arbete. Svaren behandlads också konfidentiellt av CAN Europe.

Om du inte är rätt person för att svara på frågorna om rekrytering process av ”blue-collar” arbetare, ber vi er vänligen skicka det här e-mail vidare för lämplig person i ert företag. Tack så mycket!

**Var så vänlig och klick den här länken för att svara frågorna.**


Var vänlig och svara senast den 17 Mars.

Tack så mycket för ert svar!

Med vänliga hälsningar,

Hanna Jokiperä hja08001@student.mdh.se & Ruusa Mustonen rmn08001@student.mdh.se

Mälardalens Högskola, Västerås, Sverige

För mer information om CAN Europe kontakta gärna VD Risto Rantala, tel. + 358-50 5500 750 or +358-10 3913 300, email: risto.rantala@taitoprofiilit.fi

* Kontakt information av företag och deras representant har samlat från koncernens hemsidor.*
Frågor

1. Ungefär hur många människor anställs genom ert företag årligen? (Vänligen ange medelvärde av de senaste tre åren, innan nuvarande lågkonjunktur.)

2. Ungefär hur många procent av de som anställs årligen är (oakademiska), “blue-collar” arbetare? (Vänligen ange medelvärde av de senaste tre åren, innan nuvarande lågkonjunktur.)

3. Ungefär hur många av personalen i ert företag har utländskt ursprung (är inte svenska medborgare)?

4. Vilka är de största utmaningar då kunskaper hos en ”blue-collar” arbetare bedöms?

5. Ungefär hur mycket a) tid b) pengar använder ni för rekryteringsprocessen av en blue-collar arbetare?

6. Vilka olika test används under rekryteringsprocessen i ert företag? Fallenhet, förmågan, personlighet, skicklighet, annat?

7. Ifall ert företag använder yrkeskunskapsmätningss test, för vilka yrken genomförs de?

8. Om ert företag använder tester för rekrytering av blue-collar arbetare, vilka är de största fördelarna med att utföra testet?

9. Skulle ert företag vara intresserad av att använda ett internationellt standardiserat test systemet för “blue-collar” arbetare?

10. Anta att du testar yrkeskunskaper av blue-collar arbetare och du använder ett standardiserat test för det. Testet är genomfört online i era utrymmen (alternatív genomfört av ett externt testcenter) och du endast behöver registrera personen som testas, öppna länken till testen och till sist skriva ut resultatet.

   a) Hur mycket skulle företaget du arbetar i maximalt vara beredd att betala för att använda ett dylikt test (kostnad för ett test)? ____ SEK.

   b) Hur mycket skulle företaget du arbetar i maximalt vara villig att betala för att ett externt testcenter skulle genomföra testet för dig (kostnad för ett stycke)? ____ SEK.

11. År det något annat du ville kommentera? Information, åsikt, feedback?
Appendix 5: Job Openings and unmet labor demand in Sweden in the private sector by industry

<table>
<thead>
<tr>
<th>SNI</th>
<th>Industries</th>
<th>Job openings</th>
<th>Margin of error</th>
<th>Unmet labour demand</th>
<th>Margin of error</th>
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<tbody>
<tr>
<td>A+B</td>
<td>Agriculture, hunting, forestry and fishing</td>
<td>548</td>
<td>278</td>
<td>150</td>
<td>90</td>
</tr>
<tr>
<td>C+D+E</td>
<td>Manufacture</td>
<td>7 359</td>
<td>600</td>
<td>2 962</td>
<td>345</td>
</tr>
<tr>
<td>F</td>
<td>Construction</td>
<td>2 403</td>
<td>774</td>
<td>1 380</td>
<td>580</td>
</tr>
<tr>
<td>G</td>
<td>Wholesale and retail trade; repair of motor vehicles, motorcycles and personal and household goods</td>
<td>6 308</td>
<td>1 475</td>
<td>2 772</td>
<td>879</td>
</tr>
<tr>
<td>I</td>
<td>Transport, storage and communication</td>
<td>2 337</td>
<td>728</td>
<td>938</td>
<td>500</td>
</tr>
<tr>
<td>J+K</td>
<td>Financial intermediation and real estate, renting and business activities</td>
<td>15 592</td>
<td>2 140</td>
<td>7 556</td>
<td>1 326</td>
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<tr>
<td>M+N</td>
<td>Education and health and social work</td>
<td>2 543</td>
<td>509</td>
<td>452</td>
<td>17</td>
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<tr>
<td>H</td>
<td>Hotels and restaurants</td>
<td>1 420</td>
<td>694</td>
<td>275</td>
<td>192</td>
</tr>
<tr>
<td>O</td>
<td>Other community, social and personal services activities</td>
<td>2 233</td>
<td>812</td>
<td>228</td>
<td>140</td>
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<tr>
<td>TOTAL</td>
<td></td>
<td><strong>40 785</strong></td>
<td><strong>3 117</strong></td>
<td><strong>16 729</strong></td>
<td><strong>1 826</strong></td>
</tr>
</tbody>
</table>

Source: SCB
Appendix 6: Salary dispersion in Sweden by sector and sex 2007 (SEK)

Source: SCB / Statistiska centralbyrån 2009

<table>
<thead>
<tr>
<th>Sector</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
<th>Percentile</th>
<th>Average monthly salary</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>25</td>
<td>50</td>
<td>75</td>
<td>90</td>
</tr>
<tr>
<td>Total</td>
<td>17 200</td>
<td>19 000</td>
<td>21 600</td>
<td>25 500</td>
<td>31 100</td>
</tr>
<tr>
<td></td>
<td>18 400</td>
<td>20 900</td>
<td>24 500</td>
<td>30 200</td>
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<td></td>
<td>17 600</td>
<td>19 800</td>
<td>23 000</td>
<td>27 800</td>
<td>36 200</td>
</tr>
<tr>
<td></td>
<td>94</td>
<td>91</td>
<td>88</td>
<td>84</td>
<td>76</td>
</tr>
<tr>
<td>Primary local authority</td>
<td>17 000</td>
<td>18 500</td>
<td>20 500</td>
<td>23 400</td>
<td>26 800</td>
</tr>
<tr>
<td></td>
<td>17 400</td>
<td>19 400</td>
<td>22 300</td>
<td>26 100</td>
<td>30 300</td>
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<td></td>
<td>17 000</td>
<td>18 600</td>
<td>20 800</td>
<td>24 000</td>
<td>27 600</td>
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<td></td>
<td>98</td>
<td>96</td>
<td>92</td>
<td>90</td>
<td>89</td>
</tr>
<tr>
<td>County council</td>
<td>18 500</td>
<td>20 000</td>
<td>23 000</td>
<td>26 600</td>
<td>32 500</td>
</tr>
<tr>
<td></td>
<td>19 000</td>
<td>21 900</td>
<td>27 100</td>
<td>33 700</td>
<td>42 200</td>
</tr>
<tr>
<td></td>
<td>18 600</td>
<td>20 200</td>
<td>23 600</td>
<td>27 900</td>
<td>39 000</td>
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<tr>
<td></td>
<td>97</td>
<td>91</td>
<td>85</td>
<td>60</td>
<td>54</td>
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<td>Central government</td>
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<td>21 000</td>
<td>24 000</td>
<td>28 800</td>
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</tr>
<tr>
<td></td>
<td>20 400</td>
<td>23 000</td>
<td>27 600</td>
<td>33 700</td>
<td>42 200</td>
</tr>
<tr>
<td></td>
<td>19 700</td>
<td>21 800</td>
<td>25 600</td>
<td>31 400</td>
<td>39 000</td>
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<tr>
<td></td>
<td>95</td>
<td>91</td>
<td>87</td>
<td>85</td>
<td>83</td>
</tr>
<tr>
<td>Public</td>
<td>17 400</td>
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<td>21 300</td>
<td>24 000</td>
<td>27 700</td>
</tr>
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<td>20 600</td>
<td>24 400</td>
<td>30 000</td>
<td>39 500</td>
</tr>
<tr>
<td></td>
<td>17 500</td>
<td>19 300</td>
<td>21 900</td>
<td>25 900</td>
<td>31 500</td>
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<td></td>
<td>95</td>
<td>92</td>
<td>87</td>
<td>82</td>
<td>73</td>
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<tr>
<td>Private, manual workers</td>
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<td>17 700</td>
<td>19 600</td>
<td>22 100</td>
<td>25 100</td>
</tr>
<tr>
<td></td>
<td>17 600</td>
<td>19 900</td>
<td>22 200</td>
<td>25 000</td>
<td>27 800</td>
</tr>
<tr>
<td></td>
<td>17 000</td>
<td>18 900</td>
<td>21 400</td>
<td>24 300</td>
<td>27 300</td>
</tr>
<tr>
<td></td>
<td>92</td>
<td>89</td>
<td>88</td>
<td>88</td>
<td>90</td>
</tr>
<tr>
<td>Private, non-manual workers</td>
<td>18 100</td>
<td>20 500</td>
<td>24 300</td>
<td>29 800</td>
<td>38 200</td>
</tr>
<tr>
<td></td>
<td>20 200</td>
<td>24 600</td>
<td>30 000</td>
<td>38 900</td>
<td>51 500</td>
</tr>
<tr>
<td></td>
<td>19 100</td>
<td>22 300</td>
<td>27 100</td>
<td>35 000</td>
<td>46 600</td>
</tr>
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<td>90</td>
<td>83</td>
<td>81</td>
<td>77</td>
<td>74</td>
</tr>
<tr>
<td>Private, total</td>
<td>17 000</td>
<td>19 000</td>
<td>21 900</td>
<td>26 600</td>
<td>33 800</td>
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<tr>
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<td>24 600</td>
<td>30 300</td>
<td>41 100</td>
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<tr>
<td></td>
<td>17 700</td>
<td>20 000</td>
<td>23 600</td>
<td>29 000</td>
<td>38 500</td>
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<td>93</td>
<td>91</td>
<td>89</td>
<td>88</td>
<td>82</td>
</tr>
</tbody>
</table>
### Appendix 7: Business Sizes in Sweden by the amount of employees

**Whole country**

<table>
<thead>
<tr>
<th>Unit in branch SNI 2007</th>
<th>Size class (according to the amount of employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Branch missing</td>
<td></td>
</tr>
<tr>
<td>A Agriculture, forestry and fishing</td>
<td>199</td>
</tr>
<tr>
<td>B Mineral mining</td>
<td>360</td>
</tr>
<tr>
<td>C Manufacturing</td>
<td>29</td>
</tr>
<tr>
<td>D Maintenance of electricity, gas, heat and cold</td>
<td>515</td>
</tr>
<tr>
<td>E Water maintenance, sewage cleaning, waste handling and restructuring</td>
<td>44</td>
</tr>
<tr>
<td>F Building industry</td>
<td>71</td>
</tr>
<tr>
<td>G Trade; repairing of motor vehicles and motor cycles</td>
<td>12</td>
</tr>
<tr>
<td>H Transportation and warehousing</td>
<td>11</td>
</tr>
<tr>
<td>I Hotel and restaurant industry</td>
<td>33</td>
</tr>
<tr>
<td>J Information and communication</td>
<td>6</td>
</tr>
<tr>
<td>K Finance and insurance industry</td>
<td>100</td>
</tr>
<tr>
<td>L Real estate industry</td>
<td>18</td>
</tr>
<tr>
<td>M Law, economics, science and technology</td>
<td>231</td>
</tr>
<tr>
<td>N Renting, real estate service, travel services and other support services</td>
<td>12</td>
</tr>
<tr>
<td>O Public execution and defence, compulsory social insurance</td>
<td>18</td>
</tr>
<tr>
<td>P Education</td>
<td>37</td>
</tr>
<tr>
<td>Q Care, social services</td>
<td>43</td>
</tr>
<tr>
<td>R Culture, entertainment and leisure time</td>
<td>700</td>
</tr>
<tr>
<td>S Other services</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>700</td>
</tr>
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</table>

Source: SCB / Statistiska centralbyrån, 2009