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## **Brazil is Scania's biggest truck market in the world**

Sven Antonsson, President  
of Scania Latin America



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**Cover photo: Monica Zanon**



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# Scania Latin America's Sven Antonsson answers for group's biggest truck market in the world

"BRAZIL & SWEDEN/NORWAY" RECENTLY INTERVIEWED SVEN ANTONSSON, PRESIDENT OF SCANIA LATIN AMERICA FOR THE PAST YEAR. ANTONSSON, WHO TOOK OVER IN NOVEMBER 2008, IS ALSO A MEMBER OF SCANIA LATIN AMERICA'S EXECUTIVE BOARD AND OF THE SWEDISH-BRAZILIAN CHAMBER OF COMMERCE'S BOARD OF DIRECTORS. PRIOR TO HIS APPOINTMENT IN BRAZIL, HE WAS IN ARGENTINA AS MANAGING DIRECTOR FOR SIX YEARS.



Scania's Sven Antonsson first came to Brazil in 1972, when he worked at the Swedish Chamber! (Photo: Silvio Serber)

As President of Scania Latin America, Antonsson is responsible for Scania's units in Brazil, Mexico and Chile—Brazil being Scania's largest world market in terms of truck sales.

Scania sold 6,654 vehicles in Brazil between January and October this year and exported 2,425 units during the same period. Final figures for 2009 should only be announced at the beginning of next year. In the whole of 2008, Scania's Brazilian unit sold 8,010 vehicles, up 23% from the previous year—the highest figure up to 2008 registered by the company in its 51-year history in the country. The Brazilian unit also sold 821 buses last year. In Latin America, truck sales were up 10 % to 10,775 units, and bus sales increased 14% to 1,009 units in the same period.

Antonsson is no newcomer to Brazil, or to Swedcham for that matter, however. He first came to this country in 1972, working for one year at our Chamber here in São

Paulo! "Brazil was quite a closed country back then, especially for foreign trade," he recalled. "It was not an international society at that time and we did not have all the communication tools we have nowadays. This meant that an incredible amount of time and effort was needed to even get communication going between parties."

"Our main task at the Chamber was to assist several large and medium-sized companies start up their activities in the country," Antonsson added. "We worked with a Swedish-Brazilian technical fair and we brought over 60 scientists from Sweden to give lectures at the Hilton Hotel. We also counted on the presence of Prince Bertil of Sweden."

Antonsson joined Scania right after his period at Swedcham. This was in 1973, when the group was actually called Saab Scania, and since then he has worked in various areas, specializing in Economy and Finances—having been responsible for introducing the Financial Services Division at Scania in Italy, among other attributes.

The executive has extensive work experience in the Latin American market, where he was present on different occasions at Scania's units in Brazil, Chile and Argentina. Among other positions, he was Director of Economy and Finances at Scania do Brasil from 1992 to 1995, General Director of Scania Credit AB in Sweden and Director of Scania Finance Italy.

Asked what is the current outlook for Brazil, Antonsson said that "the end of 2009 as well as the first quarter of 2010 look promising due to government financing programs for trucks and buses, through the Brazilian Development Bank (BNDES). There is a clear relation with the increase of the national GDP for the business area and our products. Aside from that, we just introduced, simultaneously with Europe, the new Scania trucks with some of the most modern and updated features in the world."

With regard to how the group felt the effects of the world economic crisis, Antonsson noted that "Scania, as any other international company, suffered from the international downturn and we were affected by the world financial crisis. The whole group around the world had

President Lula visits Scania's stand at Fenatran (left to right): Flavio Benatti, president of NTCF&Logistica; Francisco Pelucio, President of SETCESP; Christopher Podgorski, Managing Director at Scania Sales & Service Co. Brazil; Roberto Leoncini, Director of Vehicle Sales at Scania in Brazil; President Luiz Inácio Lula da Silva; Rogerio Rezende, Director of Institutional and Government Affairs at Scania; Sven Antonsson, and Walter Boscatto of Valni Transportes. (Photo: Fabio Moreira Sales – Casa da Photo)



to reduce flexible workforce through the non-renewal of temporary contracts. Luckily, in Brazil, many of these contracts could be re-established, since Brazil seems to be an exception within the global economy."

## Fenatran

In October, Scania had the opportunity of introducing its new trucks at the 17th edition of the Fenatran International Transport Industry Trade Fair, which is considered the biggest technical transport fair in Latin America and was held from October 26 to 30 at the Anhembi Exhibition Pavilion in São Paulo.

"Our results were extremely positive," said Antonsson. "It is important to mention that for the first time in our history we were able to have a global and simultaneous launch with Europe. We had the opportunity to bring Brazilian and international clients (from several countries in Latin America and Africa) to the fair and close several significant contracts."

President Luiz Inácio Lula da Silva visited the Scania stand at Fenatran on October 29 to personally get acquainted with the group's new products introduced at the fair.

President Lula and BNDES President Luciano Coutinho, who accompanied him on his visit, had nothing but praise for the results of Scania's sales through the bank's Procaminhoneiro Financing Program for new and used trucks for autonomous truck drivers and small entrepreneurs in the freight transportation sector.

Scania is the truck maker that most sold vehicles through this program, with a total of more than 650 units, or around 30% of the brand's truck sales since the beginning of Procaminhoneiro in August this year.

Accompanied by Antonsson and Christopher Podgorski, Managing Director at Scania Sales & Service Co. Brazil, President Lula went aboard the cabin of the new R High-line 6x4, which is equipped with a 500 HP V8 engine. Another highlight of Lula's visit was the G 470 10x4 model. Scania christened this vehicle as the truck of the Brazilian

government's Growth Acceleration Program (known as PAC) due to its excellent performance in harsh applications such as heavy construction and mining.

During Fenatran, Scania also launched its corporate blog, [www.blog.scania.com.br](http://www.blog.scania.com.br)

"We believe that we can be even closer to our public with this blog, since this tool brings people closer together, allowing for interaction between those who write and those who read. This is in line with Scania's philosophy; we know that it is not enough to have cutting-edge technology to develop the best products and services, the People ingredient is essential," observed João Miguel Capussi, Marketing and Communication Executive Manager at Scania in Brazil.

Besides information about the new Scania trucks →

Scania do Brasil's factory at São Bernardo do Campo in São Paulo State. (Photo: Wagner Menezes)







Other view of Scania's plant at São Bernardo do Campo. (Photo: Wagner Menezes)

launched during Fenatran, the blog also contains curiosities about the brand name as well as photos and links to videos, etc.

### Social responsibility

With regard to social responsibility, Scania acknowledges the importance of contributing towards the well-being and quality of life of people involved in its area of operation. The group supports projects to promote the social inclusion of children, youths and adults as well as programs aimed at aiding in the personal and professional formation of individuals.

"Scania has a serious social responsibility work performed with organizations which are not yet supported by any federal program, to acquire resources through the Rouanet Law or through the Sports Law," Andersson said. "During 2009, we were able to develop a project for the fire department and for the Mayor's office of the city of Mauá, involving children. Through the support of this project, these entities have now a safer and steady income of financial resources."

"Internally, we stimulate voluntary work

with the support of management through programs created for our employees," he added.

Regarding the Chamber, Antonsson remarked that "Swedcham has always been in my life, since the beginning of my career, and I really believe that it is very important to be a member. The Chamber is an important forum to meet the Swedish business community and discuss general common issues and projects."

On a personal note, asked what he likes to do in his spare time and what are his favorite destinations when traveling in Brazil, Antonsson noted that "I like traveling very much and my goal is to always learn more about the local culture. Therefore, I would like to travel to the most remote parts of Brazil, such as the state of Acre, visit the Amazon rainforest and the Pantanal reserve in Mato Grosso State."

Due to the years he has spent in different countries, Antonsson obviously has vast international experience and is fluent in no less than six languages (Swedish, English, Italian, Portuguese, German and Spanish)! He is married and has a daughter. ■

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# Chairman's Christmas & New Year Greetings

Dear Member,

As the world economy slowly seems to move out of the recession, next year will be the big test as to whether countries will find a way to sustainable growth or whether short-term domestic interests will triumph over the collective interest. Protectionism is unfortunately wiggling its tail.

Turning to Brazil, it is one of the first countries to come out of the crisis. Inflation is under control, interest rates have fallen, foreign capital is returning and investments are picking up. Furthermore, income transfer programs have brought millions of Brazilians into the consumer market. On top of this, Brazil has been chosen to not only host the World Cup in 2014 but also the Olympic Games in 2016. Confidence is back!

Will the Brazilian recovery be sustainable, if the global crisis enters a second stage? Let us be optimists now with the holidays approaching and trust that in 2010 we will leave the global crisis behind.

In this year's last edition of our Chamber Magazine, I want to warmly thank all members for their unyielding support during 2009, a year that has been a difficult one for everybody. I also want to pay tribute to our sponsors, whose generous contributions are vital to the Chamber, and to my colleagues on the Board and to the Executive Secretary and his staff who have worked hard to steer our Chamber through rather stormy waters. I think that we together have succeeded in keeping our Chamber on the right course. It augurs well for next year.

I wish you all and your families a wonderful Christmas and a Happy New Year!

Best regards,  
Christer Manhusen

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# EDITORIALS



Jonas Lindström | Kjetil Solbraekke

Here in the last edition of our magazine for 2009 it would be appropriate to summarize the year that has passed, but how do you summarize a year like this? Life itself has its ups and downs and this year was a bit of a rollercoaster. Actually one should say that it had its downs and ups.

We here at the Chamber noticed that the first semester was tough on many of our members. Many had to cut costs and thus rented our premises less often and there was less advertising in this magazine than we had hoped for. Some even had to cancel their membership. Luckily, things have already changed. We have seen how members that left have come back and there is an increased interest in our Business Center and advertising tools.

All signs indicate that 2010 will be a very good year for Swedish industry in Brazil and for Swedcham. The highlight of course will be the planned State Visit in March when we hope to have the honor of receiving King Carl Gustav XVI and Queen Silvia here in Brazil, accompanied by Swedish ministers and important representatives of Swedish industry.

Looking back, we can with great satisfaction confirm that, in terms of member recruitment and events, 2009 was a big success. In fact, we have never had as many members as we have today. This has considerably inspired us even more to offer high quality events, almost every week, the whole year. Please take a look at page 34 (and elsewhere in the magazine!) to see everything we have offered this year.

We have had very distinguished speakers on interesting topics within the Legal & Business, Financial, Human Capital and other areas. Most events have been requested by our members, and offered at no cost, and once again we thank you for making this possible through paying our membership fees. A Christmas gift to all of you is that we will not raise our fees next year.

Finally, I would like to extend a warm welcome to the Finnish Consul General Jan Jarne and Arja Häkkinen who now have moved in with us at Rua Oscar Freire 379. We see excellent possibilities of closer relations between the Swedish and Finnish business communities in Brazil.

I hope I can count on all of you again next year. I guarantee that you can rely on us and our continued hard work to offer excellent member services. I wish you all a Merry Christmas and a Successful 2010!

**Jonas Lindström**

Executive Secretary, Swedish-Brazilian Chamber of Commerce

*It is close to Christmas and summer—normal for Brazilians, but a bit different for Scandinavians. However, we are certainly looking forward to weeks of holidays and relaxation after a very busy 2009. This has been a most interesting year. We started out in a financial crisis, with low oil prices and huge uncertainties for both companies and individuals. As we are close to Christmas we are already looking at higher oil prices, the Brazilian economy is again heating up, the country found more oil and more Norwegian companies are entering this market.*

*In fact, it seems that every year more and more Norwegians are arriving in Brazil and here in Rio. There are exciting opportunities in Brazil and we hope that many more companies will realize the country's potential. You are all most welcome!*

*This has been an interesting 2009 for all Norwegians following the debate regarding the pre-salt regime in Brazil. We have seen reference being made to the Norwegian model as a source of inspiration for the model being discussed by Brazilian authorities. It is very natural and very wise to have a broad political debate in a country on how to manage and utilize the opportunities created by the new pre-salt discoveries. The NBCC agrees in all the proposals presented by the government, but we do think it is important that Brazil finds a model for the oil sector that will benefit all the Brazilian people.*

*In October, the Chamber organized a debate on the consequences of the new regulatory model for member companies. It was a very well attended event, and all the people present had the chance to expose their concerns and ideas. We will use the ideas from the seminar to increase our interaction with organizations in Brazil and other countries' chambers.*

*The NBCC has been the stage for many good discussions and events in 2009. The Chamber will continue to be a venue for sharing information and promoting good business for all parties involved.*

*But now is the time to take a little break! Some will travel to Norway for the cosy Christmas gatherings, while others will stay in Rio to meet Santa on the beach. Whatever the choice, the most important thing is to forget for a little while all the work, challenges and the year to come. It is time to be with one's families and recharge our batteries!*

*The NBCC wishes the very best for all members, a Merry Christmas and very Happy New Year!*

**Kjetil Solbraekke**

Chairman, Norwegian-Brazilian Chamber of Commerce





Ogilvy



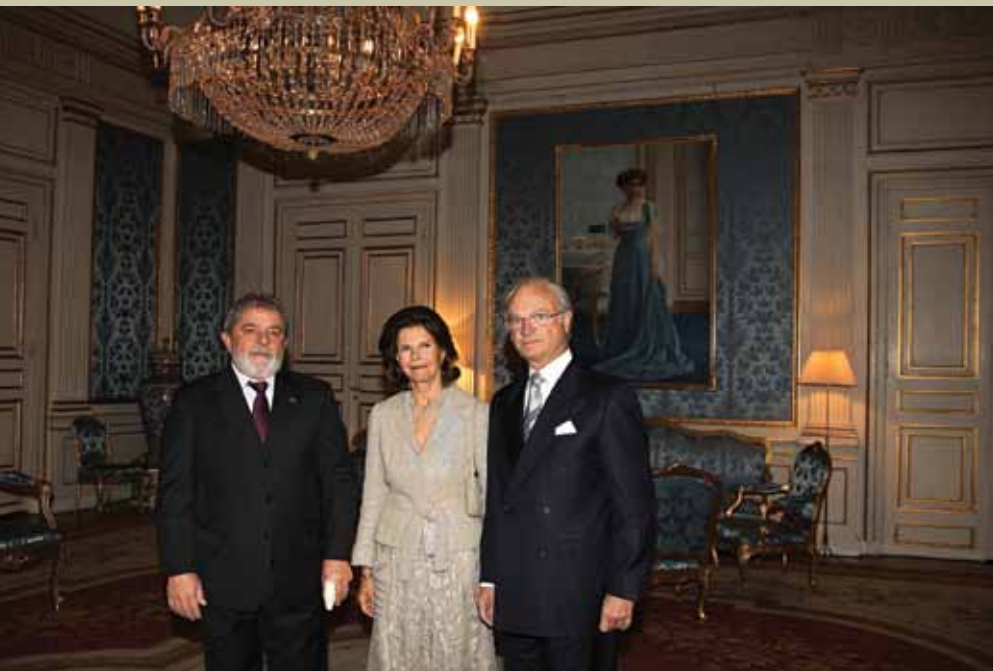
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# Post-presidency depression

By Annika Markovic  
Swedish Ambassador



Photos: Ricardo Suckert

President Lula with their Royal Majesties King Carl Gustaf XVI and Queen Silvia.

The syndrome of post-presidency depression will soon kick in at the Swedish Embassy in Brasilia. On January 1, we will hand over the EU Presidency seat to the EU delegation that according to the new Lisbon Treaty will represent the European Union in relation to third parties. That is when the telephones stop ringing and no one is anymore especially interested in your thoughts and insights. And the title of President will no longer be used to address you. This syndrome is more commonly appearing in the offices of the prime minister and the cabinet ministers than in the Embassies.

Joking aside, looking back at the Swedish EU Presidency in Brazil, the highlight is of course the third EU-Brazil summit of the strategic partnership that took place in Stockholm on October 6. The EU and Brazil decided in July of 2007 to establish this strategic partnership to institutionalize the very good and productive relations we already have and to see how we can move forward with more concrete cooperation projects. During 2008, we worked to establish a Joint Action Plan for the implementation of the

partnership. This JAP was adopted in Rio de Janeiro in December 2008 and consists of a long list of areas where the EU and Brazil find it useful to deepen our collaboration.

In Stockholm in October 2009, it was decided to focus the strategic discussions between President Lula, Prime Minister Frederik Reinfeldt and EU Commission President José Manuel Barroso on two major topics: climate change and the global financial crisis. On climate change, the EU took the opportunity to present its agreed mandate, to reduce CO2 emissions by 20% until 2020 and to go as far as a 30% reduction in case there will be an ambitious agreement on climate change in Copenhagen in December.

Brazil reiterated that it will come to Copenhagen with "numbers", and that on deforestation it was already clear that the national objective is a reduction of 72% until 2017 and 80% until 2020 (which could mean a CO2 reduction of around 30% against BAU since about 55 % of Brazil's emissions come from deforestation). The EU congratulated Brazil on its ambitious targets and the cuts in deforestation that had been made in the past few years. Because of this and also Brazil's

clean energy matrix and flex fuel program, the country is well placed to play a leading role among developing countries in the international negotiations. Both sides agreed to cooperate in order to ensure an ambitious outcome in Copenhagen will be realized in December.

On the global financial crisis, President Lula highlighted the efforts of the Brazilian government to mitigate the effects in Brazil by lowering taxes to stimulate domestic consumption and by making access to credit more easily available. The President expected the Brazilian economy to get out of the crisis already this year and to again see positive economic growth in 2010. The situation in the EU MS is of course not as positive as in Brazil and the problems with unemployment and underemployment will stay for a longer time. Both parties agreed that the G-20 had played a useful role.

The leaders also examined the results of the JAP and recognized that dialogues had taken place in a great variety of areas and subjects. The first Human Rights dialogue meeting had been organized. Also a first dialogue on macroeconomic policies as well as on climate issues had been realized. And already existing meeting structures include such important and diverse areas as ICT policies and sanitary measures,

In parallel with the Leaders Summit there was also a Business Summit with the participation of the Swedish Minister of Trade, Ewa Björling, and the Brazilian Minister Miguel Jorge. The Business Summit was organized by CNI and Svenskt Näringsliv together with Business Europe. The joint declaration from the Business summit can be found on the websites of CNI as well as Svenskt Näringsliv ([http://www.svensktnaringsliv.se/english/EU\\_Business\\_Summit/eu-brazil-business-summit\\_83645.html](http://www.svensktnaringsliv.se/english/EU_Business_Summit/eu-brazil-business-summit_83645.html)). In conjunction with the summit, a breakfast meeting was also organized between the major Swedish companies in Brazil and the two trade ministers.

President Lula's visit to Sweden also included a bilateral summit underlining the

long tradition of Sweden-Brazil relations and the potential we have for both broadening and deepening these relations. After the very friendly and fruitful discussions between President Lula and Prime Minister Reinfeldt, it was also agreed to establish a strategic partnership between Sweden and Brazil and to set up a joint business council. An implementing agreement on bilateral cooperation on high technology and innovation was also signed. The highlight of President Lula's visit to Sweden this time was the dinner at the Royal Palace for the President hosted by Their Majesties. Then it was time for the President to take off in the new Embraer presidential plane from Arlanda Airport.

But the results of the EU-Brazil summit in Stockholm are not the only achievement of the Swedish Presidency. Further work on climate change, visa waivers, human rights, trafficking and other areas of priority has been done during the Swedish Presidency. The EU Commission and the Presidency have also been working to produce results when it comes to market access problems for EU companies in Brazil. If you are interested to know more about this particular process, please contact Elin Kronqvist at the Embassy.



President Lula, Prime Minister Frederik Reinfeldt and EU Commission President José Manuel Baroso.

We also organized a visit of the EU Heads of Mission to the state of Pará, where we visited Marabá, Santarém and Belém. The purpose of this study visit was to inform ourselves about the possibilities and challenges of the state. In Marabá, we were able to talk to companies active in mining, cattle ranching and the steel industry. In Santarém, we visited a forest school where they are trying to teach city kids how to live in peace with

nature. And in Belém we took the opportunity to discuss sustainable development and climate change with Governor Ana Júlia Carepa. The challenge is of course to combine these two objectives – promote sustainable development in the Amazon region without adding to the climate change problems. Let's hope that the COP15 conference in Copenhagen will be an important milestone in this endeavour. ■

## Trade relations between Brazil and the EU

For some years now, talks have been going on to reach a free trade agreement – FTA – between the EU and Mercosur. Some progress has been made in technical discussions, but politically there has been no real advance on the important topics. The EU has not been able to meet Mercosur's request for access to European markets for agricultural goods and Mercosur is not willing to open up further for the EU's industrial products. Both parties have pinned their hopes on the multilateral trade round – the so-called Doha Round – to solve the main problems in a broader context. But the Round has stalled and does not move forward – industries in many countries are calling for protectionist measures.

Also, Mercosur has its own problems and is far from the customs union it was meant to be. It can hardly be regarded even as a free trade area. And with bilateral problems between its members on the rise, it is difficult to see how Mercosur could get its act together. The relations between Argentina and Uruguay are close to frozen with bridges between the countries blocked, and Brazil and Argentina are in serious trade disputes. The latter conflict is already negatively affecting European companies with production both in Argentina and Brazil, for instance in the automotive sector. And then there is Venezuela knocking at the door of Mercosur as it wants to enter, not to everybody's delight, to put it mildly. Some fear that it could spell even more problems.



In these circumstances it is natural to reflect on a bilateral free trade agreement between the EU and Brazil. I am a firm believer in multilateral trade solutions, but if you can't have them, it is logical to go for an alternative even if it is not the best.

There are industrial sectors within the EU that consider specific sector negotiations with their counterparts in Brazil, which would lead to trade fragmentation—so all the more reason to start negotiating a bilateral free trade agreement as a framework to enhance trade between Brazil and the EU.

**Christer Manhusen**



The Adara team (from left to right): Roberto Palma, Maria Teresa Stefani, Célia Braz, Lúcia Kodama, Antonio Pedro da Costa and Cristina Palma. (Photo: Paulo Paiva)



The Adara anniversary celebration event at Swedcham was a huge success. (Photo: Paulo Paiva)

# Adara celebrates first anniversary at Chamber

By Laura Reid

ADARA CONSULTORIA EM SOLUÇÕES SOCIAIS LTDA., WHICH STARTED OPERATING IN SEPTEMBER 2008, FORMS A LINK BETWEEN INDIVIDUALS AND COMPANIES WISHING TO INVEST IN SOCIAL PROJECTS AND NGOS.

**A**dara, a member of Swedcham, completed one year this September, when it held a special anniversary event on the 17th at the Chamber's facilities on Rua Oscar Freire in São Paulo.

The event, which was followed by a cocktail party and was a huge success, featured three presentations involving the company:

-- "Know more about Adara", by Antonio Pedro da Costa—who worked for 35 years as a financial market executive (he was CEO of Private Banking at Itaú and HSBC). He currently works as a consultant specializing in family office structure.

-- "Business Sustainability – the Second Sector's view that can benefit the Third Sector," by Antonio Lombardi, an executive of the Santander Brasil Group and an expert in the area of sustainable development and climatic changes.

-- "What a Social Project cannot lack," by Maria Teresa Stefani, who acted for 23 years as an executive in the area of technology in large local and multinational companies such as the Itaú Group, Elma Chips, Unibanco and Santander. She has been working as a volunteer for the Third Sector for more than 15 years.

Both Antonio Pedro da Costa and Maria Teresa Stefani are managers of Adara, along with Cristina Palma and Roberto Palma. Cristina worked for 10 years as an executive of the

communications area in major companies such as Bayer and Basf and since 1998 she has been a counselor and fund raiser for the ARCO charity organization. Roberto has worked for 32 years as an executive at Dow Chemical in the areas of purchasing and foreign trade and also has vast experience as a representative of the company and the Foreign Trade Commission at the Brazilian Chemical Industry Association (Abiquim). He is Chairman of ARCO, with which he has been involved since 1998.

Adara forms an innovative, highly-efficient and competent link between individuals and companies wishing to invest in and closely follow social projects and NGOs, offering consulting services for the development of social projects, for the Corporate Social Responsibility area, and also raising funds for special projects based on the approval of fiscal incentive laws whenever possible. The company guarantees that projects are fully executed, keeping clients updated on all aspects involved as well as the results of the social impact on the needy communities.

Adara is a for-profit organization with a difference, in that the company allocates 50% of its profit to social projects. One of the main factors that make the company special is that it belongs to the so-called Sector 2 ½.

What does this actually entail? Obviously Sector 2 ½ is between the Second and Third

Sectors. As everyone knows, the First Sector is the Public Sector, while the Second Sector is the Private Sector. The Third Sector refers to the voluntary or not-for-profit sector, primarily Non-Governmental Organizations (NGOs). The Third Sector is a diverse and active sector comprising voluntary and community organizations, charities, social enterprises, cooperatives, etc.

In a nutshell, Sector 2 ½ comprises for-profit companies that are concerned with human beings and in fostering projects in the social area. According to the author of the term, René Steuer, NGOs shall take advantage of the best characteristics of the Second Sector (Planning, Objectivity, Budget, Analysis, Professionalism, etc.), combining these with the key elements of the Third Sector (Heart, Emotion, Mission, Human Side and Idealism), thereby leading to the creation of Sector 2 ½.

Besides being a company of the Sector 2 ½, Adara aims to act primarily as an adviser for the social investments of companies, individuals and families, contributing further to the formation of a less unequal world with more opportunities for all, regardless of their social class.

For further information, please check out the company's website:

[www.adarasolucoesociais.com.br](http://www.adarasolucoesociais.com.br)

Children from the ARCO charity organization. (Photo: ARCO)





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# Two hard-working students visit Brazil to write their bachelor thesis in Business Management

By Magnus Rudling and Jesper Weibull

JESPER WEIBULL HAS A BACKGROUND FROM THE OSLO AIRPORT (GARDERMOEN) WHERE HE WORKED AT A COMPANY SPECIALIZED IN DEICING OF AIRCRAFTS DURING WINTER, BEFORE HE STARTED TO STUDY BUSINESS MANAGEMENT IN SWEDEN. BEFORE MAGNUS RUDLING CAME TO BRAZIL HE LIVED IN GRAZ, AUSTRIA, WHERE HE STUDIED GLOBAL BUSINESS AND WORKED WITH ONLINE MARKETING FOR MERCHANDISE. IT WAS ALSO IN GRAZ THAT MAGNUS DECIDED TO VISIT BRAZIL TO FINISH HIS BUSINESS MANAGEMENT STUDIES WITH A BACHELOR THESIS.

**T**he two now graduated students from the University of Gotland in Sweden became friends three years ago when they began to study in the same program, Business Management. A few years later, they both ended up in São Paulo to write their thesis together. They both felt that they wanted to write a thesis in a different geographical location than Visby.

Since Magnus has a good friend living in São Paulo and Jesper has family relatives also living there, the city became the obvious choice.

Once we were in São Paulo we went straight to the Swedcham office and came in contact with the Chamber's Executive Secretary, Jonas Lindström. He was very helpful and forwarded our request of cooperation for the thesis to Johan Fager at Brazilian Business Partners (BBP).

After the first meeting with Johan in January 2009, we decided to make a more in-depth investigation on why some Swedish companies failed to set up business activities on the emerging market of Brazil. We received a list containing 30 Swedish SMEs (small and medium-sized companies, less than 500 employees) with distribution in Brazil. After calling each one of them, we learned that many of these had problems to set up their business activities due to different reasons. To find out why and to measure the problematic areas regarding the business activities between the Swedish mother companies and their Brazilian distributors, we prepared a questionnaire form to be sent out to these

companies willing to participate in the survey.

The purpose behind the thesis was first to investigate the process of Swedish SMEs when entering, locating and establishing intermediary activities on the Brazilian market. This was the first objective that gave the following problem formulation: *What kind of procedures do Swedish SMEs use when locating and establishing intermediary activities on the Brazilian market?*

The second objective in this research was to chart difficulties associated with daily business activities between the Swedish SMEs and their Brazilian intermediaries giving the following problem formulation: *What are the perceived difficulties with business activities using an intermediary on the Brazilian market?*

A question was asked whether results achieved on the Brazilian market had been worse than expected, followed their expectations or been better than expected. The results from the questionnaire survey reveal that Swedish SMEs in general are overconfident regarding the market and believed sales would be better than they actually were.

Swedish SMEs in general entered the market through sporadic exports or directly via independent intermediaries. These entry modes involve low risk and relatively low commitment to the market. None of the SMEs entered the market by setting up a subsidiary or production/manufacturing unit. Most of the firms have had sufficient time (an average 16 years) on the market to set up a subsidiary or production/manufacturing unit, the reason

Magnus Rudling





for not committing more resources might be explained due to lack of interest rather than to lack of market knowledge.

The most common reason for starting business in Brazil was demand from Brazilian customers pulling the Swedish firms into the market which previous studies had also claimed to be a common reason. In the localization process, most firms used their own business network for locating an intermediary, which previous theories in the field claim to be a frequently used approach. The firms in general did not spend a lot of time locating an intermediary and the establishment process was not considered to be complicated. The firms that took part in this thesis are highly international with operations in an average of 50 countries. This might explain why the firms used their business network in the process of finding an intermediary, and why the start-up process was in general perceived as not too complicated and time-consuming. Few of the respondents used professional consultation from the Embassy, Swedish Trade Council, Swedcham or any other consulting firm.

Findings from the research also reveal

that perceived problems are not directly linked to the interaction with the intermediary but are explained by political aspects such as protectionism. The situation is getting better due to political reforms but so far it still seems to be a major problem area for foreign investments, at least when it comes to exportation of industrial or manufacturing related products from Sweden.

Taxes and customs have exceptionally been discussed to be most difficult and problematic. Expensive import taxes make the exported products costly and decrease the competitive advantages in comparison with domestic production. In addition to this, customs are related to other problems such as: time-consuming operations to get goods into the country, bureaucratic documentation and other miscellaneous trade expenses. Bureaucratic processes can be found in fourth place and some of the SMEs indicate that this might or should be solved by their intermediary.

Surprisingly, geographical distance was ranked as a major problematic area. Exactly which kind of specific problems this refers to was never asked. Assumptions might include long shipment time and time differences.

Most of the SMEs did not think cultural differences were a problem of big weight. Conceivably the Swedish and Brazilian cultures get along well, according to the results. The questionnaire form included queries about how much time was spent on keeping contact with intermediaries, in many cases contact by phone or e-mail was made every week. Face to face contacts were on average made once a year or even less frequently.

Both of us have spent many months in Brazil and have family relatives and friends living in São Paulo, a local presence that has given us some insight in cultural behavior. We believe that for a Brazilian company/intermediary to promote and sell "your" products instead of competitors', a business relation should be designed in the way a friendship relationship works. This involves active contact, not just through internet or by phone, but also personal contact. This gives the intermediary's trading partner a "face" and a personality.

Since most of the firms were "pulled" into the market, it might have reduced motivation to commit resources and time for this specific market. The complexity associated with Brazil's bureaucracy will take time, and therefore commitment is needed to gain profit.

Business in Brazil is complicated and time-consuming compared to Sweden. It is important for firms to be responsive and able to act efficiently. It is unavoidable to get merchandise into Brazil without spending time, effort and capital. To gain awareness of this and gather information on how to carry out operations in a smooth way can be an important advantage. The market is huge and the potential is enormous. It is worth dedicating time, effort and capital if one sees potential for one's products in Brazil.

There is professional help and support available, but few firms in this survey seem to use this advantage, or just do not want to dedicate more human or capital resources; although this might affect sales or market expansion positively.

Future research may aim to address some of these thesis limitations. First, because this research focuses on the suppliers' perspective and their perceived supplier-distributor relation, based on cultural differences. Further research could be done from the Brazilian distributors' perspective of the relationship. A comparative survey could be performed to find eventual dissimilarities in relations and cultural aspects. Second, this approach was unable to determine the causality between the firm's internationalization processes in relation to a positive or negative result. Future research could investigate this causality in detail.

It was an honor to be given a chance to write a thesis in cooperation with Swedcham and Brazilian Business Partners. All persons we came in contact with were very professional and helpful. During this time we worked hard, met a lot of interesting people and got a chance to live the Brazilian lifestyle with a lot of memorable happenings.

Magnus is now back in Stockholm, working for Arkadin – Global Conferencing, a provider of audio & web conference solutions. Arkadin is actually on the way to set up an office in São Paulo at the moment, so this is very exciting I believe.

After his time in Brazil, Jesper moved to Oslo (Norway), where he now works as an administrator and controller for Nordic Aero AS, a Scandinavian airport ground-service concern.

If you have any questions or if you wish to receive a full copy of the thesis do not hesitate to contact us.

[magnus\\_rudling@hotmail.com](mailto:magnus_rudling@hotmail.com)  
[jesper\\_weibull@hotmail.com](mailto:jesper_weibull@hotmail.com)

Jesper Weibull



# Human Capital Committee visits Alfa Laval

By Dieter Kelber\*

Within its objectives of promoting the integration of Swedcham members, especially professionals involved or interested in themes related to Human Resources, the Human Capital Committee meeting in September was held at the new installations of Alfa Laval.

A member of Swedcham, Alfa Laval's presence in Brazil dates back to 1959. The company produces heat exchange equipment and centrifugal separators, as well as valves and pumps. In addition, the company also operates in the biofuels area (oil & gas) and food processing. Alfa Laval's systems and products are used for the rational extraction, production and distribution of energy, for the creation of low-consumption processes, and the development of new energy alternatives.

The visit counted with the participation of representatives of members and guests of ABB, Kinnarps do Brasil, Souza & Cescon Advogados, INSADI, Foxwall, SEB, Trelleborg Au-

Alfa Laval President Reginaldo Macedo during the Human Capital Committee meeting.



Human Capital Committee meeting participants in visit to Alfa Laval

tomotive do Brasil, Seco Tools, Nordea, SKF, Horton International and of course Swedcham. The aim of the visit was to see the new Alfa Laval facilities and become acquainted with the whole project involved in moving the company's headquarters and factory, especially from the point of view of its Human Resources.

In an informal meeting coordinated by Ialorio, Human Resources Manager at Alfa Laval, the company's President Reginaldo Macedo talked about important aspects that had to be taken into consideration when moving the headquarters and factory. One of the major concerns was the geographical mapping involved in the transportation of its Human Resources, in order to avoid any losses. Macedo also stressed the importance of having a good communication plan allowing employees to know about the move well in advance and follow each stage of the project in a participative manner. The participants of the Human Capital Committee meeting were therefore able to see for themselves how the success of a project involves good endomarketing.

The participants were shown around Alfa Laval's new facilities. With an area totaling around 11,000 square meters and installations that allow for a 50% production increase, the factory has a modern conception where flexibility and optimization and energy saving go hand in hand. Special care is also taken with regard to the treatment of effluents generated by production. The installations are without a doubt a showroom that

demonstrates how Alfa Laval helps industries save energy, treat water and industrial effluents, reduce the generation of emulsions, treat "slop oil" and convert residues into biogas. Needless to say, the administrative headquarters (occupying around 2,400 square meters) are modern and comfortable, assuring a pleasant work environment.

After an excellent coffee break offered by our hosts, the Committee met for final considerations and acknowledgements for the opportunity to visit Alfa Laval's new installations. Participants stressed the importance of this kind of integration among members and other visits will certainly take place in the future.

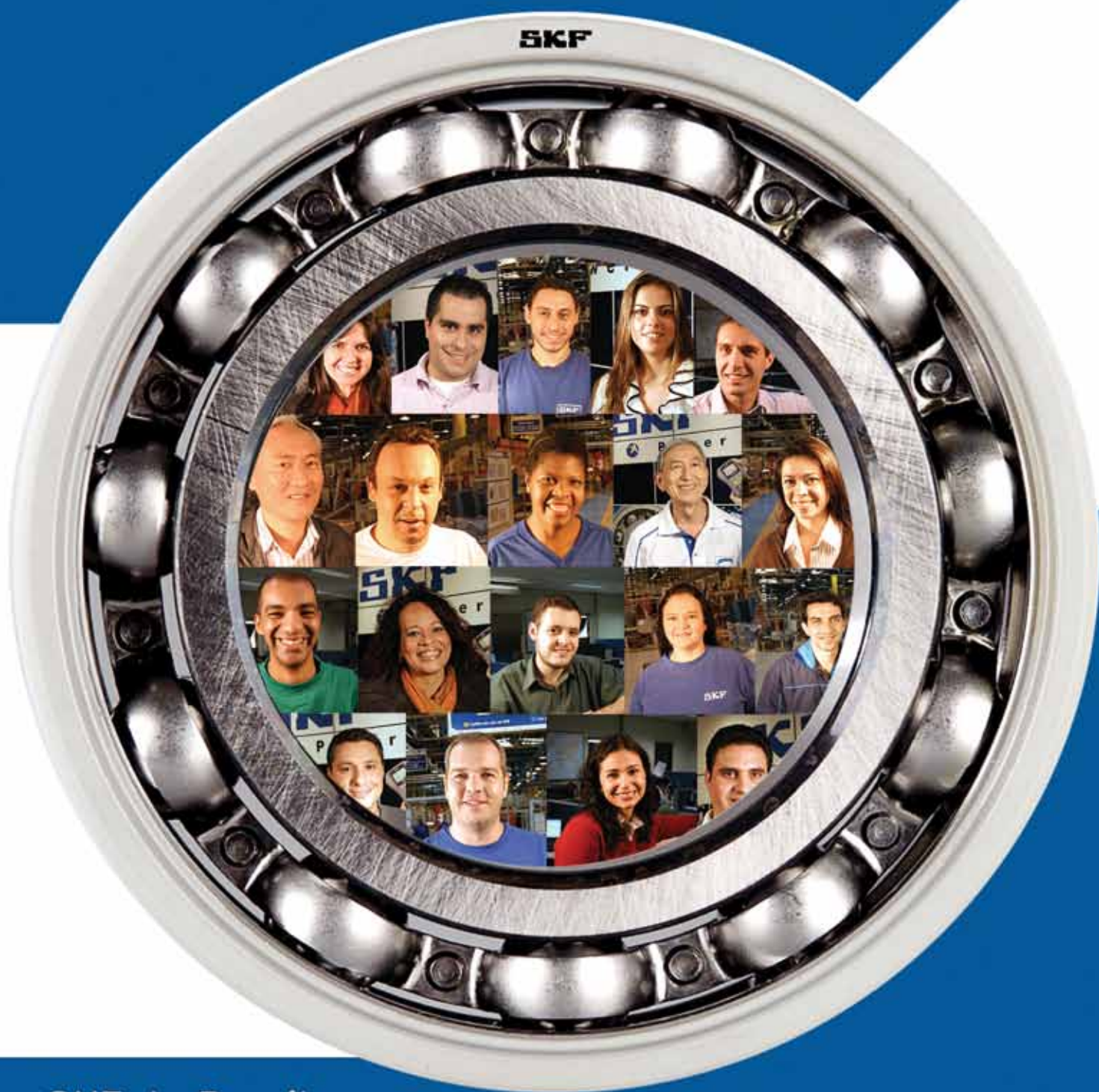
Before the end of the visit, Macedo commented about the positive trends of the economy and hoped for significant increases in Alfa Laval's sales over the next few years. In addition to producing for the domestic market, the company exports between 5% and 10% of its output to Argentina and Chile.

If you are interested in matters involving professional and personal development, your relationship with business processes, sustainability and the organizational aspects of corporations, do not fail to participate in the meetings of Swedcham's Human Capital Committee. ■

*\*Dieter Kelber is Executive President of the Advanced Institute of Intellectual Development (INSADI) and Coordinator of Swedcham's Human Capital Committee.*



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# Physical exercise, health and the importance of a gym

By Jos<sup>□</sup>Guilherme da Silva Junior and Fernando Marques\*



Fernando Marques and José Guilherme da Silva Junior.

Since the beginning of time, there are records that philosophers, doctors and coaches observed that the regular practice of physical activity is an essential part of a healthy lifestyle. The Greek physician Hippocrates wrote in his book "Regimen" (c. 400 BC) that "eating correctly will not keep a person healthy, one must also practice physical exercises. This is because food and exercise, although they have different qualities, still work together to produce health".

However, only since the 90s has physical activity obtained a widespread acceptance from the medical community (and consequently the population) as an important and essential element for the promotion of health and well-being.

Nowadays major medical, physical fitness and governmental entities such as the American Health Association (AHA), the American College of Sports Medicine (ACSM), the Center for Disease Control (CDC) and the National Institutes of Health (NIH) have positions, reports and official guidelines that stress the importance of physical activity for quality of life, health, prevention and rehabilitation of diseases.

The practice of regular physical exercises (besides reducing the risk of diseases such as

heart attacks, strokes, atherosclerosis, hypertension, diabetes, obesity, osteoporosis, depression, cancer, etc.) also increases longevity. Research shows that people who engage in a physical activity have a longer life expectancy than sedentary people.

An active lifestyle through the practice of a systematic exercise program also helps old people keep physically fit. Most of the fragility and loss of independence in old age is due to decades of sedentary habits. Many individuals aged between 70 and 90 years have such loss of muscular tissue that they develop a disease known as sarcopenia. Due to muscular weakness and lack of articular mobility, many of these debilitated old people are unable to carry out simple daily tasks such as taking a bath, changing clothes, etc. However, if they engage in a total conditioning program they present a great evolution in terms of health and physical fitness within a few months.

Over the last 50 years, the advance of technology has eliminated a large part of physical efforts from people's day-to-day life. There has been a slow decline in the practice of activities that require greater energy expenditure as a result of the use of machines and equipment that spare efforts in the home,

work or in leisure activities. And the lower the calorie expenditure, the greater is the accumulation of calories and, consequently, the greater accumulation of body fat, thereby unleashing a series of events that can culminate into chronic diseases.

It is highly unlikely that people will give up the means and comforts of modern life, therefore there is a dilemma to be faced by people who still remain sedentary: to keep physically inactive and thereby increase the risk of diseases and bodily dysfunctions or engage in a physical activity that helps them expend enough calories to be healthy and prevent diseases.

An increase in calorie expenditure can be obtained in different ways, the most popular and economical being walking. Nevertheless, although this works reasonably well during the first few months, in terms of obtaining results it cannot be compared to a complete physical conditioning program that can only be conducted by a physical education teacher. A complete physical conditioning program includes systematization of exercises involving aerobics (or cardiovascular exercises), flexibility and weight training.

In order to better prepare a total physical conditioning program, a physical education teacher needs an adequate infrastructure. Without a doubt the gym is the place that presents the best requisites. Although today many condos include gyms, most of them do not possess equipment that provides the utmost musculoskeletal safety and optimization of physical performance. Such factors are essential for people to reach their objectives in a swift and safe way, thus avoiding orthopedic injuries.

Another important function of the physical education teacher is to supervise his pupil during the entire training session so that exercises are carried out with adequate exercise technique and loads. Supervision (or monitoring) is essential to increase safety and physical performance. In this manner, the teacher is able to correct any eventual errors in exercise technique and assist in the most difficult and intense exercises, as well as provide motivation when pupils are prematurely fatigued.

*Continued on page 39*

First Personal Studio gym in São Paulo's Jardins district.





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# Marcap improves innovation and excellence in management with creative work space projects

By J. F. Thrall



In an age of increased specialization, there are firms that have managed to mark their ability to provide their clients with an ever increasing degree of excellence and quality, both in the execution of well-designed projects that meet the requirements of available space, as well as creating work areas that actually increase the production of employees by providing ergonomic versatility and pleasing environments that go well beyond the standard requirements of pre-existing office and corporate work areas.

Marcap Engenharia is one of these firms dedicated to excellence, quality and innovation that has assumed the challenge of creating and constructing new paradigms in the specialized area of work space construction. Marcap has operated in the construction and engineering market since 1995, specializing in the management and execution of work space projects that are created to maximize the utilization of space and ambience to give the client an atmosphere that not only facilitates the enhanced working environment for employees but meets the new requirement of quality standards and perceptive development of a project.

The company operates in the following areas: retail, having built and remodeled over 700 outlet shops or high-street stores; the corporate sector, with more than 150 office facilities; and the large format sector, having amassed in excess of 200,000 square meters of constructed area in corporate headquarters, retail chains and shopping malls. Head-

quartered in São Paulo, Marcap operates and has executed projects throughout Brazil. With its technical know-how and excellence in executing construction and innovative design methods, it has gained and secured the loyalty of both national and international customers in an increasingly competitive and challenging marketplace.

"Innovation is a way to turn an idea into business and, consequently, profitability. For a company to be innovative, it must in the first place develop a management that transcends everything that has already been created and, in that sense, the organizational culture is intrinsically connected to the result," states CEO and partner of the firm, Marcelo Lotito, in an editorial published in the Marcap Newsletter.

"It is a fact that breaking paradigms lies at the core of every major change, but the means are not always as clear as that, since changing requires innovation in the way of thinking, plunging into the unknown and, above all else, having no assurance that a lot will be learned. At Marcap, for instance, all changes start from the organizational culture, as we believe the collaborators are the disseminators of all necessary innovations in the realm of breaking paradigms. They must feel at ease to contribute in a proactive, dynamic way, and one that is based on the spirit of cooperation."

It is these concepts that have engendered Marcap with a wide range of satisfied clients ranging from diverse areas such as shopping malls to law firms, from the renovation of historical buildings requiring the need to preserve original design, to industrial and factory facilities, all with their own specific requirements and space limitations.

"In this way, all this concern about the pursuit of excellence had led us to find solutions that make the whole difference in our area of performance, where we deal with exceeding all of the time. Innovating is not just thinking differently, it is doing things differently, it is involving people and leading them to a collective solution," emphasizes Lotito,

placing the concepts within the paradigm, thus involving both the clients and the employees of Marcap in the innovative process that produces quality and excellence.

With the ever-expanding interest of European companies in the Brazilian market, firms such as Booking.com, Lacoste, Coface and Biogen Idec have joined with Marcap to design new facilities that have a pleasant appearance, light and open areas in which people are free to communicate. These methods provide solutions in terms of functionality, materials and finishings, cost-effectiveness, aesthetics aligning the needs of the client by the development and implementation of a project that also includes the awareness of ergonomics, comfort, well-being and an eye to the quality of life that is necessary to the work environment, providing employee satisfaction and the improvement of productivity resulting in a client company's competitiveness. ■

## "People Management in Physical Work Environments"

Executives from major corporations packed Swedham's auditorium on November 26 to see the presentation "People Management in Physical Work Environments" held by Marcap Engenharia.

The event brought together executives from different areas to accompany the trends and factors related to physical changes in the corporate workplace. "Changes must be made in a planned fashion and always focus on influencing the company's results, as well as improving people's productivity and quality of life," said Marcap CEO Marcelo Lotito.

Speakers included Ralph Arcanjo Chelotti, president of the Brazilian Human Resources Association (ABRH), architect Bianca Angelini, corporate commercial manager at Marcap, and Hercules Pascarelli, financial director of Coface do Brasil and Seguradora Brasileira de Crédito à Exportação (SBCE).

Hercules Pascarelli, Bianca Angelini and Ralph Arcanjo Chelotti.







## From Local Coalminer to the World Leader in Metal Powder

Höganäs AB was founded in 1797 to extract coal. In the early years, interest was focused on a clay bi-product, and the Company became a major Scandinavian producer of firebricks. In the early 20th century, Höganäs started to reduce iron ore into raw iron for foundries. In the post-war era, this product was refined into iron powder for component and welding electrode production. Now, Höganäs focuses exclusively on metal powder and its applications. By adopting an active role in development, Höganäs has succeeded in creating a world-leading position.



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# Nordea celebrates 30th anniversary in Brazil

On November 26, Nordea's São Paulo Representative Office celebrated its 30th anniversary with a cocktail party at the Casa da Fazenda do Morumbi in São Paulo. The site of this excellent venue, which has been operating since 1999, actually dates back to 1813 when it was built by Padre Antonio Feijó as the first tea plantation in Brazil. Needless to say, the event was a tremendous success, attracting many Nordea clients and friends as well as Swedcham members.

In August 1979, Nordea (or PK Banken and Christiania Bank at the time) established its representative office in São Paulo. The opening of the office was primarily based on the strong presence of Swedish companies in Brazil, Norwegian codfish exports, and a wish to follow the bank's customers internationally.

Even though considerable political and economic changes have taken place in Brazil since 1979, affecting the business environment, Nordea has basically remained true to its original strategy. Nordea has always focused primarily on business related to its home market and home market customers.

The traditional services offered via the representative office are typically short-term Trade Finance products, involving financing and/or risk instruments; for instance bid and performance bonds, guarantees, letters of credit and discounting of bills of exchange. Previously direct lending to Nordic subsidiaries in Brazil was also important.

During the past few years, the main prod-



(Left to right) Luiz Vecchia, Karl Ekenger, Fátima Fonseca, Rolf Risan, Claes Calemark and Anne-Margrethe Firing during Nordea's 30th anniversary celebration on November 26.

ucts have been export-related financings called Pre-Export Financing and *Pré-Pagamentos*. These are specific Brazilian financing schemes providing working capital in foreign currency to Brazilian exporters. The financing is directly linked to foreign trade contracts and allows for foreign currency funding exempt of withholding tax.

In 2008, Nordea financed several billion kroner of trade between Brazil and the Nordic region. This volume was primarily done via the above-mentioned financing schemes. The transactions involved trade contracts with more than 40 Nordic companies, of which around half were Swedish or Nor-

wegian. Most of these kinds of transactions are channeled through local Brazilian banks. Therefore the Nordic companies are often not aware of Nordea's involvement.

## Economic crisis

The current global economic crisis has affected Nordea's business in Brazil and the business volume in 2009 will be somewhat lower than in 2008. Especially during the first half of the year, the demand for export financing was reduced due to lower global demand and weaker trade, but also because the Brazilian Central Bank provided a significant amount of liquidity to the Brazilian financial markets in support of local banks and trade credit lines.

Demand for long term financing, however, has continued to create opportunities. Especially since long term financing (3-5 years and beyond) to a large extent has been restricted to financing via multilateral institutions (like NIB, EIB or IFC), to BNDES or to financing with the support of export credit agencies ("ECA").

The majority of long term transactions arranged by Nordea in Brazil today are related to exports from Nordic customers and usually involve either NIB (the Nordic Investment Bank) or a Nordic ECA.

ECA financing is particularly interesting for

Nordea's 30th anniversary celebration at Casa Fazenda do Morumbi attracted a large crowd.







Karl Ekenger, Head of Corporate Merchant Banking Sweden.



Nordea do Brasil Representatives  
Fátima Fonseca and Luiz Vecchia.

The fundamentals for Brazil are strong and Nordea is looking very positively on the opportunity of continuing doing solid business in the country.

Similar to Brazil, Nordea has managed very well through the crisis. Losses due to the general economic slowdown or to specific events have been modest and very manageable.

Compared to others, Nordea's position has strengthened and the bank is currently regarded as one of Europe's strongest and most solid banks. The financial position of the bank is healthy, with strong liquidity and a solid capital base that was further improved by a EUR 2.5 billion capital increase earlier this year.

As uncertainty regarding the strength of the economic recovery internationally is still considerable, Nordea will proceed on a prudent organic growth path, with careful balance between risks and opportunities.

**Nordea's Representative Office is located at Rua Oscar Freire 379 in São Paulo, and its team is currently formed by:**

- Rolf Risan, Chief Representative
- Fátima Fonseca, Representative, and
- Luiz Vecchia, Representative

Nordic equipment suppliers. The scheme itself was created to support the export industry and, due to the importance of long term financing, it can be an important supplement and enhancement of a commercial offer. Under certain circumstances, the ECA financing will also be exempt of withholding tax.

## Outlook

Even though the international crisis has affected Brazil, Nordea has continued to have a positive view of the economic situa-

tion in this country and the administration's ability to handle the crisis.

As can already be seen, the Brazilian economy has started to grow again, and analysts expect a GDP growth in 2010 of around 5% - significantly higher than in most other major economies. The stock exchange has bounced back almost to pre-crisis peak levels, and the capital market is also returning to a more normal situation. First tier Brazilian companies are now able to fund themselves long term in the capital market.



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## Luncheon with head of Petrobras' R & D

NBCC had the pleasure of hosting a seminar on "Challenges of Pre-Salt Development" on September 2. The presentation was held by Carlos Tadeu, executive manager of Petrobras



NBCC Chairman Kjetil Solbraekke, Carlos Tadeu and Johnar Olsen.

R&D Center (CENPES).

Tadeu kept the focus of the seminar on the strategies adopted by Petrobras in order to assure business and technological innovations that will solidify the company's market position. The investment in the R&D area was pointed out as the prior tactic for reaching these objectives and attracting young talented students to the growing oil & gas industry.

The Petrobras executive ended his presentation by showing the 50-people audience at Enoteca Uno Restaurant, in RB1, a video on all pre-salt exploration processes. Questions on how to collaborate with Petrobras' new objectives and who to contact for business in one of Brazil's major corporations were made, and Tadeu answered all of them with good information.

Chamber Chairman Kjetil Solbraekke ended

the event by announcing an upcoming seminar on "Consequences of the new regulatory framework for Norwegian companies".

The NBCC wishes to thank Tadeu for a great presentation and all members and friends for attending this excellent event! ■

## NBCC debate on pre-salt area lasts four hours

On October 22, the NBCC had a different type of event. Forty members gathered at the Caesar Park Hotel in a confidential atmosphere, to share the companies' views on the new regulatory framework regarding the pre-salt area. Statoil and Norse Energy were two of the companies there represented, having their workers exposing concerns, ideas and thoughts on the new regulation and its consequences for oil & gas businesses and Brazil's development further on.

Kjetil Solbraekke, chairman of the Chamber, led the four-hour debate towards a proposal of putting together practical actions the NBCC may take as a non-political institution. The meeting was followed by a delicious dinner with a beautiful view of Leblon's beach at the Caesar Park Hotel.

The NBCC wishes to thank StatoilHydro for sponsoring the event and all members for making the meeting as productive as it was. ■

## New Members

The NBCC would like to welcome its new members:

### Bengt Bryngelsson – Personal

### Frank Mohn do Brasil – Corporate

Frank Mohn AS-Framo is the leading supplier of hydraulic submerged cargo pumps to the world tanker market. The company was founded in 1938 and is located outside Bergen in Western Norway. In Brazil, Framo has been present for more than 35 years already, supplying marine and offshore equipment to Petrobras mainly. Founded in May 1999, Frank Mohn do Brasil is active in the commercial field, plus technical assistance, service and repairs on board vessels and the supply of spares for equipment manufactured by Framo and Framo Engineering AS.

### Kinnarps do Brasil – Corporate

Kinnarps, the leading supplier of office furnishing solutions in Scandinavia and the

second largest in Europe, has set up operations in Brazil. The company, which has an annual turnover of EUR 400 million, is represented in 40 countries. Kinnarps quality brand stands for comfort, design, durability, ergonomics and sustainability. The Brazilian operation is led by Börje Jerner, for five years chief representative of Nordea in Brazil, whom many of you already know. Börje has years of experience from both the industrial and financial sectors in Brazil.

### Sevan Marine do Brasil – Corporate

Sevan Marine ASA is listed on Oslo Børs (ticker SEVAN) and is specialized in building, owning and operating floating units for offshore applications. The company has developed a cylinder-shaped floater, suitable in all offshore environments. Presently, Sevan Marine has four FPSO contracts, including the Goliath Sevan 1000 FPSO and three drilling contracts with clients. The company is also developing other application types for

its cylindrical Sevan hull, including floating LNG production and power plants with CO<sub>2</sub> capture. For more information, please access: <http://www.sevanmarine.com>

### Teekay do Brasil – Corporate

Teekay is an essential marine link in the global energy supply chain, serving the world's leading oil & gas companies. We connect our customers' upstream oil & gas production with their downstream refining and distribution, positioning us as The Marine Midstream Company. The president of Teekay in South America is Kristen Alexander Tischendorf.

# Dream, Learn, Work

By Ana Luisa Leite

It all started when a few Norwegian companies gathered to create a Corporate Social Responsibility Project that would have something different from what we have been used to seeing in this area. NorSkan Offshore, DnB NOR, Kongsberg, Jotun Coatings, Det Norske Veritas (DNV) and STX Europe were the first thinkers for the project **Dream, Learn, Work** (DLW), which is today giving great results in return and proving itself to have a practical role in Brazilian society.

"Minister Erik Solheim brought us the challenge of coming up with something new and integrated," says Sérgio Garcia, manager of DNV, about a visit from the Norwegian Minister of Environment and Development to Rio de Janeiro. "He believed that if the Norwegian companies gathered on behalf of one CSR project, we would be able to exchange experiences and apply best practices. A stronger result would be natural." The minister divided the companies into different sectors and these groups would then follow up with a proposal.

DLW emerged as a desire from these Maritime & Offshore companies to fill a gap that exists between the NGOs dedicated to



IBPF students visit a NorSkan vessel.

complementing youngsters' education and the need for qualified workers in the Brazilian industry. "There are so many interesting projects that benefit kids in sports, arts and education outside normal school. What about when they leave these institutions? They don't have many options and most are not aware of our industry. On the other hand, we are in constant search for professional help," says Sérgio. That is how **Dream, Learn, Work** found its way to please both sides of the story and how the name came to be.

**TO DREAM:** The kids are in the institution and are provided with ideas for the future. Through seminars, visits to shipyards, vessels and other maritime and offshore working areas, the young students can see the possibilities ahead and dream of a future.

**Bola Pra Frente\*** was chosen to be the starting point for these actions. The project, co-sponsored by the companies mentioned and others, was working very well in the neighborhood of Guadalupe, in Rio de Janeiro, offering educational support, sports, arts and other activities for kids

who were regularly attending school. The institution was so popular that it ran short of structure to receive all the kids. DLW took up the challenge and, with a donation from the Norwegian Government, through the Ministry of Foreign Affairs, and support from the companies and the Norwegian Consulate General in Rio de Janeiro, a new classroom building was constructed for **Bola Pra Frente** (IBPF).

**TO LEARN:** These young students, with a high school degree in hand, are offered the opportunity to extend their education on a technical level. This happens through agreements between DLW and technical institutions recognized by the Brazilian Ministry of Education, like SENAI and CIAGA, being sponsored by DLW companies.

They may choose from specialization courses to become, for example, electricians, crewmembers and web designers. The courses are offered according to the job requirement from the sponsoring companies. Thus, the chances of becoming an employee increase.

**TO WORK:** The new grads then have the opportunity to apply for a job opening within the sponsoring companies or general job market.

That part will depend exclusively on each person's effort. They have been given all the opportunities to learn and dream since

Minister Erik Solheim during the opening ceremony of the IBPF building.







Able seaman's course at the IBPF institute, as part of the DLW program.



Soccer game during the inauguration of the IBPF building;

school time and there is no commitment of hiring between the companies and the new grads. Now it is time to choose.

"When we are still children we are not very interested in much. But then IBPF starts to make us think about the future and how to become a citizen." That is what Diego da Conceição says about his first years as a participant of IBPF. Today, at the age of 22 and as a trainee at DNV, Diego reveals his dream had always been to become a soccer player, "even though I didn't know how to play!"

"We are taught to look beyond. Many of my friends at the institution today share the same values as me." Diego grew up in the neighborhood of Guadalupe in Rio, where he met with many difficulties and had to deal with bad influences. "It's all about the choices you make. The most important thing is to set a goal and keep to it, no matter what. Today even my family's life is better; I can help them to grow a little bit each day," he says.

On the other side of the story, Lincoln Mojon, Diego's manager at DNV, is very pleased to have him as an employee because of his obvious effort: "One day he came to me with a presentation on a course he wished to take, a whole proposal," tells Lincoln. "The company's job is to show there are opportunities. At the same time, the apprentice must have initiative. When these two things come together, we have a great deal."



Diego da Conceição, a trainee at DNV and former IBPF student.

## How to make someone dream, learn and work

The project Diego da Conceição and other four IBPF colleagues are part of at DNV is called "Young Apprentice". The same has been applied at NorSkand and been integrated into DLW. It is only one example of what can be achieved by this way of applying CSR best practices.

The first technical course offered through the DLW program has recently started. On September 29, 30 students began a specialization course to become able seamen, in cooperation with CIAGA. "Our goal is to have a minimum of 100 students frequenting the various courses by 2010," relates Halvard Idland, from NorSkand Offshore, another leader in the project.

The task seems to be perfectly viable, since DLW has identified another way of introducing new people to the market: by directing the course into a specific need of the company. Norway's largest oil company, Statoil, has recently joined the project and developed two customized courses with SENAI, offering 30 students the opportunity to graduate as technicians in the oil & gas sector. According to the project's creators, the market is in continuous growth in Brazil and consequently the need for technically qualified professionals will also continue.

"Each company may have its social project, under the umbrella of DLW, in order to benefit from DLW agreements with the technical institutions," clarifies Sérgio. So, in order to participate, the only thing the company has to do is to get in contact with the project's organizers\*\* and establish the goals to be reached. The rest will be taken care of by the DLW organization, which has lately seen the entrance of NBCC to support the administration and communication areas.

## Cheap expenses, great future

It is very cheap to sponsor a student through DLW. The cooperation with SENAI and CIAGA enabled sponsors to pay from R\$ 270 per student per month. The course's duration varies from 3 to 14 months. And yet it is "a great opportunity for those who hadn't had chances to study further in their lives," notes Diego. According to Sérgio, DLW is "more than social, it is sustainable. We hope that the project reaches the point of demanding more students than IBPF can offer. This is not restricted to one institution only, DLW is a global project, the most important thing is the principle it contains. The goal is to supply the maritime and offshore sectors in general," Sérgio explains.

## Happy ending...or happy making?

Diego's biggest dream now is to become an engineer. At the end of his interview, he told me a little story: "Once we were shown a film in IBPF. There was a man standing by the beach looking at the sea. And another man was sitting at a bench, also looking at the sea. The man standing started throwing starfish into the water. The man on the bench kept staring. At a certain point, the sea began to throw starfish back to the man standing. And the man on the bench kept staring. At the end of the day, the man standing went back home full of starfish in his hands. And the man on the bench kept staring."

Come to join DLW and make a difference in these youngsters' future as well as in the Brazilian labor market, sponsoring technical education for the maritime and offshore industry.

\* Please see "Brazil & Sweden/ Norway" December 2007-February 2008 edition.

\*\* To participate, please get in contact with Halvard Idland ([halvard.idland@nor-skand.com.br](mailto:halvard.idland@nor-skand.com.br) / 2103-5700) or Ana Luisa Leite ([ana.leite@nbcc.com.br](mailto:ana.leite@nbcc.com.br) / 3544-0047)

# Innovation Norway has new director in Brazil

by Ana Luisa Leite

This has been a year of increasing business in Norwegian-Brazilian relations. The year to come has everything to become crucial in defining the future of these seeds. In this scenario, Innovation Norway (IN), a new state-owned company whose purpose is to foment Norwegian business throughout the world, plays an important role. "We aim to assist in business, cultural, political research & development cooperation between Norway and Brazil," states Reidun Beate Olsen, the company's new director in Brazil.

New to IN, but not to the Brazilian market, Reidun has experience from working in Oil & Gas related companies for 20 years. She arrives from Sevan Marine ASA, where she was the President for the QHSE for the Sevan Group. One of her responsibilities was to understand local regulations and legislations deeply. Working close with Brazilians, Reidun got to become acquainted with the market and the culture and was able to build a network of vendors and clients. "The Brazilian mindset and the high technical competence make every day an interesting adventure," she says.

One thing is certain about this new adventure: Reidun will face a great challenge in absorbing all the Norwegian companies interested in coming into the Brazilian market. But she is not alone in this task. According to her, IN cooperates closely with the Royal Norwegian Consulate General, the NBCC and Intsok

(the Norwegian oil & gas partners): the so-called Team Norway. "We aim to operate co-ordinated to help Norwegian companies and authorities, as a door-opener and facilitator towards the Brazilian authorities and business life in general," adds Reidun.

One of the initiatives of the partnership between IN and Intsok is the Norwegian Business Incubator Office (NBIO). According to Intsok, NBIO today has a waiting list in continuous growth. Reidun seems very enthusiastic with the new opportunity she has been given as director of IN and affirms: "I will continue harvesting from the work already performed by the former director. Strategies are established in close relation with IN Americas and our headquarters in Oslo. The main focus is still the Oil & Gas and Maritime sectors, and other areas will be monitored."

According to Reidun, Petrobras and IN are collaborating on a Memorandum of Understanding (MoU) whose purpose is to initiate discussions and promote meetings in order to identify objects of mutual interest. So that in the future they may jointly contribute for technological research and development projects or innovative projects of common use. "Organizations like IN bring new technology and know-how to Brazil. In particular in the Oil & Gas industry there is a high demand within R&D," she says, adding: "Wherever you choose to do business, remember that you are a guest."

Reidun doesn't know yet how long she will stay in Rio. But based on the experience acquired within the Brazilian market through the years she has been here, she highlights some key elements for Norwegians entering Brazil: "Never try to call directly to a company, find someone that can introduce you; coffee breaks, lunch and dinner are good for business; business is not done in two weeks or one meeting; Brazilians can easily read your body language; always bring the technical people to the first meetings; show respect for everyone; and most important: have fun and make some Brazilian friends." As a last reminder, she quotes Seneca: "Luck is what happens when preparation meets opportunity".

Let's prepare for the future!



The Norwegian Pavilion at Navalshore

## Norway at Navalshore

This year, for the first time, IN organized a Norwegian Pavilion at the Navalshore Shipbuilding and Offshore Industries Expo and Conference.

Navalshore 2009 had 260 exhibitors, up 13% from 2008. During three days, the event attracted more than 12,500 visitors.

The Norwegian Pavilion had 10 companies participating as exhibitors: Anda-Olsen AS, Emil-Langva AS, Evomec AS, John Gjerde AS, LK Valves, Metizoft AS, Nyborg AS, TTS, Vestnes Innredning AS and DNV.

With the support of the Royal Norwegian Consulate General in Rio, an opening cocktail was arranged by IN in cooperation with NBCC on the first day of the exhibition. After that, the Norwegian Pavilion became the meeting point of the Norwegian-Brazilian business community.

According to "Portos e Navios" magazine, which was responsible for organizing Navalshore, Norway was the country with the most companies represented.

The strong Norwegian presence was a significant sign of the interest in the Brazilian market, and Norwegian companies are in a position to offer state-of-the-art technological solutions, quality and price.

During the opening ceremony, IN's new director in Brazil, Reidun Olsen, was introduced to the Norwegian-Brazilian business community.

Article supplied by IN

Reidun B. Olsen





# Rolls-Royce inaugurates new marine unit in Niterói

**R**olls-Royce launched the foundations of its new marine equipment repair and overhaul unit in South America on December 4 this year. The company invested R\$15 million in a new facility for its whole range of marine equipment. The new workshop was built at Ilha do Caju in Niterói, in front of the access channel to the Port of Niterói.

John Peterson, Rolls-Royce Marine Worldwide President, inaugurated the new site on November 6.

The new facility has an effective workshop area of 2,100 square meters, located inside a total area of 13,000 square meters. The workshop has a hoisting capacity of 100 tons, a machining area with latest-generation equipment and a separate area for cleaning, sandblasting and painting. The

most important point is the direct access to Guanabara Bay, with no need to cross the center span of the Rio-Niterói Bridge.

The establishment of the unit in Niterói will bring several benefits to the county. In service tax (ISS) alone, the country will receive between R\$ 600,000 and R\$ 1 million per year. Besides, the population will benefit from improvements in the environmental and social areas. The Rolls-Royce facility in Niterói will care for the needs of customers from South America and part of Western Africa.

Rolls-Royce is a world leader in marine solutions, supplying products, services and expertise to more than 20,000 commercial and naval vessels in the offshore, merchant, defense and submarine markets. The company designs ships, and its range of products includes propulsion systems with diesel engines



and gas turbines, propellers, thrusters and waterjets. It also supplies maneuver and stabilization systems and deck machinery. Around 40% of the marine revenues come from after-sales support and maintenance, with a global customer support network with sales and service centers in 33 countries.

Rolls-Royce is the main supplier of vessel design and integrated equipment for the growing fleet of "UT" advanced support vessels in operation in Brazil. More than 40 Rolls-Royce UT vessels were built in Brazilian shipyards. Besides, there are around 60 foreign-flag supply

*Continued on page 42*

## 360° em soluções, agora no Brasil.



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# Bankable projects in today's market

By Finn Bjørnstad and Oddbjørn Slinning\*

In offshore field developments, the oil companies require the services of a number of contractors such as owners of drilling rigs, installation vessels, accommodation units and floating production units. The owners regularly offer their services on the basis of a charter party or a "lease-and-operate" contract. The offshore units chartered or leased and operated under such contracts require substantial financial investments. Often we experience that the lease operator is prevented from going forward with a project because it is not possible to raise the required financing. Contractors involved in field developments provide their units and services to the oil company under a charter party or "lease-and-operate" contract, on a short or long term basis.

The most common financing structure is for the construction of the offshore units to be fully financed by the lease operator prior to delivery to the oil company at the offshore field, and down payment of the investment will be serviced by the lease hire, payable by the oil company during the term of the

Oddbjørn Slinning



lease contract. Under a long term lease for a project specific unit, the total investment is usually paid in full by end of the lease, whereas generic units could be chartered out on a short terms basis, requiring a number of lease contracts in order to pay off the investment.

The financing of the unit would, to a varying extent, be raised by the lease operator from external banks. In the prevailing financial market we see that financing banks, in particular in relation to long term lease projects, are more concerned with both the general risk allocation under the contract and the oil company's financial standing. Lease operators with project specific units intended for long term leases may find it more difficult to raise financing if the risk and structure of their project, including the financial position of the oil company, does not satisfy the scrutiny of the banks.

Lease operators with generic units built for short term projects are experiencing an increasing pressure on the charter rates offered by the oil companies, which may substantially reduce their profit and cash flow. Thus, depending on the character of the unit, lease operators and their financiers have to take into account both the counter party risk and the market risk relating to the project. A beneficial risk allocation under the lease contract itself does not protect the lease operator and its financiers if the oil company does not have the necessary financial strength to fulfill its contractual obligations.

These are very capital intensive projects and combined with the fact that such units will often have a limited residual value, the counter party risk in relation to a long term lease contract is substantial compared to most other contracts. To fully protect its financial investment, the lease operator, especially in relation to a long term charter, needs to ensure that the oil company provides satisfactory financial security for its payment



Finn Bjørnstad

obligations. The security would normally be in form of a (performance) guarantee, bank guarantee and/or parent company guarantee, or a combination of the same. The "oil company" is frequently a joint venture consisting of a number of investors. If this is the case, the relevant financial security should include guarantees from all the joint venture partners or their parents, and change of control regulations preventing joint venture partners from abandoning their responsibilities. Issues relating to joint or several liability need to be taken into account in such set-up. The owner should have the right to pursue any claim against one party only, and should avoid several liability on the part of the oil company and its owners.

In the prevailing market the lease operator's financiers pay more attention to the terms of the lease contract and the contractual position of the lease operator. With an increased focus on the lease operator's counterparty risk, the financiers also seem to be more stringent in their approach to other risk factors, and in particular the reservoir

*Continued on page 42*



# StatoilHydro becomes Statoil

**S**tatoilHydro ASA changed its name to Statoil ASA on November 2, simultaneously adopting its new visual identity.

The group is taking the opportunity to clarify its future ambitions and strategy. Its almost 30,000 employees will be giving the new vision and identity a content through various activities in the time to come.

Chief Executive Helge Lund held a global town hall meeting on November 2 which could be followed simultaneously by all employees from Beijing to Calgary.

The new visual identity is based on a constellation of stars seen against the Nordic heavens, which has been refined to a lodestar as Statoil's new symbol.

This star represents the group's history, pioneering spirit and ambition to be a

leader in efforts to find better solutions for meeting growing energy requirements in a responsible way.

Its configuration as a three-dimensional object is motivated by Statoil's strong technological history and strategy.

Tests show that the star evokes a wide range of associations, from innovation and dynamism to drill bits and wind turbines. This fits well with the group's business today and tomorrow.

The color chosen for the new logotype is magenta, which can clearly be seen in the Nordic evening sky. It will also help to give Statoil a distinctive identity and visibility in the global market.

All parts of the group will use the new identity with the exception of its service station network, which retains its existing



# Statoil

Statoil logotype.

This reflects a view that this part of the business competes well on its own terms, with its separate requirements and target audiences. ■

## GOLD MEMBERS

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

If you have any doubts about membership in the NBCC, please contact Executive Secretary Ana Luisa Ulsig Leite at [info@nbcc.com.br](mailto:info@nbcc.com.br)



# Scana sets up Brazilian operations

**S**cana Industrier ASA is a Nordic industrial group providing products and system solutions to three business areas: Steel, Marine and Oil & Gas. The Scana group established its Brazilian subsidiary in 2009 to better support existing clients as well as to improve activities towards new clients.

Scana do Brasil Industrias Ltda. will develop all areas described below. The company's core activities are based on the vast experience acquired in the last 370 years when the first Scana company started operating in Sweden as a reliable steel producer. Nowadays the products developed by Scana are based on special steels that require high technology and reliable deliveries in terms of both quality and time.

The steel area has a long tradition in the Swedish steel industry going back several hundred years with the companies Scana Steel Björneborg, Scana Steel Booforge and Scana Steel Söderfors. This business area also includes the Norwegian company Scana Steel Stavanger and the Leshan Scana Machinery company in China. The business area has an extensive network of agents for international sales.

The companies each have an independent and long history, and specialize in different production areas. The main products for the steel area are customized steel forgings and castings for the oil & gas, energy, marine,

machine and tool industries.

Production takes place at Scana's own facilities, which include melting plants, forges, rolling mills, foundries and heat treatment and machining units. Production is of a high standard, and complies with ISO-certified quality assurance systems. The business is characterized by high levels of metallurgical expertise and strong market positions in the respective product areas.

The marine business area consists of companies in Vol da, Gdansk, Rjukan and Dalen that supply equipment and services for the navigation, automation and propulsion of ships. The main market of the business area is in the shipping industry, where shipyards, shipping companies and agencies are all key customers. The business area also supplies products such as valve control systems, which are also supplied to the oil & gas industries.

Scana acquired ABB's activities within the marine sector in Poland in 2009. As a result, the group achieves a more complete propulsion area and also synergy effects within sales, service and procurement. Also, this will mean extended sales for its steel companies.

Scana's oil & gas activities were established as a separate business area in 2006. The activities in the business area cover a large scope—from design, engineering, consultancy and laboratory services to production, assembly and testing of equipment and products, components and parts developed in-house, as well as the maintenance and repair of mechanical components for the oil & gas industries. The business area has manufacturing units in Norway and the USA. It has its own sales office in Houston, the USA, and Rio de Janeiro, Brazil, and an engineering company in Singapore.

Scana also provides laboratory services, in addition to maintenance and repairs for customers in the marine and oil & gas markets.

The group has companies in Norway, Sweden, China, the USA, Poland, Singapore, Brazil and South Korea, as well as associated companies in a number of countries. At the beginning of 2009, Scana had more than 1,900 employees. The head office is in Stavanger, Norway.

Scana's technology, unique expertise in engineering materials and extensive production experience form the basis of its competitive power. The group's aim is to be the preferred supplier for leading companies within its market segments. The majority of Scana's customers are in Europe, the USA and Southeast Asia. ■



**Queen Mary 2 is one of the most magnificent ocean liners ever built.**

She is 345 metres long, 72 metres tall and gross weight is 150,000 tonnes. The propulsion system includes four controllable pitch propellers made by Scana Steel Stavanger in Norway.



SCANA INDUSTRIER ASA, STRANDKAIEN 2, P.O. BOX 878, N-4005 STAVANGER, NORWAY



# For a biogeneric policy

By Marcela Waksman Ejnisman and Andreia de Andrade Gomes\*

Quality of life is currently a widely discussed and cherished subject. Therefore, the search for medicines capable of curing and preventing diseases that up to now are incurable, in addition to extending longevity, has played an important role in the pharmaceutical industry. Technologies used to produce such "miracle" drugs have also evolved, and, among them, biopharmaceutical drugs stand out because they are extremely sophisticated and use live organisms instead of chemicals as their active principle. To be more specific, these are medicines synthesized by genetic manipulation of cells. These organisms are obtained from genetic engineering or advanced techniques of DNA manipulation.

The use of such organisms falls under the concept of biotechnology, as defined by the Convention on Biological Diversity. In Brazil, biotechnology is regulated by Law 11,105/05, which is known as the Biosafety Act, which addresses two controversial issues: production and marketing of genetically modified organisms.

Besides this law, there are no specific rules governing the manufacture of biopharmaceuticals derived from genetic engineering techniques. However, these products require approval by the Brazilian Technical Commission on Biosafety. Criteria for assessment and

approval of the products by the commission take into account environmental, health and zoo-phytosanitary aspects.

In general, biopharmaceutical products are provenly more effective than traditional medicines, and clinical trials show that they virtually have no side effects. However, the final cost of these products is still high (in some cases, 25% higher than that of a regular drug), considering that pharmaceutical industries invest at least 15% of the budget from their sales in Research and Development (R&D) of new drugs. In order to foster investments in such a high-risk business activity, the well-known patent system is the main mechanism that ensures return on investment to pharmaceutical companies.

It is important to note that biogeneric companies must work even harder than those of generic products. Technical expertise is required in biotechnology, production, clinical selection, regulatory fitness, testing, and the drug surveillance market. Also, other difficulties inherent to biogenerics are proof of essential similarity and demonstration of equivalence.

In Brazil, such difficulties relate further to the issue of the laws to be applicable on such medicines. The Industrial Property Act establishes restrictions for the protection of living beings. No substance isolated from nature can be patented, even though it meets all other legal requirements. However, the processes used for isolation may be patented, provided they comply with the requirements for novelty, inventive activity and industrial application.

Accordingly, investments in this drug segment, even though they may result in increased profitability and reduced competitiveness, are more difficult. In order to resolve these issues and other matters related to generic medicines, a number of bills are pending in Brazil's National Congress. One of them outlines the creation of a National Policy on Technical Research and Development for the Pharmaceutical Industry by especially addressing generic drugs and their development in the Brazilian market. The other bills



Marcela Waksman Ejnisman

propose regulations as follows: the promotion of generic drugs already in the market; the mandatory prescription for generic drugs; and the compulsory distribution and marketing of generic drugs.

The bill for a National Policy is yet to be approved by Congress and the Senate. If actually passed, it may considerably impact the production and marketing of drugs in Brazil, with specific consequences regarding the protection of patents for brand-name drugs which are important for public health programs. In this sense, the proposed law would require pharmaceutical companies to provide information on the existence of generic drugs in all their advertisements for brand-name drugs. Another bill would require pharmacies to display a list of all generic drugs available.

It is not known when and if these bills will be approved, in view of the various conflicts of interests in the pharmaceutical industry. However, if the bills above are passed or even if the key issues in the industry are resolved, the pharmaceutical scenario of the Brazilian market will certainly undergo important changes. ■

*\*Marcela Waksman Ejnisman is Partner in charge of the Intellectual Property Practice Group of TozziniFreire Advogados  
mejnisman@tozzinifreire.com.br*

*Andreia de Andrade Gomes is a Partner in the law firm's same group  
aag@tozzinifreire.com.br*

Andreia de  
Andrade  
Gomes



## Record number of events in 2009

This year was certainly a busy and eventful year for the Chamber as we witnessed a record number of events of the most varied kinds, including excellent presentations, luncheons, workshops, happy hours, etc.

We felt that this warranted space in our magazine and therefore decided to publish the full list so that our readers can see for themselves!

**February 5** – Afternoon Gathering with Speaker Dr. Ronaldo Veirano talking about his Harley Davidson adventures.

**February 12** – After Work pea soup and punch at Scandinavian Church

**March 3** – Networking Luncheon at Hotel Regent Park

**March 4** – Breakfast Meeting: **"Improve the Competitiveness of Your Company"**. Speakers: Antonio Ribeiro Neto (Venturus), Eduardo Grizendi (Inatel) and Trond Fidje (Ericsson)

**March 12** – After Work pea soup and punch at Scandinavian Church

**April 2** – Legal & Business Committee: **"The Political and Economic Environment in Brazil in 2009"**. Speaker: Marcus Vinicius Freitas

**April 9** – Networking Luncheon at Teatrix restaurant

**April 14** – Breakfast Meeting: **"The Crisis and the Labor Market"**. Speaker: Paulo Pontes (Michael Page International)

**April 16** – After Work pea soup and punch at Scandinavian Church

**April 16-17** – Trip to the Congress in Brasília

**April 29** – General Assembly

**April 29** – Afternoon Gathering: **"Prospects for the Brazilian Economy"**. Speaker: Former

Finance Minister Mailson da Nobrega

**May 12** – Breakfast Meeting: **"Strategic Prospects for Organizations"**. Speaker: Prof. Antônio Luís Aulicino (IDS)

**May 13** – Workshop (followed by Happy Hour): **"Sustainability and Business Opportunities"**. Speakers: Sten Hedbäck (Törngren & Magnell law firm), Géraldine Kutas (Unica) and Vinicio Stancati Jr. (Dow Chemical)

**May 14** – After Work pea soup and punch at Scandinavian Church

**May 21** – Breakfast Meeting: **"Uncover the Secrets of Google"**. Speaker: Bernhard Schultz (SEO Marketing)

**May 26** – Networking Luncheon at Teatrix restaurant

**June 2** – Swedish Innovation Day at Fiesp

**June 9** – Breakfast Meeting: **"Human Beings or Human Bonsais?"**. Speaker: Giselle Welter (GW Vocação e Relações Humanas)

**June 24** – Human Capital Committee: **"What is the Role of HR in Crises?"**. Speaker: Antonio Carlos Bouéri (SKF)

**July 1** – Networking Luncheon at restaurant Hillman Bistrô

**July 23** – After Work Happy Hour

**August 6** – Networking Luncheon at restaurant Hillman Bistrô

**August 19** – Workshop (followed by Happy Hour): **"Impasses in the Automotive Industry"**. Speaker Luiz Roberto Imparato

**September 1** – After Work pea soup and punch at Scandinavian Church

**September 10** – Networking Luncheon at restaurant Hillman Bistrô

**September 15** – Human Capital Committee organizes Visit to Alfa Laval

**September 16** – Yearbook Release Party and Farewell to Pastor Olof Olsson and his wife Marie

**September 23** – **"O Pelicano"**, a play by Strindberg at Teatro Sergio Cardoso

**September 24** – Happy Hour at Scandinavian Design

**September 30** – Legal & Business Committee: **"Opportunities and Risks in Mergers & Acquisitions Transactions"**. Speaker: Claudio Nassur (Cypruss & Associates)

**October 14** – Workshop: **"Borderless Organizations: Managing Global Workforce Mo-**



Rolf Kenmo and Giselle Welter address Chamber members at the October 22 event.

**bility"**. Speakers: Mariana Villa da Costa (US law firm Littler Mendelson) and José Carlos Wahle (Veirano Advogados)

**October 15** – Networking Luncheon at restaurant Hillman Bistrô

**October 22** – Human Capital Committee: **"How Measuring the Company's Culture Can Give a Competitive Advantage"**. Speaker: Rolf Kenmo

**November 13** – Financial Committee: **Visit to Bovespa**. Speaker: Walter Mendes (Itaú)

**November 24** – Legal & Business Committee: **"Current Themes of Environmental Law"**. Speaker: Fernando Botelho Pentead de Castro (Pinheiro Neto Advogados)

**November 26** – Marcap: **"People Management in Physical Work Environments"**.

Speakers: Ralph Arcanjo Chelotti, Bianca Angelini and Hércules Pascarelli

**December 2** – Workshop: **"Communication and Intercultural Relations"**. Speakers: Regina Lucia Gagliardi de Assumpção (Shagal) and Viviane Barrichelo (Vocalis)

**December 9** – Christmas Luncheon at restaurant Hillman Bistrô

October 15 Networking Luncheon at restaurant Hillman Bistrô.



Swedcham Legal Director Renato Pacheco Neto, Mariana Villa da Costa (US law firm Littler Mendelson) and José Carlos Wahle (Veirano Advogados) at the October 14 event



# Chamber welcomes Hudson Legal

Swedcham extends a warm welcome to Berta Papp, Senior Consultant at Hudson Legal - Brazil, which is renting one of our workshops here at the Chamber.

Hudson Legal is a worldwide legal recruitment consultancy, helping law firms, investment banks and multinational companies across Brazil. It is renowned for the quality and professionalism of the service provided to its overseas clients.

"As the first step in its expansion into Latin America, Hudson Legal has opened its office here in Brazil, the strongest and most dynamic legal market in the region," says Berta. "As we establish ourselves and grow, we look forward to providing the Brazilian legal community with the same sort of dedicated service, professionalism and results that we have provided in Europe, Australia, and around the world."

According to Berta, "we look forward to establishing ourselves as a committed and fundamental part of the Brazilian legal market, partner to lawyers, law firms, and pri-

vate companies alike. Hudson Legal is the world's leading legal recruiting consultancy, with a record of serving the most successful and prestigious local and international firms around the globe. Our consultants work in close cooperation with managing partners, HR representatives, and general counsels of leading corporations to provide the staffing solutions they need to grow and thrive, and I am fortunate to have been chosen to meet the exciting challenge of bringing Hudson Legal's successes into Latin America."

Berta spent several years in Hudson's London office, where she was trained in cutting edge candidate assessment tools and consulting methodologies, and she is "confident that the Brazilian legal market will soon know Hudson Legal as it is known both in the established legal markets of the United States and the United Kingdom and in the emerging markets of Europe and Asia as the go-to source for collaborative recruitment."

Berta, who was born in Budapest in Hungary, first came to Brazil in February this year



Swedcham Chairman Christer Manhusen, Berta Papp of Hudson Legal and Chamber Executive Secretary Jonas Lindström.

with some friends to see Carnival in Rio de Janeiro and simply fell in love with this country. "It is great to be able to combine business with pleasure," she notes.

People interested in more info about Hudson Legal Talent (a Swedcham member) should contact Berta here at the Chamber at 3066-2571 or [berta.papp@hudson.com](mailto:berta.papp@hudson.com) ■

## New Members

The Chamber wishes to welcome the following new members up to November 25:

### Corporate:

#### • Global Bio Tech

Is involved in research aimed at developing waste disposal systems based on nature's own microorganisms, and a number of nonpathogenic, soil-living microbes with an extraordinary waste degrading capability have been isolated from contaminated soil.

#### • IKEA Serviços Comerciais

IKEA offers a wide range of products to furnish and decorate your home at accessible prices for most people.

#### • Invest Partners

The company assists clients with strategic advice regarding restructuring, mergers & acquisitions, divestments and fund raising.

#### • Kross Consultoria

Kross is involved in providing various strategic business consulting services.

#### • PMS Consulting

This information technology company provides planning and technical support (outsourcing of manpower, help desk and network infrastructure, among other services).

#### • Shagal Consultoria e Treinamento

Offers concrete tools and training for your employees to boost effectiveness in their communication. Special focus on expat-Brazilian and cross-cultural team interaction improvements.

#### • Tozzini Freire Teixeira e Silva Advogados.

The company, a leader in legal aid in Latin America, is widely recognized for its multidisciplinary performance, technical competence and experience.

#### • Transworld Mudanças

Transworld plays an important role in the moving industry and is the preferred choice among families, expatriates, executives, multinationals, embassies and consulate personnel, as well as private and public institutions.

#### • Wind Power Brasil

Sells products for alternative energy such as aerogenerators, solar panels, LEDs, etc.

### Individual:

Gro Sorensen Risan  
Janne Sivula  
Jens Axel Lagergren  
Jorge Arueira Campos  
Manoela de Alcantara Zambroni  
Michelle Ferreira Grespan  
Michelle Wirmola Barbosa  
Paulo Silas Ribeiro  
Rudney Souza Santos  
Thor Ubirajara de Alencar Naas  
Ugo Franco Barbieri

# Chamber starts Service AB in Sweden

In order to be able to conduct different services in a better way, the Chamber has started a *Brasilianska Handelskammaren Service AB (BHS)* in Sweden. We will thus be able to hire staff for different projects.

Hugo Oljemark (head of the Brazilian Chamber of Commerce in Stockholm) is the president of this new company and Elisa Sohlman (a Chamber board member) is the Managing Director.

BHS has succeeded in winning the first

Elisa Sohlman



project, environmentally-driven markets, with Tillväxtverket (the Swedish Agency for Economic and Regional Growth).

The project's aim is mainly to find a match between Swedish technical solutions within the Cleantech area and Brazilian Municipalities' requirements.

The project is led by the Brazilian Chamber of Commerce together with AB Sundbyberg Municipality, which has a stated ambition to become a cohesive force and portal for Cleantech suppliers in Sweden and customers in Sweden and abroad. Sundbyberg already has a partnership in sustainable development with Taboão da Serra in São Paulo State, Brazil.

The project is in the initial phase (involving SEK 2.4 million) and will focus on finding technical system solutions within waste management, sewerage, sanitation and energy.

Today, the Cleantech industry in Sweden is focused on regional geographic clusters, which are good for boosting the development of new devices and subsystems. But one weakness is that it doesn't create a competitive system based on customer needs that are increasingly requiring complete solutions, in areas such as waste management.

The project has three immediate objectives:

**Objective 1:** To clarify the needs of the



Hugo Oljemark

customer (client, consultants and contractors) in order to ensure that commercial networks can be designed accordingly.

**Objective 2:** To clarify what companies must include in their commercial networks.

**Objective 3:** To intermediate to create networks and establish Sundbyberg city in a context.

As a result, the project will be able to provide suggestions for what new players (such as systems integrators) that are required in the value chain to deliver growth in the Swedish market and give the networks/clusters to succeed in the Swedish market, and what needs further to succeed in the Brazilian and other export markets.

## Student initiative: "Wearing is Caring"



Zete Lundin and his wife, Alexandra Söderberg, and Hugo Oljemark

Alexandra Söderberg (Rainforest Ambassador in Vienna) has together with three student colleagues taken an initiative to contribute to replanting the rainforest in Brazil.

They are selling T-shirts with the saying: "Wearing is Caring".

The price is SEK 300, of which SEK 200 goes to replanting the rainforest in Brazil. They started this project in the beginning of September and Alexandra showed the T-shirt at the celebration of Brazil's National Day in Stockholm on September 7.

So, far they have sold 200 T-shirts mainly to stu-

dents at universities around Sweden and Europe.

A competition was started in November: the first ambassador to sell 200 sponsorships will be invited to fly and stay over at Fazenda Ambiental Fortaleza in Brazil (site of the "Replanting a Rainforest" project), where we plan to hold an "Ambassador's Retreat" in April/May 2010. A recent donation is also allowing the Open World Foundation to begin planting two – three hectares (5000 – 10,000 trees) during the next few weeks.

**More information at:** [www.replantingarainforest.org](http://www.replantingarainforest.org) / [www.openworldfoundation.org](http://www.openworldfoundation.org)





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# Swedcham carries out Tisus in Curitiba

By Hans Kastendal\*

**T**isus is a test in the Swedish language for foreigners with secondary school/A-level exams who plan to study at a university in Sweden, but who lack a qualification in Swedish. Passing the Tisus test is the equivalent of Swedish B at upper-secondary school level and will qualify for higher education at Swedish universities and university colleges

Tisus includes three different parts:

- Reading allows a test period of 75 minutes; candidates read texts testing different kinds of comprehension. The questions require understanding of vocabulary, context and overall content.

- Writing, 150 minutes; candidates produce a text, prompted by e.g. diagrams and short texts. Students have to discuss, argue, describe or compare issues raised in the texts. Guidelines are given, e.g. purpose, genre and recipient. Total length of expected output is about 400 words.

- Speaking, 40 minutes; candidates are tested by two teachers, one acting as interlocutor and the other as adviser. Candidates begin by introducing themselves as they would in a real life interview. The interaction which follows is based on both visual and textual prompts. Probing questions are asked by the interlocutor in order to elicit descriptions, arguments, hypotheses and analyses. The use of communicative strategies is regarded as an important part of the interaction.

Two scores are given: pass (Godkänd) and fail (Underkänd).

A candidate must pass all three parts to receive a passing grade. If one component is failed, it can be repeated within a year.

The Tisus test is administered by the Institution of Nordic Languages at Stockholm University, Sweden. It is carried out twice a year, in November and May.

The word Tisus stands for "Test i svenska för universitets- och högskolestudier" (Test in Swedish for universities and university college studies).

Tisus is recognized by all the universities in Sweden as a statement of eligibility



Janice Meister, Swedish teacher, Dwan Garcez de Oliveira and Raphael Caron.

regarding Swedish language proficiency. It is an examination at advanced level and designed according to the expressed needs of students and university teachers.

The Tisus test has through the years been accomplished at more than 70 locations all over the world and in all parts of the globe and new locations are added to the list every year.

The test is not exactly free of charge as the fee is SEK 2.000, which has to be paid in advance to the university. If a candidate fails one component it is possible to sit that part of the examination again, within a period of one year, in which case the student has to pay an additional fee of SEK 1.000.

The checking of the test takes around three weeks, after which the result is mailed to the candidates.

The test results are further on sent to the Swedish institution Verket för Högskolservice, VHS, the Institution for Services to Universities and University Colleges, an authority providing services to the universities in foreign student application matters.

In order to execute Tisus abroad, the University of Stockholm cooperates primarily with:

- Swedish Embassies and Consulates
- Swedish Schools abroad
- Foreign Universities giving courses in Swedish and other/or other Nordic languages

Swedcham Curitiba was recently approved by the University of Stockholm as a test location for Tisus in Brazil and was given the strict stipulated regulations for carrying out the test.

On November 3, Tisus was accomplished

in Brazil for the very first time as two students carried out the Tisus test at the Chamber's Curitiba office.

Both the students have studied Swedish intensively via Swedcham. One of them, Raphael Caron, had earlier also got a scholarship from Sverigekontakt in Gothenburg, to study for five months at Klarälvdalens Folkhögskola in the county of Värmland, Sweden, studies that were finalized in June.

When the tests are checked and corrected by the University of Stockholm, and hopefully approved, both students' ambition is to study at Swedish universities.

Dwan Garcez de Oliveira—who is a graduate lawyer at the University of Paraná, and also speaks English, German, Spanish, Italian and some Finnish—will apply to study for a Masters in International Human Rights Law at the University of Lund.

Raphael's intention is to study economics either in Gothenburg or Stockholm.

Swedcham is of course proud to have contributed to the fact that two students have reached such a level of the Swedish language and given them the opportunity to conclude the Tisus test.

We also welcome more students to our courses in Swedish taking place at our facilities in São Paulo and Curitiba.

*\*Hans Kastendal is Swedcham's representative in Curitiba*





# Outsourcing without “emotion”

**C**lose to completing a decade in Brazil, Business Process Management (BPM) still faces various chronic problems in the execution of projects that involve changes in the operational processes of an enterprise.

At the same time that corporations quickly and easily absorb philosophies, methodologies and procedures as business models, strategic planning, BSC, value chain, SOA, ISO certifications, compliance, SOX etc. continue to show great difficulty in leaving the traditional way of thinking, vertical hierarchy, for a more all-encompassing and transparent view, focused on the client.

The economic rollercoaster has left the fragilities of companies wide open. Projects for improvement, restructuring or outsourcing (of activities as well as processes) will not be successful if there is no cultural transformation in the *modus operandi*. This assessment also includes Business Process Outsourcing (BPO), whether it is closer or further away from the value chain.

In a nearsighted manner, some managers opt for BPO as a mere instrument to reduce costs and concern with people management. By acting this way, they lose an excellent opportunity to actually introduce a different way

of thinking and acting in their organizations.

To continuously and systematically improve business processes and/or outsourced personnel is still a challenge. The team draws up and maps out the processes, but does not know quite what to do with them. BPO's objective must be to improve the processes involved, no matter whether they are a support or directly linked to the value chain. Analyzing, diagnosing and redesigning processes is a fundamental stage before the beginning of a BPO project.

## What comes after BPO?

Various companies believe that, once BPO has been adopted, concerns with outsourced processes are over. When this occurs, it is obvious that cultural transformation in such companies is still far from beginning! There is no way of “not being concerned with outsourced processes.”

BPO directly impacts an operation and, with the swift technological evolution and the emergence of systems with increasingly more advanced resources, integration and the constant monitoring of all processes is a clear-cut trend.

So, when one talks about BPM and consequently BPO, several paradigms must be

broken in the way of seeing the evolution of companies. When, for example, the themes merger and acquisition are brought up, it is pretty clear that companies which have the facility to integrate processes to a determinate value chain will suffer less “traumas”.

The outsourcing of business processes is an excellent opportunity for companies to grow with sustainability and in tune with business objectives as a whole. To think about BPO (and BPM) is to think horizontally, to break barriers and promote total collaboration. This new way of thinking requires a cultural change, before any initiative. Companies have failed, and a lot, in this aspect, and because of this BPM and BPO initiatives end up floundering.

The organizational culture that is adopted, often corporatist, ends up being a deterrent to the most innovative management initiatives. From the top to the factory floor, and vice-versa, an organization needs to learn to think and act focused on the client.

There is no single magical success formula. Each company must build a methodology that seeks the best of the tools employed on the market, thereby creating the conditions to make a better adjustment from the functional world to the world of processes. ■

## ...Physical Exercise

*Continued from page 18*

The authors of this article indicate First Personal Studio in São Paulo's Jardins district as a model gym of excellence in physical conditioning. It has an excellent infrastructure, equipment that is considered the best in Brazil, attentive and competent teachers (some post-graduates and bilingual), as well as a dedicated team of collaborators (reception, sales and management) who are always friendly and ready to

provide clients with the very best service.

For those who desire individual attention and quicker results, First Personal Studio offers the services of personal trainers.

The gym's motto is: “We take you seriously”, which means that exercise prescription is provided on an individual basis. Furthermore, another major characteristic of the gym is that pupils are always closely monitored. These details are what make First Personal Studio a gym with a difference in terms of first-class service and attention.

In addition to bodybuilding, the gym offers

clients other class options such as bike, stretching, Pilates, yoga, abdominals, boxing, Jiu Jitsu, Muay Thai and functional gymnastics. First Personal Studio is located at Rua da Consolação 3249, tel. 6063-3646. For more details, please access [www.firstpersonalstudio.com.br](http://www.firstpersonalstudio.com.br).

*\*José Guilherme da Silva Junior is an exercise physiologist and personal trainer at First Personal Studio ([personalgui@ig.com.br](mailto:personalgui@ig.com.br)), where Fernando Marques is managing owner ([fernando@orionlab.com.br](mailto:fernando@orionlab.com.br)).*

# Sweden's Chair in EU and in Eurocâmaras-CAE: Worldwide EBO Meeting in Brussels

By Renato Pacheco Neto \*

As already referred to in the last edition of Swedcham's magazine, our Chamber took over last June the Chairmanship of the prestigious Brazilian Association of Bilateral European Chambers of Commerce and Industry (Eurocâmaras). This organization has existed for 12 years and is registered before public authorities since 1998 in the City of Sao Paulo.

Despite being headquartered in Sao Paulo (the most important commercial, financial, industrial and cultural center in Brazil), Eurocâmaras covers through its Bilateral Chamber Members the whole country of Brazil. Our members offer a unique and efficient support to European entrepreneurs and companies willing to improve the competitiveness of their businesses in Brazil.

Eurocâmaras is representing more than 6.000 European industrial, trade and service companies in Brazil. This is of the utmost importance when we remember that simultaneously Sweden is also leading the European Union's institutions in Brussels. This alignment helps Swedcham to instill its own ideas therethrough. Thus it also contributes to the consolidation of the European business image in Brazil and its Gateway to Europe.

During almost 12 years of activities, Eurocâmaras has invested an impressive amount of time and money to promote European Businesses, but time is moving fast and we are looking for a new partnership to strengthen our EU commitment. To this end, the European Bilateral Chambers, through Eurocâmaras, considers it urgent to establish a coherent promotional platform with the network of EBO (European Business Organizations) to meet the new challenges.

As a member of the G-20 and an important BRIC country with European cultural standards, Brazil has increased its presence in international trade and business. Besides

the World Cup to be organized here in 2014, the city of Rio de Janeiro was chosen to host the 2016 Olympic Games.

Durable investments in oil and gas, the Pre-Salt offshore reservoir, and important investments in infrastructure (such as railways, waterways, airports and ports) will open up for heavy European investments and advanced technological know-how to sustain this pharaonic investment project for the next 15 years. In these endeavors, Eurocâmaras is working to strongly support European investors and entrepreneurs in full cooperation with its members.

Eurocâmaras is now constituted by two main arms which at present are in a merging process: Eurocâmaras itself and the European Court of Arbitration at CAE (Câmara de Arbitragem das Eurocâmaras). The latter was created over 10 years ago to offer a both quick and fair dispute settlement mechanism for European companies, large and small, doing business in Brazil. Furthermore Swedcham recently also took over the chairmanship in the European Court of Arbitration at CAE.

This was part of the merging project between Eurocâmaras itself and the European Court Arbitration at CAE. Now both institutions are also aligned and closely working together on an institutional agenda for trade and investment. Both are members of the EBO network headquartered in Brussels. In light of that, Eurocâmaras-CAE was invited by the European Commission to attend a three-day program supported by DG Enterprise between November 11 and 13 in Brussels, with more than 20 executives from the main EBO worldwide net.

Also EU officials and members of the European Parliament, as well as EU-based Trade, Services & Industry Organizations, like Eurochambres, ESF and Business Europe joined. It was a very intensive experience exchange

program. John Farnell, the Director General for Enterprise & Industry at the European Commission, was personally handed over our Letter of Intent for future EBC Partner Application. This document is the first milestone for a larger cooperation framework between Eurocâmaras-CAE and the EU, throughout the EBO Network.

Finally, it is worth recalling that the Lisbon Treaty is reshaping the EU modus operandi. Consequently decision-making structures are subject to changes in 2010. This especially refers to the increasing importance of foreign affairs. Because of that Eurocâmaras-CAE shall also enhance the dialogue with the EU Delegation in Brasília and host the next EBO World Meeting to discuss these issues in São Paulo.

Along with representatives of European Industry Federations, like Business Europe and Eurochambres, long-term cooperation with Eurocâmaras is expected. This is based on our strong Eurocâmaras-CAE team qualification and the country's promising economic development. Our proactive work will enhance market trade and investment access, while the European Court of Arbitration at Eurocâmaras further assures fair dispute settlement solutions. Therefore, Eurocâmaras-CAE needs strong support from its members to work in a structured manner.

*\*Renato Pacheco Neto, LL.M., alumnus of Harvard's Leadership Program, holds Executive Management Diplomas from both Stockholm School of Economics (Handelshögskolan) and Helsinki School of Economics (Kauppakorkeakoulu). He is President of the European Court of Arbitration in Brazil (Eurocâmaras-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.*



## 2009 second term report from LBC: Value Building through M&As and Environmental Matters

**T**his year is moving very fast up to the end and we are now just a few weeks before 2010 already! This is a good opportunity to gauge our results and focus on new projects. Swedcham's Legal & Business Committee (LBC) is entering its eighth year of continuous success, always playing its important role in sharing legal and business experience with our members. In light of this, we would like to inform you about our past activities and let you know about upcoming events at Swedcham in the legal and business areas.

On September 30, Swedcham's LBC organized a very interesting presentation with the prestigious company Cypress & Associates about "Opportunities and Risks in M&A Transactions". Our guest speaker was Claudio Nassur, one of the Cypress partners who so thoroughly covered the most important issues and shared his expert know-how on this market.

Claudio worked in different organizations where he could gather a lot of experience before joining Cypress. He worked at FonteCindam and DealMaker in the M&A Business. He also joined Accenture as a consultant and held executive positions in TCO, .comDominio and Brasil Telecom. With regard to his academic background, he graduated as an economist from the University of Brasilia.

Cypress & Associates counts on a broad expertise in different sectors and basically renders services to national and international clients in two different areas: M&A and Capital Markets. The presentation targeted mainly the building of added value generated by M&A. The latter included strategic alignment, screening of targets, support to due diligence procedures negotiations together with law firms, business evaluation, fairness opinions and appraisals.

The LBC's subsequent presentation focused on environmental matters today. Our guest speaker was Fernando Botelho Penteado de Castro. He is a partner from the law firm Pinheiro Neto Advogados, working both on litigation and environmental advice, besides arbitrations in civil and commercial law. He graduated from the PUC Law School in 1995 and took his Master's Degree also there in 2008. He has been admitted to the Brazilian Bar Association since 1996. He is also a member of the Environmental Committees at the American and British Chambers of Commerce, as well as in the CESA (*Centro de Estudos das Sociedades de Advogados*).

Recent deep technological and economic improve-



Renato Pacheco Neto

ments have brought the environmental issues to a very important focus of discussion. Corporations worldwide have to face these issues under both a legal and strategic approach. Civil and criminal liabilities arising from this area require an adequate risk management and adoption of both preventive measures and long-term policies. Otherwise this could lead to substantial losses.

The presentation took place at Swedcham on November 24 (as this magazine was going to press). Many members were invited to participate in this very interesting discussion. This was a very enriching debate and exchange of experiences.

In the last eight years we were able to organize more than 40 important presentations, held by the most well-known and prestigious law firms and professionals from different areas. We hope therefore to see you again or meet you at the next LBC event.

As we now count on a large data bank that includes the previous presentations, Swedcham's LBC could try to reorganize in 2010 the launching of its legal guide to help companies establish their businesses in Brazil.

Last but by no means least, we would like to invite every member, lawyer and businessperson to send us his/her suggestions and ideas so that we can better organize our agenda for next year. We usually meet four times a year to discuss important legal and business improvements in Brazil.

In case you cannot join us, please appoint a colleague to represent you and also do not hesitate to contact us to send you the material of previous presentations. The presentations are also available on our Swedcham website: <http://swedcham.com.br/membersLegalComittee.asp>.

# ...Rolls-Royce

Continued from page 29

vessels operating Rolls-Royce equipment in the country.

The leading brands in the marine sector—such as Kamewa Ulstein, Rauma Battvaag, Bergen Diesel, Ulstein Aquamaster, Brown Brothers, UT Design, NVC Design, Tennfjord, Frydenbo and, recently, Scandinavian Electric Systems—are under the Rolls-Royce umbrella.

Rolls-Royce is a world leader in the supply of energy systems and services for use in land, sea and air, and operates in four global markets: civil aerospace, defense aerospace, marine and energy.

In South America, Rolls-Royce also operates in the four markets. In the air, there are more than 500 Rolls-Royce engines powering fixed-wing aircraft and more than 1,000 engines powering helicopters. In the sea, there are around 60 offshore support vessels operating with Rolls-Royce engines, and 22 naval ships using gas turbines. In the energy-generation sector, more than 30 sets of Rolls-Royce gas turbines were recently marketed, with a capacity for generating more than 800 MW in land and offshore installations. Rolls-Royce also has long-term maintenance contracts in all these markets. ■

## ...Bankable projects

Continued from page 30

risk. In certain cases it may be difficult to determine what is a reservoir risk and what is a technical risk; which the lease operator (and its financiers) would normally have to accept. One example is the regulation of start-up procedures and the commencement of the day rate, where the oil company would like the lease operator to prove the technical functionality of the unit prior to commence-

ment of payment, but any such test would depend on the oil company's ability to provide hydrocarbons.

In respect of the general risk allocation, the bank will also have some basic expectations regarding the lease operator's protection of its financial investment during the term of the contract. One important issue is the lease operator's exit possibilities and that a corresponding satisfactory termination fee is payable. Such fee should protect the capital investment and be payable if the oil company terminates the contract for convenience or as a result of the oil company's default or force majeure.

In the prevailing market we see that alternative structures for offshore field developments, and in particular for project specific units provided under long term contracts, are becoming more common. One alternative contractual structure is that the lease operators deliver the offshore unit to the oil company on an Engineering, Procurement, Construction and Installation ("EPCI") basis. This is a complicated sales contract, where the ownership of the unit is transferred to the oil company during construction or after the installation at the field. The EPCI contracts could be combined with a contract for the operation and maintenance of the offshore unit by the EPCI contractor or a third party service contractor after delivery. Under an EPCI structure, the oil company makes milestone payments to the EPCI contractor during the construction of the unit, with limited need for external funding for the lease operator. It is our impression that a shift from lease and operate contracts to EPCI contracts is a market trend.

*\*By Finn Bjørnstad and Oddbjørn Slinning, respectively responsible for the marine sector and the insurance sector in the marine industry at Wikborg Rein. Reference office of NBCC member Bastos-Tigre, Coelho da Rocha e Lopes Advogados (heitor@bastostigre.com.br) in Norway.*

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Swedish-Brazilian Chamber of Commerce  
Rua Oscar Freire 379, 12º andar  
CEP: 01426-001 – São Paulo  
Tel.: +55 11 3066 2550  
Fax.: +55 11 3066 2598  
www.swedcham.com.br  
Executive Secretary: Jonas Lindström

Norwegian-Brazilian Chamber of Commerce  
Rua Lauro Muller 116, sala 2401, Torre Rio Sul  
CEP: 22290-160 – Rio de Janeiro, Brazil  
Tel.: +55 21 2541-7732  
Fax.: +55 21 2275 0161  
info@nbcc.com.br  
Executive Secretary: Ana Luisa Ulsig Leite

Editor: Laura Reid  
laura@swedcham.com.br  
Tel: 11 3066 2550  
General Coordination and Advertising Sales:  
Laura Reid

Graphics/Production:  
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Rua Bela Cintra 1618/2, CEP 01415-001- São Paulo  
Tel.: 11 3083 6380 www.doisd.com.br

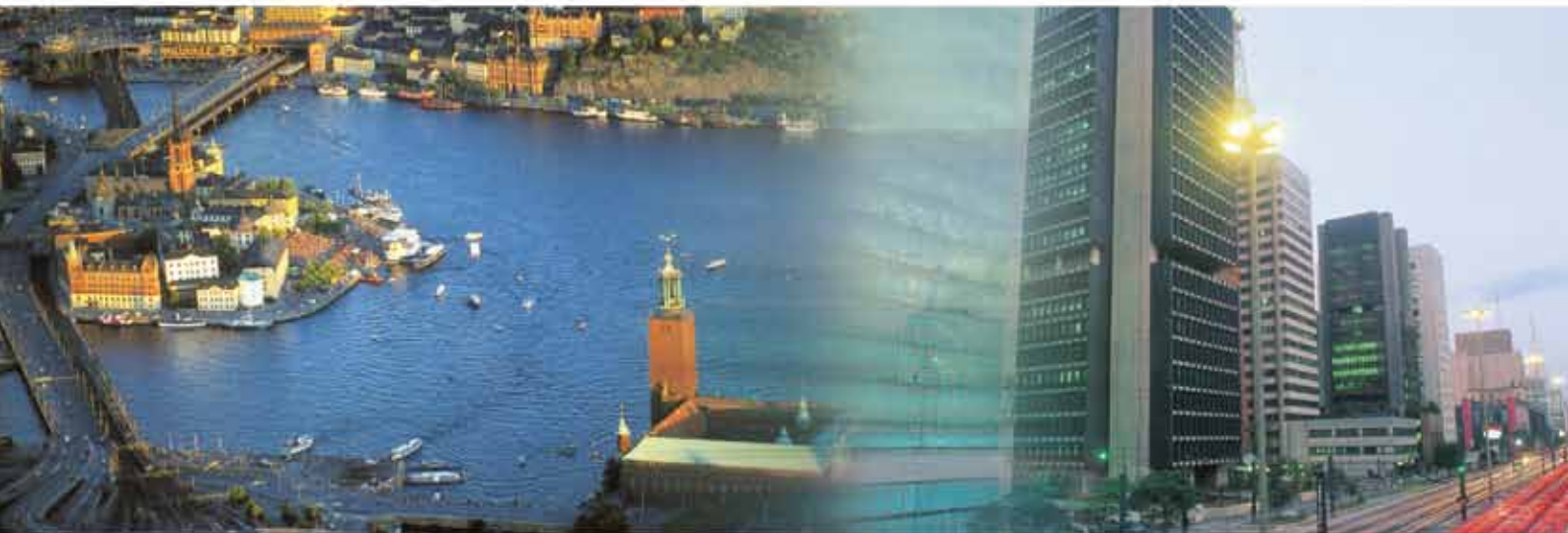
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São Paulo  
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- Direito Administrativo (licitações, agências reguladoras, projetos de infra-estrutura, privatizações, mineração...)
- Direito Antitruste e do Comércio Internacional
- Direito da Propriedade Intelectual
- Direito Esportivo
- Direito Penal Econômico

Possuímos também importantes alianças com escritórios de  
advocacia empresarial em mais de 20 países

Na Suécia, trabalhamos com o escritório Svalner Skatt och  
Transaktion ([www.svalner.se](http://www.svalner.se))

KONTAKTA OSS I BRASIL PÅ [swedish-desk@fblaw.com.br](mailto:swedish-desk@fblaw.com.br)  
Och I SVERIGE GENOM SVALNER PÅ [bjorn.martensson@svalner.se](mailto:bjorn.martensson@svalner.se)

CONTATE-NOS NO BRASIL: [swedish-desk@fblaw.com.br](mailto:swedish-desk@fblaw.com.br)  
NA SUÉCIA, CONTATE SVALNER: [bjorn.martensson@svalner.se](mailto:bjorn.martensson@svalner.se)



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