

WHITEPAPER – SWEDEN EDITION 2026

Add Technology Capacity Without Lowering Your Standards

A practical guide for Swedish leaders considering integrated engineering teams in Portugal.

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SWEDEN MARKET INSIGHTS – REPORT 2026

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Published by: Nearshore Portugal

Date: July 2026

Executive Summary

Sweden is one of Europe's strongest digital markets. It also competes for experienced technology, data, cloud and security professionals. The opportunity is not to replace Swedish talent, it is to add stable capacity where your organisation needs it most.

Nearshoring works best when the team shares your tools, working rhythm and quality standards. We recruit, employ and support the people in Portugal. You set the priorities, direct the work and remain accountable for results.

THE DECISION

Choose nearshoring when you need sustained engineering capacity and can provide clear leadership. Choose another model when the work depends on constant on-site access, Swedish-language contact or unresolved internal decisions.



470.900

ICT specialists in Sweden — Eurostat, 2025



8.9%

of Swedish employment — highest share in the EU



4.000

missing advanced ICT professionals — Statistics Sweden, 2025



1 hour

working-day difference — Sweden and mainland Portugal

*Nearshore Portugal (NP)

Inside this paper

A short map of the decisions this paper is built to support.

Decision	Sections
Why consider nearshoring?	Sweden's capacity challenge · What nearshoring means · Why Portugal
Which option fits?	Model comparison · Good use cases · Team models
How will we work together?	Team integration · Swedish ways of working · First 90 days
How do we control cost and risk?	Business case · Security and GDPR · Buyer checklist
What evidence can we show?	Client partnerships · FAQs · Sources and methodology

A strong digital market can still need more capacity

The data points to a selective skills gap, not a simple shortage of everyone in IT. Sweden employed 470.900 ICT specialists in 2025. They represented 8.9% of total employment, the highest share in the European Union. Sweden also has strong connectivity, good digital skills and a national strategy for AI.

That depth does not remove hiring pressure. Statistics Sweden reported a shortage of 4.000 people among ICT architects, system developers and test managers in 2025, plus 700 ICT operations and support technicians.

The same survey adds an important qualification: nine out of ten employers that recruited in these groups often or always found people with the right skills. Nearshoring is not the answer to every vacancy, it is most useful when the real constraint is seniority, timing, team continuity or access to a second labour market.

Market signal	What it means for your decision
8.9% of employment is in ICT	A partner must meet a mature local technology standard
4.000 advanced ICT professionals were missing	Certain specialist roles remain hard to cover
Recruitment still succeeds in many cases	Compare nearshoring with a realistic local hiring plan
Sweden invests heavily in digital and R&D	Additional capacity should improve progress, reuse and learning
Productivity remains high but its lead has narrowed	More people only help when the operating model removes friction

OUR VIEW

The strongest case is not “Sweden has no technology professionals”. It is “our plans need stable capacity that local hiring alone may not provide at the required time and shape”.

➤ A team extension that works inside your organisation

Nearshoring gives you access to engineering and technology professionals in a nearby European country.

In this paper, an engineering team means professionals who join your existing engineering organisation (software, QA, cloud, platform, data, cybersecurity, infrastructure or UX). It does not mean we take ownership of a standalone software project.

We recruit, employ and support the engineering team in Portugal. You set priorities, lead the daily work and remain accountable for projects, delivery and results. Our role is to build the team and help it work well inside your organisation.

WHAT YOU CONTINUE TO OWN WHAT WE SUPPORT

01 Priorities and outcomes

You decide what the team works on and why it matters.

02 Daily and technical direction

You assign work, set standards and approve material decisions.

03 Risk acceptance

You retain final authority over security, compliance and operational risk.

04 People selection

You interview and approve every professional who joins your team.

01 Team design and recruitment

We define profile needs with you, source candidates and support assessment.

02 Local employment

We manage the agreed Portuguese employment and people operations.

03 Onboarding and integration

We help the new team join your tools, routines and organisation.

04 Continuity and scaling

We support retention, replacements and changes in team capacity.

STRONG FIT / WEAK FIT

Strong fit: an existing engineering organisation that needs specific skills or added capacity and can provide clear priorities and leadership.

Weak fit: a buyer expecting us to assume full responsibility for an undefined project, product strategy or an internal management gap.

➤ Portugal adds a second European engineering talent market

The practical case rests on working-day overlap, EU alignment, language fit and access to talent.

Portugal employed about 283.900 ICT specialists in 2025. ICT roles represented more than one in twenty employed people, above the EU average. The European Commission also reports strong connectivity and digital public services.

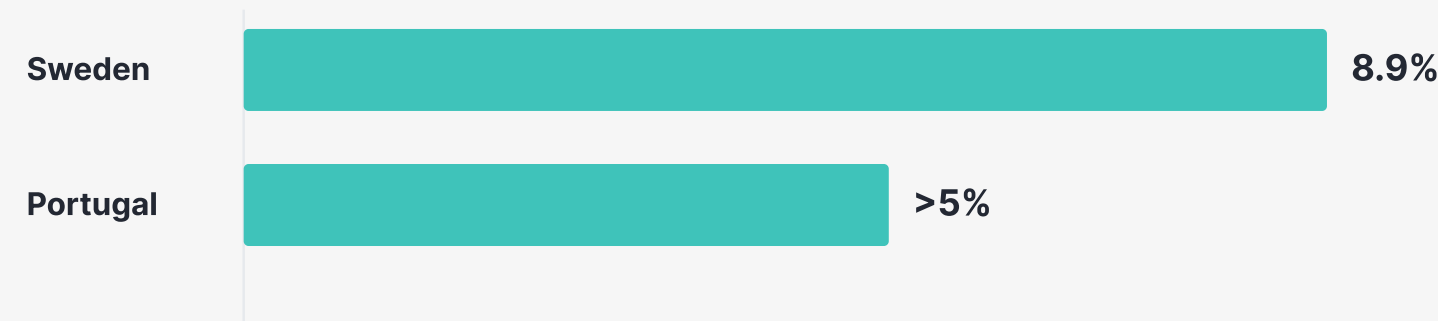


Figure 1. ICT specialists as a share of employment, 2025. Source: Eurostat. Portugal figure reflects the source's "more than one in twenty" description.

Mainland Portugal is one hour behind Sweden. Portugal uses Western European Time while Sweden uses Central European Time, with seasonal clock changes coordinated across the EU, giving engineering teams a full shared working day. Both countries are in the EU, so GDPR provides a common baseline, while Portuguese law still governs local employment.

Evidence, not assumption

EURES notes that English may be the working language in Portugal's IT and multinational segments. The EF English Proficiency Index 2025 ranks Portugal 6th and Sweden 8th worldwide, both in its “very high” band. Language fit should still be tested during interviews and onboarding.

A direct flight connects Stockholm and Lisbon in about 4.5 hours, making on-site workshops practical.

Portugal is also familiar to Swedish business. AICEP reported 260 Swedish companies in Portugal and 18.133 people employed by companies with Swedish capital or identity in 2024. This does not prove every role is available, but shows an established operating relationship between the two markets.

Advantage	Practical value	What to verify
One-hour difference	A long shared working day	Decision speed, meeting load and on-call needs
EU context	A common GDPR baseline	Data roles, local employment, sub-processors and audit rights
English in relevant segments	Portugal 6th, Sweden 8th in EF EPI 2025	Interview evidence, writing and stakeholder needs
Growing ICT workforce	A second channel for engineering talent	Role depth, seniority, availability and retention
Swedish business footprint	A familiar operating market	Relevant references, sector fit and local setup
Cost structure	Room to build a broader team	Fully loaded fees and buyer-retained effort

DECISION TEST

Choose the proposed people and operating model, not the destination in isolation.

Choose the model by the problem you need to solve

No single option is best for every stage, workload or level of risk. Local hiring gives you direct organisational ownership. Consulting can add specialist expertise for a limited period. Offshore teams provide access to a broader global talent market.

Nearshoring is designed for ongoing collaboration. Access to an additional European talent market while keeping the team close to your working hours, organisation and technical leadership.

Option	Best used for	Main strength	Main limitation
Local hiring	Core leadership and long-term company capabilities	Direct culture, career and knowledge ownership	Hiring lead time and fixed organisational commitment
Specialist consulting	A short transformation, review or rare expertise	Fast access to a defined capability	Higher rates and limited continuity after the assignment
Offshore team	Large needs that tolerate lower working-hour overlap	Broad global access and potential cost range	More hand-offs, time-zone friction and transfer complexity
Nearshore engineering team	A sustained need for added skills or capacity	Daily collaboration with an additional talent market	The client must provide clear leadership and integration

Build–Operate–Transfer and the questions that guide it

WHERE BUILD–OPERATE–TRANSFER FITS

Build–Operate–Transfer (BOT model) is one of the ways we can structure a nearshore engagement. We first build the engineering team and establish the local operation in Portugal. We then manage employment and people operations while you lead the team's daily work. When agreed conditions are met, we support the transfer of the operation to your company.

This model is suitable when you want to develop engineering capacity in Portugal with the option to take full ownership later.

THREE QUESTIONS MAKE THE CHOICE CLEARER

01 How long will the capability matter?

Use local hiring or a stable nearshore team for durable needs. Use consulting for a defined short-term gap.

02 How much daily interaction is required?

Nearshoring becomes more valuable as product, design and engineering decisions need close collaboration.

03 What do you want to own later?

A BOT model can be appropriate when a company-owned Portugal operation is part of the strategy.

SIMPLE RULE

Use the lightest model that solves the real constraint while keeping work ownership and risk clear.

➤ Start where your organisation already has clear leadership

The first additions should address a real capacity gap inside an accountable team. A good starting point has defined work, a clear manager and access to the people who hold business and technical context. The need should be important enough to measure, but not dependent on unresolved strategy.

Capability need	Typical profiles	What your organisation leads
Digital products	Front-end, back-end, full-stack and QA profiles	Backlog, architecture, releases and product outcomes
Cloud and platform	Cloud, DevOps, SRE and platform profiles	Platform roadmap, access and operational standards
Data	Data engineering, analytics and machine learning profiles	Data products, governance and business use
Cybersecurity	Identity, cloud security and security operations profiles	Risk priorities, policies and final risk acceptance
Infrastructure and support	Systems, network, workplace and support profiles	Service priorities, tools and escalation rules
Experience and design	UX, UI, research and front-end profiles	User access, product choices and success measures

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➤ Keep the right decisions close to home

TWO COMMON STARTING POINTS

01 Digital organisations

Add engineering capacity around product, platform, data or security priorities that already have clear client leadership.

02 Industrial organisations

Focus on the IT and digital layer around operations. Hardware, embedded systems, OT and industrial automation require separate assessment.

KEEP THESE RESPONSIBILITIES CLOSE AT THE START

- **Portfolio choices:** which products receive investment and which work stops
- **Target architecture:** the long-term technical direction and material exceptions
- **Customer context:** especially Swedish-language research, regulation and local stakeholder needs
- **Final risk acceptance:** the decision to accept security, compliance and operational exposure

START WITH A REAL TEAM NEED

A disconnected role is hard to integrate. A critical rescue adds avoidable risk. Add people where leadership, work and success measures are already visible.

From recruitment to an integrated team

The process begins with your capacity need and continues after the professionals start.

We first define the capacity gap, technical context, security boundary and management setup. This prevents the team design from becoming a list of profiles without a clear place in your organisation.

Stage	What we do	What you decide	Output
1. Discover	Clarify the capacity gap and test the fit	Need, priorities and no-go conditions	Team brief and initial risks
2. Design	Recommend team shape and service model	Control, budget logic and interview process	Role plan and responsibility split
3. Select	Source and assess candidates in Portugal	Who joins your team	Named team and start plan
4. Enable	Set up local employment and agreed operations	Access, tools and security approvals	Ready environments and onboarding plan
5. Integrate	Support onboarding and the working rhythm	Priorities, standards and timely decisions	Team working in your environment
6. Support	Review people, continuity and capacity needs	Expand, reshape, transfer or stop	Retention and scaling plan

Indicative hiring benchmarks

Role level	Typical time in Sweden	Typical time via Portugal nearshore
Mid-level engineer	4 to 8 weeks	3 to 6 weeks
Senior engineer	6 to 12 weeks	4 to 8 weeks
Lead or architect	3 to 6 months	6 to 10 weeks
Team of 15 to 30	6 to 12+ months	3 to 6 months

The accompanying market benchmark also uses about 44 days for the search stage of a technical hire in Sweden. An operational start in six to eight weeks is possible only when the first team is smaller, candidate availability is strong and client access decisions are ready. Treat all timelines as planning ranges, not commitments.

OUR ROLE AFTER LAUNCH

We manage the Portuguese employment and people operations agreed in the contract. We support team health, retention, continuity, recruitment and capacity changes. We do not replace your product or engineering management.

YOUR ROLE AFTER LAUNCH

You direct the daily work, set priorities and provide business and technical context. You keep authority over outcomes, standards and risk. The team cannot move faster than the decisions and environments available to it.

THE RESULT

A named engineering team working inside your organisation, under your leadership, with clear responsibilities on both sides.

➤ Choose by ownership, not only by team size

Model	Use it when	You retain	We handle
Staff Augmentation	An existing team needs one or a few specific skills	Work allocation, technical leadership and delivery	Sourcing, assessment, employment and people support
Dedicated Engineering Team	An area needs stable capacity across several roles	Priorities, daily management, technical direction and delivery	Team design, recruitment, local operations and continuity
Direct Hire	You are ready to employ people in Portugal	Employment, management and long-term people responsibilities	Market mapping, sourcing and recruitment
Build-Operate-Transfer	You want a future company-owned operation	Strategy, daily work, investment and transfer approval	Build and operate the local setup, then support transfer
Nearshore Hub	Several teams need a branded base in Portugal	Portfolio, standards, governance and long-term ownership	Local setup, recruitment engine and scaling operations

BUILD-OPERATE-TRANSFER IN THREE PHASES

01 Build

We define the engineering team plan, salary ranges, employment setup and security requirements, then recruit against the profiles you approve.

02 Operate

We manage Portuguese employment, payroll, HR and retention. You direct daily work, technical standards and team culture.

03 Transfer

When agreed readiness criteria are met, we support the transfer of people and contracts to your Portuguese entity.

COMMERCIAL AND TRANSFER CLARITY

The proposal should list what the fee includes and define transfer timing, conditions, costs, employee consultation and exit support before launch.

Trust needs clear decisions across locations

Trust needs clear decisions across locations.

Business Sweden describes Swedish organisations as non-hierarchical, collaborative and based on delegated responsibility. Consensus supports commitment, but distributed teams can miss the informal conversations behind a decision.

We address this with direct access, short written decisions and one shared working rhythm. The nearshore engineering team should not need a manager who translates every conversation between Portugal and Sweden.

Swedish working norm	How we support it
Flat structure	Engineers speak directly with product, design and architecture leaders
Delegated responsibility	The team receives a bounded mission and clear decision limits
Consensus	We identify who must be consulted, who decides and when the decision is due
Trust	We use visible commitments, progress evidence and open risk reporting
Work-life balance	We plan a sustainable cadence and make on-call needs explicit

Five operating principles

FIVE OPERATING PRINCIPLES

01 One backlog

Internal and nearshore engineers work from the same priorities.

02 Direct access

The team can reach the people who hold product and technical context.

03 Written decisions

Short records preserve context without adding heavy process.

04 Shared measures

Flow, quality and outcomes are reviewed together.

05 Visible team changes

Continuity and substitutions are discussed before they affect capacity.

WORKING PRINCIPLE

Autonomy grows through reliable collaboration and clear evidence. It is not assumed on day one or delayed indefinitely.

➤ Compare the full capability, not only the hourly rate

Compare the full capability, not only the hourly rate.

Eurostat estimated average hourly labour costs of EUR 43.1 in Sweden and EUR 19.4 in Portugal in 2025. These are economy-wide location benchmarks for enterprises with ten or more employees, not commercial rates for engineering teams.



Figure 2. Estimated hourly labour cost, whole economy, 2025. Source: Eurostat. Values are market context, not a rate card.

In 2026, Sweden's full standard employer contribution is 31.42% of gross salary and benefits for most employees. In Portugal, the standard employer social security share for employees of for-profit entities is 23.75%. Exceptions and reductions exist in both countries.

INDICATIVE SAVINGS RANGE

The accompanying market benchmark estimates a 30% to 45% lower fully loaded cost at senior level and uses 35% as a central planning case. The result must be recalculated for the actual roles, benefits, fee structure, exchange rate and client-retained management effort.

What a useful business case includes

A team fee also covers local employment, benefits, equipment, recruitment, people operations and margin. Your internal comparison should include employer costs, benefits, vacancy time, onboarding and the management effort required on both sides.

Total capability cost

= team fee or employment cost

+ onboarding + internal leadership + coordination + travel

+ rework and transition – vacancy delay avoided – disruption avoided

Cost line	Question to answer
Team	What roles, seniority and leadership are included?
Enablement	Who pays for equipment, tools, workspace and onboarding?
Management	How much Swedish product, architecture and security time is needed?
Continuity	What happens when someone leaves or the scope changes?
Transition	What overlap, documentation and exit support are included?
Delay	What is the value of starting before the local hiring plan is complete?

➤ EU location helps, but responsibilities must stay explicit

EU location helps, but responsibilities must stay explicit.

Sweden and Portugal share the EU data protection framework. Personal data can move within the EU and EEA without the special transfer rules used for third countries. This reduces friction, but it does not remove controller and processor duties.

The Swedish Authority for Privacy Protection states that a controller can outsource processing but not its responsibility. The processor must provide sufficient guarantees and follow documented instructions. A data processing agreement is required when we process personal data on your behalf.

Sweden's Cyber Security Act entered into force on 15 January 2026 as part of the national implementation of NIS2. If your organisation is in scope, supplier risk, incident reporting and continuity need to be built into the engagement. The Act requires appropriate and proportionate technical, operational and organisational measures, including supply-chain security, management training and staged incident reporting. Scope depends on sector, entity type, size and specific exceptions.

Control area	What should be agreed before access
Identity	Named users, least privilege, strong authentication and rapid access removal
Code and IP	Client-owned repositories, review rules, licence checks and clear ownership
Data	Purpose, location, environments, approved sub-processors and deletion
Ways of working	Secure engineering practices, release permissions, logging and incident roles
Continuity	Backups, runbooks, recovery tests, knowledge coverage and exit support
Audit	The evidence, review frequency and follow-up process

OUR WORKING BASELINE

Where agreed, we work with client-controlled identities, repositories and delivery tools. Access, data handling and incident duties are defined before mobilisation.

➤ Build the working relationship before scaling

Build the working relationship before scaling.

We start with a clear team brief and a baseline. The goal is not to maximise headcount
It is to show that the new professionals are integrated, productive and working under your leadership inside the agreed controls.

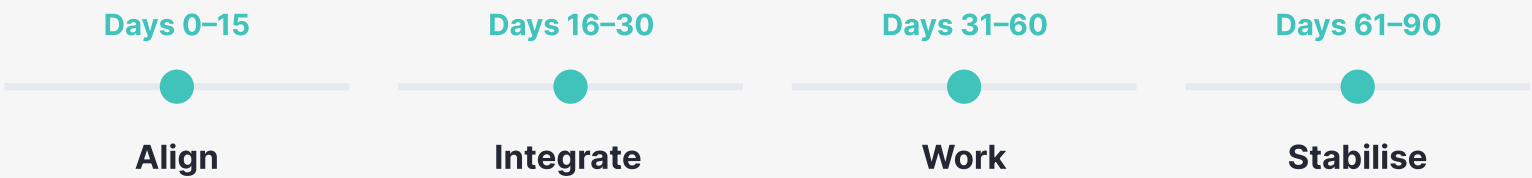


Figure 3. Recommended 90-day sequence. Timing depends on scope, hiring and access readiness.

Phase	Main work	Evidence at the gate
Days 0–15 · Align	Mission, baseline, owners, interfaces and data classification	Charter, role plan, access map and risk list
Days 16–30 · Integrate	Tools, environments, working rules and first assigned work	Access complete, first work reviewed and support needs visible
Days 31–60 · Work	Normal cadence, assigned work and dependency removal	Flow, quality, stakeholder feedback and learning
Days 61–90 · Stabilise	Autonomy, continuity, cost review and scale decision	Scorecard, improvement plan and expand or adjust decision

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The day-90 scorecard

THE DAY-90 SCORECARD

01 **Integration**

Access, context, direct collaboration and blocked time.

02 **Quality**

Work meets the standards defined by your organisation.

03 **Ownership**

Client decisions and our people responsibilities are clear.

04 **Control**

Security, data and operational evidence available when needed.

05 **Economics**

Total cost remains within the agreed case.

SCALE DECISION

Expand when the team is integrated, productive and working inside reliable controls.
Adjust when a specific obstacle has a clear owner and testable fix.

Long-term teams show the value of continuity

Long-term teams show the value of continuity.

These examples use our internal engagement records, reviewed in July 2026. The strongest evidence in a nearshore relationship is team continuity as business needs change. We can provide fuller context and reference availability during the sales process.

11 FTE

Global Blue

Infrastructure and support · BOT · 5+ years

5 FTE

Infinitas Learning

.NET and React · Dedicated Team · 6+ years

12 FTE

EnBW

.NET Core, Vue, React and Azure · 4+ years

10 FTE

müller x net

Multi-stack · Nearshore Hub · 6+ years

5 FTE

RB2

Microsoft Stack · B.O.T · 4 years

4 FTE

OTRS

Perl, Linux, Vue.JS · Dedicated Teams · 7+ years

Partnership	What the engagement demonstrates	What to explore with us
Global Blue	A multi-year infrastructure and support team using a BOT model	Team evolution, service scope, governance and transfer path
Infinitas Learning	A focused engineering team retained across a long roadmap	Team boundary, continuity and integration
EnBW	A larger multi-profile engineering team in the energy sector	Capability mix, technical leadership and security boundaries
müller x Net	A nearshore hub supporting several technologies	Hub structure, scaling model and knowledge retention
rb2	Digital Agency & E-Commerce Development	A build-operate-transfer model applied to e-commerce delivery at smaller team scale
OTRS	Software Development	A long-tenured, compact team sustaining a specialized software product

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➤ What a useful case study should answer

WHAT A USEFUL CASE STUDY SHOULD ANSWER

01 Starting point

What capacity or hiring constraint existed before the engagement.

02 Model choice

Why the selected model fitted the required ownership.

03 Operating reality

Who owned product, engineering, people and security decisions.

04 Evidence

Which outcomes, quality and continuity measures were tracked.

05 Lessons

What changed after launch and what the next client should do differently.

➤ Recognise when your organisation is ready

Nearshoring works best when the capacity need is concrete, ongoing and supported by clear leadership.

SIGNS THAT THE MODEL FITS

- Key roles remain open and are slowing your roadmap
- The need will continue beyond a short project or isolated assignment
- Product, design and engineering decisions require regular collaboration
- A leader in your organisation can set priorities and guide the team's daily work
- Access, tools and security requirements can be prepared before onboarding
- You want to retain knowledge inside the team or build a company-owned operation in Portugal later

The starting point is weaker when there is no clear capacity need, no internal owner or no agreement on how external professionals can access your systems. Some roles may also require regular on-site presence, Swedish-language communication or access to environments that cannot be opened externally.

WHAT WE DEFINE TOGETHER

- The capability gap and priority roles
- The right mix of skills and seniority
- The most suitable nearshore model
- Responsibilities on both sides
- Access, security and onboarding dependencies
- A realistic sequence for building the team

READINESS TEST

If you can identify the capacity gap, the person who will lead the team and the outcome you expect, you have enough information to begin an assessment.

Short answers to the questions we hear most often

Question	Short answer
Is nearshoring the same as outsourcing?	Not in our team-extension model. We recruit, employ and support people who join your organisation. You direct their work and remain accountable for outcomes.
Can we start with one engineer?	Yes. Staff Augmentation can fill a specific gap. A team model becomes more useful when the work needs shared ownership across several roles.
Do we approve the engineers?	Yes. You interview and approve each person before they join.
Can the team work in our repositories?	Yes. Client-owned repositories and identities are preferred where the security design allows them.
Is Portugal inside the EU data framework?	Yes. Portugal and Sweden are EU Member States. GDPR duties still need to be documented and followed.
Which engineering profiles can we recruit and support?	We cover software engineering, QA, cloud, DevOps, data, cybersecurity, infrastructure, support, UX and UI profiles.
Can the team become ours later?	Yes, when a Build-Operate-Transfer or Direct Hire path is agreed.
How do we begin?	We start with the capacity need, required profiles, management setup, security boundary and planning horizon, then recommend a team and service model.

Evidence behind the decision

Market information was checked in July 2026. Institutional sources were used where available. English proficiency, flight availability, hiring timelines and saving percentages are indicative planning benchmarks and may change. Cost figures provide market context and do not represent commercial rates or guaranteed savings. Regulatory information supports an initial assessment and does not constitute legal advice.

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LET'S DEFINE THE RIGHT STARTING POINT

Tell us which capability or hiring need is slowing your plans. We will help you assess the fit and define the engineering team.
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Start with a focused team assessment

Tell us which capability or hiring gap is slowing your plans. We will help you assess whether Portugal is the right talent market, define the initial team structure and select the most suitable operating model.

IN THE FIRST CONVERSATION, WE WILL EXPLORE

- The roles and capabilities you need
- Your preferred starting timeline
- Staff augmentation, dedicated team, BOT or nearshore hub
- The required experience and seniority
- The responsibilities retained by your organisation
- The practical steps required to start

You do not need a completed team plan or a final budget. Bring us one real capacity challenge and the outcome you want to achieve.

BOOK A 30-MINUTE ENGINEERING TEAM ASSESSMENT

Email sales@nearshoreportugal.com with the subject "Sweden team assessment".
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Build your engineering team in Portugal

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