

JUNE - AUGUST 2013

# Nordic Light

A JOINT SWEDCHAM / NBCC PUBLICATION



## Minister Annie Lööf's visit to Brazil kicks off at Swedcham

The Minister with Swedish Ambassador Magnus Robach  
and Swedcham Chairman Nils Grafström



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# NordicLight

NordicLight is the quarterly publication of Swedcham and NBCC



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# Minister for Enterprise's visit to Brazil kicks off at Swedcham

Photos by  
Mario Henrique

Swedish Minister for Enterprise Annie Lööf, who visited Brazil from May 6-10 with a major delegation, granted an exclusive interview to "**NordicLight**". The Minister's visit kicked off with a breakfast meeting at Swedcham, where she talked with executives of top Swedish companies operating in Brazil. There was a panel discussion with the participation of Claes Backlund (Atlas Copco), Lourenço Coelho (Ericsson), Daniel Esteves (Skanska), Americo Nunes (ABB), Otávio Pontes (Stora Enso), and Hilario Sinkoc (SKF).

Minister Lööf also visited Scania with its President for Latin America Per-Olov Svedlund while in São Paulo, and made important trips to Brasília and Rio de Janeiro. She told us her impressions of her visit in the following interview:

*First of all, what was the main purpose of your visit? Was this your first time in Brazil and what are your impressions of this country?*

Yes, this was my first visit to Brazil, a country with great potential. Many Swedish companies have been here for decades, and even more want to come. I came to promote this development and to open up new opportunities for Swedish partners and companies.

*Your visit kicked off with an event at Swedcham in São Paulo, which involved a panel with the participation of six executives from major Swedish companies in Brazil. You also got a lot of questions from the audience. What are your conclusions of this meeting?*

Indeed, that was an excellent start for me coming to Brazil for the first time. I'm very grateful for having had the opportunity of listening to the companies' experiences of doing business with Brazil. The meeting meant a lot to me and my delegation. It really emphasized the trends and the business climate we read about in the Brazilian reports back home. I really appreciate the fact that the companies took the time to brief me on the important matters they are facing in Brazil and I would like to take the opportunity to thank them. It gave me a vital update and an incentive to push even harder for fair and free trade during my meetings in Brazil.

*Sweden has a very long tradition of doing business in Brazil but many Swedish companies also express concerns about e.g. increased protectionism and poor infrastructure. During your trip you went to Brasilia and met high officials. Were you able to address any of these concerns?*



Minister for Enterprise Annie Lööf and the six other panel participants.



Ambassador Magnus Robach chats with Lourenço Coelho (left) and Ricardo Tavares (both from Ericsson) and (right) Stefan Bergström (Business Sweden).

Absolutely, that was one of my main points and messages in every meeting I had during the week, with my Brazilian colleagues at the ministries in Brasília and the representatives of the institutions in Rio de Janeiro. Sweden wants to invest and participate as co-developers in the Brazilian growth but there must be rational and free trade.

*Your trip to Brazil included a stopover in Rio de Janeiro. What can you tell us about the Innovation Forum during which FINEP and VINNOVA signed a cooperation agreement aimed at consolidating partnerships between companies and research institutions from Brazil and Sweden?*

Let me start by expressing my great pleasure over the fine work VINNOVA has done with ABDI in the last couple of years. It's a fundamental foundation we should build on from now on. In that perspective CISB should also be incorporated to a larger extent in the forthcoming cooperation. And, now that VINNOVA has reached an agreement with FINEP as well, the collaboration in the field of innovation stands on real solid ground, the potential is now very good. I'm committed with full strength to support the agencies and facilitators in their dedicated and important work to make the Swedish-Brazilian cooperation successful. The memorandum of understanding between VINNOVA and FINEP is a crucial part of that cooperation and I'm of course very pleased that we could reach an agreement.

*While in Rio, you also visited giant mining company Vale do Rio Doce and*

*BNDES, the Brazilian Development Bank. Could you give us some details of these visits?*

The meetings with Vale and BNDES were very important in my program here in Brazil. They were crucial follow-ups from the political meetings I had in Brasília. It's important for me to remind Brazil that we are a mine nation and that Swedish companies account for a large share of the global market for underground mining technology. And Vale is an important actor for us. At the same time, and for the same purpose, I wanted to encourage BNDES to support the Swedish-Brazilian cooperation. Both Vale and BNDES were very well acquainted with Swedish companies' potential and they invited Swedish companies to actively participate in the Brazilian development. BNDES were also keen on incentives for SMEs.

*Finally, what about your visit to the shantytown Morro dos Prazeres? What were your thoughts when you walked around there?*

It was a very emotional experience. The first thing I come to think of when I look back on the visit is the pride and sincerity of the people I had the opportunity of meeting during my stay in Morro dos Prazeres. It truly moved my heart. I also clearly remember the warmth, the creativity and the strong belief in the importance of being seen and respected as a human being. Of course I was exalted by the view over Rio de Janeiro and the houses in Morro dos Prazeres, but really it all fades in the shadows of the personal meetings I had there. I'm very glad I had the opportunity to visit the people of Morro dos Prazeres. ■



Jessica Arnlund (Business Sweden), Mikael Stahl (Counsellor for Commercial and Public Affairs at the Swedish Embassy), Johan Norén (Business Sweden) and Mikael Román, (Science and Technology Counsellor, Office for Growth Policy Analysis).



Magnus Gidlund (USP), Claes Backlund (Atlas Copco) and Jon Simonsson, Director of Innovation Department at the Ministry for Enterprise.



Minister Annie Lööf and Swedcham Managing Director Jonas Lindström.



This edition's cover story is about Minister for Enterprise Annie Lööf's visit to Brazil in May, with an exclusive interview about her impressions of her experiences here. This was one more joint project in which the whole Team Sweden in Brazil was involved, meaning the Embassy, the Consulates, Business Sweden and Swedcham. Earlier, the Minister for Trade Ewa Björling was here in Brazil and this visit was also a great success thanks to the Embassy's hard work but again with support from the rest of us at Team Sweden. You can read more about these two official visits in this edition.

One of the biggest privileges in my job is to meet so many interesting and talented people all the time. The two ministers are some examples, but recently I also had the opportunity of meeting with Peter Vesterbacka, co-founder of Rovio Angry Birds, and the Swedish singer Eagle-Eye Cherry—both with clear optimistic visions for Brazil even though in different areas. This has been said before but can be repeated—the knowledge and experience which lies within our network is one of a kind. Our members notice this more and more and this semester we launched two unique groups of "best practice"—one for fiscal issues and one for maintenance.

In this edition, you can also read about our Annual General Assembly held on April 24. I would like to take the opportunity to thank all our members for their continued support and also welcome our four new Board Members Claes Backlund, Cecilia Calson, Anders Jansson and Fredrik Wrangé!

I would also like to greet Paulo Rolim as the NBCC's new Chairman in Rio. As many of you already know, we have a long-standing partnership with them and recently we organized a very successful joint event in Brasília where we met many distinguished politicians and showed that Sweden and Norway are two very important players on the Brazilian market.

**Jonas Lindström**  
Managing Director,  
Swedish-Brazilian  
Chamber of Commerce



This is my first editorial for "*NordicLight*", and deciding what subject to focus on was actually the biggest difficulty I faced when I sat down to write it. My predecessors were always very clever when writing their editorials.

When trying to decide what to write about, a question popped up in my mind: why does Norway play such an important role in my daily life and activities to the point that I accepted to become the NBCC's chairman? Three years ago, my old friend Odd Isaksen invited me to become a member of the board.

Ten years ago, I had my first contact with Norway. Ever since, I have been passionate about this amazing country. I asked myself why these two countries, with such a different people and culture, can relate, interact and cooperate so well? I haven't quite reached a conclusion yet, but the more I deal with Norwegians, the more I find points of common interest. Maybe history can provide answers to this intriguing question?

What makes mankind organize expeditions to unknown places in the world? What might have driven the Vikings to risk their lives sailing far away in small and primitive boats? Or Portugal and Spain to discover the New World?

The answers from History: trade and commerce. All they were looking for was to establish new forms of business.

The relationship between Norway and Brazil started with the trading of codfish and coffee, and is currently dominated by the development of vessels and the technology of oil & gas.

This is exactly the essence and purpose of our Chamber, and the answer why I've accepted the position as NBCC chairman: to promote trade and goodwill, to foster business, financial and professional interests between Brazil and Norway. I hope God may guide me in this work, improving the NBCC every day.

**Paulo Rolim**  
Chairman, Norwegian-Brazilian  
Chamber of Commerce



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# Swedcham organizes unique Socio-Environmental Overview

By Karin Thrall



**S**wedcham's Socio-Environmental Overview interviewed 15 Swedish companies in Brazil in order to identify and understand social and environmental activities developed by each one of them. By taking specific qualities of each company into account, the survey tries to understand the activities and values that may contribute to the debate about corporate social responsibility (CSR). Since it is understood that each company is in a different stage regarding its development towards a sustainable culture, the survey tries to identify not only what each company does, but, above all, how CSR projects are developed.

The **Socio-Environmental Overview** will result in a report (due after this magazine went to press) about different CSR practices and abilities developed by Swedish companies. The preliminary results are presented in this article. One hopes that the results may eventually bring positive influences to other organizations.

## CSR is part of everyday activities

The survey's preliminary results are quite motivating. One of the aspects that stand out the most is the fact

that CSR activities are nowadays deeply embedded in the companies' daily routines. In general terms, if one wanted to know about CSR activities years ago, one would have to talk to someone in a foundation, or contact someone "outside" the core business. Now this is certainly not the case anymore, since CSR activities have been increasingly part of the organizations' management and strategies. CSR activities are certainly no longer seen as superfluous or as an "attachment" to the very life and future development of companies.

Indeed, this gradual development did not happen by chance, or at once. Interviewed companies explain that stricter environmental laws, higher certification standards and increasing demands from clients are some of the elements that stimulated the development of a more responsible, more interconnected and more transparent productive chain. But the companies' involvement doesn't stop in the productive process. Although audits, certifications and yearly reports are unquestionably and extremely important to improve management processes, they can be seen as "basic standards" when it comes to CSR. Swedish companies see the need to go beyond. According to Tetra Pak's Director of Environment, Fernando von Zuben, "we need to act well beyond our fences".

## Acting "beyond the fence"

Many are the ways in which companies can look and act beyond their physical borders. Generally speaking, one can say that operating "beyond the fence" means being consciously aware that the company's positive impacts can reach way into society, beyond its offices or factories. Swedish companies show that it is in fact possible to develop a positive influence in the local community. One of the ways in which this can happen is through the building of a socially and environmentally responsible culture within the company. In this case (a strategy adopted by companies such as Sandvik, Höganäs, SCA and Haldex), positive impact on the outer environment

Companies participating in the Overview.





comes indirectly, but certainly effectively.

The development of a sustainable culture involves dedication and bringing about projects able to establish credibility, trust and motivation. Such projects, however, only create mid- and long-term results. Therefore, as companies develop CSR activities, it is imperative that they are persistent and dedicated. "Getting results is certainly important in a company, but building solid values is even more essential when it comes to sustainability," says Claudinei Reche, Vice-President of Höganäs South America and CEO of Höganäs Brasil. "Dedication can be understood as caring about employees, suppliers, clients and the environment. It is the mainspring able to stimulate the solid development of a sustainable culture."

### ***Companies support education***

Dedication is also noticed in educational projects developed by companies. Such projects act "beyond the fence" in a direct way. Interesting examples come from companies such as SKF, ABB, Ericsson and Stora Enso which develop projects that train and teach high school students in their local communities. They support local technical educa-

tion (to 15-17 year-old students), mainly building professional opportunities. Similar projects are also conducted by Ericsson. Marisa César, from ABB, proudly explains that the company has been a 15-year supporter of a project created and sponsored by ABB employees themselves. The project educates children aged 7-14, hoping that they may get better jobs once they enter adult age.

### ***Thinking collectively and patiently***

Lastly, CSR activities developed by Swedish companies in Brazil seem to be supported by two main thought values: thinking collectively and patiently.

Thinking collectively seems to be something well known in Swedish culture, but still less developed in Brazil. Companies mention that, once people are conscious that they are part of a bigger process, positive results will inevitably appear. Thinking patiently is just as important, since CSR projects bring long-term (hardly ever short-term) results. Thinking patiently allows companies to delay projects when they need to comply with environmental standards; above all, it allows companies to develop long lasting CSR projects. ■

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# Saab at LAAD 2013

This year's LAAD drew an even bigger number of local and international exhibitors to Latin America's most important trade show for the defense and security industry, held in Rio de Janeiro from April 9 to 12. The event takes place every two years bringing together companies that specialize in supplying equipment and services to all major services of the Armed Forces, police, special forces and security services, as well as consultants and government agencies.

From the number of larger defense programs being launched by the Brazilian Ministry of Defense, it is clear that there is increased interest in Brazil from the different defense companies around the world. Saab is no exception, and this year Saab was present with its expanded portfolio of products and systems.

The exhibition was a perfect

opportunity to meet, discuss and demonstrate Saab's products, services and especially partnership capabilities in the region. Saab has been able to communicate a number of interesting cooperation contracts during the event with Brazilian industry including the cooperation between Saab and Brazilian company Anacom regarding Training Simulations and with AEL Sistemas regarding avionics package if Gripen NG is selected by the Brazilian Air Force.

Saab also introduced BOH at the exhibition, the new highly effective countermeasures self protection pod for use on any fixed wing aircraft.

One of the main eye catchers at the Saab stand was the new Sea Gripen model. Built especially to exhibit at LAAD this year, it attracted many admiring visitors and was voted by several prominent journalists as the best model on exhibit at the show. According to Ake Albertson, Country Manager in Brazil, "LAAD 2013 was once again an opportunity for Saab to show its large product portfolio and show Saab as a reliable, long-term partner of Brazil and Latin America. Saab has already developed solutions for the Brazilian Armed Forces in different areas such as radar systems, army weapons and training equipment for many years." ■



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# Axis unveils new equipment in São Paulo

By **Andréa Silva Nilsson**

*New cameras available for the Brazilian market were presented at the ISC fair.*

**A**xis Communications, the market leader in network video solutions, presented new products for the Brazilian market during the eighth edition of the International Security Conference & Expo (ISC). This annual event, the most important electronic security trade show in Brazil, promotes a full display of services and solutions for security applications worldwide.

The show follows ISC's tradition of more than 35 years in the USA, gathering the most important players from both ends—manufacturers and users from all over the world—to provide a productive exposition for visitors, ranging from federal authorities to safety analysts and consultants. The Brazilian edition was a three-day event in April, held at Expo Center Norte in São Paulo.

"The opportunity to be close to potential clients and offer a full scope of our products, both for the public and private sector, is unique here at ISC," says Alessandra Faria, CEO of Axis for South America.

At the Axis ISC stand, visitors could see the new cameras in live operation. A check-in desk and lounge of an airport, an ATM terminal, and other room simulations provided attendees with real interaction to see the new models: Axis P12, Axis M3007-PV, Axis P3364-VE and Axis P5544. This display unveiled Axis' latest development in real situations, and the experience proved to be impressive.

Operating in Brazil for more than five years, Axis has experienced a steady growth in the market. "We had a 20 m2 stand in the ISC 2007 edition. This year, our stand is 300 m2 big, so it feels we have managed to meet the

operational strategies. Our goal is to keep growing," states Faria.

Axis was also present in the educational program at the ISC, promoting the lecture "What can IP do for you", presented by Sergio Fukushima, Engineering and Training Manager for South America. "Besides having the biggest stand at the ISC this year, we have also participated intensively in the educational panel. It is our concern to keep the market updated on the advantages of network video," explains Fukushima.

After attending the lecture, listeners visited the stand to check out the features of the new cameras in operation and they could get important information on how to avoid common mistakes during installations. They were also offered a full training session. "These actions provide market development, foster interaction and help us offer clients better solutions. It is a great challenge to get customers to fully understand what the IP camera can offer," declares Fukushima.

## **More about Axis**

Based in Lund, Sweden, the company operates in over 40 countries. Global partners and distributors help Axis stretch activities to 179 countries. The regional headquarters in South America are located in São Paulo. There are also offices in Argentina, Chile and Colombia.

Leading the market for miniature HDTV cameras, for exceptionally discreet surveillance, Axis offers small-sized, high-performance cameras for discreet indoor and outdoor surveillance with unique design concept. The company created the IP camera, featuring digital quality technology that can be accessed globally. Cameras can be used not only for security purposes but also for helping companies manage other operational matters in order to improve quality and optimize time management. ■



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## *Vision Zero Initiative in Brazil*

In previous issues, we mentioned market research about traffic safety challenges in Brazil and a Traffic Safety delegation led by Minister for Trade Ewa Björling in the end of March organized together with the Swedish Transport Administration and the Embassy of Sweden in Brazil. Representatives of Kapsch, Saab, Scania, Volvo Cars and Volvo Trucks participated in the delegation, which met with federal, state and municipal stakeholders in Brasília, São Paulo and Rio de Janeiro, as well as the biggest toll road concessionaries CCR and Arteris, during a four-day trip.

In Brasília, the Ministry of Transport, CONTRAN, DENATRAN and DNIT spoke of the national chal-



Minister for Trade Ewa Björling, São Paulo State Transport Secretary Saulo de Castro Abreu Filho, and Ambassador Magnus Robach.

lenges and plans and each of the companies presented their solution for safer traffic. The participants then engaged in round table discussions about road traffic safety topics such as fleet renewal, vehicle inspection, vehicle safety requirements, energy efficiency, driver behavior and the SINIAV project. With the support from the Swedish entities, the group setting allowed for more open conversations than otherwise and set the basis for new dialogues and brainstorming.

In São Paulo, the delegation met with government representatives on a state and municipal level. Besides the opening presentations by the Brazilian stakeholders, including State Secretary of Transport Saulo de Castro Abreu Filho, and the companies, the participants engaged in discussions with the state and the municipality officials raising essential topics and significant questions.

In Rio de Janeiro, besides a visit and meeting at the municipal control center with, among others, the Municipal Secretary of Transport Carlos Roberto de Figueiredo Osório, the delegation also had discussions with Fetranspor, Invepar and BNDES.

The delegation also visited a CCR control center and had meetings with CCR and Arteris management to discuss traffic safety on privately managed highways.

The program gave the companies a possibility to meet with the Brazilian stakeholders in receptive arrangements and with the support from the Embassy and Business Sweden thus deepening the existing individual relationships and facilitating future contact. ■

## *Sustainable Transport and Infrastructure Promotion*

In early May, Brazil received another official visit from Sweden – the Minister for Enterprise Annie Lööf – with a focus on sustainable transport and infrastructure. The intertwined programs were organized through the cooperation between the Embassy of Sweden in Brazil, Swedcham, VINNOVA and Business Sweden and included participation from ABB, Ericsson, Saab, Scania, SEK, SKF, Volvo Trucks and Xylem.

The highlights of the delegation included meet-

ings with the Ministries for Mines and Energy, of Development, Industry & Foreign Trade and of Environment in Brasília, the Secretariats of Transport and of Environment in Rio de Janeiro, as well as high-level meetings with Vale and BNDES.

The participating companies were able to benefit from the support of the Swedish entities. The open dialogue during the program raised important subjects for discussion with Brazilian stakeholders.

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



# Meet *Johan Norén*, head of Business Sweden in São Paulo

By *Andréa Silva Nilsson*

**A**s officially announced in January this year, the organizations Swedish Trade Council and Invest Sweden have merged into Business Sweden. The organization operates worldwide to promote business activities and spotlight Sweden as a potential partner. "**NordicLight**" talked to Johan Norén, new head of the office in São Paulo, in a special welcome interview.

*First of all, could you tell us a bit about yourself?*

I was born in Västerås, Sweden, and I have lived abroad, learning new cultures in Europe and also in North and South America. I speak fluent English, German and Swedish, quite good Spanish and am feverishly trying to improve my Portuguese. I enjoy spending my free time with my family, especially now when my daughter, who is 4, starts being curious about the world. I also like playing the piano and I am a passionate kite surfer.

*Could you give us an overview of your professional background?*

I have a Master of Science in Mechanical Engineering and Industrial Economy from KTH (Stockholm). During my career I have worked both as a line manager and as a consultant, in supply chain management related issues. Being a Lean Six Sigma Black Belt I have also dealt extensively with efficiency related issues in various companies. I have also a long experience within marketing and sales for different products and services.

*Swedcham Managing Director Jonas Lindström welcomed you in our March edition as the new head of Business Sweden. How do you feel about taking this position in Brazil?*

I would like to start by saying that I feel warmly welcomed by everybody here in São Paulo. From the start, the relation with Swedcham has been fantastic, with cooperation in many different matters. It's

a great honor and a very interesting challenge to take on this role as Market Unit Manager / Trade Commissioner for Brazil. I must say that I'm impressed by the professional attitude of my local Business Sweden colleagues, however I have great plans to strengthen our team further. It is also a pleasure to take part in the Team Sweden cooperation we have involving Business Sweden, the Embassy, the Consulates and Swedcham in a common effort.

*What can you say about this integration of the STC and Invest Sweden so far?*

There are many common points with synergies in both directions. In many of our projects we realize that it's very important to have an open perspective towards possibilities both in Brazil and Sweden.

*Tell us about your impressions of the Brazilian market in 2013. Are there any special sectors you will focus on this year?*

The Brazilian market is very interesting for Swedish companies, especially since the European market has been weaker. The healthcare market is very interesting for us, but we also have important initiatives with clients that supply environmental technology and solutions for infrastructure. We will also start to focus on creative areas such as design, fashion and culture. As a first step we are planning an interesting project in September connected to the Rio Film Festival.

*Which activities can you mention for the events calendar?*

We have had important events, starting the year with both the Minister for Trade, Ewa Björling, and the Minister for Enterprise, Annie Lööf, visiting Brazil. We can also mention the Futurecom IT and Telecom exhibition in Rio in October, where we will have a strong Swedish pavilion. For November, we expect the visit of the Minister for Children and the Elderly, Maria Larsson. We are also working actively within the area of environmental technologies, with different events. ■



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# ICT Week Brazil coming up in October

**P**reparations are going full steam ahead for ICT Week Brazil, which will take place from October 21 to 25 in Rio de Janeiro, concomitantly with Futurecom, the largest and most qualified telecommunications, IT and Internet event in Latin America.

ICT Week Brazil is a Southpartner initiative aimed at helping foreign companies to discover the tremendous potential of the Brazilian ICT market. One of the so-called BRIC countries, Brazil is one of those with the highest growth.

Brazil is also a country that has strong ties with European manufacturers and shares models, platforms and components with European parent companies. All this opens up business opportunities for foreign companies operating in this market, and by arranging face to face meetings Southpartner wants to make it easier for companies to take advantage of these opportunities.

Established in 2001, Southpartner is a European-Brazilian business partner for foreign companies wanting to set up new ventures in South America. With a senior multilingual team of European and Latin American nationalities, Southpartner has the necessary expertise and resources to successfully help set up and manage new ventures in this vast market. On top of its proven operational and commercial expertise, legal support by in-house lawyers has always been a part of its portfolio, facilitating any start-up process.

## **Why join ICT Week Brazil?**

Successful entry into the Brazilian market can only be achieved by gaining a good understanding of the local industry's key elements. ICT Week Brazil offers participating companies a full-day ICT Seminar providing a macro-vision of the general economic situation in Brazil and its prospects for the future; a comprehensive overview of the Brazilian ICT sector and its opportuni-

ties; do's and don'ts of how to enter the Brazilian market including legal aspects; knowledge regarding import duties and logistics; the pros and cons of various entry strategies; and much more...

In addition, during the rest of the week, participants will have access to Futurecom (more info at [www.futurecom.com.br](http://www.futurecom.com.br)), networking opportunities with foreign and Brazilian ICT companies, first-hand contact with key people at major potential clients, and individual business meetings with potential customers and partners arranged by Southpartner in its exclusive Business Lounge at Futurecom.

Already in its 15th edition, Futurecom gathers more than 12,000 people from 48 countries, with 72% of its audience being top executives. They have chosen the event to inform the market about the latest technologies and the most modern trends in communications.

For more information about ICT Week Brazil, visit [www.ictweekbrazil.com](http://www.ictweekbrazil.com), or contact Nadia Gasparotto, Commercial Director at Southpartner, [nadia.gasparotto@southpartner.com](mailto:nadia.gasparotto@southpartner.com), tel. +55 11 3887 5000. ■

## *Southpartner's new visual identity combines track record and mission*

Building on its impressive track record of customers over the last 12 years, and in line with its mission to be the local partner of foreign technology companies wanting to set up new ventures in South America, Southpartner is modernizing its visual identity, having launched its new logo in May this year.

With a new and stronger team of executives, each with operational experience within its respective sector, Southpartner is well prepared to take on the increasing amount of foreign companies wanting to get into the Brazilian market.

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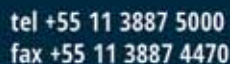
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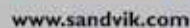
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## Director Elisa Sohlman appointed Ambassador for Edelstam Foundation



Elisa Sohlman with Caroline Edelstam, Vice President of the Edelstam Foundation, when signing the "Appeal to Support the Edelstam Prize".

Elisa Sohlman, Executive Director at the Brazilian Chamber of Commerce in Sweden, is now Ambassador for the Harald Edelstam Foundation in Brazil.

The Swedish diplomat, Ambassador Harald Edelstam (1913-1989), is famous worldwide for having saved the lives of a large number of people, from Chile, Bolivia, Argentina, Brazil, Uruguay, etc., during and after the military coup in Chile, 1973. Edelstam is also well-known for having protected the lives of hundreds of Norwegian resistance fighters and Jews in Nazi-occupied Norway.

Ambassador Edelstam's granddaughter, Caroline Edelstam, has together with other devoted personalities founded the Edelstam Foundation in her grandfather's name and spirit. The Edelstam Foundation exists to encourage civic courage in Ambassador Harald Edelstam's spirit by working with formation of opinion and advocacy, education and information, research, and observation within the defense of Human Rights. In addition, the

Edelstam Foundation administers the Edelstam Prize awarded for outstanding contributions and exceptional courage in standing up for one's beliefs in the defense of Human Rights. The Foundation is a politically and religiously independent organization.

Caroline explained the importance of ambassadors for the future of the foundation and welcomed Elisa: "The foundation's Ambassadors play a crucial role in the processes of defense and establishment of human rights in many countries. It is therefore with profound confidence in Elisa's skills and commitment to our cause that I welcome her aboard the Edelstam Foundation."

### Elisa made the following statement:

"I belong to a generation who lived some of the dark moments of the military dictatorship in Brazil. I still can recall unpleasant conversations I heard during my childhood, about friends who had disappeared or relatives who had to live in hiding, and always being alert in case strangers would come knocking on our door asking for my parents; so I can truly value those who dare to put Human Rights above their own well-being.

"Being appointed for a task of such magnitude and importance is a tremendous honor for me. For those who recognize the brave work of Harald Edelstam, he was a heroic example and I am sure that, for those who had their lives saved by his passionate diplomacy, he was a

Stefan Löfven, Edelstam Foundation board member, Dr. Shirin Ebadi, Nobel Peace Prize Laureate in 2003, and Caroline Edelstam, Co-Founder and Vice President of the Edelstam Foundation.





guardian angel! Most importantly, his endeavors constitute a source of inspiration for many Human Rights defenders to come.

"Now, as a proud Ambassador of his Foundation, I will do my best to live up to my duties and promote, based on the heroic ideals and deeds of Ambassador Edelstam, the principles of Human Rights."

During a ceremony on April 16, the Edelstam Prize opened its "Call for Nominations" for the Edelstam Prize 2014, during which the Edelstam Foundation's board member, Stefan Löfven, talked of the importance of civic courage, together with Dr. Shirin Ebadi, Nobel Peace Prize Laureate in 2003 and who represents Asia on the Edelstam Prize Jury. Anyone can nominate a candidate via the webpage: [www.edelstamprize.org](http://www.edelstamprize.org)

The winner of the Edelstam Prize can be a private person or a person who serves in government, international or national organizations. The winner shall be an individual who has acted in Ambassador Harald Edelstam's spirit in a country/countries where Human Rights, according to international law, have been violated. The laureate must have shown outstanding capabilities in analyzing and handling complex situations and in finding ways, even unconventional and creative ones, to defend Human Rights. The candidate has, presumably in a complex situation, been able to take a decisive role in helping threatened people or directly saving human lives. Civic courage is a central parameter in the selection of the successful candidate. ■

## Daniela Mercury and Tomas Ledin: the meeting of two ambassadors

We can proudly announce that Brazilcham hosted the meeting of two stars, namely the Brazilian singer Daniela Mercury and the Swedish singer and songwriter Tomas Ledin. It was undoubtedly a delight to witness a cultural exchange of that magnitude. The evening was further enlightened with other popular personalities such as songwriter and producer Andreas Carlsson and businessman Runar Sjøgaard.

Tomas Ledin, Andreas Carlsson and Daniela Mercury.



During her visit to Sweden, Daniela was warmly received in a Women's Day celebration which took place in Stockholm. Further on, she visited Rinkeby School where she talked about her work as a UNICEF ambassador and as the head of a children aid project called the Sun of Freedom Institute.

"My impressions of Sweden are great! The people here received me with warmth and sympathy. It was a pleasure visiting this beautiful country as well as being part of so many prestigious and important activities. I am overall very glad to represent Brazil in so many amazing events and I see a great potential for a tighter cooperation between the two countries on the cultural ground," she said.

A highlight of the evening was Tomas Ledin, who also had many ideas to share on the fields of culture and partnerships. Furthermore, he talked about his views on the relationship between the two countries and his love for one of the country's most beautiful beaches, Itacaré in the state of Bahia.

"It was very nice meeting Daniela Mercury for this exchange of experiences and ideas! I hope that in some way we can do something artistically together, in the future. I have a very good relation with Brazil and I see a great potential in that country. I have visited Brazil many times and each time made me feel closer to the Brazilian culture and nature. The hospitality of the Brazilian people is admirable. The idea of spending more time, especially in Itacaré, is mainly based on all the memorable moments I have had in Brazil. It is based on the certainty that there are still many more great moments yet to be enjoyed in that beautiful country."

Brazilcham Director Elisa Sohlman made a toast and expressed her satisfaction with the event: "We at the Brazilian Chamber are working for more events like this! The achievements, already made in the different fields of cooperation between Brazil and Sweden, are indeed manifold but we see a huge space for more. We will continue to work hard to bring these countries closer to each other, helping in the maintenance of the already established relations and, at the same time, developing and promoting new partnerships. We know that there is much more to be done and so we would like to invite you all to be a part of this!" ■

# Sweden *in* Rio

By Louise Anderson  
Swedish Consul General



## Innovation

Do you know the difference between innovation and invention? I confess I had never given it much thought myself until the visit in May of our Minister for Enterprise Annie Lööf.

Innovation is a word so often associated with Sweden and Scandinavia, and used extensively in our relationship with Brazil. We use the word so often that I looked it up to refresh my memory. Innovation is described as the process of translating an idea or an invention into a good or service that creates value for which a customer will pay. To innovate is to take an existing concept and make it better. It is different than inventing, which is actually creating something entirely new.

The minister's visit was very much linked to innovation. In Rio her trip included a visit to Inmetro, Vale, BNDES and FINEP – which funds innovation and research in Brazil.

FINEP arranged an Innovation Forum in Rio, where representatives from Swedish companies, universities, research institutes and science parks, together with the director general of VINNOVA, Charlotte Brogren, signed a MoU.

The objective of the MoU is to find common financing for Swedish-Brazilian innovation cooperation. VINNOVA currently cooperates in 18 eco-innovation projects in Brazil.

Brazil recently launched a BRL 32.9 billion innovation plan, whose purpose is to make Brazilian companies more competitive in the global market. There are seven strategic pillars in this plan: Agriculture and Agribusiness, Energy, Oil & Gas, Health, Defense, Information and Communication Technology, and Environmental Sustainability.

Despite our innovation, we are still self critical. I read on a Swedish site this week: Swedish stuff is everywhere. Are we creating a global empire, using brands instead of arms? I like to think we are creating global partnerships. ■

## Game On

There are several large upcoming events in Rio, and city planners are about to be put to the test. In July, approximately one million young Catholic pilgrims are expected to arrive from all over the globe for the World Youth Journey. As this issue was going to press, we were expecting approximately 60 young people from Sweden, who were to

participate in this event and other activities for a total stay of three weeks. This will be a true test in how the city can cope with planning and logistics on such a large scale.

Next year of course Brazil will host the FIFA World Cup, and we got a little taste of it last month in Rio, with the re-inauguration of the famous Maracanã football stadium. Despite the delays, and soaring costs surrounding the renovation, the inauguration was fantastic, and our Brazilian hosts are certainly masters at putting on a show.

Famous singers such as Preta Gil, Martinho da Vila and Naldo and Negoinho performed to an audience which included President Dilma Rousseff. The enormous screens displayed historical football matches and things to come, with the appropriately accompanying lighting and music which could pull at anyone's heart strings. The following friendly match between Brazil and England was almost an anti-climax after the grand opening, but fun nonetheless. An especially nice touch was the fact that the workers who had toiled on the renovation and their families participated—some even got to come onto the field and greet the players. Let's hope it all comes together in 2014. And that Sweden qualifies. ■





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(Left to right) Renato Pacheco Neto, Jon Harald Kilde, new NBCC Chairman Paulo Rolim, Senator Walter Pinheiro, Senator Zeze Perrella, Jonas Lindström, Senator Luiz Henrique da Silveira, and Cassio Namur of Souza, Cescon, Barrieu & Flesch Advogados.

## Swedcham and NBCC visit Brasília

*By Runa Hestmann Tierno*

**D**uring the last week of May, a group of representatives from Swedcham and the NBCC visited Brasília, where they had meetings with senators and other Brazilian authorities.

The visit was organized by former Swedcham and NBCC chairmen Christer Manhusen and Jon Harald Kilde, respectively, Swedcham Managing Director Jonas Lindström and the Swedish and Norwegian Embassies in Brasília. Swedcham has organized similar visits to the Brazilian capital three times before, and this year, eight NBCC representatives also participated.

Issues in the areas of energy and infrastructure were addressed in a variety of high-level meetings during the two-day study visit.

"This was the fourth trip Swedcham organized to Brasília, and the first together with the NBCC since we have a stronger partnership today. Energy and infrastructure are areas of importance to the NBCC and our members agree. I would say this was a unique cross-border project, with embassies, consulates and chambers of commerce involved. One of the senators we met said that he had never seen anything like it, and that he would like to receive more groups like this," Lindström says.

"This was very useful and the outcome even better than I expected. We had fruitful discussions with the decision makers, and got to understand better how they think and what they try to achieve. We also got a chance to raise our concerns and improvement areas that could lead to a win-win situation for Brazil and our businesses here. They even opened the door for further collaboration," says Kilde.

### **Excellent meetings**

The group of a total of 22 representatives from important Swedish and Norwegian companies arrived in Brasília on May 28, and after gathering for lunch the delegation visited Congress, and met with Senator Zeze Perrella, chairman of the Committee for Science, Technology, Innovation, Communication and Information, and several other senators and legal experts in the field.

"We had seven excellent meetings, and we all agree that the visit was extremely worthwhile. We were received by many nice and intelligent people, prominent people who knew a lot about our countries, senators, executive secretaries, consultants and one deputy minister, who was acting minister of Mines and Energy, since Edson Lobão was abroad," Lindström observes.

On May 28, the Swedish representatives also met with Ambassador Magnus Robach at the Swedish Embassy, while the Norwegians met with Ambassador Aud Marit Wiig at the Norwegian Ambassador's residence. In the evening, Ambassador Robach hosted a dinner at his residence.

On May 29, the delegation met with Antonio Henrique Pinheiro Silveira, secretary for economic monitoring at the Ministry of Finance, and Márcio Pereira Zimmermann, executive secretary at the Ministry of Mines and Energy.

Before lunch, they had a meeting with Senator Cristovam Buarque, who is the former governor of the Federal District and a former presidential candidate. He was also the minister of education in the first Lula government.

The two-day visit concluded with a meeting with the Senate energy experts, Edmundo Montalvão and Roberto Alonso Viegas.

"Accompanying what's going on in the capital is of great importance if you want to succeed in Brazil. Brasília is indispensable, and Congress plays a central role. You need to try to anticipate what will happen next," Minister Counselor Paulo Guimarães said during a NBCC luncheon earlier this year.

According to Lindström, "it is important that we were there showing our flags and emphasizing the important roles Sweden and Norway have in Brazil. We got to see the everyday work and excitement in Congress, and saw that there are many devoted people working in Brasília, so chances are good that this country is on the right track, both when it comes to business and for all its citizens." ■

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Auckland	03:00	Cologne	17:00	Milan	17:00	Rome	17:00
Bangalore	20:30	Copenhagen	17:00	Moscow	15:00	São Paulo	GO ►
Barcelona	17:00	Frankfurt	17:00	Mumbai	20:30	Seoul	00:00
Beijing	23:00	Genova	17:00	Munich	17:00	Singapore	23:00
Berlin	17:00	Helsinki	18:00	New Delhi	20:30	Stockholm	17:00
Brasília	12:00	Hong Kong	23:00	New York	11:00	Sydney	01:00
Bratislava	17:00	Hyderabad	21:00	Oslo	17:00	Tokyo	00:00
Brisbane	01:00	London	16:00	Paris	17:00	Warsaw	17:00
Brussels	17:00	Madrid	17:00	Perth	23:00	Washington DC	11:00
Budapest	17:00	Melbourne	01:00	Prague	17:00		

# Is strategy really that important?

By Miguel Sequeira Nunes  
Director at BTS Brazil

What if the billions of dollars spent in designing a new strategy were invested in a more effective way? Is all the effort you are putting in designing that strategy generating the desired results? In today's competitive world, having a clear view of what are the strategic keys for your company's success seems to be extremely important. That is why probably most of the organizations spend a lot of time, resources and money into setting a strategy that can position them to the future. But is strategy really that important?

About three years ago, I met in São Paulo the Latin American Commercial VP of one of the largest employers in the world. He told me how the company was established in Latin America in the 70s and the great YOY growth results and high EBIT margins they had achieved since then. However, due to the financial crisis, most of its competitors were looking for new markets to grow and of course Latin America was a key market to attack.

Foreseeing a high drop in market share and a threat to their profitability levels, he described to me the new commercial strategy he had set for the next years—a lot of focus in their corporate customers, increasing the number of visits and focusing on building solid and long-term relationships to ensure client retention and high prices. After a very pleasant conversation, he turned to me and said: "This is what we need to do, however my biggest challenge now is to actually make it happen."

In fact, the odds were not on his side. According to the Harvard Business Review, companies deliver only **63% of the financial performance their strategy promised** and a recent *Economist* survey pointed out that **57% of firms failed to execute strategic initiatives** over the past three years.

After one year of implementing the new strategy, the executive looked exhausted. He had made big investments in a new CRM system and reformulated the commercial structure to ensure the strategy was executed effectively. However the results were not as expected. Competitors were growing faster and pricing levels were decreasing.

We started discussing the possible causes behind this challenging execution and he mentioned things like: "my people simply are not willing to do things differently", "they are always discussing



in the hallways how the competition has a stronger brand strategy", "my sales people always say clients are not willing to pay a higher price".

What I was hearing was actually something we at BTS find very common across organizations and reflected exactly what we found out from years of research and experience with our clients.

Strategic execution must start in the people (**they are the ones executing it**) and you cannot expect people to do things differently just by telling them. To ensure people are putting the strategy in action, you need to ensure that (1) there is an **alignment** on the understanding of the strategy, people understand what the strategy is and what is expected from them; (2) people have the right **mindset**, they believe in the strategy and they are excited about executing it; and (3) they have the required **capabilities**, they have the specific skills and they use the tools and processes in the right way to execute on the strategy.

In the eyes of that executive, the strategy was excellent, his team was just not executing it, so though the **strategy was good, it was set for failure**. For the next 6 months he focused his efforts on making sure he could ensure the alignment, mindset and capabilities of his people, and while that task was not easy, he can now say Latin America is the fastest growing market for the company worldwide and its pricing levels are now higher than ever.

For that executive, as it should be for most of the business executives today, while **strategy is important, execution is key**. As Thomas Edison once said: "Vision without execution is hallucination." ■

Miguel Sequeira Nunes







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# Embassy event at *Hotel Tivoli*

Photos by Mario Henrique

**T**he Swedish Embassy in Brasília, with the support of Swedcham and Business Sweden, held a cocktail party on March 26 at the Hotel Tivoli in São Paulo that was a tremendous success, being attended by more than 150 people. The event was organized on the occasion of Minister for Trade Ewa Björling's visit to Brazil, to thank former Honorary Consul General Barry Bystedt and to welcome his successor, Renato Pacheco Neto.

Ambassador Magnus Robach welcomed all the guests, after which Bystedt thanked everyone for their presence and spoke about his experience as Consul General. During the event, the Embassy also launched the "SwedenBrazil Alumni Connection," a social and professional network for Brazilians who have chosen to study or do research in Sweden.

Minister Björling was in Brazil from March 24 to 26 together with a business delegation focusing on road safety and transport. During her visit, she spoke at a seminar on the topic of road safety at the Ministry of Transport in Brasília and the State Secretariat for Transport in São Paulo. Brazil has a high level of traffic fatalities and a growing number

(Left to right)  
Ambassador Magnus Robach, Marietta and Barry Bystedt, Minister for Trade Ewa Björling, and Renato and Julia Pacheco Neto.



Ingrid Kalborg, the widow of Per-Gunnar Kalborg (who was Swedish Consul General in São Paulo from 1983 to 1994) and Cristina Suplicy.



Minister Ewa Björling, Lauro Ojeda, a former student who studied in Sweden and received the Global Swede diploma from the Minister in 2011, and new Swedish Honorary Consul General in São Paulo Renato Pacheco Neto.

of vehicles, and is facing major infrastructure investments. Swedish companies have shown a great deal of interest in the Brazilian market.

The agenda also included an appearance at the Pontifical Catholic University (PUC) of São Paulo to talk about Swedish innovative power and studying in Sweden. The university visit was part of a plan to attract Brazilian talent to apply for places at Swedish universities within the framework of the Brazilian Government's grant program "Science without Borders".

Brazil is by far Sweden's largest trade partner in Latin America. Swedish exports rose sharply in 2010 and 2011 but dropped last year by 12% to SEK 11.8 billion. Imports amounted to SEK 4.2 billion (minus 14%). The long-term prospects for Latin America and Brazil as a Swedish export market are very good. ■

Per-Olov Svedlund, President of Scania Latin America, and Barry Bystedt.





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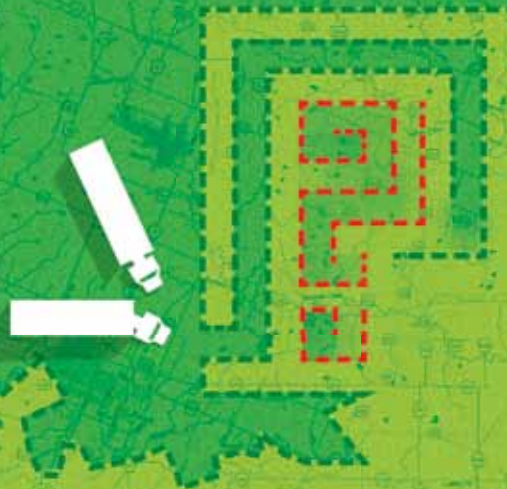
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All the participants with their diplomas and the jurors.



## SwedenBrazil Alumni Connection

***On the occasion of the roadshow of eight Swedish universities in Brazil, the Swedish Embassy, the Swedish Institute and Swedcham organized a get-together in São Paulo on April 18 that gathered around 90 guests. The evening featured the first networking event for SwedenBrazil Alumni Connection and a prize ceremony for the student competition Sweden-Brazil without Borders Challenge 2013.***

Photos by Mario Henrique

During the evening, six finalists in the competition presented their contributions on the question "How could a Swedish innovation improve your life in Brazil?". The finalists had been selected out of 3000 proposals. Students Paula Polesi and Flavio Mancebo each won a study visit within the field of innovation to Sweden while student Rodrigo Pereira de Araujo won an internship opportunity at CISB.

The newly-launched SwedenBrazil Alumni Connection, a social and professional network for Brazilians who have chosen to study or do research in Sweden, held its first get-together during the evening at Swedcham's facilities. Brazilian alumni met representatives of the Swedish community in São Paulo and Swedish universities visiting Brazil for the roadshow. Present universities included the Royal Institute of Technology, Linköping University, Lund University, Malmö University, Mälardalen University, Umeå University, Skövde University and Uppsala University.

The universities were visiting Brazil to promote Sweden as a study destination and present their academic courses to Brazilian students, highlighting their offer within the study program "Science without Borders". Before arriving in São Paulo, seven of the universities also toured campus areas in Porto Alegre, Curitiba and Belo Horizonte. ■



Ambassador Magnus Robach presents a diploma to Flavio Mancebo, one of the main winners.



Paula Polesi.

Kerstin Eigert, information officer at the Swedish Embassy in Brasília.



Pierre Liljefeldt from the Swedish Institute.



Johanna Löwgren, the contact person for Swedcham's Young Professionals project.



The April 18 event attracted a large crowd at Swedcham.



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The King and Davi Kopenawa. (Photo courtesy of Rainforest Foundation Norway / ISA Brazil)

## King Harald visits the Amazon

*A long-held dream comes true for the King of Norway as he visits an indigenous tribe in the Amazon Rainforest.*

In April, King Harald fulfilled a long-held dream when he visited the Brazilian Rainforest and spent four days living with the Yanomami people in a remote part of the Amazon River basin.

At the invitation of the Rainforest Foundation Norway, the King paid a visit to Davi Kopenawa, a leader and spokesman for the Yanomami, and the village of Demini in the Brazilian Rainforest along the border of Venezuela.

The King received a warm welcome in Demini with speeches by village elders. His accommodations comprised a simple hammock under the same roof with the 120 inhabitants. The village consists of a large, circular structure with an open courtyard in the middle.

From Monday April 22 to Thursday April 25, King Harald lived with the Yanomami people and was afforded a unique glimpse into the tribe's culture and way of life. He had the opportunity to see how the Yanomami gather what they need from the rainforest that surrounds their village.

"This has been a dream of mine ever since my time with the World Wildlife Fund. So when the opportunity arose, I took it," says King Harald.

### *"A fantastic trip"*

During his stay, the King was served traditional food and had the chance to accompany some tribesmen into the forest to see how they employ animal calls as a hunting technique

"It was fascinating to hear how they can imitate all of the animal calls found there as a way of luring in their prey; everything from jaguars and monkeys to parrots," says King Harald.

The King was able to absorb his impressions from the rainforest in peace and quiet, and participated in the daily lives of the tribespeople. An interpreter helped the King to speak with the villagers, and young and old alike crowded around him when he showed them photographs from his own family album. On his departure, he was draped with parrot feathers around his shoulders as a special mark of honor.

"This has been a fantastic trip. Absolutely fabulous," says King Harald.

The Yanomami are the largest and best known group of indigenous people living in the Amazon in much the same way as their ancestors did. The Yanomami territory was officially recognized by the Brazilian Government in 1992.

"In the late 1980s their area was invaded by several thousand gold-diggers, and 15% of the population died of disease and violence over a two-year period," explains Dag Hareide, Director of the Rainforest Foundation Norway.

The support provided by the Rainforest Foundation Norway to the Yanomami people over many years has been used to provide education and assistance for the tribe's own organization, Hutukara, among other things.

"His Majesty The King expressed great satisfaction over the results of the Norwegian support. The Yanomami were also proud and pleased to be able to welcome the Norwegian King to their village. This is the first time that a head of state has visited the Yanomami territory," says Hareide.

**Source: [www.raincourt.no](http://www.raincourt.no)** ■







Managing Director Kjetil Solbrække can point to 20 years of experience in the petroleum sector. He emphasizes that it was the qualifications of his colleagues that made possible SINTEF Brasil's breakthrough. (Photo: SINTEF / Marcus Almeida)

## *Breakthrough for SINTEF Brasil*

**S**INTEF's Brazilian subsidiary, Instituto SINTEF do Brasil, has brought into harbor its first three contracts worth NOK 28 million.

The Chinese oil company Sinochem is the client for the first two of these projects. Together with Statoil, Sinochem is developing the giant Peregrino oil-field on the Brazilian continental shelf. The third is a contract with Petrobras.

SINTEF Brasil is a research foundation wholly owned by SINTEF in Norway. The foundation performs research and development projects in Brazil along the lines of what SINTEF has been doing for industry and the public sector in Norway for the past 60 years. Based in the Brazilian oil capital Rio de Janeiro, SINTEF Brasil is initially focusing on the technological needs of the country's petroleum sector.

However, Kjetil Solbrække, managing director of the foundation, envisions that in the course of three to five years, SINTEF Brasil will also be performing contract R&D projects for the host country's primary minerals and materials sector and dawning aquaculture industry.

### ***Major contracts***

Solbrække has held leading positions in the Norwegian Ministry of Petroleum and Energy, as well as in Hydro and Statoil, and emphasizes that he is proud of the new contracts and that he is very pleased for the sake of the whole SINTEF Group.

"Some people have wondered why SINTEF has set up shop here in Brazil when the structure of the company does not allow profits to be transferred to Norway. I am convinced that our presence in Rio will make the whole of SINTEF more attractive and robust," says Solbrække, pointing out that establishment in Brazil will enable SINTEF to take on major contracts.

"We can do parts of the job in Brazil, other parts in Norway, with finance coming from both places. This enables the two geographical bases to take on more and larger tasks than either of them could have done alone. The conversations that we have had with the petroleum sector in Rio suggest that SINTEF will encounter a growing demand for this type of multinational delivery."

### ***Deep water and the environment***

The three contracts that have already been signed involve deliverables only from Brazil.

Two of them concern competence development for Sinochem, and focus on problems concerning petroleum production at great water depths – which is the greatest challenge on the Brazilian shelf – and on modeling environmental impacts.

The project for Petrobras starts with multiphase flow, where the client particularly wants to look more closely at oil and gas flows with high CO<sub>2</sub> content.

Together with the petroleum sector in the "land of samba", SINTEF Brasil has drawn up a list of proposals for future projects. Solbrække says that SINTEF's Brazilian subsidiary expects to have oil-related projects worth MNOK 50 in its order book by the end of the year.

Solbrække stresses that SINTEF owes a large debt of gratitude to his predecessor Øyvind Hellan and to Jack Ødegård, chairman of the board of SINTEF Brasil.

"These two have much of the honor for what is coming to fruition now," he says.

## Unique point of departure

It was not by accident that SINTEF's first overseas-based subsidiary came to be established in Rio, nor that hydrocarbon production is its primary area of focus. For it is on the Brazilian shelf that the biggest discoveries in the world are currently being made.

"Until now, the Norwegian continental shelf has been a technological trail-blazer in offshore oil recovery. Now, deeper waters and even greater challenges await us in Brazil. These will be just as important for the development of technology in the future," says Solbrække, who points out that this will give SINTEF a unique point of departure as a research institution.

"We come from what has been a trail-blazing region, i.e. the North Sea. Now we are going to transfer our expertise to a new region, deep-water fields offshore Brazil."

Brazil, which is still a young petroleum nation, has adopted a system that resembles the Norwegian technology agreements from the early days of the petroleum era here. Companies that operate on the Brazilian shelf must put at least one percent of their turnover in the country into R&D in Brazil.

"The contracts that SINTEF Brasil has already won, and those that we are in the process of securing, are projects that we would not have gained without a presence in this country. So these are not jobs that we have stolen from other Norwegian companies," emphasizes Solbrække.

The one percent from the oil companies is put into a fund, the "Special Participation Fund" (SPF), which is managed by the Brazilian Petroleum Directorate. Foreign companies do not have access to this pot of cash, and this is why SINTEF chose to establish itself as a foundation.

## Billions in the pot

In April last year, SINTEF Brasil gained official accreditation, which means that it can apply for project financing from the fund, which has serious amounts of money available.

At least half of the "one percent" must be used by SPF-accredited Universities and research institutes. This came to NOK 2.5 billion in 2010. Both of the projects that SINTEF Brasil has already won, and the project funding that the foundation has applied for, are linked to the scheme.

At the same time, Solbrække stresses that SIN-

TEF has not come to Brazil as a blinkered research giant with eyes for no more than the country's continental shelf.

Solbrække points out that SINTEF is a product of the same thinking as is now at the core of Brazilian policy, and points out that SINTEF was created as an instrument for industrial development and innovation. He says that SINTEF's vision of "Technology for a better society", and its values, have been noted in Brazil.

"Our vision and values are well received and often commented on by employees when we describe SINTEF at external meetings. The Brazilians have nothing that resembles us."

At the same time, SINTEF's leader in Brazil makes it clear that the learning process goes in both directions:

"We need to be a bit careful on the Norwegian side.

"We tend to think that we in Norway are capable of doing everything, and that few people elsewhere can do anything at all. But the Brazilians claim that Santos Dumont, who was Brazilian, was the first person to fly, not the Wright brothers, and in Brazil today, Petrobras has set several world records in deep-water operations. So what we are dealing with is a very competent and proud nation; a country from which SINTEF certainly has a lot to learn, also with regard to its Norwegian activities."

## SINTEF's involvement in Brazil

- Started with the establishment of MARINTEK do Brasil in 2007.
- Instituto SINTEF do Brasil was founded in 2011.
- The foundation's headquarters are in Rio de Janeiro, and it is wholly owned by SINTEF.
- The foundation has 20 employees, 80 percent of whom are Brazilian.
- SINTEF Brasil aims to have a staff of 50 in the course of a couple of years. ■

SINTEF Brasil has recently moved into new premises that house both laboratories and office space for a staff of almost 50. (Photo: SINTEF / Marcus Almeida)





# Paulo Rolim elected NBCC chairman

By Runa Hestmann Tierno

**P**aulo Rolim, the Country Manager of Rolls Royce Brasil, was elected chairman at the NBCC's Annual General Meeting 2013 held at Firjan in downtown Rio de Janeiro on April 24. Rolim, previously the vice-president of STX OSV for several years, replaces Jon Harald Kilde (BW Offshore), who left the post after two periods. Halvard Idland (Pareto Securities) is the new vice-chairman, while Erik Hannisdal (Inventure Management) is the new treasurer.

Rolim has been the Chamber's vice-chairman over the past year and was a board member for several years before that. In addition, the board has decided to strengthen the organization and is in the process of hiring an executive manager to increase the capacity to deal with important business issues on a continuous basis.

"I assure you that I will dedicate myself to improve the cooperation between Norway and Brazil. I don't have a program, but I have a strong will, and my ambition is to hand over an even better chamber to my successor. We have a lot of work ahead of us, and I count on your help. We are working to make the NBCC a more professional entity, and by hiring a senior executive manager, we will allow the board members to concentrate on more strategic issues," Rolim says.

There were no further changes to the composition of the board. Camila Mendes Vianna Cardoso (Kincaid), Hans Ellingsen (Olympic Maritima), Hans J. Kock (Norsk Hydro), Johnar Olsen (Scana), Jon Harald Kilde (BW Offshore), José Roberto Neves (Solstad Offshore), Kjetil Solbrække (Sintef), Luis A. Araujo (Aker Solutions), Odd Isaksen (Brazilship Scanbrasil), Rachid Felix (Subsea7), Thore E. Kristiansen (Statoil), Tommy Bjørnsen (DNV) and Tom Mario Ringseth (DNB) all continue as board members. The Consul General Helle Klem, and Helle Moen of Innovation Norway continue as observers.

Honorary members are Aud Marit Wiig, the Norwegian Ambassador to Brazil, Flávio Macieira, the Brazilian Ambassador to Norway, and Erling Lorentzen. The chamber now has 36 gold members, 56 corporate members and 10 individual members. ■



Paulo Rolim,  
Chairman



Halvard Idland,  
Vice-Chairman



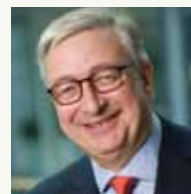
Erik Hannisdal,  
Treasurer



Camila Mendes Vianna  
Cardoso



Hans Ellingsen



Hans J. Kock



Johnar Olsen



Jon Harald Kilde



José Roberto Neves



Kjetil Solbrække



Luis Araujo



Odd Isaksen



Rachid Felix



Thore E. Kristiansen



Tommy Bjørnsen



Tom Mario Ringseth



Helle Klem,  
Observer



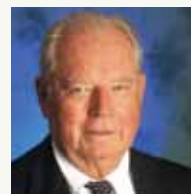
Helle Moen,  
Observer



Aud Marit Wiig,  
Honorary Member



Flávio Macieira,  
Honorary Member



Erling Lorentzen,  
Honorary Member



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João Ferraz, the CEO of Sete Brasil.



João Ferraz was introduced by Paulo Rolim, the new Chairman of the NBCC, and Consul General Helle Klem.

# *Norway Day celebration:*

## *"Significant opportunities for Norwegian suppliers"*

*By Runa Hestmann Tierno*

**“W**e have already placed orders worth USD 6 billion with Norwegian suppliers, and there are still significant opportunities. In our view a partnership with Sete Brasil is a solid way to play a major role in the Brazilian market,” Sete Brasil CEO João Ferraz said at the NBCC business seminar on May 17.

Ferraz was the main speaker at the traditional breakfast seminar hosted by the NBCC at the Windsor Atlantica in Rio de Janeiro on the Norwegian Constitution Day. The guests were invited to enjoy a traditional Norwegian breakfast before Ferraz gave his presentation on Sete Brasil, with a special focus on the Brazil-Norway partnership.

Norwegian Consul General Helle Klem opened the seminar, and the new Chairman of the NBCC, Paulo Rolim, introduced Ferraz, a senior executive at Petrobras until becoming the president and CEO of Sete Brasil.

Sete Brasil is an equity investment company created in 2010, specialized in asset portfolio management in the oil & gas industry, especially related to the Brazilian pre-salt discoveries. Sete Brasil currently has 29 rigs contracted, and 6 of them are being built in partnership by the Norwegian companies Odfjell Drilling and Seadrill.

“There are big risks involved and Sete Brasil acts through mitigating risk by diversifying the portfolio of assets, operators and shipyards. Sete was created to support the pre-salt drilling program, and our ambition is to coordinate existing players and coordinate efforts for clients like Petrobras, for operators such as Seadrill and Odfjell, and others. We have 28 long-term charter contracts with Petrobras. It is a strategic partnership, but Petrobras is also one of several shareholders,” Ferraz explained.

### ***Increasing demand***

According to Ferraz, 69 percent of the pre-salt area is still to be conceded through new auctions, that is 2/3 of the total area. This means that new opportunities may come, and the demand for new rigs will increase.

The rigs in the portfolio are going to be built at five Brazilian shipyards – Rio Grande, Atlântico Sul in Pernambuco, Jurong in Espírito Santo, Enseada do Paraguaçu in Bahia, and Brasfels in Angra dos Reis. Local content ranges from 55-65 percent on these rigs.

“This means that 40 percent may come from abroad, that is investments worth USD 330 million per rig. Norway, the UK and the USA will be the main sources, and we have already placed orders for USD 6 billion with Norwegian suppliers. There are still significant opportunities for suppliers of paint, cranes, lifeboats and more,” Ferraz said and showed the audience an extensive list of equipment.

He also talked about the relationship with Norway, and said there is a dialogue going on with GIEK on financing exports. “The Brazilian government uses the shipbuilding industry in Norway as a reference and example for development of the industry in Brazil. Norwegian suppliers are already present in most of the steps in the supply chain in this industry and they are known as market leaders in seismic surveillance, ship design, subsea facilities and other niches. Norwegian research programs are an impor-

tant leverage for the industrial development, and the pre-salt is a key opportunity for further growth of the Norwegian supply industry," Ferraz said.

## Local content

During a Q&A session at the end of the seminar, the audience was curious about what backup contingency plans Sete Brasil has made, in case of delays due to the local content requirements. Ferraz assured that Sete Brasil continues optimistic, even though constructing rigs in Brazil is considered 25 percent more expensive than Singapore or South Korea. Sete Brasil does however offer lower daily rates to Petrobras than the average rates on the international market.

"What will make the difference is our ability to follow up closely the portfolio of assets, and we have a wide time schedule for the delivery of rigs to Petrobras. This has to be seen as a marathon, not a 100-meter run, and we need this to transfer technology and capabilities, little by little. If the requirements are not met, Sete Brasil intends to force cooperation and compensation rather than applying penalties."

As for Norway, Ferraz said that Sete Brasil would like to consolidate existing relations with Norwegian

suppliers to gain expertise and to facilitate their access to the Brazilian market. "In our view, a partnership with Sete is a solid way to play a major role in the Brazilian market, and the best remedy to avoid risks linked to exploring the pre-salt," he added.

## Heavy rain

After the business seminar, Consul General Helle Klem and her husband Michael Klem hosted a reception at their residence in Urca.

In the afternoon, the Norwegian community in Rio de Janeiro gathered at the house recently acquired by Sjømannskirken, the Norwegian Church abroad, in Gavea. The house is undergoing a refurbishing process, and the celebrations were held in the garden, despite the heavy rain, that contributed to giving the Norwegian Constitution Day "an authentic Norwegian touch".

As always, the children ate hot dogs, ice cream, and went on a treasure hunt to find a treasure of gold, diamonds and candy that the feared Norwegian pirate "Kaptein Sabeltann" had left in the garden.

The adults enjoyed a Brazilian-style *churrasco*, and there is no doubt that the very first celebration held at the new church was a huge success. ■



May 17<sup>th</sup> is considered the children's day in Norway, a day when they can eat as much ice-cream as they want.

## New Members

*NBCC welcomes the following new Corporate Members:*



**Trainor Brasil Ltda** is a subsidiary of Trainor AS from Tønsberg, Norway's largest company in electrical safety training. The company provides classroom training courses, e-learning courses and technical consulting including Explosive Atmospheres (Ex), rules and regulations, automation, HSE and Fiscal Metering Systems. Many of Trainor's courses and services are for offshore and onshore activities worldwide. Trainor Brasil is offering electrical safety courses in Portuguese and English, and the first course that was launched is the "NR 10 – Safety in Installations and Services with Electricity", soon to be followed by "Ex Basic" and courses for IEC Ex Personnel Competence Scheme qualifications.



**Pareto Securities** is an independent full service investment bank with a leading position and a strong international presence in sectors such as oil services, E&P and shipping. Pareto Securities is headquartered in Norway, with some 300 employees located in offices in the Nordic countries, US, Singapore and Brazil. Pareto Securities structures and executes a wide range of equity and debt related transactions such as IPOs and public and private equity and bond placements, as well as M&A. Pareto Securities is a top-ranked advisor with proven track record and strong cross-border expertise.



**Arctic Securities** is owned by Arctic's employees (77.04%) and the Rasmussen family (22.96%) and is independent of all financial institutions. Arctic Securities' absolute commitment to integrity, quality and independent research, focusing on competence, discretion and rapid execution, are our core competitive advantages. Arctic Securities has core competence within the Norwegian industry sectors such as, oil & gas, seafood/aquaculture financial institutions/government and financial sponsors (private equity). Arctic Brasil is the legal representative of Arctic Securities in Brazil.



# Norwegian cluster signs *MoU* with Vale do Aço, in Minas Gerais

By **Guilherme Mendes & Martin Nietz**,  
*Innovation Norway*

**O**n April 17, a development plan for local productive arrangements, that aims to increase the competitiveness and strengthen the participation of companies from Minas Gerais in the oil & gas and maritime supply chain, was launched in the city of Ipatinga, roughly 200 km from state capital Belo Horizonte.

As a part of the “*Brasil Maior*” plan, it seeks to implement favorable policies for industry, technology and trade, and so does the Program for Mobilization of the National Oil & Gas Industry (Prominp).

The project focuses on companies working within the metal-mechanic and metallurgical sectors in the so-called Vale do Aço. In total, 30 companies from Minas Gerais are considered in the project’s scope.

In search of a stronger supply chain for Norwegian companies, a group of representatives from the Norwegian cluster NCE NODE was also present at the signing of a Memorandum of Understanding (MoU) with several local entities.

NCE NODE, the Norwegian Center of Expertise – Norwegian Offshore & Drilling Engineering, is a business cluster comprised of 58 companies within the oil and gas industry in southern Norway which is constantly seeking cooperation with local institutions to further develop the business potentials of their

members in and outside of Norway.

Kjetil Paulsen from the company Noba Tech and representing the cluster had a very positive first impression seeing that even competitor companies managed to help each other out in order to increase the business possibilities in the region. Paulsen also stated that he identified very profound technical knowledge, local experience and commercial competitiveness, which will help NCE NODE’s companies to execute projects that were seen as unfeasible in other regions of Brazil.

The initiative is also highly appreciated on the Brazilian side, as a catalyst for the region’s industry to enter new markets.

“They have developed this type of technology and equipment for four decades, and they have a lot to teach us,” said Jeferson Bachour Coelho from the company Sindimiva.

The cooperation will allow local industries to become suppliers for Petrobras and other larger companies from the oil & gas and maritime industries. Furthermore, the initiative aims to connect over 230 local companies with the 58 Norwegian members of the Norwegian cluster for experience and technology transfer.

According to Helle Moen from Innovation Norway, who participated during the entire project as a facilitator, Brazil presents big opportunities for the Norwegian oil technology companies, however it is worth remembering that the market is very demanding.

“Thorough preparation and endurance are important. By cooperating, Norwegian companies become more efficient and reduce obstacles during the establishment phase,” she says.

The event and the signing of the MoU can be seen as another very successful initiative for both countries to strengthen practical ties, as well as a concrete way to extend the bilateral cooperation to further regions of Brazil.

In the past years, a series of MoUs have been signed by Brazilian and Norwegian institutions which allow deeper cooperation on several levels, such as financing, technology, R&D, etc. ■

## Agreements signed by Norwegian and Brazilian institutions:

Year	Norwegian Entity	Brazilian Entity (and region)
2013	NCE NODE	Vale do Aço & SINDIMIVA (Minas Gerais)
2013	GIEK	Petrobras
2013	Cybernetica	Petrobras
2012	Innovation Norway	BG
2012	NCE Maritime	FIERGS (Rio Grande do Sul)
2012	NCE Subsea	ONIP
2012	NCE Subsea	FIESP (São Paulo)
2012	NCE Subsea	Macaé City Hall & ACIM (Macaé)
2011	GIEK	BNDES
2010	Innovation Norway	Petrobras
2010	GIEK	Petrobras
2008	Innovation Norway	Pernambuco State
2005	Hordaland - Bergen	Espírito Santo State
2003	Rogaland - Stavanger	Rio de Janeiro State

# Brazilian Congress approves PM on *new port system*

**O**n May 16, 2013, Provisional Measure 595/2012 was approved by the Brazilian Senate. The primary intention of the government—to immediately promote bidding rounds regarding public port terminals, whose concession contracts expired—was rejected by the House of Representatives.

Instead, it was decided that all concessions granted prior to February 1993 will be automatically renewed for an equivalent term, and all others may be extended, depending on new investments. As the original text was changed, President Dilma Rousseff will be called to sanction the act – or partially or fully veto it. However, considering that any presi-

dential veto may be scrutinized and rejected by Congress, it is not clear if the government will test its strength once again.

The final version of PM 595/2012 better details some of the issues that concerned private investors. Among other improvements, it defines that the right of governmental agencies to determine the use of private port terminals by third parties shall be exercised only exceptionally.

Some questions are yet to be answered, but after a wearing battle in Congress, the modernizing rule envisioned by PM 595/2012, which is the private port terminals' right to operate third-party cargos without any constraint, remains unaltered. Brazilian and foreign investors are surely more optimistic as Brazil exerts its efforts to overcome its serious infrastructure gap.

*This article was written by Camila Mendes Vianna Cardoso and Alexandre Sales Cabral Arlota — Kincaid Mendes Vianna Advogados.*

## 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 [ana.leite@nbcc.com.br](mailto:ana.leite@nbcc.com.br).*





# New partnerships in the making

**By Runa Hestmann Tierno**

Aquaculture and defense are areas where Paulo Guimarães, the Minister Counselor at the Brazilian Embassy in Oslo since 2007, sees a potential for building new and successful partnerships between Norway and Brazil.

"Building partnerships in areas of strategic importance" was the title of the presentation given by Guimarães dur-

Paulo Guimarães



ing a NBCC luncheon in Rio de Janeiro in April. His thesis on the strategic elements in the relationship between Norway and Brazil, from the Rio Branco Institute, was published as a book in 2012.

"There is a common lack of knowledge about Norway in Brazil, and this is actually the first book written on the relationship between the two countries," Guimarães explained.

Accompanying what's going on in the capital is of great importance if you want to succeed in Brazil. "Brasília is indispensable, and Congress plays a central role. You need to try to anticipate what will happen next," he said.

Technology can however be a deal breaker, but investments should not create technology dependency. "Remember the following: Brazil should be considered a regional or global production pole. You need to go further than local content," according to Guimarães.

He also pointed out some areas where he sees great potential for closer cooperation between Norway and Brazil. Aquaculture is one area. "Brazil is working to develop a tropical fish that could be a winner on the world market. Norway has technology and experiences."

"Norway has technology, and offshore monitoring is now being given priority by Brazilian authorities. The ocean is being referred to as "the blue Amazon". The Ministry of Defense has a big budget and great funds to acquire new technology. They are thinking about it, and so should you," Guimarães said. ■

## AEPM qualifies youngsters for Merchant Navy

Founded by a group of shipping companies, the Association for Specialization of Maritime Professionals (AEPM) offers a maritime career opportunity for youngsters from low-income communities.

On April 30, the Brazilian Navy celebrated the graduation of 31 ordinary seamen coming from the AEPM project. This project works along with the maritime authority and has the goal of qualifying young people from poor areas of Rio de Janeiro—to give them a chance to start their careers in the offshore industry.

The project was designed by some of the leading offshore companies in the country – DOF Brazil, Farstad, OSM, Olympic, Solstad and Teekay. After five months of classes in subjects ranging from naval architecture to first aid, the students received a degree of compliance of the course CFAC II-III.

The Brazilian Navy provided and took care of the enrollment and the registration ID for the students, which is the first step to the beginning of a maritime career.

The vast majority of these trainees will be automatically absorbed by the shipping companies that promote the project. According to Captain Sebastião Mauro, CIAGA professor and the coordinator of AEPM, almost all students who completed the courses promoted since 2010 are already employed in the Merchant Navy.

With the finalization of this course, AEPM achieved a milestone of training a total of 98 people, directly contributing to qualification of the Brazilian naval sector.

The main concept of AEPM was structured upon three pillars: supply the lack of skilled labor for the naval sector, provide appropriate training for the offshore activities, and open job opportunities for young people that come from low income areas.

The AEPM was founded in late 2007 by the companies DOF Brazil, Farstad Teekay, OSM, Olympic and Solsta. The project has the support of NGOs such as the Instituto Bola pra Frente, Karanba and Aplauso that pre-select candidates for the courses. ■

# Statoil awarded 6 licenses offshore Brazil

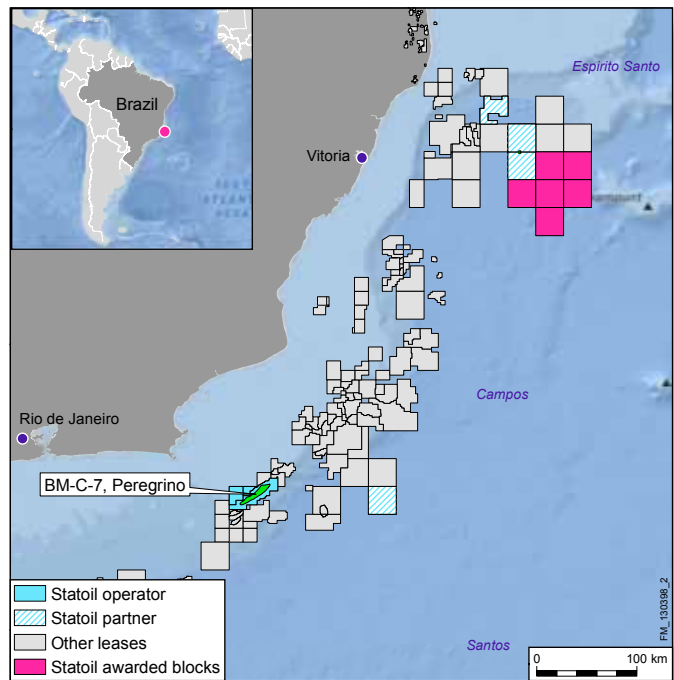
Statoil was the highest bidder on 6 licenses in Brazil's 11th licensing round, the first such round in the country since December 2008. With the new licenses, Statoil has strengthened its position in the Espirito Santo Basin.

The award in Brazil's 11th licensing round reflects Statoil's extensive application and ambition of long-term growth in Brazil. Out of the six licenses awarded in Espirito Santo, Statoil is the operator for four and partner in two.

"We are very pleased with the outcome," says Tim Dodson, executive vice-president for Exploration at Statoil. "The award of the blocks in the Espirito Santo Basin is in line with Statoil's exploration strategy to build on core positions in prolific and proven basins."

"Access to new quality acreage is an essential prerequisite for further value creation through exploration activities and for increasing Statoil's international production level from key clusters such as Brazil," says Thore E. Kristiansen, senior vice president South America and president for Statoil Brazil.

"These new licenses in the Espirito Santo Basin give us a significant acreage position in a proven hydrocarbon basin. They have the potential to provide large-scale additional resources close



to our existing discoveries, which with success will result in Statoil building a new core position," says Dodson.

The 11th bidding round on May 14 was conducted by the ANP. The concession agreements from this round are scheduled to be signed in August. ■

## Book release

Maria Pia Buchheim and João Luiz Coelho da Rocha, founding partners at Bastos-Tigre Advogados, recently released a book entitled "*Direito para não Advogados*", written for those who, like it or not, deal with legal issues and mingle within the legal settings of modern society in their daily routine.

Written for non-lawyers, the book was published by Editora Senac Rio, and in short, the book gives us the basic rules of the Brazilian legal structure.

The authors explain in simple words the main tools and aspects of law that we have to triumph over in our personal life and our professional practice. ■

## Palfinger Dreggen

Palfinger Marine is strengthening its presence in Brazil. A new Brazilian headquarters in Botafogo, Rio de Janeiro, has been established and the office is hosting the companies Palfinger Dreggen and the recently re-branded Palfinger Ned-Deck.

Together with ongoing expansion of the joint activities with partner Koch Metalurgica, the overall growth of Palfinger Dreggen is partly related to a recent contract award by Jurong Shipyard, that will contribute to a strengthened Brazilian content. ■





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## Fundraising show with Eagle-Eye Cherry

Brazil is one of the favorite countries of Swedish singer Eagle-Eye Cherry, who was here again this year, this time at the invitation of the World Nurture Foundation and the United Nations World Food Program (WFP) to hold a fundraising show called "Share the Love with Children" on May 8 at the Hotel Sofitel in Rio de Janeiro's famous Copacabana District. The show, which included well-known hits as well as songs from Eagle-Eye's latest album "Can't get enough", also featured Brazilian artists Celso Fonseca and Vanessa da Mata. Eagle-Eye is scheduled to return to Brazil in October with band for a full tour of his new album.

The World Nurture Foundation is working to fight hunger for children in the world. It is a non-profit organization dedicated to raising awareness and funds to ensure nutritious meals for hungry children around the world. The Foundation supports the United Nations WFP Center of Excellence against Hunger in the areas of School Feeding Program, Nutrition and Food Security. For more info, please access [www.worldnurturefoundation.org](http://www.worldnurturefoundation.org) and [www.wfp.org](http://www.wfp.org).

Swedcham was important in helping drum up support for the event, whose sponsors included Husqvarna and Volvo Cars. "This isn't the first time our Group supports this kind of initiative. We will always defend actions to fight hunger in the world," said Graziela Lourensoni, marketing and product manager at Husqvarna Latin America.

Narcisa Tamborindeguy, Eagle-Eye Cherry, Monika Jablonska of WNF and Swedcham Managing Director Jonas Lindström.



## Maintenance Work Group meets at Scania

Swedcham is constantly working on finding new services that can bring benefits to its members. Our latest project was initiated by our former Vice-Chairman and current Treasurer, Stefan Lundkvist, and Jerry Johansson, Director Maintenance Brazil, TLQ Scania Latin America Ltda.

They have created a Maintenance Work Group consisting of people responsible for maintenance at our larger corporate members, preferably with local production and warehouses.

The new group will organize meetings which will be held at participating companies' plants, applying a sort

Eagle-Eye Cherry with well-known Brazilian singer Vanessa da Mata.





of "rodizio" (rotation) system. The first such meeting was hosted by Scania on April 18.

"We believe that the challenges you all face today are similar, so why not take advantage of the knowledge and experience that lie within the unique Swedcham network? We do believe that this group can help and stimulate different maintenance organizations by learning from others," said Lundkvist and Johansson.

The Maintenance Group's main objectives include:

How to develop management/human resources within maintenance? How can we improve the quality of the maintenance deliveries? The development of concepts and methods to reduce operational costs and increase delivery from maintenance. Networking and experience exchange. Benchmarking within maintenance. And sharing experience/information and visiting each other's plants.

The next group meeting will be hosted by SKF on August 1.

## Start up and boost your business by working with processes!

"Start up and boost your business by working with processes" was the name of a presentation given by Nicklas Fredriksson on May 20 at Swedcham.

Fredriksson, CEO and Senior Management Consultant at Penguin Consultants, has 15 years of experience in international companies working with management, leadership and IT in various positions. He has more than 10 years of consulting experience, delivering services and managing a team of consultants. He is an awarded program manager with more than 25 organizational development programs/projects.

Fredriksson arrived in Brazil a year ago and since then a lot of things happened socially and professionally. Today his company, Penguin Consultants, is up and running but it has not been a straightforward journey,

rather a road full of bumps of different shapes and sizes. The executive told Chamber members his story, not only for them to learn some things about doing a startup in Brazil but also about why this is, no matter the difficulties, a really great thing to do.

He also informed participants how one can really release all one's business potential by process orienting one's business. This is what he does here in Brazil and he assures that this is something that is both innovative and much desired in the marketplace. So, why is it a really good idea to use business processes instead of the more classical way of running one's day-to-day business? Fredriksson showed how he does this every day to an audience of more than 20 people interested in his experiences.



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# Annual General Assembly

Swedecham held its Annual General Assembly on April 24. The meeting was led by the Chamber's Chairman, Nils Grafström, and Managing Director Jonas Lindström gave a summary of the events and results for 2012. The past year was a very busy one with a record number of member events and the financial result was also the best one since the "new" Chamber was reinaugurated in 2006.

The auditors read the audit report which stated that figures and bookkeeping are in good order. Auditors for 2013 were elected and they are Raul Zanatto, Francisco A. Rodrigues Filho and Jacob Stjernfalt. The General Assembly also approved the new Board of Directors, welcoming four new members (see photos). The meeting was followed by an informal get-together at our own premises on Rua Oscar Freire.



Cecilia Calson



Claes Backlund



Anders Jansson



Fredrik Wrangé

## Board of Directors

### FIRST HONORARY MEMBER:

HM Queen Silvia

### EXECUTIVE BOARD:

**Nils Grafström** – Chairman, head of Invest Brazil (Business Sweden)

**Anders Norinder** – Vice Chairman, consultant

**Stefan Lundkvist** – Treasurer, consultant – BM Optimus Consultoria Ltda.

**Renato Pacheco Neto** – Legal Director – Managing Partner, Pacheco Neto, Sanden & Teisseire Advogados, and Swedish Honorary Consul General in São Paulo

**Therese Otterbeck** – Ethics Director, Managing Director EF – Education First

**Claes Backlund** – Vice President Holding at Atlas Copco Brasil

**Cecilia Calson** – HR Consultant at RGP, Chairwoman of the Scandinavian Church in São Paulo

**Peter Hultén** – Former Director Banco Mercantil de São Paulo

**Anders Jansson** – Country CFO, ABB Brazil.

**Christer Manhusen** – Former Swedish Ambassador to Brazil

**Carl-Gustav Moberg** – Chief Representative Handelsbanken in Brazil

**Fredrik Wrangé** – CFO at Scania Latin America

## Advisory Council

The members of Swedecham's Advisory Council are:

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- Brazilian Embassy in Stockholm
- Business Sweden
- Swedish Consulate General in São Paulo

### COUNCILLORS:

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**Åke Albertsson** – Vice Chairman, Country Manager, Brazil Group Marketing & Sales - SAAB

**Roger Alm** – CEO Volvo do Brasil

**Claes Backlund** – Vice President Atlas Copco / Holding

**Juan Carlos Bueno** – Executive Vice President of Stora Enso Latin America

**Rubens Bulgarelli Filho** – Managing Director Gunnebo Security

**Christian Christensen** – Chief Representative Nordea do Brasil



**Alfredo Collado** – President Skanska Latin America

**Xavier Delineau** – Managing Director Trelleborg Engineered Systems

**Alessandra Faria** – Managing Director Axis Communications in Brazil

**Eloi Fernandes** – Managing Director Husqvarna do Brasil

**Peter Hedlund** – CEO Swedish Match do Brasil

**Ruy Hirschheimer** – President Electrolux Latin America

**Svante Hjorth** – Managing Director Southpartner

**Alessandra Holmo** – Executive Director of Centro de Pesquisa e Inovação Sueco-Brasileiro – CISB

**Magnus Karlson** – Business Manager Linde Gases (Former AGA)

**Reginaldo Macedo** – CEO Alfa Laval do Brasil

**Luiz Manetti** – CEO Sandvik do Brasil

**Carl-Gustav Moberg** – Chief Representative Handelsbanken Brasil

**Paulo Nigro** – Vice-President Tetra Pak Central and South America

**ABB Brazil Ltda.** – President CEO

**Fernando Pereira** – CEO Seco Tools do Brasil

**Renato Perrotta** – CEO Semcon do Brasil

**Marcelo Pires** – SEB in Brazil

**Sergio Quiroga** – President of Ericsson Latin America

**Claudinei Reche** – CEO Höganäs Brasil

**Eduardo Recoder** – CEO AstraZeneca do Brasil

**Julio Ribas** – Managing Director SCA do Brasil

**Marco Sabino** – Managing Director Kreab Gavin Anderson S/A

**Donizete Santos** – CEO SKF do Brasil

**Martin Skogmar** – Operations Manager - Elanders do Brasil

**Paulo Solti** – President Volvo Cars Latin America

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# New Members

*Swedcham wishes to welcome the following new members up to May 24:*

## CORPORATE:

### • ANZEVE

ANZEVE is a young company that was born a few years ago with the firm intention of supplying the construction and steel industry with innovative products. We are a team of young professionals with expertise and experience in different areas which tries to transmit to its work enthusiasm and a high level of quality.

### • CD-Adapco

CD-Adapco is the world's largest independent CFD-focused provider of engineering simulation software, support and services. The company's scope extends beyond software development to encompass a range of CAE engineering services.

### • Chalmers University of Technology

Chalmers University of Technology is a highly progressive university situated in Gothenburg, Sweden. From this beautiful and dynamic place in the world, the university has become known locally and globally for education, research and innovation with a wide range of applications.

### • Chocolate Filmes

Established in 2009, Chocolate Filmes is focused on the production of fiction films. Its short films, music videos, telefilms and TV shows have earned numerous awards in national festivals as well as being exhibited in festivals throughout the world.

### • Halmstad University

Halmstad University is a leading institution of higher education offering circa 80 degree programs, 250 courses and research in unique, cutting-edge areas providing the students with more opportunities to make a difference, greater access to world-class facilities,

closer interaction with highly competent professors and thriving companies and a peaceful place to live and learn.

### • Hanna Helstelä Training & Development

Specialized in Leadership and Personnel Development in international environments, we offer customized solutions to support companies operating in global markets. Our work steps in exactly where internationally and culturally adequate solutions are needed.

### • Kristianstad University

Kristianstad University, or HKR for short, is a modern university situated in southern Sweden. We offer top quality education with a strong focus on internationalization. Our university is linked with partner universities all over the world. We also cooperate extensively with local companies, schools and organizations.

### • MAQUET

Worldwide MAQUET ranks among the leading providers of medical products, therapies and services for Operating Rooms and Intensive Care Units. From its origins in surgical infrastructure, MAQUET has expanded into a therapy-focused company.

### • ROFF Brasil

ROFF is a European-based consulting company with a staff of over 600 consultants and offices in 7 countries (Portugal, France, Sweden, Angola, Morocco, Brazil and China). ROFF runs SAP projects and provides SAP support in a 24 x 7 logic. ROFF is a SAP Services and Gold Channel Partner.

## INDIVIDUAL

- Caio Victor de Gênova Sona
- Eva Johanna Löwgren
- Henrik Kenton-Russ
- Rodrigo Gonçalves Frutuoso

## OTHER COMPANIES:

- Aerocargas Transportes e Logística Ltda
- Alderita Rodrigues da Silva – ME
- Apice Goiás - Serviços Contábeis Ltda
- Apoenia Nobre da Rocha – ME
- Aprigio Valadares Pinto Neto
- AUFORRIA Moda Castro Ltda – ME
- Auxiliadora Previdência
- Bk Magistral Administradora e Corretora de Seguros Ltda
- Blue Griffe Comercial Ltda – ME
- Brasil Método Com. Repres. e Corr. de Seguros S/C Ltda – Epp
- CDC Master - Comércio de Materiais de Construção Ltda – ME
- Chazinho Lanchonete Ltda – ME
- Construtora Castelo Ltda – ME
- Contábil Contabilidade Ltda – EPP
- Controller Assessoria Contábil Ltda
- Croma Equipamentos Comércio e Serviços Ltda – ME
- Cruzeiro Prestação de Serviços Gráficos Ltda – ME
- Distribuidora de Bebidas Rio Preto Ltda
- Editora Jornal de Brasília Ltda
- Esfera Prestação de Serviços e Comércio Ltda
- Excellence Cabeleireiros Ltda – ME
- Femme Coiffeur Cabeleireiros Ltda
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- Flores do Paranoa Ltda – ME
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- Ifeira Comércio e Serviços de Telefonia Ltda – ME

- Implemaq Agrícola Ltda
- Jean Carlos Ribeiro – ME
- Jmidasa Transportadora Ltda – ME
- JN Transportes Ltda – ME
- Lacerda Contabilidade Ltda – ME
- Lemier Lanternagem e Pintura Ltda
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## >>Young Professionals



### FocusOnBrazil

FocusOn is an annually recurring project since 2002 that is organized at the Royal Institute of Technology (KTH) in Stockholm. The project is run in close collaboration with Swedish and international businesses, and is each year subject to considerable interest among the 18,000 students at KTH.

This year's project focuses on Brazil – a country with a vibrant culture and an emerging market with a dynamic economy and a large potential for growth. From a Swedish perspective, Brazil is particularly interesting as the Brazilian market offers many unique possibilities for Swedish companies and students.

The project group, consisting of 10 ambitious students, traveled to Rio de Janeiro and São Paulo for two weeks in June. One afternoon they met with Swedcham and Young Professionals to talk about their respective projects.

Apart from Swedcham, they also met with Atlas Copco, Roxtec, Thule, Ericsson and the Scandinavian Church where they participated in the celebration of the Swedish National Day. The project will result in a magazine and a company fair next semester. During previous years, the project focused on countries such as Malaysia, Kenya and the Arab Emirates. For more information, access [www.focus-on.se](http://www.focus-on.se) and [www.facebook.com/FocusOnBrazil2013](http://www.facebook.com/FocusOnBrazil2013)

### Midsummer Happy Hour



As this magazine was going to press, a Midsummer Happy Hour was being planned by Young Professionals to mark the end of their activities during the first semester. The Happy Hour, which was open to Swedcham members in general, was to take place on June 20 at the Mozza bar, right near the Chamber on Rua Oscar Freire in São Paulo.

## Thanks from Johanna

"My exchange semester in São Paulo is coming to an end and I'm happy I got the opportunity to discover a, for me, very different country! As a student I have experienced great student life at a huge campus (USP)," says Johanna Löwgren, a student at the Stockholm University School of Business and contact person for Swedcham's Young Professionals project. She is leaving in July.

"Engaged in Young Professionals, the most interesting has been meeting Brazilians with a genuine interest for Sweden. Brazilians' hospitality makes it easy for foreigners to adapt and I would encourage anyone who is considering Brazil to come here. I wish that more students will be attracted to Brazil/Sweden thanks to YP! *Muito obrigada!*

### Visit to Tetra Pak

Swedcham Young Professionals organized an exclusive visit to Tetra Pak's plant in Monte Mor, São Paulo State, on June 12 (as this magazine was going to press).

Upon their arrival, guests were received by Tetra Pak Human Resources Director Luciana Mendes, who gave a presentation about her area with a focus on talent recruitment and retention. An excellent luncheon was also served on the occasion, followed by a tour of the plant.

Tetra Pak started operating in Brazil in 1957, only six years after it was founded in Sweden. It has two packaging plants in this country: the Monte Mor unit was inaugurated in 1978, while the second opened in Ponta Grossa, Paraná State, in 1999. Tetra Pak Brasil is the second largest operation of the Group worldwide in terms of sales volume and revenue, coming only after the subsidiary in China.





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# Swedcham welcomes SCC Arbitration Institute

*By Renato Pacheco Neto\**

**O**n May 15, Swedcham's Legal & Business Committee received as a guest speaker the Secretary General of the Stockholm Chamber of Commerce's Arbitration Institute, Annette Magnusson. This event gathered both companies' representatives and professionals of various Arbitration Institutes in São Paulo and also from CAE – Eurocâmaras, which joined the event to share experiences and enhance cooperation between Brazilian and Swedish institutions.

Annette started her presentation by addressing the growing importance of arbitration in today's cross border investments in different countries and jurisdictions. She also spoke about the flexibility, neutrality and confidentiality of arbitration in international contracts. Besides these advantages, she also cited the speed, expertise and possibility of choosing both the seat and the language.

These factors are very decisive when parties enter an international conflict and wish for a fast solution, also focusing on the enforcement of the award. Annette then approached the dispute resolution policy based on questions such as early case assessment for possible mediation, and even strategic management of disputes – in collaboration with counsel. Under a corporate perspective, this all helps to best control costs and risks in dispute resolution processes and outcomes.

Following her outstanding presentation, always focusing on interaction with experts who attended the event, Annette presented some very interesting statistics about the SCC Arbitration Institute and its very successful tracking records. She highlighted the possibility of having emergency arbitrators due to specific needs of a given case.

Brazilian experts and arbitrators had a great time exchanging their views with the SCC Arbitration Institute Secretary General. Arbitration is a growing alternative dispute resolution method more and more applied after the Arbitration Law was enacted in 1996. Brazil's Supreme Court confirmed its con-



Renato Pacheco Neto and Annette Magnusson.

stitutionality in 2001 and in 2002 Brazil finally ratified the New York Convention from 1958.

Under Brazilian Arbitration Law, foreign awards need to be submitted to the Highest Court of Justice in Brasília (STJ) before being enforceable, otherwise national and domestic arbitration can be directly enforced. There are many professionals serving as both arbitrators and mediators.

In São Paulo, the most used and well-known arbitration institutes are FIESP, Amcham, CCBC, FGV and CAE, among others that also render very high-quality and professional services.

The latter, CAE-Eurocâmaras, was founded in 2001 by the leading European bilateral Chambers of Commerce and Industry in Brazil. It recently merged with SP Arbitral, thus expanding its coverage and receiving aboard other experts mainly from the accounting and financial areas.

CAE-Eurocâmaras was very glad to welcome the SCC Arbitration Institute at Swedcham and hopes to further cooperate with Swedish alternative dispute resolutions. Brazil and Sweden have important commercial and trade relations inspiring the need for fast decisions in the business world. Swedcham's Legal & Business Committee is further committed to cooperate with CAE-Eurocâmaras and SCC.

Last but not least, the Swedcham Committee also especially thanked Annette for coming to São Paulo to share with us her important experience in running one of the most reputed Arbitration Institutes worldwide. ■

**\*Renato Pacheco Neto** is the Honorary Consul General of Sweden, Chairman of the European Chamber of Arbitration (CAE–Eurocamaras), Legal Director of Swedcham and BFBC – Finland's Business Council, and Managing Partner of the law firm of PACHECO NETO, SANDEN & TEISSEIRE.



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# Quality of life and modernity

By Giselle Welter\*

To talk about how time flies has already become commonplace. A large part of the evils afflicting mankind today has been attributed to this inevitable fact: anxiety, depression, stress. Diseases such as cancer, hypertension and heart attacks are considered the evils of the 21<sup>st</sup> Century. Could it be that this feeling that everything is changing much too quickly and that these changes make us ill is something inherent only to the people of our time?

Recently, while reading a book dealing with the evolution of theories about depression, I found an amazing quote, attributed to Krafft-Ebing, dated 1885: *The causes of the "nervousness in modern man" are the disintegration of customs in the midst of social life, as a consequence of modern education, the changed position of women, metropolitan life and "the haste of modern life, conditioned by the railway, postal service, newspapers, trading on the stock market, sound pollution, coercion of punctuality, club life, etc."*

Upon reading this text, I couldn't help but laugh and think that the author had no idea of what was to come. In the 21<sup>st</sup> century, in the post-modern age, there has been a marked accentuation of that which already afflicted our ancestors more than 120 years ago. The world continues in movement, everything has become extremely fast, leaving everyone with the constant concern of keeping up with the pace of changes, of not being left out of events.

In the developed world, which extends globally, with specific paces and peculiarities, flexibility prevails: that of capital, which moves at a swift pace, without recognizing borders, thanks to the technological advance in the realm of information and communication; and that of work, which has lost regulations and stability, paving the way for forms of work relations that meet the needs of companies to adapt to open, competitive and uncertain markets, dependent on financial dynamism. These have reflected on the lives of workers, who now need to



be more efficient technically as well as more flexible and polyfunctional.

In the organizational sphere, the reutilization of products and ideas is frequently seen as obsolete by collaborators, or insolvent by their leaders. The life cycle of products is diminishing quickly, thus their disposal. The same principle of obsolescence is perceived in interpersonal relations, at work as well as in private life. The lack of any type of security and stability, which forces people to constantly change situations, is the new lifestyle of liquid modernity, as well described by Bauman.

It is actually romantic to think that the postal service was a source of stress in the past. What to say of the Internet and smartphones nowadays? Intercontinental flights arrived in the wake of the old railroads. Women's position has changed even more, and today they occupy areas in society that were previously unimaginable. Time has become scarce and every minute is precious. Newspapers, which used to be the main source of information, today run the risk of disappearing altogether, while at the same time we are experiencing difficulty in processing the volume of information with which we are bombarded daily.

If our ancestors fell ill in the face of changes in the 19<sup>th</sup> Century, what will happen to us? It is in this context that the need arises to reorganize work, to adopt new work models, such as telework, home office, boundaryless work. The quality of life at work—and outside of it—must not be seen as a privilege, but rather as an incontestable right, since it has become a condition for health. ■

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



# Santander presentation on Brazilian economy

**O**n May 14, Swedcham and its Finance Committee organized a presentation on the Brazilian economy by Santander economist Cristiano de Souza entitled "The Hidden Story of Competitiveness and Inflation".

Cristiano gave a much appreciated presentation on the current situation of the Brazilian economy and he even dared to give some predictions on future rates for inflation, growth and currency. If you are interested in getting a copy of the presentation by e-mail please get in touch with the Chamber.

Earlier this year, a survey was sent out to members who work with finance-related issues such as CFOs, directors, managers, treasurers, controllers and accountants, but also others who are simply interested in the area.

Many people replied and the most asked for topics were: Presentation by some well-known economist on macro issues, New Transfer Pricing Rules (Intecompany Loans, Exports and Imports), Cross-border Cash Management or Liquidity Management, presentation by BNDES.

We would like to take this opportunity to welcome our two new coordinators of the

Finance Committee: Carl-Gustav Moberg from Handelsbanken and Marcelo Pires from SEB.

The Committee is planning to arrange at least two events per semester and as a direct result we have already organized the presentation with Cristiano da Souza and as this magazine was going to press another event at KPMG on new transfer pricing rules.

More interesting finance-related events will be organized in the second semester and you are welcome to participate not only in the events but also with suggestions of topics and speakers. ■

Marcelo Pires (SEB), Cristiano de Souza (Santander) and Carl-Gustav Moberg (Handelsbanken).



## New Fiscal Group

**S**wedcham's newly-created Fiscal Group met at the Chamber's facilities on April 18, when participants discussed fiscal incentives and how companies can become involved in tax deductible social and cultural projects.

Other topics raised during the meeting included the controversial new port system developed by the government, and other challenges related to the complicated tax regulations in Brazil.

The participating Swedish companies Atlas Copco, Tetra Pak, Scania and SKF all have very different operations and products, but in common they have local production, export and import operations. It was very clear at the group's first meeting that they face the same challenges and opportunities. The meeting was very fruitful and more will follow. ■





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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.

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Olle Widén, Commodity Analyst at Bloomberg

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