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# **SAF-HOLLAND invests heavily in Brazilian market**

Photo: Local MD Johann Strasser





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The SAF-HOLLAND Group, which recently set up a subsidiary in Brazil, considers the country a major priority for investments.

**Cover photo: Alexandre Socci**



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DIAMOND



GOLD



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SAF-HOLLAND do Brasil Managing Director Johann Strasser observes Sara Morais at work at the Jaguariúna plant. Sara is one of the four only women shop-floor workers of SAF-HOLLAND in the world.

## SAF-HOLLAND strongly believes in Brazilian market potential

ONE OF THE LATEST ADDITIONS TO THE SWEDISH-BRAZILIAN CHAMBER OF COMMERCE'S LONG LIST OF NOTEWORTHY MEMBERS IS SAF-HOLLAND, A GLOBAL LEADER IN THE DESIGN, MANUFACTURE AND DISTRIBUTION OF QUALITY ENGINEERED COMPONENTS, SYSTEMS AND SERVICES TO THE TRANSPORTATION INDUSTRY. SAF-HOLLAND SPECIALIZES IN COUPLING, LIFTING AXLE, BRAKING AND SUSPENSION SYSTEMS FOR TRUCKS, BUSES, TRACTORS AND TRAILERS. THE GROUP OPENED A PLANT IN JAGUARIÚNA, IN THE CAMPINAS METROPOLITAN REGION IN SÃO PAULO STATE, IN MAY LAST YEAR.

**T**he majority of the worldwide leading truck and trailer producers are among the customers of SAF-HOLLAND. By means of a worldwide service and distribution network, the products are sold to original equipment manufacturers (OEMs), original equipment suppliers (OESs), and via aftermarket channels, directly to the end user and service shops. SAF-HOLLAND is therefore one of the few globally operating manufacturers offering an extensive, integrated range of products for trailers and heavy trucks as well as a worldwide service network.

Products include axles and braking systems, fifth wheels, landing gear, air and mechanical suspensions, king-pins, pintle hooks, drawbars, couplers, lift gates, and roll formed components. These products are sold and serviced under the SAF and Holland brand names from over 4,600 distributors and OEM locations around the world.

At the invitation of subsidiary SAF-HOLLAND do Brasil Managing Director Johann Strasser, "Brazil & Sweden/Norway" recently paid a visit to the company's facilities in Jaguariúna—which has a growing industrial base with plants operating in various important sectors of the economy such as information technology, communications, auto parts, metalworking, medicine and beverages, to name but a few.

Another activity which has been on the up and up in the region over the last few years is tourism and related services, offering the population and visitors a large number of top-quality options in terms of hotels, restaurants, luxury condos and events.

The SAF-HOLLAND Group recently announced that it would invest another EUR 1.5 million in its Brazilian factory, in addition to a planned EUR 5 million allocation for



SAF-HOLLAND do Brasil between 2006 and 2011. The EUR 1.5 million will be aimed specifically at the production of a steering axle line for the Brazilian market.

"We strongly believe in the potential of the Brazilian market and this new investment by our headquarters is proof of this," noted Strasser. "In fact, SAF-HOLLAND has so much confidence in Brazil that it is seeking to reinvest in this country: the bearings for our parts, for example, are bought here, they are 100% local."

Brazil is one of the key developing markets for SAF-HOLLAND. "The Brazilian market is essential for us. It is one of our top five priorities this year," said Steffen Schewerda, Vice-President of Operations of the SAF-HOLLAND Group, who visited the country in March. During the same period, the company received Tim Hemingway, President of the Aftermarket Business Unit, the Operations Director for the Americas, Richard Pflöging, and the Commercial and Marketing Director for Pacific Asia and Brazil, Dirk Meyer.

Last year, the group's attention was on the merger of SAF and HOLLAND and in 2008 significant efforts will be placed on developing markets such as Brazil and Southeast Asia. "Brazil is a high priority for the organization. That is why we are here: to offer big strategic support for its operations," Schewerda said.

This team will be constantly visiting the Brazilian subsidiary to assist the management and sales teams. "Once more, our headquarters demonstrated that they will not only support us, but also that they believe in the success of the Brazilian team," said Strasser.

As of March, SAF-HOLLAND do Brasil formed a Supervisory Board, comprised of Luiz

Gonzaga Cosceli (Chairman), Tim Hemingway (President and CEO) and members Wilfred Trepels (SAF-HOLLAND Group's CFO), and Detlef Borghart (President of the Group's Trailer Systems Business Unit). According to the Chairman, the Brazilian market has a very high growth potential for the Group because the country "rides on trucks". He noted that other means of transportation are still not efficient in Brazil. "The railroad system is not sufficient to cover the whole country and the navigation system is incipient. Thus, with one of the biggest territorial areas in the world, the country's production is mainly transported on trucks," Cosceli said.

### Merger history

In December 2006, The Holland Group, Inc. and Otto Sauer Achsenfabrik GmbH (SAF) announced that they had signed a definitive agreement resulting in the merger of the two companies. SAF is a supplier of integrated axle and suspension systems for trailers, with headquarters in Germany. Holland Group is a leading supplier of coupling, lift and suspension systems for trucks, tractors and trailers, with headquarters in Michigan, USA.

Both companies are world-class original equipment suppliers with highly complementary products, leading market positions, strong management teams, and excellent design, engineering, production and testing technologies. The merger created a truly global supplier of transportation equipment with the critical mass required to compete in the market with 26 manufacturing and warehousing facilities worldwide. The two companies also share a similar history. Both began as suppliers of horse-drawn agricultural products before evolving into suppliers to the heavy transportation industry, and both have been privately-held family businesses.

SAF is a recognized specialist in integrated axle and suspension systems for trailers, offering exceptional product features and superior operating efficiency. The systems comprise trailer axles, suspensions and braking systems and have been supplied to vehicle manufacturers, fleet owners and freight forwarders for over 50 years. SAF focuses on meeting customer requirements with high performance products and positions itself as both a supplier and partner to the purchasers and users of its products worldwide. SAF products are standard equipment with major trailer builders, with significant pres-

ence in Europe, and are sold and serviced by more than 2,100 outlets.

The Holland Group is an internationally recognized leader in the design, manufacture and distribution of quality engineered components to the transportation industry, specializing in coupling, lift and suspension systems for trucks, tractors and trailers. Products include tractor fifth wheels and trailer landing gear, suspensions, kingpins, couplers and roll formed components. Holland Group products are standard equipment at original equipment manufacturers, with significant presence in the United States, Canada and Mexico, and are sold and serviced by more than 2,500 distribution locations.

Following the merger, the two companies are subsidiaries of the SAF-HOLLAND Group GmbH headquartered in Bessenbach, Germany.

### Financial results

The SAF-HOLLAND Group saw a solid increase in sales over the last financial year, thanks to consistently high demand in Europe. "2007 was a decisive year for our company. We have reached the targets we set ourselves, and with the merger of SAF and Holland and the initial public offering, we have set a course for sustainable growth," said Rudi Ludwig, CEO of the SAF-HOLLAND Group.

In the 2007 financial year, consolidated sales rose by 4.5% to EUR 812.5 million. The strongest growth of 29.2% was achieved in the European markets. With sales of EUR 519.7 million, the European share of total sales rose continuously over the course of the year to 64%.

SAF-HOLLAND expects further strong growth in the current financial year of 2008 based on a consistently high trend of demand in Western Europe, and additional potential from the important growth markets of Eastern Europe, Brazil and Asia.

"We know that the mega-trends which form the basis of our growth story are intact, since flows of trade, and the associated transport requirements, are increasing on a global scale. As a premium supplier in the truck, trailer and transport industry, we are ideally positioned for further profitable growth," said Ludwig. SAF-HOLLAND expects a sales volume of between EUR 900 million and EUR 950 million in 2008. Based on the expected increase in sales and economies of scale, the company's profitability is also →



Partial view of SAF-HOLLAND do Brasil plant.



expected to increase. SAF-HOLLAND is therefore targeting an adjusted EBIT margin of 8 to 8.5% in the 2008 financial year.

## Interview

SAF-HOLLAND do Brasil Managing Director Johann Strasser granted the following interview to "Brazil & Sweden/Norway".

**B&S/N:** What led the company to decide to set up a subsidiary in the Brazilian market?

**Strasser:** Brazil as a BRIC country has a high growth potential, because road transportation is the main logistic channel of this country. No country in the world transports in percentage terms more goods on the road than Brazil. At the same time, all major truck producers have production facilities in this country, together with the need from them for global solutions, the SAF-HOLLAND management as one of the leading producers for their equipment decided to focus a big part of its growth strategy here in Brazil.

**B&S/N:** When and in what manner did the company start its activities here?

**Strasser:** We are the first SAF-HOLLAND subsidiary in the world after the merger between SAF and Holland, two of the oldest and most respected names in the global trucking industry. We started our activities three years ago and opened the Jaguariúna plant in May 2007.

**B&S/N:** What are its main local operations, clients and suppliers? How many clients does it have worldwide?

**Strasser:** Today, SAF-HOLLAND is one of world's leading producers and suppliers of high-quality systems and components for the truck and trailer industries. The compa-

ny's product range covers premium axles and axle systems, trailer and truck suspension systems, fifth wheels and kingpins (the part of the semi-trailer that is connected to the fifth wheel), as well as trailer couplings and landing gear for semi-trailers. SAF-HOLLAND worldwide customers include the majority of large truck and trailer producers all over the world. The products are sold to most of the truck and trailer OEMs here in Brazil, Argentina and Chile.

**B&S/N:** The company plans to develop products specifically aimed at the Brazilian market. Could you give more details?

**Strasser:** A significant investment is planned for SAF-HOLLAND's Brazilian facility for the steering axle line. The production will start in the third quarter. Since last year, according to Brazilian legislation, the use of this axle is mandatory. Basically, this kind of axle allows the heavy trucks to transport more cargo, save their tires and protect the highways, since the weight is distributed in a more efficient way.

**B&S/N:** What are the company's main challenges in Brazil?

**Strasser:** Our desire is to have 100% local production and to make SAF-HOLLAND do Brasil as much as possible independent from imported parts. The main goal is to be the number one in the South American market. I believe that with our high technology, quality and respect for our costumers we will certainly get there.

**B&S/N:** What's the outlook for the next few years?

**Strasser:** One of our goals is to have the complete SAF-HOLLAND product range to commercialize in Brazil. Therefore, Brazilian customers will count on the company's quality in all of the items they purchase. Again, a significant investment is planned for SAF-HOLLAND's Brazilian facility for the steering axle production.

**B&S/N:** What made you decide to

become a member of the Swedish Chamber and what advantages do you see in being a member? Any other comments you would like to make?

**Strasser:** To be in the Swedish Chamber is an honor, because the Chamber is a much respected institution that reunites great executives and companies and that is why we decided to become a member. At the same time, a lot of our potential clients and suppliers such as SKF, Volvo and Scania are members too and this gives us the possibility to meet from time to time informally at one of the interesting events organized by the Chamber. As a comment I would ask the magazine to present a little bit more about interesting Swedish tourist places that can be visited on private trips or weekends on business trips because I am sure that this country has a lot of beautiful places to discover.

**B&S/N:** Could you give a brief background of yourself?

**Strasser:** I am actually an Austrian born in Salzburg. I studied mechanical engineer in Salzburg and obtained a MBA in London. Because my family has been running for generations a truck-body and semi-trailer factory in Salzburg, I grew up with trucks and trailers. After working some years with my father I wanted to look beyond the family business and got an opportunity with a Brazilian bodybuilder in the south to run their new facility in Campinas. Two years later I was asked by SAF (now SAF-HOLLAND) if I was interested to open up their first subsidiary in South America, which I have been doing now for the last three years. Now I call myself an "Austrobrasileiro" and I don't know for which country my heart beats more: Austria or Brazil.

**B&S/N:** On a personal note, had you been in Brazil before and what are your impressions of this country?

**Strasser:** Yes, I have been traveling to Brazil for about 10 years because of a license agreement my family's business has here in this country and from the first moment on I was fascinated with the local nature and culture. I really love Brazil and the Brazilians even if from time to time being stuck in the São Paulo traffic I have some doubts, but when the sun is shining and I call back to Austria and it's cold and rainy I even can accept the traffic jams. ■

# Sweden promotion in Brazil



By Annika Markovic  
Swedish Ambassador

I am writing this article with a vivid memory of the Brazil x Sweden soccer friendship game March 26 that we watched in my residence.

We lost. Again.

But Sweden won a lot of friends in Brasilia who were amazed that Swedes can "live with a loss" as long as the winning team is Brazil (and also remember that winning silver in 1958 is the best we have ever done in a soccer world championship). We, Swedes, have this particular love relationship with Brazilian soccer. And soccer is good Sweden promotion – even if we lose.

Good Sweden promotion is also the impressive presence of Swedish and Swedish-related businesses in Brazil. Everywhere I travel in Brazil I see ads for Swedish products and services as well as meet with representatives of the business sector. And even the Brazilian President is well aware of the long history of Sweden in Brazil supporting the development of the country through business. So this is a good base for Sweden promotion.

Brazil is a strategic partner for the European Union and for Sweden. There are many areas in which we cooperate: bioenergy, climate change and international trade, to name but a few. But we are also aware that exporting to Brazil, and producing in Brazil both for the internal mar-

ket and for export, presents a lot of challenges. The Swedish Government is strongly in favor of free trade. We know that our prosperity was built on trade, and still today, about 90 percent of Sweden's GDP is generated through trade.

It is, therefore, no surprise that concluding the Doha Round with a successful result in the near future is our utmost priority. But the negotiations on a free trade agreement between the European Union and the Mercosur are also of high priority – and even though it stands clear that such a FTA negotiation would benefit from a WTO agreement – the dialogue between the regional groups (the EU and Mercosur) was continuing even as this article was being written.

Notwithstanding the importance of trade agreements, there are also other ways to improve conditions for business in Brazil. But in order to do a more efficient job as a facilitator for more business and investments between Sweden and Brazil, the Embassy and also the Swedish Government need your input. Recently the European Commission initiated a strategy for market access.

A first step is to get an overview of trade barriers and other trade impeding factors affecting European businesses in Brazil. Your input to this is crucial if you share my belief that the European Union Embassies in Brazil can have an impact in reducing these barriers to trade through joint efforts. If you do not tell us your problems, we will not be able to assist you in solving them. Put your trade priorities on the European agenda by contacting the Embassy ([ambassaden.brasilia@foreign.ministry.se](mailto:ambassaden.brasilia@foreign.ministry.se)).

Next year – in the fall of 2009 – Sweden will take over the Presidency of the European Union for six months. In Brazil that means that the Swedish Embassy will speak on all political and other issues on behalf of all the member states of the EU with our Brazilian counterparts. It also seems likely that during these six months we will organize a summit meeting between the President of Brazil and the Heads of State and Heads of Government of the EU Member States in Sweden (or in Brussels).

These six months as President of the European Union will give us an excellent opportunity to promote relations with Brazil even further. I am looking forward to cooperating with you on this. And I am sure that more of my columns in the Swedish Chamber magazine will touch on this important role for Sweden in Brazil next year. ■

Swedish Ambassador Annika Markovic watches Brazil x Sweden game on March 26 with Federal District Governor José Roberto Arruda (left) and Brazilian Vice President José Alencar. (Photo by Drasko Markovic)



# Editorials



Jonas Sjöbom | Sergio Garcia (Photo: Guto Nunes)

This has indeed been an excellent first semester for Swedcham Brasil, with more activities than ever before and great feedback from our members. May the second half be even better!

Brazil, which has received the much awaited "Investment Grade" from credit rating agencies, is more than ever on the map for Sweden, with governmental visits such as that of the high-level Swedish Parliamentary Delegation led by Speaker Per Westerberg in March (with a special event held at the Chamber), and that of Gunnar Wieslander, State Secretary to the Minister for Trade—who held a breakfast meeting hosted by Swedish Ambassador Annika Markovic also on the Chamber premises on May 7. And more visits are being planned!

Brazil and Sweden have also been in the limelight this year due to the 50th anniversary celebrations of the 1958 World Cup, when Brazil beat Sweden by 5 x 2 to win the Cup for the very first time! A friendship game between the Brazilian and Swedish teams was held in London on March 26 and was shown to many members and friends here at Swedcham, but alas Sweden lost again (but just by one goal). Fortunately now we have the 2008 European Soccer Championship, in which Brazil is not participating!

Speaking of the 1958 World Cup, as this magazine was going to press the Swedish Embassy was planning a Gala Dinner for June 27, to be hosted by Ambassador Markovic and Federal District Governor José Roberto Arruda. President Lula and players from both the Brazilian and Swedish 1958 soccer teams were to be the guests of honor. Needless to say, many Swedcham members will also be present on the occasion!

Among the Chamber's many recent events, we would like to highlight the most interesting exposés presented by Scania Latin America CEO Michel de Lambert at our facilities (May 30) and by João Doria Jr. at L'Hotel São Paulo (June 5).

And last but by no means least, we wish to extend our warmest welcome to our two new Board Members: Paulo Nigro, President of Tetra Pak Ltda., and Johan Wibergh, President of Ericsson Brazil—as well as Sergio Gomes of Det Norske Veritas (DNV), the new Chairman of the NBCC.

We wish everybody a great summer/winter!

## Jonas Sjöbom

Executive Secretary, Swedish-Brazilian Chamber of Commerce

*These are exciting times for business in Brazil. Among the recent positive aspects, the country finally got the much expected "Investment Grade" from Standard & Poor's and other credit rating agencies, the worldwide need for local natural resources is increasing, and the new discoveries in oil & gas reserves are beyond optimistic expectations. A combination which accelerates Brazilian industry and trade growth, as well as attracts additional international investments, where the Norwegian companies are well positioned through mainly expertise and technology.*

*However, let us not forget other areas still struggling for improvements in the business scenario in Brazil such as poor infrastructure, high interest rates, and a complex taxation policy. The NBCC is fulfilling one of its objectives, from one side providing its members with quality events related to the above aspects and the consequent opportunities ahead, and from another perspective, voicing the Norwegian-Brazilian business concerns to responsible authorities.*

*The Rio Oil & Gas Expo and Conference 2008 will be a major event in September. Especially with the unprecedented announced programs by Petrobras for 146 Offshore Support Vessels, 40 Drilling Units and 49 Tankers to be built and operated in Brazil, totaling an estimated US 40 billion direct investment.*

*Additional opportunities for Norwegian companies in this market are expected. The NBCC is organizing a networking gala dinner for its members on September 17th, during RO&G, and the Chamber will also be represented at the Norwegian Prime Minister's delegation during his visit the same week. That is why this edition's articles from members StatoilHydro, DNV, Intsok and DnB NOR are focused on the Oil & Gas opportunities and the Norwegian contributions in this field.*

*One of the NBCC's focus areas for the 2008/2009 period is to attract more members through a concentrated effort in showing and proving the inherent benefits. We invite all companies and individuals interested in the further development of Norwegian-Brazilian business relations to contact the NBCC for more information.*

## Sergio Garcia

Chairman, Norwegian-Brazilian Chamber of Commerce





▲ The Swedish Parliamentary Delegation to Brazil.



Swedcham Chairman Christer Manhusen (left) extends a warm welcome to Per Westerberg, Speaker of the Swedish Parliament. ▲

# Brazil receives high-level visit from the Swedish Parliament (Riksdag)

By Christer Manhusen  
Swedcham Chairman

It is indeed with great satisfaction that I note the many official high-level visits from Sweden to Brazil. And few visits could have a higher significance than the recent visit by the Speaker of the Swedish Parliament accompanied by the Group Leaders of all the political parties represented in the Legislature.

The Delegation was composed of Per Westerberg, the Speaker, Stefan Attefall, the Group Leader of the Christian Democrats, Britt Bohlin Olsson, Group Leader of the Social Democratic Party, Lars Lindblad, Group Leader of the Moderate Party, Johan Pehrson, Group Leader of the Liberal Party, Roger Tiefensee, Group Leader of the Centre Party, Mikaela Valtersson, Group Leader of the Green Party, Alice Åström, Group Leader of the Left Party, Ambassador Ann Dismorr, Head of the International Department, and Anders Forsberg, Secretary General.

Westerberg was elected Speaker of the Swedish Parliament on October 2, 2006. He has been a Member of the Parliament for the Conservative Party since 1979, and as Minister for Industry, Employment and Communications (between 1991 and 1994) he worked to open previously closed markets

to competition, in part through new competition legislation. He also initiated an extensive privatization of state-owned companies. Westerberg has a business background, having worked at SAAB-Scania AB in Södertälje between 1974 and 1991, initially at the Scania Division, then at the Car Division.

The visit took place March 15-21 this year, and the Delegation started out the day of arrival with a visit to one of the many projects of Her Majesty Queen Silvia's World Childhood Foundation, namely "Lua Nova" in the interior of the State of São Paulo. In the evening, the Chamber organized a dinner with the CEOs of some of the Swedish companies operating in Brazil.

The following morning, the Delegation met at the Chamber premises with a group of some 30 Swedcham members for a discussion of issues of mutual interest. It became a lively and most interesting debate about both Brazilian and Swedish politics and economy. Present at this gathering were also the Swedish Ambassador Annika Markovic, Minister-Counsellor Caroline Fleetwood, and Trade Commissioner Jacob Wedin, among others. After the meeting, the participants mingled informally in a most open and

friendly manner – just look at the happy faces in the photos!

During the rest of the visit, the Delegation met with President Luiz Inácio Lula da Silva, the Minister of Science & Technology Sergio Rezende, the Minister of Development, Industry and Foreign Trade Miguel Jorge and of course with the leaders of Congress. The Delegation also paid a visit to Belo Horizonte in Minas Gerais State for a meeting with Governor Aécio Neves and an excursion to Ouro Preto—Brazil's most important baroque and historical city. For those who love art, architecture, history and jewels, Ouro Preto is the right destination in Southeastern Brazil. The city has been declared a World Cultural Patrimony by Unesco.

Before departing for Stockholm, the President of Scania Latin America, Michel de Lambert, received the Swedish Parliamentary Delegation at the Scania factory in São Bernardo do Campo in the State of São Paulo. Everyone got a chance to ride on an ethanol-powered bus, which could symbolize a common Swedish-Brazilian interest and pave the way for future energy saving projects. ■

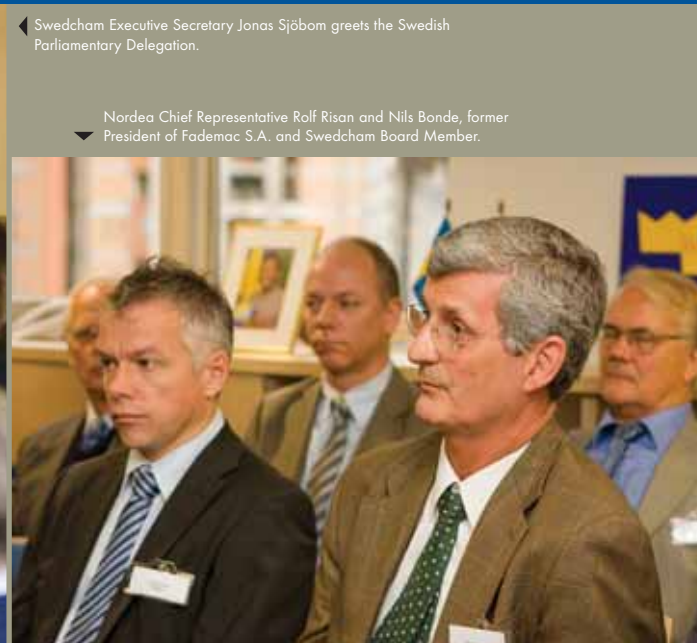




▲ Per Westerberg addresses Swedcham members and friends.



Nils Gräfstrom, President of Stora Enso Latin America and Swedcham Board Member, and Swedish Consul General in São Paulo Barry Bystedt. ▶



◀ Swedcham Executive Secretary Jonas Sjöbom greets the Swedish Parliamentary Delegation.

▼ Nordea Chief Representative Rolf Risan and Nils Bonde, former President of Fademac S.A. and Swedcham Board Member.

▼ Bo Falk, Tomas Lind of Securia and Helena Backlund-Palm.

Swedish Trade Commissioner Jacob Wedin, Swedish Embassy Minister-Counsellor Caroline Fleetwood, and Ambassador Annika Markovic listen attentively to Per Westerberg. ▼



▲ The Swedish Delegation event attracted many Swedcham members.



▲ Ambassador Annika Markovic and Theresse Otterbeck, Country Manager of LIM Brazil and Swedcham Board Member.



Bengt Janér, CEO of Quadricon in Rio de Janeiro (left), Ericsson Brazil CEO Johan Wibergh (background), and Renato Pacheco Neto, Swedcham's Legal Director.

# Swedcham Delegation visits Brasília

By Renato Pacheco Neto



The Chamber Delegation at the Ministry of the Environment.

**T**he Swedish Chamber Delegation's visit to Brasília took off from Congonhas Airport very early in the morning of Wednesday, April 16, led by our Chairman Christer Manhusen, and composed of other members representing different Chamber activities, sectors, industries and business.

The following members joined our Delegation to Brazil's Capital: Barry Bystedt of the Swedish Consulate General in São Paulo, Torbjörn Enhrenberger of Eka Chemicals, João Henrique Botelho of Haldex, Donizete Santos of SKF, Claudinei Reche of Höganas, Cassio Namur of Souza Cescon Advogados, José Vicente and Renato Pacheco Neto of Fraga, Bekierman & Pacheco Neto - Advogados, and Bengt Janér of Quadricon.

After arriving in Brasília, we went directly to the Congress and were greeted by the Senate's head of protocol, who organized a very productive and interesting exchange of information and debate with consultants and experts who assist the Senators in their projects.

The consultants were very open to answering all our questions, and we much appreciated the time they dedicated to our Delegation. After the first presentation about the online information system introduced by the Congress into the Legislatures all over Brazil, we also had the opportunity to meet with some Senators who are working on important projects.

In the afternoon, we were hosted by the Ministry of the Environment, which offered

our Delegation a very detailed explanation about the different Government programs, and also focused on the licensing of different projects. Challenges to improve Brazil's infrastructure – ports, airports, roads, communication – were also discussed.

In the evening the Swedish Ambassador Annika Markovic generously invited our Delegation to a delicious dinner, in the company of a high ranking

official from the Brazilian Ministry for Industry, Trade and Development. The official gave an explanation of the main parts of the Government's National Plan to strengthen Brazilian exports of products and services, which would benefit both Brazil and Sweden and enhance their trade relations. Also present at the dinner was Jacob Wedin from the Swedish Trade Council.

The following morning, the Delegation left to return to São Paulo, where we arrived before lunch time and could carry on our daily activities.

This visit was really worthwhile, not only for the excellent insights we received into the workings of Congress, the Government and the Embassy, but it also gave us an opportunity to show the important role our Chamber plays to strengthen trade relations between Brazil and Sweden.

We hope that more members will join us next year, and maybe the visit then could be somewhat longer!

The Delegation at the Brazilian Congress.



## Excellent feedback

Swedcham received excellent feedback from participants in the Delegation that visited Brasília in April, including the following comments:

"I would like to emphasize my gratitude for the opportunity to join our colleagues from the Swedish Chamber for a trip to Brasília. It was a gratifying and positive experience not only for the interaction with other colleagues but also because of the productive discussions held with key people linked to the segments of energy, infrastructure and environment.

From SKF's side, the outstanding discussion was with the consultants about energy. They showed in-depth knowledge about the current energy situation, alternatives for the short and medium term, and also gave us some tips on how to manage this important issue for our industries. The discussion about infrastructure was also positive, especially because we are internally analyzing investments in the agriculture segment; so it was good to know the plans the Federal Government has for roads, railways and ports. Finally, I could see positive contributions from the meeting with the representative of the Ministry of the Environment. Meeting a key representative in this area represents an open door in case we need to contact someone in Brasília regarding sustainability issues.

In short, from my point of view and judging from the feedback I received from other colleagues, the visit to Brasília must be definitely incorporated into the Chamber's annual program. The Swedish industrial community cannot miss the opportunity to be present in Brasília through the Chamber, showing the authorities the strength of our activities in Brazil.

Congratulations for the visit and let's plan for 2009 a larger group to visit Brasília and discuss important issues as we did in April."

*Donizete Santos,  
President of SKF do Brasil Ltda. and Vice  
Chairman of Swedcham Board*

*Continued on page 27*

# InterChambers Forum in Curitiba

By Hans Kastendal

There are altogether around 20 Chambers of Commerce in Curitiba, the capital of the State of Paraná in southern Brazil.

All of them have their own activities consisting of meetings, events, luncheons, dinners, happy hours, courses, visits from abroad, including visits from different kinds of Delegations, local exhibitions, product shows, etc.

Most of the Chambers also very often plan and implement their activities together with the Paraná State Federation of Industries (FIEP), the Brazilian Service of Support to Micro and Small Companies (SEBRAE) and any other local organizations or authorities.

Each Chamber plans and implements its activities for its members, a primary objective, quite normal and a traditional proce-

cedure used during years and decades among such entities all over the world.

Often the representatives of the Chambers get together at meetings or seminars of common interest arranged by a third party, for example FIEP, SEBRAE or the Municipality of Curitiba, or meet during any trade or business activity.

The Chambers in Curitiba are very well aware of their other colleagues in the city, but up to now, all existing Chambers have been planning their activities and events without taking much notice of what is going on or being planned at their sister Chambers.

This fact often results in collisions of activities where two or more Chambers are implementing parallel activities. Several of the officials in the municipality receive invitations to luncheons, dinners or other activities taking place on the same day and also often at the same time, which creates difficulties for both the Chambers themselves as well as for invited guests to choose which event to give priority to.

This is a common fact among Chambers of Commerce and other organizations in every location around the world. Everyone complains about the present situation, but with very few exceptions nothing has been done to avoid conflicting local events.

Several attempts have been made in Curitiba before for a better approach, but so far with weak results. Recently, José Brandão Coelho, President of the Portuguese Chamber of Commerce in Southern Brazil, brought up the matter again to have a better communication between the Chambers during a meeting last September at the French Chamber.

By tradition the "*paranaenses*", the people living in the State of Paraná, are well known for their ability and principles in working together and solving impending problems within their respective work areas.

This is similar to what all the Chambers of Commerce in Curitiba are striving for through a new concept which is under con-

struction under the name "Fórum Intercâmaras de Comércio" (InterChambers of Commerce Forum).

Three meetings within the Forum have already taken place, the first one in November last year, the second one in March this year and the third at the end of April.

Hans Kastendal, Swedcham's representative in Curitiba, met the initiators of the Forum to obtain more detailed information about the idea behind the Forum, as well as to have the founders' or initiators' perspective for creating this brilliant idea to coordinate future activities among the local Chambers and organizations.

The Chambers' main task is, as we all know, to find means to intermediate international business, stated the coordinator of the Council of Foreign Commerce Subjects at FIEP and the president of the Paraná State Federation of Commercial and Business Associations (FACIAP), Ardisson Naim Akel.

According to Akel, the State of Paraná has a very strong potential for economic development and in this respect the integration between the Chambers will also strengthen international relations.

The idea to create the Forum was initiated as a consequence of the need for cooperation between the Chambers.

According to José Brandão Coelho, the objective of the Chambers is to start a dialogue between the organizations and to develop tools in order to help this interaction.

Carlos Sérgio Asinelli—regional director of SENAI-PR and Advisor for Cooperation and International Relations at FIEP as well as another of the Forum's initiators—pointed out that, without cooperation between the Chambers, business will not be successful and prosperous.

Among those who were present at the meetings were representatives of the Paraná State Secretariat of Industry and Commerce, representatives of the Commercial Association of Paraná (ACP), and the representative of the Curitiba Development Company (Curitiba S.A.)

Ardisson Naim Akel





# Chamber treated to witty exposé by Scania's CEO

By Christer Manhusen  
Swedcham Chairman

## The main objectives of the Inter-Chambers of Commerce Forum are:

- The Chambers should not compete among themselves; on the contrary, they should work together.
- Establish an integrated agenda for the Chambers.
- Collaboration, strengthening and support for all the Chambers.
- Dissemination, support and incentives for the members through integration with, for example, CIN, Euro Centro, RETEC, AI Invest and others organizations of interest.
- Participation in events of common interest, round tables, organization of fairs, selection of the most important fairs in the country in different sectors.
- All Curitiba Chambers should support each other and therefore they can have their logotype in events in which they have some kind of participation.
- The Chambers should help each other in many aspects, i.e. human, physical and financial resources, etc.
- Should have the role to attend to the questions and needs of each Chamber.
- Develop projects of common interest for companies in the state of Paraná.
- The Chambers should also have a common contact data base.

## In the next meeting planned to be held in May (as this magazine was going to press) several subjects were to be discussed such as:

- How the Forum will be administrated and structured.
- Suggestions from the participants will be of great importance.
- The idea is to have a democratic and constructive environment.
- The symbiosis for cooperation between the Chambers of Commerce in Curitiba and the local and state organizations is to meet, talk and get to know each other better.
- And last but not least, to plan upcoming activities according to an integrated agenda. ■

Scania CEO Michel de Lambert receives gifts of appreciation from Swedcham Chairman Christer Manhusen



Photos: Alexandre Socol



Our Chamber offered both members and non-members a real treat on Friday, May 30. The CEO of Scania Latin America and a highly appreciated member of Swedcham's Board of Directors, Michel de Lambert, was invited to speak on the topic "A Gallic (French) experience in running a Swedish multinational in Brazil".

Both Michel and the theme drew a large crowd. We were more than 40 participants, enthusiastically listening to a most interesting exposé from his years with Scania, an exposé full of anecdotes and humorous twitches. To the delight of the audience, Michel also generously told stories from his previous most interesting professional and personal life.

It was indeed a great opportunity for all of us present to share Michel's experiences, from which much wisdom can be drawn, and also to compare his experiences with one's own.

Afterwards there was a reception/get-together, graciously sponsored by Absolut Vodka, and with a delicious buffet provided by Felipe Tadeu Cicarelli, of Buffet Cicarelli.

Chamber members were also treated to spirits offered by Absolut Vodka and a delicious buffet provided by Felipe Tadeu Cicarelli (right).

Board members Nils Gräfstrom (President of Stora Enso Latin America) and Johan Wibergh (President of Ericsson Brazil).



# João Doria Jr. is guest of honor at Swedcham business luncheon

By J. F. Thrall

**O**n June 5, the Swedish Chamber had the unique privilege of hosting a business luncheon where the guest of honor was João Doria Jr., president of the Grupo Doria Associados, who presented guests with a general overview on his recent activities. These include not only his work within Doria Associados as president of Doria Associados Editora (editing LIDE, OSCAR, GABRIEL, ARENA, MEETING, FÓRUM and EMPRESARIAL magazines) and Videomax Produções Associados. He is also directly involved with the NGO LIDE - Grupo de Líderes Empresariais, which operates in the area of education, promoting projects for the improvement of quality education in various regions of the country.

Doria, a native of the city of São Paulo, began his career in journalism and advertising, teaching marketing at FAAP, eventually becoming the Communications Director of the Bandeirantes TV network, and serving as the president of PAULISTUR then as the president of EMBRATUR. He has also been a member of Brazil's National Tourism Council. Doria has been actively involved in various sustainability and social organizations like S.O.S. Mata Atlântica, AME CAMPOS -

João Doria Jr. with Swedcham Executive Secretary Jonas Sjöbom (left) and Chamber Chairman Christer Manhusen.



Associação dos Amigos de Campos do Jordão, and AMEM - Associação dos Amigos do Menor pelo Esporte Maior, and was the creator of the MARKET PLAZA Project that promotes seasonal shopping events during the winter season in the mountain city of Campos do Jordão, as well as large business events both in Brazil and abroad under the names MEETING INTERNACIONAL, FORUM EMPRESARIAL and FAMILY WORKSHOP. He also finds time to preside Casa Cor, the largest architecture, design and decoration event in Latin America.

At the luncheon that was held at the L'Hotel São Paulo on Alameda Campinas, Doria spoke briefly of his recent visit to Sweden and his appreciation for the commitment that the country has always shown in the area of sustainability, especially in its forestry programs. He emphasized that Sweden serves as an example to Brazil and the rest of the world in its consistent measures to protect the environment and improve the quality of life.

Doria went on to tell Chamber members and guests of his recent involvement in Casa Cor, which has opened in Sweden and currently operates in three countries providing services and products in the area of architecture, design and decoration, inviting the luncheon guests to visit the exposition that is being held at the São Paulo Jockey Club through July 9.

It was with obvious pride that Doria spoke of the social responsibility of all of his endeavors and clearly defined the need for all areas in the private sector to actively participate in efforts to improve the level of education in Brazil. "It has always been a reality in Brazil that the pri-



Photos: Alexandre Socci

vate sector participates little in the social and educational development of the nation," said Doria with concern and conviction. "This is beginning to change and social responsibility is not only the task of the government but of companies, social organizations, families and individual citizens. It is only through education that we will create a nation of people who are self-sufficient responsible citizens and have a clear understanding of liberty."

Doria stressed that it was not only economic development that would strengthen democratic principles, eliminate corruption and include the majority of Brazil's people in a fair distribution of wealth, but that it was also by educating the people of the country and improving their awareness of the rights and responsibilities of citizenship that this would be accomplished. "What we must all work for is to instill the principles of discipline, productivity and happiness that will change the role of Brazil, making it a valued member of the community of nations and a country that meets its social obligations and provides a life of dignity and respect for all of its citizens."

His exposé concluded with a round of questions that focused on social issues and again Doria clearly stated that it was the responsibility of all citizens to participate, to protest, to provide positive reinforcement for jobs well done and that all of this began in the home, in one's local community as well as on a nationwide level. ■

# Swedcham Board of Directors

THE SWEDISH-BRAZILIAN CHAMBER OF COMMERCE (SWEDCHAM BRASIL) IS PROUD TO PRESENT ITS NEW BOARD OF DIRECTORS, WHICH NOW ALSO INCLUDES PAULO NIGRO AND JOHAN WIBERGH, RESPECTIVELY PRESIDENTS OF TETRA PAK LTDA. AND ERICSSON BRAZIL.



Christer Manhusen, Chairman of Swedcham and former Swedish Ambassador to Brazil



Donizete Santos, Vice Chairman of Swedcham Board and President of SKF do Brasil Ltda.



Börje Jemer, Vice Chairman of Swedcham Board



Stefan Lundkvist, Treasurer of Swedcham Board and President of Gunnebo Industries in Brazil



Renato Pacheco Neto, Legal Director of Swedcham Board and Managing Partner of FBP Advogados



Nils Bonde, former President of Fadamac S.A.



Leif Duwel, President of Hägglunds Drives do Brasil Ltda.



Nils Grafström, President of Stora Enso Latin America



Peter Hultén, Former Director - Banco Mercantil de São Paulo



Michel de Lambert, President and CEO of Scania Latin America



Paulo Nigro, President of Tetra Pak Ltda.



Therese Otterbeck, Country Manager of LIM Brazil



Tommy Svensson, President of Volvo do Brasil Veículos Ltda.



Ronaldo Veirano, Founding Partner of Veirano Advogados



Johan Wibergh, President of Ericsson Brazil.

# Honorary Members



H M Queen Silvia  
First Honorary Member

SWEDCHAM ALSO WISHES TO EXTEND ITS WARMEST GRATITUDE TO ITS HONORARY MEMBERS, THE VERY FIRST BEING HER MAJESTY QUEEN SILVIA, FOLLOWED BY SWEDISH AMBASSADOR TO BRAZIL ANNIKA MARKOVIC, BRAZILIAN AMBASSADOR TO SWEDEN ANTONINO MENA GONÇALVES, ERIK SVEDELIUS, THE DOYEN OF THE SWEDISH COMMUNITY IN BRAZIL, AND LAST, BUT BY NO MEANS LEAST, SWEDISH CONSUL GENERAL IN SÃO PAULO BARRY BYSTEDT.



Swedish Ambassador  
Annika Markovic



Brazilian Ambassador  
Antonino Mena Gonçalves



Erik Svedelius  
Doyen of the Swedish  
Community in Brazil



Barry Bystedt  
Swedish Consul General  
in São Paulo



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## 1958 World Cup Gala Dinner in Brasília

As you all know, this year marks the 50th anniversary of the 1958 World Cup, when Brazil for the first time became world soccer champion. To celebrate the occasion, a week of commemoration was being planned in Brasília as this magazine was going to press. Among other events, the Brazilian and Swedish players from the 1958 teams will be honored in a medal-awarding ceremony by President Luiz Inácio Lula da Silva at the Planalto Palace.

Ambassador Annika Markovic, together with the Governor of the Federal District of Brasília, José Roberto Arruda, will host a Gala Dinner at the Ambassador's residence on Friday June 27. President Lula and players from the Brazilian and Swedish teams of 1958—including Pelé, Djalma Santos, Agne Simonsson and Kurt Hamrin—will be guests of honor at the dinner, which will bring together 250 guests from the federal government, the government of the Federal District, the sports community, cultural institutions, as well as representatives from Brazilian and Swedish companies and, needless to say, Swedcham members.

Three Swedish star chefs from New York and Stockholm will create the menu, and Swedish jazz singer Lisa Nilsson will perform during the Gala Dinner. She will also give a separate concert at the National Theater on June 28.

The event will be held with the support of Swedcham, the Swedish Trade Council, the Swedish Institute, the government of the Federal District and the World Childhood Foundation Brazil. Ericsson is the Gold Sponsor and there are five Silver Sponsors: Saab International, Scania, SKF, Volvo and Sandvik. ■

## Assembly approves new Board Members

Swedcham Brasil's Ordinary General Assembly held on April 22 unanimously approved two new prestigious Board Members: Paulo Nigro, President of Tetra Pak Ltda., and Johan Wibergh, President of Ericsson Brazil.

Nigro, who took over the helm of Tetra Pak in Brazil in April 2007, has been working for the company since he was hired as sales manager in 1991, after which he made a brilliant career occupying various positions in this country. In 1998, he was transferred to Canada where he was responsible for the company's operations, being promoted to CEO of Tetra Pak in Italy in 2001, until he was appointed head of the company in Brazil.

Wibergh took over as the new president of Ericsson Brazil in January 2007. He began his career at the company in 1996, having worked in various teams in Ericsson's service area. In May 2004, he was global vice president of the Services Sales Area and previously he was Ericsson's president for the Nordic and Baltic regions. He was considered the perfect choice to head Ericsson's Brazilian operations as he has solid international experience in sales and is recognized for his ample market vision.

Swedcham wishes to extend its warmest welcome to both of them! ■

## “Motivation and Team Chemistry”

Giselle Welter, a founding partner of GW Vocação e Relações Humanas, held a most interesting workshop entitled “Motivation and Team Chemistry” at the Chamber on June 6.

The objectives of the workshop were to enable participants to understand the motivation that determines their choices in work and life and its consequences; to promote the understanding of the relation between personality and team chemistry using the Humanguide® concepts (www.humanguide.eu) and how to deal with this.

Giselle gave a positive feedback after the event, thanking Swedcham for the opportunity to present her work and disseminate the concepts of HumanGuide to members. ■

## New Members

Swedcham wishes to welcome the following new members:

### Corporate:

Elanders Artcopy Reprodução de Imagens Ltda.  
Souza, Cescon Avedissian, Barriou e  
Flesch - Advogados  
Readsoft

### Individual:

Fabricio Dorado Soler  
Cassio Yarid de A. Cavalcanti

## Environmental licensing

As this magazine was going to press, Swedcham was organizing a breakfast meeting on June 26, when Dr. Fernando Rei, President of CETESB (the São Paulo Environmental Sanitation Technology Company) was to address members about “Challenges to the Modernization of Environmental Licensing”. ■

## Special thanks for space rental events

As usual, the Chamber wishes to thank the following companies/institutions for renting our facilities for events recently:

**LVMH** (April 3, 9, 10 and 18, May 5, 16, and 30, June 3-4, 6, 9, 12, 18 and 20).

**TANDBERG** (April 7-8, 29-30)

**Stora Enso** (April 8)

**Smiths-Medical** (April 9)

**Simmons Consulting** (April 11)

**Flir** (April 14, 15, 16, 17 and 18)

**Hägglunds** (April 15, 16 and 17)

**Gambro** (April 18)

**Destilaria Alexandre Balbo** (April 22)

**Nespresso** (April 24)

**Biogen** (May 2)

**Swedish Embassy** (May 7)

**Financiadora Itaú** (May 8)

**Hästens** (May 13)

**Parmalat** (May 18)

**Fortis Bank** (May 29, June 4 and June 16)

**Halógica** (June 2)

**Demarest Advogados** (June 3) ■



# Around & About



Swedish Ambassador Annika Markovic and Gunnar Wieslander, State Secretary to the Minister for Trade, at a breakfast meeting held by the Embassy at Swedcham on May 7.

Swedcham members and friends listen to Gunnar Wieslander at the breakfast meeting. (In the front row are—left to right—Barry Bystedt, Swedish Consul General in São Paulo, Daniel Ekberg, Senior Vice President of Relacom for Latin America, and Swedish Trade Commissioner Jacob Wedin.)



SAF-HOLLAND do Brasil Managing Director and Swedcham member Johann Strasser (right) meets the Austrian Chancellor Alfred Gusenbauer at a reception at the Hotel Grand Hyatt São Paulo on May 11.



Christopher Simmons of Simmons Consulting addresses Chamber members at a Happy Hour he sponsored on May 16.



The Brazil x Sweden friendship game on March 26 was shown on a big screen at Swedcham, where many members and friends rooted for the Swedish team, which was beaten by one goal from Brazil. (Photo: Alexandre Socci)



(Left to right) Leif Duwel, President of Hagglund Drives do Brasil Ltda. and Swedcham Board member, Swedcham Chairman Christer Manhusen and Chamber member Jonas Lindström at the Simmons Consulting Happy Hour.

Swedcham Legal Director Renato Pacheco Neto (right) with other Chamber members at the Networking Luncheon held on March 1.



Swedcham Project Manager Peter Johansson (standing) talks with Chamber members at the March 31 Networking Luncheon, also held at the Dom Pedro restaurant in São Paulo.



Kanza El Kadiry

## Exchange project with Brazil

Brazil is currently in a dynamic phase. The growth is record high and with its stable democracy and long industrial tradition the country is predicted to become more and more of an important economic engine. This year, the Stockholm School of Economics (SSE) together with the Royal Institute of Technology (KTH) is starting an exchange project with Brazil and the renowned Fundação Getúlio Vargas university in São Paulo. We will explore the possibilities in this city which is the country's industrial center. The exchange will be integrated with a course called "International Industrial Economy with Entrepreneurship". By learning about the Brazilian culture, society and politics we wish to establish a long-term cooperation between students and companies in Sweden and Brazil.

The exchange group consists of 10 participants from SSE, 5 from KTH and 15 Brazilian students from Fundação Getúlio Vargas. We will spend 20 days together, 10 in each country. The Swedish delegates will depart to São Paulo in August 2008 and the Brazilian delegates will arrive in Stockholm in December this year. The purpose of this exchange is reciprocity and the participants will serve as keys to each other's cultures. The group will arrange and implement activities to explore the countries in depth. We will visit a number of interesting companies in Brazil and Sweden and we look forward to many rewarding encounters.

The goal of the exchange is to develop a deeper understanding between people of the participating countries, within areas such as entrepreneurship and business as well as politics, society and culture. Participants and partners will be given the possibility to meet and establish valuable contacts. After the implementation, "Exchange Brazil" will be

concluded in a detailed project report. The report will be presented during an event on the Stockholm School of Economics and then be distributed to students, companies and other parties of interest.

"Exchange Brazil" is currently looking for cooperating partners. Do you wish to become a part of this exchange? Please contact the project leader Kanza El Kadiry:

Phone: +46739304982

E-mail: 21285@student.hhs.se / kanza.kadiry@exchangebrazil.se ■

## Board welcomes Sharif Pakzad

With various years of experience working within the areas of communication, private and municipal companies, Sharif Pakzad now has joined the Brazilian Chamber's Board. Pakzad has vast experience working with lobby activities and he worked as a political adviser for the municipal government of Stockholm during the period when the Social Democrats were in power.

He now actively works for Sundbyberg, a municipality close to Stockholm, in the area of business and how to develop the attractiveness of the town of Sundbyberg as a business region.

At the Brazilian Chamber, Pakzad will work with lobby activities to position the Chamber and with PR so that we become better known. ■



Sharif Pakzad

## Logistics seminar

The Chamber recently participated in a logistics seminar at Arlanda Airport. The seminar was focused on Brazil and how to improve logistic solutions between the two countries. The opening speaker was the former Swedish Ambassador to Brazil Margareta Winberg, and Hugo Oljemark presented facts regarding how trade has developed between the countries. ■

## Chamber promotes ethanol study

First Gunilla Wennberg made a presentation at the Chamber in connection with the friendship game between Brazil and Sweden on March 26. We showed the game on a big screen and before the game Bengt Ågren from the Swedish Football Association presented some facts from the 1958 World Cup and the final between Brazil and Sweden. Ågren was present 50 years ago and he worked for the Football Association also at that time. It was very fascinating to hear about the big differences with the World Cup tournaments of today. Around 35 persons participated in the event.

At the end of March, we participated in a seminar regarding alternative fuels that was organized by the Swedish political party Centerpartiet, a liberal party with an environmental profile. Gunilla Wennberg presented our ethanol study and Elisa Sohlman and Hugo Oljemark (head of the Brazilian Chamber in Stockholm and Swedcham representative in Sweden) participated in the debate.

The study was also presented at Scania in Södertälje at the end of April. Scania was one of the sponsors of this study. ■

## Visit to Angola

The Brazilian Chamber in Sweden has been in contact with the Portuguese-speaking countries in Africa with which we are discussing cooperation possibilities. We have been invited to Angola to discuss a cooperation between the Brazilian-Angolan Chamber of Commerce and our Chamber and we will visit that country in June. ■

## Swedish-Brazilian Week

We have been promoting a Swedish-Brazilian Week to be held at the beginning of September in order to celebrate the 50th anniversary of the World Cup final. This planning and preparation is in an intense phase and we hope that several of the planned events will take place. We had hoped to organize a soccer game between a famous Swedish team and a famous Brazilian team but unfortunately for the moment it will probably not take place. ■



SKF Award Ceremony (left to right): Cajamar Mayor Messias Cândido da Silva, Maurice Costin (Public Relations CIESP/FIESP), Aurélio Nervo (Director of SKF's Automotive Division - Cars), Stéphane Le-Mounier (Director of SKF's Automotive Business Unit), Amadeo Comin (Industrial Director of SKF do Brasil, with the trophy), Donizete Santos, President of SKF do Brasil, and Swedcham Chairman Christer Manhusen.

## SKF Brazilian plant beats record

The SKF Group in Sweden recently granted an award to the SKF do Brasil plant in Cajamar for being the most productive among its 45 units worldwide.

The Brazilian subsidiary managed to reach 72% of the projected use of its production capacity for 2007, beating China, which came in second place with 67%, and India, which came in third with 63%.

The first developed country to be included in this ranking was France, which appeared in eighth place, with 50% of productivity. The average of other countries considered of the first world was 38%.

In order to celebrate the occasion, SKF do Brasil President Donizete Santos organized an event to present the award received on May 14, in the presence of Cajamar Mayor Messias Cândido da Silva, various SKF executives and Swedcham Chairman Christer Manhusen, among others.

The Cajamar plant employs around 800 workers and all the employees participated in a commemorative luncheon and dinner. ■

## Tetra Pak at Fispal fair

On June 3, during the Fispal fair, Tetra Pak announced the certification of its carton packages produced in its two plants in Brazil by the Forest Stewardship Council (FSC), an international organization which sets standards for responsible forest management and traceability of the material produced. Fispal—the International Fair of Packaging and Processes for the Food and Beverage Industry—is the largest such event in Latin America and was held in São Paulo from June 3 to 6.

The Brazilian certification means that all wood fibers in the entire supply chain - from the forest to the retail shelf - comes from FSC certified, well managed forests and controlled sources.

"Tetra Pak strongly believes that being environmentally responsible is the basis of good business. The launching of the FSC label on Tetra Pak packages is a result of our continuous effort to protect the environment in which we operate," said Paulo Nigro, President of Tetra Pak in Brazil. "Now, our customers can have the option of using the FSC label on their packages and the environment positioning of their brands will be evident for the consumer," he said. Klabin, Tetra Pak's sole paperboard supplier in Brazil, was Tetra Pak's partner in the certification process.

Also during Fispal, Tetra Pak introduced its Tetra Pak iLine solutions. This new generation of high-performance aseptic carton packaging solutions takes line integration and automation technology to a new level thanks to a novel process control and information management system.

The more robust and operationally effi-

cient Tetra Pak iLine solutions enable customers to increase capacity and reduce operational costs by up to 40%, depending on the configuration. ■

## Ericsson contract with Brasil Telecom

Ericsson has signed a contract with leading operator Brasil Telecom for a WCDMA/HSPA network and the deployment and systems integration of its IP Multimedia Subsystem (IMS). The move is set to boost network capacity and manage increased traffic growth, paving the way for the introduction of advanced broadband and multimedia services.

Under the contract, Ericsson will be the main supplier for the WCDMA/HSPA radio access network in five Brazilian states and the sole supplier of Brasil Telecom's 2G/3G common core network.

IMS will bring Brasil Telecom's networks into a single-service environment and enable the efficient introduction of new multimedia voice, data, audio and video services across multiple networks.

Johan Wibergh, President of Ericsson Brazil, says: "We are honored to be selected by Brasil Telecom as the main supplier for its WCDMA/HSPA network, powered with our IMS solution. Brazil is a very demanding market for both operators and vendors, and our solutions will enable Brasil Telecom to offer its customers state-of-the-art multimedia services with a very short time-to-market due to our local capabilities."

Ericsson is the industry leader in IMS and has signed more than 50 contracts, of which 22 are already commercially launched. ■

## ...Brasília

*Continued from page 16*

"On behalf of the firm and personally, I would like to thank Swedcham Chairman Christer Manhusen very much for his initiative and cooperation regarding the second Chamber Delegation to Brasília on April 16. As on the previous occasion, I was very satisfied and pleased with the high quality of the visit and especially with having the

opportunity to know the origin of the legislative process and the developments of the infrastructure matters.

I would also like to point out that I was very impressed by the visit to the Ministry of the Environment, the dinner graciously offered at the Swedish Embassy by Ambassador Annika Markovic, and the opportunity to meet a member of the Brazilian Chancellery, Mr. Mauro Couto—a rare opportunity to talk "face to face" about Brazilian foreign trade with a highly qualified diplomat.

Now, regarding suggestions for the next trip, I would strongly recommend a one and a half day stay so as to include one more visit, either to the Supreme Court (*Supremo Tribunal Federal – STF*) or the Federal Highest Court (*Superior Tribunal de Justiça – STJ*) and the Foreign Affairs Ministry – Itamaraty."

*Cassio S. Namur  
Lawyer at Souza, Cescon Avedissian,  
Barrieu e Flesch - Advogados*

# Investment Grade: Nordic opportunities for investing in Brazilian Equity Funds (FIPs) and stocks



Whenever deciding to invest in Brazil, Nordic companies and investors can go through Brazilian Equity Funds, instead of starting to set up their own business or even purchasing a local market player. This article was written before the credit rating agency Standard & Poor's upgraded Brazil's long-term foreign currency sovereign debt to investment grade. This fact does not change the importance of FIPs in Brazil compared to a probable rebirth of the IPOs, since the sustainable development and enhancement of Brazilian markets nowadays admit investments of several kinds, as briefly described hereinafter.

After being invested by one private equity fund, potential medium-sized companies will be able to grow rapidly and even act in Brazil as leading consolidators of their respective sectors, by means of several mergers and acquisitions, normally of their own competitors, which only insist on organic growth. This can also influence market shares for future Nordic players in Brazil, which would rather enter the Brazilian market later by means of M&As or joint ventures, usually practiced by Nordic investors, after local experts have already "cleaned up" the market.

Betting on an up to 5-6% increase of Brazil's GDP, especially because of agro-minerals commodities, the infrastructure sector (in which Nordic companies are quite strong) and the middle and lower classes' purchasing power, investments in Brazilian companies have been considered extremely attractive for worldwide investors. It is also worthwhile recalling that there is an impressive number of IPOs in the special listing segment of the São Paulo Stock Exchange (Bovespa) called the "Novo Mercado". In this scenario, the maturity and efforts accomplished by our authorities (CVM, Bovespa) and the creation of the "Novo Mercado" were also important. The *Bovespa Mais*, a new special listing market at Bovespa, which concentrates medium-sized companies to be invested in by institutional investors, is

now being considered by investment bankers and lawyers as an important form to attract capital, including from the Nordic countries, also due to tax reasons.

An enormous advantage for foreign investment is that the withholding income tax rate applicable to FIP and stock investors and their capital gains from the disposal of FIP quotas (via stock exchange) was reduced to zero as from the issuance of Law No. 11,312/06. Thus, considering these premises, the incorporation of an Equity Investment Fund ("*Fundo de Investimento em Participação*"), ruled by CVM Normative Rule No. 391/03 ("*Rule 391/03*"), allows institutional investors to share the risk of investing in Brazil and to receive some tax exemptions. Since the issuance of Rule 391/03 and by the end of April 2008, 150 FIPs were incorporated, some of them exclusively to invest in companies of certain economic sectors (energy, ethanol, the latter being much exported to the Nordic countries).

FIPs are mostly incorporated by private equity firms, financial institutions or family offices and their investment cycle comprises five different stages: (i) fund raising; (ii) opportunities/investment selection; (iii) structure and execution of the investments; (iv) monitoring/value addition; and (v) exit (IPO, sale, etc). FIPs must have a manager (CVM registered), and all rules such as investment policy, quota-holders' rights, capital calls and redemptions, class of quota and voting rights, and management fees must be provided in the FIP's Regulation/Prospect. FIPs may acquire shares, debentures, subscription bonds and other securities (convertible into equity) of Brazilian public or private companies. In accordance with Rule 391/03, FIPs are obliged to be part of the decision-making process of the invested companies. In addition, there are some special rules that must be observed by FIPs with respect to the private companies invested, which must adopt minimum corporate governance practices, such as (i) disclosure of any related parties' agreements, stock option plans or their bonds/securities; (ii) arbitration clause

for corporate disputes, (iii) auditing by independent auditors registered before CVM.

However, there are some requirements that foreign investors must fulfill in order to have those benefits: (i) FIP investment must be made in accordance with Monetary Council Rule 2,689; (ii) the beneficiary (related parties) cannot hold 40% or more of FIPs (or the right to receive 40% of the income); (iii) maximum percentage of 5% of some securities; (iv) beneficiary can't be domiciled in a tax haven.

In light of the above circumstances, it is of great importance to count on correct legal advice when investors from the Nordic Countries wish to enter the Brazilian market either by means of participating in FIPs, or purchasing shares on the Stock Market, besides the possibility of setting up a subsidiary or partnering with a former representative or agent. Swedcham's Legal Committee is organizing an event in the second term to debate all these major risk questions and the correct tools and their mechanisms in order to be on the safe side. Join us and be welcome!

*\* Renato Pacheco Neto, LL.M., is currently attending the Graduate Management Program of HSE - Helsinki School of Economics (Kauppakorkeakoulu) and is an alumnus of the Executive Management Program at SSE - Stockholm School of Economics (IFL-Handelshögskolan). He is the founder and coordinator of Swedcham's Legal & Business Committee (LBC). He is also legal director of Swedcham's Board of Directors, as well as managing partner of Fraga, Bekierman e Pacheco Neto - Advogados, a law firm with offices in São Paulo and Rio de Janeiro and worldwide alliances.*

*\*\* João Otávio Pinheiro Olivério, LLB at Catholic University of São Paulo (PUC-SP), is currently attending postgraduate studies of Business Management at Getúlio Vargas Foundation (CEAG/FGV). He is an associate lawyer of Fraga, Bekierman e Pacheco Neto - Advogados.*

# Venturus invests in the development of projects based on IMS technology

VENTURUS—AN INSTITUTE OF RESEARCH, DEVELOPMENT AND TECHNOLOGICAL INNOVATION—DEVELOPS SOFTWARE PROJECTS AIMED AT THE AREAS OF INFORMATION TECHNOLOGY AND COMMUNICATION (ITC), TELECOMMUNICATIONS AND AUTOMATION.

Currently, Venturus is developing a project of numeric portability on the IMS (IP Multimedia Subsystem) platform, enabling users of telecommunications services to change service provider without needing to alter the original telephone number. The objective of the rule established by Anatel, the National Telecommunications Agency, is to generate greater competitiveness among landline and mobile telecom operators as well as Internet service providers.

Another IMS technology application is to standardize the synchronism and interface with users (known as the "look and feel") among various devices (PC, handheld, cellular, etc.). In this manner, the executive of a certain company that wishes to receive information about production remotely will be able to access this data in a structured fashion, with the same characteristics he has on his own computer, with the necessary adaptations for each device.

IMS technology has proven to be efficient in intermediation between different accesses and applications, making it possible for the convergence of telecommunications networks to become a feasible reality.

Another noteworthy conquest involves Venturus' choice to develop the numeric portability system which landline and mobile telephone operators must offer to their users by 2009. This project was analyzed by Finep (the Studies and Projects Financing Entity, which is a public enterprise connected with the Ministry of Science and Technology), and in March of this year was approved to receive a financial allocation of BRL 1.6 million and given a period of 15 months to be concluded.

In a broader context, Venturus aims to be the preferred partner of Brazilian or multinational companies that believe that Brazil has a great growth potential in the sector of software for applications in Information Technology and Communication (ITC), telecommunications, automation, the automotive industry, etc.

According to Antonio Ribeiro Neto, Superintendent of Venturus, "if we look at BRIC (Brazil, Russia, India and China), Brazil is the only country whose culture and values are aligned with the western world, allowing for a better interaction with the developed countries of America and Europe. In the long term, we can be the

incubator of partnerships, owing to the flexibility of our software, engineering and systems companies, accustomed to being pioneers in innovative applications and services."

Ribeiro noted that one of the motivations to invest in projects based on IMS—a technology in which the institute is already considered a specialized center—is the possibility of creating new solutions that contribute to Brazil's technological evolution.

"In the near future, operators will be able to develop solutions for numeric portability with 100% local technology and support. Investments will be lower and convergent infrastructure will make these companies even more competitive," he comments.

Aware of the importance of creating new technologies, Venturus is investing in an approximation between the academic milieu and the industrial sector, so that Brazil may develop competences and generate new businesses throughout the country. With all this and much more, in its 13 years of existence the institute has become one of the strongest and most attractive partners in the areas of Research & Development & Innovation (R&D&I).

Counting on highly qualified professionals, Venturus develops software of high complexity for world renowned companies such as Sony Ericsson, Emerson Energy Systems and Ericsson Telecommunications, as well as offers assistance in negotiations on Research & Development incentive programs with the Ministry of Science & Technology.

Venturus is located in Campinas, a privileged region in the State of São Paulo, considered one of Brazil's largest technological hubs. The institute's objective is to continue conquering new markets in Brazil and abroad.

For more information, please access [www.venturus.org.br](http://www.venturus.org.br) ■

Antonio Ribeiro Neto,  
Superintendent of Venturus.





# Business Process Management is increasingly influencing sales activities

Never has the corporate world been through so many transformations as in this day and age, when the order of the day is collaboration. It is no longer possible to live with functional organizational structures, with rigid hierarchies, which ignore processes as a whole and only handle departmental activities. Often one doesn't even know if these activities add some value to the product or service supplied to clients.

For a better monitoring, transparency, increase in productivity and optimization of their operations, corporations have been opting to work in a more matriarchal way, where processes are receiving attention often greater than the departments involved.

But after all, what are processes? In a simplistic view, a process is seen as a graphic description of a sequence of activities that are related and their entries and exits. From a broader scope, a process must be seen as a practical demonstration of the application of a series of organizational resources, such as: generation of operational results, business strategies, client satisfaction; responsibility for activities; application of competences and abilities; IT utilization; application of norms and policies for operation and decision making; practice of authority in decisive processes.

And why should we think about processes? Describing a process requires dominion and knowledge about: the functioning of activities, responsibilities, how exceptions are treated, the decisive process and various other factors that are critical for business. Therefore, the capacity (or lack of) to adequately describe a process functions as a thermometer to assess which dominion the organization has over its activities. For this reason, most corporate management systems (ISO, SOX, PNQ norms, etc.) begin with the requirement for the description of the processes. Companies also seek to divide the processes in those which contribute to the company's Value Chain, such as for instance the mercadological macroprocess (comprising the following sub-processes: prospection, planning, pre-sale, sale and evaluation) and those which simply provide backup, such as HR personnel for example.

The Value Chain pertains to a group of factors responsible for the transformation of external resources to the business in products and services perceived by clients and shareholders as a solution to their needs, comprising: processes, competences, leadership, planning and strategy, information and communication systems, policies, procedures and norms, management and decision systems and organization. Thus, the Value Chain of the Supplier impacts on the Value Chain of the Company, which impacts on the Value Chain of the Distribution or Sales Channel and the latter on the Value Chain of the Buyer. It is clear that with this approach we no longer have to deal with stagnant activities.

This is all the more important when we observe automated sales services, such as for example B2B or B2C. By simply pressing down on a key, we unleash a whole buying, invoicing and delivery process. On most occasions, we don't even realize the complexity

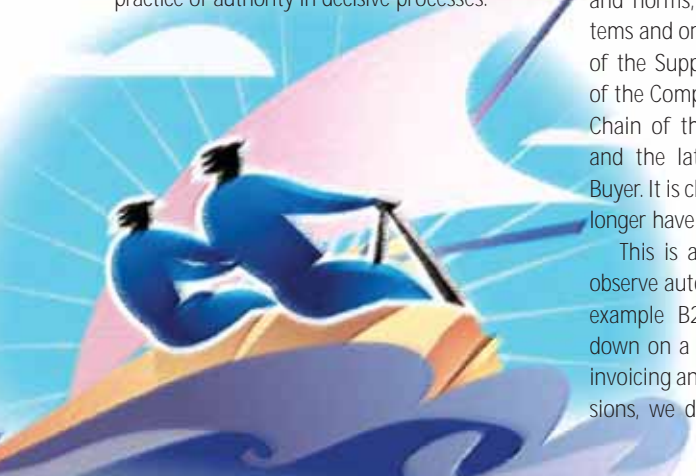
that involves this whole operation with its various sub-processes. There are various activities which with pre-determined and precise times need to be executed by people until the merchandise reaches the client. Thus, it is not enough to have optimized processes if the people involved do not have the competences required to develop them. We are used to saying: "You want to improve processes? Invest in people. You want to improve people? Invest in processes."

Sales professionals will have to become increasingly accustomed to acquiring knowledge that goes way beyond the characteristics of the products or services they are offering. There are quite a large number of segments or companies that have been adopting the use of remote, wireless terminals so that their sales professionals or their channels can assist their clients on line in an integral and instantaneous manner, with prices, delivery deadlines, information on the process of the orders, the products in stock, the manufacturing situation, and so many other important items for buyers. On the other hand, also on line, with the simple confirmation of an order by the salesman accessing the terminal, this activates all the procedures for the order to be met within the established deadline. Thus, by simply pressing a keyboard, one activates a process that involves activities in various sectors of a company.

All this automation is only possible when we work with processes and a strong IT support. Process Management is a methodology that seeks to integrate the activities of the different areas of a company (sales, finances, logistics, marketing, etc.) so as to improve and optimize processes and make them more efficient.

However, one must not forget that in all processes we will find people that perform certain activities that have required compe-

*Continued on page 42*




## Classified Sales & Services


Classified ads advertise products and services

Swedcham reserves the right to refuse any advertisement that it deems inappropriate.

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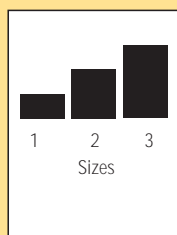


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Size 6: 3 columns x 9 cm .....	R\$ 300,00

## Swedcham Employment Services

### Special offer to Swedcham members

Swedcham now offers employment classifieds free of charge for individual Chamber members.

Send your employment information to [laura@swedcham.com.br](mailto:laura@swedcham.com.br) and we will formulate an ad for those seeking employment.

Companies who wish to advertise to find an employee will be charged a fee.

Contact:  
[brazil@swedcham.com.br](mailto:brazil@swedcham.com.br)

Swedcham Employment Services ads are free of charge for individual Chamber members who are seeking employment. The ads can contain one small photograph of the person and a text providing basic employment history and contact information.

**Ad Sizes: 8 cm x 6 cm**

Companies who wish to utilize these Employment Service ads in search of employees must pay for the classified space.

**The available ad size is:**

1. 16 cm x 12 cm R\$ 800,00
2. 8 cm x 6 cm R\$ 300,00

All company employment ads will contain only text and company logotypes and be in black & white.

Adriana de Lima Russo  
(11) 9188-9669  
[drim\\_russo@yahoo.com.br](mailto:drim_russo@yahoo.com.br)



**Area of interest:**  
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**Experience:**  
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**Knowledge:**  
Clinical attendance to inpatients (adults and children) at all the units of the hospital. Support to the inpatients' families, coordination of information groups and psychological evaluation of heart transplant candidates.

**Languages:** Portuguese, English and Swedish.

# ...Business

Continued from page 30

tences. In the case of a salesman who uses a remote terminal, the competence required for handling the terminal is an essential factor to successfully carry out the sale. That is, it is no use companies implementing a good process automation if they do not provide adequate training to their users or participants in the process. Unfortunately, a large number of companies are more than willing to release investments in the IT area but considerably limit their investments in the development of human capital. One must always remember that it is people who establish the strategy and processes within a company.

Today, besides basic competences related to sales, good sales professionals also need to know the processes of the companies where they work, in order to help improve these processes. In the same manner, they must also understand the processes of their clients, thereby creating new opportunities to offer solutions that add value.

Globalization, which leads to a horizontalization of activities, has generated innumerable opportunities, as long as one can see the whole picture. And we will only see the whole picture if we understand how the processes function, as well as the systems that support them and the people who work on them. Individual indicators are increasingly being joined by a large number of collective indicators that must be fulfilled, especially if they are included in the organization's Value Chain. It is unlikely that we will have a good group of sales and deliveries of products and services if we do not have a good process management and a well trained human capital. ■

*"Dieter Kelber is the executive director of the Advanced Institute of Intellectual Development (INSADI) and Coordinator of Swedcham's Human Capital Committee.*

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