

THE NORDIC RESIDENTIAL ENTRY MODERNIZATION REPORT

2026

An analysis of trends, challenges and best practices in residential entry systems.

INDUSTRY INSIGHT REPORT



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Research Methodology

About this Report

The Nordic Residential Entry Modernization Report is an independent industry analysis developed by Defigo to examine the long-term trends shaping residential building modernization across the Nordic region. Rather than focusing on individual products or technologies, the report explores the operational, demographic, economic and project-related factors influencing how residential buildings are modernized today and how they are likely to evolve in the years ahead. The objective is to provide building owners, developers, consultants, project managers, installers and property professionals with a practical framework for making better modernization decisions.

Research Approach

The report combines quantitative market research with qualitative industry insight. The analysis is based on four complementary sources of information:

1. Official Nordic Statistics

Housing, construction and demographic data have been collected from the national statistical agencies of Sweden, Norway, Denmark and Finland. These sources provide consistent, independently verified information regarding: Residential building stock, housing construction, building age, population and demographic trends.

Where appropriate, country-level data has been aggregated to provide a Nordic perspective while preserving national differences where they materially influence market conditions.

2. Public Sector and Institutional Research

The report draws upon publications and datasets from Nordic and European institutions, including research relating to: Residential modernization, building lifecycle management, urbanization, labor market development, sustainability and digitalization of the built environment.

These sources provide broader context beyond individual markets and help identify structural trends affecting residential buildings across the region.

3. Industry Experience

The report also reflects practical observations from residential modernization projects across the Nordic market. These observations are informed by collaboration with: Residential property owners, Housing associations, municipal housing companies, property managers, project managers, developers, consultants and certified installation partners.

The operational insights presented throughout the report are intended to complement publicly available research by highlighting common project characteristics observed in practice.

4. Strategic Analysis

Rather than evaluating individual products, suppliers or technologies, the report applies a strategic perspective to residential modernization. The analysis focuses on recurring themes that consistently influence project outcomes, including: project complexity, resident experience, operational efficiency, lifecycle value, installation methodology, adaptability and long-term building performance.

Frameworks presented throughout the report are intended to support discussion and decision-making. They should be viewed as practical planning tools rather than prescriptive methodologies.

Scope

The report focuses on multi-dwelling residential buildings across Sweden, Norway, Denmark and Finland. Primary building categories include:

- Housing associations and cooperatives
- Municipal housing
- Private residential property owners
- Student housing
- Multifamily residential developments
- Residential rehabilitation projects
- New residential construction

Although market conditions differ between countries, the report emphasizes common structural trends that increasingly influence residential modernization throughout the Nordic region.

A Note on Interpretation

Construction markets, regulations and technologies continue to evolve. Statistics presented in this report represent the most recent publicly available information at the time of publication. Where exact national methodologies differ, comparisons should be interpreted as directional rather than absolute.

The conclusions presented in this report are based on the combined assessment of quantitative research, publicly available evidence and practical industry experience. The purpose of this report is not to predict the future of residential buildings with certainty. Its purpose is to provide a practical decision-making framework that helps organizations plan modernization projects with greater confidence, lower complexity and stronger long-term outcomes.

FOREWORD

Residential buildings are entering a new era. For decades, the entrance to a residential building has been overlooked. Visitors arrive, residents answer and the door opens.

When the system eventually reaches the end of its service life, it is replaced.

For many housing associations, this process has remained largely unchanged for more than thirty years. Yet almost every other aspect of residential property management has evolved.

These days, property managers often operate from cloud-based platforms, while residents communicate through smartphones rather than fixed telephones. Building maintenance has become increasingly predictive rather than reactive, and energy systems continuously optimize themselves.

Buildings as a whole have become more connected, data-driven and digitally managed. The entrance, meanwhile, has often remained isolated from this transformation. But that is beginning to change.

Across the Nordic region, existing residential buildings are becoming increasingly valuable strategic assets as new construction work slows. Housing associations are expected to improve operational efficiency while maintaining resident satisfaction.

Labor shortages continue to place pressure on installation capacity, making project efficiency more important than ever. At the same time, residents increasingly expect digital services to extend into the places they live.

These developments represent a structural shift in how residential infrastructure is evaluated.

This report argues that residential entry systems should no longer be viewed solely as equipment requiring periodic replacement. They should be considered part of the long-term operational infrastructure of the building.

This distinction is subtle, but important. Replacing equipment is a purchasing decision. Modernizing infrastructure is an investment decision.

The difference influences procurement criteria, project planning, lifecycle cost, resident experience and operational efficiency.

Importantly, this report is not intended to recommend a particular product or technology. Nor is it intended to suggest that every residential building requires immediate modernization.

Many existing systems continue to operate reliably and will remain suitable for years to come. Instead, our objective is to provide housing associations, property owners, project managers, consultants and installation partners with a structured framework for understanding how residential entry systems are evolving—and how those changes may influence future investment decisions.

Throughout the report we introduce a concept we call **Residential Entry Modernization**.

We define it as: The strategic process of improving how residents, visitors, service providers and property managers interact with residential buildings by modernizing entry infrastructure in ways that improve resident experience, reduce operational complexity and strengthen long-term asset value. Whether organizations choose to modernize today, five years from now or as part of a future renovation program, the underlying market forces described in this report are likely to influence those decisions.

Our ambition is simple. To contribute to a more informed conversation about the future of residential buildings in the Nordic region.

EXECUTIVE SUMMARY

For much of the past three decades, modernization of residential entry systems has followed a predictable pattern. An existing system reaches the end of its useful life, maintenance costs increase, replacement parts become difficult to obtain, and then a modernization project is initiated.

This reactive approach has served the market well. However, the conditions surrounding residential buildings are changing. Rather than being driven solely by equipment failure, modernization is increasingly influenced by wider operational, economic and demographic trends.

This report identifies five structural forces that are reshaping how housing associations evaluate residential entry infrastructure.

1. Existing buildings have become increasingly important strategic assets.

Across the Nordic region, new residential construction has slowed following higher financing costs and broader economic uncertainty. As a result, housing associations are placing greater emphasis on extending the performance, efficiency and value of existing buildings rather than relying solely on new developments.

Infrastructure investments are increasingly evaluated through a long-term asset management perspective rather than immediate replacement needs.

2. Resident expectations continue to evolve.

Residents increasingly expect digital services to be available throughout everyday life, in areas such as banking, communication, transport, retail and healthcare.

These expectations increasingly influence perceptions of residential living.

The entrance is becoming part of that broader resident experience rather than remaining an isolated technical function.

3. Installation efficiency has become an economic consideration.

Across the construction and installation sectors, labor availability continues to place pressure on project planning.

Modernization is therefore influenced not only by equipment costs, but also by technician availability, resident coordination, project duration and installation complexity. Reducing project friction is becoming increasingly valuable.

4. Property operations are becoming increasingly digital.

Residential property management has evolved significantly over the past decade with cloud-based administration, digital maintenance, resident portals, remote management and data-driven planning.

Entry infrastructure is increasingly evaluated within this wider operational environment.

5. Modernization is becoming proactive.

Leading housing associations increasingly modernize infrastructure before critical failure occurs.

The objective is no longer simply replacing aging equipment. It is reducing future operational risk while improving long-term building performance.

The Central Question

These developments lead to a broader strategic question.

Rather than asking: "Which intercom should we buy?", Housing associations increasingly benefit from asking: "What role should the entrance play in the long-term operation of our building?"

This report explores that question through operational, financial and resident perspectives.

What This Report Is

This publication is intended to support:

- Housing Associations
- Property owners
- Municipal housing companies
- Student housing operators
- Property managers
- rehabilitation project managers
- New Construction Project Managers
- Consultants
- Installation Partners

The report combines publicly available market research with practical observations from residential modernization projects across the Nordic region.

Its purpose is not to promote a specific technology. Its purpose is to provide decision makers with a structured framework for evaluating one increasingly important aspect of residential infrastructure.

Why Are Housing Associations Modernizing Their Entry Systems Now?

Executive Summary

Walk into a residential building constructed twenty-five years ago and you'll see that many of the building's original systems have already been modernized:

- Heating systems have been optimized.
- Lighting has become intelligent.
- Energy monitoring has become digital.
- EV charging infrastructure has been introduced.
- Property management increasingly takes place through cloud-based software.
- Resident communication has moved from noticeboards to mobile applications.

Yet in many buildings, the entrance continues to operate much as it did when the building was first completed.

The question is no longer whether the system works, the question is whether it supports the way the building operates today.

Existing Buildings Have Become More Valuable

One of the most important changes affecting residential modernization has little to do with technology, but rather the buildings themselves.

Across the Nordic region, the pace of new residential construction has slowed in recent years as financing costs, inflation and market uncertainty have increased.

At the same time, long-term housing demand remains significant, shifting greater attention toward maintaining and improving the existing housing stock rather than relying solely on new developments. This trend is reflected in analyses from organizations including the OECD and national housing authorities.

This changes investment behavior.

When existing buildings become more valuable strategic assets, infrastructure decisions receive greater scrutiny.

Rather than replacing individual systems as they fail, housing associations increasingly evaluate how modernization projects contribute to:

- operational efficiency
- resident satisfaction
- maintenance planning
- long-term asset value
- future adaptability

Modernization becomes part of asset management rather than reactive maintenance.

Executive Insight

Infrastructure rarely becomes obsolete because it stops functioning. It becomes obsolete because the environment around it changes.

Residents have changed

Twenty years ago, technology was limited. Today, technology is a fundamental part of most people's daily lives. People now routinely:

- unlock vehicles using smartphones
- receive parcel notifications instantly
- verify identities digitally
- communicate through video
- manage finances through mobile apps
- work remotely
- access services from anywhere

These experiences influence expectations, even when entering their own building. This does not mean every resident actively demands a new intercom.

It means expectations for convenience, communication and accessibility have evolved. The entrance increasingly forms part of the overall residential experience.

Executive Insight

Residents rarely compare their building with another building. They compare it with every digital experience they have throughout the day.

Modernization Is No Longer Triggered Solely by Failure

Historically, modernization projects followed equipment failure. Increasingly, they are triggered by opportunity.

Examples include:

- major facade renovations
- accessibility improvements
- energy renovation programs
- entrance refurbishments
- security upgrades
- digitalization initiatives
- resident satisfaction programs

In these situations, housing associations have an opportunity to evaluate the entrance within the broader context of the building rather than as an isolated technical system. This often leads to different decision criteria.

Instead of asking: "Which system most closely resembles what we have today?",

Decision makers increasingly ask:

"Which solution best supports where this building is heading over the next twenty years?"

The Real Cost of Modernization

For many years, procurement discussions centered primarily on hardware. With questions such as: How much does the equipment cost? How many indoor stations are required? What is the cost per apartment?

While these remain important questions, they represent only part of the total investment. Increasingly, project success depends on factors such as:

- installation time
- resident coordination
- access to occupied apartments
- project scheduling
- contractor availability
- disruption to residents
- future maintenance requirements

These factors frequently influence the total project cost as much as—if not more than—the equipment itself. This observation leads to one of the central conclusions of this report.

The cost of modernization is no longer determined by the hardware. It is determined by the complexity of the project.

This principle will be explored throughout the remaining chapters.

Key Takeaways

This chapter establishes four observations that frame the remainder of the report.

1. Residential buildings continue to evolve through digitalization and modernization, while many entry systems remain based on legacy project models.
2. Existing residential buildings are becoming increasingly important long-term assets, placing greater emphasis on modernization strategies.
3. Resident expectations are shaped by everyday digital experiences rather than by historical limitations of building technology.
4. The success of a modernization project is increasingly determined by project complexity—not simply hardware selection.

Looking Ahead

If project complexity increasingly determines the success of modernization initiatives, a logical question follows: What actually creates complexity in a residential entry modernization project? Understanding that question requires looking beyond the technology itself and examining the hidden costs embedded in traditional project models.

That is the focus of Chapter 2 – The Hidden Cost of Complexity.

CHAPTER 2

The Hidden Cost of Complexity

Why some modernization projects become expensive even when the hardware does not.

Executive Summary

When housing associations evaluate entry system modernization, the conversation often begins with equipment costs:

- How much does the hardware cost?
- How many apartments are included?
- What is the price per unit?

These questions are important, but they rarely determine the final cost of the project. In practice, modernization budgets are heavily influenced by factors that are often less visible during early procurement discussions:

- Access to occupied apartments
- Resident coordination
- Technician travel and repeat visits
- Project scheduling
- Installation time
- Administration
- Future maintenance requirements

The central argument of this chapter is that project complexity has become one of the most important economic variables in residential modernization. Two projects with similar hardware costs can have substantially different total costs depending on how they are executed.

The Traditional Procurement Assumption

Many procurement processes still implicitly assume that modernization cost is driven primarily by equipment.

This model was reasonably accurate when labor costs were lower, installation resources were abundant and projects were relatively straightforward. Today's environment is different.

Labor availability has become a constraint across much of the Nordic construction and installation sector. On top of this, project managers increasingly focus on reducing coordination effort, minimizing delays and improving execution efficiency. In this environment, the complexity of the deployment model becomes a major cost driver.

Executive Insight

Hardware is purchased once. Complexity is paid for repeatedly throughout the project.

The Four Layers of Modernization Cost

Framework

1	 Equipment Hardware, panels, readers and accessories.	Visible in quotations
2	 Installation Labour Technician hours required for deployment.	Partially visible
3	 Project Complexity Scheduling, resident access and coordination.	Often underestimated
4	 Lifecycle Operations Administration, updates and maintenance.	Frequently ignored

Most tenders compare Layer 1.

The largest cost differences often emerge from Layers 2–4.

Where Complexity Comes From

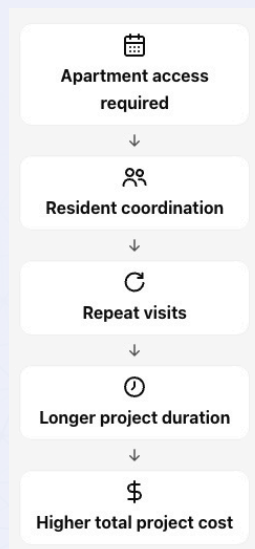
In residential projects, complexity is frequently created by the building itself.

✓ Access to every apartment is required	→
✓ Residents must be contacted	→
✓ Appointments must be scheduled	→
✓ Some residents will be unavailable	→
✓ Additional visits will be required	→
✓ Project timelines will extend	→
✓ Administrative workload will increase	→

None of these activities improve the functionality of the final system. They simply increase the cost of reaching the final result.

Complexity Cascade

A simplified view of how coordination requirements increase total project cost.



The following example is illustrative rather than prescriptive. It demonstrates how project complexity can influence overall cost.

Project A — Traditional Deployment Model Traditional

Cost Element	Illustrative Value
Equipment	€18,000
Installation Labour	€9,000
Resident Coordination	€2,500
Repeat Visits	€1,500
Project Administration	€1,000
Total	€32,000

Project B — Simplified Deployment Model Simplified

Cost Element	Illustrative Value
Equipment	€20,000
Installation Labour	€7,000
Resident Coordination	€500
Repeat Visits	€300
Project Administration	€700
Total	€28,500

✓ Project A Traditional Equipment cost €18,000 Total project cost €32,000	✓ Project B Simplified Equipment cost €20,000 Total project cost €28,500
✓ Difference -€3,500 In this example, the project with the higher equipment cost produces the lower total project cost because complexity has been reduced.	

The Most Expensive Hours in the Project

One overlooked reality of residential modernization is that not all technician hours have equal cost. The most expensive hours are often:

- Traveling to a site for a single missed apartment
- Waiting for resident access
- Returning to complete unfinished installations
- Rescheduling appointments
- Performing administrative follow-up

These activities generate little direct value for the customer, yet they consume labor, scheduling capacity and project management resources. As labor becomes more constrained, reducing these non-productive hours becomes increasingly important.

Executive Insight

Modernization projects should be evaluated on total project economics, not equipment cost alone.

What Housing Associations Experience

From the perspective of a housing association board, complexity often appears as disruption.

Common concerns include:

- How many times will residents need to be available?
- Will elderly residents require additional assistance?
- How long will the project take?
- How much communication will be required?
- What happens if access cannot be arranged?

Even when these concerns do not appear directly in the procurement specification, they frequently influence the final decision.

Executive Insight

For many housing associations, a "good project" is not the one with the most features. It is the one that causes the fewest problems for residents.

What Property Owners Experience

Property owners tend to view complexity through a different lens. Their concerns often include:

- Project predictability
- Contractor efficiency
- Tenant disturbance
- Future maintenance burden
- Lifecycle cost
- Operational continuity

For these stakeholders, modernization is increasingly evaluated as a business process rather than a hardware purchase.

The Shift in Evaluation Criteria

The market appears to be moving from a hardware-centric evaluation model to a project-centric evaluation model.

Traditional Evaluation	Emerging Evaluation
Equipment price	Total project cost
Features	Project simplicity
Technical specifications	Resident impact
Initial investment	Lifecycle economics
Installation scope	Operational disruption
Replacement	Modernization strategy

This does not mean hardware has become unimportant. It means hardware is increasingly evaluated within a broader operational and economic context.

Key Takeaways

1. Equipment cost is only one layer of modernization cost.
2. Resident coordination and repeat visits can significantly increase project expense.
3. Installation complexity has become a major economic variable
4. Housing associations often evaluate modernization through the lens of resident disruption
5. Property owners increasingly evaluate modernization through the lens of lifecycle economics
6. Successful projects are increasingly defined by simplicity, predictability and operational efficiency

Looking Ahead

If complexity is increasingly driving modernization economics, an important question follows: What exactly do residents expect from a modern building entrance?

Understanding those expectations is essential because many modernization projects are ultimately justified not by technology, but by the value they create for the people who live in the building. That is the focus of Chapter 3 – The Modern Resident.

CHAPTER 3

The Modern Resident

Why resident expectations have become part of the modernization decision

Executive Summary

For many years, residential entry systems were designed around a single function: Allow visitors to contact residents.

Success was measured by reliability. If the visitor could call the apartment and the resident could open the door, the system fulfilled its purpose. Today, the role of the residential entrance is expanding.

While security remains essential, housing associations are increasingly expected to deliver convenience, accessibility and digital services that align with how residents already live. This shift is not driven by technology vendors. It is driven by broader societal changes.

Residents now manage banking, healthcare, transportation, communication and shopping through digital services. As expectations evolve, buildings are increasingly expected to evolve with them.

Importantly, residents rarely ask for a "cloud intercom." Instead, they expect everyday interactions to be simple, intuitive and dependable. The entrance is becoming part of that expectation.

The Building Is Part of the Resident Experience

Historically, the entrance was viewed as a security function. Today, it also represents the first interaction residents, visitors and service providers have with the building. Every visitor experiences the entrance before they experience anything else.

The entrance shapes first impressions. It communicates whether the building feels modern, well-maintained and easy to use.

Expectations Are Created Outside the Building

One of the most important shifts in residential living has nothing to do with housing. It comes from everything else. Every day, residents interact with services that are increasingly:

- Mobile
- Instant
- Self-service
- Connected
- Available anywhere

These experiences gradually redefine what people consider normal. Residential buildings do not exist outside that reality.

Executive Insight

Residents don't judge systems. They judge experiences.

Security Means More Than Locking the Door

When housing associations discuss modernization, security is almost always one of the first topics. Traditionally, security has focused on preventing unauthorized access. That remains essential.

However, resident expectations have expanded. Today, security increasingly includes confidence. Residents increasingly want to know:

- Who is outside?
- Why are they visiting?
- Can I verify them before granting access?
- Can I respond even when I'm away from home?

Video communication, remote answering and digital notifications do not replace physical security. They enhance residents' ability to make informed decisions.

For many housing associations, this represents one of the most tangible improvements delivered by modernization.

Executive Insight

Your building is no longer compared with another building. It is compared with every digital service your residents use every day.

Security Has Evolved

Yesterday	Today
Prevent unauthorized entry	Verify visitors before granting access
Audio communication	Audio and video communication
Home-only response	Flexible response from multiple locations
Locked entrance	Informed access decisions

Convenience Is No Longer Considered a Luxury

Many modernization projects begin with practical concerns. An aging intercom. Unavailable spare parts.

Increasing maintenance costs. Yet once a new system has been installed, resident feedback often focuses on something different. Convenience.

- Being able to answer a visitor while walking the dog.
- Receiving an expected delivery without rushing home.
- Helping elderly relatives receive carers.
- Allowing children to enter safely after school.

These are not technology features. They are quality-of-life improvements.

The distinction matters. Housing associations invest in infrastructure, residents experience outcomes.

Accessibility Is Becoming Increasingly Important

Nordic societies are experiencing demographic changes that influence residential planning. An aging population means more residents wish to remain in their homes for longer. At the same time, residential buildings accommodate increasingly diverse households.

Modernization projects increasingly consider accessibility as part of long-term planning.

The objective is not merely compliance. It is creating buildings that remain practical throughout changing life stages. The entrance plays an important role in that experience.

Executive Insight

Technology is only valuable when it quietly removes friction from everyday life.

Deliveries Have Changed Building Operations

Twenty years ago, visitors primarily meant people. Today, visitors increasingly include logistics. Parcel deliveries have grown significantly alongside e-commerce across Europe. Residential entrances are now frequent interaction points not only for guests, but also for delivery providers, home healthcare, maintenance contractors and other service personnel.

This changes how entrances are used. The entrance has become part of the building's operational infrastructure. Not simply its security infrastructure.

Different Residents, Different Expectations

Not every resident values the same things. A retired couple may prioritize security and ease of communication. Families often value flexibility.

Students may expect mobile-first interactions. Working professionals appreciate remote accessibility. The implication is important.

Housing organizations are no longer selecting systems for one type of resident. They are investing in infrastructure that should remain relevant for many different residents over decades.

Executive Insight

Buildings outlive residents. Infrastructure should adapt to changing lifestyles—not the other way around.

Modernization Is Also About Confidence

When boards discuss modernization, conversations often focus on technical specifications. Residents rarely do. Residents ask simpler questions.

Will it be easier? Will it feel safer? Will it work reliably? Will my parents understand it? Will visitors know what to do?

Good modernization succeeds when technology fades into the background.

The best systems are often the ones residents stop thinking about shortly after installation.

The Resident Value Equation

Residents evaluate building improvements differently from procurement teams. They rarely consider:

- Protocols
- Integration standards
- Network architecture

Instead, they unconsciously evaluate four outcomes:

Convenience – Does everyday life become easier?

Confidence – Do I feel more secure?

Simplicity – Can everyone understand how to use it?

Reliability – Can I depend on it?

These outcomes often determine whether residents perceive modernization as successful.

Technology creates value only when residents experience these four outcomes:

Reliable
Simple
Secure
Convenient

Key Takeaways

Resident expectations increasingly influence modernization decisions. Modern buildings are expected to provide experiences consistent with the broader digital world. Security now includes visibility, confidence and informed decision-making—not simply preventing unauthorized access.

Convenience has become a measurable component of resident satisfaction. Residential entry systems increasingly support the wider operation of the building, including deliveries and service providers. Successful modernization should improve everyday life without increasing complexity for residents.

Looking Ahead

Residents experience the outcome of modernization. Property managers experience its operation. These perspectives are closely connected, but fundamentally different.

The next chapter explores how modernization influences the day-to-day responsibilities of those responsible for managing residential buildings.

CHAPTER 4

The Operational Building

Why property managers are rethinking entry infrastructure

Executive Summary

For residents, the entrance is an experience. For property managers, it is an operational process.

- Every visitor call.
- Every lost credential.
- Every service visit.
- Every resident moving in or out.
- Every contractor requiring temporary access
- Every delivery issue

Each represents a small operational task. Individually, these tasks appear insignificant. Collectively, they consume substantial administrative time throughout the lifecycle of a building.

Historically, residential entry systems were designed primarily to facilitate access. Increasingly, housing associations expect them to simplify operations. This represents a subtle but important shift.

The entrance is no longer evaluated solely by what it does. It is evaluated by how much work it creates.

The Invisible Work of Property Management

When residents think about entry systems, they typically think about visitors. Property managers experience something entirely different. They experience the administration behind every interaction, whether that be a resident changing their phone number, or a contractor requiring temporary access.

Each request appears minor. However, over hundreds of apartments and many years, these activities become a meaningful operational workload.

Complexity Doesn't End After Installation

Many modernization projects focus almost exclusively on implementation:
How long will installation take?
How many apartments are involved?
What is the project cost?

These are important questions. However, most residential entry systems remain in operation for fifteen to twenty years—or longer.

During that time, operational efficiency often becomes more valuable than installation efficiency. An additional five minutes spent on a recurring administrative task may ultimately cost more than several hours saved during installation.

Executive Insight

The entrance is not simply where people enter the building. It is where many operational processes begin.

The Cost of Small Inefficiencies

Property management rarely suffers from one large inefficiency. Instead, operational cost accumulates through thousands of small interruptions, such as updating resident information, managing access credentials, coordinating service providers, supporting elderly residents or managing move-ins and move-outs. .

None of these activities individually justify a modernization project.

Together, they can influence operational cost for years.

Executive Insight

Modernization projects end.
Operations continue for decades.

Perspective

Housing Association Board "We want fewer complaints."

Property Manager "We want fewer administrative tasks"

Installer "We want fewer service visits"

Property Owner "We want lower operating cost"

Resident "We want everything to just work"

Everyone defines success differently. Successful modernization aligns all of them.

The Building Has Become a Service Platform

Residential buildings increasingly provide services beyond accommodation:

- Parcel management.
- Visitor communication.
- Digital noticeboards.
- EV charging
- Booking systems
- Shared mobility
- Energy optimization
- Resident communication

These services operate most effectively when they reduce administrative burden. The entrance increasingly forms part of this wider ecosystem.

It is no longer an isolated technical endpoint. It is one of many operational touchpoints.

The entrance no longer operates independently. It increasingly supports broader building operations.

Operational Resilience Matters

Another important shift has occurred. Housing associations increasingly evaluate infrastructure not only by efficiency, but also by resilience. Questions include:

Can administration continue remotely if needed? Can updates be performed efficiently? How dependent is the building on specialist service visits?

These questions reflect a broader trend.

Buildings are increasingly expected to remain operational under changing conditions, not simply under ideal conditions.

Modernization Should Reduce Work

Every modernization project should ultimately answer one simple question:
Does life become easier for the people responsible for operating the building?

Executive Insight

The best infrastructure is often the infrastructure that requires the least attention.

If modernization introduces additional administration, more service calls or greater complexity, it has failed to achieve one of its most important objectives.

Technology should reduce work, not relocate it. This principle applies equally to residents, installers and property managers.

A New Measure of Success

Historically, successful modernization meant installing a functioning system. Today, leading housing associations increasingly evaluate projects against broader operational outcomes.

Traditional Success	Modern Success
Installation completed	Installation completed with minimal disruption
System operational	Operations simplified
Residents can answer visitors	Residents and staff save time
Hardware replaced	Building capability improved
Project delivered	Long-term operational value created

This evolution reflects a broader shift in the residential sector. Buildings are no longer judged solely by their physical infrastructure. They are increasingly judged by how effectively that infrastructure supports everyday operations.

Key Takeaways

The operational impact of an entry system extends far beyond visitor communication. Small administrative inefficiencies accumulate into meaningful lifecycle costs. Modernization should simplify operations, not merely replace equipment.

Property managers, boards, installers and residents define project success differently. The entrance increasingly functions as part of the building's operational ecosystem. The most valuable modernization projects reduce work throughout the building's lifecycle.

Looking Ahead

If operational simplicity has become a key measure of success, the next question is unavoidable: Why do some modernization projects take weeks longer than others? The answer often has less to do with technology than with how the project is designed.

CHAPTER 5

Designing Modernization Projects that Succeed

Why the best projects are designed long before installation begins

Executive Summary

When residential modernization projects exceed budget, experience delays or generate resident dissatisfaction, the underlying cause is often assumed to be technology. In reality, technology is rarely the primary reason projects become difficult.

Project outcomes are typically determined much earlier. They are determined during planning. Successful modernization projects are designed around one central objective:

Reducing unnecessary complexity before installation begins.

This applies regardless of which technology is ultimately selected. The organizations achieving the most predictable outcomes consistently focus on four questions:

How can installation be simplified?
How can disruption be minimized?
How can operational risk be reduced?
How can future administration become easier?

The answers to these questions often determine project success more than any individual product specification.

Every Building Is Different. Every Project Shouldn't Be.

Residential buildings vary enormously. Some contain twenty apartments. Others contain five hundred.

Some are newly renovated. Others have decades-old infrastructure. Some house students.

Others accommodate elderly residents. Yet despite these differences, the characteristics of successful modernization projects remain remarkably consistent. The best projects are predictable.

Not because the buildings are simple. But because the project itself has been simplified.

Planning Begins With People—Not Equipment

Technical specifications remain important. However, residential modernization projects involve far more than technology.

Each stakeholder introduces coordination requirements. Leading project managers therefore begin by mapping interactions before selecting hardware.

Questions include:

- How many apartments require access?
- How many resident visits are necessary?
- Can work be completed in common areas?
- What communication will residents require?
- Which activities create project delays?
- Where is the greatest operational risk?

Only then does equipment selection become meaningful.

Executive Insight

Complex buildings do not require complex projects. They require better project design.

The Four Sources of Project Risk

Most modernization projects encounter challenges in one of four areas.

Risk 1

Resident Coordination

Access to occupied apartments. Missed appointments.
Communication.
Rescheduling.

Risk 2

Installation Complexity

Unexpected cabling. Building variations.
Additional labor. Site logistics.

Risk 3

Operational Continuity

Maintaining building functionality throughout modernization. Ensuring resident confidence.
Managing temporary arrangements.

Risk 4

Future Flexibility

Avoiding unnecessary constraints that complicate future changes. Each risk can be reduced through planning.

Few can be eliminated during installation.

Executive Insight

Projects become easier when coordination is designed out—not managed better.

Why Resident Communication Matters

One of the most underestimated aspects of modernization is communication. Residents generally accept temporary inconvenience. They rarely accept uncertainty.

Questions naturally arise.
When will installation occur?
Do I need to be home?
How long will work take?
Will the entrance remain operational?
Who should I contact with questions?

Clear communication reduces anxiety. Reduced anxiety reduces complaints. Fewer complaints reduce administrative workload.

Communication therefore becomes a project management tool—not simply a courtesy.

Nordic Project Insight

Planning Before Installation

In several Nordic residential modernization projects, installers reported that clear resident communication significantly reduced missed appointments, support requests and project interruptions. Although the technical scope remained unchanged, improved communication resulted in a smoother overall project experience for residents and property managers.

Key lesson: Better communication often reduces project complexity without changing the technology.

Procurement Is Also Changing

Historically, procurement focused heavily on technical compliance.
Can the solution perform the required functions?
Does it satisfy the specification?

Increasingly, housing associations also evaluate:

- Project methodology
- Resident impact
- Installation strategy
- Operational efficiency
- Lifecycle support
- Upgrade flexibility

This represents a more holistic approach.

The objective is no longer simply purchasing compliant equipment. It is selecting the approach most likely to deliver a successful outcome.

Perspective

Housing Association "We want a project residents barely notice."

Property Manager "We want minimal coordination"

Installer "We want predictable installations"

Consultant "We want low project risk"

Property Owner "We want certainty not surprises"

Different objectives. One successful project.

Executive Insight

Specifications define what must be delivered. Methodology often determines whether it succeeds.

Designing for the Next Twenty Years

Another characteristic distinguishes leading modernization projects. They are designed not only for today's requirements, but also for tomorrow's uncertainties.

Technology will evolve, resident expectations will change, operational practices will continue to develop and buildings themselves will undergo further modernization.

The objective is therefore not to predict every future requirement. It is to avoid unnecessary limitations. Infrastructure should enable adaptation rather than constrain it.

Short-Term Thinking vs. Long-Term Thinking

Project Focus	Long-Term Asset Focus
Complete installation	Improve building capability
Meet today's requirements	Enable future flexibility
Minimize purchase price	Optimize lifecycle value
Replace equipment	Modernize infrastructure
Deliver project	Support building strategy

The Project Success Framework

Across dozens of modernization projects, successful outcomes consistently share six characteristics.

- **1. Simple to Plan**

Minimal coordination before work begins.

- **2. Simple to Install**

Efficient deployment with limited disruption.

- **3. Simple to Understand**

Clear communication for residents and stakeholders.

- **4. Simple to Operate**

Reduced administration throughout the lifecycle.

- **5. Simple to Maintain**

Efficient servicing and ongoing support.

- **6. Simple to Adapt**

Prepared for future operational requirements.

Executive Insight

The objective of modernization is not to introduce new complexity. It is to remove existing complexity.

Key Takeaways

- Project success is largely determined during planning.
- Complexity should be designed out wherever possible.
- Resident communication directly influences project outcomes.
- Procurement increasingly evaluates methodology alongside technology.
- Modernization should support both today's project and tomorrow's building.
- Simplicity is a measurable competitive advantage.

Looking Ahead

A well-designed project reduces complexity. But another important question remains. How should building owners evaluate competing modernization solutions?

Traditional comparison tables often emphasize technical specifications. Yet decision makers increasingly consider a broader range of operational and economic factors. The next chapter introduces a structured framework for making those evaluations.

CHAPTER 6

Choosing the Right Modernization Strategy

Why successful projects begin by asking better questions—not comparing more features

Executive Summary

Most residential modernization projects eventually arrive at the same stage.

Several suppliers have been shortlisted, product demonstrations have been completed, budgets have been prepared and technical specifications appear broadly comparable.

At this point, many organizations naturally begin comparing features, asking:

Does one solution offer more functionality?

Is another system less expensive?

Which product has the longest specification sheet?

While these questions are understandable, they often overlook the broader objective of modernization.

Housing associations are not purchasing technology for its own sake. They are investing in a project that will influence residents, operations and building performance for many years. The most successful organizations therefore evaluate modernization differently.

Rather than asking: "Which system has the most features?" They ask: "Which approach creates the best long-term outcome for our building?"

That distinction fundamentally changes procurement.

Technology Has Become Easier to Copy

A decade ago, product features often represented sustainable competitive advantages. Today, innovation moves considerably faster.

Most modern suppliers now offer some combination of the same capabilities. As technology matures, differentiation increasingly shifts away from individual features and toward execution.

How efficiently can the project be delivered? How much disruption will residents experience? How easily can the system be operated over the next twenty years?

These questions are more difficult to answer, but often more important.

Executive Insight

Features explain what a system can do. Outcomes determine whether the investment succeeds.

Beyond the Feature Checklist

Traditional comparison tables often resemble technical data sheets.

Traditional Comparison	
Video	✓
Mobile app	✓
Cloud management	✓
Touch display	✓
RFID	✓
SIP support	✓

While useful, these comparisons rarely help decision makers understand how different solutions influence the overall success of a modernization project. A broader framework is required.

Introducing the Modernization Scorecard

The Modernization Scorecard is designed to help housing associations evaluate modernization projects through operational and strategic outcomes rather than technical specifications alone. It reflects the themes explored throughout this report and provides a practical structure for procurement discussions.

The Modernization Scorecard

Evaluation Area	Key Question
Resident Experience	Will everyday life become simpler and feel more secure?
Installation Efficiency	How much coordination, labour and disruption will the project require?
Operational Simplicity	Will administration become easier over the system's lifecycle?
Project Risk	How predictable is the implementation process?

Evaluation Area	Key Question
Lifecycle Value	How well does the solution support the building over the next 15–20 years?
Future Flexibility	Can the solution adapt as resident and operational needs evolve?
Vendor Capability	Does the supplier demonstrate experience, stability and long-term commitment?
Total Project Economics	What is the complete cost of ownership—not just the purchase price?

Executive Insight

Good procurement compares products. Excellent procurement compares outcomes.

Modernization Through Different Lenses

Every stakeholder evaluates modernization differently.

Stakeholder	Primary Question	Success Looks Like
Housing Association	Will residents appreciate the investment?	High resident satisfaction with minimal disruption
Property Manager	Will this simplify operations?	Fewer administrative tasks and service requests
Project Manager	Can this be delivered predictably?	On time, on budget, with minimal risk
Real Estate Owner	Does this strengthen the asset?	Lower lifecycle cost and improved building value
Consultant	Is this the most appropriate solution?	Technical compliance and future-proof design
Installer	Can this be deployed efficiently?	Predictable installation with fewer site visits
Resident	Does it make everyday life easier?	Better security, convenience and usability

The Best Project Is Not Always the Cheapest—Or the Most Expensive

One of the most common misconceptions in modernization projects is that higher investment automatically delivers better outcomes. It does not. Similarly, selecting the lowest-priced solution does not necessarily reduce the overall cost of the project.

The objective should not be to maximize investment or minimize purchase price. The objective should be to maximize project value.

Leading housing associations increasingly evaluate modernization across three dimensions:

1. How efficiently can the project be delivered?
2. How much value will residents experience?
3. How well will the solution support the building over its lifecycle?

Projects that perform well across all three dimensions frequently produce the strongest long-term outcomes, regardless of whether they represent the lowest or highest initial investment.

Leading housing associations no longer optimize for a single variable such as purchase price. Instead, they seek solutions that balance:

- Resident Experience
- Project Simplicity
- Long-Term Lifecycle Value

Modernization projects that optimize only one dimension often create unnecessary compromises elsewhere.

Choosing a Modernization Partner

Modernization projects are rarely remembered because of the technology installed.

They are remembered because of how the project was delivered. Housing associations therefore increasingly evaluate not only products, but also partners. Questions include:

- Does the supplier understand residential operations?
- Can they demonstrate successful projects?
- Do they provide implementation guidance?
- Are local installation partners available?
- Will they remain a long-term partner?

These considerations become particularly important in projects expected to remain operational for many years.

Nordic Project Insight

Lessons from Early Planning

In several Nordic modernization projects, project managers reported that the most successful suppliers were not necessarily those offering the longest feature lists, but those providing the clearest implementation methodology, strongest stakeholder communication and most predictable project execution.

Key lesson: Confidence is built through execution, not specifications.

Key Takeaways

- Modernization should be evaluated through outcomes rather than features.
- The most successful projects balance resident experience, operational efficiency and lifecycle value.
- Total project economics provide a more complete picture than purchase price alone.
- Procurement should assess methodology and implementation capability alongside technical compliance.
- The right supplier is not only a technology provider but also a delivery partner.
- Better procurement begins with better questions.

Looking Ahead

By now, we have explored why buildings are modernizing, how complexity affects project outcomes and how organizations can evaluate competing approaches. But we are still left to wonder: what will the residential entrance look like over the next decade?

The next chapter looks ahead—not to predict the future, but to identify the trends that housing associations should consider when making long-term investment decisions.

CHAPTER 7

The Residential Modernization Playbook

A practical Framework for Planning Better Modernization Projects

Executive Summary

Across the Nordic region, modernization projects differ in scale, budget and technical requirements.

Yet successful projects consistently follow the same underlying principles:

- They begin with strategy rather than technology.
- They prioritize project simplicity alongside functionality.
- They consider the entire lifecycle of the building—not only the installation phase.

This chapter presents a practical playbook that can be used by building owners, project teams and consultants when planning residential entry modernization. It is not a checklist for selecting a supplier, but rather a framework for increasing the probability of project success.

Step 1

Define the Desired Outcome Before Discussing Technology

One of the most common procurement mistakes is discussing products before agreeing on objectives. Different stakeholders naturally have different priorities.

- Residents seek convenience and confidence.
- Property managers seek operational simplicity.
- Project managers seek predictable execution.
- Owners seek long-term asset performance.

Technology should support these outcomes, not define them.

Questions to Ask

- What operational problem are we trying to solve?
- What would success look like five years after completion?
- Which stakeholders will define whether the project has been successful?

Executive Insight

Projects become more focused when objectives are agreed before products are evaluated.

Step 2

Map Sources of Complexity

Every modernization project contains complexity. The objective is not to eliminate it. It is to identify and reduce it before work begins.

Typical sources of complexity include:

- Resident access requirements
- Occupied apartments
- Legacy infrastructure
- Multiple contractors
- Building variations
- Communication requirements
- Scheduling constraints

Rather than accepting these factors as fixed, leading project teams actively redesign their approach to minimize unnecessary complexity.

Complexity Mapping Matrix

Source of Complexity	Low	Medium	High	Mitigation Strategy
Resident coordination				
Apartment access				
Installation logistics				
Building infrastructure				
Stakeholder communication				
Operational continuity				

Before choosing technology, understand where the project is most likely to become difficult.

Step 3

Evaluate Solutions Using Project Outcomes

Technical compliance should be considered a prerequisite, not the deciding factor. Once technical requirements are satisfied, evaluation should focus on outcomes.

Ask:

- Which solution minimizes disruption?
- Which solution simplifies operations?
- Which solution offers the greatest flexibility?
- Which solution reduces lifecycle complexity?
- Which solution provides confidence during implementation?

This changes procurement from product comparison to project comparison.

Step 4

Design the Resident Journey

Modernization affects more than infrastructure, it affects people. The resident experience should therefore be considered throughout the project.

Questions include:

- How will residents be informed?
- How much participation is required?
- What happens if someone is unavailable?
- How will elderly or vulnerable residents be supported?
- How will visitors experience the building after completion?

Projects with a well-designed resident journey consistently achieve higher satisfaction and fewer complaints.

Nordic Project Insight

Resident communication as risk management

During a residential modernization project, the project team shifted from technical updates to resident-focused communication. Instead of explaining installation procedures, they explained what residents could expect, when work would occur and how everyday routines would be affected.

The number of support inquiries fell significantly, despite no change to the technical scope of the project.

Key lesson: Clear communication reduces operational risk.

Step 5

Think Beyond Project Completion

Many procurement processes conclude when the installation has been signed off. Successful building owners begin thinking about operations long before then.

Questions include:

- How will the system be administered?
- How easily can future residents be on-boarded?
- What happens when requirements change?
- How will future modernization projects be affected?
- How much ongoing maintenance will be required?

The installation may last weeks. The operational phase may last decades.

Executive Insight

The project ends. The building continues.

The Residential Entry Modernization Maturity Mode

Level	Mindset	Typical Characteristics
Level 1 – Reactive	"Replace what no longer works."	Projects begin after failure. Procurement focuses on replacing like-for-like equipment.
Level 2 – Functional	"Modernize the technology."	Digital functionality is introduced, but procurement remains feature-led.
Level 3 – Operational	"Simplify the project and daily operations."	Installation efficiency, administration and resident impact become key evaluation criteria.
Level 4 – Strategic	"Strengthen the building as a long-term asset."	Modernization is integrated into broader asset management, resident experience and digital building strategies.

The Seven Principles of Successful Modernization

Across all stakeholder groups, successful projects consistently share seven characteristics.

1. Outcomes are defined before products are selected.
2. Complexity is reduced during planning—not managed during installation.
3. Residents are treated as project participants, not obstacles.
4. Installation methodology is evaluated alongside technical capability
5. Procurement considers lifecycle value rather than purchase price alone
6. Operational simplicity is treated as a measurable outcome
7. Buildings are prepared for future change rather than current requirements alone.

Executive Insight

Organizations rarely move directly from Level 1 to Level 4. Modernization is an evolution, not an event. The objective is not to reach the highest level as quickly as possible, but rather to ensure that today's investment remains relevant as operational needs continue to evolve.

Key Takeaways

Successful modernization is not determined by one product, one feature or one supplier. It is determined by the quality of decisions made before installation begins. Organizations that consistently achieve successful outcomes share a common characteristic:

They approach modernization strategically rather than reactively.

Looking Ahead

Residential buildings will continue to evolve over the coming decades with demographic changes, digitalization, sustainability and changing patterns of living and working. The entrance will evolve with them.

The final chapter explores what these developments may mean for the next generation of residential buildings, and how organizations can make investment decisions today that remain valuable tomorrow.

CHAPTER 8

The Next Generation of Residential Buildings

Why tomorrow's buildings will be defined by adaptability rather than technology

Executive Summary

The residential buildings standing across the Nordic region today are expected to serve communities for decades.

During that time, technologies will change, resident expectations will evolve, building regulations will develop and new services will emerge.

What remains uncertain is how these changes will unfold. What is becoming increasingly clear, however, is that buildings capable of adapting to change will be better positioned than those designed around fixed assumptions.

Historically, modernization projects focused on replacing aging infrastructure. Increasingly, they are about creating buildings that remain relevant throughout long operational lifecycles.

The most valuable investment may therefore not be the technology itself, but rather the flexibility to respond to whatever comes next.

Buildings Are Becoming Living Assets

Traditionally, buildings were viewed as static physical assets. These days, modern residential buildings are increasingly managed as dynamic operational assets, with performance monitored continuously, maintenance planned proactively, energy systems responding to changing demand and shared amenities managed through software.

Access is increasingly integrated into everyday building operations. The building is no longer just a place where people live, it is an environment that continuously evolves.

Executive Insight

The buildings that perform best over the next twenty years are unlikely to be those with the most technology. They will be the ones that adapt most effectively to change.

The Evolution of Residential Buildings

Yesterday	Today	Tomorrow
Static infrastructure	Connected systems	Adaptive infrastructure
Reactive maintenance	Planned maintenance	Predictive operations
Physical administration	Digital administration	Automated workflows
Stand-alone systems	Integrated platforms	Interoperable ecosystems
Equipment replacement	Infrastructure modernization	Continuous improvement

The Role of the Entrance Is Expanding

For decades, the entrance primarily performed one task: Control access.

That responsibility remains fundamental. However, its role within the building is expanding.

The entrance increasingly supports:

- Resident communication
- Visitor verification
- Delivery management
- Service provider access
- Building operations
- Digital administration
- Accessibility initiatives

Rather than functioning as an isolated technical endpoint, the entrance is becoming part of the building's operational infrastructure.

This does not mean every building requires advanced functionality today. It just means that future investments should avoid limiting tomorrow's possibilities.

Five Structural Trends Shaping Residential Buildings

The following trends are already influencing planning, procurement and operations across the Nordic residential sector. These developments are likely to remain relevant regardless of which technologies emerge.

Trend 1

Buildings Will Continue to Become More Connected

Digital systems that once operated independently increasingly exchange information and support common operational processes. The objective is not technology for its own sake, it is reducing manual work, improving visibility and supporting better decision-making.

Trend 2

Resident Experience Will Become a Competitive Advantage

Residential buildings increasingly compete on the quality of everyday living.

As expectations continue to evolve, these factors are likely to influence both resident satisfaction and the long-term attractiveness of residential properties.

Trend 3

Simplicity Will Become More Valuable

As buildings become more technologically capable, simplicity becomes increasingly important. Technology that introduces unnecessary complexity creates operational burden, while technology that removes complexity creates value. This principle extends beyond entry systems to every aspect of residential management.

Trend 4

Modernization Will Become Continuous

Historically, buildings underwent large modernization projects every few decades. Increasingly, modernization is expected to occur incrementally.

Rather than replacing entire systems simultaneously, organizations will update infrastructure in manageable stages. This reduces risk, spreads investment over time and enables buildings to evolve continuously.

Trend 5

Procurement Will Become More Outcome-Oriented

The most significant change may not be technological. It may be organizational.

Procurement teams are increasingly evaluating projects based on operational outcomes rather than technical specifications alone. Questions about lifecycle value, project simplicity and resident experience are becoming integral to investment decisions.

The Most Valuable Buildings Will Be the Most Adaptable

No report can accurately predict which technologies will dominate the next twenty years. History demonstrates that innovation rarely follows a straight line. What organizations *can* control is something more fundamental.

- They can reduce unnecessary constraints.
- They can invest in flexible infrastructure.
- They can simplify operations.
- They can create buildings capable of adapting to changing needs. '

Adaptability is increasingly becoming an asset in itself.

Executive Insight

Future-proofing is not about predicting the future. It is about avoiding decisions that unnecessarily limit it.

Modernization Is Ultimately About People

Throughout this report we have discussed technology, operations, procurement and project delivery. Yet the purpose of every modernization project remains remarkably consistent. To improve how people experience, operate and maintain residential buildings.

Technology matters because people matter. Not the other way around.

A Framework for the Next Decade

Across the previous chapters, a consistent pattern has emerged. Successful modernization projects tend to follow four principles:

1. Simplify the project.

Reduce unnecessary complexity before installation begins.

2. Improve everyday life.

Evaluate modernization through the experiences of residents and building operators.

3. Think in lifecycles

Optimize for decades of operation, not only the installation phase

4. Preserve flexibility

Create buildings capable of adapting to future needs.

These principles are unlikely to become less relevant as residential buildings continue to evolve.

Final Reflection

Residential buildings have always evolved: Construction methods have improved, energy systems have changed, communication technologies have developed and resident expectations have shifted. The entrance is now part of that broader evolution.

Modernization should therefore not be viewed as replacing one system with another. It should be viewed as an opportunity to strengthen how residential buildings function for the people who depend on them every day. Ultimately, the future of residential buildings will not be determined by any single technology, but it will rather be determined by the quality of the decisions made when those buildings are modernized.

The most successful modernization projects do not simply replace infrastructure. They create buildings that are easier to operate, better to live in and more prepared for whatever comes next.

About Defigo

Across the Nordic region infrastructure is being modernized to improve security, simplify operations and create better everyday experiences for residents.

Defigo was founded with a simple belief:

Modernizing residential entry should not require unnecessary complexity.

Our platform combines digital entry communication, cloud-based management and flexible access technologies into a solution designed specifically for modern residential buildings.

Rather than focusing solely on replacing legacy equipment, we work with building owners, developers, consultants and installation partners to deliver modernization projects that reduce disruption, simplify operations and support the long-term evolution of residential properties.

Today, Defigo solutions are installed across residential communities throughout the Nordic region, supporting thousands of daily interactions between residents, visitors and property managers.

Why We Published This Report

Residential entry modernization is often discussed through the lens of technology. We believe the more important conversation is about buildings:

- How can projects become simpler?
- How can operations become more efficient?
- How can investments remain valuable over decades?

This report reflects our experience from supporting modernization projects across the Nordic residential sector, combined with broader market observations and publicly available industry research.

Our ambition is not to provide every answer. It is to contribute a practical framework that helps organizations ask better questions when planning their next modernization project.

Connect With Us

Whether you are planning a rehabilitation project, developing new residential properties or exploring long-term modernization strategies, we welcome the opportunity to share experiences and discuss how residential entry infrastructure is evolving across the Nordic market.

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