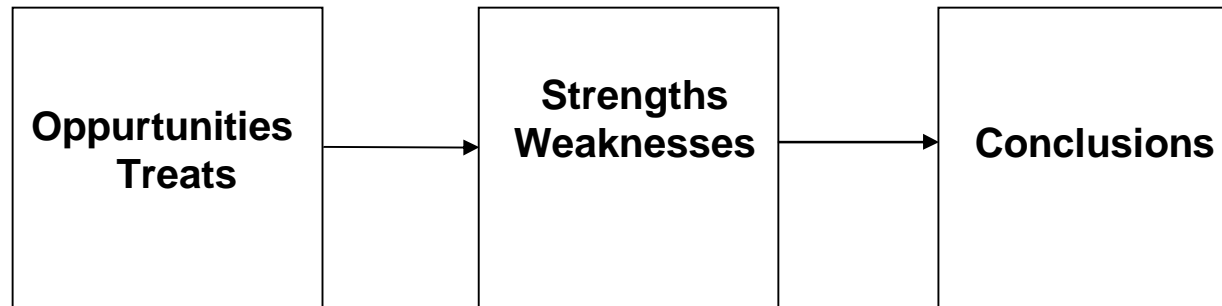
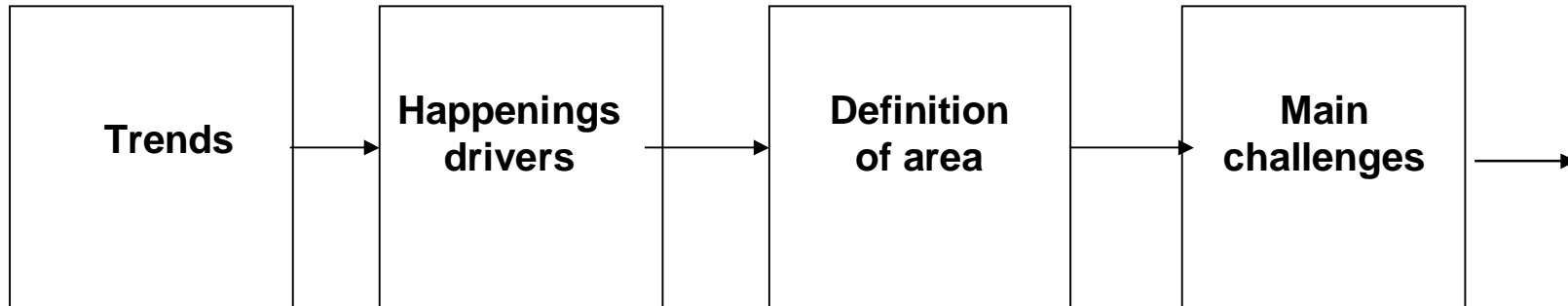


Norwegian SWOT

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Health

Strengths	Weaknesses
<ul style="list-style-type: none"> • Public administration cover overall systems • Short communication lines between the different markets within the Nordic countries. • “Early adapters” • Scandinavia as market opens for development of advanced medical equipment • No separate medical ICT business sector. • Individual freedom to act and willingness/ability to act on their own • “MHS-bevissthet” 	<ul style="list-style-type: none"> • To little health related ICT-enterprises • Limited flexibility/ ability for thinking new • Health authorities only focusing on cost, not on possibilities for new business/products • Unstable external conditions and public position • Too small home market/resources to develop advanced medical equipment
Opportunities	Threats
<ul style="list-style-type: none"> • Possible deliveries due to public systems with a overall view • Societies with a homogeneous attitude to take new services/products into use. Possibilities for establishing new business. • Dependent of the public authorities ability to focus on both low price and new products • Norway and the Nordic countries have good reputation – products from these countries are often preferred. Danger for getting sued is lower in the Nordic countries • “Early adopters” within several technology/market segments. Global actors put effort in development in the Nordic. 	<ul style="list-style-type: none"> • Limited flexibility/ willingness to think in new ways. i.e. fight between professionals • The society as a customer will not take the risk related to new technology • The public sector is selling and buying at the same time, unstable position • Rate of development may be slowed down due to liability of damages • Expensive to develop medical equipment for small nations • Governmental regulations (security) • The Nordic countries are very interesting for the global actors

Strengths	Weaknesses
<ul style="list-style-type: none"> • Advanced users/customers • International test bed • People like to have advanced technology • Wealth, purchase new devices • Early adaptation of new services • High coverage • Successful readjustment of national institutions 	<ul style="list-style-type: none"> • Difficult to develop niche products in a small country • Are Norwegians international oriented after all • Innovation system • Culture for developing technology, not business • Not utilizing possibilities for patenting • Less competence • Small enterprises, fragmented clusters
Opportunities	Threats
<ul style="list-style-type: none"> • IPR • User driven development • Framework condition acceptable • New standards, both de facto and official • Globalization • Application driven services • New terminals • Growth in consumption 	<ul style="list-style-type: none"> • IPR, DRM • Lack of consumer understanding • “bad” regulations • Global actors • Lack of interoperability • Creation of monopolies that slow down development • DAB discussions

Strengths	Weaknesses
<ul style="list-style-type: none"> • Manpower cost competitive for development • Stable manpower • High degree of automation • Willingness to early adapt new methods • State-of-the-art products • Well developed clusters in the ICT production • Niche products based on products for Norwegian specialities • Short distance and good knowledge of home market • Well positioned for the coming development of the Artic/Barents Sea 	<ul style="list-style-type: none"> • Uncertain supply of ICs and other components • ICs etc, have higher cost than low-cost countries • Few people, difficulties to handle large changes • Small geographic mobility • Little public focus on goods producing industry
Opportunities	Threats
<ul style="list-style-type: none"> • More complex products with higher value • Application specified products will be more important • Outsourcing of non-critical parts • Production must satisfy environment requirements • Use of ICT in the Barents sea • ICT products specialized for the oil and gas market • Use the national expertise global • Close links to the politicians • The Norwegian position as a wealthy country 	<ul style="list-style-type: none"> • Increased competence, R&D and production in Asia • Difficulties to be state-of-the-art at all necessary fields • Not enough information about the near future • Heavy metals and brominated flame retardants • Lack of qualified people • Lack of focus for production education • Less political attention on manufacturing • Limited effort to maximize teh use of state aid rules

Strengths	Weaknesses
<ul style="list-style-type: none"> • High competence in Nordic countries • Well developed network in research • Common language in Scandinavia(except Finland) and English is 2. language • Fundamental trust to authorities and easy to test new items. • Norway is “defined” as low risk and has international trust • Large well-reputed RTO (both Norway and Finland) 	<ul style="list-style-type: none"> • Norway is not member of EU. Makes it sometimes difficult to take part in collaboration in EU • There are only welfare, no crisis in the Norwegian Society. • Norway has little expertise
Opportunities	Threats
<ul style="list-style-type: none"> • Increased terror, criminality and other misery • The North Sea and the Barents Sea, i.e. everything related to gas and oil industry • Increased penetration of ICT in all areas • Little of the shelf products • Strong collaboration between NGOs and authorities – export of security solutions • Global markets • Defense • Common administration of wild life in the Nordic countries. • Education of how to behave on the Internet • Sensor systems for surveillance/security • Control systems for critical infra structure 	<ul style="list-style-type: none"> • Global competence • New innovative solutions from EU and US • Unfaithful people and mafia – unrealistic to believe that ICT can solve all opportunities related to safety and security • Lack of standards • Shortcomings in laws, both old laws and lack of regulations in new • Changes in common attitude to personal protection • Limited stimulation from public administration – both projects and funding • Pulverizing of competence due to political decisions on what to do where.