



Law Company ERP Software Market Analysis
of St. Petersburg and Stockholm
CASE: CSI Helsinki Oy



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This study is a part of bachelor studies in Laurea University of Applied Sciences and was commissioned by the case company, CSI Helsinki. CSI Helsinki provides enterprise resource planning (ERP) and customer relationship management (CRM) solutions for the leading consulting businesses in Finland and focuses on leading law companies abroad.

Since the first ERP systems were developed in the 1960s they have been used by companies to improve management of business functions and gain competitive advantage in relation to competitors. As the sophistication of the companies is increasing the ERP systems have to be more tailored for the needs of each business group in order to accommodate their individualistic needs. This has enabled many of the companies to find their market niches and expand their clientele without competing of the same clients as the leading ERP providers.

The purpose of the study was to collect and analyze market information from the market entry perspective for CSI Helsinki with the focus on the market areas of Stockholm and St. Petersburg and their potential market size for ERP software systems for law companies. The research framework of the thesis is based on Michael Porter's diamond model (2006) which is built from four dimensions; factor conditions, demand conditions, firm strategy, structure and rivalry and related and supporting industries. From each dimension most important factors for CSI Helsinki were included in the research. Market information for the research was acquired by using statistical country profiles, previous market researches, company questionnaires, related literacy and online documents. The questionnaire made for both target markets was also an essential part of the research.

Key words: Software market, ERP, St. Petersburg, Stockholm, Law firm

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Lakitoimistojen Toiminnanohjausjärjestelmien Markkina-analyysi Pietarissa ja Tukholmassa

CASE: CSI Helsinki Oy

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Tämä tutkimus on tehty osana tradenomiopintoja Laurea - ammattikorkeakoulussa. Tutkimustyön toimeksiantajayrityksenä toimi CSI Helsinki Oy, joka tarjoaa toiminnanohjaus-(ERP) ja asiakkuudenhallintaratkaisuja (CRM) johtaville asiantuntija- ja konsultointiyrityksille Suomessa. Ulkomailla CSI Helsingin ydinkohderyhmä koostuu johtavista asianajotoimistoista.

Toiminnanohjausjärjestelmien (ERP) kehitys sai alkunsa 1960-luvulla, jolloin toiminnanohjausjärjestelmiltä toivottiin apua hallinnon toimintojen tehottomuuteen. Myöhemmin yritysten toimintojen monimutkaistuttua vaatimukset toiminnanohjausjärjestelmille ovat myös kasvaneet ja toimialaspesifit tarpeet ovat korostuneet järjestelmäkehityksessä. Tämä kehitys on mahdollistanut järjestelmäkehittäjien keskittymisen yhä kapeampiin markkinasegmentteihin.

Opinnäytetyön tarkoituksena on luoda kerättyyn ja analysoituun tietoon pohjaava selkeä kuva kahdesta laki- ja asianajotoimistokohdemarkkinasta, Pietarista ja Tukholmasta. Opinnäytetyötutkimuksen viitekehys perustuu Michael Porterin timanttimaliin (2006), joka rakentuu neljälle ulottuvuudelle; Tuotannontekijäolot, kysyntäolot, yrityksen strategia, rakenne ja kilpailutilanne sekä lähi- ja tukitoimialat. Kustakin timanttimalin ulottuvuudesta on tutkimukseen poimittu CSI Helsingin näkökulmasta mielenkiintoisimmat osa-alueet lähempään tarkasteluun. Markkinainformaatio hankittiin käyttäen tilastollisia maaprofiileja, aikaisempia markkinatutkimuksia, yrityskyselyitä, aihekirjallisuutta ja online-dokumentteja. Tärkeä osa tutkimusta on myös kohdemarkkinoille suunnattu kysely.

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1. Introduction

The software development company, CSI Helsinki Oy (Abbreviation CSI stands for Creative Software Innovations), formerly known as GUI Systems, was founded in 1985 by three engineers in Lappeenranta. During the company's first few years the three owners assisted in a variety of different types of Information Technology (IT) projects. In the early 1990's the company's revenue generation model was broadened by independent software development, namely designing and implementation of ERP solutions. (www.csihelsinki.fi)

Nowadays CSI Helsinki Oy still has focus on providing and developing ERP solutions with core focus on law companies. CSI Helsinki Oy has more than 15 years experience on Finnish law offices' software needs. During the 15 years spent serving the law company market, CSI Helsinki has gained a leading market position in the field of law company ERP solutions in Finland. (www.csihelsinki.fi)

Alongside with the ERP software business CSI Helsinki started cooperation with Microsoft in 2003. As a result of the cooperation the market offering of CSI Helsinki extended to Microsoft Dynamics CRM solution and the software development unit of CSI Helsinki shifted from using old software development tools to newer Microsoft technology based software development tools. In 2006 CSI Helsinki met the requirements to become a Microsoft Gold Certified Partner which is the highest level of partnership certification of Microsoft. (www.csihelsinki.fi)

CSI Helsinki started international operations in 2006 by entering the Estonian law firm ERP market targeting the biggest law firms in Tallinn. The market entry is still in progress. CSI Helsinki has three law firms as customers in Estonia but the ultimate break-through is still to come.

1.1 Scope of the study and choice of the research context

The first phase in any research project is to define precisely the research problem. For CSI Helsinki the research problem is the lack of market knowledge about the market areas of Stockholm and St. Petersburg which the company would need in planning the possible market entry. In order to receive more accurate market data CSI Helsinki made a decision to encapsulate the research problem further to only concern law company ERP solutions and law companies employing over 10 or more people. CSI Helsinki considers these companies within the set parameters as a main customer group. After the main research problem was determined the main dilemma could be divided into several sub-dilemmas. In this study the sub-dilemmas include market, technological, political and regulatory environments.

Main research problem:

- The characteristics of the Stockholm and St. Petersburg market areas for law firm ERP solution.

Sub research problems:

- Factor conditions
 - Availability of latest technology
 - Quality of scientific research institutions
 - Availability of scientists and engineers
 - Capacity for innovation
 - Efficiency of legal framework
 - Corruption
 - Laws relating to ICT
- Demand Conditions
 - Domestic market size
 - Buyer sophistication
- Related and supporting industries
 - Local supplier quality
 - Local supplier quantity
- Company structure, strategy and rivalry
 - Intensity of local competition
 - Prevalence of foreign ownership
 - Prevalence of trade barriers
 - Business impact of rules on FDI
 - FDI and technology transfer
 - Time required to start a business
 - Company spending on R&D
 - Prevalence of technology licensing
 - Intellectual property protection

(Porter 2006 & World Economic Forum 2009)

1.2 Purpose of the study

In current business environment one of the most substantial trends seems to be the increase in the internationalization of companies and markets. For companies expanding their business abroad, internationalization represent an opportunity to achieve further growth and may also become a necessity when international competition intensifies even in the domestic market and/or when the home market becomes increasingly saturated. This has been the case for CSI

Helsinki that has achieved a dominant market position in the Finnish law company ERP solution market, but during the past years a few international competitors have entered the home market of CSI Helsinki. Thus, CSI Helsinki has had to consider other expansion options in order to sustain the company's growth in the law company sector.

In the past the internationalization of the company's businesses has been quite exclusively a privilege of larger companies. Nowadays not only large-scale companies integrate the internationalization of business activities into their strategic and operational business planning, but also small and medium-sized enterprises (SME's) realize that internationalization is an unavoidable procedure within the dynamic market environment.

The purpose of this study is to research the market potential of and differences between the chosen markets. What specific characteristics do the chosen markets have? What qualities would benefit CSI Helsinki market entry and what qualities would make the market entry less beneficial?

These two market areas differ from each other in various aspects, Stockholm being customary northern European market similar to for example Helsinki. Trade between Stockholm and Helsinki has long traditions and they share various common elements in their business cultures. St. Petersburg's market remains tactically a good choice for a market entry even though not yet quite as open to foreign companies as Stockholm. In the past years St. Petersburg has gained importance as an investment target for Finnish investors. For instance in the year 2008 the trade between Finland and St Petersburg reached the level of USD 3 billion, which is 28 percent more than in the previous year. Finland is among the three most important trade partners with St. Petersburg. The presence of Finnish companies is increasingly noticeable in St. Petersburg. Well-known Finnish companies, such as Fortum, Neste Oil, Telia-Sonera, Kone and Fazer, have invested in St. Petersburg. Currently there are approximately 500 Finnish companies operating at St. Petersburg. (Studia Generalia 2009)

The objective for the market study is to research the market potential of two neighboring markets St. Petersburg and Stockholm. Without any previous study made from the St. Petersburg and Stockholm law company software markets the market study examines some basic market qualities such as;

- Sophistication in terms of technology (readiness)
- Current software in use and satisfaction
- Software qualities desired for the ERP software
- Software supplier preference

(See appendix 2, Questionnaire for law companies, 51)

1.3 Structure of the study

This thesis is divided into four sections which are introduction section, theory section, empirical study section and conclusions section.

The introduction section of the thesis begins with the presentation of basic information and history of the case company, CSI Helsinki. After this the main research problem of the thesis is introduced to the reader with the sub-research problems, which are derived from the theory of Michael Porter's "Diamond of National Advantage" model. The final part of the introduction presents the reasons why the study was undertaken by the case company and what type of benefits are expected from it.

The second section of the thesis introduces the theoretical framework, which begins with the general theory of market research and continues to the research framework and theory of Michael Porter's diamond model and the reasons why it was chosen as the basis of the market study. The final theoretical part discusses the basic theory of the methodology, reliability and validity of the thesis.

The structure of the empirical study part follows the idea of the Porter's diamond model and presents the market information found during the research accordingly. Following the market information comes the analysis of the conducted questionnaires which provide more in-depth customer data about the target markets.

The final section of the thesis presents the conclusions made by the researchers based on the available market data and questionnaire analysis. Also in the end of the thesis three suggestions for potential follow-up research are given for the future consideration of the case company.

2. Theoretical background

2.1 General theory context

Market research can be described as a commercial activity that's purpose is to gather information to assist and improve marketing decisions; selecting the best alternative or even setting the decision-making by discovering the real market issues relevant to the company in the new market (Adams & Brace 2006, 6). A company such as CSI Helsinki, that wishes to enter a market where the consumers are organizations, requires different market research techniques or at least a change of emphasis compared to those of consumer or industrial markets. Regardless of the market, the types of decisions that need to be taken tend to be similar as the marketing plan needs to include areas such as the product specification and its relation to consumer needs and requirements, branding, pricing, distribution methods, advertising sup-

port, marketing definition and segmentation and forecast sales levels. Each of these decisions requires information from the market to increase the chance to succeed. Although each information area is potentially a requirement in all markets, the characteristics of specific markets mean that there is considerable variation in detailed information sought in each case. (Hague. 2002, 6) A market research project should eventually contribute to market decision-making or to identifying or solving problems which involve decisions being made by the company. The information produced by the research will be interesting but not sufficient. The information should also be relevant to the company's business operations and help it make better decision (Churchill & Iacobucci 2005, 46).

Every research project should have a defined and explicit objective which briefly states why the research is being conducted. All other aspects of planning and conducting the research are derived from this objective (Bradley 2007, 47). This means that if some aspect of the research does not contribute towards achieving this objective it almost certainly should not be undertaken. The objective should relate to the marketing decision which will have to be made or the problem that needs solution (Hague 2002, 27).

The aspect of defining the information is to set boundaries or limits to the research. These may be geographical, by product range or by a certain part of the population. These boundaries should be clear and should at least initially be based on the decision-making needs of the business (Hague 2002, 30). In this study the boundaries are clearly defined to only include a certain product and market areas, these being law company ERP solution and market areas of Stockholm and St. Petersburg. As in other aspects of information coverage, it may be necessary to compromise from the ideal plan and set limits for reasons of research resources. Well-defined research can be of practical value in later stages of the project and particularly at the questionnaire design stage.

One important classification of market research information, regardless of the type of market, is between quantitative and qualitative. Quantitative research is concerned with measurement of a market and includes areas such as market size, the size of market segments, brand shares, purchase frequencies, awareness measures of brands, distribution levels etc. (Bradley 2007, 278). Qualitative information is more complex to define but the emphasis is on understanding rather than simple measurement. Much qualitative research is concerned with empathizing with the customer and establishing the meanings that the person attaches to products, brands and other marketing objects (Bradley 2007, 243).

2.2 Research framework

In 1990 Harvard University Professor Michael Porter made a famous model called the Diamond Model. The core of the diamond model is to illustrate characteristics of successful countries.

The characteristics of the home country represent an important role in explaining the international competitiveness of the company. The success qualities can be categorized into four dimensions; factor conditions, demand conditions, firm strategy, structure and rivalry and related and supporting industries. Porter argues that by using these four interrelated dimensions as a core of the analysis the explanation can be found of why companies from certain business sectors are outperforming others in international markets (Porter 2006).

2.2.1 The Diamond Framework

The Diamond Model distinguishes four main sources of competitive advantage (See Figure 1, 45), that are:

- Factor conditions include qualities related to production such as infrastructure, natural resources, geographical location, demographic conditions, human capital R&D potential etc. The factor condition category can be regarded as a platform of the business environment providing a company a suitable environment to start business development
- Demand conditions such as the presence of sufficient demand for goods and services are an important source of competition and development. The local demand can be an essential source for competitive advantage creation for firms that cluster in the region, thus strengthen the local advantages. High domestic demand is an essential factor when it comes to high quality standards and diversification requirements of consumers, or user-producer cooperation. Consequently, the high local demand creates pressure for the local firms to innovate better solutions and product/service combinations to satisfy the needs of local customers. The pressure created by the local demand can substantially enforce the sustainability of competitive advantages of domestic producers. A rapidly growing export market and foreign demand can also form an advantageous environment for competitive advantage creation. In these cases access to foreign markets played a key role in cluster formation.
- Related and Supporting Industries such as high quality and reliable suppliers are in some industries crucial factors in value chain and value creation. The more companies in a certain industry are dependent on the reliability of the inbound suppliers the more crucial role the suppliers play in the whole business environment. If the suppliers are able to create unique value for the companies in the cluster, it may generate exceptional conditions for a local system of industrial collaboration that exceeds competitors' systems by their degree of development.
- Company's Structure, Strategy and Rivalry in the industry structure often determine the possibilities of gaining competitive advantage. If the industries are competitive, the competition motivates the leading companies to invest in the products and mar-

ket offering, process development, management and marketing that eventually lead to higher organizational efficiency.

Figure 1 (See page 45) presents the Diamonds of Sweden and Russian Federation. As a primary data source for the Diamond the Global Competitiveness Report 2009-2010 and the latest Global Information and Communication Technology (ICT) Report were chosen. The reason for choosing these two as the primary sources of information is that they have a comparable and measurable base for the market comparison. Otherwise whenever possible the regional Diamonds of Stockholm and St. Petersburg will be examined with more insight.

3. Research approach, method, reliability and validity

For any research project there needs to be confidence that the results are reliable enough to be used in decision making, because even while good research can guide it in the right direction, poor research can mislead it. Quality issues which relate to ensuring that data is satisfactory for the company's purposes are therefore an important concern in the research planning and execution. Research design is one aspect of quality and is concerned of the choices made in areas such as qualitative or quantitative approaches, sampling size, fieldwork methods etc. which need to be suitable for research objectives and extent. However quality is also an important organizational issue and concerns the issues of research management and control. Deficiencies in these areas may not inevitably reduce the reliability of the data but they are likely to do so (Hague 2002, 36-37).

In most sciences, validation is a matter of replication. This means that results received from a research can be checked through repeating the experiment, which in turn should produce similar results as the original questionnaire. Quantitative market research at least is theoretically replicable in this way, although the passing of time may well have produced changes in whatever is being measured. This might be the case with opinion polls, changes in voting intentions. In practice this means that validation through replication is not a real option. Another approach to validation is by comparing the outcome of the decision made on the basis of the research with what the research predicted. However, by then it is too late for the company to change its course of action. Also for various reasons "real world" outcomes often do not prove or disprove the research findings. The research may have been right but the practical implementation of the resulting marketing decisions may have been at fault. Validation of research is seldom possible in any exact way although comparison of the data output with other and independent sources, such as previous research in an area, may provide some indications. Because validation is often so problematic there is an increased need to focus on other sections of quality control and assurance (Hague 2002, 36-37).

4. Empirical Study

4.1 The Diamond Framework in St. Petersburg and Stockholm

The operating environment of CSI Helsinki Oy, Finland and the target market area of Sweden are very homogenous in nature when considering economic, political and technological factors, derived from centuries of common history. Business practices vary to some extent. In general, the Swedish business environment seems very similar to the Finnish business environment. Finland and Sweden have a shared common history for centuries and the Finnish legal system is based on the Swedish legal system. Both countries are also members of the European Union (EU) and therefore the same regulations control business in both countries. Both Sweden and Finland are leading examples in democratic constitution and human rights. Although Sweden is a constitutional monarchy and Finland is a constitutional Democracy, both countries do have a parliamentary system. Being members of the EU, the legal environment in Sweden is very similar to Finland and no major conflicts on a general level can be expected. Politically Sweden and Finland are also very homogenous, Swedish politics being more right wing than in Finland.

Sweden has achieved a high standard of living and is largely a free-market economy. It has a modern distribution system, excellent internal and external communications, and a skilled labor force. Timber, hydropower, and iron constitute the resource base of an economy heavily oriented toward foreign trade. Private companies are responsible nearly 90 percent of the industrial output. Sweden has experienced a steady economic growth until 2008, domestic demand has been strong and export levels growing. In the third quarter of 2008 Sweden entered the recession as global markets diminished and domestic demand shrunk (CIA 2009).

Based on the global competitiveness report 2008-2009 employees in Swedish companies see high tax rates, restrictive labor regulations and taxation regulations as the three most problematic issues when doing business in Sweden. They also see variation in infrastructure and education somewhat problematic as well as availability of financing (Global Competitive Report 2008-2009).

Since the collapse of the Union of Soviet Socialist Republics (USSR) in 1991, Russia has undergone several economic reforms from transforming the centrally planned soviet economy into a free-market system. The business environment still has a bad international reputation for corruption, bureaucracy and complex legislative system. For SME's, particular problems include; complex and high taxation, overly intrusive inspectors, high levels of bureaucracy and inadequate loan facilities. Nowadays the overall regulatory environment is close to that found in the West. However the regulatory environment is hampered by insufficient legislation and

poor enforcement as the legal system is divided into federal, regional and local government jurisdiction (Ahrend. and Tomson 2005).

The Russian market in the past has been one of turmoil, crisis and has gone through several periods of increased state involvement in the economy from the late 1998 to the end of the 1990s. Even though there has been economic development since then the Russian market could still be labeled an unstable market. Changes in the Russian market are often frequent and unexpected and result in a high level of uncertainty (Johanson 2002, 62). As the conditions in the market environment change rapidly and the information about these changes is imperfectly distributed, having up to date data is a crucial part of any company's business activities in the Russian market. To stabilize the unstable market, President Medvedev has outlined a number of economic priorities for Russia in the first year of his term, including improving infrastructure, innovation, investment, and institutions; reducing the state's role in the economy; reforming the tax system and banking sector; developing one of the biggest financial centers in the world, combating corruption, and improving the judiciary (CIA 2009).

St. Petersburg provides many advantages for foreign companies, which have made it an attractive investment target to investors from more than 100 countries. St. Petersburg's development has been based on active participation of foreigners of various backgrounds and occupations throughout its history. This has led to a development of a city with a mixed international development background that cannot be found from nowhere else in Russia. Citizens consider international economic relations as well as other contacts with foreigners' everyday business. Foreign business cultures are usually well accepted and understood by local managers and entrepreneurs. Business conducts vary from other parts of Russia by being less emotional, relying more on intelligent, accurate, punctual and pragmatic ways of doing business (Kaputskin, Sutyryn. & Lisitsyn 2007, 11-12).

4.2 Russia - Factor Conditions

According to Kärkkäinen (2008, 77) the level of technological development in St. Petersburg area information technology (IT) companies is mostly good and on an equal level with their western counterparts. However there are some areas of exception such as network technologies which are underdeveloped as most companies compete with each other and are not cooperating enough in product development. The constant increase in customer sophistication and demand for world-class IT systems and equipment is forcing Russian IT companies to improve their own systems and products in a faster pace to be able to compete with their western rivals. Russia has set ambitious objectives for its productivity and innovation as a part of the strategic concept 2020 plan. The plan addresses a number of factors such as inadequate technological infrastructure and weak regulatory environment which are restricting the potential for technology and innovation in Russia. Even though the St. Petersburg area and the

companies operating there are in general more technologically up-to-date in comparison to the rest of the country, the plan set in motion by the government will certainly add to the performance levels of the St. Petersburg companies if conducted properly (Dirks & Keeling 2009, 1).

In theory the Russian information technology industry has the potential to be one of the leading countries in the world, but it is disadvantaged by a lack of government incentives and support, experts say. Teams from Russian universities continually place in the top five at what is equivalent to the world computer programming championships. In 2003, four commonwealth of independent states (CIS) teams received medals (Kozhuharov 2004). Russia and especially St. Petersburg area has inherited a substantial science base and proper education system, especially in science and technology which are derived from Soviet times. This means Russia on average has higher innovation potential than most other countries with a similar living standard and the government is also trying to improve the conditions for companies to invest in research and development (R&D) by allowing R&D costs to be fully depreciated within 2 years from the completion of the R&D (www.worldwide-tax.com). However a majority of innovative ideas and technologies in Russia do not reach the market. There are various reasons for this but the most significant is the lack of specialists to transform the ideas into products. Most problems in this area originate from the fact that R&D organizations in Russia have traditionally been under state ownership and working under the public sector. Now that there has been a transition from public to private sector, only a few R&D institutes have managed to adapt to the new market conditions. Russia also disadvantaged by poor coordination and cooperation between the public sector research institutes and private sector companies, which adds to the problem of failing to commercialize innovative ideas (Kärkkäinen 2008, 57).

Because of the inherited science base, North-West Russia and its centre St. Petersburg have a long history in education, especially in science and engineering. In 2005 the city had 3.2 percent of Russia's population, while 15 percent of the research organizations are located there. In addition there are 90 universities in St. Petersburg and 763 university students for each 10 thousand inhabitants (Selioukova 2005, 42). The technical and other universities in North-west Russia have provided most of the needed higher education personnel to the different IT-related industries in the St. Petersburg area. Moscow and St. Petersburg are the higher education centers of Russia, Moscow being the leading city with St. Petersburg on the second position. Both cities have approximately double the number of higher education students in comparison to the whole country (Kärkkäinen 2008, 52-53).

The Judicial system and the attitudes toward the legal system are in many ways different in Russia compared to Finland and Sweden. In most cases the explanation for the difference can be found from the different cultural background and from the different economical and political environments. Since the times of the first Tsar, Russia has had an authoritarian way of

manage problematic issues. The ruler has the ultimate power on decision-making. The ruler decides about the regulations which are applied to the citizens of Russia, excluding the government officials and others in high positions (Ministry of Defense 2008, 17).

As Information and communications technology (ICT) in Russia is one of the most rapidly growing industry branches it would need a solid legislative base in order to continue growing. The current regulations in Russia however are complex and contradictory and do not support the long-term objectives of the industry development. A lasting development of the industry would require a focused long-term industrial policy with the main targets and regulations outlined in federal and regional legislation. The main problems faced by the ICT industry in the current legislation are according to Averin & Dudarev (2003, 150);

- Legislation constrains market development and possibilities for economic growth for existing participants, as well as creates barriers for new companies in the market
- Legislation increases the share of operator's indirect costs, not connected to providing telecommunications services and manufacturing equipment
- Legislation favors growth of corruption in relations between market participants and regulative authorities, including protectionism for some operators by the loyal and often directly affiliated government officials, up to the level of federal department heads

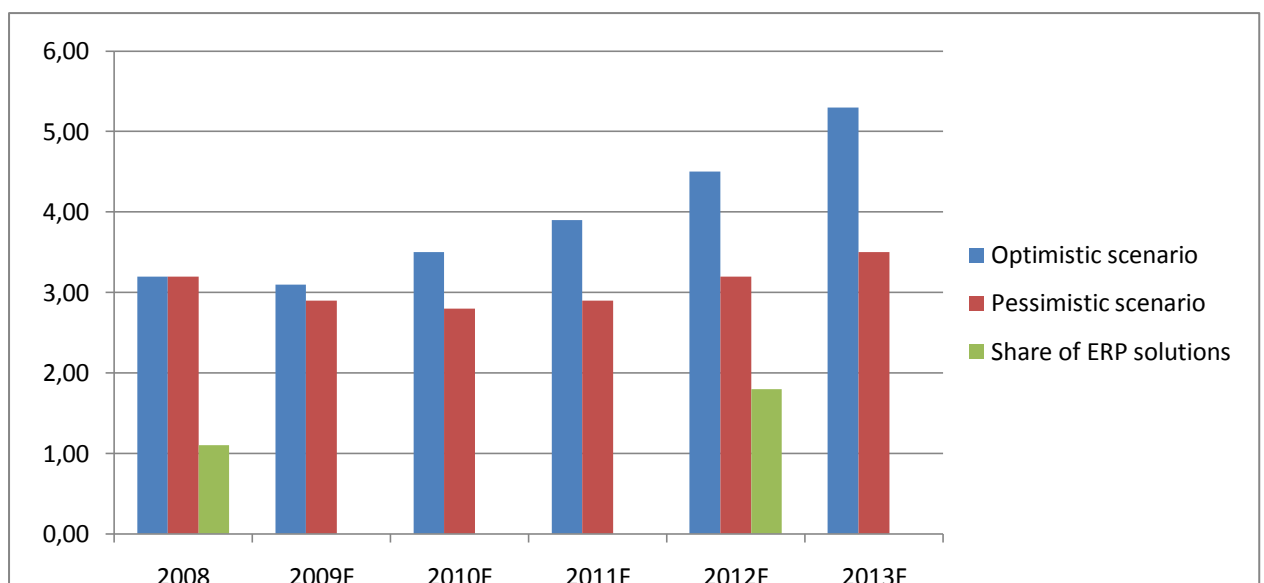
Before the government measures in January 2008 with important implications for the Russian software market were introduced, ownership rights in Russia had been unstable even though the government has been trying to provide improvements to property rights and develop enforcement mechanisms for contractual rights and obligations in the past (Tiusanen, Vinni & Jumppanen 2002, 26-27). A new legal code came into operation, which strengthens protection of IT intellectual property. Meanwhile, value added tax (VAT) on software-licensing agreements was removed in the same month. The government's actions against illegal software may counteract any downward trend in market prices as a result of the VAT cut. Before 2008, a relevant VAT exemption was limited to performance of R&D services financed by the state budget and special funds, and the performance of such services by educational or scientific institutions (Tobin & Popova 2008). The institution responsible for protecting intellectual property in Russia is the Russian Patent and Trademark Office. Russia has signed the agreement of Paris regarding the protection of industrial property and the agreement which establishes the World Intellectual Property Organization (WIPO). Also In terms of patents, it approved the Patents Cooperation Treaty (PCT). Regarding the international Registration of Trademarks, Russia has signed the Madrid Agreement. In addition, it signed the agreements of Nice concerning the classification of goods and services (FITA 2006).

Among the many problems encountered by companies in the Russian market, the executive survey made for the global competitiveness report 2008-2009 named corruption as the most

problematic factor for doing business in Russia (See Figure 19, Russian executive survey, 48). The history of corruption dates back at least to the time of Peter the Great in the 1700s. The World Bank and EU have implemented extensive programs against corruption and attempted to assist the Russian government so that corruption could be removed. According to the Indem fund the average Russian business-person paid bribes twice last year. Last year as much as 7 percent of the company profits were lost in corruption. (Iivari 2008. 133-134). In the report of Transparency International, in 2006 Finland was the least corrupt state followed by Iceland, New Zealand, Denmark, Singapore, Sweden and Switzerland. Russia was in 143th position with several African nations.

4.3 Russia - Demand Conditions

St. Petersburg is the centre of the North-Western federal district with high population density and business activity with a high demand for all IT product segments, especially for products in the currently dominating fields of software development and IT service industries including integration (Kärkkäinen 2008, 67). The city's IT sector has been undergoing active expansion and a process of restructuring. The origin of this process is the high and continuously expanding demand for IT products and services as well as the presence of a well-developed educational system. The market is changing constantly as new businesses enter the market and existing companies change their strategies. As the adoption of IT in traditional industries and other sectors has been continuing only for a short period of time, clients prefer to use domestic software products because they are better suited to the Russian manufacturing structure and management style. In the year 2003 the expenditure on ICT products and services in St. Petersburg was USD 268.6 million, which means it almost doubled from 2002. Both hardware and software expenditures increased greatly in 2002-2003, hardware from USD 60.6 to 109.1 million and software from USD 13.3 to 46.1 million. Software expenditures also doubled in relation to other ICT products and services (See figure 2, Growth in Software Demand in Russia, 17-18), which shows a growing trend in favor of software products and is therefore seem promising for IT companies (Selioukova 2005, 42-43).



Demand for software (billions of Euros)	2008	2009F	2010F	2011F	2012F	2013F
Optimistic scenario	3,20	3,10	3,50	3,90	4,50	5,30
Pessimistic scenario	3,20	2,90	2,80	2,90	3,20	3,50
Share of ERP solutions	1,10				1,80	

Figure 2, Growth in Software Demand in Russia (Global Research and Data Services 2009)

According to Global Research & Data Services the share of the services sector of total IT expenditures is approximately 2 percent but increasing. As the services sector is the main target group for CSI Helsinki and the company is offering ERP solutions for the services sector, it could be calculated that the potential annual demand in Russia in the services target group is approximately EUR 25 million in the year 2009. The potential is growing steadily as the market is still at a low stage in development (See figure 17, Stage of development, 46).

According to Kärkkäinen (2008, 67-71) the sophistication of customers and demand in the Russian IT market is growing. Increasing numbers of companies have begun to improve their efficiency, productivity and targeting by investing more in sophisticated IT systems. Companies often need these systems to uphold with the growing global or domestic competition, but are also more aware of the other potential benefits available from increasing investments in IT systems. This has led to a rising demand in high-quality services from IT companies to enable various improvements in comparison to their competitors. The increasing number of foreign companies in the Russian market has also contributed to buyer sophistication as these companies demand the same quality products and services they are used to in western markets. In his research report Kärkkäinen writes that many foreign IT companies from the services field also pursue their home market customers abroad and usually situate themselves in Russia and the St. Petersburg area as they might otherwise risk losing these customers in other markets.

4.4 Russia - Related and Supporting Industries

In their book Averin & Dudarev (2003, 101) indicate the supporting industries which have a significant impact on the competitiveness of the businesses operating in the primary IT industries. These include:

- Capital market
- Parts and components manufacturing
- Telecommunications

The most problematic factor for Russian IT companies seemed to be to gain access to financial resources. This has proved especially difficult for most SME's which have turned to equity financing as they cannot afford to lend capital because of the high loan rates. Even though there are several funds in the Northwest region, the infrastructure of the venture capital and

private equity market has not developed enough to be able to satisfy the growing needs of local companies (Averin & Dudarev 2003, 102).

Another important supporting industry for Russia's IT market is equipment and components manufacturing. Even when there is a growing demand for this industry, it is almost non-existent in the St. Petersburg area and therefore most of the vital equipment and components have to be imported from abroad (See figure 3, Place of origin of equipment, parts and components, 19). The formation of local equipment and components manufacturing would improve competitiveness through for example subcontracting relationships and enabling global IT-cluster formation in the St. Petersburg area. However formation of a larger-scale equipment and components industry is highly unlikely as in comparison to some Asian countries, the St. Petersburg area loses its cost advantage (Kärkkäinen 2008, 72).

Last and probably the most important related industry for St. Petersburg's IT industry is the telecommunications. As the provider of mobile communications and internet services telecommunications industry has a strong complementary relationship to IT. In 2006 the revenue of the telecommunication services was approximately EUR 21 billion and 18 percent growth from 2005. Nevertheless the growth of the telecommunications sector in the St. Petersburg area seems to be slowing to more moderate figures compared to IT, which is also expected to slow in growth percentage within the following years (Kärkkäinen 2008, 72).

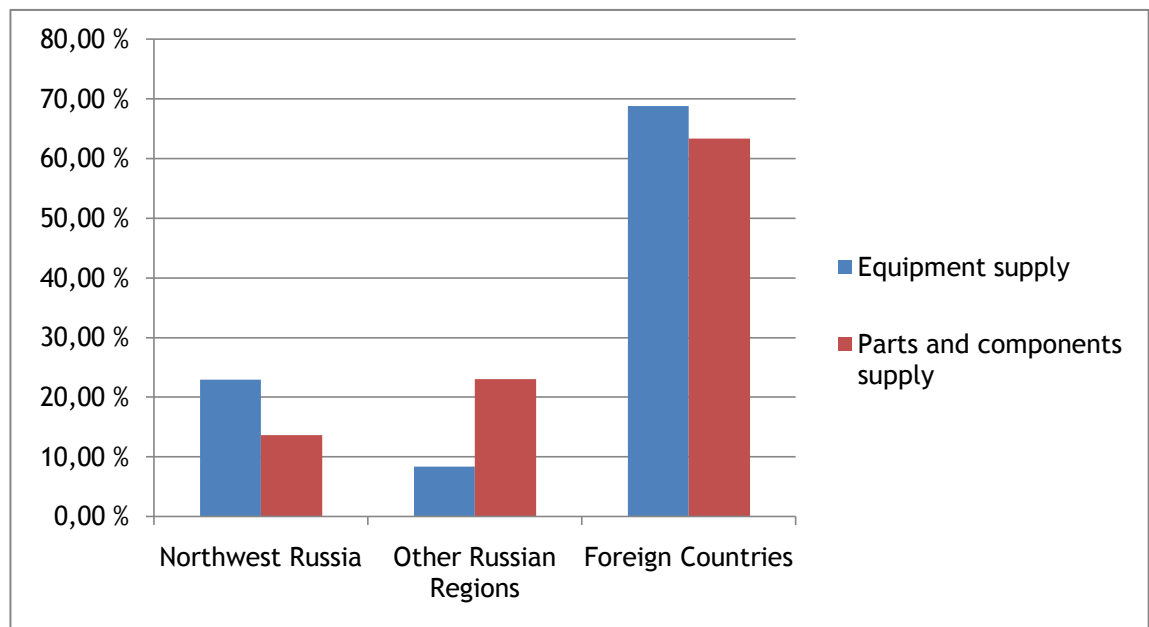


Figure 3, Place of origin of IT equipment, parts and components in St. Petersburg (Averin & Dudarev 2003, 103)

4.5 Russia - Company Structure, Strategy and Rivalry

Most of the IT companies in the St. Petersburg area are SME's ranging from 50 employees to a few hundred and do not usually have very substantial turnovers (Kärkkäinen 2008, 62). This is generally because the owners of the companies believe it to be uncertain to enlarge their companies with the help of external financial resources or because these resources are just too difficult to obtain in Russia. Wishing to be independent the companies reinvest their profits and double them almost yearly. Several of these companies use the so-called service business model, which means that software development is performed on request by customers and there is a linear dependence between the number of employees and income (Selioukova 2005, 46).

The rivalry in the St. Petersburg area IT industry is intensifying, but has still stayed on a rather modest level. The area has relatively low level of competition, at least when measured by international standards, which is the reason many new companies, both domestic and foreign, are still entering the market. As the industry is still rapidly growing and no single company holds a significantly dominant position in the market there is market share to be obtained by new companies (Kärkkäinen 2008, 63).

The investment climate in Russia is not optimal for potential foreign investors even though foreign direct investments (FDI) have been growing rapidly in the past decade. The inflow of FDI into the Russian Federation has risen from USD 3.4 billion in 2002 to USD 11.8 billion in 2007. Even though Russian's are reluctant to accept foreign dominance in business activities, especially in the businesses that exploit the local natural resources, the Russian authorities want to attract more foreign investments by various national and local reforms. A law regarding strategic investments was passed in 2008 to regulate the investments of foreign investors into Russian companies. The law states that approximately 40 business sectors now require permission from the state before a foreign dominance can be established. Sectors such as telecommunications and internet providers are included in this list. Though the business environment is improving in Russia it still continues to be constraining and unstable, especially at the judicial and fiscal levels. Below are listed reasons that make Russian market attractive possibility for FDI (Tiusanen 2008, 17):

- One of the fastest growing economies in the world.
- A large and booming internal market offering attractive growth potential with a population of 145 million and increasing income per capita.
- Low valuations for domestic companies.
- Low level of FDI – less competition for contracts, allowing (comparative) first mover advantage.
- Opportunity to substantially increase companies' profitability through transfer of know-how.

- Higher than average returns on investment.

(National Agency for Direct Investment)

	Structure	Investment Climate	Management	Rivalry	Development Strategies
St. Petersburg Area and IT Industry	Many de novo* companies, mainly SME's whose market shares are quite even	Moderate-poor, but improving	Domestic companies' higher management needs improvement in comparison to foreign ones	Moderate and intensifying, but depending on the sphere of activities	Foreign companies following their customers or coming to new growing markets. Domestic companies' strategies dependent on the sphere of activities
Software development	Both internationalized and solely domestic companies, most of which are SME's	Moderate and improving, Increasing industry consolidation activities. Expected mergers and acquisitions (M&A)	Emerging capable middle-high managers with international experience	Domestic rivalry not very intense in comparison to global in smaller and medium-sized projects	Specialization, operating by international standards and acquiring certificates (CMMI)**, visibility increase, integration, differentiation, innovation, M&A, expansion and commitment to new markets, cooperation and "co-competition"
IT service providing	A majority are SME's, both domestic and foreign companies	Improving, but overall investment activities are modest	No severe management problems, improvement expected from new middle management personnel	Domestic rivalry intense and getting stronger	Focus on core competences, increasing visibility, integration, operations' certification (CMMI), product differentiation and innovation, penetration to new markets, expansion of activities, and consolidation

Figure 4, Summary of St. Petersburg IT industry strategy, structure and rivalry features

*Established after early 1990's. **Capability Maturity Model Integration (Kärkkäinen 2008, 66)

As a general rule, there is no favoritism between foreign and local investors. However Russians are very protective over some of their companies, especially of those that operate in business areas which exploit Russia's natural resources, such as oil and natural gas. Other areas of business which are protected by the Russian government are aerospace, military and nuclear power industries (Kramer 2007). In addition to the limits set on the foreign ownership in some of these industries there are also cases in which the prior consent of the Central Bank must be obtained. Among these are:

- Any investment of over RBL 50 million.
- A foreign investment for the acquisition of in excess of 50 percent ownership.
- Investments in the defense industries (in certain instances, foreign ownership is prohibited).
- An investment in projects for the exploitation of Russia's natural resources.

(www.worldwide-tax.com)

Considering trade barriers in Russia, there does not set too many restrictions for foreign trade as most of the goods can be freely imported into Russia, although there is a licensing system for some products such as pesticides, weapons, self-defense items etc. These licenses are issued by the Ministry of External Economic Relations and controlled by the State Customs Committee. The importers have to complete a "customs freight declaration statement". Also certificates of origin and conformity certificates have to be presented to the customs (FITA 2006).

In the World Economic Forum Executive Opinion Survey 2008-2009 regarding company spending on R&D the Russian federation positioned 46th which shows that companies in Russia are average spenders on a global scale when considering R&D. In the year 2007 resources spent on R&D in Russia accumulated to USD 28.4 billion or 1.12 percent of the country's gross domestic product (GDP) (OECD 2009).

The intellectual property rights protection for software developers in Russia is in principle effectively regulated by the current intellectual property legislation. However the mechanism and legal procedures of such protection are ineffective because of the countrywide "piracy" (See figure 5, Percentage of counterfeit software, 23), inadequate administrative and criminal sanctions for breaches of this class, lack of skill and frequently displayed unwillingness of law-enforcement bodies to prosecute such breaches (Averin & Dudarev 2003, 154). A survey conducted by the Coalition of Intellectual Property Rights (CIPR) revealed that among the 50 major foreign investors in the Russian market various types of intellectual property right (IPR) infringements are costing the businesses an estimated USD 1 billion per year. Surveyed com-

panies also stated that approximately half of them have at least USD 1 million in IPR-related losses and the third of the companies stated that their losses range from USD 5 million to 50 million. Out of the survey participants 28 percent believed that more than 10 percent of their products are copied and many of the respondents believed that as many as 25 percent of products sold on the market carrying the company's name are counterfeits (Coalition of Intellectual Property Rights).

Counterfeit	2004	2007	2008
Percent	87%	73%	68%

Global Research & Data Services, 2009

Figure 5, Percentage of counterfeit software on Russian market

There are several forms for a foreign investor to start business in Russia. A foreign investor may set up a business in the form of a limited liability company, a joint - stock company, which can be either private or public, or partnership. Other way is to register a representative or branch office of a foreign company in Russia (KPMG 2008). The different factors of launching a business in Russia are shown below. Included are; the number of procedures entrepreneurs can expect to undergo to launch the business, the time it takes on average, and the cost and minimum capital required as a percentage of gross national income per capita.

Indicator	Russian Federation
Procedures (Number)	9
Time (Days)	30
Cost (% of income per capita)	2.7
Min. capital (% of income per capita)	1.8

Figure 6, Procedures required to start business, Russia (Doing Business 2009)

4.6 Sweden - Factor Conditions

Sweden with other Nordic countries is one of the most developed countries in the world when considering the use of modern ICT in business and by private individuals. In general the infrastructure is excellent and data connections are easily available and Sweden is with Finland the leading manufacturer of ICT goods. Technology does not create any threats or restrictions when entering the Swedish market is in question. (Nordic Statistical Yearbook 2008, 49)

In the year 2005 the research volume at Swedish universities amounted to approximately SEK 21 billion, which is equivalent to 0.8 percent of the gross national product (GNP). In comparison to other countries this was the highest amount internationally which can be partly explained by the fact that Sweden has a long-established political prioritization process according to which most of the public research resources go to universities. (Research and Innovation in Sweden - An International Comparison 2008, 13) Sweden also gives support to the

commercialization of research. As a result of the support a number of innovation offices will be established adjacent to seven of Sweden's largest universities. These offices will provide advice in areas such as patenting, licensing and contract research. (Sweden Review, OECD, 102)

Stockholm as well as the rest of Sweden has a high level of IT education and training. Since 1990 education in the field of technology began to grow rapidly in Sweden. Between the years 1990 and 2000 the number of graduates increased by 75 percent. There are two main IT industry sectors which employ IT specialists; ICT-related service companies employ approximately 22,000 IT specialists, which is approximately 15 percent of the total workforce, and the electronics industry, which employs approximately 7,500 IT specialists which amounts to 11 percent of the total workforce. In general the IT professions in Swedish society are highly appreciated and sought after (Merigan 2003).

According to the Innovation for Development Report 2009-2010 released by the European Business School, Sweden is the most innovative economy in the world as most of the indicators show that Sweden, relative to its size, is ranked among the leading nations or well above the average. Sweden has also been ranked first among the Organization for Economic Cooperation and Development (OECD) countries in implementing development programs to promote regional innovations. Sweden plans to develop internationally competitive R&D and innovation programs based on specific regional strengths by funding needs-driven R&D and strengthening cutting-edge competences. (Sweden Review, OECD, 98) However Sweden also has some concerns such as the decline in corporate and public investments to R&D in recent years in relation to GNP. The government R&D funding for industry and enterprise is in decline mainly due to cuts in defense-related investments (India PRwire 2009).

On average Nordic countries have very efficient legal frameworks and usually rank within the 20 most efficient countries in conducted surveys. When taking into consideration both the efficiency of the legal framework in challenging regulations and settling disputes, Sweden ranks 2nd according to Global Competiveness Report 09/10 (see figure 1, The Diamond of National Advantage, 45). Reflecting the good state of the legal framework there are no laws relating to ICT which would severely obstruct company's ability conduct business. Also unlike in Russia corruption is not an issue as according to the annual survey 2008 by Transparency International, Sweden is among the least corrupt countries in the world with Denmark, and New Zealand.

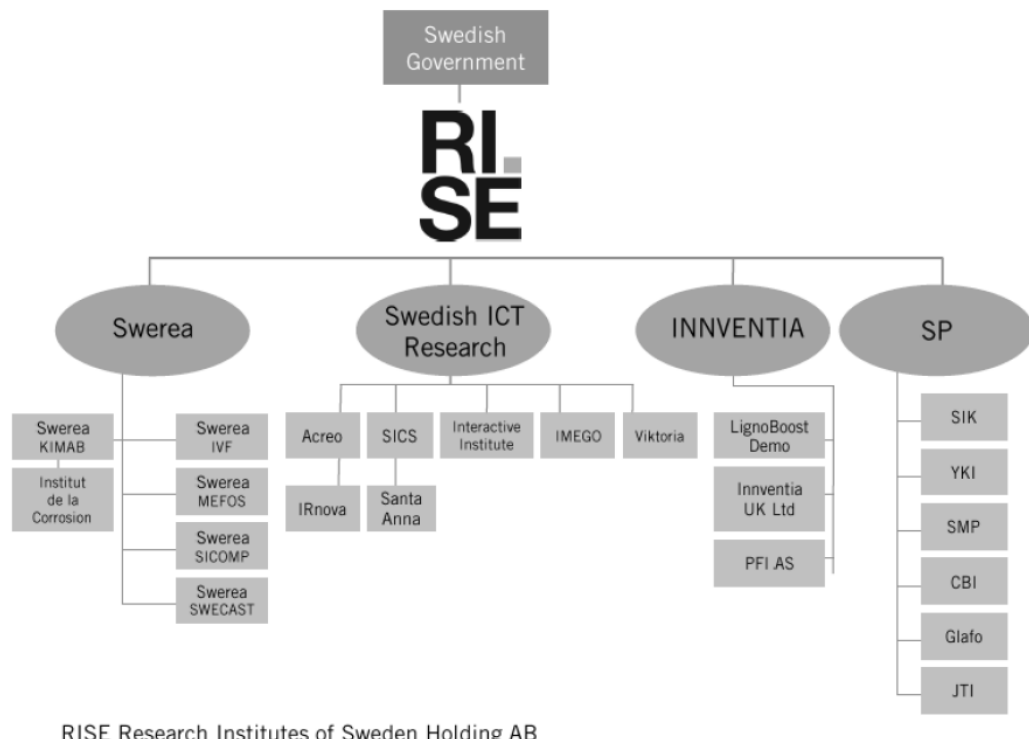


Figure 7, Organization of Swedish research institutes and holding companies (Sweden Review, OECD, 102)

4.7 Sweden - Demand Conditions

By international standards the software sector in Sweden is considerably large in size compared to the population. However many of the companies in the market do not perceive Sweden as one single marketplace because of its relatively small size by international standards and perceive it as a part of the Nordic market with the other Nordic countries included. The combined quantity of products and services created by the software sector in Sweden is estimated to represent as much as 40-50 percent or SEK 290,000 million of the total IT sector. There are approximately 500 software companies in Sweden and it is currently one of the nation's most successful growing industry sectors. Exports account for approximately half of all sales. Imports are mainly from Germany, the US and the UK (Merigan. 2003).

As Sweden is one of the leading countries in the use of the latest ICT technology this also reflects on customers' quality and demand structure. This can be seen in the broadening range of functionalities sought by users and the demand for increasing product performance. Lippoldt & Stryzowski (2009, 17-20) name in their book the following functions in ICT to be the most sought after:

- Mobility; refers to the computing structure of software driven products which enables availability and access anywhere, anytime. Mobility has become a key functionality sought after in the market
- Interoperability; means the capability to communicate, execute programs or transfer data among various functional units in a manner that requires the users to have little or no knowledge of the unique characteristics of those units. Functionalities from this area are most sought after in ICT intensive sectors
- Accessibility; is concerned with ensuring that the product is easy to comprehend so that as many people as possible can take benefit of it without extensive training required
- Security and Privacy; a vital consideration for all stakeholders is ensuring the security of information technology systems and respect for the privacy of individuals who use the system
- Reliability; software reliability refers to the ability of users to have confidence in the software products they employ will work consistently and not in unpredictable manner

4.8 Sweden - Related and Supporting Industries

The Swedish market is in many ways an economy of related and supporting industries as many of the businesses in the country have been established to accommodate the needs of other existing industries. In fact many of current highly competitive industries in Sweden have developed from related and supporting industries. Business sectors in Sweden are highly developed from the cluster perspective and there is a high quantity of information flow, interaction and cooperation inside the clusters. Also the relationships to clients and suppliers in Sweden are often more open and flexible than what people are used to in other markets (Porter, M. 2006, 417). Below are presented the Swedish related and supporting industries.

- Research and development, education, innovation
- Capital market

Sweden has been an innovation-centered economy since technical breakthroughs helped to create competitive advantage and a foundation for access to more advanced industries. Investments in R&D are significant but innovation processes are slow and are often limited to relatively narrow business fields. Also the Swedish educational system is slowly losing the competitive advantage it has been creating for domestic companies. To retain this advantage Porter (2006, 785-787) suggests that education needs to become more specialization-oriented and concentrate more resources on areas that affect various fields of business such as software, data processing and new materials.

Traditionally capital markets have not majorly affected the decision-making of Swedish corporate executive officers (CEO's). Many companies have made long investments and they were rarely sold. This has been because of the accounting policy used in Sweden and financial groups which own significant shares of companies' shares. However as the Swedish financial market has evolved and become more effective, many Swedish companies now have foreign shareholders, mergers between companies have become more common as have different types of financial instruments which have increased their popularity as an alternative to stock investment. Also financing experts have begun to appear in the higher management of companies (Porter 2006, 419).

4.9 Sweden - Company Structure, Strategy and Rivalry

According to Dahlén & Elfsson (1999, 27-28) competition in Sweden and especially in the Stockholm area is more developed than in most of the other ERP markets. This is partly because the market is dominated by local ERP vendors such as IBS and IFS. The market is also relatively small compared to the number of competitors in it, but as there is a wide representation of large international companies in Sweden, many of the ERP vendors see the market opportunities present in Sweden too valuable to disregard.

Perhaps the most important factor influencing a company's international success is the domestic competitive intensity. While having a highly competitive home market domestic customers tend to demand better innovations, lower prices, more innovative ways to compete and create value for the end customer and increase the amount of marketing. A strong domestic competition can even enhance the international status of a nation when a group of domestic rivals build a national image (Sölvell et al, 49), such as Belgium has a strong image in the international chocolate market.

There are a few companies operating in Sweden with the same target group for ERP systems as CSI Helsinki Oy has in Finland. These companies are: Hogia Group, Katscenter AB, SoftIT SK AB (Klartext), TCL Business Systems AB (Saturnus). Of these companies SoftIT SK AB has increased its market share in lawyers and law-office ERP markets by acquiring in November 2007 FP Data AB, which had developed a system called TIDREDAN, which at its prime had more than 1000 users in 200 different offices (SoftIT SK AB 2010).

There are approximately 4000 lawyers in Sweden who are members of the Swedish BAR Association and in addition approximately 1300 non-members working in lawyers and law offices as assistant lawyers. All these people can be seen as potential users for the software and solutions. (Swedish BAR Association)

Being one of the most active business regions in Europe with high continual growth and world-class ICT clusters, Stockholm attracts foreign investors even during more unstable times with

its broad range of qualified R&D and business services. Having few and fast procedures for starting a business and no major barriers for foreign companies to enter the market, Sweden is among the world's leading nations in the prevalence of foreign ownerships (see figure 1, *The Diamond of the National Advantage*, 45)

According to EU membership, trade policies that are in force in all EU countries apply to Sweden. Even though the EU has a liberal foreign-trade policy, certain restrictions are being forced, especially on farm products. The EU has been a single market since the first of January 1993. From that date the free circulation of goods was insured by abolishment of remaining customs barriers. Trade within the EU is free from all customs duties as long as the country of origin of the goods is one of the 27 EU member states. However exporters have to complete an intrastat declaration when bringing goods into Sweden (European Commission. 2009 & FITA. 2010).

Sweden is distinguished by high taxes which mainly target the rich, dividend taxes, and increasing capital gains taxes. Government however has taken notice of this problem and is now making concentrated efforts to attract new investors. In Sweden the role of promoting FDI has been assigned to the Invest in Sweden Agency (ISA) which provides assistance to companies interested in setting up in the country (FITTA 2010). The Stockholm region contributed to 71 FDI's which accounted for 46 percent of all FDI's in Sweden in the year 2009. Most of these investments were new establishments or joint ventures in the ICT sector. Stockholm has also strengthened its attractiveness among foreign investors as the number of investments during the same period in 2008 was 46 (Stockholm's Official Business Guide 2009).

Swedish society and industry are highly international and technology oriented, as a nation the state of mind is to adapt to constant change. The setting up of a business in Sweden is a straightforward process. Procedures are simple and efficient, based on a transparent system that seeks to facilitate formation of new enterprises. A limited-liability company is the most commonly chosen by foreign investors as the legal form of their business (Invest Sweden 2009).

Indicator	Sweden
Procedures (Number)	3
Time (Days)	15
Cost (% of income per capita)	0.6
Min. capital (% of income per capita)	28.5

Figure 8, Procedures required to start business, Sweden (Doing Business 2009)

In Nordic countries businesses in general use more money on R&D than their counterparts in Western Europe. Compared to other Nordic countries Sweden spends the most money on R&D when calculated in Euros using purchasing power parity (PPP) per person, which is approximately EUR 1040. In Sweden 76 percent of the R&D is paid by private companies while remainder of the R&D activities take place in universities and other institutions of higher educa-

tion as well as in other public institutions. (Nordic Statistical Report 2008, 48) The government spending on R&D in Sweden is among the highest in the Europe. In October 2008 the Swedish government presented a further increase in public spending for innovations and research by SEK 5 billion over the years of 2009-2012, which is twice the amount of the previous period. Also during the same timeframe the strategic core funding the industrial research institutes will be increased. The funding will be used to strengthen the institutes' cooperation with industry and to promote their participation in international R&D programs (Sweden Review, OECD, 101-102).

The Swedish intellectual property protection legislation protects intellectual achievements and their distinctive features against infringements through policies which protect industrial property. The organization responsible for the protection of intellectual property in Sweden is the Swedish Patent and Registration Office (PRV) which grants protection for sole rights for technical ideas, trademarks and design. However before registration can take place the idea for which the protection is needed has to be deemed innovative. Copyrights are issued automatically but inventions and trademarks must be registered in order for sole rights to apply. Intangible assets may also be sold or licensed (European Commission. 2009). The main laws concerning this field are in many ways the results of agreements at EU and international levels. Sweden signed the agreement of Paris concerning the protection of industrial property and the agreement which establishes the World Intellectual Property Organization (WIPO). In the field of patents Sweden has endorsed the agreement of Munich for European patents, as well as the Patent Cooperation Treaty. Sweden has also signed the Agreement of Madrid which relates to the international register of trademarks, and Nice agreement regarding the classification of goods and services. The Agreements of Vienna on International Classification of the Representational Elements of Trademarks has also been signed by the country. Protection for patents is assured by the payment of annual fees as where trademarks have an unlimited protection with the payment of annual rights and technical designs are protected for 20 years (FITA 2010).

In general Swedish law provides sufficient protection of all property rights, including intellectual property. Being a member of the EU, Sweden abides by a series of multilateral conventions on industrial, intellectual, and commercial property. PRV works in close cooperation with international organizations such as WIPO, EPO, OHIM etc. Below are presented different categories of intellectual property rights and most important agreements related to them.

- Patents; “Patents are adequately protected under the terms of the EU Agreement, in which member states have agreed to comply with the substantive provisions of the European Patent Convention of 1973, which Sweden ratified in 1980. Protection in all areas of technology may be obtained for 20 years.”

- Copyrights; “Sweden is a signatory to various multilateral conventions on the protection of copyrights, including the Berne Convention of 1971, the Rome Convention of 1961, and the WTO’s Trade Related Intellectual Property (TRIPS) convention. Swedish copyright law protects computer programs and databases. Enforcement of the law, however, has been less than ideal, although a contradiction between Sweden’s constitution and its international obligations to protect unpublished, copyrighted material has been resolved in a satisfactory manner.”
- Trademarks; “Sweden protects trademarks under a specific Trademark Act (1960:644) and is a signatory to the 1989 Madrid Protocol.”
- Trade Secrets; “Proprietary information is protected under Sweden’s patent and copyright laws, unless acquired by a government ministry or authority, in which case it may be made available to the public on demand.”

(Dimireva 2009)

	Structure	Investment Climate	Management	Rivalry	Development Strategies
Stockholm area and IT Industry	Both internationalized and solely domestic companies, most of which are SME’s	High	Highly educated management. Willingness to allocate power	Fierce competition in comparison to other global markets	All big international companies have strong presence in Stockholm. Customers are willing to pay for best practices and persistent to development.
Software development	Few established companies, SME’s whose market shares are quite even	Moderate and stable.	Capable managers mainly with technical education backgrounds. Marketing and sales skills could be questioned.	Market maturity level is high	Local software development companies have established their presence in the market and according to their web pages there has not been much development during the past few years.

Figure 9, Summary of Stockholm IT industry strategy, structure and rivalry features

4.10 Analysis

In addition to the country information this analysis of the target markets relies heavily on online questionnaire forms (See appendices 2, 3, and 4). The online questionnaire was trans-

lated into Swedish and Russian after which it was sent to law offices in St. Petersburg and Stockholm.

The questionnaire consisted of 16 questions varying from questions considering the basic company details such as the name of the company, size of the company and business orientation to questions concerning the qualities required from the case management software (see appendix 2, Questionnaire for law firms, 51). The questions on the questionnaire form were planned in close cooperation with the commissioning company, CSI Helsinki, in order to receive a appropriate overview on both observed markets and to receive answers that would help the management of CSI Helsinki to understand the current competition situation in the observed markets and eventually help the management to make a decision to which market would be more beneficial to enter.

The questions were designed to include both open-ended questions and close-ended questions. The open-ended questions included company details and competitors whereas the close-ended questions were designed so that measurable and comparable answers could be received. In most of the close-ended questions the respondents were asked to rate on a scale of 1-5 how important certain software qualities are in their opinion. These close-ended questions were intended to highlight specific characteristics of the two markets.

The questionnaire for law companies in St. Petersburg and Stockholm was made using Digium enterprise feedback management software. Digium software is specially designed for online surveys. It creates for every survey an individual workspace where a questionnaire can be designed, tested and shared with the target group. The software also has tools for survey analysis with which the survey results can be reported or the data can be transferred to more sophisticated data analysis software such as SPSS. Digium's analytical tools contain various tools ranging from mean values and data filters to cross tabulation and fractals.

The survey was sent altogether to 270 email addresses of 150 offices of which 38 were located in St. Petersburg and 112 in Stockholm. The information about the offices was gathered by using search engines, namely Google for searching the offices in Stockholm and Yandex, which is a quickly growing Russian local search engine, for the Russian offices. Finding the contact details for Stockholm caused no problems whereas the information about St. Petersburg eventually required native help. Even though the main target groups of CSI Helsinki for international markets are offices employing more than 10 law professionals, no filtration was used when the e-mail addresses was gathered. The decision to accept law offices from all size groups was firstly to increase the response rate and secondly to receive an understanding the viewpoints of both large and small offices.

The overall response rate of the questionnaire was 10.74 percent from which Stockholm's share was 11.73 percent whereas the St. Petersburg's percentage was 9.80. Even though some

law offices may have received several invitations for the questionnaire, all respondents represented distinctive offices.

The target groups in both countries received the questionnaire twice, except those who responded during the first time the questionnaire was sent. One important observation was that the majority of St. Petersburg responses were submitted during the first time of sending the questionnaire whereas from Stockholm almost 2/3 of the responses were submitted after the reminder.

The first question of the questionnaire form was about the position of the respondent. In Stockholm 56 percent of the respondents were partners whereas the same group amounted to 40 percent in St. Petersburg. The overall distribution of the respondents is illustrated below.

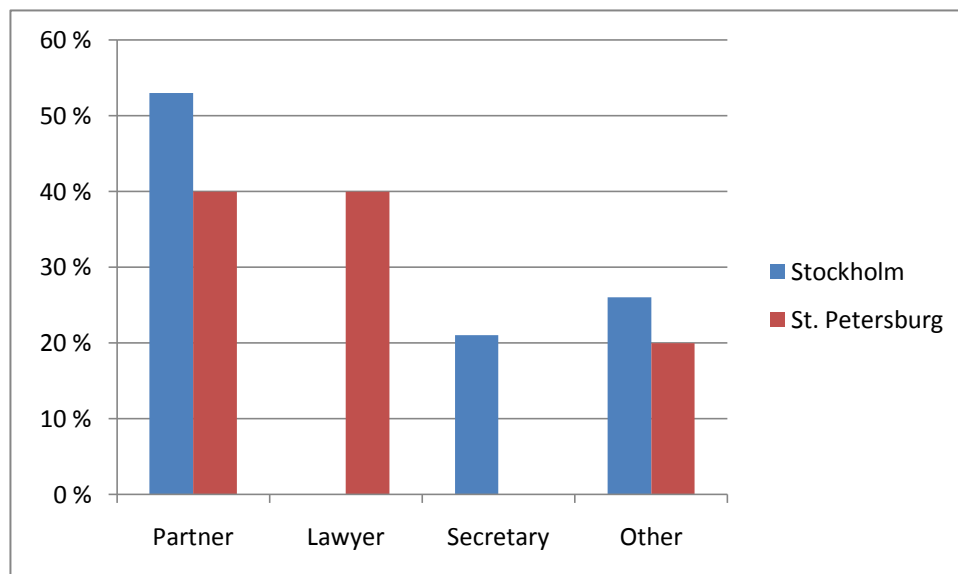


Figure 10, Respondent profile

In general the average law office size in Stockholm is bigger compared to Helsinki, which can also be interpreted from Figure 11, Distribution of office size (see page 33). The average of office size in St. Petersburg seems to be something between the average office sizes of Helsinki and Stockholm, as the majority of the respondents were employed by small law offices. According to the Finnish legal magazine (*Liikejuridiikka* 1/2008) there are only three offices in Finland that employ more than 100 lawyers, which means that they hardly have more than 250 employees, when the biggest one, Roschier, has 161 lawyers.

As stated previously in the thesis, Klartext (SoftIT SK AB), Saturnus (TLC Business Systems) and Hogia (Hogia Group) dominate the case management software market in Sweden. One interesting notion is that the videos shown on the SoftIT homepage anticipate that the software was developed in the early 1990's and not upgraded since then, still their market posi-

tion is among the strongest. PositionEtt is Software as a Service (SaaS) based software that can be downloaded from the PositionEtt homepage and is compatible with Apple Macs. 3E is developed in the United States.

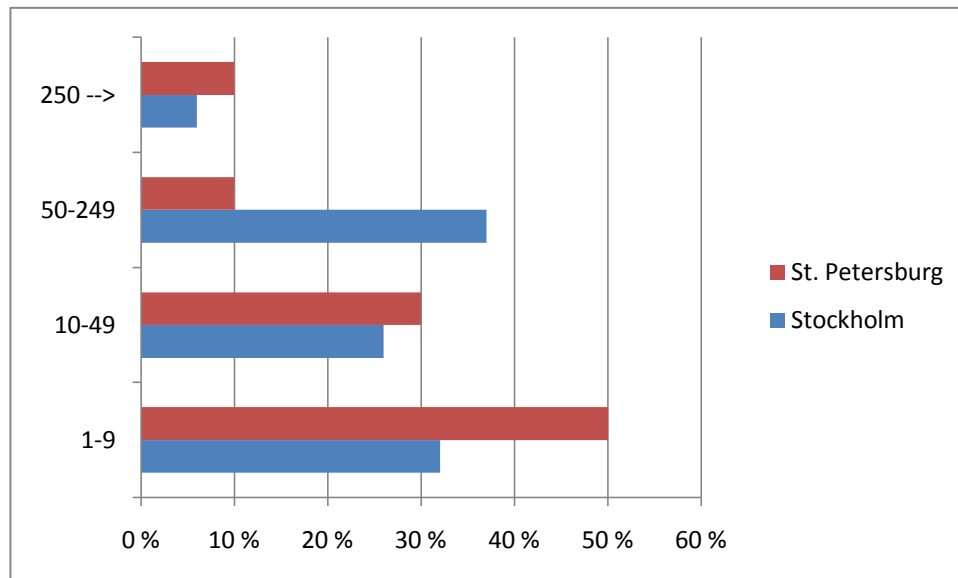


Figure 11, Distribution of office sizes

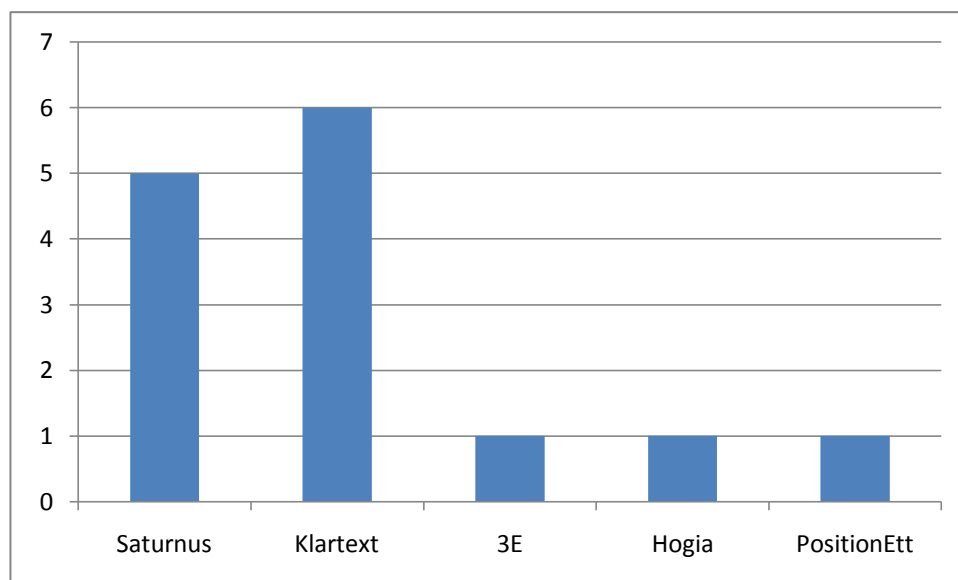


Figure 12, Case management software used in Stockholm

When the answers were filtered by satisfaction less than 4 on the scale of 1-5, (1 very unsatisfied 5 very satisfied) (See Appendix 2, question 7.2., 51), the outcome was somewhat unexpected. Five out of six law offices using Klartext case management software were not completely satisfied with the software. By using the same filtration among the Saturnus users the outcome was that two out of five users were not completely satisfied.

Figure 14 below on the right illustrates the amount of 4 or 5 (good / very good) of satisfaction of the case management software used by the offices in Stockholm.

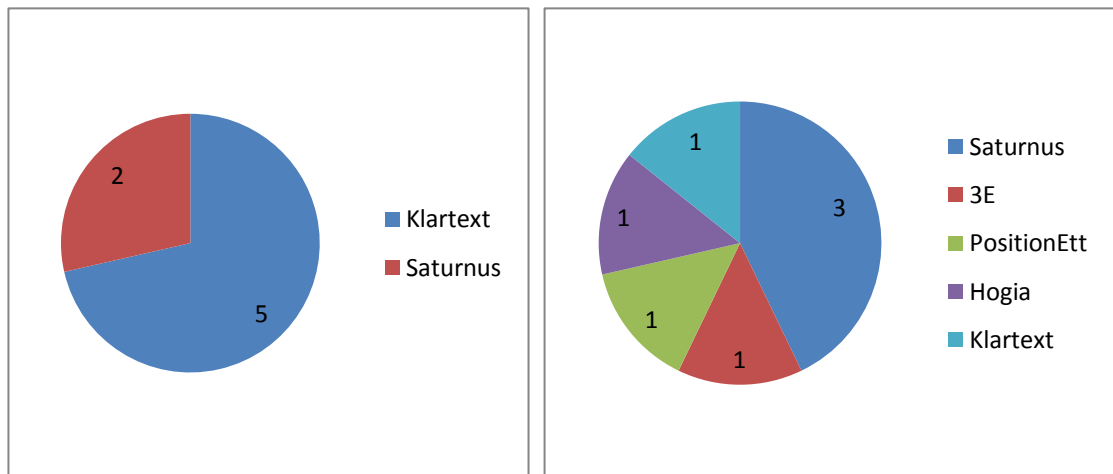


Figure 13, Satisfaction less than 4

Figure 14, Satisfaction 4 or 5

Half of the respondents have case management software in use in their law office in St. Petersburg, which is significantly less than in Stockholm. The American software 3E was the only software that has market presence in both Stockholm and St. Petersburg. Interestingly, former case management software of CSI Helsinki called LakiMies was used by one office in St. Petersburg even though CSI Helsinki should not have a presence in St. Petersburg. The other two software's mentioned by respondents in St. Petersburg are DMC Maconomy (American software) and Atlas.

When filtering the responses by respondents into groups of secretaries, lawyers and partners, all secretaries in Sweden put much emphasis on the language of the software. Secretaries responded that it is very important to have software which is in a native language, whereas the language was not regarded important in the other groups. This would mean that even though the sales process itself could be successful with an English user interface when negotiating with law company partners, ultimate satisfaction could only be achieved with a native language user interface as the secretaries are the most active users. In St. Petersburg the language of the software does not seem to be much of an issue as most respondents, regardless of the position in the organization, answered that native language is not a necessity.

As mentioned earlier in the theory section, in St. Petersburg IT infrastructure is not on the same level with Stockholm (See figure 17, Stage of Development, 46). Whereas in Stockholm every law office has, depending on the size of the company, either an organization-wide or office-wide common database, in St. Petersburg even in bigger law companies with more than one office a common database does not always exist. This is somewhat controversial with the given responses by the law companies in St. Petersburg. 70 percent of the respondents named distribution of chosen documents among the employees as an essential part of case manage-

ment software and as a second most important quality of case management software after comprehensive reporting attributes. However these answers strengthen the impression received already in earlier sections that IT infrastructure is of lesser quality when compared to Sweden or Finland. Appendices 5 and 6 show the complete data of the given responses.

5. Conclusions

Since CSI Helsinki Oy does not have any permanent representation in Sweden, starting operations and gaining customers could be difficult since the market is moderately homogenous and there are few strong competitors already in the market. In St. Petersburg the competition among suppliers seems to be less active but the market readiness is not on the same level with Stockholm.

Another limiting factor is language. Finns are not very used to use the Swedish language in business life, although most Finns have studied Swedish at school and Swedish is the second official language of Finland. Also arranging support services and documentation in Swedish can be a challenge and in Russian arranging support services and documentation would be even more challenging.

Although English dominates in international business life, not all are comfortable using the language in their daily business if it is not normally required. Though Sweden is known for the high level of language skills; nearly every citizen speaks either English or German as a second language, especially secretaries seems to be reluctant to use English user interface in their case management software.

The chosen target markets for law office ERP systems, St. Petersburg and Stockholm, seem to have much dissimilarity in their market environments which ultimately makes it difficult to give an accurate answer to the question which market is actually more beneficial to enter for CSI Helsinki. Whereas St. Petersburg encompasses a high level of potential in market size and market growth and has relatively low competitive intensity as well as a low level of IT sophistication as stated before and interpreted from the responses, Stockholm seems to be an easier choice with easier market access, lower political and economic risk, better technological readiness and higher purchasing power but also more intense competition. Figure 15, Target country selection in terms of market attractiveness (see page 37), summarizes the findings of the chosen target markets.

Sweden shows high-level of market saturation but the saturation is associated to higher level of customer demand as shown in the previous section. In the ERP software market of St. Petersburg the high level of software variation indicates that the market is not dominated by any major software provider that has created the need for law company ERP software and assured the law offices of the benefits of software usage.

Mobility is increasing in importance in the Swedish software market (see page 26). The software of CSI Helsinki is not mobile at its current condition. It would be important to solve the mobility issue if an entry decision to the Stockholm market was to be made.

Figure 15 (see page 37) summarizes the market conditions in both target markets from the viewpoint of market entry. Market size was regarded to be just slightly bigger in St. Petersburg than in Stockholm. Even though the city of St. Petersburg itself is roughly four times bigger than Stockholm the amount of law offices is not that much higher. The market potential however is many times bigger in St. Petersburg as it seems that no major case management software development company has entered the market with Russian translated software.

As mentioned earlier in the theory section, in St. Petersburg IT infrastructure is not on the same level as Stockholm (see also Figure 17, Stage of Development, 46). Whereas in Stockholm every law office has, depending on the size of the company, either an organization-wide or office-wide common database in St. Petersburg even in bigger law companies with more than one office a common database does not always exist. This is somewhat controversial with the given responses by the law companies in St. Petersburg. 70 percent of the respondents named distribution of chosen documents among the employees as an essential part of case management software and as a second most important quality of case management software after comprehensive reporting attributes.

Also the number of counterfeit software is remarkably high in Russia (see figure 5, page 23). Even though the Russian government has taken action on the piracy issues, the fact that people are used to getting software free of charge, or at a low price as an illegal copy, has influence on software pricing and market demand (as stated in the sections 4.2 and 4.3).

The table below summarizes the whole market analysis. The chosen, most relevant market attributes for CSI Helsinki, are listed on the left side of the table. Law company ERP software market attributes of Stockholm and St. Petersburg were evaluated on a five step scale (from very poor to very good). Evaluation was based partly on the findings of the analysis in the previous sections and partly on the questionnaire responses received from the law companies of Stockholm and St. Petersburg. The first of the three last columns on the right side of the table percentage weight factor, functions as a multiplier for the scaled attributes. For example in the case of market size attribute Stockholm was evaluated to have medium (3) market size and St. Petersburg good (4). The numerical result of the attribute is multiplied by the weight factor percentage which leads to the grading weight result. In the bottom-right corner is the overall result from the combined grading weight results. The overall results indicate that the Stockholm law company ERP market would be a slightly better choice to enter for CSI Helsinki even though the market potential of St. Petersburg is evident.

	1 very poor	2 poor	3 Medium	4 good	5 very good	% weight factor	Result (grading weight) Stockholm	Result (grading weight) St. Petersburg
Market size			Stockholm	St. Petersburg		15	0,45	0,6
Market growth (ICT)		Stockholm		St. Petersburg		15	0,3	0,6
Technology			St. Petersburg		Stockholm	10	0,5	0,3
Buying power (PPP)		St. Petersburg		Stockholm		15	0,6	0,3
Market access		St. Petersburg		Stockholm		15	0,6	0,3
Competitive intensity		Stockholm			St. Petersburg	15	0,3	0,75
Political / economical risks	St. Petersburg				Stockholm	15	0,75	0,15
						100	3,5	3

Figure 15, Target country selection in terms of market attractiveness (Hollensen 2007)

Two more conclusions on the competition situation in both markets were that if CSI Helsinki wants to enter the Stockholm market, which seems to be the easier alternative of the two markets, the competition against the domestic software development companies must be won almost purely with software quality. In St. Petersburg first mover advantage could be achieved if the pricing and risks can be managed because of the low level of competition.

6. Theoretical linkages and future research challenges

There are three important considerations for CSI Helsinki before the start of a possible internationalization process starting from a company's internal analysis and competitor analysis. The following sections contain the analysis suggestions.

6.1 Internal analysis

It is often argued that people are the most important resource for software companies. Human Resource (HR) management procedures must be in place to manage the staff and make sure that the growth and internationalization of the company do not fail due to resource and HR management problems

Evaluation of the human resources and human resources management and skills from the point of view of the success of the company's international business strategy can be shortly executed by evaluating the following categories by using the scaling system found in the end of the list:

1. Human resources: availability and quantity
 2. Professional skills, creativity, education
 3. Business experience, market, competitor and business knowledge, customer relations
 4. Foreign language skills
 5. Quality of HR as to level of commitment and motivation
 6. Vulnerability of the HRM resources (dependency on few persons)
 7. Human resources management, corporate culture
 8. Other human resource factors
 9. On the scale of 1-5, rate the level of the company's management and human resources and skills from the perspective of internationalization
1. Very low 2. Low 3. Average 4. High 5. Very high

(Äijö & al. 2005, 69)

6.2 Relative competitive strength

Relative competitive strength is a tool for estimation of possibilities of successful market entry. According to the questionnaire Stockholm has two dominant software vendors, Klartext and Saturnus, which should be evaluated before the possible market entry decision. There seem not to be any dominant case management software vendors in St. Petersburg, but as the American Software vendor 3E has customers in both Stockholm and St. Petersburg the company in question should be evaluated.

	1 very poor	2 poor	3 Medium	4 good	5 very good	% weight factor	Result (grading weight) Competitor	Result (grading weight) CSI Helsinki
Products fit to market demands								
Prices and conditions								
Market presence								
Marketing								
Obtainable market share								
Financial results								
Financial resources								
						0	0	0

Figure 16, Relative competitive strength with regard to the best competitor (Hollensen 2007)

6.3 Product Standardization vs. Adaptation

The first consideration after the internationalization decision has been made is the question of product modifications that are needed or warranted. There are four basic alternatives in approaching international markets: 1) selling the product as it is in the international marketplace, 2) modifying products for the different countries, 3) designing a new product for foreign markets, and 4) incorporating all the differences into one product design and introducing a global product. (Czinkota M. & Ronkainen I. 2004, 249)

Standardization has become increasingly general in many product sectors but there are still substantial differences in company practices, depending on the products marketed and where they are marketed. The following list includes factors that encourage either towards product standardization or adaptation:

Factors Encouraging Standardization

- Economies of scale in production
- Economies in product R&D
- Economies in marketing
- “Shrinking” of the world economic integration
- Global competition

Factors Encouraging Adaptation

- Differing use conditions
- Government and regulatory influences
- Differing consumer behavior patterns
- Local competition
- True to the market concept

(Czinkota M. & Ronkainen I. 2004, 250)

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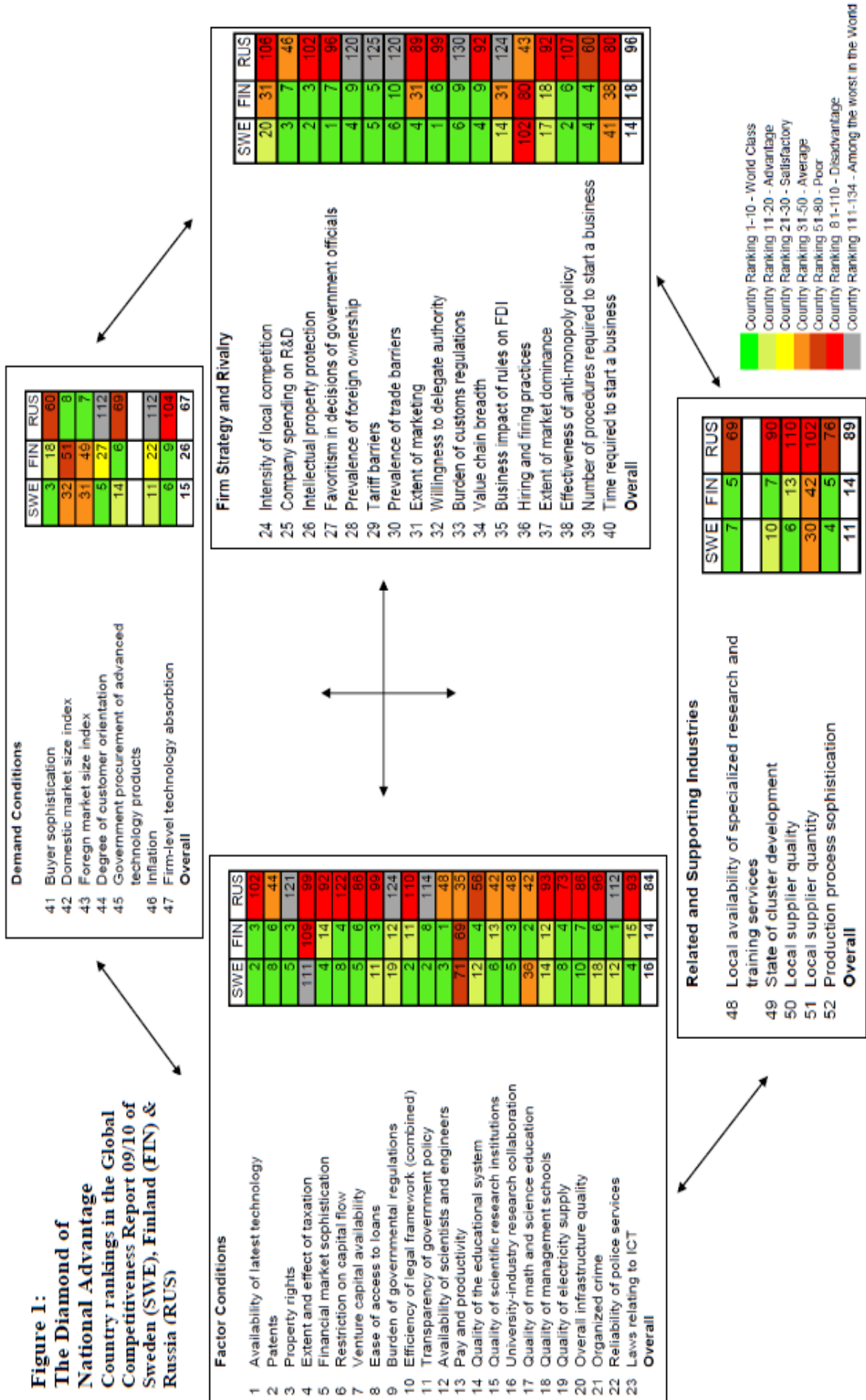
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**Figure 1:
The Diamond of
National Advantage
Country rankings in the Global
Competitiveness Report 09/10 of
Sweden (SWE), Finland (FIN) &
Russia (RUS)**



Diamond of National Advantage, Figure 1

Factor	Sweden	Russian Federation
Institutions	6,1	3,2
Infrastructure	5,9	3,9
Macroeconomic stability	6,1	5,7
Health and primary education	6,3	5,7
Higher education and training	5,9	4,4
Goods market efficiency	5,4	3,9
Labor market efficiency	5	4,8
Financial market sophistication	5,7	3,7
Technological readiness	6,1	3,4
Market size	4,7	5,9
Business sophistication	5,8	3,8
Innovation	5,5	3,4

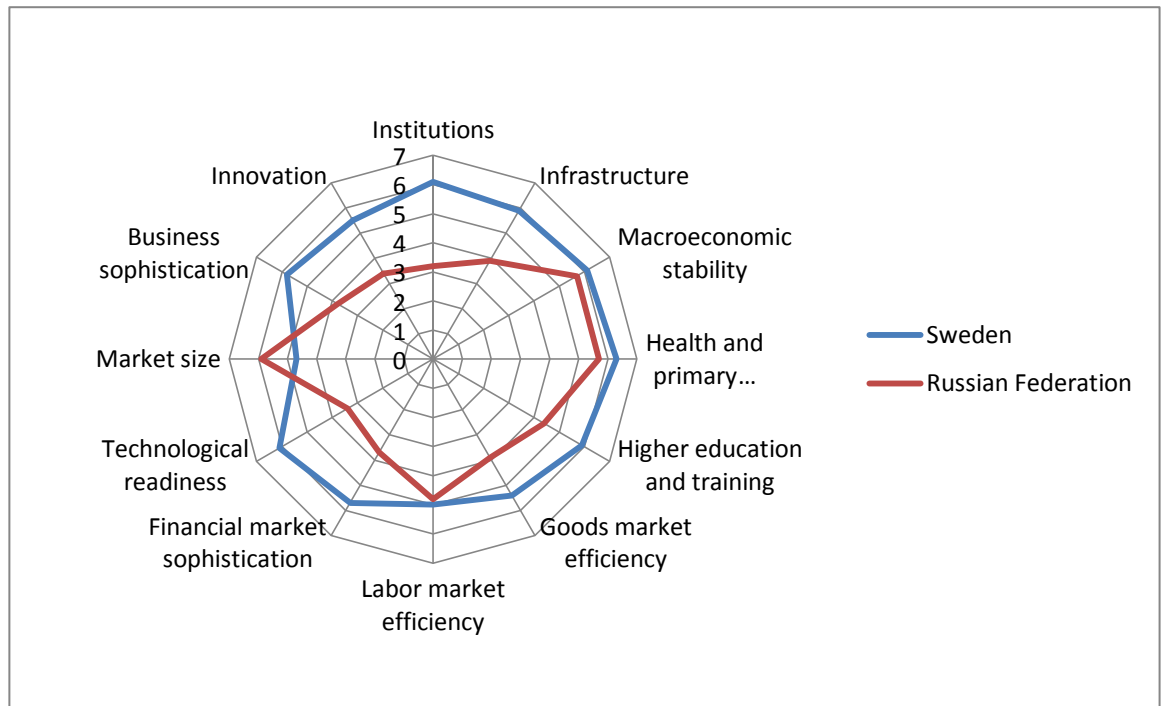
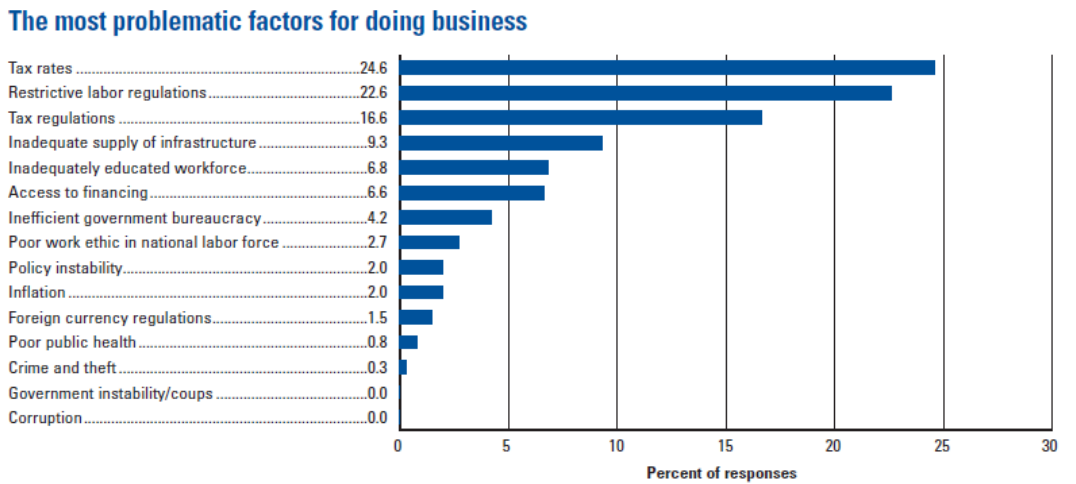
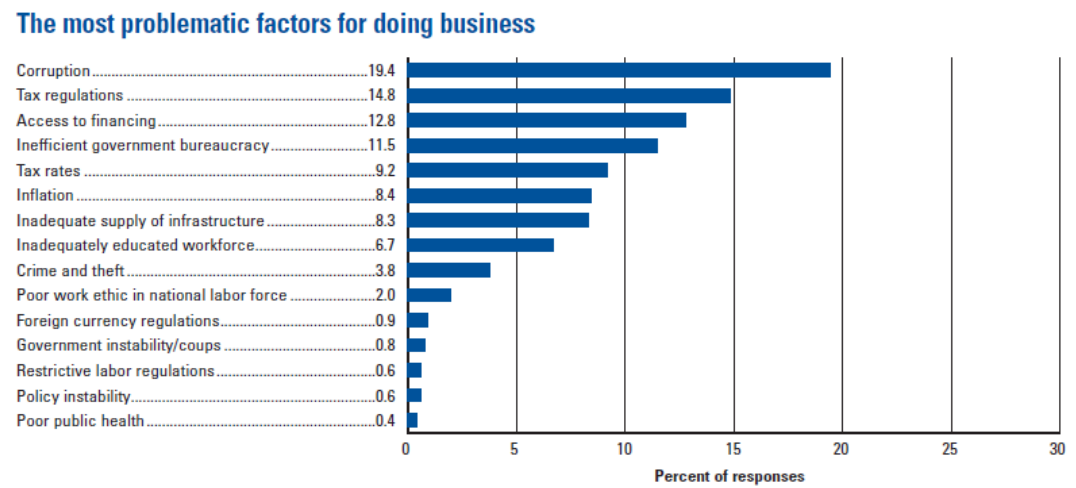


Figure 17, Stage of development - Comparison of Russian and Swedish economic factors
(Global Competitiveness Report 09/10)



Note: From a list of 15 factors, respondents were asked to select the five most problematic for doing business in their country and to rank them between 1 (most problematic) and 5. The bars in the figure show the responses weighted according to their rankings.

Figure 18, Swedish executive survey (Global Competitiveness Report 09/10)



Note: From a list of 15 factors, respondents were asked to select the five most problematic for doing business in their country and to rank them between 1 (most problematic) and 5. The bars in the figure show the responses weighted according to their rankings.

Figure 19, Russian executive survey (Global Competitiveness Report 09/10)

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Appendix 1, Abbreviations

CEO	Corporate Executive Officer
CIPR	Coalition of Intellectual Property Rights
CMMI	Capability Maturity Model Integration
CIS	Commonwealth of Independent States
CRM	Customer Relationship Management
CSI	Creative Software Innovations
EPO	European Patent Organization
ERP	Enterprise Resource Planning
EU	European Union
EUR	Euro
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GNP	Gross National Product
ICT	Information and Communication Technology
IPR	Intellectual Property Rights
ISA	Invest in Sweden Agency
IT	Information Technology
M&A	Mergers & Acquisitions
OECD	Organization for Economic Co-operation and Development
OHIM	Office for Harmonization in the Internal Market
PCT	Patents Cooperation Treaty
PPP	Purchasing Power Parity
PRV	Patent and Registration Office (Sweden)
R&D	Research and Development
RBL	Ruble
SaaS	Software as a Service
SMEs	Small and Medium Sized Enterprises
TRIPS	Trade-Related Aspects of Intellectual Property Rights
USD	United States Dollar

USSR	Union of Soviet Socialist Republics
VAT	Value Added Tax
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

Appendix 2, Questionnaire for law firms - English Version

Dear law professional,

We kindly ask you to participate in a research on Russian/Swedish case management software market. The following questionnaire is a part of our final bachelor thesis in Laurea - University of Applied Sciences. The questionnaire will be executed in close co-operation with a Finnish case management software provider CSI Helsinki. We hope you could give answers to as many questions as possible, but in case you find some of the following questions too sensitive to answer you can leave them unanswered.

The questionnaire consists of 16 multiple choice questions and filling out the questionnaire should not take more than 5 min.

Thank you for your participation,

Mikko Hämäläinen & Marko Miettinen,

Laurea - University of Applied Sciences

1. Company name

2. Position
 - Partner
 - Lawyer
 - Secretary
 - Other -

3. In total, how many lawyers and secretaries does your company employ?
 - 1-9
 - 10-49
 - 50-249
 - 250→

4. Does your company have offices in other cities?
 - ➔ If yes 3.1. Do you share a common database organization wide?
 - ➔ If no 3.2. Do you share a common database in your office?

5. Business orientation?
 - Business/Company customers
 - Private persons
 - Both

6. Which operating system do you use on your computers?
 - Windows
 - Linux

- Apple Mac
- Other

7. Do you have a software that is designed for case management and billing?

7.1. If yes, what is the name of the solution?

7.2. How satisfied are you with the solution?

Rate in the scale of 1-5 (1 not at all satisfied, 5 very satisfied)

1 2 3 4 5

8. Software supplier preference

- Local/Domestic
- International
- No preference

Rate in the scale of 1-5 (1 not at all important, 5 very important), in your opinion how important the following statements/requirements are for the case management software.

9. The language of the software should be native language.

1 2 3 4 5

10. Integrations to other softwares (such as CRM) should be available

1 2 3 4 5

11. Reporting should be comprehensive. (e.g. business reports, accounting reports)

1 2 3 4 5

12. Chosen documents (customer documents, customer e-mails) should be easily distributed among the employees.

1 2 3 4 5

13. Crucial data such as customer names, activities, assignments, voice memos etc. should be made available on your mobile phone.

1 2 3 4 5

14. Calendar/e-mail functions should be integrated with your software.

1 2 3 4 5

15. Contracts should be managed in the software

1 2 3 4 5

16. Is there a company operating in the IT (hardware provider etc.) solutions that you could recommend or that you have used previously?

Thank you for taking the time to fill out this questionnaire.

Mikko Hämäläinen & Marko Miettinen, Laurea - University of Applied Sciences

If you have anything to ask about the questionnaire please contact Mr. Marko Miettinen, e-mail marko.miettinen@laurea.fi, or Mr. Mikko Hämäläinen, e-mail mikko.hamalainen@laurea.fi.

If you wish to receive more information about the commissioning company CSI Helsinki please contact myynti@csihelsinki.fi (English only)

If you want to participate in the lottery of a book concerning Finland, please fill out your contact details. The winner will be informed

Full Name:

E-mail:

Phone number:

Appendix 3, Questionnaire for law firms - Russian Version

Уважаемый специалист по юридическим вопросам!

Любезно просим Вас принять участие в исследовании рынка программного обеспечения по управлению деятельностью (case management software market) в России.

Настоящая анкета представляет собой часть нашей дипломной работы в Высшем Политехническом Институте «Laurea» Финляндии. Опрос осуществляется в сотрудничестве с финским поставщиком программного обеспечения по управлению деятельностью (case management software provider) «CSI Helsinki». Мы будем признательны, если Вы ответите на все вопросы, но если Вы считаете некоторые из заданных вопросов неуместными, то можно оставить их без ответа.

Анкета состоит из 16 вопросов и на её заполнение не должно уйти больше 5 минут.

Спасибо за Ваше участие!

С уважением

Микко Хямяляйнен и Марко Миеттинен

Высший Политехнический Институт «Laurea»

1. Название Вашей компании

2. Ваша позиция в компании
 - Партнёр
 - Юрист
 - Секретарь
 - Кто-то другой -

3. Сколько юристов и секретарей работает на Вашей компании?
 - 1 - 9
 - 10 - 49
 - 50 - 249
 - 250 ->

4. Имеет ли Ваша компания офисы и в других городах?
 - ➔ Если да, то 4.1. имеется ли у всей организации общая база данных?
 - ➔ Если нет, то 4.2. имеется ли в Вашем офисе общая база данных?

5. Какова целевая группа клиентов Вашей компании?
 - Деловые компании

- Частные лица
- И те и другие

6. Какая операционная система используется в ваших компьютерах?

- Windows
- Linux
- Apple Mac
- Какая-то другая
 - Укажите, пожалуйста, название используемой операционной системы

7. Располагаете ли Вы программным обеспечением, разработанным для управления деятельностью и расчетов с клиентами?

7.1. Если да, то как называется это программное обеспечение?

7.2. Насколько Вы им довольны?

Оцените по шкале от 1 до 5 (при этом 1 - «совсем не доволен», 5 - «полностью удовлетворен»)

1 2 3 4 5

8. Какого поставщика программного обеспечения Вы предпочитаете?

- Местного / отечественного
- Международного
- Значения не имеет

Оцените, пожалуйста, по шкале от 1 до 5 (при этом 1 - «совсем не важно» и 5 - «очень важно»), насколько на Ваш взгляд важны следующие утверждения / требования к программному обеспечению по управлению деятельностью.

9. Программное обеспечение должно быть на родном языке?

1 2 3 4 5

10. Есть возможность интеграции с другими программными обеспечениями (такими, как например CRM = Customer relationship management, т.е. управление отношениями с клиентами).

1 2 3 4 5

11. Есть возможность получить (все)охватывающие отчеты. (в том числе отчеты по деловой деятельности, экономическим расчетам и бухгалтерии)

1 2 3 4 5

12. Есть возможность легко распределить выбранные документы среди сотрудников (документы клиентов, электронную почту клиентов).

1 2 3 4 5

13. Ключевая информация (включая названия/фамилии клиентов, деятельность, задания, звуковые памятки и т.д.) должна быть доступна в Вашем мобильном телефоне.

1 2 3 4 5

14. Функции календаря / электронной почты должны быть синхронизированы с Вашим программным обеспечением.

1 2 3 4 5

15. При помощи программного обеспечения необходимо иметь возможность составлять и обрабатывать контракты.

1 2 3 4 5

16. Можете ли Вы порекомендовать какую-нибудь компанию- поставщика программных продуктов и технологий, которая Вам известна или услугами которой Вы раньше пользовались?

Спасибо за заполнение этой анкеты!

С уважением!

Микко Хямяляйнен и Марко Миеттинен

Высший Политехнический Институт «Laurea»

Если у Вас возникли какие-нибудь вопросы по настоящей анкете, просим Вас любезно обратиться к г-ну Марко Миеттину по электронной почте: marko.miettinen@laurea.fi или к г-ну Микко Хямяляйнену по электронной почте: mikko.hamalainen@laurea.fi.

Если Вы желаете получить дополнительную информацию о компании "CSI Helsinki", просим Вас любезно связаться прямо с компанией по электронной почте myynti@csihelsinki.fi (только на английском языке).

Если Вы желаете участвовать в лотерее, призом которой является красивая книга о Финляндии, то просим оставить ниже Ваши контактные данные. Победителю лотереи сообщим о выигрыше отдельно.

Фамилия, имя и очество:

Электронная почта:

Телефон:

Appendix 4, Questionnaire for law firms - Swedish Version

Bästa personal på advokatbyrå!

Vi gör ett examensarbete om marknader för ärendehanteringssystem i Stockholm och Sankt Petersburg och ber Dig vänligen delta i en förfrågan om den svenska marknaden för ärendehanteringssystem.

Följande frågeformulär är en del av vårt examensarbete vid Laurea University of Applied Sciences. Undersökningen genomförs i nära samarbete med en finsk leverantör av ärendehanteringssystem, CSI Helsinki Oy. Vi hoppas att Du kan svara på så många frågor som möjligt, men om Du inte kan besvara någon av frågorna, kan ni lämna den obesvarad.

Frågeformuläret består av 16 flervalsfrågor och att fylla i frågeformuläret bör inte ta mer än 5 min.

Tack för Din medverkan!

Mikko Hämäläinen & Marko Miettinen

Laurea University of Applied Sciences

1. Företagets namn:

2. Din position inom organisationen/företaget:

- Partner
- Advokat
- Sekreterare
- Övrigt --

3. Hur många anställda finns i organisationen/företaget?

- 1-9
- 10-49
- 50-249
- 250 →

4. Har organisationen/företaget kontor i andra städer?

Om ja 4.1. Har ni en gemensam databas inom organisationen?

Om ingen 4.2. Har ni en gemensam databas på ert kontor?

5. Består er kundbas främst av?

- Företagskunder
- Privatpersoner
- Båda

6. Vilket/vilka operativsystem använder ni?

- Windows
- Linux
- Apple Mac

- Övriga

7. Har ni ett system för ärendehantering och fakturering?

7.1. Om ja, vilket?

7.2. Hur nöjda är ni med det nuvarande systemet?

Skala 1-5 (1 inte alls nöjd, 5 mycket nöjd)

1 2 3 4 5

8. Vad är för er viktigt vid val programvaruleverantör

- Att företaget är lokalt / inhemskt
- Att företaget är internationellt
- Ingen preferens

På en skala från 1 till 5 (1 inte alls viktigt, 5 mycket viktigt), hur viktiga är följande påståenden/krav för ärendehanteringssystemet?

9. Språket bör vara på eget modersmål.

1 2 3 4 5

10. Systemet kan integreras med andra system (t.ex. CRM).

1 2 3 4 5

11. Rapporteringen är heltäckande. (t.ex. årsredovisningar, bokföringsrapporter)

1 2 3 4 5

12. Relaterade dokument (t. ex. dokument och e-post från kunder) bör vara lättillgängliga bland de anställda inom organisationen/företaget.

1 2 3 4 5

13. Viktiga data såsom kundens namn, verksamhetsform, uppdrag, diktering osv. finns tillgängliga på mobiltelefon.

1 2 3 4 5

14. Kalender/e-post funktioner är integrerade i systemet.

1 2 3 4 5

15. Kontrakt bör kunna hanteras med systemet.

1 2 3 4 5

16. Finns det företag inom IT-branschen som ni kan rekommendera eller som ni har använt tidigare?

Tack för att Du tog din tid att fylla i frågeformuläret!

Med vänlig hälsning,

Mikko Hämäläinen & Marko Miettinen, Laurea University of Applied Sciences

Om Du har frågor gällande förfrågan eller examensarbetet, svarar jag gärna. Vänligen skicka e-post till mikko.hamalainen@laurea.fi.

Mera information om CSI Helsinki Oy fås via e-post till myynti@csihelsinki.fi eller www.csihelsinki.fi

Om Du vill delta i lotteriet av en bok om Finland, fyll i kontaktuppgifter nedan. Vinnaren informeras personligen.

Fullständigt namn:

E-post:

Telefonnummer:


Appendix 5, Questionnaire responses of Stockholm law firms

Questionnaire for law firms in Stockholm

Yhteenvetoraportti


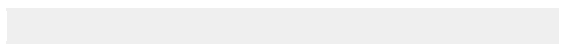
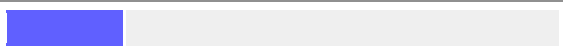
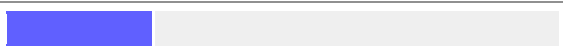
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Julkaistu: 4.3.2010

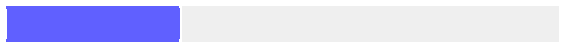
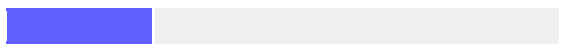
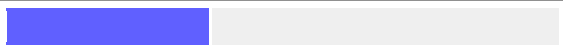
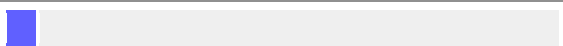
 Vertailuryhmä: Kaikki vastaajat

Företagets namn:

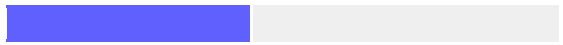

Din position inom organisationen/företaget:

	Response	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Partner	10	52,63%					
2.	Advokat	0	0,00%					
3.	Sekreterare	4	21,05%					
4.	Övrigt	5	26,32%					
	Yhteensä	19	100%					


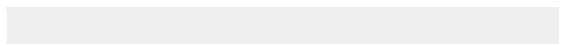
Hur många anställda finns i organisationen/företaget?

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1-9	6	31,58%					
2.	10-49	5	26,32%					
3.	50-249	7	36,84%					
4.	250->	1	5,26%					
	Yhteensä	19	100%					


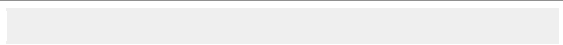
Har organisationen/företaget kontor i andra städer?

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Ja	8	44,44%					
2.	Nej	10	55,56%					
	Yhteensä	18	100%					

Har ni en gemensam databas inom organisationen?

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Ja	8	100,00%					
2.	Nej	0	0,00%					
	Yhteensä	8	100%					

Har ni en gemensam databas på ert kontor?

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Ja	10	100,00%					
2.	Nej	0	0,00%					

Yhteensä	10	100%
----------	----	------

Består er kundbas främst av?

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Företagskunder	12	63,16%					
2.	Privatpersoner	1	5,26%					
3.	Båda	6	31,58%					
	Yhteensä	19	100%					

Vilket/vilka operativsystem använder ni?

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Windows	17	89,47%					
2.	Linux	0	0,00%					
3.	Apple Mac	1	5,26%					
4.	Övrigt, specificera	1	5,26%					
	Yhteensä	19	100%					

Har ni ett system för ärendehantering och fakturering?

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Nej	1	5,26%					
2.	Ja, vilket?	18	94,74%					
	Yhteensä	19	100%					






Vad är för er viktigt vid val programvaruleverantör?

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Att företaget är lokalt / inhemskt	1	5,56%					
2.	Att företaget är internationellt	0	0,00%					
3.	Ingen preferens	17	94,44%					
	Yhteensä	18	100%					




Hur nöjda är ni med det nuvarande systemet? (Skala 1-5 (1 inte alls nöjd, 5 mycket nöjd))

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1 inte alls nöjd	1	5,56%					
2.	2	1	5,56%					
3.	3	7	38,89%					
4.	4	7	38,89%					
5.	5 mycket nöjd	2	11,11%					
	Yhteensä	18	100%					






Språket bör vara på eget modersmål.

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	2	11,11%					
2.	2	2	11,11%					
3.	3	2	11,11%					
4.	4	4	22,22%					
5.	5	8	44,44%					
	Yhteensä	18	100%					





Systemet kan integreras med andra system (t.ex. CRM).

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	0	0,00%					
2.	2	0	0,00%					
3.	3	2	11,76%					
4.	4	4	23,53%					
5.	5	11	64,71%					
	Yhteensä	17	100%					

Rapporteringen är heltäckande. (t.ex. årsredovisningar, bokföringsrapporter)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	1	5,88%					
2.	2	1	5,88%					
3.	3	2	11,76%					
4.	4	5	29,41%					
5.	5	8	47,06%					
	Yhteensä	17	100%					

Relaterade dokument (t. ex. dokument och e-post från kunder) bör vara lättillgängliga bland de anställda inom organisationen/företaget.

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	0	0,00%					
2.	2	1	5,56%					
3.	3	3	16,67%					
4.	4	4	22,22%					
5.	5	10	55,56%					
	Yhteensä	18	100%					

Viktiga data såsom kundens namn, verksamhetsform, uppdrag, diktering osv. finns tillgängliga på mobiltelefon.

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	4	22,22%					
2.	2	2	11,11%					
3.	3	5	27,78%					
4.	4	3	16,67%					
5.	5	4	22,22%					
	Yhteensä	18	100%					

Kalender / e-post funktioner är integrerade i systemet.

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	0	0,00%					
2.	2	1	5,88%					
3.	3	3	17,65%					
4.	4	3	17,65%					
5.	5	10	58,82%					
	Yhteensä	17	100%					

Kontrakt bör kunna hanteras med systemet.

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	1	5,88%					
2.	2	0	0,00%					
3.	3	7	41,18%					
4.	4	4	23,53%					
5.	5	5	29,41%					
	Yhteensä	17	100%					

Finns det företag inom IT-branschen som ni kan rekommendera eller som ni har använt tidigare?

Om ni vill delta i lotteriet en bok om Finland, fyll i era kontaktuppgifter nedan. Vinnaren informeras personligen. (Fullständigt namn, E-post, Telefonnummer)


Appendix 6, Questionnaire responses of St. Petersburg law firms

Questionnaire for law firms in St. Petersburg

Yhteenvetoraportti

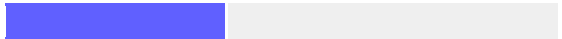
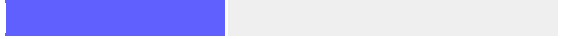
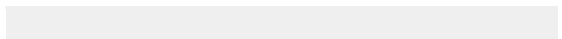

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Julkaistu: 20.1.2010


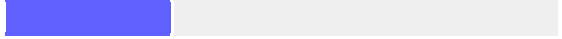
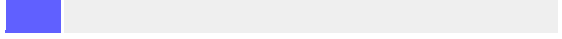
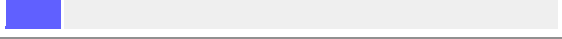
 Vertailuryhmä: Kaikki vastaajat

Название Вашей компании (Company name)



Ваша позиция в компании (Position)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Партнёр (Partner)	4	40,00%					
2.	Юрист (Lawyer)	4	40,00%					
3.	Секретарь (Secretary)	0	0,00%					
4.	Кто-то другой (Other)	2	20,00%					
	Yhteensä	10	100%					


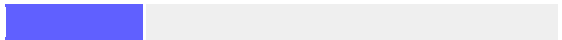
Сколько юристов и секретарей работает на Вашей компании? (In total, how many lawyers and secretaries does your company employ?)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1-9	5	50,00%					
2.	10-49	3	30,00%					
3.	50-249	1	10,00%					
4.	250->	1	10,00%					
	Yhteensä	10	100%					

Имеет ли Ваша компания офисы и в других городах? (Does your company have offices in other cities?)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	да (Yes)	8	80,00%					
2.	нет (No)	2	20,00%					
	Yhteensä	10	100%					

имеется ли у всей организации общая база данных? (Do you share a common database organization wide?)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	да (Yes)	6	75,00%					
2.	нет (No)	2	25,00%					
	Yhteensä	8	100%					

имеется ли в Вашем офисе общая база данных? (Do you share a common database in your office?)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	да (Yes)	1	50,00%					
2.	нет (No)	1	50,00%					
	Yhteensä	2	100%					

Какова целевая группа клиентов Вашей компании? (Business orientation?)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Деловые компании (Business/Company customers)	6	60,00%					
2.	Частные лица (Private Persons)	0	0,00%					
3.	И те и другие (Both)	4	40,00%					
	Yhteensä	10	100%					

Какая операционная система используется в ваших компьютерах? (Which operating system do you use on your computers?)

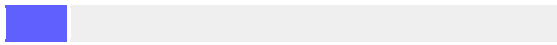

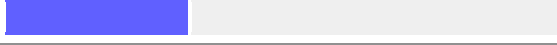
	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	Windows	1	100,00%					
2.	Linux	0	0,00%					
3.	Apple Mac	0	0,00%					
4.	Какая-то другая (Other)	0	0,00%					
	Yhteensä	10	100%					

Располагаете ли Вы программным обеспечением, разработанным для управления деятельностью и расчетов с клиентами? (Do you have a software that is designed for case management and billing?)

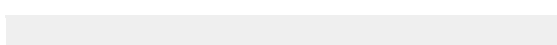
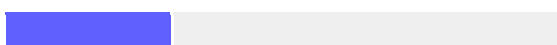

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	нет (No)	5	50,00%					
2.	да, то как называется это программное обеспечение? (Yes, name of the solution)	5	50,00%					
	Yhteensä	10	100%					

Насколько Вы им довольны? Оцените по шкале от 1 до 5 (при этом 1 -«совсем не доволен», 5 - «полностью удовлетворен») (How satisfied are you with the solution? Rate in the scale of 1-5 (1 not at all satisfied, 5 very satisfied))

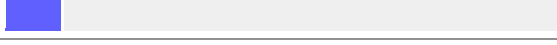
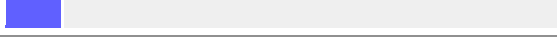

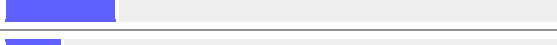

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	0	0,00%					
2.	2	0	0,00%					

3.	3	1	11,11%	
4.	4	5	55,56%	
5.	5	3	33,33%	
Yhteensä		9	100%	

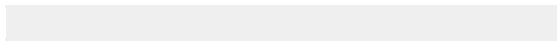

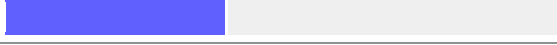
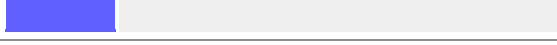
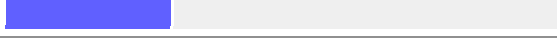
Какого поставщика программного обеспечения Вы предпочитаете? (Software supplier preference)

Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1. Местного / отечественного (Local/Domestic)	0	0,00%					
2. Международного (International)	3	30,00%					
3. Значения не имеет (No preference)	7	70,00%					
Yhteensä	10	100%					


Программное обеспечение должно быть на родном языке? (The language of the software should be native language)

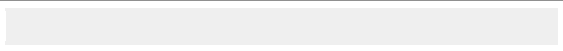
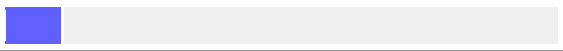
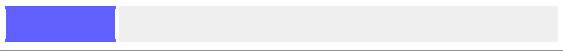

Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1. 1	1	10,00%					
2. 2	1	10,00%					
3. 3	5	50,00%					
4. 4	2	20,00%					
5. 5	1	10,00%					
Yhteensä	10	100%					

Есть возможность интеграции с другими программными обеспечениями (такими, как например CRM = Customer relationship management, т.е. управление отношениями с клиентами) (Integrations to other softwares (such as CRM) should be available)

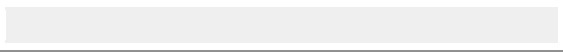
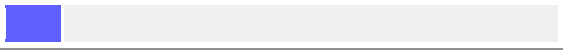



Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1. 1	0	0,00%					
2. 2	1	10,00%					
3. 3	4	40,00%					
4. 4	2	20,00%					
5. 5	3	30,00%					
Yhteensä	10	100%					

Есть возможность получить (все)охватывающие отчеты. (в том числе отчеты по деловой деятельности, экономическим расчетам и бухгалтерии). (Reporting should be comprehensive. (e.g. business reports, accounting reports))



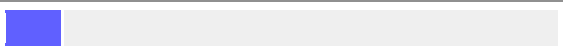
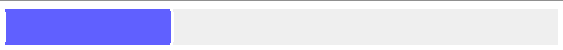
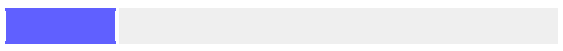
Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1. 1	0	0,00%					

2.	2	0	0,00%	
3.	3	1	10,00%	
4.	4	2	20,00%	
5.	5	7	70,00%	
Yhteensä		10	100%	



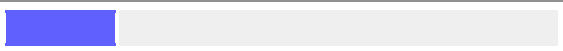
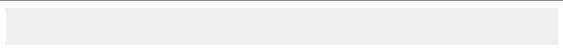

Есть возможность легко распределить выбранные документы среди сотрудников (документы клиентов, электронную почту клиентов). (Chosen documents (customer documents, customer e-mails) should be easily distributed among the employees.)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	0	0,00%					
2.	2	1	10,00%					
3.	3	1	10,00%					
4.	4	1	10,00%					
5.	5	7	70,00%					
Yhteensä		10	100%					

Ключевая информация (включая названия/фамилии клиентов, деятельность, задания, звуковые памятки и т.д.) должна быть доступна в Вашем мобильном телефоне. (Crucial data such as customer names, activities, assignments, voice memos etc. should be made available on your mobile phone)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	0	0,00%					
2.	2	4	40,00%					
3.	3	1	10,00%					
4.	4	3	30,00%					
5.	5	2	20,00%					
Yhteensä		10	100%					

Функции календаря / электронной почты должны быть синхронизированы с Вашим программным обеспечением. (Calendar/e-mail functions should be integrated with your software)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	2	20,00%					
2.	2	0	0,00%					
3.	3	2	20,00%					
4.	4	0	0,00%					
5.	5	6	60,00%					
Yhteensä		10	100%					

При помощи программного обеспечения необходимо иметь возможность составлять и обрабатывать контракты. (Contracts should be managed in the software)

	Vastaus	Lukumäärä	Prosentti	20%	40%	60%	80%	100%
1.	1	0	0,00%					
2.	2	1	11,11%					
3.	3	1	11,11%					
4.	4	3	33,33%					
5.	5	4	44,44%					
	Yhteensä	9	100%					

Можете ли Вы порекомендовать какую-нибудь компанию- поставщика программных продуктов и технологий, которая Вам известна или услугами которой Вы раньше пользовались? (Is there a company operating in the IT (hardware provider etc.) solutions that you could recommend or that you have used previously?)

Если Вы желаете участвовать в лотерее, призом которой является красивая книга о Финляндии, то просим оставить ниже Ваши контактные данные. Победителю лотереи сообщим о выигрыше отдельно. Фамилия, имя и отчество, Электронная почта, Телефон. (If you want to participate in the lottery of a book concerning Finland, please fill out your contact details. Full Name, E-mail, Phone Number. The winner will be informed.)

Appendix 7, Case management software (Stockholm)

saturnus, (TCL Business Systems AB) Homepage: <http://www.tcl.se/>

klartext, (SoftIT SK AB) Homepage: <http://softit-sk.se/>

saturnus

Saturnus

Klartext

3E, Homepage: <http://www.3esoftware.com/>

klartext

saturnus

PositionEtt, Homepage: <http://www.positionett.se/>

Hogia (Hogia Group) Homepage: <http://www2.hogia.se/>

KlarText

Klartext f.n.

Saturnus

klartext
