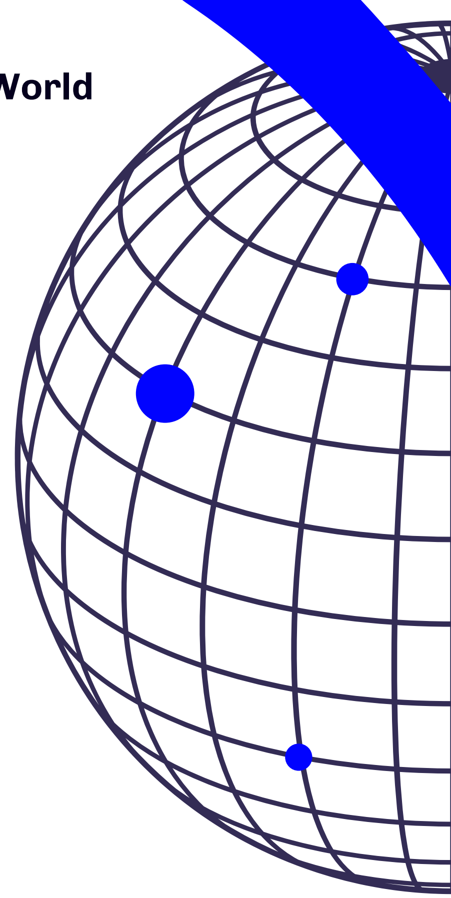
A Guide to Nearshoring

From a Nordic Perspective

Content



FOREWORD

A Nordic Perspective on Nearshoring Today

Over the past decade, nearshoring has evolved from a cost-optimization lever into a core component of enterprise delivery models. Through our work with more than 100 clients over the past 20+ years, we've experienced a clear shift in how organizations structure and scale their technology delivery.

When we talk to our clients, the patterns are consistent. Delivery demands continue to rise, while internal capacity is already stretched. As organizations work to keep up with rising expectations, they face growing backlogs, increasing complexity, longer timelines, and limited access to specialized skills. At the same time, priorities shift more frequently, requiring greater flexibility in how teams are structured and deployed.

This dynamic is intensified with the adoption of AI, expansion of data platforms, and continued investment in cloud-native architectures. Capabilities such as agentic AI, intelligent infrastructure, and well-governed data foundations are becoming business-critical, while increasing regulatory and security demands add further complexity.

As a result, meeting these demands is no longer just a question of capacity, but of accessing the right capabilities and integrating them effectively into existing setups. Teams must operate across technologies and contribute to outcomes with minimal ramp-up time.

Against this backdrop, nearshoring is transitioning from a sourcing decision to a delivery model decision. Nearshore capabilities are increasingly embedded into core delivery processes, operating as an extension of internal teams.

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Accordingly, we're seeing a clear shift in how organizations leverage nearshore talent. Many of our clients have started with individual specialists and, over time, expanded into integrated teams and structured delivery models. This reflects an increasing focus on building sustainable capabilities to support long-term outcomes rather than relying on ad hoc resource augmentation.

The shift reinforces the need for right-sourcing. Rather than applying standardized models, organizations must select and carefully design delivery setups based on specific requirements, maturity, and desired outcomes. Increasingly, such setups integrate AI, data, and specialized competencies from the outset.

In parallel, accountability is becoming a key differentiator. Organizations move beyond capacity-based engagements towards models where delivery partners contribute directly to outcomes – taking ownership of scope, ensuring continuity, and reducing dependency on individuals.

In our experience, successful implementations are characterized by clarity of ownership, well-defined operating models, and a high level of trust. Ultimately, effectiveness depends on how responsibilities are structured, how collaboration is enabled, and how outcomes are measured.

These observations form the foundation of what we define as nearshoring the Nordic way – a model grounded in trust, transparency, and long-term collaboration, combined with strong local anchoring and clear accountability. It reflects how we operate as an integrated part of the delivery setup, not as an external vendor.

In this guide, we outline key market dynamics, delivery challenges, and practical approaches to scaling execution, providing an experience-based perspective on contemporary nearshoring.

Jakub Strzemzalski
Vice President,
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Kasper Kay Petersen
Client Director,
Nearshore

Nearshoring is transitioning from a sourcing decision to a delivery model decision.

How Delivery Challenges Show Up in Practice

As organizations expand and adapt, managing delivery becomes increasingly complex. The following scenarios highlight common delivery challenges and direction on how to address them.

Scenario 1 | Meeting delivery demand without losing clear ownership

Situation

Delivery demand continues to grow across products and platforms, increasing pressure on internal teams.

What's happening

Backlogs grow, and priorities shift as organizations work to keep pace. At the same time, and more importantly, ownership becomes unclear across teams and vendors, leading to fragmented delivery, unreliable data, slower decision-making, and reduced accountability.

Direction

Backlogs grow, and priorities shift as organizations work to keep pace. At the same time, and more importantly, ownership becomes unclear across teams and vendors, leading to fragmented delivery, unreliable data, slower decision-making, and reduced accountability.

Scenario 2 | Scaling delivery without losing stability

Situation

Scaling teams quickly is critical to support new initiatives, transformations, and product growth.

What's happening

Rapid scaling often leads to inconsistent team structures, varying seniority, and higher churn rate. This creates instability, slows delivery over time, and limits the ability to build sustainable capabilities and continuity across teams. As AI and data initiatives are implemented and scaled, stability and knowledge retention become critical to maintaining progress.

Direction

Establish a nearshore setup that enables controlled scaling with strong retention, clear governance, and long-term team stability. Shift the focus from simply adding capacity to building resilient teams that can support sustained delivery.

Scenario 3 | Access to specialized capabilities without increasing complexity

Situation

Critical initiatives increasingly require advanced, domain-specific expertise across platforms, data, cloud, and legacy systems. As organizations embed AI in their operations, demand for specialized AI expertise continues to accelerate.

What's happening

Relying on multiple vendors or overstretching internal experts often leads to fragmented delivery, increased coordination effort, and inconsistent quality. As the number of technologies and dependencies increases, so does the complexity of managing and developing them effectively.

Direction

A more integrated approach is needed. Engage a partner who provides advanced, domain-specific capabilities within a unified delivery model and governance structure. This enables access to the right expertise while maintaining consistency, reducing complexity, and improving overall delivery outcomes.

Scenario 4 | Cost pressure without compromising delivery

Situation

Pressure to optimize costs across delivery setups continues to increase.

What's happening

Shifting vendors or locations often introduces imbalances in seniority, retention, and delivery quality. While short-term cost reductions may be achieved, they often lead to expensive rework, inefficiencies, and reduced continuity in the long run, ultimately undermining the initial benefits.

Direction

Balance cost with quality, continuity, and delivery accountability by focusing on total value rather than the lowest rate. Work with a partner to establish and develop small, highly skilled teams that leverage AI-augmented ways of working to increase output and deliver greater long-term value.

GUIDE

Get Started with Nearshoring

For many organizations, access to specialized capabilities is a growing challenge. Demand for digital, data, and AI expertise continues to increase, often beyond what organizations can access locally. Looking beyond borders is no longer just about extending capacity. It is about securing the right capabilities, finding the right locations, and balancing sourcing with the right delivery models to support long-term growth.

Nearshoring enables organizations to access specialized expertise, scale delivery, and respond to shifting business demands with greater speed and flexibility while balancing operational risk.

At the same time, the growing number of vendors and delivery models introduces complexity.

Organizations should define how work is governed, how teams are integrated, and how control and accountability are structured across locations.

Nearshoring is not only a sourcing decision. It is an operating model decision that requires a structured approach to ensure scalability and alignment across teams and locations.

Nearshoring is a Process, Not a Checkbox

While nearshoring has historically been associated with low-cost outsourcing, it has evolved into an outcome-based delivery model that supports scalable delivery through structured processes, clear ownership, and governance.

Too often, organizations expand capabilities through nearshoring without clearly defining how teams should be governed or integrated. When process ownership is unclear, delivery slows, and expected outcomes are not realized.

To ensure alignment, organizations should evaluate how nearshore teams will integrate with existing workflows, delivery processes, communication structures, and business goals. This includes defining responsibilities, governance models, and the level of collaboration required across teams and locations.

If AI capabilities are part of the scope, additional emphasis should be placed on iteration, cross-functional collaboration, and alignment between business and technical teams.

Own the Process, Own the Outcome

The initial assessment is critical to ensure that the nearshore setup aligns with an organization's operational needs, internal capabilities, and preferred level of partner involvement. This guide is designed to help define that alignment, providing a structured view of how responsibilities can best be allocated – whether retained internally, shared across teams, or managed through a structured partner-led setup.

A Practical Playbook Built on Experience

Throughout the guide, we cover the most important considerations when establishing a nearshore setup. The primary focus is on the assessment phase, which helps determine the delivery model best suited to the organization. We also explore key aspects such as location selection and vendor choice, as well as common pitfalls to avoid.

Through more than 20 years of delivering IT expertise and supporting complex digital initiatives with nearshore professionals, we have seen what works and what does not. This experience has been condensed into a practical playbook for defining scalable, well-integrated nearshore teams.

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OVERVIEW

Determine the Right Delivery Model

Before establishing a nearshore setup,
it is important to define how you want to operate.

At this stage, the focus is on aligning your objectives with the right setup. This includes identifying the capabilities you need, understanding how defined or evolving your requirements are, and determining how much control and accountability you want to retain or share.

It also requires evaluating how your organization works today. This includes the maturity of your delivery setup, your need for flexibility and scalability, and how closely external teams should be embedded into your existing structure.

Delivery Model Deep Dives

The sections below outline common nearshore delivery models and the operational needs they are designed to support.

IT Professionals

This model provides additional consultants that integrate with your existing setup and ways of working.

It allows organizations to add specialized competencies and extend delivery capacity while maintaining flexibility, internal priority ownership, backlog management, and governance.

Hybrid Teams

This model accelerates delivery and provides sustainable, specialized capabilities through small, high-impact teams aligned with your product, domain, and roadmap.

Organizations retain ownership of priorities, governance, and decision-making while accessing the expertise needed to drive long-term outcomes.

Solutions

This model relieves the client of day-to-day involvement by transferring responsibility for daily operations, ongoing execution, monitoring, and final outcomes to the nearshoring partner.

Organizations benefit from predictable pricing, expert oversight, and reduced delivery risk through proven delivery methods, while accepting less flexibility once a project is underway.

MARKET OVERVIEW

Find a Location

When it comes to finding the right location for sourcing talent and establishing a nearshore setup, cost is only one part of the equation.

Over the past three decades, the story around cross-border delivery has evolved - from a largely cost-driven one focused on lower-complexity functions and execution towards capability extension and co-creation – a push that it accelerated by the enhanced productivity and automation that AI offers.

As outlined earlier, this shift is reshaping how companies structure their workforces and utilize cross-border IT talent. Nearshoring is increasingly used as a strategic lever to enable innovation, harness rapidly evolving technologies, and adapt service portfolios with greater flexibility.

As a result, the criteria for selecting a location are also evolving. Factors such as access to specialized skills, ease of collaboration, digital and physical infrastructure, stability, risk management, and regulatory compliance play an increasingly central role.

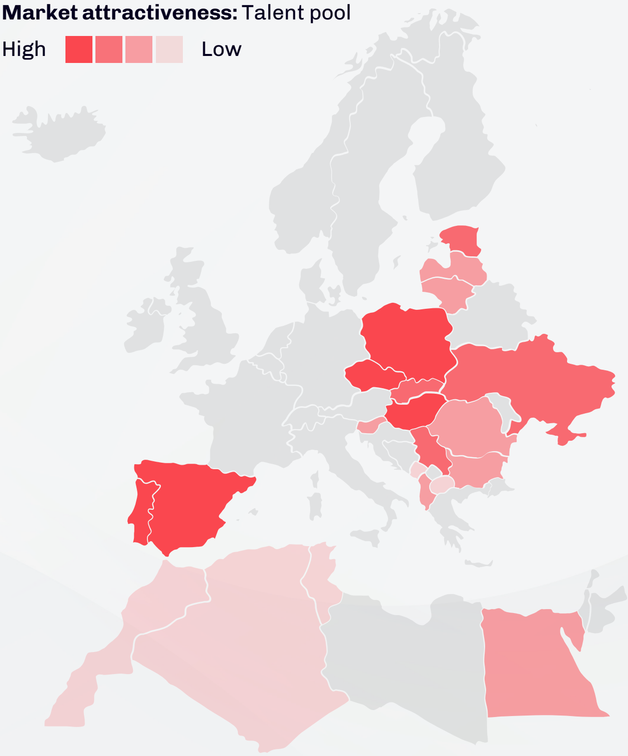
In this section, we present a high-level overview of nearshore destinations across Europe and North Africa, diving into key metrics that are relevant when assessing and comparing locations.

Talent Availability

The size, composition, and experience of a country's talent pool directly influence what can be delivered through a nearshore setup. Key considerations include access to the right skills - particularly for specialized capabilities such as AI and data – as well as the level of seniority required to support complex roles and delivery.

The size of the talent pool should align with the scale of the setup, ensuring continuous access to talent for both replacement and rapid scaling. A larger talent pool can also reduce competition for talent, supporting higher retention and greater stability over time.

Key metrics: ICT population, STEM graduates, educational level, experience level, AI skills, and general AI adoption.



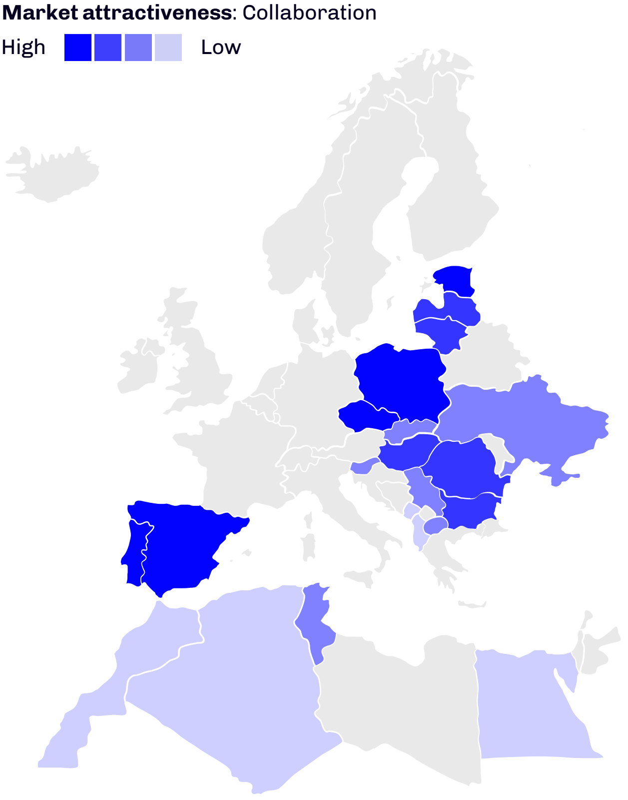
Collaboration

Today, delivery is often highly interdependent with nearshore resources working as integrated parts of the IT organization or in close cooperation with product teams. At the same time, complex projects, such as AI implementation, often require a higher level of co-creation.

As delivery complexity and integration needs rise, so does the importance of effective communication and cooperation.

Beyond English proficiency - which is often high among IT professionals - and physical proximity, it depends on a market's experience with international collaboration and its cultural alignment.

Key metrics: English proficiency, direct flight connections, travel time, time zone, cultural fit, level of globalization, and established international IT service vendors.



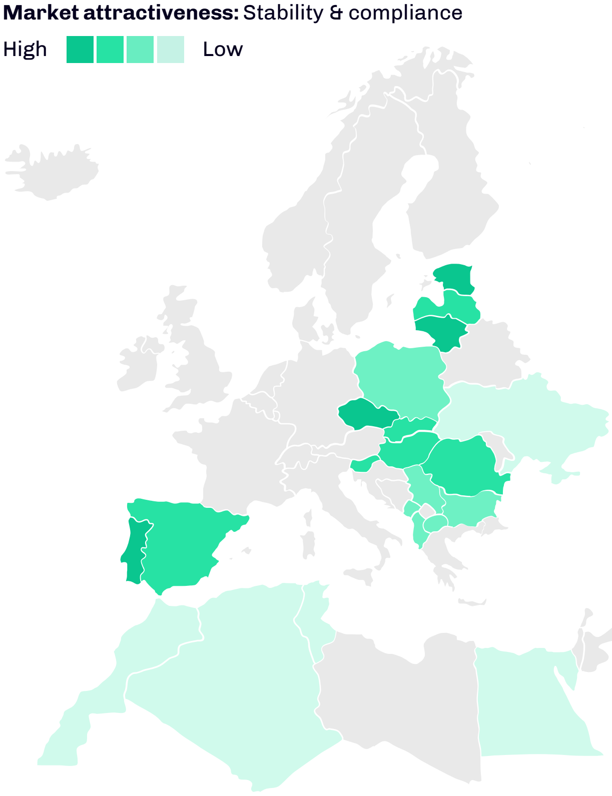
Stability & Compliance

Regulatory environments, geopolitical dynamics, political conditions, infrastructure, and business practices shape the stability, security, and long-term viability of a nearshore location.

Short-term or smaller engagements typically prioritize ease of setup and operational efficiency, focusing on current legal frameworks, local business conduct, and compliance conditions. In contrast, larger or long-term setups require greater emphasis on stability, predictability, and infrastructure maturity to support continuity and scalability over time.

In these contexts, political initiatives and market developments - such as efforts to strengthen cybersecurity, ensure compliance, or invest in AI - become increasingly relevant.

Key metrics: Political stability, EU membership, peace index, cybersecurity index, legal conditions, infrastructure, corruption level, national priorities, IT investment, and AI capacity.



Cost

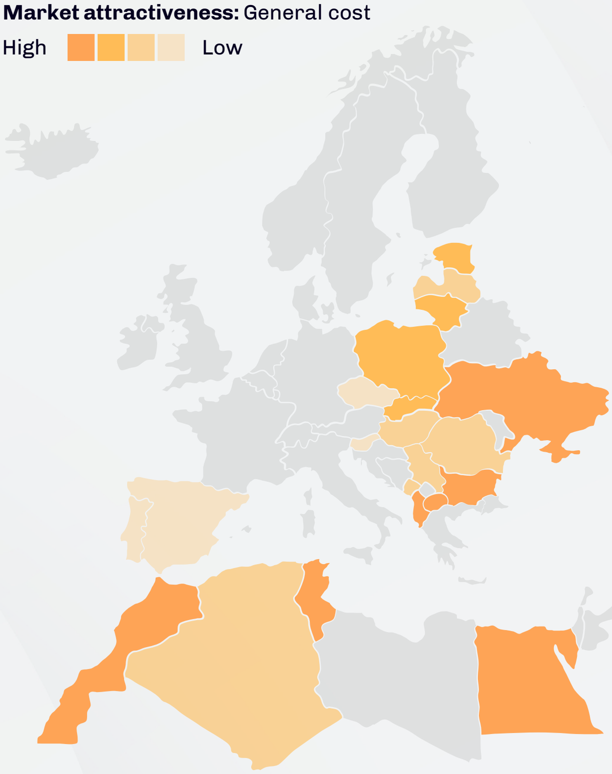
Cost remains an important factor when selecting a nearshore location, but it should be evaluated in the context of overall value. Labor costs vary by market, driven by cost of living, seniority, and competition, while infrastructure - such as offices and connectivity - influences both cost and delivery efficiency.

Total delivery cost is also affected by hidden factors, including inefficiencies, suboptimal outcomes, rework, and management overhead.

Delivery models shape the choice: Capacity-driven setups may prioritize lower rates and flexibility, while capability- or outcome-driven setups focus on quality and performance.

Ultimately, the right balance depends on delivery efficiency and coordination needs, while accounting for hidden costs.

Key metrics: Cost of labor, cost of infrastructure.



Country Deep Dives

A closer look at three of the top-scoring nearshore locations: Poland, Portugal, & Spain.

Poland

With a labor price index of 38 in comparison to the Nordics, Poland offers significant cost-effectiveness combined with a large talent pool consisting of highly skilled professionals.

Poland has one of the largest pools of skilled IT professionals in Europe, with a strong concentration in software development and a growing number of specialists in AI, data science, cloud, and cybersecurity. Polish IT professionals are known for high levels of seniority, technical acumen, and problem-solving skills, ranking among the top three countries globally for developer expertise.

The country has consistently ranked among the top nearshoring destinations, supported by high-quality educational institutions. This is reflected in mature infrastructure well-suited for international collaboration, high English proficiency, and a workforce with experience in Nordic business practices.

While Polish working culture shares similarities with the Nordics, it is characterized by a relatively higher degree of hierarchy, respect for authority, and aversion to uncertainty. Work norms emphasize structure, precision, and reliability, though younger generations are pushing for more collaborative, flexible environments better aligned with Nordic styles.

Despite political polarization and an increased risk of Russian hybrid attacks, Poland remains stable, with steady economic growth, reinforced by significant investments in cybersecurity, defense, and resilience.

- **Avg. hourly rate – senior software dev.**: €50-60
- **ICT workforce**: 800.000+
- **IT labor market 2022-2035 growth projection**: 31.3%
- **AI skill rank**: #27
- **Educational level**: #23
- **Tech hubs**: Warsaw, Kraków, Wrocław, Gdańsk, Poznań

Portugal

Portugal maintains a labor price index of around 39 compared to the Nordics, offering a strong balance between quality and cost despite rising competition for talent.

Portugal maintains a labor price index of around 40 compared to the Nordics, offering a strong balance between quality and cost despite rising competition for talent.

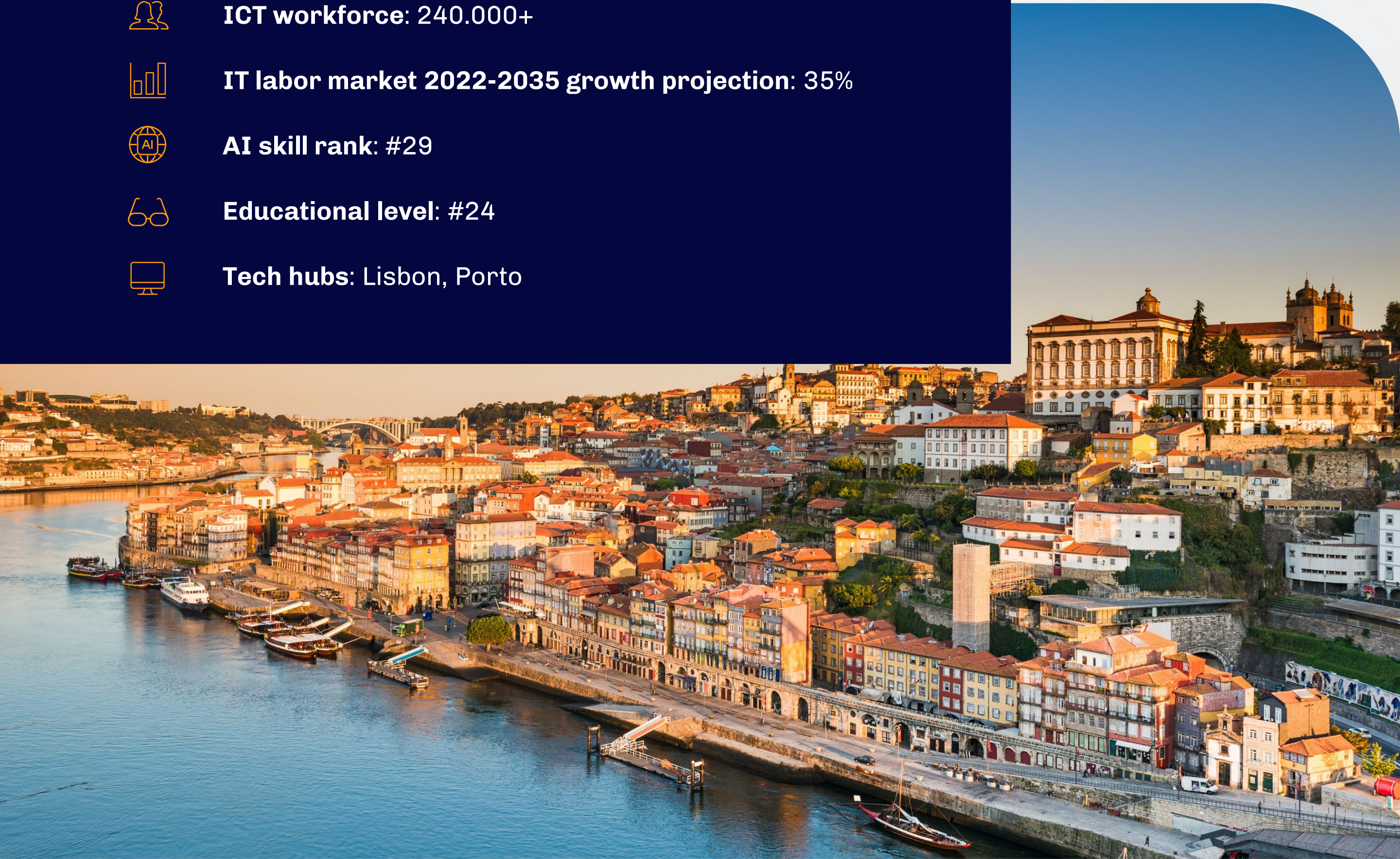
The country has a smaller but fast-growing talent pool in software development, cloud, and digital services, with rising capabilities in AI supported by high-quality education and government-led initiatives.

As one of Europe's fastest-growing IT markets with significant foreign investment, competition for talent is rising, limiting possibilities to scale quickly.

With very high English proficiency, an international business environment, and strong alignment with Nordic practices, Portugal enables close collaboration. Its open, social, and agile culture is increasingly aligned with Nordic values, though a preference for predictability and respect for hierarchy can sometimes limit critical feedback.

As an established nearshore destination, Portugal's major IT hubs, Lisbon and Porto, offer increasingly mature digital infrastructure - an area that continues to receive strong government focus. The country remains politically and economically stable, with a high degree of transparency.

- **Avg. hourly rate – senior software dev.**: €50-60
- **ICT workforce**: 240.000+
- **IT labor market 2022-2035 growth projection**: 35%
- **AI skill rank**: #29
- **Educational level**: #24
- **Tech hubs**: Lisbon, Porto



Spain

With slightly higher operating expenses and a labor price index of 41, Spain offers a strong balance between cost, ease of collaboration, and overall quality.

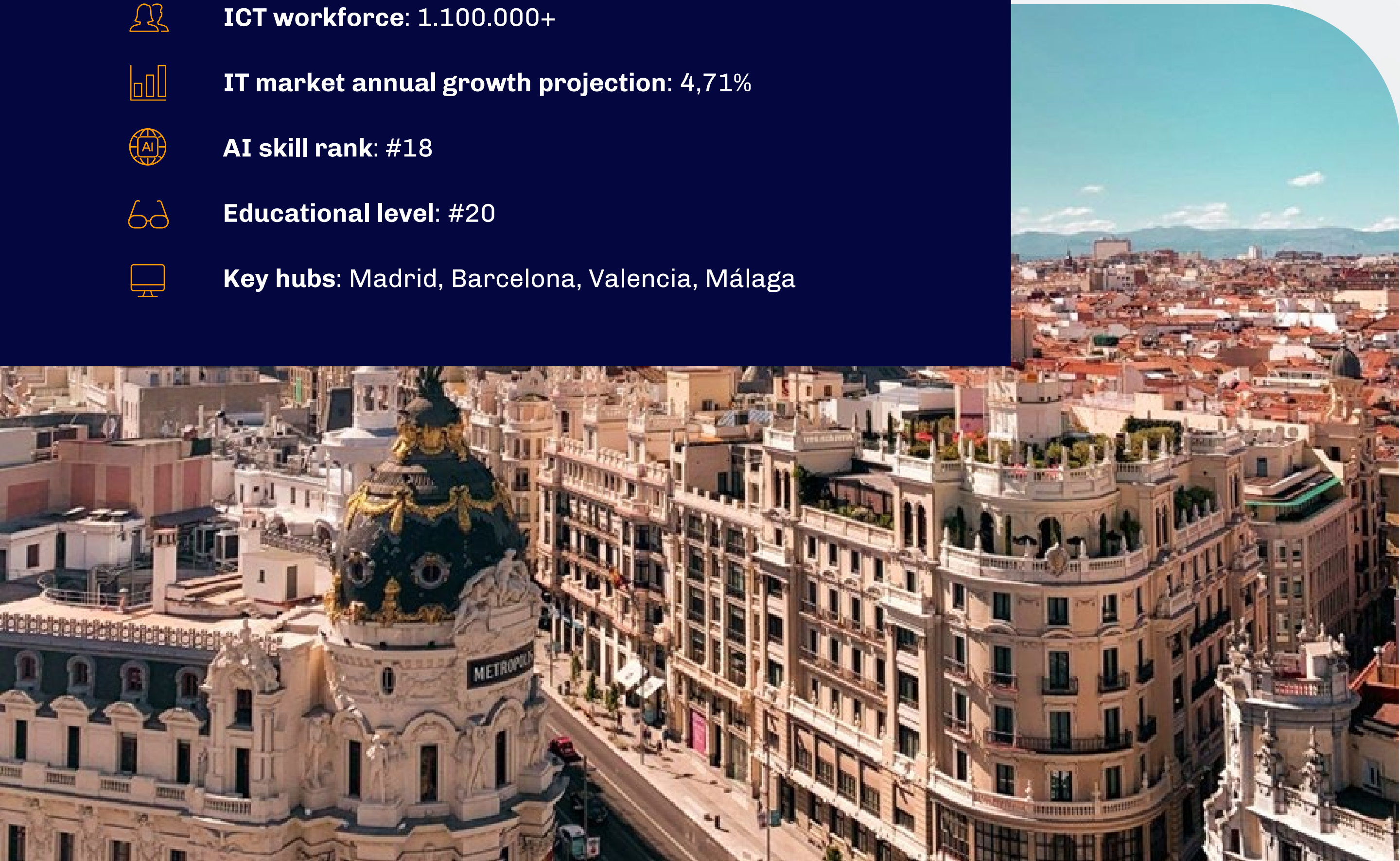
The country combines a large IT talent pool, strong university system, and a fast-growing tech market, with a government-led ambition to become a leading AI hub. High levels of AI adoption and a steady flow of graduates support capabilities in software, cloud, and digital services, though competition creates shortages in senior and niche roles.

As a mature nearshore destination and home to global players, Spain offers an international work environment and strong digital infrastructure in major hubs. While general English levels are lower, proficiency is high among IT professionals and in urban areas.

Work culture is characterized by collaboration and strong interpersonal relationships, with growing alignment to Nordic values. Compared to the Nordics, the culture places greater emphasis on hierarchy and security, alongside a stronger avoidance of confrontation, which can result in less direct challenge and slower decision-making.

Spain is politically and economically stable, with ongoing investments in digitalization, AI, and cybersecurity. However, bureaucracy and relatively rigid labor laws can slow processes.

- **Avg. hourly rate – senior software dev.**: €55-65
- **ICT workforce**: 1.100.000+
- **IT market annual growth projection**: 4,71%
- **AI skill rank**: #18
- **Educational level**: #20
- **Key hubs**: Madrid, Barcelona, Valencia, Málaga



KEY CONSIDERATIONS

Choose a Partner

Selecting a nearshoring partner requires looking beyond what is presented at face value. How a vendor defines roles, structures pricing, and manages delivery can impact both cost and outcomes. Based on our experience, here are a few key factors to consider when evaluating a potential partner.

1. Compare definitions of seniority

Definitions of seniority vary by vendor. It is important to understand what a “senior specialist” or “engineer” represents in terms of experience and responsibility.

2. Review what the hourly rate includes

Commercial terms may vary. Confirm what is included in the hourly rate, such as equipment, office space, shared facilities, and travel.

3. Clarify overtime and weekend coverage

Determine whether overtime is billed at standard (e.g., 100%) or premium rates (e.g., 200%), and whether weekend work is included in the hourly rate.

4. Understand how billing hours are calculated

Vendors may bill based on actual delivery hours or full-time availability. Clarify how time is tracked and charged.

5. Assess notice periods and flexibility

Review notice periods and the ability to scale resources up or down. Ensure the model provides the level of flexibility and stability you require.

6. Define governance and quality expectations

Discuss output quality control and governance with the vendor. Clarify expectations for onboarding, reboarding, and offboarding resources.

7. Ensure alignment with your operating model

Confirm that vendor activities align with your organization’s structure, processes, and ways of working.

Checklist: Main Action Items

- ❑ **Compare definitions** of seniority across vendors
- ❑ **Double-check** what the hourly rate includes and excludes
- ❑ **Clarify** billing hours and overtime calculations
- ❑ **Assess** notice periods and flexibility in resource release
- ❑ **Align** vendor governance and onboarding/offboarding procedures with organizational needs

Addressing these considerations early helps ensure the partnership is set up for success from the start.

NEXT STEPS

A Structured Path Forward

Once business objectives and required capabilities are defined, and operating models, integration, vendors, and locations have been carefully evaluated, three core steps follow to ensure a structured, scalable, and well-governed setup:

1. **Prepare -** Establish a structured delivery setup. Define governance, roles, and collaboration models. Align internal teams and ensure readiness for distributed delivery.

2. **Build -** Introduce the right capabilities, resources, and delivery support while ensuring alignment with existing teams, workflows, and governance structures. Ensure alignment to roadmap priorities, governance models, and delivery frameworks.

3. **Maintain -** Ensure long-term continuity as business needs change. Sustain performance through clear governance, regular communication, and structured optimization. Scale capabilities up or down as needs evolve while maintaining alignment and knowledge retention.

At 7N, we support you throughout every step, acting as one accountable partner – from initial assessment to ongoing maintenance, optimization, and adjustment of the setup and cooperation.

Nearshoring in the Real World

The following case studies demonstrate how organizations have partnered with 7N to solve complex delivery challenges through scalable nearshore setups and distributed teams.

PAYCHEX EUROPE

Paychex Europe Strengthens Delivery Resilience through Strategic Nearshore Expansion

How Paychex Europe established a scalable and resilient EU delivery model with support from 7N

Challenge

Reduce dependency and increase delivery stability

Paychex Europe, a provider of HR, payroll, and workforce management solutions, created a strategic initiative to strengthen delivery resilience and support long-term growth across Europe. As part of this initiative, Paychex Europe expanded from a single-vendor setup to a dual-vendor operating model with the goal to increase operational stability, talent availability, and delivery flexibility.

At the same time, Paychex Europe was scaling key products, including Emply People and Paychex Europe Payroll, across Europe and required:

- A stable and secure EU nearshore location
- Scalable engineering team structures
- The ability to rapidly expand capacity
- Enterprise-grade security and compliance

The company also committed to building fully distributed, Value Stream-aligned teams within the EU.

Solution

Structured transition and team expansion

In 2024, Paychex Europe engaged 7N as part of its broader strategic transition toward a resilient dual-vendor setup focused on continuity, knowledge retention, and scalable delivery capacity.

Within three months, 7N built a 12-person engineering team consisting of Senior .NET Developers and QA. This was followed by a full onboarding program in Denmark and an intensive knowledge-transfer phase.

The transition was structured across five phases:

- **Preparation:** defining scope, roles, and hiring needs
- **Knowledge Transfer:** onboarding to systems, architecture, and product domains
- **Dual-vendor model launch:** establishment of a balanced delivery model supporting collaboration, continuity, and shared ownership
- **Transition and handover:** securely shifting operational responsibilities
- **Stabilization:** both vendors operating independently and efficiently

Impact

EU-based, resilient nearshore setup

From April 2025, Paychex Europe expanded 7N's role in delivery as work was transitioned into the stable, EU-based nearshore setup. By January 2026, workload distribution reached full parity between vendors, which has helped Paychex Europe to ensure knowledge retention, continuity, and secure access to expert capabilities.

Throughout 2026, Paychex Europe plans to continue expanding its nearshore engineering capacity to support innovation, customer growth, and long-term strategic objectives. Today, Paychex Europe employs 31 consultants for product development from Poland, Denmark and Germany.

> *Our nearshore collaboration with 7N has demonstrated how efficient software development can thrive when built on alignment, trust, and shared purpose. What began as tactical capacity augmentation has evolved into a strategic partnership that significantly supports the development of our products.*
>
> *As a collaborative partner, 7N continues to work closely with Paychex Europe with the ambition to build a highly productive and strategic engagement. Together, we aim to strengthen our digital capabilities, accelerate our roadmap, and foster a culture of shared ownership.*

Henrik Borch

CIO, Digital Business Solutions,
Paychex Europe

CASE STUDIES

Falck Builds an Agile Nearshore Setup to Drive Digital Transformation

How 7N supported Falck's agile IT transformation with scalable and secure nearshore development teams

Challenge

Scalable support for major transformation

Falck, a multinational emergency response and healthcare corporation, launched a major IT transformation to optimize over 1,000 applications across critical business domains.

To deliver this, they needed a strategic partner to help build nearshore development teams that could quickly adapt, maintain high data security standards, and align systems to business needs.

A key requirement included knowledge retention, maintaining in-house code ownership, and establishing a seamless, secure, and scalable collaboration model.

Solution

Nearshore competence center

7N became Falck's strategic IT partner, delivering a complete competence center setup tailored to the client's needs, including:

- **End-to-end team setup**: recruitment and onboarding of senior developers, testers, DevOps engineers, and project managers across 3 project areas
- **Operational excellence:** local consultancy management, status meetings, and performance evaluations to ensure close collaboration and consistent team performance
- **Collaboration model:** Ensured that the new teams cooperated without major disruptions and realized the established road map in an effective way
- **Consultant lifecycle management:** Handling IT equipment, contract extensions, social/professional events, and aligning with Falck's organizational culture

Impact

Trust-driven partnership

The cooperation between 7N and Falck grew significantly to eight agile teams, enabling:

- **Scalable delivery:** From an initial eight consultants to over 40 specialists across technologies and roles
- **High-quality talent:** A rigorous recruitment process ensured that only top-tier candidates with strong technical and soft skills joined the teams
- **Flexibility and trust:** The close partnership enabled Falck to retain ownership and control while leveraging 7N's ability to build high-performing IT teams
- **Strategic partnership:** 7N became a trusted business partner to Falck and collaboration includes dialogue on tactical alignment, strategy, and vision

CASE STUDIES

A Proven Track Record of Nearshore Delivery

Falck and Paychex Europe are among the organizations that have partnered with 7N to effectively address their IT challenges, choosing us as a strategic partner committed to driving their business forward.

What do clients value most in our nearshore collaborations? 7N's key strengths include:

- A network of more than 1,800 IT specialists across key nearshore markets
- More than 20 years of supporting nearshore setups
- Senior engineering expertise, with consultants averaging more than 14 years of experience
- Long-term project continuity, with consultants often remaining on engagements for multiple years
- Flexible delivery models built around transparency, accountability, and shared ownership
- Strong alignment with European compliance, governance, and security requirements
- Delivery hubs and partner networks positioned to support scalable engineering teams across Europe

Nearshoring the Nordic Way

As technology environments grow more complex and AI accelerates opportunities, organizations increasingly need partners who can adapt delivery models over time, shift accountability in a flexible way, and contribute directly to long-term outcomes.

That's why, when it comes to nearshoring, lasting value is created through close collaboration. At 7N, our nearshoring approach builds on our Nordic roots. It is centered around integrated, outcome-driven delivery capabilities grounded in partnership, trust, transparency, and accountability.

Trusted Advisory for Right-sourcing

There is no universal nearshoring model that works in every situation. The right setup depends on multiple factors, including organizational context, landscape, and priorities. With over 20 years of experience in this domain, we act as trusted advisors, helping organizations select and evolve delivery models that align with their landscape, digital ambitions, and appetite for accountability transfer.

We support right-sourcing through a range of flexible delivery models, including team extension, managed delivery, enterprise delivery, and an AI capability hub. We guide clients in navigating these models and in defining the one that best fits them.

Senior Talent, Continuity, and AI-enabled Performance

Our nearshore setups are designed around:

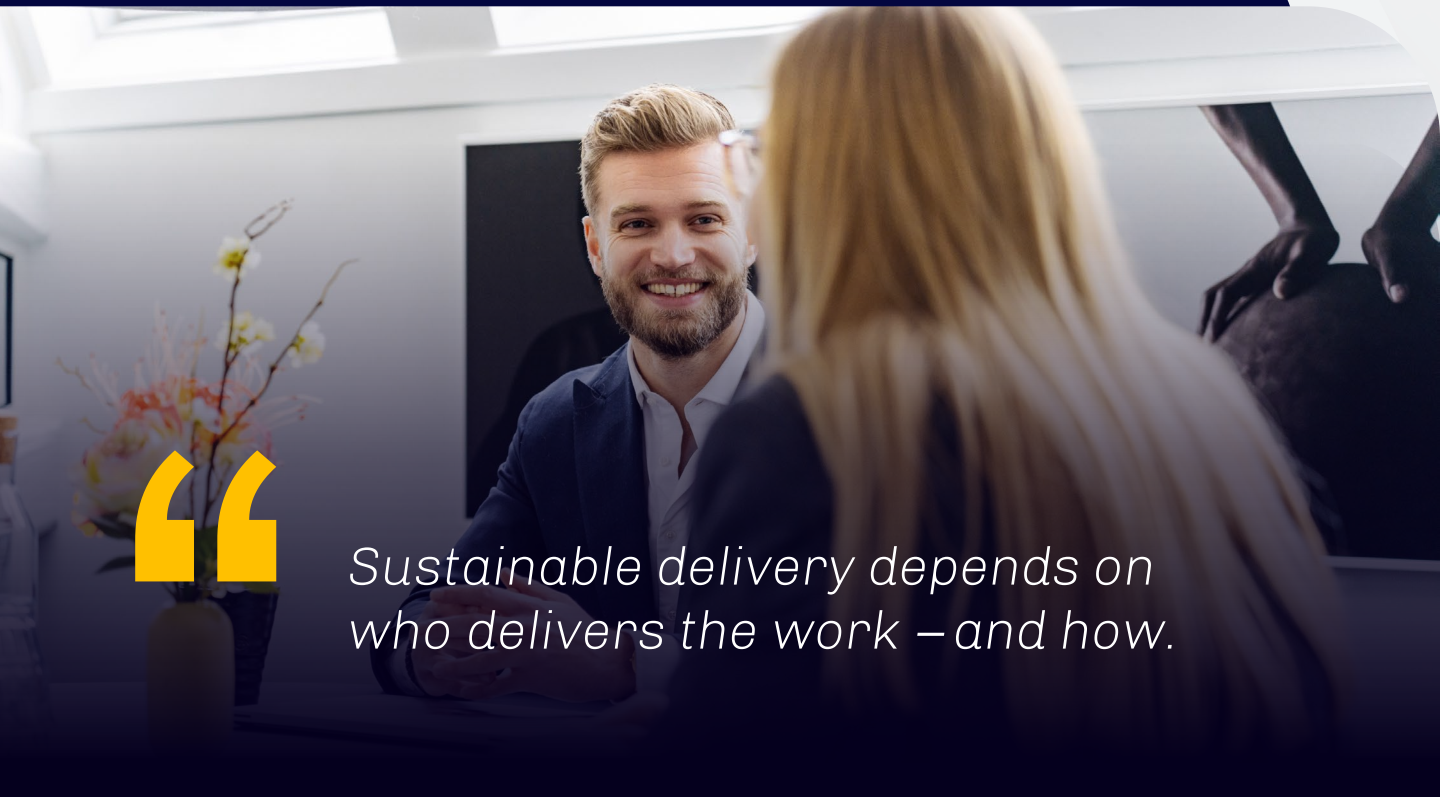
- **Strong retention focus**, with dedicated efforts to maintain stable teams and ensure continuity of knowledge
- **Senior consultants only**, ensuring consistently high performance and the ability to contribute from day one
- **Continuous upskilling**, including structured development in AI-enabled delivery patterns, modern practices, and domain-specific expertise

With AI-augmented ways of working, right-sourcing increasingly entails assembling small, elite, and highly specialized teams that deliver measurable impact with faster time-to-productivity.

Sustainable delivery depends on who delivers the work – and how.

Nordic Partner, European Delivery

Successful nearshoring continues to be grounded in proximity - organizational, cultural, and operational. As a Nordic consultancy with a strong presence in Poland and across Europe, we combine deep local business understanding with cross-border delivery expertise developed since establishing our first nearshore operation in 2005. This experience enables us to drive trusted partnerships that scale capability and deliver value well beyond cost optimization.



How can we help you build nearshore capabilities?

Leverage our experience, proven methods, and extensive network of top 3% professionals. Reach out to **our nearshore experts**:

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IT CONSULTING
Driven by High-Performance

7N Group is an elite IT consultancy agency with more than 30 years of market experience in serving all aspects of critical IT projects both within the public and private sector.

We have dedicated ourselves to finding the right match between our consultants and the companies we serve – we believe that is how the best results are created. At 7N, we have built a professional community of extraordinary people. A community dedicated to achieving professional and personal development. A place where the best gets to play with the best.

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