JANUARY - MARCH 2017

NordicLight

CRio Oil & Gas dinner attracts 550 guests



WWW.SWEDCHAM.COM.BR WWW.NBCC.COM.BR **Consul General Sissel Hodne Steen and Deputy Minister** of Petroleum and Energy Ingvil Smines Tybring-Gjedde with NBCC Chairman Erik Hannisdal.

memorial da**segurança** no**transporte** curitiba - pr

Visite o único espaço do Brasil dedicado à evolução da segurança e surpreenda-se.

AGENDE SUA VISITA: www.memorialdaseguranca.com.br



Patrocínio:





MINISTÉRIO DA CULTURA

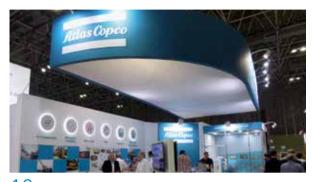




NordicLight is the quarterly publication of Swedcham and NBCC



4. NBCC's Networking Dinner during Rio Oil & Gas Expo and Conference 2016 attracts 550 guests.



10. Rio Oil & Gas is considered a big success in general by Swedish participants.



14. 5th Sweden-Brazil Innovation Weeks takes place in 10 cities throughout Brazil.



32. scania offers challenge to university students from all over Brazil with its Inovathon event.



34. The fourth edition of the **Sweden-Brazil Career Fair** proves that the event is getting bigger and better!



37. Vidar Andersen, the new Head of the International Division at DNB, visits Brazil



38. Brazilian sailor, adventurer, businessman and boat designer **Amyr Klink** teams up with Palfinger Marine.



18. Sweden in São Paulo>>20. Munters>>22. Business Sweden>>24. Eurocâmaras28. Brazilcham News>>30. Admix>>37. NBCC pages>>48. Swedcham News54. Christmas Party>>56. Young Professionals>>60. Member News64. Legal Framework for Business Development>>65. Human Capital



NBCC Networking Dinner attracts 550 guests during Rio Oil & Gas 2016

CEOs and ministers, local authority representatives, industry executives, top lawyers and respected researchers—they were all among the 550 guests gathered at the traditional NBCC Rio Oil & Gas Networking Dinner, on October 26,2016—a perfect venue for strengthening and developing strategic partnerships.



By Runa Hestmann

uring the 18th edition of the Rio Oil & Gas Expo and Conference, considered Latin America's leading event of its kind, finding pathways to recovery of an industry in crisis was a recurrent topic, and players currently seek to

position themselves and develop important partnerships while waiting for better times.

The place many important stakeholders chose to come together to strengthen existing alliances and maybe even form new partnerships was of course the NBCC Rio Oil & Gas Networking Dinner, which took place in the elegant surroundings of the Itanhangá Golf Club.

One of the highlights of this year's event was a Norwegian-Brazilian theme bar where half of the room had *boteco*-style and samba-inspired decoration while the bar in the other half of the room used elements from the *bacalhau* trade - and of course served Norwegian aquavit.

Norway and Brazil, close relations since 1842.

Deputy Minister Ingvil Smines Tybring-Gjedde met with the NBCC board before the networking event on October 26. From the left: Maryann Løcka (The Ministry of Petroleum and Energy), Tom Mario Ringseth (DNB), Stein-Gunnar Bondevik (Innovation Norway), Consul General Sissel Hodne Steen, Erik Hannisdal (Inventure Management), Deputy Minister Ingvil Smines Tybring-Gjedde, Paulo Rolim (Rolls-Royce Marine), Ronaldo Veirano (Veirano Advogados), Odd Isaksen (Brazilship Scanbrasil), Rachid Felix (Subsea 7), Halvard Idland (Consultant), Glorisabel Garrido Thompson-Flôres (NBCC) and Torbjørn Larsen (Norway's Consulate General).

A priority market

Bilateral relations with Brazil, which started with the trade of *bacalhau* for coffee back in 1842, is a priority to the Norwegian authorities, and the government was represented at the event by Deputy Minister Ingvil Smines Tybring-Gjedde of the Norwegian Ministry of Petroleum and Energy.

"It is important for the Norwegian government to show that we will not turn our back on Brazil. Norwegian authorities are well aware of the fact that Brazil is the second biggest market to the Norwegian supply and service industry, and this is why we are here. I hope we can contribute to opening some doors and further strengthen the good relations we have with our Brazilian friends," Deputy Minister Ingvil Smines Tybring-Gjedde says.

It was the 6th time NBCC hosted the attractive networking dinner during Rio Oil & Gas, and during this year's event the Chamber took the opportunity to launch its new logo. This year's setting was in many ways different from 2014. NBCC Chairman Erik Hannisdal was however proud to host what is considered the most important networking event during Rio Oil and Gas.

"It is important that the Brazilian oil and gas industry sees Norway as a strong partner. Our ambition is to provide a setting where people have time to meet and talk. Hopefully they will start conversations that they can wrap up in a meeting room in the future. The guest list is proof that the event is attractive for many important players," Hannisdal says.

Crème de la crème

The Director of the Petroleum Department in Brazil's Ministry of Mines and Energy, Márcio Felix, was among the many high-profile guests.

"Norway is a reference when it comes to sustainable development of the oil industry. In recent years,



At the Norwegian-Brazilian theme bar: (from the left) Juan Arango, head of OneSubsea in Brazil, his wife Maria Pia, Bjørn Salhén, partner of Brasilship Scanbrazil, his wife Katia, NBCC's Executive Director Glorisabel Garrido Thompson-Flôres and her husband Manuel Luis

our relations have become closer, as a result of Statoil's investments and the presence of the Norwegian supply and service industry in Brazil. NBCC represents this union between Norway and Brazil and I am very happy to be here tonight. Brazilian authorities hope that the cooperation between our two countries intensifies and that we can learn from each other. We would like to learn how to be as innovative and responsible when it comes to recovery rates as Norway is. We have to learn how to generate wealth and opportunities for our population," he says.

ANP Director Magda Chambriard calls Norway an example to follow.

"The Brazilian oil industry is always paying attention to what Norway is doing. The results you have achieved, in order to guarantee the future of the Norwegian population, impress us,"she says.

Respected lawyer and NBCC board member Ronaldo C. Veirano sees the networking event as the ideal venue for strengthening strategic partnerships.

"I think this event organized by the NBCC is probably the most important event in terms of networking. We have been able to attract the *crème de la crème* of the industry, and it's an opportunity for people to discuss joint ventures and opportunities of doing business together. Now is the moment to do these things. Later on the good players will all be taken," Veirano says.

Maria Peralta, Head of Subsea in Aker Solutions, suggests that the industry uses the next year to



Statoil executive Pål Eitrheim, here accompanied by the Norwegian Deputy Minister, sees Rio Oil & Gas as an important setting to strengthen business relations. "In times of crisis, we need to talk more to each other, not less," he says.

ANP Director Magda Chambriard, who was also among the guests, with Rachid Felix (Subsea 7) and Suzana S. Barros (Palfinger).

prepare the ground for better times in 2018. "Brazil is still a promising market, but in Aker Solutions we do not believe in improvements in 2017. Our ambition is to be more efficient and more prepared when growth returns," she says.

Statoil's recent acquisition of the Carcará field from Petrobras sent an important signal to the market, and Statoil's Country Manager in Brazil, Pål Eitrheim, was the man of the moment during this year's Rio Oil & Gas.

"The Carcará acquisition was in fact the first big transaction in a long time, and I think it sends an important signal to the industry that Brazil is still a market with interesting business opportunities. The ongoing debate on the framework conditions of our industry is very positive and very important to the

"We are not here to teach Brazil anything, but we are here if you want to know what went right and what went wrong in Norway, and NBCC works to promote dialogue," NBCC Chairman Erik Hannisdal says. Here he is accompanied by the Director of the Petroleum Department in Brazil's Ministry of Mines and Energy, Márcio Felix.



market. Brazil needs to look at the local content regulations and at the tax system, and I believe that Brazilian authorities have realized that the Brazilian oil and gas industry is in fact competing for resources that are scarce in a global market. They need to adjust to win the competition and become more attractive to investors."

Newcomers

Several business seminars were also held during the Rio Oil & Gas week, and Innovation Norway was the host of the Norwegian Pavilion at the international oil and gas event for the 10th time this year.

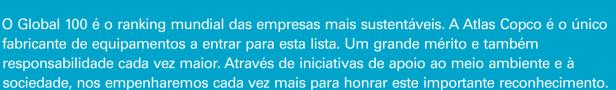
Seventeen companies were present as exhibitors at the pavilion. Light Structures, a company providing structure monitoring systems for FPSOs and other floating installations, is taking the first steps to set up operations in the Brazilian market and was present at Rio Oil & Gas for the first time this year.

"We believe that the timing is right. We are seeing changes, both on government level and within Petrobras that will make the Brazilian market easier. The obstacles that international companies have had to face are smaller than before. We have entered into an agreement with a Brazilian company offering products complementary to ours," says Inge C. Paulsen, CEO of Light Structures, who has ambitions to sign the first contract in 2017.

Deputy Minister Ingvil Smines Tybring-Gjedde formally opened the pavilion on October 25, and she shares Mr. Paulsen's analysis of the Brazilian market.

"There is a different kind of optimism in the air," the Deputy Minister notes.

NOSSA PRODUTIVIDADE SUSTENTÁVEL É RECONHECIDA PELOS GRANDES RANKINGS MUNDIAIS.



www.atlascopco.com.br

Atlas Copco

Sustainable Productivity

>> Editorials

EDCHAMBrasil



In the last editorial of the year, it is appropriate to reflect on what happened in the country and at the Chamber in 2016. Regarding Brazil, one can easily say that this has been one of the most turbulent years both politically and financially in modern history. President Dilma suffered an impeachment process in late August, and we were hoping for a new, more stable and business friendly government. Unfortunately, the political situation has been everything but stable, with new corruption scandals involving key politicians revealed almost every day. It has indeed been a tough year, but I believe that the constitutional pillars, the executive, legislative and judiciary branches, will prevail and that Brazil will leave this crisis as a stronger democracy.

It has been a difficult year also for many of Swedcham's members, but we are very pleased that the base, which is formed by the major Swedish companies present in Brazil, has stayed with us and as long as we have them on board we can guarantee a strong, important and appreciated Chamber of Commerce.

Swedcham is chairing Eurocâmaras and during the last semester we have arranged some meetings on market access discussions led by representatives from the EU delegation in Brazil, and also received delegations from Brussels, led by the Swedes Christian Leffler and EU Commission Director Helena Konig.

The launch of the Business Climate Survey report was on October 17 at the Chamber, with the presence of the Swedish State Secretary Oscar Stenström and representatives of Swedish business in Brazil. Since then, the survey has been mentioned in Folha de S. Paulo, many Brazilian online business magazines and the Swedish

business daily Dagens Industri. Things are happening fast out there, and we hope that the focus next year will not be on Brasilia, but on issues that really drive a country towards growth and progress such as education, investments and reforms.

Jonas Lindström Managing Director, Swedish-Brazilian

Chamber of Commerce



Transition: a word that is all-encompassing for what is going on in the international oil and gas industry today, and especially for Brazil.

This edition includes articles on the recent developments and the much needed changes in the framework conditions, as we look forward with a certain op timism to 2017, a year when the new bidding rounds will give us some concrete answers of what we can expect for the future.

Nevertheless, many companies are having a difficult time in positioning themselves now in this turbulent market, and during the Rio Oil & Gas event, we could see that many chose to either reduce their investment or stay out of the event. Understandably, but for many it is time to plan for what is to come in the years ahead.

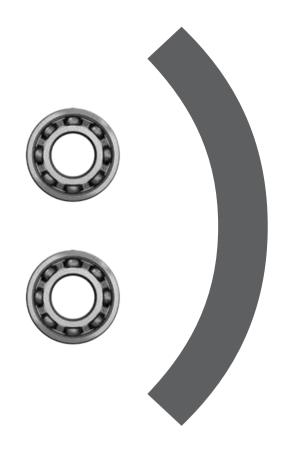
We at NBCC are focusing on developing a strong dialogue with regard to the future of our core industry in Brazil, and we were therefore very pleased to see almost 600 people present at our "Flagship Event" —the NBCC Networking Dinner during Rio Oil & Gas. Thanks to all who participated, and especially our sponsors, making our event a success with unique opportunities for networking!

Also, our Oil & Gas event in São Paulo in September attracted a full house, and generated interest in the supplier industry and at a political level.

NBCC focuses on creating arenas for dialogue and for sharing of the Norwegian experiences in this industry, and we are glad to take an active part in formulating the necessary changes to the framework conditions for further developing this industry in Brazil.

Erik Hannisdal Chairman, Norwegian-Brazilian Chamber of Commerce





Os cuidados da SKF

Na SKF, mais de 48 mil especialistas e cerca de 50 centros técnicos e de serviços no mundo inteiro trabalham no mesmo programa Cuidados da SKF. Ele é o nosso guia ambiental, ético e de negócios para sermos um melhor fornecedor, empregador e vizinho. E para continuarmos sendo o tipo de empresa com a qual você tem orgulho de fazer negócios. Saiba mais em www.skf.com.br ou baixando o nosso aplicativo SKF Care.

SKF

Rio Oil & Gas considered a big success in general by Swedish participants

Rio Oil & Gas 2016 was generally considered a big success. The final figures were: 540 exhibitors from 22 countries, 34,200 visitors, and 3,920 conference participants. The many exhibitors at the event included Swedish companies such as ABB, Atlas Copco, Sandvik, Trelleborg and Hexagon.

> he Rio Oil & Gas Expo and Conference, organized by the Brazilian Petroleum, Gas & Biofuels Institute (IBP), takes place every two years and is the most important event for the sector in Latin America, attracting the attention of the entire industry with representatives from several different countries worldwide.

The 18th edition of Rio Oil & Gas—which took place from October 24 to 27 in the Marvelous City, Rio de Janeiro—ended with important announcements for the oil & gas sector. The news included the establishment of a new E&P policy, replacing the one in force since 2003. The main changes envisaged in the new model, due to be released next March, are more flexible local content rules, the end of the single operator clause and the establishment of a bidding round calendar for the following five years, with at least one bidding process per year. The announcement was made by Márcio Félix—Oil, Natural Gas and Renewable Fuels Secretary





for the Ministry of Mines and Energy.

"Rio Oil & Gas was a great success. It showed exuberant figures, but I would like to highlight the opening ceremony, with President Michel Temer, ministers and governors. We have never had such important attendees," celebrated IBP President Jorge Camargo.

Swedish exhibitors

One of the highlights of ABB's booth, which this year was located at the entrance of the main pavilion, was provided by Condition Monitoring, a platform providing an infrastructure to collect condition monitoring data from several equipment and subsystems and use them for optimizing the plant operation. The system generates automated alerts according to the detection of the failures, allowing them to be analyzed by experts from other sites.

In addition, ABB also presented several solutions, such as instrumentation and analytical SKID, drives ACS880 and ACS800LC, PMS software, low voltage panel MNS iS, explosion-proof products, in addition to its automation, turbocharger model, marine solutions and the power automation and management system Service Port, which offers advanced analysis to assess the performance and alignment of control networks.



Around 700 people visited the ABB booth during the four days of the event, according to the company. Good meetings and presentations were held, including with global partners. Visitors could also navigate in a virtual reality tour at a refinery. Even with all the adversities of the market and the current situation, the event was considered a success by customers and employees present.

Atlas Copco also marked its presence at the event, with solutions for productivity and sustainability. It participated with two business areas: Atlas Copco Construction Technique and Atlas Copco Industrial Technique.

Atlas Copco Rental is a division of the Atlas Copco Construction Technique business area, dedicated to special upstream, midstream and downstream rental solutions—with 142 years of experience in more than 130 countries, with last generation equipment for the supply of nitrogen, steam and compressed air.

Atlas Copco Industrial Technique—an expert and world reference in tools, technologies and systems for industrial assemblies—exhibited solutions especially developed for the oil and gas market. For more info, check out the link: http://www.atlascopco. com/bolttigtheningsolutionsptbr/products/

According to José Carlos Lara, Business Manager at Atlas Copco Rental in Brazil, "Rio Oil & Gas 2016 clearly saw a lower number of exhibitors than in previous editions, however the number of visitors continued to be expressive."

"We had the opportunity of divulging new products to a very specialized oil and gas public which showed great interest in our products and services. Maybe overall there were a smaller number of visitors, but they were definitely focused on business, which made our meetings during the event highly productive," he said.

At Rio Oil & Gas, Sandvik presented its wide

range of corrosion-resistant products including umbilical tubing, OCTG tubing, downhole control lines, hydraulic lines for drilling risers, tubing for sand screens, subsea piping material, welding products and slicklines. The stand also displayed the complex components of powder metallurgy hot isostatic pressing (HIP) for subsea equipments.

According to Nigel Haworth, Sandvik's Global Business Unit Head of Oil and Gas, Brazil continues to be an important market for the company, where it has a regional office as well as a facility that was opened around a year ago, to further enhance its products in the oil & gas market. The facility, located in Rio de Janeiro, can encapsulate flatpacks, perform flushing and filling of tubes, hydrostatic testing, re-spool lines to cut-to-length, color code tubes, and other services.

"Our expansion in Brazil is part of Sandvik's strategy to strengthen our position in the oil & gas market, bolster the growing control lines market and invest in high-level services for our customers. Since last year, we are already supplying control lines and chemical injection tubes with local content from the facility. We can also deliver coated umbilical tubing right from Brazil to meet 100% local Brazilian content, which is very important to tackle conditions specific to the local industry," says Leandro Finzetto, Regional Sales Manager, Oil & Gas, Americas, at Sandvik.

Trelleborg was represented at Rio Oil & Gas 2016 by Valter Zinato (Executive Director at Trelleborg Oil & Marine), Sérgio Santos (Sales Manager Industrial Hose – Fluid Handling Solutions) and Elisabete Wilhelm (Technology & Quality Manager).

As usual, Trelleborg Fluid Handling Solutions partnered in this exhibition with other Trelleborg sister businesses Sealing Solutions and Offshore & Construction, showing the company's diversified portfolio and strength as an international group.

Zinato said that Brazil is still the largest oil & gas market in the world and it is of strategic importance for Trelleborg. The entire industry is aware of the current global challenges but it is a common understanding that the Oil & Gas industry (also in Brazil) started to change the game and is now moving towards a better balance. "We see blue skies again right ahead! •"

>> Our Gold, Silver and Bronze Members

Gold Members

Atlas Copco	A world-leading provider of sustainable productivity solutions, the company serves customers with innovative compressors, vacuum solutions and air treatment systems, construction and mining equipment, power tools and assembly systems. The products and services are focused on productivity, energy efficiency, safety and ergonomics.
Pacheco Neto Sanden Teisseire advogados	With a strong team of professionals from different countries, this prominent law firm has extensive multicultural experience offering full legal services to corporate clients. The firm has a high level of legal expertise, serving both local and foreign clients who wish to operate or expand their presence worldwide.
SCANIA	A worldwide reference in sustainable transport solutions, the company has a simple philosophy: every innovation it introduces, every little change it makes, must have a real effect for its customers and at the same time create value for its employees and society. That's how we do it!
5KF	This leading bearing and seal maker is focused on helping its customers achieve even more success in their business by delivering a full offer around the rotating shaft, where the bearing is the core component, complementing with technologies such as sealing, lubrication and condition monitoring.
PROTEGE Tetra Pak® QUE É BON	The world's number one food processing and packaging solutions company works closely with its customers and suppliers, providing safe, innovative and environmen- tally sound products that meet the needs of hundreds of millions of people around the world.
VOLVO	One of the world's leading manufacturers of trucks, buses, construction equipment, and marine and industrial engines, the company also provides financing and trans- port related services. In Brazil, Volvo is the heavy-duty truck market leader and a reference in bus transport systems.
VOLVO	Since 1927, Volvo Cars' Swedish heritage and human-centric focus have shaped who they arepassionate about helping people stay safe and enjoy their journeys. And the urge to make people's lives better has led the company to create many in- novations and technological advances, and it will continue to do so.

Silver Members



5th Sweden-Brazil Innovation Weeks

By Cecilia Lif *



(From left) Tomas Norling (Business Sweden), Swedcham Chairman Nils Grafström, State Secretary Oscar Stenström, Cecilia Lif, and Ambassador Per-Arne Hjelmborn. (Photo by Teppo Tauriainen)

etween October 17 and 29, the Swedish Embassy together with its Team Sweden partners arranged the 5th Sweden-Brazil Innovation Weeks. During the two weeks, events and seminars were arranged in 10 cities throughout

Brazil – from Porto Alegre and Florianopolis to São Paulo, Rio de Janeiro, Brasilia, Recife up to Manaus and Santarem. The topics covered areas such as aeronautics, sustainable cities, forestry, mining, digitalization, etc. Oscar Stenström, the State Secretary to the Minister for EU Affairs and Trade Ann Linde, and Jan Salestrand, State Secretary to the Minister for Defense Peter Hultqvist, together with a delegation of 20 persons, participated from Sweden.

Roundtable Discussion

On October 17, State Secretary Oscar Stenström met a number of representatives from Swedish companies at a breakfast roundtable discussion at Swedcham. Stenström gave a presentation about the current political situation in Sweden as well



High-level group on Aeronautics in Brasilia. (Photo by Cecilia Lif)

as the Swedish export strategy and Team Sweden. During the meeting, the Swedish Business Climate Survey 2016 was presented.

Aeronautics was one of the main topics and the second meeting in the High Level Group on Aeronautics was held in Brasilia. Both Brazil and Sweden had large delegations with representation from several ministries, academia, agencies, universities and companies. During the meeting terms of reference as well as an action plan for the group were decided and the current joint call on research was discussed. Both CISB and the Swedish Agency for Growth Policy Analysis arranged workshops and seminars on aeronautics during the two weeks.

Sustainable mining

Another important theme during this year's Innovation Weeks was sustainable mining. A Memorandum of Understanding between Sweden and Brazil on sustainable mining was signed, and it was also the topic of the Swedish special session during the World Mining Congress in Rio de Janeiro where Stenström gave a speech. The Swedish pavilion had participation from companies, universities and agencies and was a well visited place at the congress hall.

Two days in Porto Alegre were focused on Sustainable Cities and sustainable transport with a number of different events and seminars. Ambassador Per-Arne Hjelmborn inaugurated the first electric car charging station in Rio Grande do Sul together with Mayor José Fortunati at a well attended event in Porto Alegre. The days also included a field trip in Zispoa – an initiative in the city of Porto Alegre to create an Innovation and Sustainability Zone, a seminar where among others Volvo gave a presentation about its hybrid bus system as well as a viewing of the Swedish documentary "Bikes vs Cars". The Swedish sustainability expert Mattias Goldmann held a lecture at UFRGS and at the seminar at Nos Coworking.

Consulate in Recife

The Swedish Consulate in Recife was inaugurated during the Innovation Weeks with a ceremony organized by the Swedish Consul Erik Limongi Sial. A number of visits were part of the program which showed a great potential for more cooperation between Sweden and the State of Pernambuco, and the possibility for Swedish companies to establish there.

During the second week a delegation trip was arranged to the Amazon on the theme "Science, technology and innovation in extractive value chains: the case of forestry", with seminars and field trips in both Manaus and Santarém.

Road Show

Seven Swedish universities participated in the yearly Road Show during the two weeks and visited 10 cities and 10 universities to market Sweden as a student destination and managed to reach out to a large number of students during the event. The road

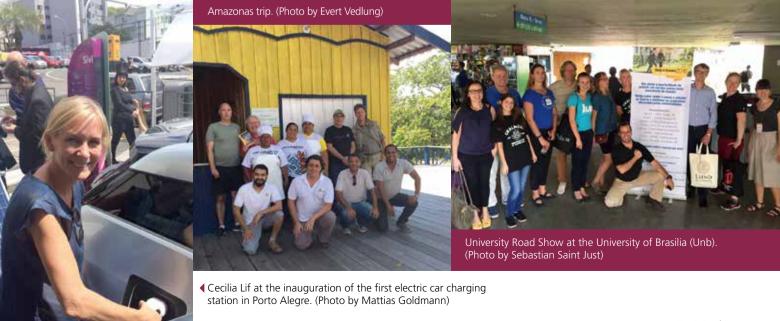


Oscar Stenström with Ambassador Fernando Simas Magalhães (Deputy Secretary-General, Under-Secretary-General for Multilateral Political Affairs, Europe and North America at the Brazilian Ministry of Foreign Affairs) at the signing of the MoU on Sustainable Mining. (Photo by Cecilia Lif)

show ended with the well visited Career Fair in Sâo Paulo organized by Swedcham.

It was two weeks packed with interesting, innovative and inspiring events and meetings. For the first time we also had participation on a political level from Stockholm which further created interest for the activities. The Innovation cooperation between Sweden and Brazil was further deepened not least within the triple-helix concept with government, academia and companies working together. The events were widely spread in social media and at least three articles where published in newspapers. Thanks to all who participated and we have already started our plans for the Innovation Weeks 2017!

***Cecilia Lif** is Counselor at the Embassy of Sweden in Brasília.



TETRA PAK PROTEGE DE VERDADE O LEITE QUE VOCÊ BEBE.





As embalagens da Tetra Pak contêm seis camadas para conservar o sabor e os nutrientes dos alimentos que sua família consome. Além disso, a proteção da Tetra Pak também está presente na saúde dos seus consumidores, no cuidado com seus colaboradores e na preservação da natureza. **Tetra Pak. Protege o que é bom.**





Bue Dimension[™]

SOLUTIONS FOR BETTER SUSTAINABILITY

At Trelleborg, we believe that the benefits of our solutions stretch beyond functionality and business performance. Whenever possible they should also contribute to better sustainability. In fact, many of our solutions protect the environment and people, as well as infrastructure and other assets. This is what we call Blue Dimension[™] – Solutions for Better Sustainability. **trelleborg.com/bluedimension**



Sweden in São Paulo

By Peter Johansson Consular Officer

As we were approaching the end of 2016, the pace of events in Brazil picked up, as usual we might add. Since the last edition of this magazine, we had the traditional Innovation Weeks in its fifth edition, a visit from Oscar Stenström, the State Secretary to the Minister for EU Affairs and Trade, as well as a much appreciated exhibition of the Swedish director Ingmar Bergman's "Persona" and a Swedish photo exhibition at the Scandinavian Fair.

Stenström meets with Vice-Governor França



During a visit to Brazil, Oscar Stenström—the Swedish State Secretary to the Minister for EU Affairs and Trade Ann Linde—was received at the Governor's Palace in São Paulo by the Vice-Governor Mário França. A delegation consisting of Ambassador Per-Arne Hjelmborn as well as other representatives from the Embassy, Business Sweden, the Consulate General in São Paulo and the Swedish Ministry of Foreign Affairs also took part in the meeting.

The meeting was held in a very positive spirit, especially considering the current vibrant relations between the countries where the

Gripen project paves the way, but also other considerable Swedish investments in Brazil are worth mentioning such as the new AAK and SCA plants

Consulate participates in the Declaration of Aparecida

Currently there are various important actions trying to improve the situation of children taking place in our region. On October 9, the Consulate was invited by the 15th Regional Court of Labor in Campinas to take part in a mass held early in the morning by the Archbishop Cardinal Raymundo Damasceno Assis, where at the end the Declaration of Aparecida against

in the state of São Paulo.



Ives Gandra da Silva Martins Filho, the President of the Highest Court of Labor, and Maria de Assis Calsing, the vice-coordinator of the Court's program against child labor in Brazil.

child labor was presented by the President of the Highest Court of Labor Ives Gandra da Silva Martins Filho and Maria de Assis Calsing, who is the vicecoordinator of the Court's program against child labor in Brazil.

The ceremony was transmitted on national TV and there were about 30,000 people present at the event, among them many authorities from the regional courts, district prosecutors and other Brazilian authorities. Sweden was the only foreign country represented at the event by the Consular Officer Peter Johansson.

Bergman exhibit attracts big interest in São Paulo

For the first time in history items from the Bergman-center in the island of Fårö, Sweden, have been exhibited outside of the country. This Suécia Sverige

unique occurrence took place in the Itaú Cultural in São Paulo during the month of October and part of November. For the opening of the exhibition, the building was full of people, including members of the press and TV.

The exhibition contained exclusive objects and installations from Bergman's movie "Persona" and the movie itself was also shown in a digitally restored copy at the Itaú Cultural and during the 40th edition of the São Paulo International Film Festival ("Mostra").

The initiative for the exhibit in Brazil actually came from Bergman-center's director Helen Beltrame-Linné, who happens to be Brazilian and with a special passion for Ingmar Bergman. Her contact and the cooperation with "Mostra" and Itaú Cultural as well as the support from all the sponsors, including the Swedish Embassy in Brazil, made the hugely successful exhibition possible. For the first exhibition of the movie the event invitation on the Facebook-page of the Consulate received thousands of confirmations, so it came as no surprise to the organizers that the movie salon was packed and lines of people without a ticket on the street. Impressive how Ingmar Bergman still attracts big interest even today!

State program of good practices for decent work

At the invitation of the State Secretariat for Labor in São Paulo, the Consulate had the honor to attend a presentation of the initiative for the promotion of good practices for decent work. The presentation of the program was made by the State Secretary José Luiz Ribeiro himself together with his collaborators and the State's International Advisor Ana Paula Fava.

The Consulate was represented by our Consul General Renato Pacheco Neto, Consular Officer Peter Johansson and the Consul's Assistant Danielle van Tongeren and on its part presented the plans for the organization of the Global Child Forum, founded by the King and Queen of Sweden, which will host a Regional Forum in São Paulo at the beginning of April 2017.

From the left: Gisele Abrahão, director at Global Vision Access, Consular Officer Peter Johansson, and Maria Clara Mancilha (communications, GVA) at the photo exhibition.

Photo exhibition at the Scandinavian Fair

According to tradition, the Scandinavian Fair took place at Clube Pinheiros for the 51st year on November 8 and 9. This year, Sweden was invited to organize a photo exhibition for the visitors of the fair and the theme selected was simple: *"Isso é Suécia"* ("This is Sweden" in Portuguese).

The exhibition brought photos from Swedish tourism attractions, innovations, culture, industry and policies and was very appreciated by the visitors and invited press. Actually, similar to the fair's product shelves, the promotional material was already all out already in the afternoon during the first day!

World's Children's Prize for the Rights of the Child

The World's Children's Prize for the Rights of the Child was instituted in the year of 2000 and has since then educated and empowered over 38 million children. It's the world's largest annual educational initiative for equality, the rights of the child and democracy and has as its patrons H.M. Queen Silvia of Sweden and the Swedish Prime Minister Stefan Löfven, among others.

The event was organized by the Center for Human Rights of the São Judas University in São Paulo, and the focus was to spread the awareness and to promote this prize. Videos made by students from the school "Colégio Miguel de Cervantes – Morumbi (CMC)" on the theme of human rights were presented on the occasion. The Consulate was represented by the Consul General's Assistant Danielle van Tongeren.



NordicLight |19

Munters innovate and grow

By Otávio Lucchese Swedcham representative in Curitiba

t is encouraging to know that there are companies that are growing despite the current downturn in the Brazilian market. In this interview with *NordicLight*, Carl Alvenius, CEO of Munters Brasil and vice-president of Munters Air Treatment Latin America, tells us how this innovative Swedish company, which celebrated its 20th anniversary in Brazil last year, is reaping the benefits of its endeavours in Paraná.

What has 2016 been like for Munters Brasil?

It has been a good year and there has been lots of work. We have attained our target and grown 15% in relation to last year.

How did you manage to achieve such significant results during a downswing in the Brazilian market?

Innovation may be the answer. Innovation is in Munters' DNA. We are always looking for new solutions and we are not afraid of exploring new markets. Let me give you an example. Our *Air Treatment* area identified an opportunity in the *Data Center* segment, which we already serve in the USA & Europe. In a very short period, we managed to transfer the manufacturing technology to Brazil, and nowadays we are the only company to locally manufacture Indirect Evaporative Cooling Units (IEC) for large *Data Center* facilities.

Besides the fact that our technology is much more economical and sustainable than the conventional technology (using compressors), the local production (in Paraná) has given us an even greater competitive edge in relation to imported products. Another example of innovation is

in the mining sector. After 2 years of research, we managed to develop dehumidifiers for iron ore. The removal of water from the ore will make freight cheaper, resulting in bigger savings and greater sustainability for long-distance freight. We have already started the commercial manufacturing of the product in Brazil.

What are the recent investments made by Munters in Brazil?

Two years ago, we inaugurated the new factory (in Araucária, Paraná). It was a very important investment and it has brought us good results. I believe it has even surpassed



our expectations. Larger and more modern facilities have allowed us to expand our product range. The impact of the depreciation of the *Real*, making imports more expensive, has thus been reduced and, on the other hand, has made the products we export from Brazil more competitive. The Brazilian factory will also supply Mercosur.

What are the forecasts for Munters Brasil for the coming years?

In 2017, we expect to maintain a growth rate of 15%. As from 2018, we're working towards achieving an annual growth rate of over 20%.

Is Munters pleased with the corporate environment in Paraná?

We are very pleased with Paraná. The road and port infrastructure is good and the workforce is very capable and qualified. There are obviously some issues that need improvement, such as the excessive bureaucracy and the complexity of the tax laws, but these are problems that affect Brazil as a whole.

Would you recommend Paraná to Swedish companies interested in establishing in Brazil? In your opinion, which is the most promising economic sector in Paraná?

I would definitely recommend Paraná. There are very good cities in the state. I have already lived in São Paulo and I now live in Curitiba. I can say that the city offers foreign executives a welcoming environment, and exceptional quality of life. As for the economic sector, I have no doubt that Agricultural Cooperatives are Paraná's main attraction. It is a unique and very well-organised environment that manages, in a simple and dynamic manner, to bring together large groups of medium and small producers and companies. This greatly facilitates research and the introduction of new products or technologies.

Carl Alvenius

MOTOR TURBO DE 320HP, PILOT ASSIST E DISPLAY TOUCH DE 9". PORQUE PARA SER ELEITO A MELHOR COMPRA DE 2016, NÃO BASTA SER SÓ BONITO.



Volvo XC90. Eleito a melhor compra de 2016 pela Revista Quatro Rodas*.

THINK SWEDISH.



VOLVO. MADE BY SWEDEN. volvocars.com.br Ø/volvocarbr

Na cidade somos todos pedestres.



Sweden achieves closer cooperation with Brazil for mining sector By Elsa Stefenson

A senior Swedish delegation led by the State Secretary to the Minister for EU Affairs and Trade, Oscar Stenström, together with the Swedish Ambassador to Brazil, Per-Arne Hjelmborn, participated in the World Mining Congress, from October 18 to 21, in Rio de Janeiro.

The delegation included representatives from Luleå University of Technology and KTH, Strim (Strategic Innovation Programme for the Swedish Mining and Metal Producing Industry), and several companies, including Atlas Copco, Hexagon Mining, Sandvik, Scania, SKF, SSAB and Volvo. Sweden contributed to the event by holding a session at the Congress and hosting the Swedish Pavilion at the Trade Show.

The Swedish participation was organized and coordinated by Business Sweden in cooperation with the Swedish Embassy in Brazil. The official visit also included the signing of a memorandum of understanding (MoU) between the countries, which will serve as guidance to the continued collaboration for the mining sector.

Sweden, a leading iron ore producer in Europe, has used innovation to increase efficiency and productivity over the last decades. Nevertheless, the country has also focused on the environmental effects and sustainability issues related to the industry and is a forerunner in developing a more sustainable and green sector. These achievements have only been possible through a close collaboration between government, universities and industry, the so-called Triple Helix model has been the key to the innovative spirit of the country. Today, the Swedish mining industry produces over 70 million tons of minerals with only 15 active mines, compared to 1960 when the industry produced 28 million tons with 60 active mines.

The Gripen deal has brought Sweden and Brazil together to collaborate not only in the defense industry but also in other sectors. The participation in the World Mining Congress was part of the Swedish-Brazilian Innovation Weeks 2016 (http://inovacaosueciabrasil.com) that serves as a platform to promote areas where both countries have opportunities to increase collaboration. As a result, State Secretary Oscar Stenström and Ambassador Per-Arne Hjelmborn, participated in the signing of a MoU between Sweden and Brazil on October 18 in Brasilia.



(From the left) Wilson Miola, Senior Researcher at Vale Institute of Technology (ITV), Professor Semida Silveira, Director at KTH, George Rizopulos, Head of Sales & Marketing - Scania Mining, Elsa Stefenson, Project Manager at Business Sweden, Fabrício Vieira de Paula, Key Account Manager, Scania Commercial Operations Brazil, and Laurindo Leal, Scientific Director at ITV



The State Secretary to the Minister for EU Affairs and Trade, Oscar Stenström, addresses the World Mining Congress in Rio.



Elsa Stefenson, Project Manager at Business Sweden São Paulo (right), with Elina Rantanen, Project Manager at Mining for Generations.

The MoU acknowledges the importance of the mining sector for both countries, noting the potential for a bilateral cooperation in the field. It also highlights the importance of responsible business practices in achieving sustainable management of mining, including the competitive advantage of Corporate Social Responsibility (CSR). The MoU will focus on improving sustainability, which includes closing old mines, promoting energy and water efficiency in mining, and reducing environmental footprints. Other important areas of collaboration include innovation and efficiency in logistics, mine optimization by design and automation of control systems; the memorandum will also elaborate on the CSR aspects related to the mining sector such as decent working conditions, safety and health of both employees and surrounding communities, and the fight against corruption.

The Swedish participation in the World Mining Congress was a milestone in strengthening its ties with the Brazilian

mining sector where topics such as autonomous vehicles, safety and communication in the mines were presented by Swedish panelists who discussed examples of best practices in the respective areas. During the Congress, Sweden also launched the Mining for Generations platform that aims to promote Swedish mining industry internationally to increase collaboration and contacts across borders both between mining companies, technology companies and academia (www.miningforgenerations.com).

Business Sweden will lead the continued development of the Swedish mining initiative by organizing activities and identifying business and research opportunities for Swedish companies and research institutes with interest in Brazil.

For more information about the activities of the Swedish Mining Initiative in 2017 please contact **Elsa Stefenson**, **Project Manager, elsa.stefenson@business-sweden.se**

A new round of airport concessions

By Bjorn Clavey

On December 1, the tender documents for the next round of airport concessions were published. This third round of privatization of airports is part of the Brazilian government's plans to improve infrastructure by attracting private capital to invest in the country. After 100 days, i.e. on March 16, 2017, the auction will be held which will determine the winning consortia of each of the four airports: Fortaleza, Salvador, Florianopolis and Porto Alegre.

The privatization of these four airports is expected to generate investments totaling USD 2.4 billion in the coming years. Since this is one of the major current business opportunities in Brazil, Business Sweden is actively supporting Swedish suppliers to get a share of this business.

The activities carried out included a round table meeting with the regulatory agency for Civil Aviation (ANAC) during the official visit of State Secretary to the Minister for EU Affairs and Trade, Oscar Stenström, in October. In November, Business Sweden arranged a meeting program in Brasilia involving meetings with the Secretariat for Civil Aviation (SAC), the airport operator in Brasilia, Inframérica, and the incumbent



Meeting with the Secretariat for Civil Aviation.

operator Infraero. The latter has ambitious investment plans to expand the airports that will remain under its operation.

For December 15, we supported our colleagues from Santiago do Chile to arrange a workshop with the consortium that is expanding the Nuevo Pudahuel airport, essentially doubling its capacity. Furthermore, for January 2017 we are planning matchmaking activities between Swedish suppliers and airport operators. During the meetings, Swedish companies will have the chance to present their solutions, discussing important issues in the sector.

If you want to learn more or participate in upcoming activities, please contact Business Sweden in São Paulo: http://www.business-sweden.se/Brazil/

>> Eurocâmaras

An agenda packed with activities

By Renato Pacheco Neto*

ince Swedcham took over the Eurocâmaras Chairmanship in June 2016, many things came up, not only to be managed beyond the day-to-day activities but also to be prioritized due to a packed agenda with many events in different locations, both in Brazil and abroad.

The very first event when Swedcham took over was to host a Latam IPR-Helpdesk International Meeting, which was held on September 19 at the Chamber with the presence of Paulo Baldan, Senior Project Advisor from Eurochambres Brussels, and experts from Rio de Janeiro in the legal field of IPR. At the end of September, Swedcham and Eurocâmaras Chairman Nils Grafström together with EBO – EU Chambers Overseas Chairman and CAE-Eurocâmaras President Renato Pacheco Neto joined the 1st Latin America Eurocâmaras Conference organized by ELAN-Biz in Lima, Peru.

Swedcham also had the opportunity to welcome EU DG Trade Director Helena König, who visited São Paulo in October to meet other Chambers' representatives and exchange views on the climate of doing business in Brazil as well as hear about trade and investment barriers. Director König also talked about how we intend to engage with Brazil bilaterally and in the EU-Mercosur context. This session also provided an additional possibility to further expand the results of the Business Climate Survey launched by Swedcham among its member companies in Brazil.

Swedcham hosted its 1st EBO Board Meeting on October 28 with the presence of many other binational Chambers, including the German and Portuguese Chambers which are Vice-Chairmen, and also the French Chamber in charge of the Financial Directory. Swedcham reported its Eurocâmaras activities and shared its proposal to organize the EU National Day on May 9.

CAE-Eurocâmaras also celebrated its 15th anniversary on November 19 and took the opportunity to host at Swedcham an International Arbitration roundtable for the exchange of experiences in cross border investment led by Prof. Dr. Carlos Alberto Carmona and other USP Professors, Hermes Marcelo Huck, Paula Forgioni, Floriano Peixoto de Azevedo Marques and Cristiano de Sousa Zanetti, who are top experts in the field of commercial Arbitration.

On November 22, while Chairman Nils Grafström joined the EU-FIESP Sustainability Workshop with EU Ambassador João Cravinho, Eurocâmaras-CAE President Renato Pacheco Neto also joined as keynote speaker a very fruitful Arbitration Discussion 2016 organized by "DiaLAWgue" initiative from the German Chamber of Commerce of Hamburg and São Paulo together with the recently launched European-Latin American Arbitration Association ELArb focusing on bilateral investment between the two markets.



Adam Dunnett, Secretary General – EU Chambers – China, with Renato Pacheco Neto.

On November 24, Swedcham hosted the MAT – Market Access Teams Meeting with Member State Counselors and also the EU Consular Corps. The discussions were led by EU Delegation Trade Commissioner Nicola Ardito, who also presented his new colleagues Jakob Jakobsen and Alexandre Polack, besides the already known colleagues from the EU Latin America project team (ELAN BIZ) Mercedes Blazquez and Vanessa Tacchi, working for the last six months at Swedcham.

Last but not least, from December 4 to 6, Eurocâmaras-CAE President Pacheco Neto chaired in Seoul the 2016 Korea Regional EBO Worldwide Network of EU Chambers Abroad covering 35 European Business Organizations in five continents. The meeting was also joined by EU Delegation to Korea Trade Commissioner and First Counselor Paolo Caridi, Head of Economic Session and KITA, the Korean International Trade Association, who provided EU Chambers attending its sessions a very complete overview on the five-year period after the Korea-EU Free Trade Agreement went into effect in 2011.

* **Renato Pacheco Neto** serves since 2009 as the President of CAE-Eurocâmaras, reelected Chairman of EBO, EU-Chambers Abroad and Honorary Consul General of Sweden.



Expancel Microspheres The world's favorite secret ingredient

Expancel Microspheres improve leading products around the world. They could be in your walls. Your car. Your shoes. Or the packaging that protects your food. If a material looks, feels or performs better, it might well contain Expancel!

Expancel lets you:

- Cut costs
- Reduce weight
- Improve workability

• Create textures And much more.

Expancel 💣

expancel.com



A gama de radares GIRAFFE, da Saab, fornece capacidades excepcionais para clientes exigentes ao redor do mundo. Com a nova linha de radares de alta performance SEA GIRAFFE, nós deixamos suas decisões mais precisas através de um olhar para o futuro.

A Saab tem sido ativa na área de defesa e segurança há mais de 75 anos. Uma linha de inovações transformadoras formam um histórico que comprova nossas habilidades de desenvolver um pensamento pioneiro. Afiado o suficiente para vencer a barreira do impossível, fortalecer sua habilidade de proteger suas tropas e manter as pessoas seguras.



WE TURN NO INTO NOW

Marketing wants new digital services, Finance instant monetization, and IT is left balancing these expectations with reality. With transformative IT, the C suite can join forces and say yes, Now.

Welcome to the Networked Society.

Networks IT Media Industries



>> Brazilcham News | By Iliana Perez Ben

Meeting on Defense Project Financing

Photos by Sgt. Cristiano da Silva Roberto



SEB was among the eminent speakers representing the Swedish Finance Sector. (From the left) Col. Diógenes L. Neto, Lars-Åke Svensk (SEB), Frederick Johansson (Head of SEB Brazil), Brig. José Isaias A. de Carvalho Neto, Sharif Pakzad (Bazilcham), and Elisa Sohlman (Brazilcham).

From November 29 to December 1, the Brazilian Air Force (FAB), through the Secretariat of Economy and Finance (SEFA), one of its branches, promoted in Brasília the "1st Meeting on Defense Project Financing: in search of new solutions".

Among the speakers were representatives of major private banks (e.g. Societe, Santander, etc.), representatives from the Brazilian Ministry of Planning, the Ministry of Finance, the Ministry of Defense, the Brazilian National Bank for Economic and Social Development (BNDES), FIESP, ABIMDE, Saab and Scandinaviska Enskilda Banken (SEB).

About the event's main goal: "Despite having the word financing in our event title, the truth is that we brought in some of the most relevant names related to the Brazilian defense business, import and export. Our main goal, at SEFA, is to make all major players in this field more aware about the complexity of promoting and implementing defense programs. Eventually, after all that, we will also have a more homogeneous and flexible Brazilian government perspective when talking (or thinking) about Brazilian defense programs," said Colonel Diógenes L. Neto, Head of Credit Operations at SEFA and the organizer of the event.

Brazilcham's Executive Director, Elisa Sohlman, was among the speakers and praised the initiative: "SEFA, as part of our armed forces, has being very innovative and generous by opening this important meeting forum. We have longed for an opportunity like this and hope the event will be replicated so other companies and organizations can take part in this knowledge sharing."

"The Gripen Era foments a strategic partnership that reaches farther than the eyes can see," says Elisa Sohlman.

Saab's Country Manager for Brazil Marianna Silva shares an overview of the company's products and solutions.



BRAZILCHAMSweden

Brazilian Chamber of Commerce

Brazilcham's Christmas Party! (From the left) Ambassador Marcos Pinta Gama, Dr. Dorys Calvert (UFRJ), MP Jörgen Warborn (Moderate Party), Dr. J. Otávio Pompeu (UFRJ), Mrs. Agneta Asplind, (SEB), Mrs. Lotta Olsson (Swedish Olympic Committee), Magdalena Sekkenes (ICA Retails) and Elisa Sohlman (Brazilcham).



Ambassador Marcos Pinta Gama and Ambassador Jaime Ortega, of Panama.

Sten Hedbäck, member of the board at Brazilcham and one of the partners at Törngren Magnell, welcomes the guests.

Christmas Party

Photos by Ricardo Couto

On December 7, Brazilcham closed its yearly activities with its traditional Christmas Party.

The event was opened by Ambassador Marcos Pinta Gama. Mrs. Magdalena Sekkenes, Public Relations Manager at the Association of Ica Retails, shared her experience as a volunteer during Rio 2016 and Mrs. Lotta Olsson, Sponsor Manager at the Swedish Olympic Committee, gave us her view on the legacies from Rio 2016 and the goals, as well as business opportunities, in connection to PyeongChang 2018 and Tokyo 2020.

One of the highlights of the evening was our guests from Brazil, Dr. José Otavio Pompeu e Silva—International Relations Coordinator at the Tércio Pacitti Institute for Computational Applications and Research at Federal University of Rio de Janeiro (UFRJ) and at the Center for Assistive Technology and EHealth at UFRJ, and Dr. Dorys Calvert, postdoctoral fellow at UFRJ and co-creator of the Limbiseen Lab. Both spoke about assistive technology and how innovation promotes inclusiveness and entrepreneurship. They also presented a product that they are developing together which is meant to help the communication between people with cognitive disabilities and their environment.

Mrs. Agneta Asplind, Senior Vice President, Latin America, at SEB finalized the program talking about the Brazilian Economy and presented us a brief retrospective of 2016 and perspectives on the future of the Brazilian Politics and Economy. We would like to thank Törngren Magnell and Dona Doceira for sponsoring this beautiful evening.

Brazilcham thanks all its members and associates for 2016 and we look forward to working together with all of you during 2017!

Meet Admix, Swedcham's benefits consultancy partner

dmix is a consultancy firm specializing in the intelligent management of corporate benefits—with health and dental plans, life insurance, medication and meal tickets, among others. Its work is focused on promoting the best solutions supporting clients' Human Resources policies, ensuring a better return on investments in this area.

All the expertise of Swedcham's partner has been acquired over 25 years, helping companies of various profiles and sizes—a performance based on innovation and a pioneer attitude that involved the creation of services and concepts widely recognized in the market.

Admix's leadership in the segment provides a better interface with operators and insurers, resulting in a great negotiation power that allows for exclusive conditions for contracting plans. Furthermore, the complete product



portfolio and a team dedicated to case-by-case studies guarantee clients' availability of quality solutions, in accordance with their real needs and providing their collaborators with greater satisfaction.

The company's differentiated services are backed by a robust technological structure and ample operational support, developed to provide greater ease and practicality in the execution of routines related to the benefits offered. Through the online platform **Admix mais rh (Admix more hr)**, clients' HR professionals can achieve all the management of benefits in one single atmosphere and with only a few clicks.

Therefore, by combining experience, innovation, excellent services and cutting-edge technology, Admix maintains a client portfolio that for years has trusted its benefits into the hands of the market's reference consultancy.



study can set up an appointment with a Consultant by calling (11) 3491.2244 or sending an email to **saudefacil@admix.com.br.** By comparing products you will be able to check the exclusive advantages for Swedcham members.

Exploring a wider world of opportunities. Together.

At SEB, we have a solid tradition of working closely with our clients. We like to build long-term relationships and will stand by you in good times and bad. We have been the leading Nordic bank in Brazil for nearly 40 years providing working capital, trade, export and project finance solutions to Nordic and German companies, as well as to Brazilian banks. Together, we can explore a wider world of opportunities.

Please call us on +55 11 3037 3790 e-mail frederick.johansson@sebny.com or visit sebgroup.com/corporates-and-institutions



A marathon of innovation with Sweden as final destination



wenty-five students. Five teams. One problem: 24 hours to reach an innovative solution. This was the challenge Scania offered to university students from all over Brazil with **Inovathon Logistics Challenge**.

"This project was created with the aim of bringing Industry and Academia closer together, of placing Logistics as a protagonist activity within companies and, of course, attracting a young public," explains Patricia Acioli, who is responsible for Corporate Relations at Scania Latin America.

The inspiration for Inovathon's communication dynamics came from the student universe, according to Patricia. "How do they relate with people? What are their priorities? What do they dream about? How do they see the present and the future? This was the starting point. We were obliged to leave our day-to-day...which in my opinion had a marvelous effect for the organization—that is, it was also our challenge," she says.

The event's format emerged from the idea of *Hackathons*, marathons aimed at gathering hackers to check out on data, unveil codes, and used more recently by companies in branding actions. "Once the way was defined, we gave Scania's face to Inovathom and we put it into the factory," notes Patricia. "The 24-hour program was defined minute by minute. We included in the project one of the main pressure factors in the labor market: time."

The selection—The competition involved 10 days and 600 participants from all over the country. The first phase was an online test with 10 questions and one essay. This phase qualified 50 students, who then went through individual interviews that classified 25, who had their profiles assessed for the formation of five groups, which were identified with the names of Swedish cities (Luleå, Södertälje, Stockholm, Oskarshamn and Örebro). This is when the mentors, Scania executives with the mission of backing the students, came in. "Inovathon is an outside and inside project. We involve all the company's areas and the project's success factor involves being true from the beginning till the end. To be real: this is the path to creating ties with people," Patricia stresses.

Heading for Södertälje—On the day of the challenge, the students had to find an innovative solution for a business case about logistics and the future of transport. Furthermore, they had to face the fatigue, the time pressure and the team work. And the winning team was Örebro!

To decide who would go to Sweden, Scania invited a panel of judges that combined the views of academia, represented by Márcio D'Agosto, Professor at Coppe UFRJ; of the client, by Cargolift Business and Operations Director Joaquim Koller; and innovation know-how, by Swedcham Managing Director Jonas Lindström. Also on the panel was Omar Mauri Jr., Executive Manager of Order & Planning inside Logistics Area at Scania.

"This is indeed an innovative initiative, which contributes to the formation of students. It is without a doubt a differential which Scania shows in its relationship with academia," said D'Agosto. According to Koller, the event's value lies precisely in challenging industry to open its doors to new ideas and bring the reality of companies closer to the student world. "The word innovation has everything to do with Swedish industry," noted Lindström. "This is a fantastic project."

Scania's Mauri said that "being part of the jury, formed by highly experienced and competent professionals in their respective areas, represented a tremendous honor for me as well as a great responsibility. The balance and high level of the presentations made our task even more difficult, as the winner was in fact selected because of details."

"The event's positive repercussion, due to its extensive dissemination crowned by the excellent result, also made it clear to me that this is a very interesting tool for the future in terms of identifying talents that may become members of our teams," he concluded.



The winner was the Örebro team!

kreab.com

25 COUNTRIES

400 500 clients



CREATING VALUE THROUGH COMMUNICATION Founded 1970



- (From the left) Victor Sigueira, Nara Braga Cavalcante de Farias, Mariana Miranda Lucena, Fabiana Lucena, Jonas Lindström, Liliana Conde, Camilla Prando and Vinicius Reis.
- Pernilla Josefsson Lazo from the Embassy of Sweden in Brasília.



 Cileia Gomes (Atlas Copco), Rodrigo Varanda (Ericsson), Luciana Miyagui (Akzo Nobel) and Ana Paula Mukoyama (FinanZero) were the speakers at the first roundtable discussion held during the Career Fair.

Carla Albuquerque, Isabela Silva and Daniela Vasconcelos (ABB).



Sweden-Brazil Career Fair gets bigger and better!

he fourth edition of the Sweden-Brazil Career Fair, which was organized by Swedcham Young Professionals with the collaboration of the Embassy of Sweden in Brasilia, took place on October 27 at the WZ Hotel Jardins in São Paulo. The Swedcham Young Professionals Committee is very proud and happy that each edition the fair becomes bigger in size and number of participants. This year, nearly 300 people attended the event,

which featured the participation of 53 exhibitors.

Once again, Young Professionals were invited to connect with Swedish companies and universities, which were in Brazil to promote Sweden as a great place to study and do research during a road show.

The successful event counted on the participation of seven of Sweden's most respected universities (KTH, Chalmers, Lund, Halmstad, Linköping, Umea and Malmö), and major Swedish companies in Brazil such as ABB, Akzo Nobel, Atlas Copco,



 Debora Ferreira (SKF), Daniela Vasconcelos (ABB), Rodrigo Lourenço (iZettle) and Rita De Cassia Leme (Stora Enso) participated in the second roundtable discussion.

Alexandra Andersson (Linköping University).



Jordana Bizarro and Malin Hakansson Teles (iZettle).

Paula Matos, Michelle Telo and Cileia Gomes (Atlas Copco).

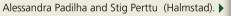
Ericsson, FinanZero, iZettle, Semcon, SKF, Stora Enso and Volvo Cars, as well as Cia. de Estágios.

After welcome words by Swedcham Managing Director Jonas Lindström and Pernilla Josefsson Lazo, Deputy Head of Mission at the Embassy of Sweden, there were two roundtable discussions: one with the participation of Akzo Nobel, Atlas Copco, Ericsson and FinanZero; and the other with ABB, iZettle, SKF and Stora Enso.

The discussions were followed by presentations by Swedish Universities and Alumni ("Study in Sweden") and the Swedish Embassy ("Sweden: Excellence in Education, Excellent Opportunities" by Leandro Rocha—Trade Promotion Officer at the Embassy).

The event ended with an "After Fair" where everyone was able to mingle and exchange ideas in a more informal atmosphere.

Lennart Johansson (Umeå University).







VIEIRAREZENDE

A full service law firm advising companies in all relevant sectors of the Brazilian economy and a leading "one-stop-shop" for clients in the **Oil & Gas, Offshore and Shipping Industries**.

With a reputable and widely recognized team of experts we cooperate with the prestigious Norwegian law firm **Wikborg Rein** and assist various Nordic companies in their Brazilian operations and their local legal needs.

Our long term commitment to our clients and distinguished capabilities to understand their businesses allow us to offer efficient and reliable services adding tangible value to our clients' initiatives in Brazil.



Top DNB executive visits Brazil

By Runa Hestmann

The new Head of the International Division of DNB leaves Brazil with a more upbeat view than he had when he arrived.

idar Andersen was appointed Head of a new International Division of Norway's DNB Bank in September 2016. Mr. Andersen comes from the position as Head of Asia Operations at DNB, and spent 12 years in Asia. He is still no stranger to Latin America, and in October he visited the DNB offices in Chile and Brazil.

Mr. Andersen spent two days in Brazil to meet with colleagues at the Rio office, which is now headed by Claudio Goulart, with clients and business partners. He takes over as head of the new division as part of a reorganizing of DNB, where all international offices will now report to Mr. Andersen at the DNB headquarters in Oslo.

"Our bank is industry driven and we are here for our clients within sectors like shipping, offshore and energy that are present in the Brazilian market. Seafood and health care, together with manufacturing - especially among our Swedish clients, are other important industries for DNB," he says. "To create value for our clients in this market is our ambition, and in these sectors, we work with large, complex structures, something that also gives us a solid competence base to support and advise our Nordic clients in Brazil."

When Mr. Andersen first joined DNB in 2001, he was appointed to the Latin America desk, and Tom Mario Ringseth was one of his closest colleagues.

"After backpacking in South America, I ended up writing my dissertation at the London School of Economics on the Chilean energy sector. I have been in Brazil several times before, but this time I am here to gain greater insight into the current market situation in Brazil. Offshore and energy are core areas to us internationally and Brazil is a key country for the energy sector, for us and for our clients. Many



of our clients have operations both in Norway and Brazil." He says he leaves Brazil with a more upbeat view than he had when he first arrived.

"Absolutely. The impressions I get is that the current problems Brazil is facing are by far over, but it seems to have turned the page. In that sense I leave with a more upbeat view than when I came. The offshore industry in Brazil is having a difficult time, and that is a challenge. We have a strong client relationship and we are always a long term partner for our clients. After meeting with some of them today, I got a much more positive impression than what we saw six to twelve months ago. But I think everyone is cautious that the jury is still out and that the country, both business and politicians, need to prove themselves in the months and years to come," Mr. Andersen says.

The DNB executive also has extensive experience from the chambers of commerce in Beijing and Singapore where he acted as both chairman and member of the board.

"After 12 years in Asia where I was active in the chambers of commerce, I believe that using each other's competence and experience to solve individual challenges is a huge benefit and the chamber in this sense is able to create good added value for the member companies."

All set for a *new adventure*

By Runa Hestmann

Brazilian sailor, adventurer, businessman and boat designer Amyr Klink is teaming up with Palfinger Marine. Their ambition is to manufacture boats in Brazil.



Photo courtesy of Amyr Klink

ike many others, Palfinger Marine is looking for ways of curbing the crisis that has hit the global oil and gas industry hard, but instead of scaling down, the global supplier of cranes, lifeboats and deck equipment has focused on new markets and new business opportunities.

As part of this strategy, the company is now looking into manufacturing boats in Brazil, and earlier this year, the company set its eyes on Amyr Klink, a Brazilian banker, sailor and adventurer that has gained fame with the many boats he has built for himself. Klink's company Layer Group manufactures tailor-made vessels designed to deal with all the imaginable needs of the clients.

"We do not build normal boats. We build boats for long range travels and difficult conditions. It was the people from Palfinger that came to me, and I must say that the high quality of their boats and projects, especially the technical part, impressed me," Klink explains in this interview with **NordicLight**.

"They do it the way we like to do it here, not on a large scale, but with high quality and top technical control. This is the way I like to work. I am allergic to projects without quality and without durability," he says.

The Seven Seas

Klink was the first person to row across the South Atlantic. On June 10, 1984, he left Lüderitz in Namibia, and 100 days later he arrived in Salvador, Brazil. In 1998, he circumnavigated the Antarctic continent on his own in 79 days. It probably doesn't surprise you that he knows three of the members of Thor Heyerdahl's Kontiki expedition personally. Klink has also travelled from Antarctica to the Arctic. And all of his expeditions were achieved in boats he helped design and build.

"Design has always been very important to me, and we have what is required to make designs on a very advanced level for vessels of interest to the offshore and maritime industry. I believe that the boats have to have a long life cycle, at an intelligent cost level, guaranteeing the autonomy of the vessel. This is how I work."

This is also something he has put to test during many of his own travels. He has been to Antarctica numerous times, and says he would like to go even further with Palfinger.

"We are ready to start tomorrow. Nothing would make us happier. But the market is tough, and commercially this might not be big business, but technically it will certainly be enriching for both parts. Working with a European player on this level can contribute to opening new doors and preparing the ground for projects to be executed here in Brazil."

Advanced lifeboats are probably the first common project that Klink and Palfinger will start working on.

"I like challenges, and the first project always demands more attention. While Palfinger is handling the commercial viability of the projects, I will contribute by providing new solutions and quality at the highest level. I am convinced that this is a partnership that will prove itself very productive," Klink says.

Layer Group also has manufacturing facilities and a solid network of suppliers that Palfinger would benefit from.

Klink's travel records are impressing. He has written several books and gives about 100 speeches and presentations a year, but says that he does not use his experience from navigating the seas when he is doing business.

"I have travelled to Antarctica many times over the last 30 years. This does not mean that I know how to do business. Of course I like to inspire, but as a businessman, I am very serious and hard working." Klink believes that timing is perfect for Layer

Group and Palfinger to embark on this new venture.

"In 1984 I accompanied another crisis here in Brazil, where many companies collapsed. It is quite common in Brazil to think first about survival and second about the technical quality of the product or service you offer. I founded my own shipyard at the time, and I struggled, but survived because I never compromised the quality of the boats I built. This was what brought new clients. The Brazilian oil and gas industry needs these boats we want to build," he says.

"The experience that the Norwegians and Austrians of Palfinger have is very rich. In spite of what we know as the Brazil cost, we have what is needed to manufacture these vessels at more competitive terms than in Europe. Despite the complexity of the Brazilian laws, there are competitive advantages, and with the new government, I believe in further improvements. The key is to never compromise quality."

The go-to firm for high-end legal matters

The expected modifications in the local content policy

By Tiago Severini Partner at Vieira Rezende Advogados

The Brazilian local content regulations affect the whole chain of the oil and gas industry, and have been widely criticized. Modifications are now underway.

> commitments assumed by the Oil Companies (OCs) before ANP are contractually passed on to service providers and suppliers, which also come to assume, under their contracts with the OCs, the commitment that a certain percentage of local content is achieved. Therefore, the local content regulations affect the whole chain of the oil and gas industry. Unfortunately, in practice, both the local content policy – focused on a protective approach rather than on stimulating competitiveness – and the corresponding rules, which involve several interpretative discussions – have been widely criticized

s it is widely known, the local content

by the industry.

In view of the evident need for significant modifications, a decree was published at the beginning of the year, Decree 8,637/2016, which established a program to "Stimulate the Competitiveness of the Supply Chain, and the Development and Improvement of the Suppliers to the Oil and Gas Industry", called PEDEFOR.

PEDEFOR provides two different mechanisms: (a)

attribution of weights to certain goods, services and systems that are considered strategic, so that the percentage of local content actually achieved is multiplied by the corresponding weight assigned to that item in accordance with its relevance; and (b) the granting of Local Content Units (UCLs in Portuguese) that would be treated as a bonus and might be used to offset local content commitments.

The weighting mechanism will cause an increase in the percentage of local content measured in relation to each contract that involves the provision of strategic items. As the effectively measured local content percentage will be multiplied by the factor "x" (always higher than 1 and assigned to the strategic items), it will result in a higher percentage of local content for those items, and consequently, for the overall contract.

On the other hand, the UCL will function as a bonus that will be granted to reward strategic investments, as those in the attraction and development of local suppliers. The UCL might be used to offset a certain proportion of the local content commitments contractually assumed by the owner of the UCL.

In addition to the general guidelines for the two mechanisms briefly described above, the Decree 8,637/16 determined the formation of a Committee to work on the regulation of PEDEFOR and detail the changes to be implemented.

In the beginning of November, the committee concluded and released the draft of the regulation of PEDEFOR. A Public Hearing has also been scheduled.

Vieira Rezende has actively participated in discussions and forums, submitting proposals and suggestions to the committee, and is now assisting associations and companies with their contribution to the Public Hearing, with the expectation that the new Regulation is published in the first half of 2017.

Cool headed Warm hearted

Our local team of 20 people, totally dedicated to Latin America, offers the best blend of Nordic flavor and local expertise.

YOUR ACTIVE PARTNER.

RIO DE JANEIRO Rua Lauro Muller, 116 suite 3108, Botafogo – Rio de Janeiro – Brazil Phone: + 55 21 3733 0270, e-mail: brazil@dnb.no

SANTIAGO

Magdalena 140, 19th Floor Las Condes, Santiago – Chile Phone: + 56 2 923 0100 e-mail: dnb.santiago@dnb.no



Permitindo a criação de um mundo mais

inteligente e seguro

A Axis é líder global de vídeo em rede. Com mais de três décadas de conhecimento em rede, compromisso total com os padrões abertos da indústria e fortes parcerias, a Axis oferece uma gama completa de soluções inovadoras de vídeo vigilância e de controle de acesso, apoiadas por uma formação de alta qualidade e serviço ao cliente.

Visite www.axis.com



New winds in the Brazilian offshore market

New Bill N°. 4,567/2016 and Brazil's new perspectives of opening the subsalt exploitation market



Juliana Senna

Marcela Melichar Suassuna

ver the past months, Brazil has been in the spotlight due to many scandals. The new government is however keen to get the economy back on track through the proposal of several new bills.

This also goes for one of Brazil's greatest promises in the offshore market, the subsalt exploitation, where state-owned Petrobras currently acts as the exclusive operator. The global crisis with the fall of oil price, the internal crisis in Brazil and some internal adjustments on the Detrobras board and menogement are contributing to

adjustments on the Petrobras board and management are contributing to an important change in this scenario: On July 7, a report was approved that is favorable to the proposed Bill

 N° . 4,567/2016, which removes this exclusivity of Petrobras over subsalt exploitation in Brazil.

The proposed bill demands that Brazil's National Committee of Energy Policies (CNPE), linked to the Federal Government, shall offer Petrobras the preference for the role of operator of subsalt blocks. If Petrobras accepts, it will have the mandatory participation in at least 30 percent of the winning consortia formed for the exploitation of the blocks. If Petrobras rejects it, other operators will be free to operate the blocks.

Currently, Brazilian Law N°. 12,351/2010, which provides the sharing regime in the subsalt layers in Brazil, gives Petrobras the monopoly to explore and produce the petroleum. Petrobras is the obligatory participant

and operator of such activities, holding 30 percent of any purchased block under this sharing regime. Therefore, Petrobras is responsible for all subsalt operational activities and, ultimately, has the control of all costs related to the practice.

Although Bill N°. 4,567/2016 faced some resistance of deputies who claim it would cause an irreversible process of privatization of Petrobras, most politicians agreed that this bill would actually benefit Petrobras as it will give time and conditions for the company to recover from its devastating financial and political crisis, since Petrobras would not be forced to be the main operator of all subsalt blocks, which demands high costs to support the oil & gas exploitation.

After the Bill N°. 4,567/2016 passed by the Special Commission, it was approved by the Chamber of Deputies without amendments on November 9. Therefore, the bill will be submitted for the presidential approval, before entering into force. We hope that by the time of this article's publication, further developments might have occurred.

Even though the bill is still pending approval, these new winds are producing relevant effects in the Brazilian offshore market. During his opening speech in the Rio Oil & Gas event held in October, 2016, President Michel Temer urged Congress to vote on Bill N°. 4,567/2016, in order to increase private investments in the sector. Despite the cloudy skies over the past year, Rio Oil & Gas 2016 came in good time, playing a fundamental role in motivating the offshore industry and elevating Brazil's position in the oil & gas market,

There is no doubt that once Bill N°. 4,567/2016 enters into force, allowing private companies to participate more strongly in subsalt exploitation, it will favor new bidding rounds, improve activity level and expand investments.

*Written by Juliana Pizzolato Furtado Senna and Marcela Melichar Suassuna, Senior Associate and Associate Lawyer at Kincaid | Mendes Vianna Advogados.

Preparing the ground for a new cycle

NBCC seminar on an oil & gas industry in transition attracts full house in São Paulo.

I he seminar took place on September 28, 2016, and was organized by NBCC with the support of the Brazilian Petroleum Institute (IBP). IBP President Jorge Camargo and Statoil's top executive in Brazil, Pål Eitrheim, were the keynote speakers at the event.

A new cycle is beginning, Camargo said in his industry outlook for the seminar.

"Cost is at the core of every debate about the future perspectives of our industry and competitiveness is the critical factor for the development of pre-salt. We are facing a new technological frontier," he said. This is why he defends more flexibility in the local content requirements and described it as "fundamental" to focus on areas where Brazilian industry has competitive advantages.

"We live in times of transition and volatility, and our industry stands at a crossroads," Statoil executive Eitrheim said. Recently, Statoil acquired Petrobras' 66 percent operating interest in BM-S-8, which includes the giant Carcará discovery.

"Actions speak louder than words. Our ambition is to become the lead-



IBP's Jorge Camargo and Statoil's Pål Eitrheim. (Photo courtesy of Mario Henrique)

ing international operator in Brazil. The industry is currently more constrained by budgets than barrels, and we are up against a joint competitiveness challenge that neither of us can solve alone. In a reality of resource abundance and capital scarcity, I welcome the ongoing discussions about framework conditions in Brazil," he said.

Other high-profile speakers at the event were Juan Arango, head of OneSubsea in Brazil, Lincoln Rumenos Guardado, CEO of Queiroz Galvão EP, Renato Bertrani, the CEO of Barra Energia, and Paulo Cintra of CFPS Engenharia.

The São Paulo State Secretary of Energy and Mining, João Carlos de S. Meirelles, talked about how the state of São Paulo would like to attract new players and new investments in the oil & gas and supply chain.

About 80 people were present at the seminar.

New Members

NBCC is happy to welcome the following new members:

GOLD

RSM

Machado

RSM Brasil is a multidisciplinary finance, accounting and consulting company and a member of RSM International, a network of firms present in more than 120 countries. RSM Brasil provides a variety of services such as auditing, BPO, IT, tax and labor consulting, risk management, corporate finance and management, corporate hosting service, asset management and sustainability, among others.

CORPORATE

Machado Meyer Advogados is ranked as one of the major law firms in Brazil, with over 700 professionals, serving 8 of the 10 largest Brazilian groups. It has 45 years of history and business is in focus for the firm. In this segment Machado Meyer Advogados use their legal potential, always looking for innovative solutions, capable of anticipating scenarios and making business possible.

Celixore is an international commodities trading company, specialized in trading non ferrous concentrates like copper, zinc and lead. The company is active in markets like the former Soviet Union, Scandinavia, China and South America.

INDIVIDUAL

Yves Jadoul is the president of Viability Brazil, a company present in Brazil since 1996 and active in mergers and acquisitions, strategic advisory, business valuation and in value chains such as agriculture, agribusiness, food, banking and insurance, among many others.



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 Glorisabel Garrido Thompson-Flôres garridoglory@nbcc.com.br



The NBCC Family gathers for Xmas Party By Runa Hestmann



Photos by Runa Hestmann

ot even the rain was able to spoil the traditional NBCC Family Year-End Celebration, which took place on December 4, 2016. About 50 people found their way to the Norwegian Seamen's Church in Gávea, Rio de Janeiro, where the party took place. Companies like DNV GL, Gard, Vard, Kincaid, Aker Solutions, Statoil, Bastos Tigre, Innovation Norway, RSM, Rystad Energy, Modex, Brazilship, Statkraft and Subsea7 were represented

at the event by company executives and employees.

The traditional Year-End Celebration also offers the NBCC members an opportunity to bring their families, and despite the drizzly weather, there were children entering the pool, enjoying treasure hunting, getting superhero tattoos, chasing soap bubbles and of course appreciating the very tempting Christmas sweets.

The bar served a variety of cold drinks and a typical Brazilian churrasco was on the menu for the event.

NBCC Treasurer Johnar Olsen represented the board at the event, and in his address to the party, he talked about the many important milestones that the Norwegian Brazilian Chamber of Commerce has reached this year. The merger with the Chamber in São Paulo, successful business events in São Paulo and Brasilia and the very popular NBCC Networking Dinner during Rio Oil & Gas 2016, which gathered important stakeholders of the oil and gas industry, are among these milestones.

"Although the business environment in Brazil continues challenging, it has been a fantastic year for our Chamber, maybe the best year in the history of NBCC," Olsen said.



He also complimented NBCC Chairman Erik Hannisdal, his predecessor Camila Mendes Vianna Cardoso and NBCC's Executive Director Glorisabel Garrido Thompson-Flôres for their hard work in improving the Chamber's activities.

In times of crisis, it is more important than ever that the Chamber offers opportunities for networking, and as the year of 2016 was coming to an end, Olsen expressed greater optimism than he did one year ago.

"I expected that the participation in Chamber events in this very challenging year would go down, but what we have seen is the opposite. Today's family event is also important because it provides us with the opportunity to meet the families and children of our colleagues and business partners. It brings us closer together," Olsen said.

Höganäs 🖽

Como aumentar a produtividade de equipamentos com revestimentos metálicos?

A redução da necessidade de reposição de sobressalentes é um dos principais fatores para aumentar a produtividade de equipamentos. Um método comprovadamente eficaz para melhorar o desempenho e a resistência de inúmeros componentes em ambientes corrosivos e de alto desgaste é a metalização.



Metalização de ferramentas propensas ao desgaste

A metalização é um método econômico e eficaz para alcançar propriedades de alta performance em superfícies metálicas expostas a desgastes. Por meio dela, a superfície da área exposta de um objeto metálico é revestida para alcançar maior resistência.

Este método também pode ser usado para reparar partes danificadas de equipa-



Aplicação do revestimento de superfície.

mentos, aumentando a vida útil da peça e eliminando a necessidade de sua substituição total. Ou seja, uma alternativa mais econômica e sustentável para a indústria em geral.

Fazer mais com menos

Na Höganäs, temos ajudado empresas em diversos setores a melhorar sua eficiência operacional com a metalização de componentes. Um bom exemplo disso pode ser ilustrado pelo caso das facas de colheitadeiras de cana de açúcar de um de nossos clientes, em que conseguimos proporcionar um aumento de 14% em produtividade através da metalização.

Para cada colheitadeira, a produção era interrompida semanalmente por oito horas para a substituição de suas 336 facas, uma atividade de manutenção de alto risco de segurança ocupacional.

Com a aplicação de revestimento a laser com metal em pó, a vida útil dessas facas foi aumentada em mais de cinco vezes, passando de 30 para mais de 160 horas, evitando assim três paradas semanais de manutenção, com economia direta nos custos de materiais e de mão de obra.



Facas de colheitadeira de cana de açúcar revestidas.

Vantagens exclusivas dos pós metálicos Höganäs

A nossa ampla variedade de pós de alta qualidade aumenta o potencial para aplicações industriais de revestimentos metálicos. Investimos constantemente em desenvolvimento com o objetivo de ampliar as propriedades e as técnicas de aplicação para obter novas soluções e ampliar ainda mais a variedade de uso.

Além do serviço especializado de metalização, um portfólio diversificado de pós está disponível, abrangendo um grande intervalo de tamanhos de partículas e atendendo às recomendações dos maiores fabricantes de equipamentos de metalização.

Entre em contato conosco para avaliarmos as melhores soluções para o seu negócio.

Höganäs Brasil E-mail: atendimento.cliente@hoganas.com Telefone: +55 11 4793-7741

www.hoganas.com

Maintenance is key to long-term success

Maintenance is more than just a cost to production. It provides the foundation for a business's performance and profitability, affecting everything from safety to plant productivity and energy efficiency.

For over 25 years, we have been realizing the full potential of maintenance for our customers.

www.quantservice.com Sales Brazil: +55 11 98354 6417



>> Swedcham News



Rodrigo Okuba and Christer Manhusen.

Advisory Council meeting at Microsoft

Swedcham's Advisory Council, chaired by former Swedish Ambassador Christer Manhusen, held its last meeting of the year on November 30 at Microsoft in São Paulo. Following welcome words by Christer Manhusen, and activity reports by Swedcham Managing Director Jonas Lindström, Ambassador Per-Arne Hjelmborn, the Swedish Consulate General and Business Sweden, there was a presentation entitled "There's a new Brazil ahead. How different is it really, and what to expect from 2017?" by Adeodato Netto, Head of Capital Markets at Eleven Financial Research.

With more than 20 years of experience in financial markets, international relations and capital markets, Adeodato Netto is one of the few economists to join the Board of Directors of the Brazilian Central Bank to discuss monetary policies and macroeconomic risks. This was followed by a Microsoft Company presentation given by Rodrigo Okubo, Solution Sales Director at Microsoft Brazil. Okubo talked about the amazing developments that have taken place in a relatively short time in the areas of IT and telecom—things we considered as science fiction just a few years ago are now reality.







International Seminar on RBC at Fiesp

Swedcham and Eurocâmaras Chairman Nils Grafström was one of the main speakers at the 2nd International Seminar on Responsible Business Conduct (RBC) Best Practices – Brazil and the European Union on November 22.

The seminar was held at the São Paulo State Federation of Industries (Fiesp), and the main speakers also included Lieutenant Brigadier Aprígio de Moura Azevedo, Executive Director of Projects at Fiesp (representing Fiesp President Paulo Skaf), EU Ambassador João Gomes Cravinho, and Gracia Fragalá, Head of Fiesp's Social Responsbility Committee.

The seminar aimed at identifying the best practices and sharing experiences involving RBC and focused on the Economic and Financial Valuation and the Evaluation of Return on Investment (Social and Economic ROI) of Sustainable Competitiveness.

In the afternoon of the same day, there was a also workshop on RBC and Sustainable Competitiveness at Fiesp, with the participation of European and Brazilian companies to exchange and share information about their RBC programs to promote good practices and, eventually, develop joint cooperation on projects with potential for synergies / economies of scale. The workshop was organized around the following four sub-themes: Socio-environmental and community programs; Sustainable Competitiveness actions; Business & Human Rights activities; and Projects aiming at involving SMEs, customers and users in the process of responsible management of supply chains. Swedcham and Eurocâmaras Chairman Nils Grafström (second from right) speaks during the Fiesp seminar on RBC in November.

Breakfast Roundtable Discussion with Stenström

The Embassy of Sweden in Brazil and Swedcham organized a Breakfast Roundtable Discussion on October 17 on the occasion of the visit of Oscar Stenström, Swedish State Secretary to the Minister of EU Affairs and Trade Ann Linde.

The event, held at the Chamber, marked the kick-off to the 5th Sweden-Brazil Innovation Weeks and also the launch of the fifth edition of the Business Climate Survey—developed by Swedcham in cooperation with the Swedish Embassy, Business Sweden and the S/A Llorente & Cuenca communications agency. After welcome words by Swedcham Chairman Nils Grafström and Ambassador Per-Arne Hjelmborn, Swedcham Managing Director Jonas Lindström gave a presentation of the Team Sweden Business Climate Survey.

State Secretary Oscar Stenström then gave a presentation about "The Swedish Export Strategy – How to Strengthen Swedish Companies' Export and Internationalization Opportunities in Brazil and Globally", followed by the Roundtable Discussion.



NordicLight |49

>> Swedcham News

Working meeting with Helena König

Swedcham and Eurocâmaras Chairman Nils Grafström invited European Chambers of Commerce, Trade Offices and Consulates in São Paulo to exchange views with EU Commisssion Director Helena König on business and trade in Brazil during a working meeting at the Chamber on October 20.

Director König wanted to gather information from São Paulo-based colleagues and EU business representatives on advantages and challenges in doing business in Brazil. She talked about how the Commission engages with Brazil in bilateral trade relations as well as in the context of the bi-regional EU-Mercosur negotiations.

Helena König works in the European Commission's Directorate General for Trade, where she is the director responsible for trade relations with Asia and Latin America.





Thiago Jucá

Technology **Disruption**

Our IT & Telecom Group organized a presentation on November 23 entitled "New Technology Disruption in the Hands of David against Goliath." This inspiring presentation was given by Thiago Jucá, CEO and Founder of Treko 3D, an industry 4.0 company focused on economic empowerment and income distribution. He also contributes as a tinkerer and designer for the Enable Initiative. He talked about how anyone with a great idea for a product can quickly and without heavy investments become a serious competitor to large corporations.

Jönköping presentation

The Chamber organized a Jönköping University presentation at its premises on Nov. 21, the theme being "Why study in Sweden?—Where global careers are born".

How does Sweden empower its citizens to work in a globalized world? Jönköping University has the answer, as one of the top universities in international student exchange and among the best in Sweden in terms of innovation, sustainability and entrepreneurship.

The speakers included Prof. Roy Andersson, Dr. Hans Bjork, Prof. Dr. Jovane Medina Azevedo and Director of International Marketing Tomas Bengtsson.

VEIRANO ADVOGADOS

"What sets them apart is their commercial vision of our business, projects, and priorities. Their technical support is excellent and the team is very versatile."

CHAMBERS LATIN AMERICA

We practice law with business acumen and a focus on results, developing tailored solutions for multinational companies operating in strategic sectors of the economy.

For over 40 years we have built strong relationships with leading companies in various industry sectors, simplifying international relations and opening pathways for business in Brazil, from Brazil to the world and from the world to Brazil.

This is how we contribute to the success of our clients and collaborate for a strong economy.

Veirano. Results-oriented law practice.

in linkedin.com/company/veirano-advogados

facebook.com/veiranoadvs

twitter.com/veiranoadv

veirano.com.br

Rio de Janeiro

>> Swedcham News



Arbitrage workshop

In cooperation with CAE, the Eurocâmaras Mediation and Arbitration Chamber, Swedcham offered a workshop on arbitrage under the coordination of Prof. Carlos Alberto Carmona on November 18. The successful event brought together arbitrage experts who discussed relevant topics involving arbitral practice in Brazil, divided in two parts: the arbitrage convention and arbitral procedure. The first part featured speakers Prof. Hermes Marcelo Huck and Prof. Paulo A. Forgioni, and the second part Prof. Cristiano de Sousa Zanetti and Prof. Floriano de Azevedo Marques.

The workshop was supported by CONIMA, the National Council of Mediation and Arbitration Institutions.

BNP Parisbas

Swedcham and the Finance Committee invited members on October 19 to the presentation "Brazil: And now for something completely different", given by Gustavo Arruda, Latin American Economist for BNP Parisbas based in São Paulo with focus on Brazil.

For the last few years, the BNP Parisbas economic team has been consistently downbeat about Brazil's growth and inflation prospects, but this changed recently. Now Parisbas is moving from pessimist to optimistic, predicting that the Central Bank could be able to cut rates significantly.



New Members

Swedcham would like to welcome the following new members up to December 20, 2016:

DIGITAL MEDIA

AUTOMOTIV

GENERAL INDUSTR

CORPORATE:

• Manhattan Village has been recognized as the main reference for providing high-value language solutions to corporations. They offer English, Portuguese for expatriates, Spanish, French or any other language, state-of-art teaching tools and highly experienced native teachers.

• H.I.G. Capital is a leading global private equity investment firm with over USD 20 billion of equity capital under management. The H.I.G. family of funds includes private equity, growth equity, real estate, debt/ credit, lending and biohealth. The company aligns itself with committed management teams and entrepreneurs and helps build businesses of significant value. It invests in companies throughout the U.S. and Europe and has offices in Miami, New York, Boston, Chicago, Dallas, Los Angeles, San Francisco and Atlanta in the U.S., and affiliate offices in London, Hamburg, Luxembourg, Madrid, Milan and Paris in Europe, as well as Bogotá and Rio de Janeiro in South America.

• MultiDocker provides material handling products for ports and industrial customers. In cooperation with the world's largest machinery manufacturer Caterpillar, MultiDocker sells and maintains machines globally.

• Imed Orphan is a privately held company created with the objective of filling the very specific and special medical needs of a small population of adults and children seeking life-preserving therapeutics for rare diseases. Following the leadership of its partners around the world and under the management of a highly experienced team, Imed Orphan pursues the objective of becoming the leading biopharmaceutical research company in Latin America.

• **Tiebreaknet** promotes the values of Corporate Governance with a focus on innovations and tendencies for the sustainability of organizations. Tiebreaknet's role within the Governance Process is the addition of quotas for women on Boards of Directors, defining strategies that reflect the desires of stakeholders in the search for positive results.

• **SVEA** Language School provides Swedish intense courses for ex-pats and cultural training with graduate teacher. We also offer courses at Swedcham.

INDIVIDUAL:

- Bruno De Oliveira Morgado
- Juliana De Campos Oliveira Passos
- Louise Ehrenberger

A local partner for foreign companies who want to successfully set up and manage new business ventures in South America.



New Ventures in South America

SÃO PAULO - RIO DE JANEIRO - ATLANTA WWW.SOUTHPARTNER.COM

Swedcham Christmas Party 2016: a time for celebration

n spite of the tough times in 2016 (or maybe because of this?), more than 100 Swedcham members and friends got together for a well-deserved and relaxing Christmas Dinner — to celebrate life with lots of excellent company, food, drinks, music and dancing! And everyone hoping for a better 2017!

The event took place on December 2 at the Scandinavian Church, with a welcome drink, a traditional Swedish Christmas dinner with excellent Swedish food served by Buffet Cicareli, a long-standing partner of Swedcham, accompanied by wine, beer, cider and akvavit. The music was provided by DJ Márcio Vicente Jr., who made everyone hit the dance floor.

The Chamber wishes to express its thanks to everyone who sponsored its Christmas Dinner: in addition to Buffet Cicareli and Absolut, they were: Rekorderlig Cider, Scandinavia Designs, EF, evinhos da espanha, Fnac, Husqvarna, Kinnarps, and All Ways Travel.

Prior to the dinner, sparkling wine was served, with welcome speeches made by Swedcham Chairman Nils Grafström, Cecilia Lif, Trade Counselor at the Embassy of Sweden in Brasilia, and Pastor Åsa Ström Broman from the Swedish Church Abroad. The toastmaster was Swedcham Managing Director Jonas Lindström, who thanked everyone for always being there for the Chamber and participating in yet another successful event!

> Swedcham Chairman Nils Grafström with Claudia Marroco from Atlas Copco receiving the "Most Active Member 2016" trophy—a new Swedcham initiative. Congrats Atlas Copco!



Pastor Åsa Ström Broman (SKUT - Swedish Church Abroad) and Cecilia Lif, Trade Counselor at the Embassy of Sweden in Brasília.



Ani/dame=1()/ca



Juliana Meyer from Pacheco Neto, Sanden, Teisseire Advogados (PNST) and Cesar Bueno Garrubo, Honorary Norwegian Consul General in São Paulo. The winner of the exclusive Swedish vodka ELYX Juliana Passos (left) with Swedcham's Fabiana Lucena.

Julia Prudente and Cristiane Lima hand over a Kinnarps office chair to the happy winner Anders Pettersson



Jan Oscarsson (left), winner of the Husqvarna lawn mower, and Thiago Oliveira.

Dancing to the tunes played by DJ Márcio Vicente Jr.



The Swedcham Christmas Celebration brought many people together toasting the end of 2016 with akvavit!



Swedcham Managing Director Jonas Lindström showing the large variety of international drinks served at the Christmas Party.



Young Professionals Christmas Party

By Victor Siqueira

Victor Sigueira (Swedcham) with Carolina Ramos

Victor Siqueira (Swedcham) with Carolina Ramos (Scania) and Daniela Metsaranta (Finnish Consulate), who both won 2 bottles of Rekorderlig Cider and two glasses of the same brand.

he annual Nordic Young Professionals Christmas Party has become a tradition and one of the most awaited events. In 2016, the YP committee decided to innovate and the event took place outside Swedcham's premises, at the

Scandinavian Association. Besides the music, drinks, lots of snaps song singing, great people and the traditional Christmas raffle, the night carried on with a full Smörgåsbord Buffet especially prepared by Svanen Scandinavian Food.

More than 30 people celebrated Christmas together, singing, dancing and experiencing excellent food and drinks.

We had a lot of positive feedback from Young Professionals who attended the event, and this made everything that we worked on for two months worth it!

Thank you all for participating and Svanen for hosting us so well!

Fernanda Ramos Floriano Santos and Stora Enso's Gabriela Pereira, who each won a bottle of Absolut Vodka and a panettone.





PREPARE-SE PARA **UM FUTURO INTERNACIONAL**

20% de entrada + 10x sem juros no cartão

A JOVENS E ADULTOS INTER

- nados para todas as 13 anos

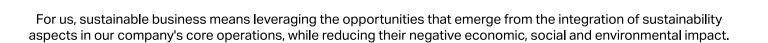


SUSTAINABLE BUSINESS

IMERSÃO PARA EXECUTIVOS

- > Centros exclusivos em Boston, USA e Cambridge, UK
- > Programas customizados para empresas
 - > Cursos a partir de 1 semana
- > Inglês para negócios em pequenos grupos e aulas individuais

(11) 2122 9061 www.ef.com/executive



Q



ELANDERS OFFERS GLOBAL SOLUTIONS THROUGH ITS BUSINESS AREAS SUPPLY CHAIN SOLUTIONS, PRINT & PACKAGING SOLUTIONS AND E-COMMERCE SOLUTIONS. THE GROUP HAS OPERATIONS IN MORE THAN 15 COUNTRIES ON FOUR CONTINENTS THE LARGEST CUSTOMERS ARE AUTOMOTIVE, CONSUMER ELECTRONICS AND WHITE GOODS MANUFACTURERS.

Medien

OUR OFFER CONTAINS EVERYTHING FROM PRODUCING PHOTO PRODUCTS, MARKETING MATERIAL, USER DOCUMENTATION AND PACKAGING TO TAKING AN OVERALL RESPONSIBILITY FOR COMPLEX AND GLOBAL DELIVERIES ENCOMPASSING PROCUREMENT, CONFIGURATION, FULFILMENT, PRINTING, PACKAGING, DISTRIBUTION, PAYMENT SOLUTIONS AND AFTER SALES SERVICES. IN ADDITION TO OUR OFFER TO B2B MARKETS ELANDERS ALSO SELLS PHOTO PRODUCTS DIRECTLY TO CONSUMERS THROUGH ITS OWN BRANDS FOTOKASTEN AND MYPHOTOBOOK.

WWW.ELANDERS.COM

S/A LLORENTE & CUENCA

Our business is to take care of your greatest asset: your reputation

Leader in Spain, Portugal and Latin America

Sao Paulo - Rio de Janeiro - Brasilia

www.llorenteycuenca.com

Reputation management Corporate communications Digital communications Lawsuits Public Affairs Crisis management Consumer engagement Performance Measurement Spokesperson training

()nvestor

Building best-in-class companies since 1916

Investor, founded by the Wallenberg family a hundred years ago, is the leading owner of high quality Nordic-based international companies. Through board participation, our industrial experience, network and financial strength, we strive to make our companies best-in-class. Our holdings include among others SEB, Atlas Copco, ABB, Ericsson and Mölnlycke Health Care.

www.investorab.com



>>Member News

Swedcham members are more than welcome to submit their news for publication in our magazine. All you need to do is send your news items to the editor, Laura Reid, at laura@swedcham.com.br

The Chamber reserves the right to select, edit and/or cut submitted items

BR-SE: an excellent choice when moving to Sweden or Brazil

In spite of being a newcomer on the market, having been founded recently, BR-SE Brazil Sweden Cultural Training has been attracting a lot of interest from Brazilians who are moving to Sweden.

Created by Priscila Natal and Cléo Duarte, both of whom have an extensive experience in Sweden, the company aims to supply everything that is necessary for its clients to quickly adapt to their new country of destination. Focused on both countries, BR-SE assists people with the most varied objectives.

"We have developed training focused on the interests of each of our clients, who can be families with children, couples, students or people who go alone in search of new opportunities," says Cléo. Whatever the client's objective, one thing is for sure: nobody wants to run the risk of jeopardizing all their plans for not being able to adapt to the country of choice. According to Priscila, "many leave their jobs and even families in search of a new life. That is why what they least want is to be taken unawares by some issues that may jeopardize their life project."

The same goes for expatriates, who often go back before their contracts have ended, thereby causing a tremendous loss for their employers. According to the Harvard Business Magazine (1999), Cultural Adaptation is one of the major factors for failure in expatriation, and this occurs mainly due to lack of directed Intercultural Training. Things like help in choosing the best school for the kids, the best district to live in and information about the health care system, for example, contribute significantly to a quick adaptation without traumas. "The biggest challenge of all, however, was not moving to a different country, but rather going back to my own after my family and I had already adapted. Only after conducting some studies and research did I realize that what I suffered affects most people who leave their countries, as going back tends to be much more traumatic than we imagine," Priscila says. That is why BR-SE is also concerned with including the topic of Repatriation in its training.

"The time I lived in Sweden was fantastic, but when I look back I feel that I could have enjoyed my stay better," says Cléo, who lived in Sweden for 12 years. Although this was a long period, Cléo recalls that she

Cléo Duarte and Priscila Natal.

lost a good part of this time just trying to obtain information that could help her understand Swedish culture and adapt to the country. "When we go prepared, already having a clear notion of the challenges that await us as well as of the facilities our host country offers, we enjoy our time much better and quickly reach our goals and the satisfaction we seek".

In his book **The Cultural Dimension of International Business** (Prentice-Hall, London), Gary Ferraro said: "By facilitating adjustments to the host country, Cultural Training enhances job performance, reduces the number of incorrect attributions of behavior, increases an understanding of one's own culture, reduces stereotypic thinking, helps in intercultural team building, reduces social ambiguity that can lead to culture shock, enables the development of cross-cultural competences, and generally contributes to accomplishing one's professional objectives". With all this, what more could we want?

Who we are:

Priscila Natal lived in Sweden for four years, accompanying her husband in his expatriation program. She went there with a six-month-old daughter and, a year before coming back to Brazil, she had her second daughter. A foreign language teacher, she taught Portuguese for foreigners and English for young people and adults. In Sweden, she taught English for a few families and expatriates. Today, she is dedicated to childhood education and BR-SE.

Cléo Duarte lived in Sweden for 12 years, during which she gave Portuguese classes for foreigners and was a pedagogue in Swedish nursery schools. She also did several Portuguese-Swedish translation and interpretation jobs. Today, she is advisor of projects involving Swedish universities and companies, and Managing Partner at BR-SE.

For more information, please get in touch with contato@brsetraining.com.br or check out the website www.brsetraining.com.br



Precisa desenvolver um projeto especial? A Munksjö tem a solução!

Especialista no desenvolvimento de papéis especiais, a Munksjö é reconhecida pela parceria, por desenvolver produtos personalizados e possibilidades de novas aplicações, explorando tecnologia avançada na busca por soluções.

Conheça as linhas produzidas no Brasil:



Saiba mais em www.munksjo.com

>> Member News

Carl J Sund timepieces now in Brazil

The Carl J Sund watch company of Stockholm started operating in Brazil this year, with a sales office in São Paulo and a distribution center in Curitiba. With a local base in São Paulo, the company will be able to review real in-country challenges and develop sales channels that are tailor-made to the Brazilian luxury market, allowing it to provide better service to its Brazilian clients, with an emphasis on enhanced marketing support, sales and related services.

The Carl J Sund timepieces are being imported by Carlos Cameron Sund, who also imports Spanish and French wines to Brazil. "We started importing wines to Brazil almost four years ago through our company **evinhosdaespanha**, where we've been doubling our sales on a yearly basis," says Carlos.

"We're producing and selling our watch brand since this summer in Europe, the US and Brazil. The project goes back more than 8 years when I almost got involved with another Swedish watch brand, but it did not work out. Two years ago I and my partners decided it was the right time to launch a new watch brand. In the last 2-3 years more then 15-20 new watch brands have reached the global market. The brand Carl J Sund is Swedish, but we're following the trend of many other watch brands and produce our watches in China to be able to cut costs. The factory that produces our watches makes watches for some 10-12 global brands."



According to Carlos, "the reaction that we've received from the market here in Brazil is outstanding. Scandinavian concept and design is very well appreciated among the Brazilian consumers."

The company is named after Carl Johan Sund (1869-1956), a Swedish sports shooter who competed in the 600m free rifle event at the 1912 Summer Olympics. The name is no coincidence as he was Carlos's great-grandfather.

"We have one Brazilian partner, the rest of the partners are all Swedes. Our global distribution center is placed in Miami. However, due to the complications to import products to this country we had to set up a local distribution center in Curitiba to manage the distribution for Brazil."



Mercuri Urval celebrates 15th anniversary

In celebration of its 15 years in Brazil, Mercuri Urval, Sweden's main human resources consultancy company, counted on the presence of clients and friends for a cocktail party held on November 23 at the Pullman Hotel in São Paulo.

Mercuri Urval celebrated not only one of its best moments of operations in Brazil but also its stability in the recruitment and development market and excellent prospects fpr 2017.

Although a turbulent year, 2016 will remain marked by Mercuri Urval as a watershed as the company completed 15 years finding stability on the Brazilian market, and looking forward to 2017 as a promising year. The company believes that now is the time to look to the future, with the aim of maintaining the growth in its operations, seeking new talents to increase its team, expand its presence throughout Brazil and consolidate its position as top of mind in the executive search market.



Soluções para um mundo mais seguro

O Grupo Gunnebo fornece soluções de segurança eficientes e inovadoras para criar um mundo mais seguro, hoje e para o futuro.

Está presente em mais de 30 países ao redor do mundo. No Brasil, é líder no desenvolvimento de soluções de Prevenção de Perdas para o Varejo e oferece também soluções completas para Gestão de Numerário como o cofre inteligente Intelisafe® e serviço pioneiro no país de Monitoramento Remoto Integrado 24h.

Consulte-nos: (11) 3732-6626 | info.br@gunnebo.com



Saving More Lives

Our products never get a second chance which is why it is important to be mindful of potential distractions both inside and outside of your vehicle.

With Autoliv's real life safety systems, we can help make the driving experience memorable and more secure.

autoliv.com



Each year, Autoliv's products

Save More Than 30,000 Lives

and Prevent Ten Times as Many Injuries



>> Legal Framework for Business Development

The labor outsourcing regulation in Brazil

By Priscila Márcia S. Santos*

In Brazil, there is no specific law, the practical cases are subject to the interpretation of Supreme Court of Labor (TST) Precedent 331 and jurisprudential construction that, in summary, understands that outsourcing is only possible in Brazil for middle-activity activities and not for the final activity of the contractor, thus considering the beneficiary's liability for the subcontractor's default as a subsidiary.

There are currently bills in Congress on the subject, especially Bill 30/2015 (PL), whose main characteristic is not to limit outsourcing only to so-called middle activities, but also to allow the outsourcing of end activities. If approved, this new legislation will also provide a new scenario for outsourcing within the private sector in Brazil.

The Law Project (*Projeto de Lei*—PL) also foresees that the beneficiary of outsourced services must supervise the payment of salaries, holidays,



transportation vouchers, the FGTS (Severance Pay Fund), as well as the labor and social security obligations of the subcontractor employees. And, that in case of default, the contractor may respond jointly or subsidiarily, depending on the degree of diligence with which it acted in the supervision of outsourcing. For some contracts, there will also be a requirement to provide pecuniary guarantees by the beneficiary.

The PL maintains withholding taxes provided in article 31 of Law No. 8,212 / 1991 and Articles 7 and 8 of Law 12,546 / 2011, i.e., that the contracting company remains responsible for the anticipated payment to the INSS of 11% of the invoice in the name of the subcontractor, who may compensate the beneficiary when collecting contributions due on the payroll of its employees. This system is already applied currently to contracts outsourcing cleaning services and conservation, surveillance and security and temporary work.

In other outsourcing agreements, the service beneficiary will be required to collect the equivalent of 20% of the payroll of the service provider, discounting the amounts of invoices due.

The outsourcing regulation will benefit contracting companies and society as a whole, by means of providing greater legal certainty among companies and reducing labor costs, encouraging outsourced companies to have excellence in service delivery to meet the expectations of service takers and meet the legal requirements. The service beneficiary may also file an action to recover what he/she has spent with legal claims related to the non-payment of labor rights by the outsourced employees.

Thus, although in the first moment the PL gives the impression of higher costs in outsourcing, the intention is to protect workers' rights, but also provide greater legal and financial security for the contractors. An important step for companies in Brazil.

* **Priscila Márcia S. Santos** is a PNST senior lawyer who specialized in labor litigation and advisory services, and HR Management for domestic and international clients over the last 18 years. She is a graduate from the UNIFMU – Law School, and holds specialist degrees in Public Law from EPD/SP.

The new generations and the new professional

By Giselle Welter*

he events of 2016 stunned us all: terrorist attacks, conflicts in the Middle East, the digital boom and technological hypervigilance, Trump's election, Brexit, dictators disguised as benefactors, social polarization, the unemployment of professionals without qualification, widespread corruption on a large scale, etc.

In his brilliant book "The Third Wave", Alvin Toffler (1980) predicted this, heralding the end of a civilizing cycle and the emergence of a new era. Although these events surprised us, he was able to anticipate them based on the study of our civilization's history: "As the institutions crash about our heads, as crime mounts, as nuclear families fracture, as once reliable bureaucracies sputter and malfunction, as health delivery systems crack and industrial economies wobble dangerously, we see only decay and breakdown around us."

According to him, the period of transition we are going through *"is already marked by extreme social disruption, as well as wild economic swings, sectional clashes, secession attempts, technological upsets or disasters, political turbulence, violence,*

wars and threat of wars. In a climate of disintegrating institutions and values, authoritarian demagogues and movements (will) arise to seek, and possibly attain, power."

The changes underway have had a great impact on the worker's profile, brilliantly described by Toffler upon profiling the worker of the industrial era: *"obedient, punctual and willing to perform rote tasks", modeled by the educational system, and the profile of the future professional, the new workers, who will be "forced to cope with more frequent changes in their tasks, as well as a blinding succession of personnel transfers, product changes and reorganizations."*

The new generations, Millennials, Y and Z, carry the spirit of this new era, since they are already adapted to its new challenges: they want to assume responsibility and accomplish something significant, they want to understand their work's relation to the work of others, they want to be constantly challenged, they adapt naturally and quickly to changes, they are aware and abreast of the technological advances, as well as in tune with the people around them. For Toffler, *"such people are complex, individualistic, proud of the ways in which they differ from other people. They typify the demassified workforce needed by the Third Wave industry. ... They seek meaning along with financial rewards. ... Versatility is in".*

As a vocational and career guide, I often come across this profile. Young people of today do not want to know anymore what they are good for, but seek a job that is good for them. Based on the model proposed by Schein (1990), I perceive that most young people want to balance their personal and professional lives and, in second place, acquire a *technical and functional competence*, or work with autonomy and independence. Few, very few, seek security and stability, and even rarer are those who wish to occupy a CEO position.

These characteristics coincide with the vision of Toffler, for whom the future generation will divide its life between part-time jobs at big companies or interdependent organizations, and the part-time job dedicated to him/ herself and one's own family, forming small autonomous business units.

More important than worrying about understanding the profile of new generations, we should understand the demands of the new era, whose changes they have already assimilated.

*Toffler, A. (1980). The Third Wave. New York: Bantam Books Inc. ** Schein. E. H. (1990). *Career Anchors: discovering your real values.* San Francisco: Pfeiffer Wiley.

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



NordicLight The quarterly joint-publication of the Swedish-Brazilian and the Norwegian-Brazilian Chambers of Commerce.

The opinions in this publication are those of authors or persons interviewed and, therefore, do not necessarily reflect the views of Swedcham, the NBCC, or the editor. The articles may be published as long as the source is mentioned. The information in this publication results from the most careful interviews and evaluations. Nevertheless, the use for commercial purposes is not the publisher's responsibility.

Editorial Council:

Nils Grafström, Swedcham Chairman, Jonas Lindström, Managing Director, Laura Reid, Magazine Editor, Peter Johansson, Swedish Consulate General, Olle Widén, FinanZero.

Swedish-Brazilian Chamber of Commerce

Rua Oscar Freire 379, 12° andar CEP: 01426-001 – São Paulo Tel.: +55 11 3066 2550 Fax.: +55 11 3066 2598 www.swedcham.com.br Managing Director: 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 3544-0047 Fax: +55 21 3544-0044 info@nbcc.com.br Executive Director: Glorisabel Garrido Thompson-Flôres

Editor:

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

Design / Production:

Edson Borba - Graphic Design edson@edsonborba.com Tel.: +55 11 2659-9927 Cel.: 98531-0553

Printing Company:

Elanders Avenida Ferraz Alvim, 832 – Serraria CEP 09980-025 Diadema – SP Phone: +55 11 3195 3400

Business Center

Swedcham has a Business Center with all the possible infrastructure and equipment to organize events. Its adjustable rooms are an excellent option for members as well as non-members, who need a place to organize their meetings, courses and happy hours, among other events. All the environments offer internet access, WI-FI and multimedia equipment. The Swedcham Business Center includes a spacious auditorium with multimedia, two rooms with video conferencing equipment and a lounge to relax in and read Swedish and Brazilian newspapers and magazines or have your coffee break or happy hour.

For more information, send us an e-mail at eventos@swedcham.com.br or call 11 3066-2550

Pacheco Neto Sanden Teisseire

Advogados

Al. Franca, 1050 - 3° e 11º andar - 01422-001 - São Paulo - SP

Fone: +55 11 3897-4400 / +55 11 3063-6177

VI ÄR EN ADVOKATBYRÅ SOM INOM DIVERSE JURIDISKA OMRÅDEN TILLHANDAHÅLLER KOMPETENT, KREATIV OCH EFFEKTIV JURIDISK RÅDGIVNING. VÄRT MOTTO ÄR SÄKERHET, SNABBHET SAMT PRECISION I INFORMATIONSPROCESSEN SAMTIDIGT SOM VI STRÄVAR EFTER ATT VARA STÄNDIGT TILLGÄNGLIGA OCH HA EN NÄRA RELATION TILL VÄRA KLIENTER.

Erfarna och kompetenta advokater står till förfogande för tillhandahållande av högkvalitativ rådgivning inom ett flertal rättsområden, till exempel:

- O Utländska investeringar
- O Handelsrätt, kontrakt, kapitalmarknad, fusioner och förvärv
- Skatterätt
- Civilrätt
- Miljörätt
- Arbetsrätt
- Förvaltningsrätt (anbud, reglering, projekt för infrastruktur, privatiseringar, gruvdrift...)
- O Antitrust och internationell handelsrätt
- o Ideell rätt
- Idrottsrätt
- Ekonomisk brottslighet

Vi är medlemmar av ALLIRIURIS International vilket är ett internationellt nätverk bestående av flera advokatbyråer med affärsjuridisk inriktning och närvaro i ett flertal länder.

I Sverige arbetar vi tillsammans med Svalner Skatt och Transaktion (www.svalner.se).

NOSSO ESCRITÓRIO PRESTA ASSISTÊNCIA LEGAL NAS DIVERSAR ÁREAS DO DIREITO, COM CONHECIMENTO TÉCNICO, AGILIDADE, CRIATIVIDADE E EFICIÊNCIA, BUSCANDO SEMPRE UM RELACIONAMENTO ACESSÍVIEL E PRÓXIMO AOS CLIENTES, E TEM POR OBJETIVO A SEGURANÇA, A RAPIDEZ E A PRECISÃO NAS INFORMAÇÕES PROCESSUAIS.

No consultivo contamos com advogados de alto nível para prestar as mais variadas informações, tais como:

- Investimento Estrangeiro
- Direito Comercial, Contratos, Mercado de Capitais e Fusões e Aquisições
- Oircito Tributário
- Contecioso Civel
- O Direito Ambiental
- Direito de Trabalho
- Direito Administrativo (licitações, agências reguladoras, projetos de infra-estrutura, privatizações, mineração...)
- Direito Antitruste e do Comércio Internacional
- Oireito da Propriedade Intelectual
- Direito Esportivo
- O Direito Penal Econônimco

Integramos a ALLIURIS International associação de escritórios de advocacia empresarial, presente em vários países.

Na Suécia, trabalhamos com o escritório Svalner Skatt och Transaktion (www.svalner.se).



ALIIANDE OF METENNATIONAL BURINESS LAWYERS

Member of ALLIURIS Group: Austria Belgium Bulgaria Denmark Dubai Trance Cermany India Italy Luxembourg The Netherlands Poland Portugal Slovakia Spain Switzerland. Turkey United Kingdom





ENGINES FOR POWER GENERATION

THE BEST OPERATIONAL COST. THE BEST RESULT.

In the search for cleaner fuel, natural gas and biogas are solutions that are even more present in our day to day life.

In its journey to be the leading company in the shift towards a sustainable solutions provider, focusing on efficiency and reduce of operational cost for the customer, Scania now introduces to Latin America a new line of V8 engines powered by natural gas that represent one hundred years of the brand. This is an option that unify power, savings and has a lower environmental impact.

They are high performance engines, extremely reliable and tremendously productive. They combine a low level of noise with reduced levels of CO₂ emissions.

Check out Scania's new engines, **Powered by Natural Performance**. Just one more solution from Scania that add value for the only business that matters. Yours.

