

The following key trends are seen in the forest and paper industry:

1. Mills and production sites will remain closed, which raises the importance of scaling and smaller IT-entities.
2. Continuous aspirations and efforts to decrease all costs, including IT costs.
3. Growing importance of supply chain applications:
 - stock management, sales forecasting, improved exploitation of existing IT and information management tools
4. IT outsourcing initiatives, which transform IT costs from fixed to variable and decrease the total cost of ownership.
 - selective application outsourcing will increase
 - near-shore and off-shore approaches will increase
5. Emerging desires and initiatives for implementation and integration between supply chain trading partners (both with suppliers, customers, and service partners).
 - Increase in use of user level integration and portals
 - Increase in use of e- business transactions and integration
6. More services purchasing.
7. Frame agreements are increasing.
8. Business architecture and program management will be generated in order to better manage the "big picture". Better governance will also be needed.
9. Support function harmonization is still in its early stages.
10. Strengthening interest towards more effective sales: activities, processes, leadership.