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Brazil is Volvo Cars' fastest growing market worldwide

Anders Norinder, the company's President for Latin America



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Cover photo: Alexandre Socci



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Brazil is Volvo Cars' fastest growing market in the world

"BRAZIL & SWEDEN/NORWAY" RECENTLY INTERVIEWED ANDERS NORINDER, PRESIDENT OF VOLVO CARS FOR LATIN AMERICA AND THE CARIBBEAN. NORINDER WAS RECENTLY ELECTED A MEMBER OF BOTH THE CHAMBER'S BOARD OF DIRECTORS AND NEWLY ESTABLISHED ADVISORY BOARD. HE IS VERY POSITIVE ABOUT THE OUTLOOK OF VOLVO CARS' SALES IN BRAZIL, WHICH IS THE COMPANY'S FASTEST GROWING MARKET IN THE WORLD.

Norinder, 42, is from Gothenburg, where Volvo Cars was originally founded in 1927 as a spin-off of ball-bearing maker SKF. It was not until 1935, when AB Volvo was introduced on the Swedish stock exchange, that SKF sold most of the shares in the company. Volvo Cars, which has been operating in Brazil since 1991, was owned by AB Volvo until 1999, when it was acquired by the Ford Motor Company and placed in its Premier Automotive Group—which then included the Aston Martin, Jaguar and Land Rover brands. In March this year, Zhejiang Geely Holding Group, China's largest privately-run car manufacturer, agreed to buy Ford Motor's Volvo car unit for US\$ 1.8 billion, the country's largest overseas auto acquisition.

Geely Chairman Li Shufu stated that Volvo Cars would remain a separate company with its own management team based in Gothenburg. He said it was important that Volvo stayed close to key suppliers. The deal is expected to be closed in the third quarter.

The Ford Motor Company decided to consider putting Volvo Cars on the market in December 2008, after suffering losses that year. On October 28, 2009, Ford confirmed that, after considering several offers, the preferred buyer was China's Geely. A definitive agreement was signed on March 28 this year.

Volvo Cars produces models ranging from SUVs, station wagons and sedans to compact executive sedans and coupés. It has some 2,500 dealerships worldwide in 100 markets, with 60% of sales coming from Europe.

"I have worked for Volvo for 16 years, of which close to 15 years outside of Sweden. I have worked and lived in Australia, Indonesia, Singapore, Malaysia, Brazil, Mexico and I have been back in Brazil for a year and a half now," said Norinder. The executive is married to a Brazilian, Daniela, and they have two children, Isabella and Erik (8 and 5 years old).

"All in all, I have been close to 11 years in Latin America, of which 7 in Brazil. I assumed responsibility for our Brazilian operations in 2002, accumulating Argentina in 2004. The following year I moved to head Volvo Cars in Mexico and since the end of 2008 I am president of Volvo Cars for Latin America (including Mexico, from Chihuahua to Ushuaia) and the Caribbean." Norinder replaced John Peart, who left his position as president of Ford Motor's Premier Automotive Group to take over the helm of the Land Rover and Jaguar brands that Ford sold to Tata Motors, an Indian company perhaps best known for its heavy trucks.

Asked what are his impressions of Brazil as a country in general and as a market for Volvo Cars in particular, Norinder observed that Brazil has shown a tremendous growth over the last few years. "When I took over as head of the Brazilian operations in 2002 until I moved to Mexico, we had an annual sales volume of around 300 cars. In the first quarter of 2009, we sold the same volume and in the month of April alone this year we sold the same amount of cars, for example. This is an amazing growth! In 2009, Brazil was the fastest growing market for Volvo Cars in the world, up 96% compared with 2008, with sales jumping from 1,098 to 2,150 units."

The company's flagship product in Brazil is the XC60 utility vehicle. Norinder observed that the good performance of Volvo Cars in Brazil is very much related to the beginning of sales of the XC60, which was first introduced on this market at the São Paulo Auto Show in 2008. Last year, 1,498 units were sold, making it the model most sold by the company in one

single year in Brazil. "The XC60 was responsible for approximately 70% of the total 2009 sales volume, and the car is also the first Volvo model to top the mark of 1,000 units sold in 12 months in Brazil," he said. "This is a milestone for our company in this country."

Volvo's leader in sales in 2008, the C30 hatchback, came in second place last year with 453 units sold, followed by the XC90 (79 units), S40 (57) and V50 (35).

With the inauguration of a store in Santa Catarina in August this year, the number of Volvo Cars dealerships in Brazil will total 19. The next state on the agenda is Espírito Santo, "but given the fact that that we have actually ran out of cars, we will only open this dealership in Vitória, the state capital, next year," Norinder said.

According to the executive, the main challenges for Volvo in Brazil are "to ensure we keep growing with the market, and to introduce our new models like the brand new S60 sedan. We also need to make sure that our aftersales operations keep the same pace as our sales. We must exceed our customers' expectations when they take the cars to service. It's difficult for us to find trained personnel, but we are focusing a lot right now on developing our technical staff as well as on ensuring the supply of parts. My personal challenges in Brazil are quite similar, but essentially they are retaining, developing and recruiting new team members."

At the beginning of the decade, Brazil was the only market for armored, bullet-proof versions of Volvo cars in Latin America although it is not the only violent market in the region (there are Colombia, Mexico, Venezuela and Haiti). The company now also sells some armored versions in Colombia (with a

lower percentage than in Brazil), "but unfortunately the number is increasing in Mexico. We are not at this point in time present neither in Venezuela or Haiti," said Norinder. With regard to the share of armored versions in Volvo Cars' sales in Brazil, he added that "it's difficult to say as there are no official data but percentage-wise the share is declining compared to the early 2000s."

Norinder stressed that "it is my firm belief that we will see a great growth of the Volvo brand in most Latin American markets in the next few years. My personal and professional plan is to reach 14,000 cars by 2013. This should be compared to 4,800 in 2009. The main driver will be Brazil, but markets like Chile and Colombia will show fantastic growth opportunities and Mexico will bounce back."

Asked what are his favorite travel destinations in Brazil and abroad and if he has any special hobbies and/or pastimes, Norinder replied that "there are so many amazing places in Brazil that it's almost impossible to choose favorites but Rio is Rio after all. Plus I'm a big fan of the interior of São Paulo State. It's such a great contrast to the city of São Paulo."

"In Latin America, I also very much appreciate Peru. The problem is that this part of the world is so rich, exciting and beautiful that in the end it's actually impossible to choose which country one prefers," he added.

"On a personal note I'm a devoted cook. Before joining Volvo I was actually a professional cook and I still try to cook dinner ever night for my family. With its rich variety of food, Brazil is certainly a great source of inspiration but I leave the *churrasco* to the Brazilians," Norinder concluded. ■

Anders Norinder during his interview with "Brazil & Sweden/Norway" at the Volvo Cars dealership on Avenida Europa in São Paulo.



500 Miles of Granja Viana – Worldwide exposure for your company!



Felipe Massa

On December 11, some of the world's fastest Swedes will come to Brazil. Together—Kenny Bräck, Rickard Rydell, Jan “Flash” Nilsson and Frans Bergman—they form the team that will take Sweden to new victories. In order to succeed they need your commitment. Do like Volvo Cars and Elanders and sponsor the Swedish Racing Team!

The 500 Miles of Granja Viana Kart Race was run for the first time in 1997, as a seasonal closure of various world drivers in Formula 1, Indy Car, GP2, F3, Stock Car, Formula Truck, Moto GP and Kart. Since then the event has grown each year. On average, about 70 teams participate. The race runs for 12 hours, with driver changes just as Le Mans.

The roster for the 500 Miles of Granja Viana has since its inception in 1997 included some of the greatest profiles in motor sport: Rubens Barrichello, Alex Zanardi, Felipe Massa, Juan Pablo Montoya, Lucas Di Grassi, Antonio Pizzonia, Gil de Ferran, Marco Andretti, Hélio Castroneves, Tony Kanaan, Christian Fittipaldi, Jimmy Vasser, Oriol Servià, Dan Wheldon, Dario Franchitti, Nelsinho Piquet, Lu-

ciano Burti, Ricardo Zonta, and others.

Ferrari Formula 1 driver Felipe Massa won the 500 Miles of Granja Viana on December 7 last year. The famous kart race held in Cotia near São Paulo was won by Massa for the first time in 1997, the very first race, when he was only 16!

The race is broadcasted live on television and also covered by radio, cable TV and newspapers worldwide, including: Rede Globo, Bandeirantes, Gazeta, SporTV and ESPN. Every year some 460 column meters of written material about the 500 Miles of Granja Viana are published. Buying ad space and corresponding editorial space in print media and the Internet would cost more than 4 million Reais!

We count on your participation! Together we will make this event a great success. You and your company will get worldwide exposure and it will also be great fun!

Please contact Jonas Lindström at the Chamber to find out more (55 11 3066-2590 or jonas@swed-cham.com.br)

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EDITORIALS



Jonas Lindström | Johnar Olsen

The World Cup has started and Brazil is again in a festive mood. It is amazing how big this event is and how full of expectations the Brazilians are. With good reason, the country has won five titles and is the only one that has participated in all World Cups. Brazilians and many other people around the world are now hoping for a sixth title.

In Sweden, people are in a celebration mood anyway even though the country did not make it to the World Cup. For months the subject has been the Royal Wedding between Crown Princess Victoria and Daniel Westling. I am sure that I speak for the whole Swedish community in Brazil when I say that we wish Victoria and Daniel a very happy marriage!

At Swedcham, things are busy as always. We have organized 20 events so far this year, which practically means one per week. Our role as a door opener is more important than ever and we see how important contacts are made all the time. Our new Board of Directors was elected in April, and we are very happy to announce that we now also have a complementary Advisory Council consisting of 23 CEOs from our major contributors.

The Brazilian economy is doing great and we recently saw that GDP growth for the first quarter was 9%. Swedish industry in Brazil is also showing good numbers and interest from companies in Sweden to come to Brazil is increasing further and we hope to soon have our office space fully rented out. At the moment we have some office space available, so if you are looking for a place to work from in São Paulo, you are more than welcome to get to know our modern facilities and the other services we can offer your company.

Finally, I would like to thank Christer Manhusen who is now stepping down from his position as our Chairman. What he has meant to the Chamber cannot be expressed in words. No one could have asked for a more competent and enthusiastic Chairman. We are all very pleased to know that Christer will stay as the Chairman of the Advisory Council and as the Vice Chairman of the Board. The Board of Directors is formed by ten highly competent people who are long-standing members and friends of the Chamber. The new Chairman is Nils Grafström, head of Stora Enso Latin America. Nils has taken on the new challenge full of inspiration and already come up with constructive suggestions for the Chamber. Nils, I and my staff, are looking forward to working together with you!

Jonas Lindström

Executive Secretary, Swedish-Brazilian Chamber of Commerce

This is my first editorial as Chairman of the Norwegian Brazilian Chamber of Commerce and I'd like to start by thanking Kjetil Solbraekke, former Chairman and my personal friend.

Kjetil, it was an honor for the NBCC having you as Chairman for one year! I have no doubt that you will never forget 2010 due to the fact you had big changes in your professional life including the decision to move from Brazil to England. Besides all your daily challenges during this period, you still managed to coordinate the NBCC, increasing its importance before the Norwegian community in Brazil and worldwide. On behalf of all NBCC members, I wish you great success in this new stage of your life. I have no doubt it will be another success for you because you have the courage to face changes and talent to make it profitable for everyone. Take care and stay close!

And for all our readers, I must say I've been following this magazine for more than 15 years, since I was a young engineer working at a workshop as tools department coordinator for "Kamyr" (which later became Kvaerner and today is Aker Solutions). At that time, I had no idea I would end up writing this editorial! Why am I saying this? First of all, because Brazil & Sweden/Norway is already part of the history being made between these three countries. Secondly, because I would like to see my words become a source of inspiration for any young person starting their career now. One must always believe in one's potential and have ethics as a guide in development towards success.

You may be wondering, because of my name: "is he Norwegian?" I am not Norwegian by birth but I am Norwegian by heart. I am descended from one of the first Norwegian immigrants in Brazil back in 1850, from Støren, south of Trondheim. Cutting a long history short, he was supposed to arrive in San Francisco, California, but ended up in São Francisco do Sul, in Santa Catarina.

I have now a big challenge ahead of me: to make the NBCC more operational-oriented, dealing with difficult tasks faced by Norwegian companies and to increase the satisfaction of our members. Due to the interest displayed by newcomers in our market, this will be a busy year. Of course I will not be able to accomplish all of it on my own, and this is the reason we've gathered a capable team of board members and elected as our vice-chairman Tor-Ove Horstad – the man behind the biggest Norwegian investment in Brazil ever by Hydro.

Johnar Olsen

Chairman, Norwegian-Brazilian Chamber of Commerce

A word from the outgoing Chairman



Outgoing Swedcham Chairman Christer Manhusen (right) hands over the gavel to incoming Chairman Nils Grafström.

Dear Members,

At the Swedcham General Assembly meeting on April 29, I announced that I was stepping down as Chairman. After eight years, it is time. At an extra board meeting, Nils Grafström (head of Stora Enso Latin America) was elected the new Chairman, and I warmly congratulate both Nils and the Chamber for this nomination. Nils has for many years enthusiastically supported the Chamber and has also been a very active board member. As a matter of fact, Nils even preceded me as Chairman, but had to wait these long years to get the gavel back!

I will not leave the Chamber just yet. I will remain on the Board, and I will also chair a newly established Advisory Council, formed by Swedcham's major sponsors and contributors. (For the complete list of Advisory Council members, please see page 36)

These years have seen the Chamber go through radical changes. Sometimes it has been a rough ride, but with the loyal support of you, our Members, and that of a never flinching Board of Directors, and a hardworking staff, I think that we can be more than satisfied, even proud, of where the Chamber stands today.

At the recent General Assembly, a new strategic plan was approved. It will be our Executive Secretary Jonas Lindström's task to strike the right balance between the Chamber's income generating activities and member services. The balance is delicate, but can and must be found. The guiding star, however, for all that is being done in the Chamber, is the approval and satisfaction of its Members.

We see new opportunities on the horizon, including for instance the World Cup and the

Olympics. Surely there must be possibilities for the Chamber to support Swedish companies interested in the business that will develop in connection with these mega events.

A most important part of the plan is to recruit new, and not least younger, members to the Chamber. For instance, we would welcome a Junior section.

As to the much discussed issue of consultancy, it has now been decided that the Chamber will act as a "gateway" for leads that come in. These leads will then be distributed among member consultants. There will be no in-house consultancy.

On a personal note, I want to warmly thank all of you for these years, for the trust and confidence you vested in me and for your friendship. Together we have cemented our Chamber's almost six-decade role as the pillar of the Swedish-Brazilian business community not only in São Paulo but also in the rest of Brazil. My gratitude and appreciation also go to my fellow Board Members and to the executive secretary and his team. Without their dedication and hard work, the Chamber would not be where it is today.

Having said that, there is no lack of challenges ahead. Times are uncertain, and the Chamber must be prepared to weather the storm if and when it breaks out. And the new plan shall be implemented, which means hard work. Undoubtedly, Nils and the Board and Jonas and his staff will meet these challenges with flying colours. But the fact remains, your support to the Chamber is vital.

Warm regards to all of you!

Christer Manhusen

Swedcham Board

First Honorary Member:

HM Queen Silvia

Executive Members:

Nils Grafström

Chairman, Head of Stora Enso Latin America

Christer Manhusen

Vice Chairman, Former Swedish Ambassador to Brazil

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CFO Kuehne + Nagel

Nils Bonde

Former President Fademac Brasil

Jonas Brännerud

President Elanders in Brazil

Peter Hultén

Former Director Banco Mercantil de São Paulo

Anders Norinder

President Volvo Cars Latin America

Therese Otterbeck

Organizational Development Consultant

Thank you, Christer!

First of all, I would like to thank our Board for electing me as the Chamber's new Chairman.

As incoming Chairman, I would also like to take this opportunity to warmly thank our outgoing Chairman, Christer Manhusen, for the excellent work he has done during his eight years as Chairman.

Christer was instrumental in steering the Chamber into partially new roles with an increased focus on services to our members. Today, the Chamber is a natural center for the Swedish business community in Brazil, as well as for many Brazilian companies with Swedish connections. The Chamber has a solid ground for further development, with an ever increasing number of members – very much thanks to the devoted work of Christer.

Christer hands over the Chamber in excellent conditions and it is an exciting task to lead Swedcham further together with the Board, the Executive Secretary and his staff. We have well defined tasks ahead of us and great opportunities!

Nils Grafström
New Swedcham Chairman

Our new Chairman

Swedcham extends a warm welcome to its new Chairman, Nils Grafström, head of Stora Enso Latin America.

Grafström, who joined Stora Enso in 1980, first came to Brazil in 1997, and was the company's first employee in Latin America. He was posted in São Paulo until 2001, being appointed CEO of Veracel, a joint venture between Stora Enso and Aracruz (now Fibria), with the task of planning and building the largest ever pulp mill in the State of Bahia. The project was on hold from 2001 to 2003.

After working in London from 2001 to 2003, Grafström came back to São Paulo to step up Stora Enso's overall activities in Latin America. The company now has around 4,000 employees in Latin America, mainly in Brazil and Uruguay. The pulp mill in Bahia is in operation, being one of the largest foreign investments in Brazil during the President Lula Administration.

Grafström, who is married to Wivi-Anne and has two grown-up daughters, is also a member of the Board of Bracelpa (the Brazilian Pulp & Paper Association) and the World Childhood Foundation in Brazil, as well as Chairman of the Board of the Scandinavian Church. ■

Food for thought with Professor Bolivar Lamounier

On June 1, Swedcham and Stora Enso organized a successful evening with food for thought followed by a reception hosted by Nils Grafström, Head of Stora Enso Latin America and Swedcham's new Chairman.

The event, which attracted more than 50 people including top executives from some 20 companies, was held after the first meeting of the Chamber's newly-established Advisory Council, which is led by Christer Manhusen, Swedcham's previous chairman. The members of the Council were present for the excellent presentation and reception.

The food for thought was provided by Professor Bolivar Lamounier, a well-known political scientist and commentator, who talked about the upcoming presidential elections. Professor Lamounier, as many of us remember, has been a much appreciated guest at the Chamber on previous occasions.

Professor Lamounier has a Ph.D. in Political Science from the University of California, Los Angeles. He was co-founder and first President of IDESP (the São Paulo Institute for Economic, Social and Political Studies), one of Brazil's leading private, non-profit research organizations, with which he remains associated as a senior member. He has published numerous studies on Brazilian and comparative politics—some of which with former President Fernando Henrique Cardoso. ■

A large crowd gathered for Professor Bolivar Lamounier's presentation.



(Left to right) Swedcham member Lars Björkström, Advisory Council Chairman Christer Manhusen and Nelson Findeiss, former President of Tetra Pak in Brazil, enjoy the excellent buffet served at the reception offered by new Chamber Chairman Nils Grafström.



(Left to right) Borje Jerner of Kinnarps, Stig Ivan Dale, Scania Latin America President Sven Antonsson and Chamber Board Member Peter Hultén at the reception.



New Swedcham Chairman Nils Grafström addresses members of the Chamber's new Advisory Council at its meeting prior to Professor Lamounier's presentation.

Therese Otterbeck talks to Advisory Council members about the Competence Development Programs to be introduced by Swedcham.



Swedcham/Trelleborg Golf Tournament a big success



Stig Ivan Dale (left) in action.

The Swedcham-Trelleborg Golf Tournament, held May 15-16 in Avaré (a city in the State of São Paulo located 270 kilometers from the capital), was a big success.

The event, marked by good weather and great company, was an excellent opportunity for a relaxing family weekend in beautiful Avaré. Most of the players stayed at the Acquaville Hotel, which offered excellent service and a wonderful view of the Jurumirim Dam. The hotel's many attractions included a private beach for guests and swimming pool.

The initiative for the Golf Tournament came from Nils Olof Nöjd, head of Trelleborg Wheel Systems in Brazil and a golf enthusi-

ast. The event was planned and held by the Chamber in conjunction with Trelleborg.

The tournament was held on Saturday at the Avaré Golf Club and on Sunday at the Avaré Campo de Golfe. We would like to express our warmest gratitude to the administration of Avaré for all their assistance.

The winners were Richard Goldfarb (first prize), Luiz Cláudio G. Recchia, Nils Olof Nöjd and Akemi K. Yamazaki (who received a special award for being the sole female player).

The Golf Tournament was sponsored by Trelleborg, Kuehne + Nagel, Volvo Cars, Volvo do Brasil Veículos and Elanders. Thank you all!



Jonas Lindström with Ian Bonde, who won a prize for the Longest Drive.



Tony Lindström prepares for his tee shot above the waters!



The Saturday trophy table.



Developing leadership in international organizations

By Therese Otterbeck*



Why should an organization invest resources and time in leadership development? Is this question still valid or have most organizations come so far that leadership development is part of their framework? The opinions will most likely differ, but many of us agree that effective leadership development is essential to any business today—the main reason being that leadership skills that worked well in the past are quickly becoming outdated in today's fast-paced world. To be effective as a leader in today's business environment, one needs to have a great deal of self-awareness and know-how to constantly adapt to and drive change.

Organizations are complex: they are populated by people whose behavior is hard to predict. Large organizations normally include a complex range of people, departments, technologies and goals which, in itself, is an open system dealing with a constantly changing, challenging and unpredictable environment.

How can the so important lessons and learnings be extracted? It is not easy, yet the rapidly shifting business scenario requires organizations to learn better and faster. The core challenge of leadership is to be able to find the direction, to define a vision, and lead the organization towards its goals. Very few leaders will have all the talents and skills needed to succeed, but self-awareness and recognition of individual strengths and weaknesses are certainly the first two ingredients to look out for.

Most managers, to become leaders fully equipped to deal with today's business challenges, need regular injections of development interventions. It is clear that organizations which develop leadership skills within a strategic context and in a routinely disci-

plined manner will experience a positive impact on the business result. The leaders of an organization determine whether it succeeds or fails. They need the skills to define the strategy for their organization, they need to inspire others to follow, and successfully meet their mission objectives.

Given its importance and critical aspects, the next question is who should take part in a leadership development program?

Identification of participants should be carried out by business managers together with HR professionals, using job performance reviews as well as other significant information, which could be informal feedback from direct managers and colleagues. Some of these individuals should naturally be included in the organization's succession plan and, if possible, be assigned a mentor within the organization to further increase support and learning. A strategic approach to leadership development helps an organization determine if it has the right people, with the right skills, and in the right positions. Leadership development is not only important for individuals, but critical for organizational success—both for now and for the future.

Most leadership development programs, in-company or external, would typically include information and exercises on self-awareness, feedback, group work, personal reflection, business cases, vision, mission, and strategy, one-to-one coaching, and action planning and projects. Delivery methods for management or leadership development should be mixed, using a blended learning approach: institutional (classroom based), experiential learning, coaching, action (on-the-job) learning and 360-degree feedback.

The most common objectives for leadership development are the ability to engage

and retain individuals with high potential, the ability to improve general pipeline strength for executive level positions and succession planning, the development of leadership competencies, the increase of self-awareness among the leaders, and finally the development of strategic thinking skills through a better understanding of the business model.

By providing a larger, more appropriate pool of internal candidates, thus creating a strong leadership infrastructure, an organization reduces its need to go outside to find potential candidates for strategic positions. This, in turn, reduces the costs and increases the effectiveness of recruiting and selection. Development and promotion from within are one of the most meaningful parts of an employer-of-choice culture and a powerful motivational tool.

Today's business world requires a leadership approach that is very diverse. Good leaders know that the very existence of differences is vital in any management team. Leaders today, as well as in the future, will have to struggle with a complex, rapidly changing environment with difficult problems on many fronts. No individual will be able to shape the best answers alone. Investing in strategic leadership development programs, making sure the participants of these programs have strong support from their managers and mentors within the organization, will have a positive and lasting impact on results and help develop and retain high performing employees—those employees the market is fighting for and somehow guarantee future success. ■

** Therese Otterbeck is an Organizational Development Consultant and the new Coordinator of Swedcham's Human Capital Committee.*

Change of captain at the helm of Volvo

By Hans Kastendal



◀ Mikael Bratt, CFO at Volvo AB, presents the company's farewell gift to Tommy Svensson.



◀ Björn Ingemansson, head of the Volvo Trucks International Division, Tommy Svensson and his wife Monica and the table made of stones from Minas Gerais State, presented by the Volvo dealer organization.



◀ Björn Ingemansson hands over Volvo AB's gift consisting of fishing equipment to catch lobster.



◀ Castelo do Batel in Curitiba, a well-known venue for fashionable events.



Tommy Svensson (right) symbolically hands over the helm of Volvo do Brasil to Roger Alm (right) as Swedcham representative in Curitiba Hans Kastendal looks on.

After six and half years of presidency at Volvo do Brasil Veículos Ltda. in Curitiba, State of Paraná, Tommy Svensson has left the city and Brazil and has handed over the helm to Roger Alm, another well-versed Volvo executive working within the Volvo group of companies for more than 20 years.

On March 26, a combined farewell and welcome dinner took place at the event venue Castelo do Batel with some 200 guests consisting of local Volvo folks, dealers, suppliers, and authorities from the government of Paraná as well as from the city of Curitiba. Representatives from the Swedish Embassy in Brasília as well as from the Swedish-Brazilian Chamber of Commerce also participated.

In the very imposing dining room, nicely embellished with candles and flower decorations, the musical performance of the evening started with the Sympho-

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The musical performance of the evening started with the well-known Brazilian song "Aquarela do Brasil", played by the Symphony Orchestra of Paraná. ▶



Some 200 guests were invited to the dinner at Castelo do Batel. ▶



(Left to right): Anders Lundwall, Vice President of the Stockholm Chamber of Commerce, Brazilian Ambassador to Sweden Antonino Mena Gonçalves, Elisa Sohlman of the Brazilian Chamber of Commerce in Stockholm, and Jonas Lindström, Executive Secretary of Swedcham in São Paulo.

Seminar on Brazil

A half-day seminar entitled "Brazil: the country of opportunities" was held in Sweden on May 7 at the Stockholm Chamber of Commerce.

The seminar, held by the Brazilian Chamber of Commerce in conjunction with the Stockholm Chamber, was held at the latter's facilities and attracted more than 50 participants, including Swedish-Brazilian Chamber of Commerce Executive Secretary Jonas Lindström and Peter Rowland of Brazilian Business Partners (BBP).

The seminar was opened by the Vice Presi-

dent of the Stockholm Chamber Anders Lundwall, followed by Brazilian Ambassador Antonino Mena Gonçalves, who spoke about the opportunities to increase trade between Brazil and Sweden.

Lindström and Rowland explained why Brazil is the country of opportunities and finally Hugo Oljemark, head of the Brazilian Chamber and Swedcham's representative in Stockholm, talked about the role of the Brazilian Chamber and the possibilities to participate in various trade fairs in Brazil at a reduced price. ■

freight from the whole of Scandinavia. Gothenburg has the largest port in Scandinavia.

The ideas of trade and industry are to grow and develop into healthy, profitable companies. They need good breeding grounds as a new cooperating market. The Västra Götaland region works for example with developing entrepreneurship by interesting young people in enterprise, supporting innovations and providing financing of different kinds to support companies.

Compared to the rest of Europe, Västra Götaland tops the ranking when it comes to trade and industry investment in R&D. In order to continue to be attractive for research and development, it is important that its universities and other institutions of higher education maintain a high international standard. Good cooperation between companies and institutions of higher education is very significant.

The main objective for BHS in Västra Götaland is to build a platform of information that will create new business opportunities and that will also create new networks connecting enterprises and organizations in both countries.

We welcome all organizations and enterprises to contact our representative in Gothenburg to know more about our work. Our first seminar will take place in Gothenburg during the fall and the information will be sent in the beginning of September. ■

Return visit from Taboão da Serra

In the spring of 2009, Sundbyberg began a cooperation with the city of Taboão da Serra in the State of São Paulo. The cooperation may fit within the framework of the Swedish government's new export platform, "SymbioCity". Through cooperation, there is a great potential to further disseminate Swedish environmental technology that already has a very good reputation in the world.

From May 31 to June 2, we received a delegation from Taboão da Serra, which consisted of the city's Mayor, Dr. Evilásio Farias, City Council spokesman Paulo de Souza Felix and two officials from the Sundbyberg city administration.

The topic of the visit was sustainable

Continued on page 42

Delaine Basso Tömmervik



BHS has new business advisor

Brasilianska Handelskammaren Service AB (BHS) in Sweden is expanding and has a new business advisor in the Västra Götaland region.

Delaine Basso Tömmervik will represent BHS in South Sweden. She is based in Gothenburg and her responsibility is to inform about business development in Brazil as a new market.

The Västra Götaland region has a huge potential in the sectors of industry, trade, service and R&D. These could bring good business opportunities in Brazil especially in the areas involving environment and innovations related to clean tech.

Västra Götaland is Sweden's foremost region for transportation and industry and a transit zone for

2010 is an Election Year

By Annika Markovic
Swedish Ambassador

This year is an election year both in Brazil and in Sweden. And it will be the first time in “post-military” Brazil that Lula is not a candidate for President. So I thought I might use this column to reflect on what the elections could mean for the relations between Brazil and Sweden. And my conclusion would immediately be that there is no reason to believe that a change in Government in Brazil or in Sweden would change the basic interest there is to continue the development of our strategic partnership. I am confident that this partnership is strong and will continue to develop in the years to come to the benefit of both our countries.

At the time of the writing of this column, we have just received the news from the EU-LAC summit with 60 participating Heads of State and Heads of Government in Madrid. It certainly is the summit when things start moving on the trade front. The Heads of State and Heads of Government of the EU and Mercosur decided to re-launch the trade negotiations that have been frozen since 2004. That is indeed a very good step towards creating an open market of about 1 billion people. Climate change as well as the global economic situation were also on the agenda for the world leaders. But they also focused on innovation and high technology partnerships to get the economic growth going in a sustainable way.

The next strategic partnership summit between the EU and Brazil will take place in Brasilia on July 14. As has been the case in the previous three summits, CNI and BUSINESS EUROPE will organize a parallel business summit inviting company representatives on the highest level from both sides to participate. This business summit is a platform for individual companies to influence the political agenda of the strategic partnership.



Photo: Drasko Markovic

The joint declaration from last year's business summit in Stockholm focused on three core questions: how to boost investment in the crisis and its aftermath, how to foster trade and combat protectionism, and how to deal with the challenges and opportunities of climate change, energy and trade. The business leaders recognized that the area of taxation was particularly difficult and called for the creation of an EU-Brazil Investment and Tax Council. They also concluded that a Public and Private Partnership was key to long-term growth and development. With your contribution, we are hoping that this year's Business Summit will have many more concrete proposals on how to enhance our strategic partnership, in particular in the field of trade and investments.

Coming back to the elections, an election in Sweden is “simple”. We go to the polls on September 19, place our votes and in the evening news we get the more or less confirmed results. On the same day there will also be regional (Landstingsval) and local (kommunval) elections. We vote for a party but we also have the option to vote for an individual party member. About 7.000.000 people have the right to vote in the Swedish election. There are currently seven parties in the Swedish parliament. Most probably there will still be seven parties in the parliament after the election as well.

The current Government is based on an alliance of four parties. The remaining three in the opposition are now also forming an alliance. At the time of writing this article, it is too early to say anything about the possible result and the opinion polls are swinging, underlining the fact that the voters are still not focusing on the election but more on the FIFA World Cup in South Africa and the approaching summer holidays.

In Brazil, it is a bit more complicated since the election is both for the Head of State (the President) and the Vice President as well as to the Congress (all 513 members of the Chamber of Deputies and 2/3 of the 81 Senators) and also all the Governors of the 27 states including D.F. About 133 million people will have the right to vote in the elections. At the time of writing there are three pre-candidates for the Presidency post, Dilma Rousseff from the PT, José Serra from the PSDB and Marina Silva from the Green Party (PV). And from the opinion polls we can at least conclude that there will be two rounds of voting—the first round on October 3 and the second one, if necessary, on October 31. The new President will be inaugurated on January 1, 2011. And no matter who it will be, I am confident that the strategic partnership between Sweden and Brazil will continue to strengthen in the years to come. ■

Swedish elections this year:

Who can vote living outside Sweden?

In order to vote, the person must be registered in the Swedish Election Register. An Election Register is created by the Swedish Election Authority before every election in Sweden.

The information in the Election Register is based on the information supplied in the National Registry 50 days before the day of Election.

Swedish citizens having left Sweden within 10 years before the day of the Election will automatically be registered in the Election Register.

Swedish citizens having left Sweden more than 10 years ago and wanting to vote in the Swedish Election 2010, have the possibility to be registered in the Election Register by sending the Form SKV No 7842 ("Ny adress/röslängd för utvandrad, Anmälan"), which can be found on the website of the Swedish Tax Authority, duly filled in to:

Skatteverkets inläsningscentral
Enhet 2001
SE-839 86 Östersund
Sverige-Sweden

In order to be registered in the Election Register, this Form should arrive at the Swedish Tax Authority at least 50 days before the Election day.

ELECTORAL (VOTING) CARD

The Swedish Election Authority will establish a special Electoral Card (utlandsröst-kort) for Swedes living abroad. These Electoral Cards will be sent to voters at least 50 days before the day of Election.

If a voter has lost his or her Electoral Card, the Swedish Embassy or the two Consulates-General in São Paulo and in Rio de Janeiro could provide a substitute Electoral Card. At all the other locations an Electoral Card is required to vote. If you have not received your Electoral Card and want to vote you have to vote at the Embassy in Brasília or at the Consulate in São Paulo or in Rio de Janeiro.

Any voter wishing to vote at the locations mentioned below MUST bring and present an identity card (NO EXCEPTIONS).

WHERE AND WHEN THE VOTING IN THE SWEDISH ELECTION WILL TAKE PLACE:

Embassy of Sweden in Brasília

SES – Av. das Nações, Qd 807, Lt 29 - 70419-900

Brasília DF

August 26, 30, 31, from 09:00-12:00, 14:00-16:00

August 27 from 09:00-12:00

September 1 from 09:00-12:00, 14:00-16:00

Consulate General in Rio de Janeiro

Rua do Ouvidor, 108, 2o andar 20040-030 Centro

Rio de Janeiro-RJ

August 26, 30, 31 from 09:00-12:00, 14:00-16:00,

August 27 from 09:00-12:00

August 28 from 10:00-13:00

September 1 from 16:00-20:00

Consulate General in São Paulo

Rua Arandu 205, Conj 1009 - 04562-030 Brooklin Novo

São Paulo-SP

August 26, 30, 31 from 09:00-12:00, 14:00-16:00,

August 27 from 09:00-12:00

August 28 from 10:00-13:00

September 1 from 16:00-20:00

Swedish-Brazilian Chamber of Commerce in Curitiba, Paraná

Rua Voluntários da Pátria 475 - Edifício ASA, conj. 805

80.020-000 Curitiba - PR

August 27 from 09:00-12:00

August 28 from 10:00-13:00

Consulate in Fortaleza, Ceará

Rua Rocha Lima, 371 – Joaquim Távora 60135-000

Fortaleza CE

August 27 from 09:00-12:00

August 28 from 10:00-13:00

Consulate in Salvador, Bahia

Av. Tancredo Neves 1632 - Ed. Salvador Trade Center

Torre Norte, Conj. 1504/05

Caminho das Árvores 41820-020

Salvador – BA

August 27 from 09:00-12:00

August 28 from 10:00-13:00

Porto Alegre, Rio Grande do Sul

(location not decided yet)

September 5 from 09:00-12:00

September 6 from 10:00-13:00

This information will also be published on the Embassy's website and sent to the Consulates.



The Swedcham delegation meets with Minister Marco Aurélio Mello of the Federal Supreme Court (fourth from left).



The delegation with Senator Heráclito Fortes of the DEM (third from left).

Chamber organizes 4th trip to Brasília

On May 11 and 12, a group of Swedcham members once again visited Congress and this time also the Federal Supreme Court in Brasília. The objective with this traditional trip is to familiarize our members with the country's capital and the corridors of power—as well as remind politicians and the federal authorities about the importance of Swedish industry in Brazil. This trip must be considered a success as again this time around we met with very interesting and influential people.

The program started with a half-day meeting with the Senate's Infrastructure Committee, where we were given a thorough presentation of PAC and the legislative process. In the afternoon we first spent a good hour with Minister Marco Aurélio Mello at the Federal Supreme

Court—needless to say, this encounter was both enlightening and fascinating. Later on we met with Senator Cristovam Buarque (PDT) and Senator Heráclito Fortes (DEM) with whom we had a good and open discussion about the upcoming elections.

Mrs. Silvia Castanheira Oddone, the Senate's Institutional Communications Coordinator, assisted us in organizing the different meetings.

Early in the evening we were kindly received at the Swedish Embassy by Minister-Counsellor Christian de Filippi, who gave us an update of Embassy activities. The day ended as it should with an excellent dinner at a *churrascaria*.

Jonas Lindström

Members visit Rio

To visit the “*Cidade Maravilhosa*” is always a pleasure—and this time was no exception. A group of Swedcham members went to Rio de Janeiro for a 24-hour visit on May 17. It all started with a very pleasant dinner with some of our Rio members, headed by our representative Björn Salén and his wife Katia who had kindly helped us to set up the program.

Our new Chairman Nils Grafström was introduced, although Nils is well known from before. Then matters of interest to our Rio colleagues were discussed, and we all agreed that at least two Chamber events per year should take place in Rio.

The following day we went to FIRJAN (the Rio State Federation of Industries). Our visit there had been organized by our old friend Amaury Temporal, head of FIRJAN's international department. Through Salén's good contacts, we first listened to a very professional and most interesting presentation by a Petrobras representative about the pre-salt area and all the planned investments

that will go with it. This was followed by an equally excellent presentation by one of Amaury's close collaborators, Fernando Spadale, about FIRJAN's different activities, and also about the many new investments in the State of Rio.

Our visit finished in Salén's office in Brazilship at Rua da Assembleia, where we not only learnt about the company's many shipping activities but also could admire the

breathtaking view over the bay.

The lasting impression we got from the visit is that Rio is both very rapidly and very strongly recovering from a period of relative decline. Hundreds of new companies, including Norwegian firms, are entering the booming oil and gas sector. The city and the state are once again vibrating with activities!

Christer Manhusen

Swedcham introduces Competence Development Programs in August!

Four different programs, two focusing on Leadership and Management Development, and two on Commercial Acumen. All programs will be run by certified international consultants at the Swedcham premises.

PROGRAMS:

- LEADING TEAMS FOR HIGH IMPACT
- PERFORMANCE MANAGEMENT - A PROCESS TO ENSURE COMPETENCE DEVELOPMENT IN THE ORGANIZATION
- IMPROVED SALES PERFORMANCE
- DEVELOPING NEGOTIATION SKILLS

Find out more by attending a “taster” session on July 27 or 28 at Swedcham. For more information on the programs or tasters:

Visit www.swedcham.com or call +55 11 3066 2550

Mazars breakfast meeting

Swedcham member Mazars sponsored a well-attended breakfast meeting at the Chamber on May 13.

The event featured a presentation on "Intellectual Capital – a prevalent factor in the continuity of corporations," by Mazars Brasil Partner Alexandre Oliveira. The presentation included an analysis of tangible and intangible resources, allowing for a better understanding of these essential elements for the success of a company.

Oliveira has 22 years of experience in auditing of financial statements, operations and controls, acquisition reports and consolidation packages (CVM, SEC and German GAAP) as well as risk management themes. ■

Alexandre Oliveira's presentation attracted a large audience.



Ambassador Annika Markovic participated in Sweden's National Day at the Scandinavian Church

Swedish National Day

The Scandinavian community in São Paulo celebrated the National Day of Sweden at the Scandinavian Church on Sunday, June 6.

Among the many people present for the occasion were Swedish Ambassador to Brazil, Annika Markovic, Swedish Consul General in São Paulo Barry Bystedt, the Consuls of Norway, Denmark and Finland and Swedcham Executive Jonas Lindström.

The celebrations began with a mass at the Church followed by a delicious luncheon at Espaço Escandinavo. ■

Chamber events abound

It is with great satisfaction that we inform our readers that no less than 20 events were held at the Chamber in the first half of the year!

Videoconferencing test drives

The Chamber's facilities include not only an auditorium, lounge and space for members' events as well as several workstations, but also an excellent, fully equipped videoconferencing room.

You are most welcome to do a test drive of our VC room with a special discount in July and August. For further information, please contact Viviane Ringbäck at 3066-2554 or www.swedcham.com.br



The events included presentations on varied topics, member get-togethers, committee meetings, networking luncheons (the last was held on May 25), and Happy Hours, among others. The last events were a Mid-summer Happy Hour at the Hillman Bistrô Restaurant on June 24 and a get-together to see the Brazil vs. Portugal World Cup game at the Chamber on June 25. ■

Advisory Council

The members of Swedcham's newly establish Advisory Council are:

Honorary Councillors:

Swedish Embassy in Brasília
Brazilian Embassy in Stockholm
Swedish Consulate General in São Paulo
Swedish Trade Council in São Paulo

Councillors:

Christer Manhusen
Chairman, former Swedish Ambassador to Brazil

Roger Alm
CEO Volvo do Brasil Veículos Ltda.

Sven Antonsson
CEO Scania Latin America Ltda.

Magnus Anseklev
Managing Director Sony Ericsson do Brasil

Claes Backlund
Vice President Atlas Copco /Holding

João Henrique Botelho
CEO Haldex do Brasil Ltda.

Alfredo Collado
CEO Skanska Brasil Ltda.

Sergio Gomes
CEO ABB Ltda.

Nils Grafström
Head of Stora Enso Latin America

Peter Hedlund
CEO Swedish Match do Brasil S.A.

Ruy Hirschheimer
President Electrolux do Brasil S.A.

Kent Jonsson
CFO EF Languages

Reginaldo Macedo
CEO Alfa Laval Ltda.

Luiz Manetti
CEO Sandvik do Brasil S.A.

Rudolf Moesmang
Chief Representative SEB in Brazil

Paulo Nigro
CEO Tetra Pak Ltda.

Anders Norinder
President Volvo Cars Latin America

Rubens Pedrosa
CEO AstraZeneca do Brasil Ltda.

Vladimir Ranevsky
CEO Relacom Latin America

Claudinei Reche
CEO Höganas Brasil Ltda.

Rolf Risan
Chief Representative Nordea do Brasil

Donizete Santos
CEO SKF do Brasil Ltda.

Renato Simon
CEO Trelleborg Automotive do Brasil

Ronaldo Veirano
Senior Partner Veirano Advogados

New Members

The Chamber wishes to welcome the following new members up to May 31:

CORPORATE:

• **Deutsche Lufthansa AG**
Deutsche Lufthansa AG is a global aviation group. The Group operates in five business segments, each dedicated to high quality standards. The five units – the passenger airline business, logistics, MRO, catering and IT services – all play a leading role in the industry in which they operate. The Lufthansa Group includes a total of more than 400 subsidiaries and associated companies.

• **FTI Consulting**
Founded in 1982, FTI is the leading global provider of consulting services and solutions in the areas of forensic analysis, investigation, due diligence, compliance, credit and economic analysis, restructuring, legal and recovery solutions for area construction and technology in critical situations with respect to

legal matters, financial and reputational risks that endanger the future of the company.

• RCG Engenharia S/S Ltda.

The company offers outsourced services in the area of engineering, involving Studies, Projects of Electric Installations, Projects of Building and Industrial Automation, Project Management and the Implementation of Industrial and Building Projects and Telecommunications Systems.

• SSAB – Swedish Steel Comércio de Aço Ltda.

SSAB is a global leader in value added, high strength steel. SSAB offers products developed in close cooperation with its customers to reach a stronger, lighter and more sustainable world.

• 2d Comunicação e Design

Since 1999, 2d Comunicação e Design has been creating visual identity, corporate, promotional, editorial and web design projects for clients in many different fields. Structured to combine creativity and expediency, our goal is to transform communication ideas into items that are both attractive and effective.

• Westmatic

Westmatic wash systems are specifically designed for washing heavy vehicles including trucks, buses and trains. Westmatic can also provide complete turnkey wash halls with advanced water treatment and self-service systems which lead to increased profitability.

• WM Trading Ltda.

WM Trading is a company specialized in activities related to foreign trade and ready to be your business partner by making available its entire structure and experience.

INDIVIDUAL:

Anna Maria Ringheim
Fatima Raimondi
Fred Hasselquist
Lars Olof Magnusson
Martina Lasome
Nils Magnus Persson
Breno Machado Cola
Flavio Alex Marciano
Stefan Bengtsson

Strategy & operation: complementary and integrable concepts



WITH AN ENORMOUS DIVERSITY OF CONCEPTS, METHODOLOGIES AND TOOLS AVAILABLE TO IMPROVE THEIR BUSINESS, ENTREPRENEURS AND EXECUTIVES FACE ON A DAILY BASIS DIFFICULTIES TO UNDERSTAND PROPOSALS OF VALUE, WHICH OFTEN LEADS TO DISTORTED DECISIONS.

The global business scenario constantly raises the level and quantity of competitiveness requirements for companies active in this area. With the enormous diversity of methods, methodologies, tools and systems available to improve their business, those responsible for heading organizations face difficulties to understand proposals of real value, which end up becoming confusing and lead to decisions that are not always adequately in line with the business model and strategy.

In spite of the fact that many of these current concepts give lesser emphasis to important issues such as innovation, resources and personnel within a strategic concept, a corporation needs to have a very clear view of its objectives, its value proposal, and how to disseminate it throughout the years. Furthermore, it is also extremely important to be very clear about what must not be done.

In practice, maybe we can synthesize that the objective would be to define a modern and innovative business model with both a futuristic and sustainable view. An adequate operational structure to fulfill these objectives would include managing human capital in a motivating manner and the usage of state-of-the-art technology. And it is precisely here that the difficulties begin to reach a correct strategy position.

This is often the case when using the Business Process Management (BPM), a management model that is strategic by nature but ends up being confused with, for example, operational performance improvement methodologies such as Six Sigma and Lean Manufacturing—which, mistakenly, are seen as business strategies. BPM is a concept that integrates strategy, operation and control through the management of business processes. It allows one to align the operation with the needs of clients as well as shareholders, employees, suppliers, partners, regulators and society.

For some specialists, a good, simple and efficient way of discovering whether a business strategy is effective is to know what strategy is not. The most common mistake is to consider as strategy items such as innovation,

flexibility, restructuring, outsourcing, internationalization, apprenticeship, mergers/consolidation, aspirations or downsizing. Also on the list are improving the best practices and their execution, which is precisely the case of Six Sigma and Lean Manufacturing.

BPM is a management model which goes from the value attributed by the end customers to the products or services they wish to receive. All value chains and processes are designed or redesigned to this effect. Major activities (macro processes) are thus classified by their added value, so as to provide orientation on how they will be executed and managed. The essence of BPM is found in the affirmation that everything that is done has to be guided by the satisfaction of clients (whether internal or external). This leads one to immediately question the traditional structures, which favor objectives defined for the functional area (vertical view) and give less or no importance to the group of activities carried out by the areas (horizontal view) which, after all, generates the product or service the client receives.

When we talk about Business Process Management, we are dealing with a greater concept, the management system that will define what we will do to best serve a client. And this involves the business model, strategy, processes, organization, personnel and technology. BPM is the main guideline for the development of a business operation.

Matters such as cost and quality, which represent the main objectives of Six Sigma and Lean Manufacturing, must obviously be treated with the utmost attention. In their essence, however, they cannot be considered enough to reach the strategic objectives that have been defined. The two methods must be used as parts or tools, and integrated to the BPM. Otherwise, one runs the risk of developing operational improvement projects that are not in line with the organization's strategy. ■

***Dieter Kelber is the Executive President of the Advanced Institute of Intellectual Development (INSADI) and the Business Process School.
www.insadi.org.br, dieter.kelber@insadi.org.br*

Funds in benefit of social responsibility

By Márcio Godoy and Karina Ruffo*

IN BRAZIL, THERE ARE MORE THAN 800 SOURCES OF FUNDS. THE VALUE OF THE FUNDS AND INCENTIVES, BOTH PUBLIC AND PRIVATE, AMOUNT TO AN IMPRESSIVE R\$ 65 BILLION PER YEAR. IT IS WORTH MENTIONING HERE THAT A LARGE PART OF THESE FUNDS IS NOT USED DUE TO LACK OF KNOWLEDGE AND THE RED TAPE INVOLVED IN THE PROCESSES.

In the new administrative order of companies, the budgets of each sector that comprise the managerial structure are limited due to the current tight financial situation at both national and international firms. Nevertheless, accompanying the contemporary entrepreneurial view (where it is essential to be involved in social responsibility actions), departments such as human resources, marketing, finances, administration, presidency or vice-presidency seek funds so that they may develop projects aimed at socio-environmental initiatives.

Although lack of knowledge predominates in the sector, currently there are fiscal incentives and public or private funds for the start-up and expansion of companies, the import of antiquities to form personal or museum collections, as well as sources of incentives that allow for the reduction of tax payments (such as the ICMS value-added tax

on products and services, Income Tax and ISS services tax), fiscal incentives that allow for the donation of land for the construction of factories, fiscal incentives for environmental, cultural and sports initiatives as well as for children and adolescents, audiovisuals, and science and technology projects, among others. In all, there are more than 800 sources of funds and incentives, public or private, that amount to the impressive figure of R\$ 65 billion per year in Brazil. And it is worth mentioning here that a large part of these funds is not used due to lack of knowledge and the red tape involved in the processes.

A book entitled "103 tips – what every company needs to know to use fiscal incentives" (by Márcio Godoy, Karina Ruffo and Kátia Seadi) is aimed at informing companies and their respective departments about how to use the fiscal incentive laws in a correct manner.



Márcio Godoy

Here are some of these sources of funds:

- **Charity Law (United States)** – Use of up to 10% of Income Tax due in the U.S. aimed at social responsibility projects in Brazil;
- **Federal Sports Law** – Use of up to 1% of Income Tax due (real profit) for sports or paraplegic sports projects;
- **Rouanet Law** – Use of up to 4% of Income Tax due (real profit) for cultural projects;
- **Audiovisuals Law** – Use of up to 3% of Income Tax due (real profit);
- **FIA (Childhood and Adolescence Fund)** – Use of up to 1% of Income Tax due (real profit) for social projects in the areas of childhood and adolescence;
- **OSCIP (Civil Society Organization of Public Interest)** – The donating company must be taxed under the real profit regime and will be allowed to make a donation using the incentive up to a maximum of 2% of operating profit;
- **Teaching and research organizations** – The value of the donations made to these institutions can be deducted up to a limit of 1.5% of the operating profit (real profit);
- **ICMS States** – Use of up to 5% in projects in the areas of culture, social responsibility, sports or tourism (states of São Paulo, Rio de Janeiro, Santa Catarina, Rio Grande do Sul, Espírito Santo, Minas Gerais, Bahia, Pernambuco, Pará and Mato Grosso);
- **ISSQN/IPTU Municipalities** – Use of up to 20% in cultural and sports projects (Florianópolis and Itajaí/Santa Catarina, São Paulo/SP, Rio de Janeiro/RJ and Recife/PE).

Karina Ruffo



**Márcio Godoy and Karina Ruffo are respectively Executive Director and Sponsorship Consultant at Swedcham member Instituto Movimento Pró-Projetos (www.projetoscomatitude.com.br)*

International Arbitration Improvement Trends: Legal Committee together with CAE–Eurocâmaras

Swedcham's Legal and Business Committee (LBC) presented an international arbitration seminar organized together with the European Court of Arbitration (CAE-Eurocâmaras), the Institute of Arbitration from the Stockholm Chamber of Commerce, and the Brazilian Chamber of Commerce in New York. This important event took place right after the world event of ICCA, which hosted together with CBar more than 800 experts, lawyers and arbitrators who jointly participated in the three-day program in Rio de Janeiro.

Taking advantage of this larger international event, Swedcham—which is currently chairing the European Chamber of Commerce in Brazil (Eurocâmaras)—decided to propose to the other bilateral chambers to also organize an in-house debate in São Paulo, together with the CAE-Eurocâmaras. We had almost 40 participants, including companies such as Atlas Copco, J. Moraes, and V2Finance as well as prestigious law firms like Pinheiro Neto, Veirano, Stussi-Neves, Wald, and Levy & Salomão among others.

This event concluded the very important mission assumed by Swedcham when it took



(Left to right) Jean-François Teisseire – Former President of European Court of Arbitration - CAE-Eurocâmaras, Harry Burnett – Board Member of Brazilian Chamber of Commerce in New York, Arbitrator, Christer Söderlund, Former Board Member of the Stockholm Chamber of Commerce's Arbitration Institute, and Renato Pacheco Neto.

over the Chairmanship of Eurocâmaras in June 2009. Our goal was to revive international arbitration and better structure CAE – the European Court of Arbitration from Eurocâmaras to assist and develop alternative dispute resolutions for European investors and businesses in Brazil. Now after one year of our mandate, Swedcham will pass on its functions to the German Chamber of Commerce, which shall run Eurocâmaras up to 2012, under a rotation system.

One of the keynote speakers was Christer Söderlund, former Board Member of the Stockholm Chamber of Commerce's Arbitration Institute. Söderlund is a lawyer in the most prestigious Scandinavian law firm, Vinge. He is also one of the most experienced Swedish experts and has offered substantial contribution to the development of arbitration. He authored many articles in specialized magazines and legal reviews. He also serves as Swedish Arbitrator appointed by the Stockholm Government to represent it before the World Bank's International Centre for Settlement of Investment Disputes (ICSID), which can be considered the leading international arbitration institution dedicated to investor-state dispute settlement.

Furthermore, Söderlund counts on a vast

professional experience on how to overcome barriers to the free international flow of private investment. This may occur due to non-commercial risks and the absence of specialized international methods for investment dispute settlement. In his career, he has played a very important role in the field of international investment and economic development. His presentation helped Swedcham and CAE-Eurocâmaras members to learn a lot and help Brazil to be better prepared for its future in the world economic arena, based on the great experience gathered by the Swedes within the arbitration world.

According to the website of the Stockholm Institute for Arbitration, its figures for the first four months of 2010 demonstrate a stable SCC caseload, with numbers from January–April falling only slightly behind those of the record year of 2009, a year characterized by a 20% growth. Statistics also show an equally strong international footprint in the SCC caseload, where international cases represent close to 50% of the new cases. Among pending cases before the SCC, however, international cases are in the majority. At present, there are 172 pending SCC cases, 62% of which are international.

Harry Burnett



The caseload so far for 2010 includes one new investment arbitration case under a bilateral investment treaty and the first decision under the new Emergency Arbitrator provisions. See more on [p:www.sccinstitute.com/?id=23696&newsid=33881](http://www.sccinstitute.com/?id=23696&newsid=33881).

Swedcham and CAE-Eurocámaras also had the privilege of having Harry Burnett as our other speaker. He is a partner in Crowell & Moring's New York office and is a member of the firm's International Arbitration practice. An experienced trial lawyer who started his career as a prosecutor in Brooklyn, New York, Burnett concentrates on international arbitration and ADR proceedings as well as general business litigation in state and federal forums.

Burnett's international dispute resolution experience includes handling inbound litigation matters for foreign clients, primarily from Latin America, and international arbitration disputes including arbitrations administered by the AAA's International Centre for Dispute Resolution (ICDR) and the International Chamber of Commerce (ICC) as well as ad hoc arbitrations under the UNCITRAL Rules involving parties from Latin America, West

Africa, Eastern Europe and elsewhere.

Burnett gave a very constructive and interesting presentation about Forum and Treaty Shopping. Among the most important conclusions, he handled the need to consider anticipating disputes from the outset, as well as knowing and understanding the cases when negotiating/drafting dispute resolution clauses. Furthermore, he reminded us of transparency (provisions on upstream ownership structure) and also pointed out waiver and/or limitation provisions. Finally, his recommendation was to always try to carefully define terms such as "control," "investor," "investment" etc., as much of the law remains unsettled and continues to evolve.

As our country is receiving a lot of foreign investments due to the upcoming FIFA World Cup in 2014 and Olympic Games in 2016, and in light of the fact that arbitration is still the fastest, most secure and efficient alternative dispute resolution method, Swedcham and



CAE-Eurocámaras will be delighted to share knowledge and exchange experiences with you. Please join the Legal & Business Committee! ■

"Renato Pacheco Neto, LL.M., is an alumnus of Harvard's Law School LLF, and holds Executive Management Diplomas from both the Stockholm School of Economics (Handelshögskolan) and Helsinki School of Economics (Kauppakorkeakoulu). He is Chairman of the Board of the European Court of Arbitration in Brazil (Eurocámaras-CAE) and Swedcham's Legal Director. He is also Founding and Managing Partner of the international law firm of Fraga, Bekierman & Pacheco Neto – Advogados, with offices in SP/Rio and worldwide alliances.

...Change of captain

Continued from page 18

ny Orchestra of Paraná playing the famous Brazilian song "Aquarela do Brasil".

From an impressive stage equipped with sophisticated AV equipment, informative programs and speeches were transmitted to the public. Svensson was solemnly thanked with due acknowledgements for his 36 years of working for Volvo. During the past years, Tommy has held positions in Sweden, Egypt, Great Britain, Germany and finally in Brazil.

From the dealer organization, Tommy was presented with a table made of stones from the State of Minas Gerais, and from Volvo Sweden he received fishing equipment to catch lobsters at his summer residence located on the beautiful Gullholmen island in the archipelago on the Swedish west coast.

The new Volvo do Brasil President, Roger Alm, surprised the audience by making his welcome speech in Portuguese, a language he already started to learn and which will be his most common tongue in his new home country, Brazil.

The pleasant evening carried on in a most friendly and convivial atmosphere tuned in both Sharp and Flat notes. In Flat notes because of the fact that Tommy will be missed by the whole of the Volvo do Brasil staff for being considered a most friendly, prudent but also tough president of the company, as well as by the dealer organization with which Tommy's relations have been extremely good and business-minded. Other categories that will miss this prodigious person are suppliers, authorities and last, but by no means least, friends.

The Sharp notes are related to all the profitable achievements Tommy has carried out, such as the sales figures during his Brazilian era that increased from 8.650 units in 2004 to an estimated 14.500 units in 2010. Truck sales have therefore jumped by more than 40% during Tommy's presidency. Today Volvo do Brasil is one of the most profitable truck manufacturers within the Volvo Group worldwide.

In other words, Brazil has become Volvo's biggest market in the world, surpassing the group's previous largest truck market, the USA.

The Sharp tones are of course also directed to the fact that Volvo do Brasil has another excellent executive in Roger Alm, who has more than two decades of experience dealing with Global Customer Support and there his latest position within the Volvo Truck Corporation was as Director of Truck Sales for Eastern Europe.

We at Swedcham will also miss Tommy Svensson as a true friend, professional leader and member of the Chamber's Board of Directors, and we wish him all the very best in his retirement navigating around islets and skerries in the archipelago of the county of Bohuslän, Sweden.

At the same time, we also would like to heartily welcome Roger Alm to Curitiba and Volvo do Brasil and to take an active role in working together with the Swedish-Brazilian Chamber of Commerce. *Até logo Tommy e bem-vindo Roger!* ■

...Brazilian Chamber News

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development and therefore the delegation visited some environmental technology facilities and participated in the Stockholm Business Alliance work.

Due to the Brazilian visit, the Stockholm Chamber of Commerce organized, together with Sundbyberg and the Brazilian Chamber of Commerce in Sweden, a meeting with the theme "Environmental Solutions for export". The aim of the meeting consisted mainly of enabling companies in the environmental technology industry to come into direct contact with Taboão da Serra so that Swedish companies can participate in planned projects and deliver products and services. ■

Chamber activities

- The Brazilian Chamber has started a co-operation with the company Eurolatina, which has good connections with EU-funded projects, and it participated in the FISPAL fair in São Paulo in June as a first step in this cooperation. The aim was to find Brazilian products for the Scandinavian markets and also investigate the potential demand for Swedish products in the Brazilian market.
- As Sweden is not participating in the 2010 FIFA World Cup, interest in the Brazilian

team is big in Sweden. The Chamber is therefore organizing a VIP event, mixing business meetings together with some of the Brazilian games at one of the main hotels in Stockholm.

- Together with the bank SEB, the Chamber is planning an event in September with the theme "Should you invest private capital on the Brazilian Stock Market?" High-level representatives from Brazil will present opportunities and risks in the Brazilian market.
- We are pleased to inform that we have just opened our own website here in Sweden. Please access www.swedcham.se ■

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