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NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION



São Paulo has new Swedish Honorary Consul General

Renato Pacheco Neto and his predecessor Barry Bystedt



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NordicLight

NordicLight is the quarterly publication of Swedcham and NBCC



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New Swedish Honorary Consul General in São Paulo:

Welcome Renato and thank you Barry!

Photos by
Mario Henrique

It is with great pleasure that Swedcham welcomes Renato Pacheco Neto as Sweden's new Honorary Consul General in São Paulo. He replaces Barry Bystedt, who has served Swedish interests selflessly and effectively since the year 2000, in the words of Ambassador Magnus Robach. And Swedcham couldn't agree more!

"Renato is more than well prepared for the position. He will quickly find his own way of fulfilling his duties and I want to wish him all the very best and great success," Barry says.

Like Barry, Renato (although not Swedish) has a long-standing relationship with the Swedish community in Brazil, being the Chamber's Legal Director, Coordinator of its Legal & Business Committee and a regular and most welcome contributor to this magazine. Furthermore, Renato is Counsellor of the Association of European Chambers of Commerce in São Paulo (Eurocâmaras) and President of its Arbitration Chamber).

As if this weren't enough, Renato is the founder and managing partner of the international law firm Pacheco Neto, Sanden & Teisseire—Advogados. He is

a graduate of the Faculty of Law of the University of São Paulo (USP) and the universities of Bielefeld in Germany (where he met his wife Julia)

and Paris-Sorbonne (binational doctoral program). He also

finds the time to study languages, being fluent in more than 10, including Swedish of course!

An interna-

tionally trained lawyer representing mainly foreign investors in Brazil and also their cross-border transactions, after founding his now international law firm in São Paulo at the end of the 1990s, Renato received an invitation from the Brazilian Ministry of Foreign Affairs to join a Brazilian Trade Delegation visiting Stockholm and other Nordic countries.

"This was already around 2001, when I applied for Swedcham membership. A year later I founded the Legal & Business Committee, which organized more than 50 events between 2002 and 2012," he recalls. "I also started learning Swedish and I was appointed a Board Member in 2005 and Legal Director in 2006. The following year, I applied for Handeshögskolan's Program in Stockholm and finished my Economics and Business Executive Education in Helsinki in 2009."

Renato was appointed Swedish Honorary Consul General by both King Carl XVI Gustaf and Foreign Affairs Minister Carl Bildt, after going through extensive interviews in Swedish that also included Ambassador Magnus Robach and Barry Bystedt. He also had to go through a long and double ratification procedure by the Brazilian Foreign Affairs Ministry, as he is not a Swedish national.

Renato is the first Brazilian to take over the Swedish Consul General position, which has been occupied by very distinguished Swedish nationals such as Barry Bystedt, Per-Gunnar Karlborg and Erik Svedelius. "I feel honored and look forward to continuing their outstanding work and contributions to Swedish-Brazilian cooperation."

According to Renato, "being a part of Swedcham enabled me to intensify my knowledge about Swedish cultural values and especially the Swedish way of thinking, analyzing, developing strategies and reaching targets. I met a lot of very interesting people who were always open to exchanging experiences and sharing challenges for new common projects. This was especially my experience on the Swedcham



Board of Directors as one of the few Brazilians who actively participated in its activities.

"I wish to enhance even more the already very good image of Swedish institutions and initiatives and will work in close collaboration with the Embassy, Business Sweden, Swedcham, CISB and the Scandinavian Church, among other important institutions and organizations.

"I also would like to take this opportunity to thank you, my wife Julia and our children Isabella and Otto, partners and colleagues for all their support, which is so important for this new position."

Long time in São Paulo

Barry is a Swedish engineer with an economics degree who came to Brazil with Ericsson in 1972. Aside from six years in Sweden and four years in Argentina, he has lived in São Paulo ever since.

In addition to Ericsson, he has held CEO positions in NIFE, Interprint and the mobile operators TESS and Telemig. "I was lucky to participate in the telecom boom of the 70s as well as in the telecom privatizations of the late 90s," he stresses. Over the last years he has developed his own businesses dealing with financial services, telecoms and real estate. He is also board member of several companies.

"Working with telecoms, and hence the public sector, I had close contacts with the Swedish Embassy and managed to build solid relations with related ministries, agencies and the Brazilian government on a federal, state and municipal level," he says. "I was socially and professionally very active and, in the year 2000, King Carl XVI Gustaf and the Swedish government offered me the position of Consul General. It has been an honor and today I feel privileged to have so many friends and people I can count on."

Speaking about his experience as Consul General, Barry noted that it was very different from his previous business positions. "The environment, the values, the mindset and the general processes are all quite different. However, related activities broaden your mind, are extraordinarily rewarding, and give you a much better understanding of society as a whole and the huge challenges we are facing."

Among the many highlights as Consul General, Barry mentioned King Carl XVI Gustaf's official state visit to Brazil in 2010, which was a very special and extraordinary experience. "Queen Silvia's yearly visits were also of major importance. She is loved and respected by all and very well known here in Brazil," he says.

Besides other memorable occasions, which are too

many to mention here, Barry cited the Swedish National Day celebration in 2011, when he was honored with the State Department's Medal of Merit for his services as Consul General, "which is something I will always treasure."

Asked what he plans to do from now on, Barry emphatically says that retirement is out of the question.

"That is definitely not for me. I intend to continue with my businesses and activities and if any new challenges or opportunities arise, who knows?"

In the meantime, Barry plans to stay in São Paulo, where "my dear wife Marietta and I have our daily lives and, most importantly, our friends. We will intensify our international travels, and aim at more quality time and maybe a better golf handicap."

Barry notes that the Swedish business community has developed significantly in Brazil over the years, and is stronger and more integrated in global activities than ever before. "Compared with 20 years ago, the mindset has changed from asking authorities for solutions and support to making things happen through efficiency, innovation and quality."

The Embassy, Swedcham, Business Sweden and Consulate "work in synergy to promote Sweden and provide the Swedish-Brazilian community with excellent services. There is, of course, always room for improvement, but I believe we are on the right track."

What the Consulate has accomplished in terms of results and services for the Swedish Embassy/government and the Swedish-Brazilian society during all these years is the result of good teamwork, says Barry. "Lars Bergeå (Consular Official) has always done a very good job and taken care of day-to-day issues properly and efficiently. Furthermore, without the added support of my assistant Shirlaine Dossi we wouldn't have been able to cover all planned and often surprise demands presented to us. I want to thank both of them for all their hard and efficient work.

"I am also very grateful to my wife Marietta, who during all these years has been very supportive and active in our Consular activities. She is also one of the founding members of ACONBRAS (the Association of Consuls in Brazil), which among other things devotes a lot of time and resources to promoting important charity projects," Barry concludes.

The new email is contato@consuladosueciasp.org.br and the phone number (unaltered) is (+55 11) 5506-9994. ■





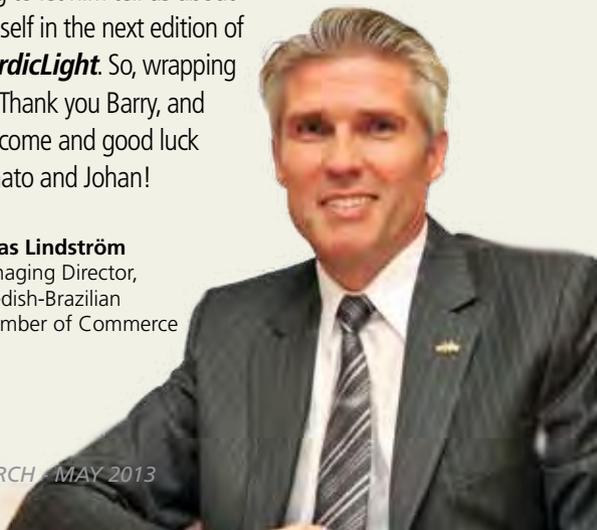
As you have already noticed, the cover story of this edition is about the change of Honorary Consul General in São Paulo, and I would like to emphasize here how pleased we at Swedcham are with Barry Bystedt's services during the last 12 years but also how happy we are with the choice of Renato Pacheco Neto as his successor. For members of Swedcham, Renato's name must be very familiar since he is our Legal Director, the Coordinator of our Legal & Business Committee and a regular writer in this magazine. I have no doubt whatsoever that Renato will be an excellent Honorary Consul General in São Paulo and actively serve us all in the Swedish community. Something that will definitely help him in his new position is the ever-increasing collaboration between the Embassy, the Consulates, Business Sweden and Swedcham.

The first quarter of the year has been a very good one for Swedcham with many new members and events. I do hope that information and invitations reach you by mail, our website and Facebook. Some events are decided and organized at a very short notice so be alert not to miss anything!

One big event later this year will be a birthday party. Someone is entering the phase of "old-timer" and turning 60 years old. We are talking about none other than our dear Swedish-Brazilian Chamber of Commerce! I think that many of you agree with me when I say that Swedcham is extraordinarily fit and vital at 60! The exact date for the party has not yet been set but we will keep you informed!

Finally I would like to say welcome to the new head of Business Sweden (former Swedish Trade Council and InvestSweden) - Johan Noren. He has just arrived but already participated in some of our events and we are planning to let him tell us about himself in the next edition of **NordicLight**. So, wrapping up: Thank you Barry, and welcome and good luck Renato and Johan!

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



Carnival is over, summertime has reverted to darker evenings and Brazil is "returning to normal". It has been a very hot summer, contrary to the cooling down of the Brazilian economy. The growth in the GDP for 2012 was only 0.9%, against a 4.5% forecast from the government. This is very disappointing for a country with such a potential, despite the international crisis.

Brazilian oil production is dropping and the planned ramp-up from the famous pre-salt discoveries seems to be years delayed. This will most likely cause an income loss of hundreds of billions of Reais in the coming years, part of which could have been used in other areas with huge challenges, like infrastructure and education, creating new jobs and diversified growth. Instead Brazilian authorities are maintaining and even increasing local content requirements, and unions are protesting against the establishment of international companies with foreigners stealing their jobs.

Norwegian business in Brazil is however continuing at a good pace, which you will see examples of in this magazine. Hydro is making its mark on the upcoming World Cup, supplying several stadiums with aluminum structures, and SN Power partner Desenvix opened a new windpower plant in Sergipe this January.

The NBCC continues in the same positive trend as last year, and we have now passed 100 members. Due to the continued high activity level, we have decided to increase the NBCC organization to better serve our members and Norwegian-Brazilian business by hiring an Executive Manager.

This is my last editorial after two periods as Chairman of the NBCC. It has been interesting and rewarding, but now Paulo Rolim, Country Manager of Rolls Royce Marine, is taking over. I can assure you that the NBCC will be in the best of hands.

Jon Harald Kilde
Chairman, Norwegian-Brazilian
Chamber of Commerce



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Public Diplomacy

By Magnus Robach
Swedish Ambassador



Mikael Ståhl and Kerstin Eigert.

The visits to Brazil of Sweden's Minister of Trade, Ewa Björling, at the end of March, and Industry Minister Annie Lööf, in mid-May, put strong focus on the promotional aspects of the Embassy's work. Public Diplomacy has become a catchword, but it is really just another expression for actively promoting, in our case, Swedish interests and ideas. If, at the same time, we can demystify diplomatic work a little – all the better!

We will try to do both as the Swedish Embassy in Brasilia embarks, along with nine other Swedish embassies worldwide, on a Public Diplomacy pilot project.

Brazil is a big and complex country, far away from Sweden. So, we need to focus on a limited set of achievable objectives. And I hope that readers of these lines will somehow feel that our promotional priorities correspond to theirs!

Sweden's Foreign Minister, and internet pioneer, Carl Bildt said the other day: If you're not online these days you're simply – offline. We will try to make efficient use of social media, new tools for

many of us, and hoping with their help to open new arenas of cooperation and dialogue.

Our priorities for the Public Diplomacy project are Innovation, Academic Exchange, Environment and Human Rights.

So much is cooking right now in the area of Innovation. Many Swedish firms in Brazil are putting more emphasis on local innovation. The Swedish-Brazilian Innovation Center in São Bernardo do Campo, São Paulo State, is lining up a number of important projects, in partnership with, among others, the Lindholmen science park in Gothenburg. Vinnova has recently granted support to no less than 18 Swedish-Brazilian projects in the area of environmental technologies. They intend to widen their cooperative partnership with Brazil, and are planning an event with this focus during the Industry Minister's visit in May.

The Brazilian government's ambitious scholarship program "*Ciência Sem Fronteiras*" now includes Sweden. In a first round, 154 qualified students applied for places at Swedish universi-

ties, and this number will certainly increase in the coming years. In parallel, scholarships at the post-doc level are being granted in partnership between CISB and the Brazilian agency CNPq. Swedish universities and government agencies are planning marketing activities. The Brazilian agencies responsible for CSF wish us to include internships in Swedish companies as part of the Brazilian scholarships. This is, in my view, a great opportunity, and we'll work out ways in which such offers could be channeled.

In April a Swedish delegation of experts in the broad environmental area will visit Brazil, i.e. to look at sustainable forestry, energy and smart urban planning. They will meet Brazilian counterparts to identify areas of cooperation that will form the substance of a MoU that the two responsible ministers, Izabella Teixeira and Lena Ek, have agreed to work out.

On Human Rights, Sweden and Brazil share many concerns and objectives. Freedom of speech on the internet is one such theme, rights of women and children as well as encouraging Corporate Social Responsibility programs by Industry are others.

The Embassy will promote a social media-based

arena for dialogue on innovation, both disseminating information about ongoing Swedish-Brazilian projects and news about policies that enhance our societies' innovative force. This will be done on the Embassy's new LinkedIn page. An alumni network will also be developed, centering on students preparing their stay in Sweden, facilitating exchange and support between them, and providing opportunities for these students to be in touch with Swedish companies in Brazil. And we plan to open dedicated Twitter accounts dealing with Swedish-Brazilian news in the areas of environment and human rights.

All of the above is of course done in close contact with a great number of partners in Brazil and Sweden, and not least with our core partners in the Brazilian "Team Sweden" – that is Swedcham, the Business Sweden office, and our Consulates.

Mikael Ståhl, counsellor for commercial and public affairs, and our new information officer Kerstin Eigert (photo) are the key persons driving the Embassy's Public Diplomacy project. Please get in touch with them with any questions and ideas.

Twitter: @MagnusRobach

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Uniting Forces as Business Sweden

As of January 1st, 2013, the Swedish Trade Council and Invest Sweden have merged to form Business Sweden. The joint experience and expertise of the previously separate organizations complete each other offering cli-

ents a more integrated and comprehensive support. The aim is to make Sweden an even more attractive partner to do business with.

Business Sweden is owned by the Swedish government and private business represented by the Ministry of Foreign Affairs and Swedish Foreign Trade Association respectively. The company now has offices in 57 countries across the globe, headquarters in Stockholm and several regional offices throughout the country to connect Swedish products and services with new export and investment opportunities. ■

Infrastructure in Sweden (Cecilia Larsson)



Traffic Safety Promotion

In the September issue of 2012, we shared the initial market research about traffic safety challenges in Brazil. With the growth in car sales and accidents, traffic safety is becoming an increasingly important topic and area in Brazil. Over 1.3 million units have been sold annually in the last two years and the trend is expected to continue according to Fenabrave. Motorcycle sales are experiencing the fastest growth across the country and the drivers of these vehicles are cause for concern for local governments due to their high and growing representation in fatal accidents.

In parallel with accident site analysis and educational programs, infrastructure investments are taking place on federal, state and municipal levels. The efforts focus on diversifying the transport matrix and, at the same time, extending the paved public road network, investing in better signalization, safety barriers and technology along with educational campaigns targeted to different audiences. Long-term plans and advantages are replacing cost focus.

The previously announced Vision Zero Initiative delegation has since been assigned new dates – March 25-28 (after this magazine went to press)– and was to be led by Minister of Trade Ewa Björling. During the four-day program, the participating companies will have the chance to meet with key federal, state, municipal and private stakeholders. ■

Healthy Influence

Another market segment that is due to receive a high-level visit this year is healthcare. Currently worth BRL 378 billion, it is growing rapidly and expecting heavy investments in technology and treatment quality. Although it is very import-based today, the government is incentivizing local establishment and the dominance of generic drugs increased acquisitions of local companies. Orthopedics are the medical devices expected to grow the most, the healthcare IT sector looks promising and the aging population will also impact the market.

With all these opportunities and the available Swedish solutions for senior citizens, ICT-based healthcare solutions and medical device equipment, Business Sweden met with executives from several major Swedish healthcare companies in Brazil at the end of 2012 to understand the challenges they face. These, along with the initial market research also conducted last year, will serve as a basis for setting priorities for Swedish Minister Maria Larsson's visit planned for the second half of 2013.

Business Sweden continues to arrange similar seminars and activities within various business segments in Brazil that offer opportunities for Swedish companies. To get involved or to obtain more information, please contact: brazil@business-sweden.se or +55 (11) 2137-4400. ■



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Kreab Gavin Anderson strengthens presence in Brazil

Swedish consulting firm starts joint operation with S/A Comunicação in South America



Charlotte Erkhammar, executive vice chairman, Peje Emilsson, executive chairman, and Marco Antonio Sabino, managing partner for South America, toast the start-up of operations in South America.

Kreab Gavin Anderson, the largest communications consulting firm in the Nordic region, and S/A Comunicação, one of Brazil's main PR agencies, have signed an agreement that consolidates a cooperation begun in 2008. Now the two companies are operating jointly in Brazil and South America.

In order to meet this objective, the holding company **Kreab Gavin Anderson S/A** was formed on January 1, 2013 - an agency that combines all the expertise and knowledge of the Brazilian market with a major international organization, which counts on highly qualified consultants, an extensive portfolio and privileged contact network with opinion makers throughout the world.

Present in 26 countries, with 42 offices and 450 professionals of 40 different nationalities, the Kreab Gavin Anderson network serves 750 clients all over the world, including multinationals and international governments. Furthermore, it has a solid reputation built over four decades of experience dealing with complex

crises, important transactions and structural changes. The company therefore counts on the collaboration of the most renowned professionals in the sector.

In Brazil, one must stress the agency's experience and relationship developed with Nordic clients ever since its creation. Throughout the years, it has gained a high concept in assisting clients within the country - including ABB, Scania, Volvo Cars, the Swedish Embassy and Swedcham (with which it produced the study "Outlook of Swedish Companies in Brazil"), among others. With the holding's formation, this portfolio should grow even further, not only within Brazil but in South America as a whole.

With regard to its team's profile, Kreab Gavin Anderson S/A has always played a prominent role on the market as it has invested in a senior and multidisciplinary staff, formed by professionals with a solid experience in the corporate area of large companies as well as in the newsrooms of the major and most influential communication vehicles in Brazil.

Services – The holding's operations in Brazil and South America cover the areas of corporate communications, public affairs, financial communications, digital services, sector and media analyses, sports, content and video production, training, events, and crisis prevention and management, among others.

The joint operation began with four offices – São Paulo, Brasília, Rio de Janeiro and Asunción (Paraguay), besides three companies: S/A W (a digital agency focused on the development of projects for social networks and the Internet), S/A Esportes (consultancy for sports communication) and S/A Intelligence (research, analysis of results in the press and social networks, clippings, results measurement and analyses of media and scenarios).

New strength – "We are glad and proud to include Latin America in our world network. Everyone talks about globalization, and globalization requires

communication,” explains Peje Emilson, executive chairman of Kreab Gavin Anderson. “The company specializes in corporate communication, financial communication and public affairs. We know how to assist clients in sensitive communication situations,” he adds.

Marco Antonio Sabino, founder of S/A Comunicação and now managing partner for South America at Kreab Gavin Anderson S/A, stresses that the union of both companies represents a natural outcome of a mutual cooperation process. “On several occasions, over the last few years, we have operated jointly with global clients. We had been operating at an increasingly closer level, and this process is a natural evolution of our partnership,” he explains.

The executive vice chairman of Kreab Gavin Anderson, Charlotte Erkhammar, corroborates this evaluation. “It is a pleasure for us to see how we have strengthened our relations with Marco Antonio Sabino and S/A Comunicação in South America. Since 2008, we have handled clients jointly and we have a great desire to strengthen this relation with clients not only in the region, but in the world as a whole,” Charlotte observes.

Sabino also highlights the gains obtained with the decision to guarantee the excellence of services offered to clients. “It is an honor to work adopting Kreab Gavin Anderson’s standards and exchanging experiences with their executives, who include former diplomats, former mayors, heads of state and CEOs of major companies,” concludes the managing partner of Kreab Gavin Anderson. ■

The team, clients and journalists get together during a commemorative event marking the new phase of Kreab Gavin Anderson in Brazil and South America.



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EKN increases focus on Latin America

By *Liliana Rizopulos**

EKN offers exporting companies and banks guarantees for payment and financing. An EKN guarantee allows a more competitive financing offer that will transform into more business for your customers. EKN recently became a member of Swedcham in order to be more available on the Brazilian market.

Which companies can benefit from an EKN guarantee?

It could be either a Swedish company, a company with its registered office abroad in which there is a significant Swedish interest, or a company that purchases products and services from Sweden and then exports the goods or services to another country. That means EKN can guarantee export transactions for companies that have all production in Brazil or abroad as long as there is a significant Swedish interest.

EKN is there for everyone

We offer our services to companies of all sizes, banks and financial providers. Over the years we have gained knowledge and experience from most industries, sectors and markets. Furthermore, EKN is able to act as an advisory partner throughout the entire process.

Swedish subsidiaries use EKN guarantees

Volvo Construction Equipment Latin America (VCE LA) is a company that has EKN as risk partner in a significant share of their business. Vanessa Dziedicz, Trade Finance Manager from VCE LA, shares with **"NordicLight"** her experience of working with EKN.

"EKN has been a crucial partner for VCE in Latin America. We use EKN's guarantees for most of our transactions in the region, including Brazil, Mexico, and most countries in Central and South America. EKN supports us with guarantees for short revolving credits and other trade finance products for our dealers locally and in the region. We use EKN as well to insure and facilitate long term financing to final buyers.



Liliana Rizopulos and Vanessa Dziedicz.

"One example is Constructora Meco. This is a well-known infrastructure and construction company based in Costa Rica with operations in Panama, Nicaragua, El Salvador and Colombia. This customer has had a long time relationship with one of our competitors and was difficult to approach.

"With the support from EKN we had the opportunity to offer a competitive financing solution that made Constructora Meco take the decision to start buying from VCE. We have recently signed a contract for over USD 20 million that will be financed with help of a guarantee from EKN. This is one of many examples where a guarantee from EKN has made it possible for VCE to present a very competitive financial solution which has resulted in winning an important deal. EKN gives us an advantage to be a step ahead of our competitors, not only with our products but also with our financial solutions."

Meet EKN in São Paulo at the Exporta Brazil & Latin America Trade & Commodity Finance Conference on April 23-24, 2013. Get in touch with us today or book a meeting by calling Liliana Rizopulos, Senior Underwriter, on +46 8-788 00 19 or send an e-mail to liliana.rizopulos@ekn.se

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* **Liliana Rizopulos** is Senior Underwriter at EKN – The Swedish Exports Credit Guarantee Board-Kungsgatan 36, P.O. Box 3064, SE-103 61 Stockholm – Telephone +46 8 788 00 00 – www.ekn.se



Liliana Rizopulos



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Sweden *in* Rio

By Louise Anderson
Swedish Consul General



Oil & Gas sector

In this issue I am going to write mostly about the Oil & Gas sector—a driving force of the economy of the State of Rio de Janeiro. Doing business in Rio is often linked to this industry, and while we don't usually associate Sweden with Oil & Gas, there are a handful of mostly small and medium-sized Swedish companies working in this field.

Registering on the Petrobras vendors list and obtaining a CRCC certificate is an important first step, a process which can take months. Being approved by Petrobras by no means guarantees that a company will get a contract or even be invited to participate in bids, but it is simply a basic requirement.



From there, approaching the market depends on what kind of service or product is being offered, as it will define a company's end client—who will actually be purchasing products or services can vary greatly.

For example, a product used in tankers or platforms would target the shipyards that build them.

Services that will be used by the future shipowner would target a completely different group. Identifying these end-users is complex, changes constantly as new players enter the market, different companies and consortiums are formed, new shipyards are built, and every time Petrobras has a new round of bids. In addition, there are the local content rules—a government decision to build here.

The shipbuilding industry has been revitalized in Brazil and is located in three main regions—Rio de Janeiro, Pernambuco and Rio Grande do Sul. In 2012, shipyards employed 62,000 workers, and this is expected to climb to 100,000 by 2017. Local content rules vary depending on what type of vessel is being built, and which number it is in a series. But the message is clear: in order to participate in this market long-term, set up shop in Brazil if you haven't done so already. This can often seem daunting, especially for small companies, but "localizing" a product or service can be done partially and gradually. Belief in the future of the market, a willingness to invest in the country, local knowledge and a local partner are all key items.

In January 2012, the Swedish Parliament's Committee on the Labour Market visited a shipyard in Rio and was briefed on the industry. In January of this year, a group of small and medium-sized suppliers organized a seminar in Rio with representatives from Petrobras, Transpetro and Sinaval (the union of shipbuilders). Most will be coming again to the Navalshore Fair which will be held in Rio August 13-15. ■

Abrigo Rainha Silvia

In honor of the International Women's Day in March, I would like to take this opportunity to share some information about Abrigo Rainha Silvia—a home for young mothers and their children located in Itaboraí, outside of Rio. Abrigo means shelter in Portuguese, and was founded in 1989 by the Scandinavian Community. The goal at Abrigo is to give these girls the means and tools to become independent and support themselves and their children.

On Monday, April 15th (after this magazine went to press), we have scheduled our annual meeting and luncheon at Abrigo, with the participation of Ambassador Magnus Robach. We plan on inviting companies and anyone who wishes to participate. Please contact us at the consulate if you would like to come: consul@sweden.com.br. For information about the project, please contact Stefan Martinsson at abrigo2000@hotmail.com ■



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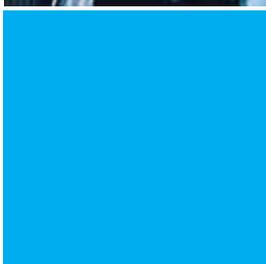
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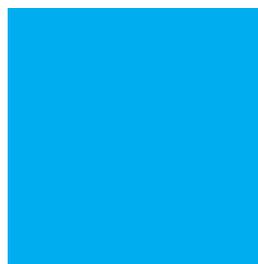
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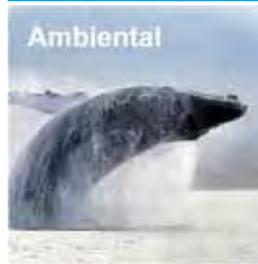
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International Women's Day

Celebrating the International Women's Day with partners, political personalities and celebrities is already a tradition at our organization. It is a tradition that grows stronger each year and, most importantly, it is a joy we proudly share with our members, partners and sponsors. This day, dedicated to commemorating the crucial role played by women in all societies, was the central theme for one of our latest events. This important event, hosted by Brazilcham and the Grand Open on March 13 at one of the Premises of the Royal Palace in the heart of Stockholm, also saw the pre-launch of the First Encounter of successful female leaders from Brazil and Sweden, planned to take place in Brazil during the spring of 2013.

Among the high-profile speakers were the Swedish political leader Magdalena Andersson (Economic Policy Spokesperson for the Social Democrats), from the media sphere, Kinna Bellander (Former Vice-CEO for MTG and Tv4, and Member of the Board for Kanal Global), from the business domain, Anna Bråkenhielm (CEO of Scandinavian Studios and Founder of the magazine "Passion for Business"), and from the music industry, Marie Ledin (Member of the Polar Music Prize Board and Managing Director of the Polar Music Prize). Last but not least, a distinguished guest and one of the highlights of the Women's Day Celebration at Brazilcham, was the famous Brazilian singer and superstar Daniela Mercury! With over 20 million albums sold worldwide, Daniela Mercury is the Brazilian female performer with the most number one hits in the entire country. She is also the founder and president of the Sun of Freedom Institute, which runs educational and development programs for

children who live in economically challenged regions. It is an organization that designs and advocates programs that empower children, giving them the opportunity to appreciate their culture, be proud of their identity, and at the same time promote human rights, peace and ethics.

"The celebration of the International Women's Day at Brazilcham was intended as a platform to inspire, as well as to provide women from both countries with the opportunity for an open conversation and the exchange of experiences," says Elisa Sohlman, Executive Director of the Brazilian Chamber of Commerce in Sweden. It was part of an ongoing initiative on behalf of our organization to offer a forum for networking between successful female leaders from both Sweden and Brazil. We would like to thank our guests, main sponsors LATAM and TAP and collaborators Brazilian Taste and Passion for Business for a successful evening!

Latin American Day

In addition to celebrating the creation of a network of successful female leaders, Brazilcham went further on the forging of relations between Brazil and Sweden by commemorating the Latin American Day together with the Grand Open. The Grand Open is an exclusive corporate golf event which provides companies with the opportunity to network and profile them at an executive level. During a VIP evening at the Strand Hotel, Nybroviken, central Stockholm on March 6, Brazilcham and the Grand Open officially announced the establishment of our cooperation plan that, initially, extends until 2016, when golf will be reintroduced as a medal sport at the Rio Olympic Games. This evening closed the celebration of the Latin Ameri-

Magdalena Andersson

Kinna Bellander

Anna Brakenhielm



can Day held by the Swedish Parliament. The event was attended by representatives of the Latin American and Caribbean embassies in Stockholm, the Ministry for Foreign Affairs and the Institute of Latin American Studies. Members of the Swedish Parliament, diplomats, business leaders and other authorities were also present.

Science without Borders

On March 14, Brazilcham, in cooperation with Saab and others, organized an event to welcome eight of the thousands of Brazilian students and researchers expected to arrive this year in Sweden for studies, work and research. As part of the Brazilian exchange program called “*Science without Borders*”, they were kindly welcomed by Brazilcham and Brazilian friends in academia and industry. Some highlights of the event were the speakers Kenneth Löth, Head of the Payloads and Rockets Department at the Swedish Space Corporation, and Pontus de Laval, Chairman of the Swedish-Brazilian Research & Innovation Center (CISB). It was an evening during which we celebrated the present as well as the future of the relations between the two countries by showing cases on how they have benefited from establishing partnerships in different areas. The program “*Science without Borders*” is already viewed by many as a symbol of the beautiful and promising relations between the two countries.

We are working on and welcome more such initiatives! As our sister chamber Swedcham in Brazil, Brazilcham in Sweden is constantly looking for new areas of development and opportunities for cooperation as well as for new partners to strengthen existing relationships and to launch new cooperation agreements, bringing Sweden and Brazil closer. So please get in touch with us if you want to join our network or if you want to suggest a new initiative! ■

Daniela Mercury. (Photo by Fabio Cerati)

Marie Ledin



Destination Brazil

A great start for 2013!

Photos by Talita Rocha



Eliel Zeitouni

Gathering to talk about tourism in Brazil is always a good idea, especially during the cold and dark Swedish winter. On January 16 guests, business representatives, partners and members of Brazilcham got together to exchange experiences and views on the topics of Brazilian tourism and corporate social responsibility.

During the event, hosted by Brazilcham, among the head news was Eliel Zeitouni’s announcement of the merger between TAM Airlines and LAN Airlines, which as of that moment would officially go under the name of LATAM Airlines. Under the soft tunes of bossa nova playing in the background, Zeitouni—Sales Manager Nordic & Baltic at LATAM Airlines Group—presented an in-depth analysis of the expanding market of Brazilian tourism, sharing many bright insights on the present business opportunities and future investment possibilities in this growing field.

While enjoying a variety of delicious Brazilian appetizers, guests were reminded of the timeliness of the topic of tourism, as the 2014 FIFA World Cup and Rio 2016 Olympics were approaching. The evening’s atmosphere of delight and excitement was yet to be enhanced by the speech of Brazilcham’s CEO, Elisa Sohlman, who presented →

>> *Brazilcham News*



Elisa Sohlman

some of her views about the Brazilian tourism sector. By talking about social indicators, antipoverty measures and economic development, Mrs. Sohlman gradually broke down the stereotyped image of Brazil as a country dominated by poverty, criminality and disorder. She disclosed to the audience how her close

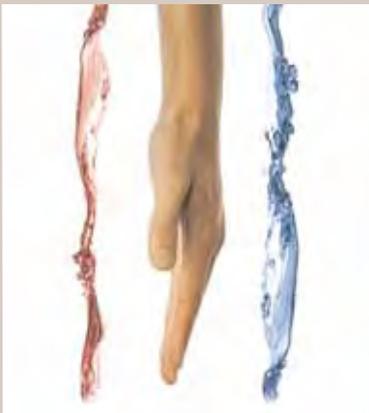
work with Brazilian politicians was being translated into practical measures taken to ensure that the only thing people visiting Brazil during the 2014 FIFA World Cup and Rio 2016 Olympics had to fear was not ever wanting to leave.

The speakers were also quick to point out that the flourishing tourism in Brazil is matched by a parallel trend of Brazilians visiting touristic destinations outside the country. This relatively recent trend, triggered by a Brazilian social and economic boom and successful political initiatives, has provided an increasing number of Brazilians with the means to become international tourists for the first time in their lives. More and more Brazilians are not only eager to travel abroad and benefit from what other countries have to offer in terms of cultural experiences, but can afford to spend and even splurge on good service and shopping.

The evening ended with the tasting of good wine and the joy of discussing with partners and friends the promising future of Destination Brazil! ■

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Agribusiness prospects for 2013

By Eloi Fernandes*

In spite of a difficult year due to the global economic crisis and the consequent repercussions on the domestic market, which caused a drop in demand, one could say that, once again, agribusiness was the highlight of the Brazilian economy.

According to a projection of the Brazilian Confederation of Agriculture and Cattle Raising (CNA), the gross revenue of agriculture will reach BRL 225.3 billion, which represents a growth of 12.3%. In addition, the Brazilian Institute of Geography and Statistics (IBGE) points out that the area under cultivation in Brazil has grown more than 4%, reaching 68 million hectares. The products carrying the most weight in the increase in production value include soybean, sugarcane and corn.

With an eye on this scenario, which tends to continue positive over the next few years, Sweden's Husqvarna Group (world leader in the supply of equipment for the handling of green areas) has been structuring and working steadily to take advantage of the good opportunities that will arise. This is a natural trend. By expanding markets and gains, producers are investing more in technologies that guarantee greater productivity.

With the Husqvarna brand, it is for this public that the Group wants to continue offering the best

solutions in equipment such as trimmers, blowers, atomizers, sprinklers, chainsaws and garden tractors.

Still thinking about the Husqvarna brand, reforestation is another area that remains on the up and up and with good prospects for 2013. From the North to South of Brazil, small and mid-sized producers have found an important source of income in reforestation and the planting of new forests.

According to the Brazilian Association of Planted Forest Producers (ABRAF), there was an overall growth of 23% in the total area of forests planted with eucalyptus and pine in Brazil between 2005 and 2011, going from 5.294 million to 6.515 million hectares respectively. By supplying important markets and due to public incentives for producers, this figure will certainly grow considerably over the next few years.

Other sectors also continue to be highlighted in our business strategy for Husqvarna products. One of them is the professional market, formed by architects, engineers, landscapers and contractors, among other specialists.

After participating in fairs and events throughout 2012, we noticed that there is also a very big demand in the home gardening segment and a low supply of quality products, technology, design and innovation. That is why, besides the Husqvarna brand, the group will also invest in the Gardena and McCulloch brands, also increasing participation in the retail sector. Gardena has solutions for residential irrigation, with automatic systems and programmers, as well as showers, hoses, special scissors and small gardening tools. McCulloch is a brand that offers power tools for occasional use, such as chainsaws, grass trimmers, blowers, hedge trimmers, lawn mowers and garden tractors.

After a 2012 of investments in new commercial strategies, relationships with clients, dealers and the opening of new markets, we expect a new year of consolidation. We believe in the recovery of the domestic market and we will be ready to reap the opportunities that will strengthen the Husqvarna Group even further in Brazil. ■



***Eloi Fernandes** is Vice-President for Latin America of the Husqvarna Group, the world's largest producer of outdoor power products including robotic lawn mowers, garden tractors, chainsaws and trimmers. The Group is also the European leader in consumer watering products and one of the world leaders in cutting equipment and diamond tools for the construction and stone industries.

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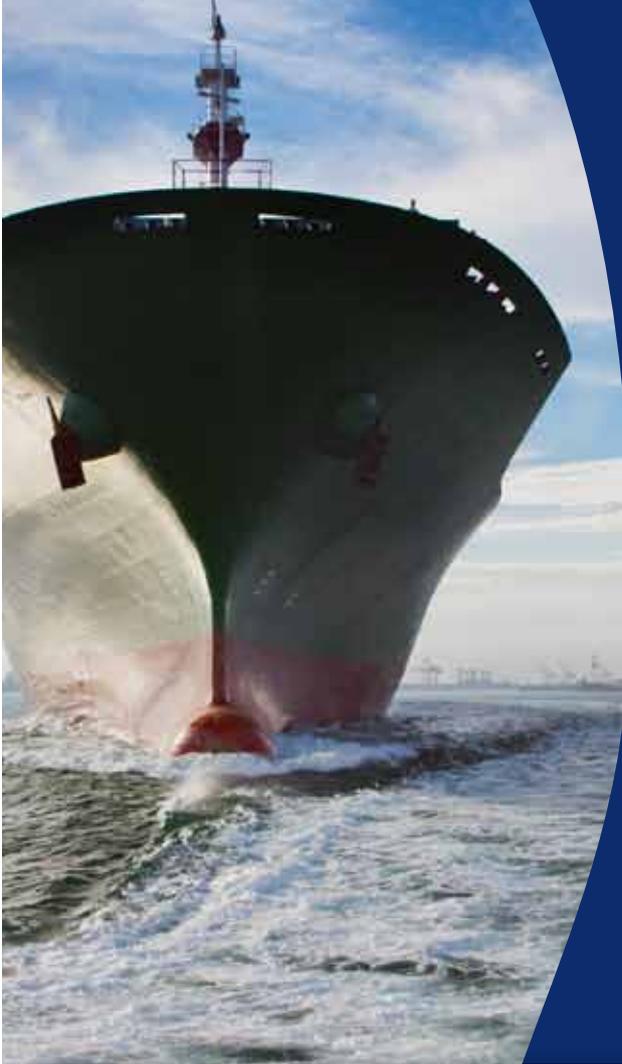
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Sustainable Productivity



Patenting in Brazil

By Magnus Aspeby*

Editor's Note: This is the second part of a two-part article, which started in the December 2012 edition.

Patent examination at INPI

People think it is difficult to obtain a patent in Brazil. After 15 years in my office in Rio, I conclude that this is not quite true. It takes a very long time alright to obtain a patent (the INPI, Brazil's National Institute for Intellectual Property, is one of the slowest patent offices worldwide), but what you mainly have to do is wait! It often takes 8 to 10 years before you receive the first official action, but then the objections raised by the Brazilian examiner are often easy to overcome.

The danger with the INPI are all the red deadlines during the prosecution of a patent application, which are only published in the Official Patent Gazette (the RPI, which stands for "*Revista da Propriedade Industrial*"), and which you have to monitor every week. Thus, you do not receive any letters from the INPI, like in other countries, and there is no chance to pay a fee and request further processing. So these time limits are the nightmare of any patent professional in Brazil! For instance, a first official action is published in the RPI for your application. From that date, you have 90 days to pay a response fee and file your reply. If you miss that, there is no chance whatsoever to revive your application. So I would say that the largest risk of not obtaining a patent in Brazil is to miss a time limit.

When your patent has been granted by the INPI and you have paid the grant fee, then you will soon obtain the Letters Patent, with a golden-colored emblem and a green-yellow stripe. In principle, your patent can be valid up to a maximum of 20 years from the date of filing, under the condition that the annual fee is paid each year. On the other hand, if your patent application has been rejected (for instance due to lack of novelty or lack of inventive step, in the examiner's opinion) then you have 60 days to file an appeal.

If you think a competitor's patent has been incorrectly granted by the INPI, you have 6 months from the date of grant to file "a request for administrative nullity", which in most countries is called an "opposition". For instance, you may be aware of some very pertinent prior art published before the first filing date of the granted patent, which destroys the novelty of the granted patent. Then you may succeed in having the patent revoked by the INPI.

Examining pharmaceutical patent applications in Brazil

An amendment in the Brazilian patent law, which many in patent circles in this country call the "*jabuticaba law*" (after the *jabuticaba*



fruit which only grows in Brazil), rules that any patent application for a pharmaceutical invention also must be approved by ANVISA before it can be finally granted. As you may know, ANVISA is the abbreviation in Portuguese for the National Health Surveillance Agency. Many in the patent profession ask what on earth ANVISA has to do with patent examination.

The *jabuticaba* amendment in the Brazilian IP law was introduced by a so-called "provisional measure" (*Medida Provisória*) signed by the Brazilian President in 1999, and which was automatically transformed into a new article of the Brazilian Patent Law in 2001. Concluding, I am sorry to say, for the time being and in my opinion, the future of patenting pharmaceuticals in Brazil does not seem very bright.

Costs

The overall cost for obtaining patents in several countries for your invention can be quite high, sometimes up to USD 200,000. The major two factors are the number of countries and the thickness of your patent application (the latter because of the translation costs). Referring to Brazil only, if your patent application has about 20 pages, and it has to be translated from English to Portuguese, the total filing cost will be about USD 2,500. If no unexpected difficulties arise, the further costs till grant will amount to USD 4,000 – 7,000. The latter amount is distributed over a time range of 8 – 12 years. These amounts include the honoraries of your representative. ■

*Magnus Aspeby is a chemical engineer and patent attorney. For 15 years, he has been running the patent office ASPEBY & SZABAS in Rio de Janeiro.



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Brazilian artist Pablo Pijnappel recently held an exhibition entitled “Fontenay-aux-Roses” at Malmö Konsthall, one of the largest exhibition spaces for contemporary art in Europe. Designed by Architect Klas Anshelm in 1975, Malmö Konsthall arranges around ten exhibitions annually with an international and contemporary focus.

Pijnappel makes films and slide-projections that explore the many facets of personal narratives. He combines alluring anecdotes about his own personal family history with an erudite understanding of the power of images and storytelling to create work that forces viewers to reflect on the contingencies of time, place, and the changing state of our everyday lives.

“Fontenay-aux-Roses,”—held from December 20, 2012, to January 20, 2013—was made possible with the kind support of Prins Bernhard Cultuur and The Mondriaan Fonds. In “Fontenay-aux-Roses”, from 2010 we are transported to Paris and invited on a journey via 80 black-and-white photographs of streets, buildings and people – a full Kodak Carousel slide tray. The photographs are filled with atmosphere. They are classic snapshots taken by various photographers. A voice escorts us and tells its story,

its memories. We can start the journey at any point; each image is a beginning and each is an end.

The city of Paris, with its memories and echoes, ties together the images in “Fontenay-aux-Roses” and functions as a stage setting for the narrative being told. Fontenay-aux-Roses, which is a commune in the suburbs of Paris, turns out to be the place where the narrator was born. Pijnappel has compared his works to a forensic investigation. We look for details, clues, both in the narrative and in the images in order to establish what has happened. What is reality and what is fiction? Pijnappel himself was born in Paris and many of his strongest memories are from there, even though he left the city at a very young age and moved to Brazil.

Pijnappel was invited to exhibit at Malmö Konsthall by former Danish director Jacob Fabricius, who left the gallery to direct the Kunsthall Charlottenborg in Copenhagen. It was the artist’s first visit to Scandinavia.

“I remember leaving Berlin, where the temperature was 4 degrees, wearing my snow boots because somehow I expected to land in a sort of Alaska that was always covered in snow and where it was always night. But to my surprise the flight only took an hour, and the weather and luminosity were exactly the same as in Germany, which was a relief,” he recalls.

During his visit, he also went to Copenhagen, “which serves as a sort of bridge between Sweden and Denmark and is therefore very international in this respect. Actually, I spent half my time over there as I gave classes at the Royal Danish Academy of Fine Arts.”

Although the opening was close to Christmas (it took place on December 19), the Malmö Konsthall was packed, “thanks also to students under the tutelage of Gerard Byrne from the Royal Danish Academy, where I gave a class the next day and who came to see my work,” the artist notes, adding that he received much praise from the public in general.

Pijnappel was born in Paris in 1979. He lives and works in Rotterdam, Berlin and Rio de Janeiro. He was educated in Amsterdam at Gerrit Rietveld Academie (2002–2003) and Rijksakademie van Beeldende Kunsten (2006–2008). Selected exhibitions include: the São Paulo Biennial (2012); Ambach & Rice, Los Angeles (2012); Seventeen Gallery, London (2012); Galerie Juliette Jongma, Amsterdam (2011); Gebauer, Berlin (2011), and Kadist Art Foundation, Paris (2008). ■

A Brazilian artist in Sweden

“Fontenay-aux-Roses”
(2010), 80 slides in 355 mm,
synchronized with sound.
Photo courtesy of the artist.



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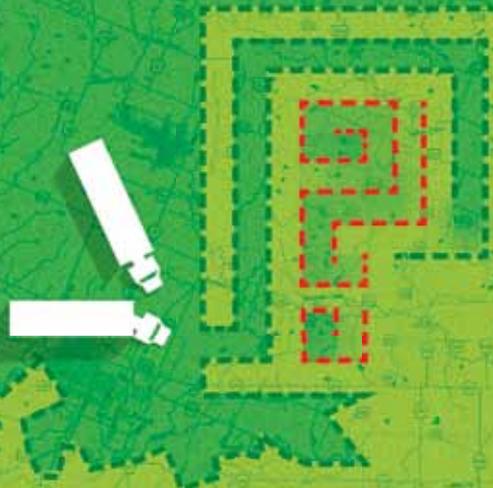
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Two stopovers in Brazil and *One* Brazilian boat

Photo by Ian Roman

The Brazilian State of Pernambuco will enter a team in the 12th edition of the Volvo Ocean Race (2014/1015) and its capital city of Recife will provide the first stopover along the route of the race, which will start in Alicante, Spain, in the second half of 2014. The boats will also stop in Itajaí, Santa Catarina State, as they did in the last VOR edition. This will be the first time that the race will have two stopovers in Brazil. Up until now, the only country to host two stages of the race was the United States. Another novelty of this edition is the participation of a Brazilian boat, which hasn't occurred since 2005.

“**T**he announcement of the Pernambuco team and Recife stopover are fantastic news for the Race,” said Volvo Ocean Race CEO Knut Frostad. “I’m delighted to see the Race strengthen our ties with Brazil, Recife and Pernambuco in this way. “Coming to Recife at the end of Leg 1 means there will be a lot of attention on this great city and having a Brazilian team in the Race will be fantastic for fans across the country.”

The decision to make Leg 1 of the route from Alicante to Recife, on the northeast coast of Brazil, means sailing’s great round-the-world challenge will be visiting Brazil in one of the biggest sporting years in the nation’s history – just a few months after the country hosts the 2014 soccer World Cup. Recife is one of the Host Cities for the World Cup, staging five matches.

“The arrival of the Volvo Ocean Race will help make the ‘year of Recife’ even more of a celebration,” said Volvo Ocean Race COO Tom Touber, who announced the stopover in Recife. “Brazil

is the capital of world sport with the World Cup coming up in 2014 and the Rio Olympics to follow in 2016 and it’s a real thrill to be bringing the Race to a country with such passion for sport.”

Recife, a city with more than five million inhabitants, boasts palm trees and year-round sunshine and is famous for the sandy, wide Boa Viagem beach. It was one of over 80 ports to express an interest in hosting the race when the bid process was launched in 2012. Recife will host the race for the next two editions.

The last Brazilian team to enter the Volvo Ocean Race was Brasil 1 in 2005-06. Torben Grael was the skipper and Frostad, now the Volvo Ocean Race’s CEO, featured as a crew member on some of the legs. The Brazilian campaign proved to be a big success and generated great interest worldwide and in the media. Grael went on to win the Volvo Ocean Race as skipper of Ericsson 4 in 2008-09.

The Volvo Ocean Race’s links with Brazil date back to 1973, when the first edition of what was then known as the Whitbread Round the World Race stopped at Rio de Janeiro. The Race also visited Rio in the second edition in 1977-78 and again in 2001-02, 2005-06 and 2008-09. In 1997-98 the Race stopped at São Sebastião, on the coast of São

Paulo State, and in the last edition in 2011-12, Itajaí was a Host Port.

The Volvo Ocean Race is renowned as one of sailing's Big Three events along with the Olympics and The America's Cup. No sailor has to date won an Olympic gold medal, the America's Cup and the Volvo Ocean Race.

Itajaí

Itajaí, in the State of Santa Catarina, will once again be a Host Port for the Volvo Ocean Race in 2014-15 following the huge success of the stopover there in the last edition, when large crowds packed the Race Village.

"Making two stops in Brazil makes perfect sense at a time when the country will be the beating heart of sport between soccer's World Cup in 2014 and the Rio Olympic Games in 2016," said Frostad. "We are thrilled to be going back to Itajaí which proved to be one of the most successful stopovers of the last edition with a rhythm all of its own.

"We had huge numbers of fans in attendance on all the key dates and with the support of the city and the region we're looking forward to breaking those records next time."



Once again, Itajaí will provide the long-awaited finish line for the teams following their rounding of the iconic Cape Horn in the Southern Ocean.

"The leg through the Southern Ocean, around Cape Horn and on to Brazil was an instant classic in the last edition," said Touber, who made the announcement at the Castelo Montemar in Itajaí in January.

"Going twice now to the vast, diverse and sports-mad country of Brazil is a privilege for us."

Itajaí Mayor Jandir Bellini joined Paulo Roberto Bornhausen, State Secretary for Sustainable Economic Development, and other dignitaries at the announcement. "Hosting the Volvo Ocean Race once again is proof that Itajaí is capable of staging the biggest events in the world," said Mayor Bellini. "It is our goal to confirm Itajaí as a national capital of sailing." ■

Paulo Bornhausen, Santa Catarina State Secretary of Sustainable Development, Solange Fusco, Communication Manager at Volvo Latin America, Tom Touber, Volvo Ocean Race COO, Dalva Rhenius, Vice Mayor of Itajaí, and Itajaí Mayor Jandir Bellini, durante the announcement of Itajaí as a Host City of the Volvo Ocean Race 2014/2015. (Photo by Nelson Robledo)

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President Dilma inaugurates Desenvix wind farm

President Dilma Rousseff celebrated the inauguration of the Barra dos Coqueiros wind farm in Sergipe, together with the staff of Desenvix and SN Power.

The wind farm is located in the municipality of Barra dos Coqueiros, just outside Aracajú, the state capital of Sergipe.

"Having power means ensuring growth. This wind power plant does not only generate clean energy, it is also beautiful to look at," the President said in her speech during the inauguration ceremony on January 29. She also stated that investing in energy diversity was part of the goals and reforms that were initiated ten years ago, so that the country could have the energy security that it has today.

Innovative

The wind farm is 95% owned by the Brazilian renewable power company Desenvix. SN Power, a Norwegian renewable energy company, holds a 40.65% stake in Desenvix, and SN Power's country manager Joakim Johnsen was also present, and he was impressed by what he saw:

"The Barra dos Coqueiros wind farm is an impressive example of the capabilities that Desenvix has built in the development of wind farms. The project was built in record time and with several innovative solutions," he said.

Drought in the Northeast

The entire Northeast region of Brazil is currently experiencing a period of drought. The region relies heavily on hydroelectric plants for its energy supply.

During the inauguration, the Governor of Sergipe, Marcelo Deda, said that a strategy set up by the federal government focuses on maintaining renewable energy sources such as wind energy as "reserves" for these periods of drought and diversifying the energy mix.



Photo courtesy of SN Power/Palácio de Planalto/ Roberto Stuckert Filho/PR

Facts about the wind farm:

- Installed capacity of 34.5 MW
- The total investment of the project is BRL 125 million.
- The wind farm has secured a Price Purchase Agreement (PPA) with the Chamber of Electrical Energy Commercialization ("CCEE"). The PPA started July 2012 and runs for a period of 20 years.
- The operation was the first project finance procedure carried out by the China Development Bank (CDB) in the world.

Facts about SN Power:

- A renewable energy company investing in emerging markets. Present in 14 countries. Established June 2002.
- Owned by Statkraft (60%) & Norfund (40%)
- 494 employees in SN Power and subsidiaries.
- Brazil is a target market for the company. It acquired a 40.65 % share of Desenvix in 2011.
- The Brazilian HQ is located in Florianópolis, Santa Catarina State.



New regulatory landmark for *ports* in Brazil

***By Camila Mendes Vianna Cardoso
and Alexandre Sales Cabral Arlota****

It is common knowledge that Brazil's infrastructure is overstretched. Although the Brazilian Government has been proactive on the infrastructure front over the last decade, its actions were initially concentrated on direct public investments, especially through public banks and long-term financing.

Upon becoming aware that public expenditure would not be sufficient to bridge the serious infrastructure gap, the Brazilian Government launched itself in redesigning the regulatory landmark of different economic sectors, aiming at attracting private ventures. For the port segment alone, the needed amount is estimated at BRL 54.2 million.

It was under the context of fostering foreign and local entrepreneurs that – on December 6th, 2012 – the President of the Federative Republic of Brazil issued a series of normative acts, whose purpose

was to establish a new system for ports. This set of acts was composed by the Provisional Measure 595/2012, and the Presidential Decrees numbers 7.860/2012 and 7.861/2012.

The Provisional Measure 595/2012 brought alongside a substantial reform, revoking Federal Law 8.630/1993, formerly known as the Port Act, affecting – directly or indirectly – all 34 public ports and 101 private ones.

The previous regulation already admitted privately-held terminals, but their construction and operation were limited by the need that the port's owner proved that it had its own cargo in a sufficient quantity to justify the granting of the corresponding permits. The movement of third parties' cargo was, thus, limited by unclear and excessively abstract boundaries such as contingency and subsidiarity. That is to say, the volume of third parties' cargo operated in a private port should, under no circumstance, top the cargo volume of the port's owner itself.

Notwithstanding the existence of many grey dispositions in the text of the Provisional Measure 595/2012 and the need to further regulate other concepts contained therein, the market has wel-

Camila Mendes Vianna Cardoso.



comed the initiative, interpreting the new ruling as having eliminated the restrictions of contingency and subsidiarity. Now, as per the widespread understanding, the owner of a private terminal would be entitled to handle any volume of third parties' cargo at any given periodicity. Therefore, the construction and operation of a private terminal would no longer depend, fundamentally, on the sole capacity of the terminal's owner to generate and handle its own cargo, allowing banking institutions to consider the expectation of third parties' cargo handling and the related contracts whenever financing such projects.

The lack of clarity of the Provisional Measure 595/2012's wording reflects in the total of 645 amendments pending before the Brazilian Congress to be voted; the foregoing contributing for a more cautious approach.

The discontent of segments, among which maritime workers' unions – for what they consider to be an unfair competition between private and public ports – also suggests that Provisional Measure 595/2012 may, in fact, be amended.

It remains to be seen whether the Government will face the challenge to accommodate such

demands, without giving up its purpose of reducing the excessive costs in port operations. For that, all affected segments shall be made aware that excessive costs hold back the whole country, jeopardizing the creation of new jobs in the port chain, and that a compromise must be established.

Among other changes imposed by the new regulation, it is now admitted that a private terminal has its 25-year-term renewed successively, no longer being limited by a sole renewal for the same original term. This provision certainly contributes for the obtainment of better financing arrangements. The term for public ports remains, however, unaltered, being in force for 25 years, renewable only once.

The entrepreneurs' main concern is with regard to the 9th article of the Provisional Measure 595/2012 which sets forth provisions on "public calls" (*chamadas públicas*). The intention of such article is not clear as it goes against the Government's purpose to attract private investments in Brazil. No private company will be willing to invest in a land and in a private terminal project if, later, this very land may be granted to a third party under a public call process. Considering that the Brazilian Agency of Waterway Transportation (ANTAQ) has not regulated how these public calls would be implemented, the criterion to be used is, still, a big question mark.

The disputes among political players have already started and, hopefully, this will not jeopardize and delay the governmental measures to make the Brazilian port system more efficient and less expensive.

As in any substantial change to a regulatory landmark, time will be of essence to evaluate if the market's expectations have been properly addressed and its goals satisfyingly met. It is, however, indisputable that the Government is sensible to the urgent need to create a sound and profitable environment for large investors, in order to overcome Brazil's historical infrastructure deficiency, inasmuch as the Provisional Measure 595/2012 was the chosen instrument to pave the way for private investments in the port sector. ■

Alexandre Sales Cabral Arlota.



*Camila Mendes Vianna Cardoso and Alexandre Sales Cabral Arlota are, respectively, a partner and associated lawyer at Kincaid – Mendes Vianna Advogados Associados.

FIFA World Cup 2014: A long road to be paved

*By Guilherme Mendes
Innovation Norway*

It is no news that Brazil is going to host big events in the coming years. Between June 12 and July 13 in 2014, twelve cities from all the five regions of the country are going to host the FIFA World Cup. Rio de Janeiro, Belo Horizonte, Brasília, Recife, Fortaleza and Salvador will also host the Confederations Cup in 2013.

Mobility infrastructure projects are still ongoing, and the state governors, together with the FIFA Committee, are constantly inspecting the progress of the work and accomplishment of deadlines. Over BRL 33 billion will be invested in airports, stadiums and new public transportation solutions in order to receive the 600,000 tourists expected to come.

FIFA demanded that all the arenas must be delivered by December 2013, naturally excluding those hosting the Confederations Cup. In the state of Mato Grosso, the work in Arena Pantanal reached the mark of 62% concluded. In Cuiabá, the state capital, the construction of mobility advancements such as viaducts and an underground tunnel is also ongoing. In Brasília, the capital of Brazil, the arena is 89% concluded. The most delayed arena is the one in Natal, Rio Grande do Norte state, which is 52% concluded.

Two of the twelve arenas have been delivered

so far, and the federal government and Ministry of Sports claim that occasional delays will have no impact on the events, and all the arenas will be delivered on time.

The Ministry of Communications authorized Anatel (the National Telecommunications Agency) to start the necessary administrative procedures for allocating the 700 MHz band of analog television broadcasting for the 4G mobile broadband services. The measure aims to promote the digitalization of the television system as well as to accelerate the installation of 4G coverage in urban and remote areas of the country. Cities hosting the Confederations Cup may expect to receive this coverage by the end of April, and the other cities hosting the World Cup may too, by the end of this year.

In Rio de Janeiro, the public transportation projects linked to the mega events include the new TransCarioca, an express bus corridor connecting Barra da Tijuca to the Galeão International Airport. This project shall be concluded within this year, and the stations are connected to several other transportation systems in different districts of the city. TransOeste, TransOlímpica and TransBrasil are also express bus corridors connecting further districts of Rio and reducing the commuting time. The city is also revitalizing the port and expanding the airport capacity.

The international airports of Galeão (Rio de Janeiro) and Confins (Belo Horizonte) are to be privatized in 2013. The current expansion projects aim to raise the passenger capacity from 10.3 to 17.5 million/year in the Confins airport, and from 17.4 to 44 million/year at Galeão, and both projects shall be delivered before the World Cup.

Included in the BRL 33 billion investments, BRL 1.879 billion will be invested in public security actions—such as strengthening the infrastructure of the country's borders, acquisition of systems and equipment for improving the security in these borders, systems for centralizing security operations, and radio communication integration solutions between state and federal institutions.

The number of policemen in the arenas is expected to be 1 per 50 people. Other areas of investment are capacitation, training, simulating and supervision of the security institutions' effectiveness, airspace defense and control, maritime defense, helicopters, cyber defense and security, defense against terrorism, and supervision over explosives, among other items.

Brazil 2014
official poster





Map of arenas for the World Cup

The Confederations Cup will be held in just a few months, and will serve as a test for Brazil to show the world that the country is not only a booming economy capable of hosting a mega event such as the FIFA World Cup, but also an important nation in the globalized world. Brazil is using this unique opportunity to consolidate itself as a country on the right path towards development.

If the framework keeps being followed as such, and is closely supervised by both local authorities and the FIFA Committee, we can expect to see a very beautiful event, hopefully with a happier outcome than that of 1950 in the newly opened Maracanã stadium, when Brazil lost the final match against Uruguay. ■

Hydro makes its mark on the 2014 World Cup

Hydro's aluminum is used in stadium structures, like the Maracanã stadium in Rio de Janeiro.

The recognition for the quality of products has enabled the Hydro group's participation in one of the most important events on the planet: the FIFA World Cup, whose next edition takes place next year in Brazil. In a race against time, the country is working to build and renovate stadiums in several states, and Hydro aluminum is being used in the task.

Whoever watches the matches at the Maracanã stadium in Rio—where seven World Cup games, including two finals, will be played—may notice extruded aluminum parts manufactured by Hydro on the main façade and in the inner doors of access.

"The function of these parts is to build an aluminum frame for closing gaps," explains Marcelo Santos, commercial manager of Hydro Itu.

According to Santos, this is the first time that Hydro Itu supplies products to the Maracanã, and this represented a different responsibility for those involved in the process.

"The whole factory is aware that we are supplying aluminum for the work at Maracanã and everyone is excited. What we did was to make people aware that this is an important work and we need to meet deadlines and ship the product within the specified time," Santos adds.

Another stadium being renovated with the help of Hydro Itu is the "Arena Pernambuco" in Recife, capital of Pernambuco State, which is receiving 50 tons of extruded profiles for its façade.

Hydro is also contributing to the sustainability of the operation of Brazilian stadiums. The supporting structure of the solar panels that supply the Governor Roberto Santos Stadium, in Salvador, Bahia, is all made with parts manufactured in anodized extruded aluminum by Hydro Itu.

They make up the support structure of the modules, devices that convert the energy of sunlight into electricity.

"Hydro has made an effort to disclose to the market that this technology is still little known in Brazil, and this effort includes holding seminars," says Santos. ■



Photo courtesy of www.visaocarioca.com.br

Aker Solutions to deliver 7th drilling equipment package to Jurong

Aker Solutions has won a contract to supply a complete drilling equipment package for a deepwater drillship Jurong Shipyard is building for the Brazilian market. The contract value is undisclosed.

On August 25 last year, Aker Solutions announced a contract to supply six drilling equipment packages to Jurong Shipyard. The contract included an option for an additional drilling package, which the customer now has exercised. The contract includes complete topside and subsea equipment (drilling riser and blow-out preventer).

The equipment will be delivered from Aker Solutions in Norway, Germany and Brazil. Aker Solutions

is building a new USD100 million service and manufacturing facility in Macaé, Brazil's offshore capital, in order to meet expected growth.

The drilling unit will be the second of seven vessels to be delivered by Jurong. The contract includes project management, engineering, topside equipment, subsea package including Aker Solutions' Clip riser, and commissioning of the rigs at Jurong's yard in Brazil.

"We look forward to continuing the good, long-term collaboration with Jurong Shipyard and the drilling contractors on this project," says Thor Arne Håverstad, head of Aker Solutions' drilling technologies business.

Between 20 and 50% of the deliveries will be sourced and produced in Brazil, where Aker Solutions has had a strong presence since the 1990s. Today, more than 35 drilling units operate in Brazilian waters, using drilling equipment from Aker Solutions.

The new 335.000 m2 drilling equipment site in Macaé will be Aker Solutions' fourth facility in Brazil, in addition to sites in Rio das Ostras, Curitiba and Rio de Janeiro. ■

Gold Members

The Norwegian Brazilian Chamber of Commerce would like to extend a warm thank you to its Gold Members.

If you have any doubts about membership in the NBCC, please contact Executive Manager Ana Luisa Ulsig Leite at info@nbcc.



The Autroprime logo features the word "Autroprime" in a bold, sans-serif font. "Autro" is in red and "prime" is in white, with a registered trademark symbol (®) to the right. The background of the top half of the advertisement is a photograph of a building with a mix of traditional brickwork and modern glass panels.

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Dedicated solutions have even been developed for airports, such as Viracopos, Campinas Airport and Salgado Filho Airport in Porto Alegre, Rio Grande do Sul.

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Protecting life, environment and property — in Brazil for more than 20 years



Knut Arne Karlsen led the turnaround of Yara in Brazil from 2009 to 2012. During a luncheon in Rio de Janeiro in February, he shared his experiences with NBCC members.

Yara Brasil Fertilizantes S.A. is one of the main fertilizer companies in Brazil, with a 10 percent market share and a turnover of approximately USD 1.5 billion. The company has around 1,000 employees working at 10 different units all over the country. Karlsen was the President of Yara Brasil from 2009 to 2012, and during the lunch event hosted by the NBCC on February 5, he talked about the challenges Yara was facing in Brazil a few years ago.

"A turnaround was required because the results were not at all satisfying. Despite acquiring a competitor a few years earlier, Yara had not been able to gain market share. In 2008, commodity prices collapsed, and Yara, like other companies in the Brazilian fertilizer industry, suffered major financial losses. Something had to be done," Karlsen said.

The former president explained the key restructuring initiatives he initiated and shared the lessons learned during the process.

Knut Arne Karlsen was a director partner at PwC Consulting, and has a vast experience from companies all over the world, both in Europe and Asia. "But the most exciting experience was leading the turnaround of Yara in Brazil," he says. About 30 people attended the lunch event at Rio Branco 1. (Photo by Runa Hestmann Tierno)

Experiences from a turnaround in Brazil

By Runa Hestmann Tierno



"If there is a fire, you need to put out the fire. If the company is bleeding, you need to recover cash. During the years leading up to 2009, Yara had a significant negative cash flow. In 2009, our main job was therefore to reduce inventory and recover cash. The next step was to find a way to make money and make the company solid. We needed to figure out how to cut costs and boost profits."

New strategy

At the time he was brought in to lead the turnaround, Yara had what Karlsen defined as an "unclear market strategy" in Brazil, as well as a very complex production process and about 1,500 product variations in the market.

An important question that surfaced during the process was if it makes sense for a company like Yara to have only one strategy for Brazil?

According to Karlsen, the answer is no.

"It was not working out. Brazil is a continent, with an arable land that equals 33 European countries. We saw the need for individual strategies for every market segment we operated in. We also needed to figure out in which segments we were actually making money."

Fix or kill the losers

During the strategy work, Yara Brasil split up the market in more than 20 segments. After careful analysis, the company ended up exiting from six segments and focusing on growing in the remaining areas. As a result of this move, profits started improving.

"Size matters! The stronger you are in each segment, the more money you make. We concluded that if we can't be big enough, if we can't win, we should pull out. You need to focus on where you have or can have a competitive advantage. If you don't have an advantage, or cannot build one, you should exit. It was a hard, but necessary decision."

Redefining the market strategy was however not enough.

"We also needed to simplify internally. Yara had 1,500 product variations. We cut down to a couple of hundred. We reduced hierarchy internally. You cannot manage a company from an ivory tower, you need to go out in the field and get your hands dirty," Karlsen says.

At the end of 2011, Yara Brasil Fertilizantes celebrated the end of a two-year turnaround, with

impressing results – record profits and record productivity. At some of the plants, productivity doubled. The magazine “*Exame*” voted Yara Brasil the best fertilizer and pesticide company in Brazil.

So what about the lessons learned during the process?

“I realized that a strong leadership is required during a process like this, but Brazilians are used to this. Brazilians also have an optimistic outlook, and this is one of the reasons I love working here. People do however need deadlines. They don’t always understand what they commit to. As a leader you also need to be aware of not pushing too hard, but align the speed of change with the capacity of the organization. People may not tell you you’re pushing too hard before it’s too late. Also, remember you can always simplify more. And make sure you celebrate frequently,” Karlsen says.

“What works in Europe does not necessarily work in Brazil. Where you make money isn’t

always the same, which may mean that a company should apply a different business model in Brazil than in Europe. But in the end it’s all about productivity. People say productivity is low in Brazil, which to me means that there are greater opportunities for improvement. We also hear a lot about the so-called ‘Brazil cost’. If you struggle with the Brazil cost, so do your competitors. Don’t complain. Make it work for you, make the best of it and turn it into an advantage,” Karlsen concludes.

Karlsen’s turnaround checklist:

- 1) Recover cash
- 2) Cut losses and boost profits
- 3) Simplify, simplify, simplify
- 4) Involve and communicate
- 5) It’s all about productivity



Karlsen is currently working as a business consultant in Kandoná, a company he founded last year. He left Yara in 2012. (Photo by Runa Hestmann Tierno)

New *Lufthansa* business account manager for Rio

Andrea Cox was recently appointed the newest member of the Lufthansa sales team in Rio de Janeiro. She has vast experience in the oil and energy industry and will be explicitly serving this segment. Andrea can rely on a new opportunity especially for oil and energy industry employees called “Lufthansa oil&energyclub”. It enables participants to travel comfortably and provides them with a range of special offers. Employees in the oil and energy industry traveling frequently to oil and energy destinations are able to enjoy a range of attractive advantages. Lufthansa offers flights to more than 50 such destinations.

Lufthansa oil&energyclub members receive an exclusive oil&energyclub card, which has many benefits: Special car rental rates from Europcar at Frankfurt and Munich airports, complimentary day room at Frankfurt and Munich airports for transfer stopovers longer than six hours, on flights with Lufthansa, Adria Airways, Air Dolomiti, Austrian Airlines, Brussels Airlines, Croatia Airlines, LOT Polish Airlines, Luxair or SWISS, free meal and drink voucher for Kuffler & Bucher at Frankfurt Airport, participation in Miles & More, Europe’s leading frequent flyer program and a welcome bonus of 2,000 Miles & More award miles. Employees who aren’t already a Miles & More Status Member will automatically be awarded Miles & More Frequent Traveller status as an oil&energyclub member.

Companies can register on LH.com/O&Eregistration. Further information can be found at oil-and-energy-club.com. The oil&energyclub service line is available from Monday to Friday from 8 a.m. to 8 p.m. (EST) at +1 877 OIL DESK or at +1 877 645 3375. ■



Andrea Cox. (Photo courtesy of Lufthansa)



Photo courtesy of Mathias Bjørge.

you find the tastiest meat, and the king crab itself is quite an underwater monster, as it can get up to a weight of 12 kilos. On average, the crab weighs about 3 kilos when caught.

"You can call it a niche product, made for a smaller segment of the market and it's quite pricy," observes Bjørge.

Brazilian twist

According to Bjørge, there are several ways to prepare the king crab, and as a major *bacalhau* exporter the company is used to working closely with the Norwegian Seafood Council.

"We work closely with professional chefs, we have made a recipe leaflet, and are trying to mix Norwegian traditions with something that appeals to Brazilian consumers, and always with a Brazilian twist."

Today Mathias Bjørge AS exports king crab to the European Union, to the United States and to Asian markets. In Brazil, São Paulo State is the main market. The exporter is however looking to gain market shares in Rio de Janeiro State.

"King crab stands for about 50 percent of the company's global turnover, and is becoming increasingly more important. The most important markets are still the US and Japan," Bjørge says.

"Norwegians are used to eating all kinds of seafood. A lot of international companies are establishing themselves in Rio, and they are bringing with them new culinary traditions," he continues.

Positive feedback

King crab is a product renowned for its taste and quality. When a Norwegian chef won the prestigious Bocusse d'Or in 2007, king crab was on the menu. When the Norwegian Prime Minister Jens Stoltenberg visited Rio in June, king crab was served during a reception, and the Norwegian minister of fisheries and coastal affairs was also served king crab during a lunch event in São Paulo in November 2012.

King crab will hardly replace codfish on the dinner tables during Easter, but consumers certainly can't complain about the variety. ■

Norwegian delicacies for Easter

By Runa Hestmann Tierno

Easter equals "*bacalhau*" (or codfish) in Brazil, but "*bacalhau da Noruega*" is not the only option for Brazilian consumers during the holidays. Norwegian king crab is sold in several Brazilian supermarkets and is considered a delicacy among connoisseurs.

"We started exporting king crab to Brazil in 2005, but the company Mathias Bjørge has sold *bacalhau* to Brazil since 1962. It's a family business," says Torgeir Bjørge, manager of production at Mathias Bjørge AS, a small company headquartered at Ellingsøy, Norway, that exports 20-30 tons of king crab to Brazil a year.

"We have long relations with Brazilian codfish importers, and it all started when we served king crab to a delegation from one of the big supermarkets that was visiting us at Ellingsøy a few years back. They came to talk about codfish, but enjoyed the king crab we served them so much that they decided to start selling it in Brazil," Bjørge says.

The Norwegian king crab is currently sold in several big Brazilian supermarket chains, and here consumers can find the crab claws – cooked in the north of Norway, and then frozen – in 400-gram and 1-kilo packages. It is in the claws

Photo courtesy of Mathias Bjørge.



NBCC welcomes New Members



UPGRADE TO GOLD MEMBER:

National Oilwell Varco is a worldwide leader in the design, manufacture and sale of equipment and components used in oil and gas drilling and production, the provision of oilfield inspection and other services, and supply chain integration services to the upstream oil and gas industry. NOV is the single source for rig equipment, integrated systems, downhole tools, and supply chain solutions. With 60,000 employees and over 1000 worldwide manufacturing, sales and service centers in over 60 countries, NOV supplies customer-focused solutions that best meet the quality, productivity and environmental requirements of the global energy industry. <https://mail.google.com/mail/u/0/images/cleardot.gif>



Tauil & Chequer in association with Mayer Brown LLP

Founded in 1992, Tauil & Chequer Advogados (T&C) has grown rapidly and today has approximately 80 lawyers in Rio de Janeiro and São Paulo. In December 2009, Tauil & Chequer entered into a combination agreement with Mayer Brown and became "Tauil & Chequer in association with Mayer Brown (TCMB)". The firms will cooperate to provide clients with a unique combination of local strength and global reach. T&C has a very strong and longstanding presence in the energy business in Brazil, and lawyers in T&C's Energy group were responsible for the drafting of Brazil's Petroleum Law.

CORPORATE MEMBERS:



Scandinavian Bunkering is a leading worldwide supplier of maritime fuels and lubricants. The group consists of three offices. The head office is located in the Norwegian city of Tønsberg, which has long maritime traditions. Scandinavian Bunkering Pte. Ltd. is located in Singapore, a wholly-owned daughter company. Scandinavian Bunkering do Brasil is being launched as we speak. Scandinavian Bunkering is currently the largest fuel supplier to the Norwegian offshore fleet and the 10th largest bunker supplier in Singapore, managing and reducing risk, providing skills and service 24 hours a day to customers, ultimately saving total costs for clients.



Kleven ORN provides different services for maritime electrical and electronics systems, troubleshooting on electrical systems and replacement of electrical machinery and changes on existing installations. The company was established in August 2011, as a joint venture between Kleven Maritime Technology and Offshore Reparos Navais (ORN). The company is based in Niteroi, Rio de Janeiro. Kleven ORN offers services to shipowners with offshore vessels operating off Brazil. By having service personnel stationed in Rio, response time is short and the logistics of service assignments are simplified. The aim is to reduce costly downtime for customers by being present with personnel and equipment locally in Brazil.



Ulstein is an internationally renowned provider of ship design, shipbuilding and system solutions for ships. For nearly 100 years, the company has developed future-oriented products and services for the maritime industry, with a vision to create tomorrow's solutions for sustainable marine operations. Ulstein is a family-owned company headquartered in Ulsteinvik, Norway, with offices and representatives in several central locations around the world, including Brazil, China, Croatia, Poland, the Netherlands and Singapore. This gives Ulstein the opportunity to develop new relations and provide a high quality of service to its customers.



320 anos de história e inovação



Todos os dias, em mais de 100 países, nós tornamos mais fácil o trabalho de pessoas em florestas, jardins e áreas verdes. Essa é a missão da Husqvarna, com produtos robustos que contam com tecnologias exclusivas para oferecer mais segurança e ergonomia, reduzindo a emissão de poluentes e proporcionando maior produtividade e conforto, até mesmo nas longas jornadas de trabalho. De origem sueca, a Husqvarna é o maior fabricante global de equipamentos para o manejo de áreas verdes, incluindo motosserras, roçadeiras, cortadores de grama e tratores, que atendem desde consumidores ocasionais até profissionais.

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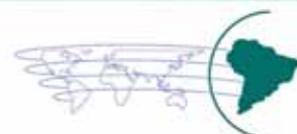
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The Spanish Wine Experience

On February 21, Swedcham offered members and interested parties a wine tasting experience, presented by Carlos Calderon Sund—a Chamber member, Spanish wine ambassador and founder of the wine import company called eVinhosdaEspanha.

Around 30 people attended the event, which covered the following topics: Spain, the wine country – Special focus on D.O.C.a La Rioja & D.O. Pago; understanding how to select a good Spanish wine; learning the must in wine tasting; and wine tasting of a selection of exclusive eVinhosdaEspanha wines—such as Divinus Chardonnay 2008, Finca la Sabina 2009, Heredad Crianza 2006 and Vina Consolacion Gran Reserva 2004.

While the practice of wine tasting is as ancient as its production, a more formalized methodology has slowly become established from the 14th century onwards. Modern, professional wine tasters (such as sommeliers or buyers for retailers) use a constantly evolving formal terminology which is used to describe the range of perceived flavors, aromas and general characteristics of a wine. More informal, recreational tasting may use similar terminology, usually involving a much less analytical process for a more general, personal appreciation.



Carlos Calderon Sund

Photos by Douglas Hamilton



Eagle-Eye Cherry



“Share the Love with Children”

Save the date Wednesday, May 8, at 7:30 p.m. and join the World Nurture Foundation and Swedcham for a concert entitled “Share the Love with Children” at the Hotel Sofitel Rio de Janeiro, located at Av. Atlântica 4240 in Copacabana.

The concert will feature performances by Eagle-Eye Cherry, Celso Fonseca and Vanessa da Mata. The world famous Swedish artist will present his new album “Can’t Get Enough” as well as some of his greatest hits.

The World Nurture Foundation is a non-profit organization dedicated to raising awareness and funds to ensure nutritious meals for hungry children around the world. Co-founded by Monika Jablonska and Maria Francesca Ferrari, the Foundation supports school feeding programs through the United Nations World Food Program (WFP). The Foundation also supports other organizations and programs that are working to fight hunger globally.

If your company is interested in sponsoring this event, please get in touch with Swedcham.

The price is not a problem

"The Price is not a Problem—Dealing with Objections in Sales Processes" is the theme of a presentation scheduled to be held at Swedcham on April 20 from 2 to 5 p.m., after a half-hour Welcome Coffee.

The guest speakers will be Agera Sales CEO Mats Lundqvist and José Aquino, General Manager of Agera Sales in Brazil. The presentation will feature such topics as: Why don't buyers buy? Why do sellers give discounts? Purchasing rules; controlling the sales process; the price is not a problem; types of objection; and dealing with objections.

Other events

Other major events organized by Swedcham included:

- "What is the Impact of Strategic HR on a Company's Success". Presentation by Ugo Franco Barbieri, a partner in Horton International. A Human Capital Committee event (March 13).
- "Doing Business in Brazil", a joint event with LinkLaters and Veirano Advogados (also March 13).
- After Work Artsoppa och Punsch at the Scandinavian Church (March 14 and April 11).
- "National Solid Waste Policy". Speaker: Ricardo Lopes Garcia. An Innovation & Sustainability Committee event (April 12).
- "Efficient Dispute in International Trade and Investment". Speaker Annette Magnusson, Secretary General of the Arbitration Institute at the Stockholm Chamber of Commerce (May 15)

Smart decisions about money

"How to Make Smart Decisions about Your Money" was the theme of another successful presentation, held at the Chamber on the evening of March 21. The speakers were Alexandre Arnäck and Trevor Pavitt, authors of "Heal Your Investments, A Story Your Banker Will Never Tell You". Former private bankers from Switzerland, the two became independent financial coaches to help an exclusive group of people take control of their finances.

Correction:

The name of Nordea's new Chief Representative in Brazil is Christian Christensen, and not Christiansen, as reported in this magazine's December 2012-February 2013 edition.



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>> *Young Professionals*

Internship at Volvo Cars

Isabell Rosén, a 21-year-old student from Stockholm studying International Relations at the Fundação Armando Álvares Penteado (FAAP) in São Paulo, recently gained an internship at Volvo Cars Latin America through Swedcham's Young Professionals project.

"This internship is a dream come true for me and I'm very happy and thankful for this opportunity. In a big city like São Paulo it's hard to be on your own and therefore I would like to thank Swedcham and Young Professionals for this great initiative to help young people like me."

Paulo Solti, President of Volvo Cars Latin America, told "**NordicLight**" that the company believes "it is great to have a Swedish intern because it is an excellent opportunity for both the Volvo Cars team and Isabell to learn about a different culture and think outside the box. We appreciate Swedcham's initiative to launch its Young Professionals project and we are really looking forward to coming events."

Isabell recalls that her first contact with Brazil was about 13 years ago, when she visited Natal in the State of Rio Grande do Norte during a holiday with her family. She says she has loved Brazil ever since. "When I first got to know about the problems that exist in Brazil, such as poverty and street children, I started to dream about becoming a volunteer. About 10 years later, I landed in São Paulo for the first time to work in the *favela* Monte Azul for one year. This experience taught me about the Brazilian culture in a way I could never learn by studying." According to Isabell, her dream and goal is to work with Swedish-Brazilian relations. "I think Sweden can contribute a lot to Brazil and vice versa."

Paulo Solti



Isabell Rosén



Contact person

Swedcham has a new contact person for its Young Professionals project. Her name is Johanna Löwgren, she is a student at Stockholm University School of Business and this semester

has opportunity to study at USP. "I decided to take courses in Brazil because I like the Portuguese language and I have been interested in this country for some time," she says.

"For me, Swedcham and the Young Professionals project are very interesting because they offer a good platform where young people, universities and companies meet. I believe that Young Professionals can attract more students to Brazil and also provide information for those who are unsure whether or not to come here. There is definitely a lot of potential that Swedcham and Young Professionals can help release!

"I am happy to be a contact person for Young Professionals during the time I am here and I hope other students get in touch with me via Swedcham so I can assist in different practical matters."

www.youngprofessionals.com.br

SSE praises initiative

Rolf Wolff, president of the Stockholm School of Economics (SSE), said that the Young Professionals project was the main reason why the SSE decided to join Swedcham as a new member (please see page 50).

"Alumni from the SSE are found worldwide as are our Corporate Partners—not least in Brazil. It is important for us to broaden and strengthen the network to our alumni and partners and we'd like to have a presence where they are. We also want to attract more talented students from Brazil and neighboring countries to our Master programs. The new initiative Young Professionals is hence very interesting for us."



Rolf Wolff

Workshop

With Young Professionals as the target audience, Swedcham organized a workshop entitled "Working on Cross-Cultural Environments—Are You Ready?", which was presented at its premises on March 28 by José Aquino, founder of Avancorp, a company focusing on people and business development. The workshop discussed the various cultural logics, identified points of conflict and showed different styles of behavior and leadership.



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• **Camisaria Online**

Camisaria Online is a Swedish-owned tailoring manufacturer that specializes in made-to-measure quality shirts. We proudly offer our full line of shirts for members of Swedcham with a special 20% discount. Please contact Stefan Jakobsson for full information, stefan@camisariaonline.com

• **Evertteam**

Evertteam is a consulting firm providing high-level project management and development/integration consulting services with focus on ERP systems, for instance SAP. Our niche competence is geographical solutions of SAP, the so-called SAP localizations. So far, we have implemented SAP for several companies in Brazil, Russia, India and China, among others. We support our clients in their efforts to think global – act local.

• **Orc Tecnologia Financeira e Serviços**

Orc, which was established in Tokyo in 1988, achieved such extraordinary success in market promotion that branches have been opened in Shanghai, Beijing and Guangzhou since 1997. As the first promotion company in China to have built a solid network across the country, ORC has achieved much success in many projects.

• **Quintessence Odontologia**

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Visit: <http://quintessencedentistry.blogspot.com>

• **Stockholm School of Economics**

The Stockholm School of Economics (SSE) is one of the most preeminent business schools in Europe. SSE offers Bachelor's, Masters' and MBA Programs along with highly regarded PhD Programs and executive education. SSE has earned a reputation for excellence, both in Sweden and around the world, and has schools in Sweden, Latvia and Russia.

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>>Member News

Swedcham members are more than welcome to submit their news for publication in our magazine. All you need to do is send your news items to the editor, Laura Reid, at laura@swedcham.com.br. The Chamber reserves the right to select, edit and/or cut submitted items



Alfredo Collado

Changes at Skanska

Skanska, one of the world's major construction and project development groups, recently appointed Alfredo Collado as the company's new President and CEO in Latin America.

Born in Argentina, Collado joined the company in 2001 as Business General Manager of Skanska Brasil. Prior to his appointment in February, he was Senior Executive Vice President and Chief Business Officer for the region.

The executive graduated in civil engineering from Universidad Nacional de Cuyo and has more than 30 years of experience in the industry. Collado replaces Hernán Morano, who is no longer with the company.

In his new position, Collado is responsible for running Skanska's operations in the region, whose structure is divided into two geographical areas: Skanska's Southern Division (which comprises operations in Argentine and Chile, led by Martin Cittadini), and Skanska's Northern Division (covering operations in Brazil, Colombia, Peru and Venezuela, led by Sebastián Martin).

Martin, who has also been with the company since 2001, was recently appointed Skanska's new Country Manager in Brazil. He is also vice-president for Colombia, Peru and Venezuela.

The executive, who reports directly to Collado, aims to boost the company's business, making it the leader in its segment in Brazil. "I am confident that we will manage to reach our objective. In order to do this, we plan to consolidate our operations in the energy, oil and gas and infrastructure markets and seek diversification in other areas in which we have total expertise to operate," Martin says. Skanska creates sustainable solutions and aims to be a leader in quality, green construction, work safety and business ethics. The company's aim is naturally also to maximize the potential of Skanska with regard to returns. It is active in selected home markets in Europe, the U.S. and Latin America.



Sebastián Martin

Atlas Copco recognized in prestigious ethical ranking

Atlas Copco was ranked recently as one of the world's most ethical companies by Ethisphere Institute. The list, presented at the Global Ethics Summit in New York, United States, recognizes companies that introduce best practices in corporate ethics.

Ethics is a key element in how Atlas Copco operates. The Group has a strict attitude and clear policy governing business practice with a comprehensive educational program that includes, for instance, inviting suppliers to take part in web-based ethics classes.

Atlas Copco runs an annual corruption awareness training program, which thousands of employees took last year, and all managers in the Group confirmed compliance with

the company's Business Code of Practice. Atlas Copco is a signatory to the UN Global Compact, a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

"Doing business ethically is not only the right thing to do but is how we also develop and grow our business in a profitable way," said Håkan Osvald, Senior Vice President General Counsel at Atlas Copco. "We have a value-based culture and train our employees to work and think ethically and to prioritize the long-term results and sustainable, profitable development."

Earlier this year, Transparency International, a global coalition against corruption, recognized Atlas Copco's efforts in its report on the 20 largest Swedish companies. Atlas Copco scored a 100% rating.



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Non-compete clause in labor agreements

By **Valdirene Laginski** and
Renato Pacheco Neto*

The Brazilian labor law contemplates some so-called special clauses that can be placed in labor contracts but that still create uncertainty as to the effectiveness and scope, and often the discussion ends up in the Judiciary. We will discuss below the conditions of validity of one of these special provisions called "non-compete clause".

This clause is very important for some business segments that face strong competition in the market, and it is a fact that the employer needs to protect itself during the term of the employment relationship and especially after its termination, which is why the clause must be inserted in the employment contract as from the beginning of the labor relationship.

The objective of this clause is to ensure that after contractual termination, at least for a period, the ex-employee shall not act as a direct competitor of his former employer or work for the latter's competitors using information and/or privileged knowledge. Hence it is of the utmost concern to watch the manner and form of regulating this clause in contracts, especially in relation to Articles 9, 444 and 468 of the Labor Code, that strive for the protection of labor relations and workers.

By narrowly interpreting these articles, one comes to the conclusion that the clause is not valid for a restrictive nature and impeding the exercise of the same activity by former employees, because it violates the constitutional principle of the right to work as established in the Federal Constitution from 1988 provided in its Articles 6 and 170, paragraph VIII.

But the interpretation of these articles should be made more broadly, taking into account the rights and duties of the parties in a given and more concrete situation, i.e. whether there is a need to also protect the employer from the competition due to his long-term investment in research and development. If this is the case, there is also the need for a

financial contribution to the employee after termination of employment, balancing both interests. What the Labor Court seeks to avoid is to ban a non-compete clause without corresponding compensation.

For the validity and effectiveness of this clause some conditions must be present: the employee must have specific knowledge of issues related to the company's segment, competition brings losses to the company, geographical zone, average duration and, most importantly, adequate financial compensation to the employee for not engaging in a competing activity. No clause can be deemed valid without a corresponding compensation.

Labor courts differ on the subject, which is why the clause should be inserted in the work contract within a context that does not lead to loss of its validity and effectiveness. The Higher Labor Court of São Paulo (TRT 2nd Region) has positioned itself in both directions, sometimes declaring such a clause void and sometimes fully effective. See the following examples:

Contrary position: *"... the employment contract includes rights and obligations that end with its extinction. A non-compete clause that should apply after termination of contract is null and void, according to provisions of article 9 of the Consolidation of Labor Laws."*

Favorable position: *"... it is valid to insert a non-compete clause in the employment contract, as long as it is restricted to a certain market segment and established for a reasonable period of time, in addition to providing compensatory damages ..."*

In short, and despite different court understandings depending on the given case, if the non-compete clause is established for a reasonable time with payment of an adequate compensation, taking into account the principles of reasonableness and proportionality, it will be considered valid. The employer may release the employee from compliance with such a non-compete clause by simply formalizing it in writing, in which case the financial compensation will be removed. ■

* **Valdirene Laginski** is the labor team leading lawyer from the law firm of PACHECO NETO, SANDEN & TEISSEIRE in São Paulo, specialized in Labor Law from the FGV/SP.

Renato Pacheco Neto is founder and Managing Partner of the law firm of PACHECO NETO, SANDEN & TEISSEIRE in São Paulo, as well as Legal Director of Swedcham.



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Organizational culture – burden and bonus

By *Giselle Welter**

The concept of culture was originally designed to describe societies, although it has also been adopted to describe organizations. Studies on organizational culture present interfaces with Anthropology, Sociology, Psychology and Administration.

Within the many definitions of organizational culture, the most frequently used corresponds to the way in which things happen at a company through relations with all the stakeholders. It expresses a system of meanings shared by all the members of an organization, which gives them their own identity. An organizational culture is often attributed to leaderships, from the president up to executives of different levels—some authors actually believe that it goes back to the founders of the company, which starts bearing the mark of their personalities, strengths and weaknesses.

To know and understand organizational culture is very important, for it exerts influence on various aspects of the organization: selection and promotion criteria, training and development programs, the quality of communication in the organizational structure, introduction or resistance to innovations, conflicts of interest, relations of power, and quality of life at work, among others.

An organizational culture represents the perceptions of all its members, it reflects the existing conditioned mentality, such as the company's mission and people management. It also exerts a strong impact on the establishment of targets and objectives, which makes it essential to align strategic planning with the reigning culture—or change it, if necessary.

Just as the culture of a society has influence on people's personality, changing their behavior by rewarding certain traits of character to the detriment of others, the same can be observed in the corporate environment. This leads to evolutionary changes in the distribution of traits in a given population, insofar as certain attributes and behaviors become "naturally selected". In the organizational context, we observe that certain personality traits are privileged, while oth-



ers usually don't correspond to the so-called "ideal profile", therefore being little appreciated, and even ignored in selection and promotion processes.

While some aspects of culture are easily observed—such as the adopted policies and guidelines, the employed methods and procedures, the established objectives, the existing organizational structure and available technologies—others remain hidden. These are of an informal nature, as they correspond to the perception of collaborators, their feelings, attitudes and values, expressed in informal and affective relations, and in group norms.

Although hidden, their understanding allows us to understand the processes that influence the acceptance of people as members of a certain culture, which lead to a process of natural selection, through the "elimination" of people with characteristics that differ from those valued in that context. In short, to manage the atmosphere and culture of an organization is a challenging practice, which can facilitate the alignment of interests of people with business targets, through the promotion of "organization synergy". ■

***Giselle Welter** is coordinator of Swedcham's Human Capital Committee.

Solid waste in Brazil: opportunities and challenges

*By Felipe Christiansen**

The theme “Solid Waste” was one of the highlights of a survey conducted among our members. This is why we decided to dedicate our first article of 2013 to this subject, which is increasingly impacting local industry.

Every year, Brazil “throws away” around BRL 10 billion due to lack of a recycling and reverse logistics policy to manage the return of packagings and other materials to primary industries, not to mention the enormous negative impacts on the environment.

For this reason, after around 20 years of discussions in Congress, the National Policy on Solid Waste—PNRS, Federal Law No. 12.305/10—was finally approved in 2010.

This Policy represents an important landmark for the creation of a new market in Brazil, since it already obliges certain sectors—such as manufacturers of lubricant oils, batteries, electrical and electronic goods and lamps—to implement a management plan for the residues of these materials.

The PNRS also obliged all Municipal City Councils to submit, in 2011, a Solid Waste Management Plan to the Federal Government in order to comply with the requirements of the law, or be subject to even losing access to federal funds. One of the requirements, for example, will be the extinction of the so-called “lixões”, or sanitary landfills—dumping sites that receive waste without any environmental control—by 2014.

We believe that we will finally see regulations with clear-cut rules for a market that until a very short while ago was completely “clandestine” and without any organization in Brazil. Fortunately, the post-consumption industry will be able to expand and form its own market.



Furthermore, the PNRS is an incentive to technological innovation and scientific research, as there are many opportunities in the sector, such as for example the transformation of more than 200 types of existing plastics, metals and other equally recyclable materials.

However, this law will still be the subject of many discussions by productive sectors, especially since the costs of reverse logistics are very high and the “environmental cost” cannot simply be passed on to the consumers.

This new market will certainly require a new environmental education, mainly in the way we deal with “trash”, which will start being seen as something capable of generating jobs and income for thousands of people.

But the PNRS challenges us to solve an equation between economic feasibility, environmental responsibility, public health and social insertion, which will translate into excellent business opportunities and, more importantly, into expressive environmental gains and better quality of life for all of us. ■

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