

OCTOBER - NOVEMBER 2012

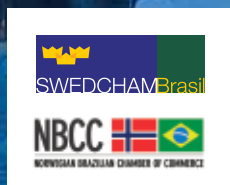
# NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION

## Rio Oil & Gas

TRADITIONAL TRADE FAIR

BRINGS GREAT OPPORTUNITIES



[WWW.SWEDCHAM.COM.BR](http://WWW.SWEDCHAM.COM.BR)  
[WWW.NBCC.COM.BR](http://WWW.NBCC.COM.BR)



## Novos motores Scania.

### FAZENDO A DIFERENÇA.

Tudo começa com suas necessidades. Pensando nelas, a Scania projetou novos motores para oferecer os melhores níveis de desempenho. Seja em dirigibilidade, economia operacional ou controle de emissões. Compartilhe suas necessidades com a Scania. Juntos podemos chegar às melhores especificações de produtos para seus negócios e estabelecer novos padrões de rentabilidade. Prove a diferença.

A nova linha de motores Scania usa o sistema Scania SCR, que reduz as emissões de NOx. Como parte da nova plataforma global de motores Scania, essa linha representa a última palavra em engenharia.



Faça revisões em seu  
veículo regularmente.



**SCANIA**

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



# NordicLight

NordicLight is the quarterly publication of Swedcham and NBCC



**4.** The NBCC Rio Oil & Gas Networking Dinner is considered the highlight of the year by the Norwegian-Brazilian business community.



**12.** The Swedish summer brought a **harvest of closer Swedish-Brazilian relations** in the form of official visits and new agreements.



**14.** **Young Professionals** is a new Swedcham project that aims to help young Swedish graduates connect with Swedish companies in Brazil.



**24.** Swedcham and Kreab Gavin Anderson Brazil (S/A Comunicação) conduct a **survey of Swedish companies** in this country.



**28.** **ABB wins US\$ 55 million order** to supply substations and transmission infrastructure for the Brazilian utility Eólicas do Sul.



**33.** **Aker Solutions** signs major contract to supply drilling equipment packages for a series of six deepwater drillships.



**35.** **Bergen Group Dreggen** hires new engineer and celebrates new contracts on the Brazilian market.

## Sections

- |                   |    |                                 |    |  |    |                |
|-------------------|----|---------------------------------|----|--|----|----------------|
| 15. Sweden in Rio | >> | 16. Brazilcham News             | >> | 26. Swedish Trade Council                    | >> | 33. NBCC pages |
| 44. Swedcham News | >> | 50. Member News                 | >> | 54. Legal Framework for Business Development |    |                |
| 56. Human Capital | >> | 57. Innovation & Sustainability |    |  |    |                |

# NBCC Rio Oil & Gas event *highlight of the year*

By Runa Hestmann Tierno

Photos courtesy of Paulo Rodrigues



"The NBCC networking dinner is becoming a tradition and the event is a great opportunity for Norwegian companies to promote themselves," said Consul General Helle Klem, here accompanied by Deputy Minister of Petroleum and Energy Per Rune Henriksen and NBCC Chairman Jon Harald Kilde



Aldo Flores, João Carlos Ferraz, both from Sete Brasil, and NBCC Chairman Jon Harald Kilde.



Deputy Minister of Petroleum and Energy Per Rune Henriksen formally opened the Norwegian Pavilion at ROG on September 17. "Norway and Brazil are both great energy nations," he said. (Photo courtesy of Runa Hestmann Tierno)

**T**he NBCC Rio Oil & Gas (ROG) Networking Dinner is frequently referred to as the highlight of the year by the Norwegian-Brazilian business community in Rio de Janeiro. About 600 distinguished guests found their way to the Itanhangá Golf Club on August 19.

The networking dinner is hosted by the NBCC and the Norwegian Embassy, and took place for the fourth time, on the warmest day of the season. A variety of dishes and drinks were served, from sushi to "*caipirinha*", and as the temperature reached 41 degrees Celsius, a lot of guests were looking to quench their thirst and have a good time in the elegant surroundings at the Itanhangá Golf Club.

"Brazil is on the tip of everyone's tongue in the petroleum industry, and this is an event I've been looking forward to. I understand it has become a biennial institution during the Rio Oil & Gas Expo. All the people present here tonight have an instrumental role in ensuring a successful Norwegian-Brazilian collaboration. Politicians create frame-

work, but it is you whose joint efforts and commitment produce the results," Norway's Deputy Minister of Petroleum and Energy, Per Rune Henriksen, said in his opening address at the event.

Several high-profile guests were present, among them the CEO of Sete Brasil, João Carlos Ferraz.

"Not coming here tonight was not an option for me at all. Sete Brasil has close relations with several Norwegian companies. Norway is currently the capital of the international oil and gas industry, especially when it comes to advanced technology, vessels and rigs. All big, international companies are present in Norway today, and I cannot predict the future, but we are working hard to make Rio the next oil capital of the world," Ferraz told "**NordicLight**" during the event.

## **Biggest offshore market**

Ferraz's statement is in line with a recent Int-sok report that shows that Brazil is about to pass Norway and become the world's biggest offshore market. According to the report, the investments on the Norwegian continental shelf over the next three years are estimated at US\$ 186 billion, while

the offshore expenditure for Brazil is estimated to surpass US\$ 193 billion.

The numbers consolidate Brazil as a very attractive market, and the global offshore industry had its eyes on Rio and the Rio Oil & Gas Expo and Conference this September. An estimated 50,000 people visited the trade exhibition, considered the most important oil and gas event in Latin America, attracting exhibitors from all over the world. The Norwegian deputy minister of petroleum and energy spent five busy days in Rio during this year's expo.

"Stable and predictable framework conditions in combination with huge discoveries in recent years make Brazil an attractive petroleum province for Norwegian industry and research institutions. With a technology-driven oil company like Petrobras to unlock the resources, the industry is given great opportunities to solve technology challenges and provide products and solutions for the future here in Brazil. I know the Norwegian industry has a lot to offer this country, especially in deep sea drilling and subsea solutions," Henriksen said.

## ***Tailor-made events***

The Norwegian Pavilion at the Riocentro Convention Center was among the biggest international pavilions at the ROG exhibition this year, and Henriksen formally opened it on September 17. Several events and tailor-made seminars took place during the expo, and on September 17 Henriksen also opened a seminar on opportunities and cooperation financing the oil, gas and shipping sectors. One of the most common causes of inefficient cross-border project collaboration is the lack of good communication.

For several years, Pellegrino Riccardi has worked within the multicultural oil and gas sector providing advice on how to avoid the most common pitfalls, and he delivered an entertaining and humorous

presentation to the participants at a seminar on September 18. "Norwegians should look at Brazilian business more like they look at football. They respect Brazilian football. Brazil has the same potential when it comes to doing business, and should not be underestimated," Riccardi said.

Intsok gave its insights on the oil & gas and offshore market in Brazil during a seminar on September 19, and both Carlos Camerini, superintendent at ONIP, the national organization for the Brazilian oil industry, and Sete Brasil CEO Ferraz emphasized the plentiful opportunities for Norwegian suppliers in spite of the Brazilian local content regime. Sete Brasil, an investment company created in 2010 to manage asset portfolios, mainly of rigs, has 31 rigs contracted, and six of them are being built by the Norwegian companies Odfjell Drilling and Seadrill.

"In the drilling packages 50-80% will be foreign content, and in the marine packages, 40-60% will be foreign. Norway will be among the main sources," Ferraz said.

Camerini recalled that there are only 34 offshore oil fields in production or development in Brazil, and 314 more exploratory areas. "The future in this industry is big," he noted.

## ***Meeting place***

The attendance at the NBCC Networking Dinner is another fact proving the high temperature in the industry. The Norwegian Embassy and the Consulate General in Rio co-hosted the event, and according to Consul General Helle Klem, it is important for Norway to mark a presence during a busy week like the ROG week. "The Norwegian presence in Rio is significant. ROG gives us a great opportunity to mark this presence in a proper way," she said.

"The large participation here tonight reflects the high Brazilian activity level, with a substantial

Itanhangá Golf Club



Bjørn Røstad of SR Transport







Kjetil Hove from Statoil, accompanied by Francesca, the wife of NBCC Chairman Jon Harald Kilde, and Hilde and Carl Arnet of BW Offshore



The band Eletrompete played.

Norwegian participation. The idea is to give our members and partners a venue for networking, and this is a place where suppliers can meet potential buyers, where people hook up," said NBCC Chairman Jon Harald Kilde.

The importance of networking was frequently mentioned by the many guests at the event. "We're here to meet people, and keep warm the relations with our business partners in Brazil. The NBCC has managed to gather a considerable group of interesting representatives from both the Brazilian industry and the Norwegian industry present in Brazil," said Carl Arnet, CEO of BW Offshore.

According to Terje Staalstrøm, president of the Brazilian-Norwegian Chamber of Commerce in Norway, building close and personal relations is important to succeeding in Brazil. Helle Moen, director at Innovation Norway in Rio, agrees. "It's not only important, it is crucial. In Brazil you need to use time to gain trust and build a personal relationship with your professional partners. My impression is that the Norwegian industry is realizing this, but it is something that cannot be said too often," she said.

## Contracts signed

The business cluster NCE Subsea from Hordaland and the Norwegian company SR Transport are among those currently harvesting on their networking efforts over the years.

"We have been present at ROG since 2006, and this week we signed three MOUs, with Fiesp in São Paulo, with ONIP and with Sebrae and local authorities in Macaé. These are without a doubt the result of years of networking, both here in Rio and at ONS in Stavanger. For NCE Subsea, ROG is the place to

be to meet the Brazilian industry, and an event like this networking dinner is the highlight of the week", said NCE Subsea General Manager Trond Olsen.

After a couple of years of carefully considering the Brazilian market and talking to possible business partners, Managing Director Bjørn Røstad of SR Transport signed a shareholder agreement with Brazil's Nicomex on September 19.

"Our new company SR Logistica will provide logistics services and solutions, warehouse facilities and transportation of goods to Norwegian and other customers in Brazil. We have been working on this for a couple of years, and built a close relationship with the Castro family, third-generation owners of Nicomex Logistica Internacional through visits, meetings and family dinners," Røstad said.

## Second biggest oil producer

Statoil is one of the main sponsors of the networking dinner. The company is currently the second biggest oil producer in Brazil, and Country President Kjetil Hove had invited business partners from Petrobras and the other oil companies in Brazil to the event.

"An event like this is a great opportunity to gather the industry in a pleasant environment, for us to exchange experiences, talk about our challenges and build business networks. Statoil has had experiences in Brazil that we are happy to share, and to Statoil it is important that the Norwegian industry succeeds in this country, because these are companies we know well. We know they deliver high quality services and products, and Statoil would like to share our experiences and knowledge in order to contribute to their success," Hove said. ■

## In Memoriam: Reidun Olsen

It is with deep sadness that we communicate that Reidun Beate Olsen, former director of Innovation Norway in Rio de Janeiro, passed away on Friday September 28. The NBCC, our members and the whole Norwegian community in Rio de Janeiro have lost a dear friend and colleague, and Reidun will be deeply missed. Reidun Beate Olsen was an inspiration to us all and will be remembered for her optimism, her smiles, her dedication and her energy. May she rest in peace.

# Our Sponsors

*The Swedish-Brazilian Chamber of Commerce would like to thank its sponsors for their contributions to its magazine. If you are also interested in becoming a sponsor of "NordicLight", please check out our website [www.swedcham.com.br](http://www.swedcham.com.br) or contact Jonas Lindström ([jonas@swedcham.com.br](mailto:jonas@swedcham.com.br)) or Laura Reid ([laura@swedcham.com.br](mailto:laura@swedcham.com.br)) or call + 55 11 3066-2550*

## Gold



## Silver



## Bronze



# Swedcham at ROG



(Left to right) Skanska Brasil's General Counsel Daniel Esteves, Commercial Director Claudio Lima, Marketing Leader Fabiana Gimenez, and Commercial Managers Sebastião Alves and Fabio Fonseca.



Swedcham Executive Secretary Jonas Lindström traditionally visited the Rio Oil & Gas Expo and Conference in September, at the invitation of Swedish corporate members that participated in the event. "The Expo is simply amazing," he says, "and the number of companies represented was incredible. We had some 15 members exhibiting, and all have stressed the importance of being present."

"Business is really in the air and these are exciting times not only for the Norwegian companies in Rio. Swedcham has a newly signed partnership contract with the Norwegian Brazilian Chamber of Commerce in Rio and I see many possible synergies between the two of us," says Lindström, who also was a guest at the fantastic networking dinner arranged by the NBCC at the Itanhangá Golf Club on September 19.

Some Swedcham members who were present during Rio Oil & Gas were: ABB, AkzoNobel, Alfa Laval, Atlas Copco, Five Star Services, Gunnebo Industries, Lufthansa, Ogas Solutions, Roxtec, Skanska, Trelleborg, Voith Turbo, and SAAB (SeaEye Ltd).

According to João Carlos de Luca, president of the Brazilian Oil, Gas and Biofuels Institute (IBP), the 16th edition of Rio Oil & Gas was "the best in its 30-year existence", with four plenary sessions and 24 panels and the presentation of 586 technical works from 25 countries, with the Conference attracting 4,250 participants. In all, the fair attracted 1,300 exhibitors from 27 countries.

Luca also called the last edition of Rio Oil & Gas "historical", commenting on the general euphoria caused by the government's announcement that it plans to hold the 11th Round of Tenders for exploration areas next May and the first Pre-Salt auction in November 2013.

"For Skanska, it is important to participate in this fair, because this is a good way to promote our brand and network with our stakeholders," says Fabiana Gimenez, Marketing Leader at Skanska Brasil. Today, Skanska is involved in various projects related to the oil and gas industry in Brazil.

Eddy Hedström, head of Five Star Services (a Swedcham member located in Macaé in the State of Rio de Janeiro), comments that "for us, it is never a question of participating or not—we simply have to! The return on investment is easy to measure because we get many projects during the fair itself, not to forget the long-term return you achieve by promoting the trademark."





Eddy Hedström, Managing Director of Five Star Services (left), and Jens Lutzhöft, Managing Director of Blohm + Voss Oil Tools.



João Carlos de Luca, president of the Brazilian Oil, Gas and Biofuels Institute (IBP)

According to André Carrion, General Manager of Gunnebo Industries in Brazil, "this year our stand at ROG received many visitors, and we took the opportunity to present our lines of accessories observing DNV 2.7-1 specifications for offshore containers and to distribute our new catalogues."

"The boom in the offshore market to seek products with an international-level certification has today made us one of the largest suppliers of equipment for the handling of cargo in the oil and gas industry," Carrion adds.

José Carlos Nardin Lara, Business Manager at Atlas Copco Brasil, says that during the event the company noticed clients' good receptiveness of the message Atlas Copco conveyed about local presence, production and structure dedicated to the oil and gas market, as well as visitors' desire to establish partnerships with suppliers capable of meeting the market's new specifications. "Furthermore, the company witnessed the increasing number of new companies exhibiting at the fair, showing the large growth potential of this market in the wake of developments in the Pre-Salt area." ■



## Creating better everyday conditions for people



Avenida Mutinga, 4.935 - Ed. A  
São Paulo - SP

Phone: +55 11 5188-6006

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



Since the last edition of "**NordicLight**", we have been working with the survey "Outlook of Swedish Companies in Brazil 2012". Now that all the data have been compiled I can gladly announce that the results for 2011 were excellent and that a vast majority of the 82 participating companies consider Brazil a great country to invest in. Please read more about this unique survey on page 24.

Talking about the future of Brazil, we must not forget the younger generations. Some of our corporate members have asked us to focus more on their younger workers. Swedcham is now developing a project called Young Professionals and its ambition is to offer different kinds of services not only to young employees in the beginning of their careers here in Brazil but also students here and in Sweden who are looking for opportunities in the other country. The project is being developed together with Swedish exchange students currently here in Brazil (please see article on page 14). The Rio Oil & Gas fair in September was again a big success and many Swedcham members participated. I would like to take this opportunity to thank the NBCC for their excellent networking dinner which they arranged again during the event.

The month of August was a very hectic and productive one in terms of Swedish-Brazilian cooperation both politically and business wise. On August 15, there was a friendly football game at Råsunda Stadium between Brazil and Sweden. This was the very same stadium where Brazil won its first World Cup in 1958 and this game was actually a farewell for the stadium which is now being replaced by a newer and more modern one. Swedcham's sister Chamber in Stockholm planned and arranged a fantastic week of high-level visits for the occasion.

The theme was "Brazil & Sweden – Memorable Past, Great Future!" – something which I wholeheartedly endorse!

**Jonas Lindström**  
Executive Secretary,  
Swedish-Brazilian  
Chamber of Commerce



Another edition of Rio Oil & Gas has come to an end. The event is considered the most important of its kind in Latin America, and it is certainly important to the NBCC. ROG proves the growing importance of Brazil and its offshore market, and Norway has in recent years been the 7th largest investor in this country. After safe operations, protecting employees and the environment, goal number one in business is to give the owners an expected return on their investments. This has proven to be difficult, and the challenges include escalating cost levels, a lack of resources, local content requirements, regulatory regimes and bureaucracy. On the other hand, the fundamental drivers haven't changed: Brazil has abundant oil reserves and is about to become the largest offshore market in the world.

The NBCC is increasing its activities and will soon have 100 corporate members. About 600 guests were present at the traditional ROG networking dinner at the Itanhangá Golf Club on September 19. We continue to strive for excellence in assisting our members. And we are pleased with the strengthened collaboration with NBCC and Swedcham in São Paulo. I am frequently asked what I believe is the best about Brazil. It would be easy to answer the beautiful city of Rio, Carnival, the beaches, etc. But my answer is always the same. The best is its people, especially their friendliness, "*o calor humano*". An increased export of this would make the world a better place.

In September, the Norwegian community in Rio lost an important and very dear figure, Princess Ragnhild. She and her husband Erling Lorentzen were business pioneers in Brazil and we are impressed and grateful for their achievements for more than 50 years, including frequent participation in NBCC events. I would like to take this opportunity to express our warmest condolences to Mr. Lorentzen and the Lorentzen family.

**Jon Harald Kilde**  
Chairman, Norwegian-Brazilian  
Chamber of Commerce





**O pioneirismo de ontem  
O heroísmo de hoje  
Os desafios de amanhã**



[www.sandvik.com](http://www.sandvik.com)

Av. das Nações Unidas, nº 21.732 - São Paulo/SP  
Tel.: (11) 5696-5400



# A good harvest

**By Magnus Robach**  
**Swedish Ambassador**

**T**he Swedish summer was rather cold and rainy, but it did bring a harvest of closer Swedish-Brazilian relations, in the form of official visits and new agreements.

One agreement was struck by the two Environment Ministers, Lena Ek and Isabela Teixeira, during the UN Conference on Sustainable Development in Rio in June. They agreed to work out a program for bilateral environmental cooperation. Out of the roughly 150 countries participating in the Rio conference only Sweden and one other country were represented by both the head of state and head of government (the other country was Qatar). While this caused some protocol challenges, the main message was of course that Sweden is one of the countries with the strongest commitment to sustainable development. Foreign Minister Antonio Patriota also expressed appreciation of this during his visit to Stockholm at the end of August.

Minister Patriota was treated by his host, Foreign Minister Carl Bildt, to dinner in a beautiful archipelago setting, with a light drizzle and a chilly wind from the sea. There was crayfish, with appropriate accompanying beverage and songs, both appreciated in moderate quantities. The consultations that followed were summarized in a text that amounts to a clear re-affirmation of the strategic character of our bilateral relations, not least in the areas of high technology, innovation and academic exchange. An agreement on development cooperation and poverty eradication was also signed by Minister Patriota and Sweden's Development Minister Gunilla Carlsson.

The Swedish response to President Dilma Rousseff's scholarship initiative, "*Ciência sem Fronteiras*", was one of the highlights when Vice President Michel Temer visited Stockholm in mid-August. During his visit, a first agreement was signed regarding a program to receive almost 2000 Brazilian students in

HM Queen Silvia receives Brazilian Vice President Michel Temer and his wife Marcela during their visit to Sweden. (Photo courtesy of Kungahuset.se)



Sweden, as from September 2013. Temer attended a friendly, but very special, soccer game between Sweden and Brazil, the last international match to be played at Råsunda Stadium—where Brazil became world champion in 1958. Incidentally, a piece of this stadium will be shipped to Brazil, as part of a monument in Recife to honor the memory of Vavá! Swedcham's sister organization in Stockholm, Brazilcham, provided a wonderful setting for these celebrations.

On the Embassy's autumn agenda a clear priority is to set the scholarship program in motion, and not least to make it known among potential applicants. It will also be important to involve Swedish companies, both as potential sponsors and (a wish clearly expressed by the Brazilian side) as providers of internships. The program no doubt has great potential as a recruitment base in Swedish-Brazilian industrial relations. In this connection the Swedish-Brazilian Innovation Center (CISB) recently announced the first seven awards of industry-sponsored scholarships at the doc and post-doc levels.

Another priority will be to shape the cooperation on environment and sustainable development, as outlined in the agreement signed by Environment Ministers Lena Ek and Isabela Teixeira in June. This will most certainly open opportunities for exchanges and business regarding green technologies—already a priority for the Swedish Trade Council in São Paulo.

Finally, on a strictly personal note: My wife and I are gradually discovering Brazil, going from one corner to the other by air, an effective but at the same time rather barbaric way to travel. I'm beginning to suspect that to understand anything at all about the Brazilian mindset one should feel the distances in one's bones by travelling on foot, by waterways or maybe on the back of a donkey. I'd be happy to receive any hints about journeys that could pleasurably be undertaken in this way. ■



Tecnologia e inovação sem fronteiras.



O FUTURO DO BRASIL NÃO TEM LIMITES.  
**A TECNOLOGIA SAAB TAMBÉM NÃO.**

Há 75 anos, a Saab nasceu com um objetivo: pensar hoje os desafios de amanhã. Referência em inovação, ela trabalha lado a lado com nações de todo o planeta para criar tecnologias pioneiras em segurança, comunicações, aeronáutica e defesa. A Saab já levou eficiência e inovação a milhões de pessoas ao redor do mundo. E, agora, vai fazer o mesmo no Brasil.

[www.saabgroup.com](http://www.saabgroup.com)



**SAAB**

**75**

ANOS DE  
DEFESA E  
SEGURANÇA



# Swedcham aims to help *young professionals*

By Erick Löfdahl\*

*Young Professionals is a new project within the Chamber that wants to help young Swedish graduates connect with Swedish companies in Brazil. Swedcham Board member Isabella Schéle has just started it together with two Swedish exchange students in São Paulo, Rebecca Bergmark and Douglas von Euler-Chelpin.*

“Am I early?” Isabella Schéle asks, appearing five minutes before our scheduled meeting. She shrugs. “I am the only Brazilian among us, and still I’m the first to be here.” We stand talking, waiting for another beep from the elevator.

“The Swedes here have already taken on Brazilian manners,” she laughs.

After 20 minutes, everybody’s in and has taken a seat in the conference room. Isabella starts off, eager as the early bird that had to wait to catch the worm.

“We have had this kind of project in mind for a couple of years, since many companies want Swedish people to come,” she says.

“And now this could be a new project within Swedcham.”

After giving a brief introduction, Isabella turns to the Swedish exchange students.

“Why did you choose Brazil?” she asks.

Rebecca Bergmark studies at Universidade de São Paulo (USP) through the Stockholm University School of Business, and Douglas von Euler-Chelpin at Fundação Getúlio Vargas (FGV) through the Copenhagen Business

School. Both are recent additions to Swedcham’s growing number of young members.

“All the others wanted to go to Barcelona or Paris, but I was taken by the moment and chose São Paulo. Brazil seemed like an adventure. But when I knew that I had been admitted, I was terrified,” Douglas answers.

“I chose Brazil because it’s a BRIC country. Most wanted to go to Asia. I’m half Asian, but I am more interested in the Latin culture,” Rebecca continues.

Eventually, they begin to brainstorm ideas for the new platform aimed at young professionals, who seek to immerse in a Swedish company in Brazil.

“Let’s create a home page where the Swedish companies can post their jobs,” Rebecca suggests.

Together they come up with many interesting ideas, not only to create a home page, but also a blog and to add useful links and LinkedIn-profiles. Another idea is to cooperate with Swedish universities and let them help out, selecting the right candidates that fit the desired profiles of the Swedish companies in Brazil.

Isabella’s experience is that nowadays companies direct all their HR activities to the web. Job hunters upload their CVs and apply entirely online.

“But the Internet helps less than we think. If you don’t have nine out of 10 qualities in the application form, you’re out. But perhaps you’re still the best for that job.”

Isabella thinks that people still need to meet each other personally to discover each other’s potentials. Hence, a job fair would be the best way, she argues. A way to invite HR people from the main Swedish companies to network with young graduates.

**But is there really a need among Swedish companies to recruit more Swedish people here in Brazil?**

“Yes, there is. I know that. The companies have already expressed those needs. Many Swedish companies have as a policy that part of their staff should be Swedish in order to maintain the Swedish culture within the firm.” ■

\* Erick Löfdahl has a degree in International Marketing and Portuguese from Stockholm University and a post-grad in Journalism from Uppsala University. More info at [www.ericklofdahl.com](http://www.ericklofdahl.com)

Rebecca Bergmark, Isabella Schéle and Douglas von Euler-Chelpin.





# Sweden *in* Rio

By Louise Anderson  
Swedish Consul General



After our summer break, in August we received the Swedish Parliament's Committee on Health and Welfare. The group of 25 MPs had a four-day program in Rio before continuing on to Chile and Argentina. In addition to meeting with city and state authorities, we also visited the social project Abrigo Rainha Silvia in Itaboraí – a home for young mothers and their children. Visitors are always welcome, and feel free to contact us at the Consulate in Rio if you would like to visit.

With the end of the Summer Olympics in London, all eyes are now turned to Rio. The Swedish Olympic Committee informed us that all athletes will visit Rio at least once before the games, to familiarize themselves with the city. Some sports – such as sailing – require multiple visits to measure temperatures, currents and winds. We were also told that during the games they ask local Swedes to host

athletes' families, so they can come and watch them perform. Needless to say, there is a lot to do until 2016, and we are all very excited that Rio will be hosting the games.

The biennial Rio Oil & Gas conference took place in Rio in September, and undoubtedly dominated the local business. This year marked the 30th anniversary of the fair which has grown consistently over the years, making it the second largest of its kind in the world. Swedes don't always associate with Oil & Gas, but there are actually a large number of Swedish companies that participate in the fair. Skanska, Sandvik, Trelleborg, GVA, Roxtec, and Atlas Copco are just a few. The Swedish Trade Council recently informed us that they plan to start focusing on the sector, and we look forward to more Swedish companies in Rio.

The Consulate's new offices in Leblon are officially open, and we invite you all to pay us a visit the next time you are in the "Cidade Maravilhosa". ■



# 125

Celebrando nossos  
primeiros 125 anos



A Skanska comemora, neste ano, **125 anos de atuação global**.

No Brasil, com mais de 5.000 colaboradores, a empresa é referência na prestação de serviços em engenharia e construção e em operação e manutenção, nos segmentos de petróleo e gás, energia, infraestrutura e indústria em geral.

Dentre suas grandes realizações, orgulha-se pelo projeto de engenharia, fornecimento e construção para a **implantação da Usina Termelétrica Baixada Fluminense**. Uma das mais importantes termelétricas do Brasil que **fornecerá energia para mais de 370 mil habitantes**.

**Skanska. 125 anos transformando a vida das pessoas.**



(Back row) Marco Maia, President of the Chamber of Deputies of Brazil, Marco Polo Del Nero, Vice-President of CBF; Michel Temer, Vice President of Brazil, Owe Ohlsson, Mazolla, Reino Börjesson, Zito, Pelé, "Fölet" Berndtsson, "Kurre" Hamrin, Pepe and Elisa Sohlman, Executive Director of Brazilcham Sweden. (Front row seated) José Maria Marin, President of the Brazilian Football Confederation (CBF), Sigge Parling, "Julle" Gustafsson, H.M. Queen Silvia of Sweden and "Bajdoff" Johansson.

## Råsunda lives on!

The Brazilian Chamber of Commerce in Sweden (Brazilcham) took the initiative to organize what would become the greatest meeting in the history of the bilateral relations between Brazil and Sweden, in the private sphere, until that date: "Brazil vs. Sweden: Memorable Past, Great Future!", which took place on August 14 and 15. The two-day event, a result of a successful cooperation between Brazilcham and the Swedish Football Association (SvFF), drew attention to the demolition of the legendary Råsunda Arena, one of Sweden's trademarks, the very spot where Brazil won its first FIFA World Cup title in 1958.

The Gala Dinner at the Grand Hôtel in Stockholm on August 14 was attended by H.M. Queen Silvia of Sweden, Jan Björklund, Sweden's Deputy Prime Minister, Michel Temer, Brazil's Vice President, Per Westerberg, Speaker of the Swedish Parliament, Marco Maia, President of Brazil's Chamber of Deputies, "Kurre" Hamrin and Pelé, among other prominent guests.

Some of the evening's highlights included the meeting between the Brazilian and Swedish players from 58 and the signing of Neymar's football shirt by the veteran players. The jersey was then auctioned online via Bukowskis Markettaking and the money raised was donated to Childhood Foundation Brazil. On the following day, Råsunda hosted its last international match, an emotional reminder of the final in 1958.

We would like to thank the speakers, moderators, partners, participants, all the players from 1958 and our partners: Bukowskis, Carl Bennet AB, CBF, SvFF, Embassy of Brazil in Stockholm, Invest Sweden, Grand Hôtel, Mediatec and SAS, as well as our sponsors: Camargo Corrêa, Electrolux, Ericsson, Kentaro, Saab Group, TAM and TAP. The journey continues... SvFF has donated part of Råsunda's collection to the State of Pernambuco, birthplace of the Brazilian football player Vavá, as a posthumous homage paid to the striker who scored two of the 5 goals at the final in the FIFA World Cup 58, together with Pelé and Zagallo. The memory of Råsunda will be kept alive in Brazil! Råsunda's farewell ceremony did not only unite some of the best footballers ever but also celebrated and promoted the strong bilateral relations between Brazil and Sweden. The evening provided the guests with an increased understanding of the developments achieved and challenges in the prospects of different areas in both countries, improving the collaboration in the entrepreneurial fields, and brought our countries even closer, culturally, intellectually and commercially.

### **Thank you, Råsunda!**

#### **Elisa Sohlman**

*Executive Director*

*Brazilian Chamber of Commerce in Sweden*





(Left to right) Michel Temer, Vice President of Brazil, First Lady Marcela Temer, H.M. Queen Silvia of Sweden, Pelé, Brazilian Ambassador to Sweden Lucia Leda Camargo, and Brazilian Sports Minister Aldo Rebelo.



On the stage: Pelle Thörnberg and Elaine Eksvärd (Moderators), Maud Olofsson (Former Deputy Prime Minister of Sweden), Rosana Camargo Botelho (Vice-President of Participações Morro Vermelho and Chairwoman of Childhood Foundation Brazil) and Marcus Wallenberg (Chairman of the Board, AB Electrolux).



Neymar's jersey, signed by Pelé and legends from the 1958 final, was auctioned in the benefit of Childhood Brazil.

H.M. Queen Silvia of Sweden and Elisa Sohlman, Executive Director of Brazilcham Sweden.



(Back row) Sune Helströmer (SvFF), Malin Rydberg (Friends Arena), "Fölet" Berndtsson, "Bajdoff" Johansson, Owe Ohlsson, Pepe, Mazzola, Zito, Reino Börjesson, "Kurre" Hamrin and "Julle" Gustafsson. (Front row) Sigge Parling, Elisa Sohlman, Agne Simonsson and Pelé.



(Left to right) Pelle Thörnberg, Elisa Sohlman, and Karl-Erik Nilsson, President of the Swedish Football Association.



Jan Björklund, Deputy Prime Minister of Sweden.





Zita movie theatre

Zita Theatre entrance

# BrasilCine - Scandinavia's Brazilian Film Festival

The 7<sup>th</sup> edition of BrasilCine was a bit more than a month away from its première (as this article was being written) and Brazilcham could not be prouder to support a project of such importance and magnitude for the promotion of Brazilian culture not only in Sweden but Scandinavia as a whole. This year's edition was scheduled to take place between October 25 and 30 at Zita Theatre in Stockholm. Despite its young age, BrasilCine has become an important event within the cultural and artistic scenario in Sweden. It was founded in 2005 in the city of Gothenburg and the demand for Brazilian movies was intense. In the following year, Stockholm also became part of the festival and has been established as BrasilCine's hotspot ever since.

BrasilCine is organized by the non-profit association **FSBK (Förening för Svensk & Brasiliansk kultur)**, and is the only Brazilian Film Festival taking place in Scandinavia. The festival's main goal is to promote the

diversity of the Brazilian culture through the lenses of the very rich contemporary cinematographic industry in Brazil. It aims to portray an image of the Brazilian society that differs from the common stereotypes, which are still commonly associated with Brazil such as violence, football and carnival. Because of this BrasilCine offers a vast array of movies addressing diverse themes that are also produced in different regions of the country.

BrasilCine exhibits both fiction movies (feature length, media and short films), as well as documentaries, always embracing diverse genres. The 7th edition of BrasilCine focuses on new directors and their film debuts, films from different corners of Brazil as well as films by female and Afro-Brazilian directors.

Directors Marília Rocha and Carolina Sá were invited to the festival as well as Brazilian musicians Daniel Marques and Rodrigo Ursaia. BrasilCine was to screen 10 long-feature films and 10 short films. Seminars, workshops and music concerts were also to take place during BrasilCine. All this and much more!



### More info:


info@brasilcine.se  
<http://brasilcine.se/>  
Facebook/BrasilCine





## PROTEGER ESTÁ NA NOSSA NATUREZA.

A opção por utilizar recursos renováveis é um compromisso da Tetra Pak com o meio ambiente e com as futuras gerações. Atualmente, todo o papel utilizado na fabricação das embalagens cartonadas no Brasil é certificado pelo FSC®, uma organização não governamental independente sem fins lucrativos, que promove o manejo responsável de florestas por todo o mundo. Além disso, a reciclagem das embalagens gera oportunidades de emprego para diversas pessoas, um benefício para a sociedade e para o meio ambiente. **Esse é o círculo da proteção.**

Tetra Pak,  e PROTEGE O QUE É BOM são marcas registradas pertencentes ao Grupo Tetra Pak.  
[www.tetrapak.com.br](http://www.tetrapak.com.br)



100% RECICLÁVEL



# SOCIEDADE CONECTADA

Com tudo conectado, nosso mundo muda.  
E um mundo conectado é só o começo





# Reduzimos as emissões de CO<sub>2</sub>, reduzindo o peso em até $\frac{1}{3}$



Em um futuro próximo, os fabricantes automotivos serão avaliados pelas emissões de CO<sub>2</sub>.

Hoje, a SKF equipa montadoras com o novo rolamento HBU2 com sistema de ABS integrado, o qual, além de melhorar a segurança, propicia menores emissões de CO<sub>2</sub>, em decorrência da redução de peso e atrito, resultando em uma condução mais suave e consequentemente na redução do consumo de combustível.

Para mais informações, visite [www.skf.com.br](http://www.skf.com.br)

**O Poder do Conhecimento em Engenharia**



CaRisMa - Serviço ao Cliente  
0800 141152  
[www.skf.com.br](http://www.skf.com.br)

# SKF



The Happy Hour to bid farewell to Råsunda Stadium was a huge success, attracting a large crowd.



Scania's Stefan Palskog (left) and Fredrik Wrangé with Pelé look-alike Nicanor Ribeiro.

# Happy Hour for *Råsunda Stadium*

*Photos by Mario Henrique*

Sweden held a very festive Happy Hour on August 15 to bid farewell to Stockholm's Råsunda Stadium, where Brazil won its very first World Cup championship in 1958, beating Sweden by 5 to 2.

August 15 was the day Brazil and Sweden met once again for a friendly match at Råsunda—the last football match in fact to be held at the stadium before demolition work was to begin, as a new national stadium is being built in Solna.

World famous football star Pelé gave the initial kickoff for the game, which was won by Brazil—much to the disappointment of many present at the Happy Hour. Nevertheless, the event was much appreciated by a crowd of around 60 people—who had the opportunity to meet with Pelé look-alike Nicanor Ribeiro from São Paulo. In fact, some actually believed at first that they were seeing the King of Football himself in flesh and blood.

Needless to say, the event was a huge success and Swedcham would like to express its thanks to the event's venue—the Pelé Arena – Café e Futebol, located on Avenida Brigadeiro Faria Lima in São Paulo's Jardim Paulistano district.

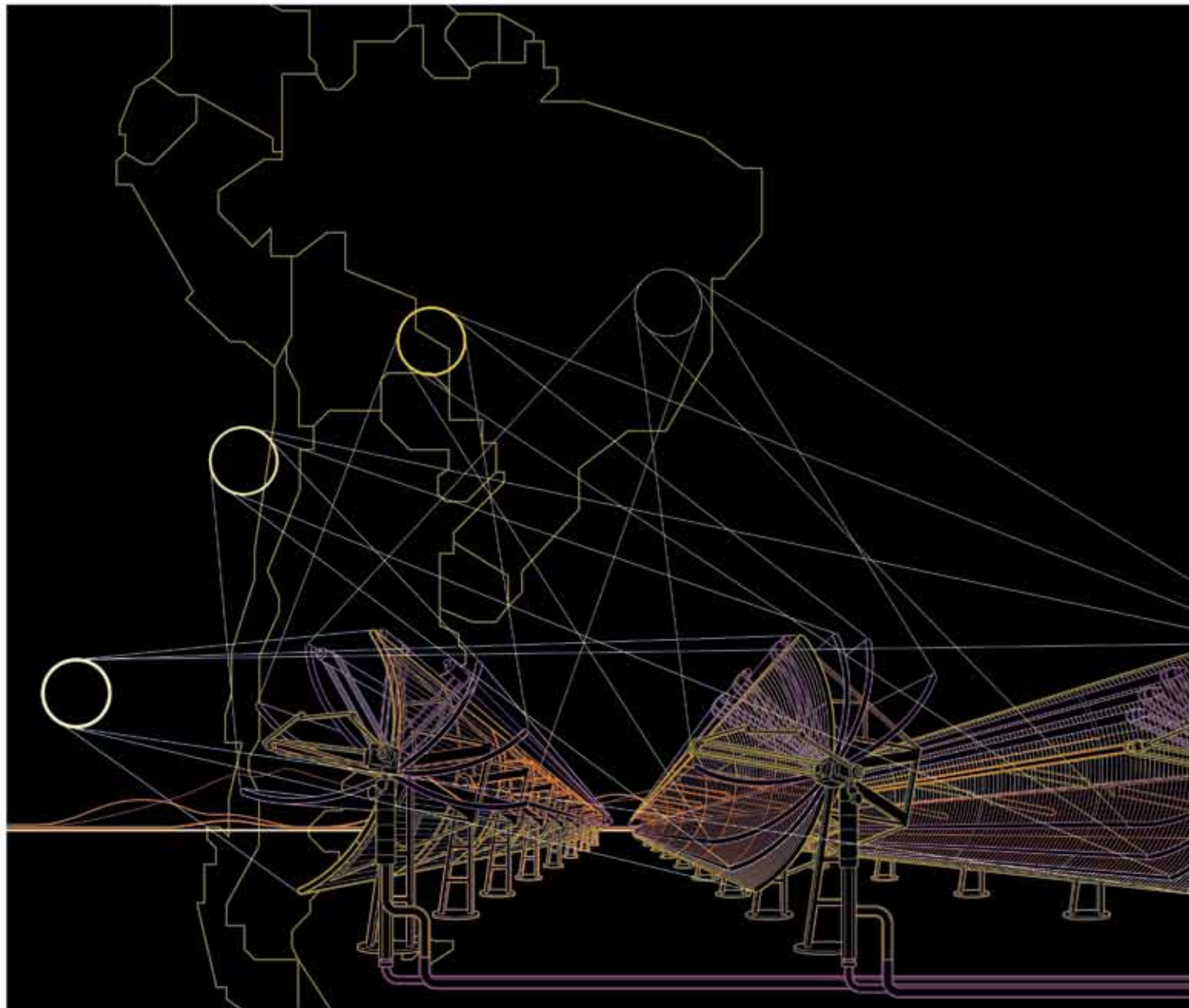
Nicanor Ribeiro and Swedcham Executive Secretary Jonas Lindström holding a copy of a 2006 special edition of Swedcham's magazine, then called "Brazil & Sweden", which featured an exclusive interview with Pelé himself.



Semcon's Renato Perrotta and Daniel Scuzzarello with "Pelé".







## Inovar é impulsionar o crescimento de um país

Há 100 anos a ABB vem escrevendo sua história no Brasil. Neste período, participamos ativamente dos principais projetos de infraestrutura e industrialização do país, acompanhando de perto muitas transformações. Hoje, nossos produtos e sistemas fazem parte do dia a dia de 190 milhões de brasileiros. Somos referência em eficiência energética, produtividade industrial e sustentabilidade, fatores indispensáveis para o crescimento do nosso Brasil. Essa é a nossa história e o nosso legado.

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

# Outlook of *Swedish Companies* in Brazil



**T**he Swedish-Brazilian Chamber of Commerce (Swedcham) and communications agency Kreab Gavin Anderson Brazil (S/A Comunicação) developed a survey of Swedish companies in Brazil in order to provide an overview of their activities and the opinion of Swedish companies and institutions in relation to Brazil. The survey was conducted from June 18 to September 12 this year.

The main objective of this survey is to create a reference document for companies, private and public organizations.

The survey contemplated 115 Swedish companies in Brazil, chosen by Swedcham. Of these 115, 82 companies replied - ABB, Agab, AkzoNobel, Alfa Laval, Arycom, AstraZeneca, Atlas Copco, Autoliv, Axis Communications, BAE Systems, BAMA, Berg Propulsion, Blue Dream Resort, BM Optimus, Brazil Projects, BTS, Cinnober Financial Technology, CISB, Dellner, Dometic, Dynapac, EF Education First, Elanders, Electrolux, Elof Hansson, Ericsson, Eritel, Five Star Services, FlexLink, Gambro, Gant, Getinge, Gunnebo Industries, Haldex, Höganäs, Husqvarna, IKEA, Kinnarps, Ferring Laboratories, Leax, Maasai Hotel, Maquet, Mercuri Urval, Munters, Nefab, Nife Batteries Industrial (Lorica), Nordea, Nynäs, Insurance Plus, ReadSoft, Roxtec,

S / A Comunicação (Kreab Gavin Anderson Brazil), SAAB, Sandvik, SCA, Scania, SEB, Seco Tools, Semcon, Skanska, SKF, SSAB, Starsprings, Stora Enso, Svenska Handelsbanken, Swedcham, Swedish Match, Swedish Trade Council, Tanac, Tetra Pak, Thule, Trelleborg Wheel Systems, Trelleborg Sealing Solutions, Trelleborg Engineered Systems, Trelleborg Offshore, Vecsa, Voith Turbo Safeset, Volvo, Volvo Cars, Wind Power, Xylem, and Yale.

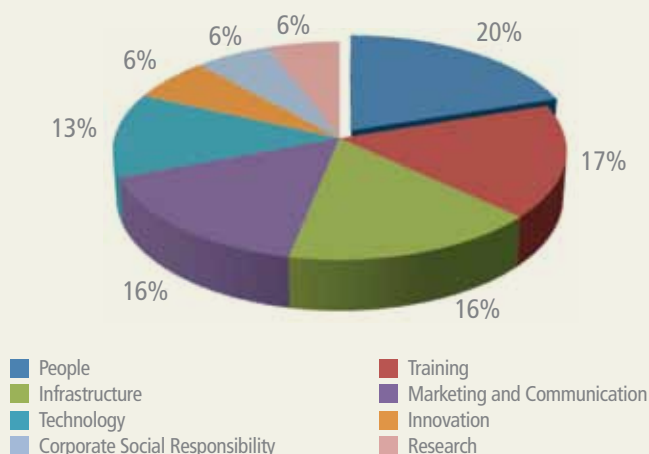
Swedcham sent out questionnaires via email to the CEOs of the 115 companies selected, a document with 18 questions divided into two topics: General Information and Investment and Performance in the Brazilian Market.

## Conclusions

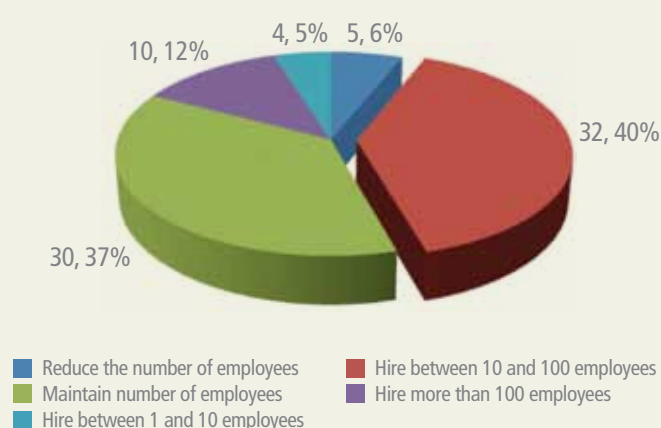
The results of the survey Outlook of Swedish Companies in Brazil show excellent prospects for the operations of these multinationals not only in Brazil but also in other Latin American countries. The continent is the main focus for companies seeking to increase revenue and sales in promising markets.

The expansion to other Latin American countries is a short-term goal (12 months) for most companies. Besides the obvious countries like Argentina, Chile, Colombia and Peru, the results highlight the

Areas of Investment in Brazil in the next 12 months



In 2012, the company plans to:





great interest of companies in countries like Paraguay (nine of them have an interest in setting up operations there) and Cuba (three).

Although most Swedish companies have already been present in Brazil for decades, some have recently entered the market and are still at a very initial stage of operations.

The 82 companies that responded to the questionnaire employ a total of approximately 60,000 people in Brazil. As regards the main activity, the sectors with the largest representation are Services, Oil & Gas, Automotive and Industry. The companies reported a total revenue of US\$ 20 billion in 2011.

In the field of human resources, it is important to note that Swedish companies find it difficult to hire professionals in the Brazilian market. Much of the problem is attributed to low-skilled labor. Cultural adaptation is not considered a barrier by large Swedish companies, which shows that the cultures of both countries mingle without any major difficulties.

São Paulo emerged as the major center of operations for Swedish multinationals, with 43 companies headquartered in the city. Another 17 Swedish compa-

nies are headquartered in other regions of São Paulo State, totaling a 73% concentration in the region.

Curitiba, Rio de Janeiro and Brasília are other cities of great importance for Swedish companies in Brazil.

This survey will be repeated annually in order to create historical data to assess the evolution of the participation of Swedish companies in Brazil.

For more information about the survey, please contact Swedcham Executive Secretary Jonas Lindström (55 11 3066-2550 or [jonas@swedcham.com.br](mailto:jonas@swedcham.com.br)).

## Member Survey

In order to find out more about the interests of its members, Swedcham recently conducted a survey in which they could express their views and comment on the various activities developed by the Chamber.

We would like to thank all the 142 people who replied to our Member Survey 2012. Many gave good suggestions and we at Swedcham will use them in order to further improve our services.

The results of the survey are available on our website ([www.swedcham.com.br](http://www.swedcham.com.br)).



# VEIRANO ADVOGADOS

ATTORNEYS-AT-LAW

Administrativo  
Aduaneiro  
Aeronáutico  
Antitruste e Concorrência  
Ambiental  
Arbitragem e Mediação  
Bancário e Financeiro  
Comércio Exterior  
Consumidor  
Contencioso  
Contratos  
Energia Elétrica  
Entretenimento  
Financiamento de Projetos  
Fusões e Aquisições  
Governança  
Imigração Empresarial  
Imobiliário  
Infraestrutura  
Mercado de Capitais  
Mineração  
Naval  
Petróleo e Gás  
Private Equity  
Propriedade Intelectual  
Recuperação de Créditos e de Empresas  
Seguro e Resseguro  
Societário  
Tecnologia da Informação  
Telecomunicações  
Trabalhista e Previdenciário  
Tributário

Administrative  
Antitrust and Competition  
Arbitration and Mediation  
Aviation  
Banking and Finance  
Capital Markets  
Compliance  
Consumer Law  
Contracts  
Corporate  
Corporate Immigration  
Credit Recovery & Corporate Reorganization  
Energy  
Entertainment  
Environmental  
Export / Import and Customs  
Information Technology  
Infrastructure  
Insurance & Reinsurance  
Intellectual Property  
International Trade  
Labor and Social Security  
Litigation  
Mergers & Acquisitions  
Mining  
Oil & Gas  
Private Equity  
Project Finance  
Real Estate  
Shipping  
Tax  
Telecommunications

Áreas de Prática | Practice Areas

# Traffic Safety:

## CHALLENGES AND OPPORTUNITIES IN BRAZIL

By Grazyna Sotta

**W**ith the growth in car sales and accidents, traffic safety is becoming an increasingly important topic and area in Brazil. The Swedish Trade Council carried out preliminary research and then a scouting trip with the Swedish Transport Administration in the end of August. Both were aimed at initiating relations in preparation of an official traffic safety delegation in November. The meetings included the Ministries of Transport and Health, ANTT, DNIT, DENATRAN and PRF on the federal level and state, municipal and private stakeholders in São Paulo. The work leading up to the visit, as well as the meetings, have contributed to an in-depth understanding of the interest and opportunities for Swedish companies on the Brazilian market.

Living in Brazil, it's easy to notice the growing numbers of vehicles on the roads. Over 1.3 million units have been sold annually in the last two years and the trend is expected to continue even though the annual sales growth rate has fallen from two digits to 6%, according to Fenabrave. Motorcycle sales are experiencing the fastest growth across the country and the drivers of these vehicles are cause for concern for local governments due to their high and growing representation in fatal accidents.

The accident statistics are the downside of the automotive development. In 2010 alone, over 40,000 fatali-

ties occurred in traffic and, as data is recorded separately by different entities, the actual number is likely to be even greater. Approximately thrice as many are injured in traffic and hospitalized every year resulting in high social costs for the country. Luckily, the pace of growth of accidents hasn't accompanied that of the population or vehicle fleet and Brazilian stakeholders on federal, state and municipal levels are attacking the problem from several angles to lower the absolute numbers.

Brazil is now one of ten countries in the world working with WHO's Road Safety project, also known as RS 10, *Vida no Trânsito* or Life in Traffic. It is coordinated locally by the Ministry of Health and began with integration of work efforts and databases in five state capitals in 2011: Belo Horizonte, Campo Grande, Curitiba, Palmas and Teresina. In June, the project was initiated in the remaining state capitals using best practice examples from the pilot cities. Through close cooperation and better information flow, the municipalities and states hope to decrease accidents by having a better understanding of specific location and underlying reasons.

In parallel, infrastructure investments are taking place on federal, state and municipal levels. The efforts focus on diversifying the transport matrix and, at the same time, extending the paved public road network, investing in better signalization, safety barriers and technology along with educational campaigns targeted to different audiences. Long-term plans and advantages are replacing cost focus.

Furthermore, in mid-August, an announcement was made concerning additional 7,000 km of roads released to be contracted as toll road concessions. This will be in addition to the existing 15,000 km and implies large investments of the private sector in developing the selected sections.

Most transport in Brazil is done on the existing road net. The traffic safety is therefore crucial creating room for opportunities for foreign solution and product providers. The Swedish Vision Zero Initiative concept facilitates the integration of various companies making it easier to create complete offerings. The delegation is planned for November 26th-29th and the STC continues to identify and pursue opportunities within this segment. To get involved or to obtain more information, please contact: [brazil@swedishtrade.se](mailto:brazil@swedishtrade.se) or +55 (11) 2137 4400. ■



# Grupo Atlas Copco: comprometidos com a produtividade sustentável



Atlas Copco Brasil Ltda.

Compressores:

Tel: 11 3478.8700 / e-mail: [acbrasil@br.atlascopco.com](mailto:acbrasil@br.atlascopco.com)

Construção e Mineração:

Tel: 11 3478.8200 / e-mail: [cmt@br.atlascopco.com](mailto:cmt@br.atlascopco.com)

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

*Sustainable Productivity*



## A bank that sees things from a different angle. Yours.

Results matter. When companies are bought and sold, when currencies and securities change hands, when export transactions are guaranteed and risks managed. At SEB, results are always achieved in partnership with our customers.

SEB is a northern European financial group with a strong focus on corporate and investment banking. Our network extends to some 20 countries around the world with a staff of 17,500. SEB has been the leading Nordic bank in Brazil for nearly 40 years, providing working capital-, trade-, export- and project finance solutions to Nordic and German companies and their customers, as well as to Brazilian banks.

For further information, please call us on +55 11 3037 3790,  
e-mail [rudolf.moesmang@seb.se](mailto:rudolf.moesmang@seb.se) or visit [sebgroupp.com](http://sebgroupp.com)

**SEB**



# *ABB wins big US\$ 55 million wind power order in Brazil*

**A**BB, the leading power and automation technology group, has won an order worth around US\$ 55 million to supply three new substations and transmission infrastructure for the Brazilian utility Eólicas do Sul.

Brazil has traditionally relied heavily on hydropower for its electricity supply. This project is part of the government's efforts to increase the share of wind power as part of its renewable energy portfolio. Brazil has added significant wind power in the past few years and currently has over 1500 megawatts (MW) of installed wind capacity with another 7000 MW in the pipeline over the next five years.

The country is the largest consumer of electricity in Latin America – using twice as much as its neighbors Argentina, Chile, and Uruguay. The country's installed capacity is just over 100,000 MW, which is comparable to Italy or the United Kingdom.

Brazil will continue with its industrial and macroeconomic growth ambitions supported by a population that is expected to reach around 220 million by 2020. These trends will drive demand for electricity to an expected generation capacity requirement of around 150,000 MW by 2020. In addition, the country will require substantial investment in infrastructure, including additions to transmission and distribution networks, to connect remote renewables and transport power efficiently across an expansive geography.

"These substations will help to integrate wind energy and boost power supplies to meet growing industrial, commercial and residential demand," said Brice Koch, head of ABB's Power Systems division. "They will also reinforce the transmission grid and help improve reliability, efficiency and power quality."

ABB will design, supply, install and commission the substations in the southern state of Rio Grande do Sul, bordering Uruguay. The project scope includes two turnkey 34.5/138 kilovolt (kV) substations, one 138/500 kV substation, step-up power transformers and air- and gas-insulated switchgear. ABB will also supply supervisory control and data acquisition (SCADA) and telecommunication systems as well as IEC 61850 compliant substation automation, control and protection equipment. Step-up transformers will increase the voltage of wind-generated power for integration into the transmission grid.

ABB will also supply and install two 138 kV overhead transmission lines to connect a new 400 MW wind power plant, one of the largest in the country, to the national electricity grid. The project is scheduled for completion by 2014.

Substations are key installations in the power grid that transform voltage levels and facilitate the safe and efficient transmission and distribution of electricity. They include equipment that protects and controls the flow of electric power. ABB is the world's leading supplier of turnkey air-insulated, gas-insulated and hybrid substations with voltage levels up to 1,100 kV.

ABB ([www.abb.com](http://www.abb.com)) is a leader in power and automation technologies that enable utility and industry customers to improve their performance while lowering environmental impact. The ABB Group of companies operates in around 100 countries and employs about 145,000 people. ■





## Nordea — your local and global business partner for trade and project finance

With a network that spans the world, we supply financial services ranging from international guarantees, documentary credits and collections to structured trade, export and project finance.

We make a difference by offering products and services that are based on trust, flexibility and added value. We work in partnership with our Nordic exporting and importing customers to find innovative financial solutions tailored to match the needs of each

customer or project. As the leading provider of Internet banking services we offer you a unique two-way trade finance Internet-based information and transaction system, which enables you and us to exchange information and handle transactions fast and easily from all over the world.

We are looking forward to doing business with you.

Making it possible

[www.nordea.com](http://www.nordea.com)

**Nordea** 

---

Nordea Representative Office in Brazil – serving Nordic customers in the country since 1979.

Brazil Representative Office:

Rua Oscar Freire 379, 12º. andar, CJ 122

01426-001 São Paulo - SP

Chief Representative: Rolf Risan

Tel: +55 11 3066 2580

Fax: +55 11 3066 2582

E-mail: [saopaulo@nordea.com.br](mailto:saopaulo@nordea.com.br)

# Interview with Jan Jarne

*The Brazil Finland Business Council is the latest organization working with Nordic-Brazilian business ties. The Council will be a collaborator with the “NordicLight” magazine in the future. Please meet its president and founder, Jan Jarne.*



## *What is your background?*

I was born in Finland and spent the first part of my youth in Rio where my father moved with the family to represent the Finnish paper industry's interests in the country. As an example of an expatriate kid, I went to English speaking schools and later moved to the USA to do my undergraduate and graduate studies.

In my professional life, my background is in banking and finance, having held senior executive positions in major international and Brazilian banks. My last executive post was Head and Director of the international division of Banco Itaú. Subsequently, I left a career to co-found Brazil's second largest trading company, which also acquired mining and smelting operations, as well as participated in the development of the first power generation concession granted to self-producers during the period of privatizations in Brazil. In 1995, I established Invest Partners as a corporate finance boutique focused on mergers and acquisitions, private equity investing, and corporate strategic advisory. In the last 10 years I have also been

the Honorary Consul General of Finland in São Paulo. I am now putting my experience into the development and formation of the Brazil Finland Business Council.

## *What is Finland's situation in the context of the global crisis?*

Actually Finland is the only triple AAA country in the eurozone that has a stable rating from Moody's. This is because Finland has consistently been an exception in keeping within the fiscal balance and public debt ratios established by the Maastricht treaty. Also in terms of the recently published results of the World Economic Forum, Finland ranks as the third most competitive nation in the world. This is not to say that we don't have our difficulties with unemployment hovering around 8% and economic growth this year is forecasted to be about half of last year's 3%.

## *What are the general characteristics of business between Finland and Brazil?*

The two-way annual trade is around US\$ 2 billion balanced in favor of Brazil, but very complementary in terms of goods traded. Whereas over 80% of Brazilian exports are basic and intermediate goods (for example, coffee, sugar, minerals, steel and beef) about 90% of the imports from Finland are technology industrial goods, such as mechanical machinery, electrical and medical equipment, specialty steel, and paper.

## *How big is the Finnish business community?*

There are around 50 concerns with investments in the country plus several more companies with the intention of establishing a presence in Brazil. The Finnish businesses are present in various sectors of the economy, and currently employ around 20,000 people in Brazil.

But the Finnish presence in Brazil is also growing in new ways where we have had some interesting initiatives in R&D. Recently, VTT, the technical research center of Finland, opened its second overseas unit in Barueri together with the Finnish clean tech company Kemira. They are now making great use of the Science Without Borders Program where Brazilians perform their post-grad studies in Finland. Finland has a lot of knowledge that can be beneficial to Brazil and this is one way that the business community is beneficial for both parties. As a knowledge based economy, Finland is a good partner for Brazilians seeking joint ventures and greater competitiveness that can be shared between us.



### *In which specific areas do you think Finland could increase its business with Brazil?*

Definitely one main focus is in the field of oil & gas. There have been several missions from Finland to Brazil followed up by business delegations to Finland. The most recent one took place in August and was organized by FIESP. Finland is particularly strong in engineering, machinery and equipment, systems and other content on offshore vessels and platforms.

Two other sectors I find particularly interesting are clean tech and ICT as Finland has very strong companies in both. But generally speaking, I think Finland could increase its trade within the broad spectrum of technology industries. There is a lot to be done.

Finland has products that are highly specialized and Finns are also trustworthy partners. Besides, the historical experience of working with Brazilians is excellent. In fact, the CEOs and senior executives of the Finnish subsidiaries in Brazil are all Brazilian nationals.

As mentioned, Finnish industry is very competitive and of the highest technological standing. The Finns will look to invest in this country in order to meet local content requirements. One of the challenges and benefits of the BFBC will be to help our members in matchmaking with interested Brazilian business groups and to work on minimizing the Brazil cost.

### *What is the BFBC and what does it do?*

Our core work lies in facilitating people to network and share best practices. We also aim at being a forum where professionals can stand out and market their expertise. Besides providing insight in all levels of business, we also represent the interests of our members as a collective voice in dealing with authorities, as well as a natural channel for programmed visits to and from Finland.

Today many of the Finnish companies in Brazil have similar challenges and are not direct competitors so they can therefore freely share knowledge between each other. We have an agenda to organize periodic events which include lunches with guest speakers on topics that are of particular interest to the members. In this initial phase, we are creating work committees and we are very grateful for the collaboration and goodwill that we are receiving from our members.

### *Why is it not a Chamber of Commerce?*

Actually, there is very little difference between a Business Council and a Chamber of Commerce in terms of the articles of incorporation and objectives.

The Brazil Finland Business Council is a lighter version of a Chamber of Commerce. The main difference is in the cost of maintaining the infrastructure. As a newly established organization we prefer to begin the Finnish way of being conservative.

### *Who are behind the BFBC initiative?*

The founding of the BFBC is the result of a long-time aspiration by many of the Finnish subsidiaries established in Brazil. They felt the need for a forum to discuss their interests and concerns regarding doing business in Brazil. The demand for a Business Council became even more evident with the increasing number of Finnish companies establishing themselves in the country. The major Finnish companies were the first to support this effort.

The first Executive Board includes Hilton Casas, the CEO of Kemira, Renato Pacheco Neto as the legal advisor, Fabio Nogueira the CFO of Ponsse, and Fredrik Boëthius as the executive secretary. The initial founding members also include such global names as Metso, Nokia, Nokia-Siemens, Outokumpu, and Pöyry.

### *Where do you see the BFBC in five years?*

I see a growing membership as more Finns seek to enter the Brazilian market as well as a growing Brazilian interest in doing business with Finnish technology industries. Further down the road, the Business Council could become a Chamber of Commerce. The Business Council in the meantime will continue to provide its members with many of the same benefits that are offered today by Chambers of Commerce. That is to say, we offer our members a channel for promoting their companies, a network for both Brazilians and Finns and a forum for the exchange of experiences and debating of relevant issues. The Business Council will also represent key interests of its members with government officials and other interest groups. Many of these activities will be realized through work committees, and programmed events. The Business Council will also work closely with the Finnish Embassy, FinPro and other trade associations in the country and overseas.

The Consulates throughout Brazil, of which there are a total of 10 in major capital cities, are also very important in promoting bilateral business interests and therefore BFBC will be looking to work closely in collaboration with them.

**Thank you very much and good luck!**

# Welcome to Handelsbanken Brazil

Handelsbanken is present in 24 countries and has over 740 branches worldwide – the latest addition is in São Paulo.

To learn more about how we can help your business succeed in Brazil, please contact our Chief Representative Carl-Gustav Moberg at +55 1197 2900 657.



Chief Representative Carl-Gustav Moberg

[handelsbanken.com.br](http://handelsbanken.com.br)

**Handelsbanken**



**TRELLEBORG**

Some call it love for the land.  
**We call it Trelleborg.**

**Cultivating conservation.** With nearly 7 billion inhabitants on our planet, growing food for all is taxing on the earth. Trelleborg has developed high performance tires with a wider contact area and shallower footprint, enabling it to almost float on top of the ground, which reduces fuel consumption and protects the soil's biological activities.

Trelleborg is a global engineering group creating high-performance solutions that **seal, damp and protect** in demanding industrial environments, all over the world. Find out more about our world at [www.trelleborg.com](http://www.trelleborg.com).



## Major contract signed to deliver drilling equipment

By Michelle Thomé  
Aker Solutions

Aker Solutions has won a contract to supply drilling equipment packages for a series of six deepwater drillships being built by Jurong Shipyard for the Brazilian market. The contract value was undisclosed.

The contract includes complete topside and subsea equipment (drilling riser and BOP) packages for six drillships, and an option for one further unit. The equipment will be delivered from Aker Solutions in Norway and Germany, as well as from the company's new site in Brazil.

Aker Solutions is building a new US\$100 million service and manufacturing facility in Macaé, Brazil's offshore capital, in order to meet the company's growth in the country.

The drilling units will be delivered between 2015 and 2019. The first Aker Solutions equipment will be delivered in the second half of 2013. The contract includes project management, engineering, topside equipment, subsea package including Aker Solutions' Clip Riser, and commissioning of the rigs at Jurong's yard in Brazil.

"This contract confirms our strong position in the Brazilian offshore market as well as in the deepwater drilling market. We are grateful for the trust we have been shown by Jurong Shipyard, with which we have worked closely for two years to position ourselves for this opportunity. We look forward to continuing the good, long-term collaboration with the shipyard and the drilling contractors on this project," says Thor Arne Håverstad, head of Aker Solutions' drilling technologies business.

### Strong presence

Between 20 and 50% of the deliveries will be sourced and produced in Brazil, where Aker Solutions has had a strong presence since the 1990s.



The Platinum Explorer. (Photo courtesy of Aker Solutions)

Today, more than 35 drilling units operate in Brazilian waters, using drilling equipment from Aker Solutions. The company also delivers subsea equipment, process systems and subsea intervention services locally to offshore operators in Brazil.

"With the delivery of six complete drilling packages, and a new service and manufacturing site underway in Macaé, Aker Solutions is taking another leap forward in Brazil. Over the last two decades, we have built a strong foundation to meet the growth we see in the market today. With 1,400 employees, we are committed to serving our clients in the Brazilian market," says Luis Antonio Araujo, regional president of Aker Solutions in Brazil.

The 335,000 m<sup>2</sup> drilling equipment site in Macaé will be Aker Solutions' fourth facility in Brazil, in addition to sites in Rio das Ostras, Curitiba and Rio de Janeiro.

The six new vessels will be operated by Norwegian drilling operators Seadrill and Odfjell Drilling (3 each) under 15-year charter contracts from Petrobras. The drillships will be capable of operating at a 10,000 feet water depth and drilling to depths of 40,000 feet.

Aker Solutions offers complete drilling equipment packages, including project management, engineering, procurement and commissioning. The company provides the full range of topside drilling equipment and systems, and worldwide customer support through a global drilling lifecycle services ■

In Memoriam:

## Princess Ragnhild



Princess Ragnhild, Mrs. Lorentzen.  
(Photo courtesy of Sven Gj.  
Gjeruldsen/Det kongelige hoff)

**Princess Ragnhild**, the eldest sister of Norway's King Harald V, passed away in her home in Rio de Janeiro on September 16. The Norwegian Brazilian Chamber of Commerce extends its warmest condolences to her husband, Mr. Erling Lorentzen, and to her family. "It is with a heavy heart that we received the news that Princess Ragnhild had passed away, and on behalf of the Norwegian Brazilian Chamber of Commerce and all our members, I wish to extend my deepest condolences to her family and loved ones. Princess Ragnhild has always been an important figure to the Norwegian community in Rio de Janeiro, and she will be deeply missed. Personally I will always remember her quick lines, full of insight. May she rest in peace," says NBCC Chairman Jon Harald Kilde. The princess and her husband, the Norwegian businessman Erling Lorentzen, moved to Rio de Janeiro shortly after their wedding in 1953, and the princess leaves behind three children and many grandchildren in Brazil. Princess Ragnhild was born on June 9, 1930, and was the firstborn child of former King Olav and Crown Princess Märtha. According to a statement released by the royal court, HM King Harald V was deeply saddened to hear the news of his sister's passing. Norwegian Prime Minister Jens Stoltenberg sent immediate condolences to the royal family on behalf of the government, calling the Princess "a warm-hearted representative for the country she always felt tied to". ■

## *Investing in water treatment project*



(Photo courtesy of Aker Solutions)

**A**ker Solutions is building a water treatment project at its headquarters in Curitiba, state of Paraná. The station will have the capacity to treat 60,000 liters of water per hour. With the season running the company will save about one million liters of water per month, which would be removed from the public network. According to Jonas Marquesini, manufacturing vice-president, the new station will benefit the company and society because, besides generating economy, it will help to preserve the environment. "We estimate that the reduction in the company's water consumption will be of approximately 80%," he says. The studies for the implementation of a treatment system began last year. "In April 2011, we began to analyze how we could treat the water that was used by the factory, and found that the multilayer filtering system was the most viable," explains Marquesini. In addition to this new investment, Aker Solutions also has a treatment project for liquid effluents. "In this station we receive about 40 cubic meters of liquid per week for treatment, with 90% efficiency in removing contaminants. All of our treatment systems follow the standards of the Municipal Environment," Marquesini explains. These are just some of the company's incentives for sustainability. According to the president of Aker Solutions in Brazil, Luiz Araujo, the company also recycles materials and encourages employee awareness. "Of all the waste we produce, about 90% is sent for recycling and we have a goal to increase that to 98%. In addition, we implemented a program of ecological cups and squeezes to encourage employees to reduce their consumption of plastic glasses," says Araujo.



# Bergen Group Dreggen *grows* in Brazil

*By Morten Jervell Pettersen,  
Bergen Group Dreggen*

*Bergen Group Dreggen hires new engineer and celebrates new contracts. The employment of Luiz Souza represents a 100 % growth in the local staff.*

**B**ergen Group Dreggen (DREGGEN) is a Norwegian crane supplier with long traditions in serving the worldwide ship-building and oil and gas industry, with tailor-made offshore and marine cranes and lifting equipment. The company is celebrating its 25th anniversary this year.

In August 2012, DREGGEN reached another milestone by employing Luiz Souza at the Brazilian office. DREGGEN has been present in the Brazilian market for a few years, and the past 18 months have represented a hectic period for country manager Suzana S. Barros. Her dedication and hard work has been awarded with contracts in Brazil where the latest is the delivery of 4 pc offshore wire luffing cranes for Techint and the OSX Wellhead Platforms.

## ***Bidding on projects***

The first DREGGEN deliveries to Brazil and the customer Estaleiro Mauá was contracted back in 2009. These cranes are supplied to the first series of new product tankers for Transpetro and DREGGEN is proudly present on board the "Celso Furtado". Since then, DREGGEN has been awarded contracts by STX, EISA and Techint, and the company is continuously bidding for numerous projects to come. The contract with EISA is for the delivery of a total of 12 cranes for four new 72.900 DWT Panamax tankers for Transpetro, the transport division of Petrobras. "It is important to be on the list of suppliers of Transpetro, and we are hoping for this to open new doors," Barros said when the contract was announced earlier this year.

In addition, there are DREGGEN cranes operating for Sevan, DOF, SBM and Seadrill, among others,

in Brazilian waters.

"Bergen Group Dreggen has been supplying companies like Statoil, Shell and Odfjell, and we would like our name to be as recognized in Brazil as it is in Europe," says Barros.

## ***Partnership***

In March 2012, DREGGEN entered into a partnership with the Brazilian industrial player KOCH Metalúrgica, a manufacturer of lifting and hoisting equipment with production facilities in Cachoeirinha, Rio Grande do Sul. Through this cooperation DREGGEN-KOCH will be able to manufacture offshore cranes locally in Brazil and consequently comply with the Brazilian demands for local content. As service manager with BG DREGGEN do Brasil, Souza will play an important role in the coordination of DREGGEN's activities together with KOCH. Souza is an experienced engineer with a degree in mechanical engineering and design, a Master in Automation and substantial references from employment within the crane industry in Brazil. During the past year, he has been working out of Bergen, together with the growing service team at the DREGGEN headquarters. "It is with great expectations towards any potential business in the Brazilian market that we now look into building up a service team with DREGGEN do Brasil," says marketing manager Morten Jervell Pettersen.

DREGGEN is headquartered in Bergen and is a part of Bergen Group's Services Division. The company has more than 70 employees from 15 different nations. Bergen Group is a maritime industrial concern with its main focus on the offshore market within fixed and floating constructions and special purpose vessels. ■



A Bergen Group Dreggen crane.

# Umoe completes expansion

By Layrton Gomes  
Umoe Bioenergy

Currently UMOE Bioenergy employs 2200 people, and is the main employer of many small cities in the Pontal do Paranapanema region in São Paulo state and cities of the north of Paraná State.



Umoe Bioenergy has completed a US\$ 75 million expansion project at the bioethanol and bioelectricity plant in Sandovalina, west of São Paulo state. The expansion project was concluded this year and included a co-generation plant, an ethanol processing unit, storage tanks and an expansion of its sugarcane fields and agricultural operations. The company has increased its annual net revenues from US\$ 45 million in 2010 to a projected US\$150 million in 2013. Since 2008, the group has invested more than US\$ 300 million in its green-field sugarcane mill, and this represents the largest investment of a Scandinavian company in the huge Brazilian biofuel sector. The co-generation project (steam and electricity), fueled by sugarcane bagasse, includes a new state-of-the-art boiler, a 45 MW turbo-generator and a 20 km transmission line to connect the thermo unit to

the Brazilian grid, exporting 30 MW of electricity. The project was financed by BNDES and supported by DNB. From approval to start-up the project was implemented in 14 months, together with Brazilian company SIMISA.

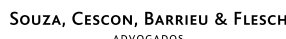
As a member and shareholder of Copersucar Group, the largest supplier of ethanol and sugar to the Brazilian market, Umoe Bioenergy has also invested in expanding its product mix to produce anhydrous ethanol. With this new facility, 50% of the 220 million liters of hydrous ethanol produced, used for flex-fuel cars, will be converted to anhydrous ethanol, used to be blended to gasoline and for exports.

Umoe Bioenergy has 45,000 hectares of sugarcane fields, and with the capacity of 2.6 million tons per harvest, the company also invested in its infrastructure with new storage tanks and agriculture equipment this last year. ■

## Gold Members

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

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





The Autroprime logo is located in the top left corner. It features the word "Autroprime" in a bold, sans-serif font. The "Autro" part is in red, and the "prime" part is in white with a registered trademark symbol (®) to its upper right. The background of the entire advertisement is a photograph of a historic yellow brick building with arched windows and a modern glass skyscraper rising behind it.

# Autroprime®



## COMBINING SAFETY AND ECONOMY

–Autroprime interactive fire detection system from Autronica Fire and Security

**Autronica Fire and Security AS – now with a simplified and reliable Fire Detection System for small-to-medium commercial installations – like hotels, shops or shopping centres, offices, industrial buildings, museums and health care premises.**

Many significant Autronica installations have been made in Brazil over the last years – mentioning BAYER Medical Industries, Sao Paulo – The Navy and Transport Ministry, Brasilia – Boticario Perfume, Curitiba – and ALUMAR, Maranhão. Other customers include Petrobras and Ceras Johnson, Rio de Janeiro.

Dedicated solutions have even been developed for airports, such as Viracopos, Campinas Airport and Salgado Filho Airport in Porto Alegre, Rio Grande do Sul.

Our products are certified according to EN 54 – and complies with NFPA 72 – approved by Factory Mutual (FM).

*Autronica Fire and Security AS is a UTC Fire and Security Company headquartered in Trondheim, Norway. For nearly 60 years we have supplied safety equipment to commercial and industrial installations all over the world.*

*In Latin America we have specialized people to take care of marketing, support, training and commissioning of our systems, in the entire Mercosul.*

**Protecting life, environment and property — in Brazil for more than 20 years**





# *“I like the Brazilian business culture”*

*By Runa Hestmann Tierno*



*Helle Moen is the new head of Innovation Norway in Rio de Janeiro.*

**M**rs. Moen, who holds a Master of Science from NTNU and a Master of Technology Management from NTNU/NHH/National University of Singapore, comes from a position as the investment director for the clean-tech sector at Investinor, a venture capital firm that invests in internationally oriented and competitive Norwegian companies in the early growth and expansion stages. She has broad experience in starting up and operating companies in Norway, the United States and Brazil, in management and strategic planning. Moen has also worked as a business developer at Marintek. She was part of the team that started up Marintek do Brasil, and was chairman of the Marintek do Brasil board for a year.

“I like the Brazilian business culture and mentality that dominates, that I have experienced. I spent a lot of time in Rio de Janeiro from 2005 to 2008, and look forward to coming back,” she says.

“At Innovation Norway, my job is to assist others, in a market unknown to them, and this was an important part of what I did when I was at Marintek. It suits me just perfect,” Moen continues.

She is well aware of the importance of networking in Brazil.

“I suspect that many Norwegian companies do not prioritize networking and building a solid relationship with their business partners as seriously as they probably should. They stay for a few days, go to meetings and think they have established a good relationship, but in Brazil it is very important to use time and build trust. Norwegians tend to get impatient, but they have to accept that everything might take a little longer.” ■

“The biggest challenge is that it takes time to get established in a new market and the cost is high. You need an economic backbone, and this is hard for young companies that might have a great product, but might not be so business savvy,” Helle Moen says. (Photo courtesy of Christian Nilsen)

## *STRONG WINDS ahead*

*By Martin Nietz\**

**I**n August, Innovation Norway participated in the exhibition “Brazil Windpower 2012” in Rio de Janeiro. The event is considered the biggest of its kind in the Southern Hemisphere, with 140 exhibitors from 22 countries and 3000 visitors.

Steve Sawyer, secretary-general of the Global Wind Energy Council, considers Brazil the brightest market for windpower at the moment, due to the financial crisis in Europe and in the USA, and the slower market growth in strong windpower regions such as China and India. Although this is a market in development, Innovation Norway also sees interesting long-term possibilities and opportunities in the Brazilian windpower sector.

Since the insertion of windpower into the national energy matrix in 2009, through auctions and heavy investments, Brazil currently has 2 GW of installed

capacity. By 2016, Brazil will reach 8,2 GW of installed capacity, representing a total share of 5,5% in the Brazilian energy matrix, according to Elbia Melo, CEO of the Brazilian association of wind energy. 11 manufacturers are active in the Brazilian market today, compared to only 3 a few years ago. Global players such as Wobben Windpower, Suzlon, Vestas and GE Renewables are among them. The importance of having a strong share of windpower in the matrix was expressed during the event, mainly in order to keep the matrix sustainable, with wind energy as a reliable backup to the dominant hydro resources. Institutions like BNDES and the National Agency For Electric Energy (ANEEL) are fostering investments through special financing and conditions for better exploring the estimated 300 GW of total onshore wind potential in Brazil. The demand for international technology providers is big, but still there are infrastructural issues to be addressed. ■

**\*Martin Nietz** is Project Manager at Innovation Norway Rio de Janeiro.  
E-mail: martin.nietz@innovationnorway.no



# NORWEGIAN DESIGN *hitting it off*

By Runa Hestmann Tierno

**T**he “CBO Flamengo”, the first platform supply vessel (PSV) of the PX105 design from Ulstein, was baptized in a formal ceremony at the Aliança shipyard in Niteroi, Rio de Janeiro, on August 16th. Several Norwegian suppliers are involved in the project, and another three PSVs with the same design are being built at the shipyard. The vessel, already in operation for Petrobras, is designed for transportation of bulk and cargo to installations offshore, and the contract with Ulstein Design & Solutions includes the deliveries of design, engineering, main equipment and commissioning follow-up. Ulstein Design & Solutions is a company in the Ulstein Group, headquartered in Ulsteinvik, Norway.

## **First in Brazil**

The “CBO Flamengo” is the fifth PSV with Ulstein design delivered to CBO since 2006. CBO, or Companhia Brasileira de Offshore, is an offshore shipowner founded in 1978 with a current fleet of 19 vessels. CBO is a subsidiary of Fischer S/A Comércio Industria e Agricultura, and also owns the Aliança shipyard. CBO was the first shipowner which ordered what is called X-Bow vessels in Brazil, and project manager Ingar Kaldhol at Ulstein Design & Solutions has worked closely with the yard’s project team throughout the whole process.

“We are very pleased with the good cooperation. Many of the people involved have been working together since 1998, and we know each other well. Ulstein is recognized for its good designs. CBO is a company that takes pride in being innovative and looking for new and better solutions. They prefer quality over low cost, and build high quality vessels,” Kaldhol says.

With the current trend of oil and gas production taking place ever further from land, the demand for large platform supply vessels (PSVs) is increasing, and CBO concluded it needed larger ships that were able to adapt to more and more complex opera-



tions, further away from shore, and in sensitive marine environments.

“The Ulstein design was chosen because we found it the most adequate in complying with our needs. CBO wanted flexibility and size,” CBO production manager Marcelo Martins explains.

## **4,500 tons**

CBO already has four Ulstein-designed PSVs in its fleet. Two of these, of the smaller PX106 design, were delivered in February and in May this year. The “CBO Flamengo” is a larger vessel of the PX105 design. She is 88.8 meters long and has a total capacity of 4,500 tons. The second PSV of the PX105 design, identical to the “CBO Flamengo” and already named “CBO Copacabana”, will be delivered until the end of the year, and another two vessels will be delivered to CBO in 2013. All the six vessels will be working on eight-year contracts for Petrobras with options for extensions.

Other Norwegian suppliers are also involved in the projects. Rolls-Royce is supplying thrusters and DP systems, Aeron the air conditioning and cooling systems, R&M Ship Interior has supplied some of the interior, Noreq is providing safety equipment, and Ulstein Power & Control the automation, navigation and communication systems. ■



The PSV “CBO Copacabana” (to the left), which is identical to the “CBO Flamengo”, will be delivered until the end of the year. (Photo courtesy of Runa Hestmann Tierno)

The “CBO Flamengo” was named in a formal ceremony at Estaleiro Aliança on August 16, with champagne and fireworks.

# NBCC welcomes New Members

## GOLD

**ACT** – Appraisals, Consulting and Taxes was founded in 1995 by Paulo M. da Fonseca, after 12 years of experience in Arthur Andersen's consulting team. With the booming Brazilian oil & gas market, ACT has specialized in this industry over the last decade, acting as tax & legal consultants to companies like Odfjell Drilling and Dolphin Drilling.

**Bastos-Tigre, Coelho da Rocha e Lopes Advogados** is led by a group of attorneys with vast experience in business law and expertise in diverse areas of practice. The partners have invested in the hiring of young attorneys with a solid background, and the firm also maintains correspondents in all Latin American countries, the United States, Europe and Asia. Bastos-Tigre has offices in Rio, São Paulo and Brasília.

**Planet Visas** is a company specialized in the legalization of foreigners providing consultancy services and helping with all the necessary documentation for the obtainment of visas, among other services. In the market since 1999, we assist our customers in the request of work permits for foreigners with complete support and expertise.

**Souza, Cescon, Barrieu & Flesch Advogados** – A Brazilian full service law firm committed to offering services with outstanding quality and efficiency, with over 200 lawyers in integrated offices in São Paulo, Rio de Janeiro, Belo Horizonte and Brasília. Infrastructure and project financing, corporate law and M&A, banking & finance, capital markets and tax law are the core business of the firm, which is also well known for transactions in the offshore, oil & gas and energy industries.

## CORPORATE



### **DREGGEN** Bergen Group Dreggen do Brasil

– DREGGEN is a Norwegian crane supplier with a long tradition in serving the worldwide shipbuilding and oil and gas industry, with tailor-made offshore and marine cranes and lifting equipment. The company is headquartered in Bergen and is a part of Bergen Group's Services division. DREGGEN has more than 70 employees from 15 different nations.



**Lufthansa** – The Lufthansa Group operates four daily flights from Brazil to Europe (São Paulo-Frankfurt, Munich and Zurich and Rio-Frankfurt) with connections to several Scandinavian destinations. A 75% increase in capacity in 18 months shows Lufthansa's commitment to the Brazilian market. The fidelity program "Star Alliance Company Plus" was recently launched in Brazil, and Lufthansa also offers an Oil & Energy Club card for companies in this industry.



**Ogas Solutions** – The company is a recruiting agency that places high-skilled professionals with high quality organizations in the oil & gas, power & energy, petrochemicals and marine services industry. Ogas Solutions

operates in 18 countries and has a database of 40,000 professionals. Candidates are known within the industry as highly-motivated individuals who are capable of adding value to the businesses of the clients.



**PGS** – Petroleum Geo-Services (PGS) was founded in Norway in 1991 and offers a broad range of products including seismic and electromagnetic services, data acquisition, reservoir analysis/interpretation and multi-client library data. PGS has 14 offshore seismic vessels to help oil companies to find oil and gas reserves offshore worldwide, and is present in over 25 countries.



### **Southern Marine** – safety first

#### **Southern Marine do Brasil**

– Southern Marine is a leading supplier of products and services developed with the aim to maintain and improve safety at sea. The company was established in 1979, and has been operating in South America since 2005, with a local office in Rio. The Southern Marine group consists of four companies with a staff of highly trained and experienced personnel.





# A GRAMA DO VIZINHO PODE SER MELHOR. O CARRO, NÃO.



## CHEGOU O NOVO V60, O SPORTSWAGON DA VOLVO.

Com linhas provocadoras, motor de acelerar a respiração e sofisticação na medida, o novo V60 R-Design inaugura sua própria categoria. Nela, design, potência e versatilidade rodam juntos. É o carro perfeito para sua vida e para tudo o que você quiser levar com você. VOLVO. DESIGNED AROUND YOU.

- Motor T5 Turbo 240HP
- Acabamento interno e externo esportivo R-Design
- Rodas esportivas de Alumínio Ixion 18"
- Sistema de Áudio de Alta Performance com Bluetooth
- Controle Anticapotamento (RSC)
- Controle Dinâmico de Estabilidade e Tração (DSTC)

SEU VOLVO V60 R-DESIGN POR  
**R\$ 130.900,00**



1ª REVISÃO FIXA R\$ 669,00\*

Preço referente ao modelo V60, ano/modelo 12/13, versão T5 Comfort, com rodas de alumínio Ixion 18" e vidros transparentes. Condição de pagamento à vista, válida até 31/10/2012 ou enquanto durar o estoque de 5 unidades. Frete incluso e sem alteração de preço para pintura metálica. Esse veículo possui versão a partir de R\$ 130.900,00. \*Válida para o modelo V60 1.6. A revisão contempla troca de óleo e filtro de óleo do motor, filtro do ar-condicionado e mão de obra técnica da revisão. Outros itens cuja necessidade de reparo e/ou substituição seja detectada durante a inspeção da revisão não estão incluídos. Preço válido até 31/1/2013.

VÁ A UMA CONCESSIONÁRIA E FAÇA O TEST DRIVE.  
VOLVOCARSBR | WWW.VOLVOCARS.COM.BR



Cinto de segurança salva vidas.

## SouthPartner, YOUR LOCAL PARTNER FOR NEW VENTURES IN SOUTH AMERICA



Automotive



ICT

**New Ventures  
Local Operations**



Construction

**Mergers & Acquisitions**

**Joint Ventures**

**Entry Strategies**



Government & Security



Media



Energy

# SouthPartner

[www.southpartner.com](http://www.southpartner.com)



CADA UM  
TEM UM JEITO  
DE COZINHAR.  
ESTE FOGÃO  
TEM TODOS.  
ATÉ COZIMENTO  
A VAPOR.



NOVO FOGÃO ELECTROLUX  
COM COZIMENTO A VAPOR.



COM O NOVO FOGÃO ELECTROLUX NUTRI VAPOR, VOCÊ PREPARA CARNES, PEIXES E LEGUMES MUITO MAIS SABOROSOS E NUTRITIVOS EM MENOS TEMPO. FICOU MAIS GOSTOSO LEVAR UMA VIDA SAUDÁVEL.



## SECO TOOLS. A EXCELÊNCIA SUECA PRESENTE NO BRASIL E NO MUNDO.



Atuando há mais de 50 anos no Brasil, Seco Tools é um fornecedor líder de soluções de usinagem para **fresamento, torneamento, furação e sistemas de fixação**. De origem sueca, a Seco Tools orgulha-se por ter um relacionamento estreito com os clientes para efetivamente entender e saber o que eles realmente precisam.

A subsidiária brasileira está instalada em Sorocaba, sendo reconhecida como uma das melhores unidades do Grupo. A Seco Tools serve todo o território brasileiro através de seus representantes de vendas e distribuidores especialmente treinados e capacitados para oferecer as melhores soluções de usinagem para os clientes através de ferramentas diferenciadas e suporte técnico especializado.





*Anuncio*  
*Elanders*

### Siemens Compliance Program

Swedcham invited members for a debate on September 3 about the meaning of "Compliance" for the corporate world. The event attracted more than 40 people.

"Siemens Compliance Program and its integration with business" was the topic of the presentation by Wagner Giovanini, current Compliance Director of Siemens for Latin America—who talked about the trajectory of the company, which got out of a negative situation in the media to become a world reference in Compliance. Siemens places great importance on its role as a responsible corporate citizen. This requires the company to conduct its affairs without exception in accordance with accepted ethical standards and in compliance with all relevant laws.

The Compliance Program contains a comprehensive package of measures aimed at ensuring that Siemens' future business practices remain in full compliance with the law and its own internal rules. Creating an environment devoid of corruption is possible, and the only solution for sustainable growth, according to the company.

Wagner Giovanini is an electrical engineer who graduated from the Polytechnical School of the University of São Paulo (USP), with post-graduation in Environmental Management, Black Belt in the Six Sigma methodology and Master Coach trained by the Integrated Coaching Institute. He has been with Siemens for more than 26 years.

Siemens Compliance Director Wagner Giovanini's presentation attracted a large crowd.



### Breakfast with Agera Sales

Agera Sales, which is starting up operations in Brazil, invited Swedcham members to a breakfast meeting at the Chamber on October 2 to talk about the company.

Agera Sales develops sales processes, salespeople and management. Its expertise is Sales Effectiveness and its customers are well-known companies and organizations. It has highly qualified and dedicated consultants with experiences from around the world.

The company talked about: problems witnessed in the sales process; the 20 most frequent problems; and actions and measures to eliminate these problems. The guest speakers were Agera Sales CEO Mats Lundqvist, Stellan Sundström, Manager of International Business, and José Aquino, Area Manager Brazil.

Swedcham Executive Secretary Jonas Lindström (right) presents Wagner Giovanini with a memento from the Chamber—a crystal Kosta Boda candleholder.





# Scandinavian Church

## 50th Anniversary

As this magazine was going to press, Swedcham members and the Scandinavian community in São Paulo in general were invited to celebrate the 50th anniversary of the Scandinavian Church on October 7. The celebration was scheduled to begin at noon with a service at the Church, followed at 1 p.m. by a delicious “churrasco” with tables set in the beautiful garden, and there were to be games and surprises for the children. A real family event! More than 200 people were expected to attend!

## Scandinavian Fair in November

The traditional Scandinavian Fair will take place this year on November 7 (from 12 to 10 p.m.) and November 8 (from 10 a.m. to 8 p.m.) at the Esporte Clube Pinheiros in São Paulo (Rua Tucumã, corner of Av. Faria Lima)—the event’s venue for more than 20 years.

This is yet another excellent opportunity to see (and acquire!) the best of what Scandinavia has to offer in terms of gifts, delicacies and beverages.

As usual, proceeds from the fair will go to entities that care for underprivileged children, supporting orphanages, day care centers, children’s hospitals and schools.

For further details please contact [info@feiraescandinava.com.br](mailto:info@feiraescandinava.com.br)



## Networking Luncheon at Bistro Crêpe de Paris

Swedcham held another of its popular and well attended Networking Luncheons on September 28, this time at the charming Bistro Crêpe de Paris. The Bistro offers the magic of Paris right in the heart of the swanky Jardins district.

Needless to say, the luncheon was a big success, attracting more than 30 people who were able to get together and chat over delicious French food in an informal and cosy atmosphere, reminiscent of Paris. If you don’t want to miss our next Networking Luncheon, or our other events, please stay tuned into our website ([www.swedcham.com.br](http://www.swedcham.com.br))

## After Work with Pea Soup and Punch

Swedcham and the Scandinavian Church in São Paulo held yet another popular After Work event with Swedish Pea Soup and Punch (“Ärtsoppa och Punch”) on the Church’s premises on September 13.

Based on a very old tradition, pea soup is a very common meal served in Sweden. Actually, most lunch restaurants in Sweden offer this dish once a week, on Thursdays, to their hungry customers. Many Swedes also like to gather after work to engage in small talk over a plate of pea soup accompanied by punch.

This event takes place once a month at the Scandinavian Church, and the next “After Work with Swedish Pea Soup and Punch” were planned for October 18 (after this magazine went to press) and November 22.



The After Work with Pea Soup and Punch at the Scandinavian Church is always a success.



## We can help you bring aboard **THE VITAL FEW**

Plato believed that men are divided into three classes: gold, silver and bronze. Wilfredo Pareto, the brilliant Italian economist, who created the seminal "20/80 Pareto's Law", argued that "**the vital few**" account for most progress in all domains of human activity.

Our mission, at Dobroy & Partners International, is to help you identify, attract and retain **the vital few**, those exceptionally talented men and women who can drive change forward – not just react to it. **The vital few** have been our focus as of day-one of the founding of our firm, in 1983, and we have helped hundreds of leading local and multinational companies build their leadership teams.

If you would like to bring aboard one or, perhaps, several of Pareto's **vital few**, call Andras Dobroy and let's talk.

### ***Dobroy & Partners International*** ***Consultants In Leadership***

Rua Hungria, 574 - 7º andar - cj. 71  
01455-903, São Paulo, SP / Brasil  
Tel. (55-11) 3813-2477 - Fax (55-11) 3813-2049  
[www.dobroy.com](http://www.dobroy.com) - [dobroy@uol.com.br](mailto:dobroy@uol.com.br)



# Are your employees' English language skills holding your company back?

EF Education First has been at the forefront of language training since 1965. Our online school and virtual classroom is trusted by over 1,500 companies and government institutions, along with 15 million students worldwide. Why? Because we have proven time and again that it generates real results.

The world's no.1 online business English school offers you:

- Unmatched course content for a tailored learning experience
- World-class innovation for a future proof solution
- Teacher-led learning to optimize results

EF is unique in the language training marketplace as we are the only full training solution provider. We can use a mixture of training products to match the range of staff you want to train, the urgency of their needs and the languages they need to learn.

Contact us today for a free assessment of your company's language training needs on: **+55 11 2122-9070** or at **corporativo@ef.com**



[www.ef.com/corporate](http://www.ef.com/corporate)



**Corporate Language  
Learning Solutions**



## Soluções em segurança para um mundo mais seguro

O Grupo Gunnebo fornece soluções de segurança, eficientes e inovadoras para criar um mundo mais seguro, hoje e para o futuro. A Gunnebo tem experiência, conhecimento do negócio e presença global necessária para fornecer o melhor nível de segurança para você, seus funcionários e seus clientes.

Está presente no Brasil e em outros 30 países ao redor do mundo, atuando em segurança bancária e gerenciamento de numerário, armazenamento seguro, controle de acesso e serviços.

Gunnebo – nós tornamos seu mundo mais seguro.

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

**GUNNEBO®**  
For a safer world

# New Members

*Swedcham wishes to welcome the following new members up to September 27:*

## CORPORATE:

### • Blue Diamond

Blue Diamond Concierge Care is a business hub connection company with activities in the areas of health and technology with emphasis on rehabilitation medicine. The company also acts with medical tourism, consulting, structuring and development of projects in several other areas of health such as home care, telemedicine, telehealth and emergency. Its divisions are: Blue Trip; Blue Trade, Blue Diamond Health Technology Division, and Blue Diamond Security Service.

### • Braxgermany

Braxgermany has a team that is constantly traveling, seeking to establish a network of contacts in the countries in which it operates. The company's credibility is attested by the customers won throughout its 22 years of experience in sales.

We are a company which specializes in National and International Commercial Representation. We use our network of customers, distributors and contacts,

spread across the many countries in which we operate, to ensure the best conditions for placing the products in our portfolio, establishing the best forms of business with increasingly promising markets.

### • KDP Kepler

We create technology in HR and Strategic Management through the development and use of methodologies and blockbuster training games. We also create custom games for behavioral and technical training for our clients. Most of these games have been recognized and awarded worldwide, becoming part of the best practices in these organizations. Our consultants are a top-notch team, with differentiated training and able to serve our clients in strategic planning, project management, human resources and marketing.

### • Maxitrade

Maxitrade is a strategic consulting firm with expertise in projects related to international business, and foreign companies' representation in the Brazilian market. The firm also develops analyses and market studies

that combine the client's business strategies and public affairs that could impact them. The projects developed by Maxitrade are based on the belief that understanding the dynamics of a market goes beyond the knowledge of the traditional macroeconomic, finance and legal affairs variables. The reduction of the barriers to global trade and investments promote the internationalization of companies.

### • Vidasintese Ltda

Using the motto "Uma brisa de beleza e saúde escandinava", Vidasintese will promote the best of Scandinavia in the Brazilian health food market. Within a three-year period, there should be a broad and high quality selection of Scandinavian products both online and in retail.

### • Voith Turbo

We develop, manufacture and sell torque limiting and connecting couplings. All our coupling types transmit torque and forces via friction. Our products are mainly customized to meet the clients' special needs, requirements and expectations.



**WHETHER YOU ARE A LARGE COMPANY OR A SMALL BUSINESS...**

**[2:d] CAN MEET ALL YOUR DESIGN NEEDS, CREATING EFFECTIVE SOLUTIONS FOR PRINT OR ELECTRONIC MEDIA THAT VISUALLY COMMUNICATE EVERYTHING YOU WANT TO SAY.**



## INDIVIDUAL:

- Alda Maria de Souza Gomide
- Douglas von Euler-Chelpin
- Henrique O Gomes dos Reis
- Julien Fauquenoy
- Nicklas Fredriksson
- Paulo Augusto Neves de Carvalho Elias
- Rebecca Bergmark

## OTHER COMPANIES:

- 3 D Tech Comercial e Informática Ltda
- A Miceli Advocacia
- Bendito Suco Bar e Lanchonete

- Brasil Cargas Internacionais Ltda ME
- Cristiana de Moura Rodrigues de Souza Arquitetura
- DS Card Administradora de Cartões de Crédito Ltda
- Duarte's A/V Ltda
- Elavon do Brasil Soluções de Pagamento S/A
- Embriofert Clínica Médica Hospitalar Ltda
- ESNA Corretora de Seguros Ltda
- Excelencia Assessoria Consultoria e Projetos Ltda
- Fenacon
- Freudenberg Nao Tecidos
- Freudenberg Nok Componentes Brasil

- Kluber Lubrificantes Especiais
- Magnum Industria da Amazonia
- Makeni Chemicals Comércio e Indústria de Produtos Químicos Ltda
- Oxford Corretora de Plano de Saúde
- P&B Comércio de Perfumaria Ltda
- Roland Berger Strategy Consultantes Ltda
- Telemont Engenharia e Telecomunicações
- Temperart Industria e Comércio de Produtos Alimentícios
- Transportes Brasil 500 da Penha Ltda
- VIP Serviços e Transportes



## Traditional as in Europe and powerful as Brazil

Kuehne + Nagel is one of the world's leading logistics provider and since 1890, is offering innovative and end-to-end solutions for the supply chain.

With its 50 year longevity in Brazil, strengthened its operations in combination of international expertise and the best domestic practices.

Contact us and be part of the Global Logistics Network!



[www.kuehne-nagel.com](http://www.kuehne-nagel.com)

*Swedcham members are more than welcome to submit their news for publication in our magazine. All you need to do is send your news items to the editor, Laura Reid, at [laura@swedcham.com.br](mailto:laura@swedcham.com.br)*  
*The Chamber reserves the right to select, edit and/or cut submitted items*

### Ericsson reaches 1,000th LTE radio base station in Brazil

Ericsson Telecomunicações Ltda. invited Swedcham Executive Secretary Jonas Lindström and other prominent guests to a special ceremony on September 26 at its plant in São José dos Campos, São Paulo State, marking the milestone of its 1,000th 4G/LTE radio base station built in Brazil. Ericsson is a pioneer in 4G technology, being responsible for setting up the world's first commercial Long-Term Evolution (LTE) site in Stockholm, Sweden in 2009—an important milestone in making the mobile digital highway a reality. It was also the first company to launch commercial technology networks in Latin America, with contracts in Puerto Rico, Colombia and, more recently, Brazil.

Present on the occasion were Sérgio Quiroga, President of Ericsson for Latin America and the Caribbean, and Communications Minister Paulo Bernardo, as well as Humberto Barbato, President of the Brazilian Electrical and Electronics Industry Association (ABINEE).

Ericsson, which has been producing in Brazil since 1955, exports 50% of its local output to countries in Latin America, Africa and the USA. Brazil is one of the five countries where Ericsson currently manufactures equipment. The Brazilian unit is the only one in the Americas. According to Quiroga, "we anticipated the future in 2011 when we announced investments in the production line of our factory in Brazil. We did our homework by investing in the production of radio base stations prepared for 4G, and we are now demonstrating our pioneerism with 4G/LTE in Latin America."

Communications Minister Paulo Bernardo



### Strong pace for Veirano Advogados

Veirano Advogados closed the first half of 2012 with growth in its merger and acquisition operations. The law office advised transactions totaling R\$ 2.8 billion in investments, a volume 15% higher than recorded last year.

According to office partner Ricardo Veirano, the number of transactions also indicates business growth. "In 2011, the office provided advisory for 21 operations. This year, we completed 16 during the first six months alone," he said. "The country's unique economic situation compared to the European and U.S. markets favored the entry of capital. Brazil continues to be an attractive destination for investments."

The attorney predicts that the strong pace will continue during the second half of the year. "We have 54 operations underway. The signs of economic recovery and the new infrastructure investment model indicated by the government should accelerate many transactions."



Inside view of part of Ericsson's plant in São José dos Campos



## Volvo executive launches book

To separate one's professional and private life is no easy task. The professional trajectory is nearly always closely tied to the personal history of a successful executive. In the case of Carlos Morassutti, Vice-President of Human Resources and Corporate Affairs at Volvo do Brasil, his personal and professional life is also closely tied to the history of the Swedish company's installation and consolidation in Brazil.

Morassutti tells us all about this in his book "*O Lado Humano do Sucesso*" ("The Human Side of Success"), which was launched by Editora Alaúde on September 4 at the Oscar Niemeyer Museum in Curitiba, capital of the State of Paraná. The book launch was attended by more than 200 people. In his book, Morassutti talks about how Volvo do Brasil became a world-class company and one of the best companies to work for in Brazil.



Carlos Morassutti



## SKF one of the best firms to work for

For the fourth consecutive year, SKF do Brasil gained recognition as one of the best companies to work for in this country, according to the survey conducted annually by FIA-USP and published in the *Você S/A* e *Exame* magazines' guide "The 150 Best Companies to Work For".

"Being a part of such a select list is a reason to be proud for us, even more so for being included in the list for the fourth consecutive time. SKF's concern with its collaborators is reflected yet again in this important award," says Donizete Santos, President of SKF do Brasil. "We have confidence in our team and we are convinced we will overcome whatever new challenges may come along our way."

## Security Hotline for clients!

The TSS Brazil risk management group has initiated a new security and safety program for clients in Brazil.

Total Security Solution (TSS) Brazil's Risk Management group is introducing a new corporate training program, a Hotline emergency response service and risk management services to protect personnel and business in the increasingly fast-paced and still-risky country of Brazil. TSS Brazil serves large and small international businesses operating in Brazil who want to protect this most important resource – their people. Through interactive seminars, group training exercises and a special telephone response system, TSS Brazil personnel work to keep people and processes safe and secure.

"In our training sessions we go through a rigorous analysis of crime and the criminal, and best methodologies to avoid and evade crime, as well as what to do if you end up in an attack, including our exclusive telephone Hotline service," Jonathan Kendall of TSS Brazil explains.

TSS Brazil is a group of European, American, and Brazilian security experts who help integrate and manage both physical and cyber security in Brazil. Their team includes a former Brazilian police officer who is currently a private security agent, an American security analyst and trainer to the US Special Forces and a Swedish-born Brazil-focused risk and practical security expert. Companies like IKEA, Maersk and CGGVeritas in Rio de Janeiro, São Paulo, Curitiba are TSS Brazil clients. For more information, please contact Kendall and Hakan Olsson at email [jonathan@TSSBrazilGroup.com](mailto:jonathan@TSSBrazilGroup.com) or [hakan@TSSBrazilGroup.com](mailto:hakan@TSSBrazilGroup.com), call +21 2227-0154, or visit the [TSSBrazil.com](http://TSSBrazil.com) website.



**T**he brilliant Austrian humanist, writer and pacifist, Stefan Zweig, who was an outspoken critic of neo-fascism, had his books forbidden and burned in public square. In 1941, fleeing Europe, he moved to Brazil. Living in Petropolis, near Rio de Janeiro, he wrote the seminal book, **"Brazil, the Country of the Future"**.

At that time, with a population of 41 million and a rudimentary economy, based primarily on the export of coffee, Brazil was perceived as a rather modest player by the world. Clearly, Zweig's forecast was a very bold one. As Chu En Lai, the sophisticated Chinese leader said, "To make prophecies is a risky endeavor, especially when the future is involved".

For a long time, the Chinese statesman appeared to be right, inasmuch as, with a touch of irony, Brazil was called "the perennial country of the future", that seemed like it would never arrive.

Today, we know that, although Zweig was not an economist, nor did he have an MBA from Harvard Business School, his bold vision for Brazil came true, Brazil moved up to the status of **"The country of the present"**.

Today, with a population of 200 million, Brazil is a major economic power and is a leader among advanced emerging markets. With purchasing power parity of over US\$ 2.3 trillion, projected for 2012, Brazil will rank sixth in the world, after the United States, China, Japan, Germany and France. It is the fifth largest market in the world for automobiles, the second for executive jets and helicopters, the second for cellular phones and fax machines, the fourth for refrigerators, the fifth for compact discs, and the third for soft drinks.

Brazil has a young, vibrant, tech-savvy population, with over 250 million mobile telephone subscribers. More than 40% of Latin America's Internet users are Brazilians, twice as many as in Mexico.

Brazil is the main player in South America, with over half of the region's GDP and population. It is the leader of Mercosur – the Common Market of

South America (with a population of 286 million and aggregate GDP of US\$ 3.3 trillion).

Mercosur incorporates Brazil, Argentina, Uruguay, Paraguay and (recently) Venezuela, and has special relations with Chile and Bolivia. Brazil sees Mercosur as being of great importance for its future geopolitical as well as economic role in South America. Mercosur is a critical building block in any future hemisphere-wide free trade agreement. Brazil is a regional leader in the "new economy".

But, back to the title of this article: is Brazil a strategic country? If you still have doubts about whether Brazil should be part of your company's global strategy, allow us to take you through a pragmatic **"Strategic Country Quiz"**, spelling out the five "Test Criteria" that define a strategic country:

- The market must be large.
- The market must have sufficient growth potential.
- The market must be accessible.
- The country's economy must be broad based.
- Strategic countries should display global or regional linkages.

It is important to emphasize that **Brazil meets all five test criteria**; therefore, the answer to the question, "is Brazil a strategic country?" is a resounding "yes", by any standard.

Summing up, Brazil today is like the European countries 20 or 30 years ago that had emerging, dynamic, dramatically changing economies with intensely focused growth.

The recent boom has expanded the middle class by a staggering 40 million people since 2003, and, thanks in part to the increased availability of credit, they are ravenous consumers.

With the World Cup coming to Brazil in 2014 and the Summer Olympics in 2016, the country has committed over US\$ 200 billion to infrastructure improvements. Of that, more than US\$ 3 billion will go toward airport upgrades and US\$ 2.2 billion to renovating or constructing 12 stadiums.

Bottom line: the time to invest in Brazil is now. See you in São Paulo (the powerhouse of Brazil), or in Rio de Janeiro (the "Cidade Maravilhosa") which is, thank God, just a 40-minute plane ride away. ■

**\*Andras Dobroy** is the Managing Director of Dobroy & Partners International, a Human Capital, Organization Development and M&A Consulting firm, based in São Paulo, Brazil.



# BRAZIL, a strategic country?

*By Andras Dobroy\**





**MUITO MAIS QUE FÓSFOROS!**



**NOVO!  
FLEXOR  
3 LÂMINAS**



**FIAT LUX  
FORZA**

Rua Visconde de Pirajá, 250 - 5º andar  
Ipanema - Rio de Janeiro - RJ  
Tel.: (21) 2227.9600 - Fax: (21) 2522.1890  
[www.swedishmatch.com.br](http://www.swedishmatch.com.br)

**PILHAS COM  
ENERGIA  
MÁXIMA!!!**



**SUPER  
ENERGIA!**

**SWEDISH MATCH**

**WE HELP  
YOU GROW  
INTERNATIONALLY**

**EXPORT  
RÅDET**  
SWEDISH TRADE COUNCIL

[www.swedishtrade.se](http://www.swedishtrade.se)



# Arbitration and alternative dispute resolution for **Nordic investors**

*By Renato Pacheco Neto\**

**A**fter starting up in Brazil or attempting to develop their business activities in this country, many Nordic companies face a lot of bureaucracy when there is a conflict or dispute emerging from their initial project. This may arise from a commercial relationship with a business partner, a client or even a supplier. Another reason may also be regional or even cultural differences with regard to the project or business development itself.

Normally, all conflicts and lawsuits should be subject to an internal round of negotiation between the parties involved. However, it may also be necessary sometimes to appoint a third neutral mediator to intervene by helping parties reach a commercial consensus again, thus preserving their relationship in the long run and also furthering common projects.

Should this not work, parties may have to address their dispute in the state courts, which are totally overloaded in Brazil. Despite the substantial allocation of state budgets for public justice, an individual or company should count on at least a couple of years in order to obtain a concrete and final court decision. This is unfortunately due to the fact that the administration of a publicly-held procedure before state courts is dependent on a "public" judge, who as a civil servant is also obliged to run thousands of other pending cases involving endless bureaucracy.

To avoid going to the public courts, Nordic investors should obtain proper advice from their legal advisors to choose the correct arbitration clause, stating the arbitration institution, language, applicable law and venue. All these issues play a major role not only in the discovery phase of the procedure but also in the execution of the arbitration award, should the defeated party not comply with the award. Swedcham, together with 15 other bilateral Cham-

bers of Commerce, is ready to provide Nordic investors and its members with both mediation and arbitration procedures, in order to help them to improve their local business activities. More information is available on the European Court of Arbitration (CAE) homepage from the European Chamber of Commerce based in São Paulo (Eurocâmaras) [www.euroarbitragem.com.br](http://www.euroarbitragem.com.br). We hope you enjoy reading it and get back to us if you have any doubts or questions.

Last but not least, CAE-Eurocâmaras entered a cooperation agreement in the course of its international and multicultural activities with EuroChile in Santiago last September and is now organizing an international event with the German Chamber of Commerce and DIS (German Institute for Arbitration) in November together with Swedcham under the Spanish Chairmanship of the Eurocâmaras. We hope to see you there. Thanks!



**\*Renato Pacheco Neto, LL.M.**, alumnus of Harvard's Law School LLF, also holds Executive Management Diplomas from both the Stockholm School of Economics (Handelshögskolan) and Helsinki School of Economics (Kauppakorkeakoulu). He is Chairman of the Board of the European Court of Arbitration in Brazil (Eurocâmaras-CAE), Legal Director of European Business Organizations Overseas (EBO) in Brussels, Swedcham and Brazil Finland Business Council (BFBC) in São Paulo. He is also Founding and Managing Partner of the international law firm Pacheco Neto, Sanden & Teisseire – Advogados, with offices in SP/Rio/Brasília/Salvador and worldwide alliances.





## We develop the future

Semcon is a global company active in the areas of engineering services and product information. Our 2,800 employees has extensive experience from many different industries. We develop technologies, products, plants and information solutions along the entire development chain and also provide many services including quality control, training and methodology development. The Group has activities at more than 40 sites in Sweden, Germany, UK, Brazil, Hungary, India, China, Spain and Russia. Read more at [semcon.com](http://semcon.com)

**semcon**

**Höganäs** 

## Expandindo os limites dos pós metálicos

Focada no desenvolvimento contínuo de novas soluções e no conhecimento tecnológico, a Höganäs tem como principal atributo o sólido domínio de sua tecnologia e colabora fortemente para o desenvolvimento de toda a cadeia de valor, com parceiros e clientes finais, provendo soluções inteligentes para aplicações de pós metálicos.

- Componentes sinterizados
- Soluções para indústria de solda
- Ante-Ligas para indústria de alumínio
- Compostos magnéticos macios
- Enriquecimento de alimentos
- Tratamento de água

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



# How to measure the *ROI in personnel?*

*By Giselle Welter\**



**T**here is a certain reluctance among Human Resources professionals to adopt quantitative analyses. It is estimated that 5% of HR costs are related to the efficiency of their services: recruiting and hiring, the filling of vacant positions, the costs of benefits and compensations, turnover, training and development programs, etc.

While it is estimated that 30% to 35% of HR professionals already use quantitative measures in their working methodology, only 10% assess the effects of their area on the company's business. However, it has become increasingly important to go beyond this measure, a simple collection of data, by seeking explanations based on them to understand their meaning for the business. What is the value generated by HR? How does one measure this? How does one overcome qualitative, subjective and often mistaken concepts and start adopting quantitative measures? It must be noted, however, that the denial or ignorance of the data involved in itself causes losses. And these losses are not measured either.

The adoption of an unbiased statistical analysis, focused on forecasts, allows HR professionals to act from a strategic viewpoint and to be able to assess the return on investment (ROI) in their areas. Predictive management has much to do with HR risk management and must be based on an integrated system of measures. These must take into account financial information on the market, people and objectives of the business involved, being aware that these depend on people in order to be reached.

It is necessary to establish means of measure at the tactical level so that one can evaluate improvements based on HR actions, and monitor their effects on the business objectives. Human capital is intimately related to the productivity and sustainability of a business. Understanding that people generate profits justifies the control of the cost of the investment

made in the development of abilities and competencies, which presupposes making a diagnosis of the situation, as a starting point. It is only possible to select what can be understood and appreciated!

In order to have a valid notion of the value of human effort (performance), one must translate this issue in terms of an increase or reduction in costs and ask oneself what is the participation of the human component in these costs. Cost factors such as turnover, which must be understood more broadly: costs with layoffs, costs with replacements and vacancies, the productivity curve caused by the apprenticeship process over a six-month or one-year period. What are the reasons for this turnover? Didn't the job, or the work environment, correspond to the professional's expectations? Was there a mismatch between the job and the person? Or was the mismatch between the person and the staff, or the boss? This issue goes way beyond personal satisfaction.

The introduction of HR measures, integrating information obtained through statistical analyses, will enable the communication of performance expectations; that one knows exactly what happens within a company; that one is able to identify performance gaps with regard to market expectations as well as performances that need to be more appreciated; and support decisions about the allocation of funds, based on projections and deadlines.

Concluding, HR professionals must consider a few matters, which are mistakenly believed to be outside of their area, so that they may operate strategically. Therefore, a change of paradigm in the performance model of HR professionals is underway: the introduction of the evaluation of the ROI in HR. ■

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



# Socio-Environmental Overview 2012

*By Felipe Christiansen\**

Karin Thrall, Production and Planning Director at Anadarco Editora e Comunicação.



It is with great satisfaction that the Innovation & Sustainability Committee launches in the second half of 2012, in partnership with Anadarco Editora e Comunicação, a pioneer research project aimed at identifying the socio-environmental projects developed by Swedcham's corporate members—our Socio-Environmental Overview 2012.

The survey involves 32 questions about corporate social responsibility, governance, the environment and a corporation's relations with its suppliers and the community around it.

This survey is aimed at stimulating the debate about socio-environmental responsibility within companies and encouraging them to increasingly give more value to these issues in their business and corporate management plans.

The questionnaire will result in a final document that will represent much more of a report and sharing of different experiences than a tool to assess the socio-environmental performance of companies—something which is generally included in their annual balance sheets and reports.

The survey's objective is to try to understand, with the activities developed (whatever they may be, and no matter what the number or magnitude of their scope may be), how the companies involved deal with the growing challenges and opportunities related to the theme of sustainability. Therefore, more than identifying WHAT companies are doing, the questionnaire seeks to ascertain HOW and WHY they are doing it.

The questionnaire will be complemented by an interview with the person responsible for the organiza-

tion's sustainability area, with the aim of highlighting the most relevant points presented in the questionnaire, clarifying doubts that will appear along the way, and obtaining an institutional video to present the most relevant actions adopted by the company.

The final result of all this will also serve as guidance for the upcoming work of our Committee since we will have a better knowledge about how advanced the companies are in these matters, aiming at being able to better meet their expectations.

After the survey has been concluded, we will communicate the results obtained to all members, so that this information may also be used by the company to obtain increasingly better levels of excellence and communicate them to their stakeholders.

In addition to the survey, the Committee invites all members to participate in the 7th International Bioenergy Congress and 5th Biotech Fair (International Technology Fair on Bioenergy and Biofuels), which will take place from October 30 to November 1 and is considered the most important forum for discussing renewable energies in Brazil.

Interested members may participate in this important event by participating in a seminar or by disseminating the company and its respective project at a stand shared with at least five other corporate members, in special conditions. More information may be obtained by contacting Swedcham. Thank you! ■

**\*Felipe Christiansen** is Coordinator of Swedcham's Innovation & Sustainability Committee.





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

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

### **Editorial Council:**

Nils Grafström, Swedcham Chairman,  
Jonas Lindström, Swedcham Executive Secretary,  
Laura Reid, Magazine Editor,  
Jacob Stjernfalt, CFO at EF Languages,  
Anna Töörn, journalist, and  
Olle Widén, Commodity Analyst at Bloomberg

### **Swedish-Brazilian Chamber of Commerce**

Rua Oscar Freire 379, 12º andar  
CEP: 01426-001 – São Paulo  
Tel.: +55 11 3066 2550  
Fax.: +55 11 3066 2598  
[www.swedcham.com.br](http://www.swedcham.com.br)  
Executive Secretary: Jonas Lindström

### **Norwegian-Brazilian Chamber of Commerce**

Rua Lauro Muller 116, sala 2401, Torre Rio Sul  
CEP: 22290-160 – Rio de Janeiro, Brazil  
Tel.: +55 21 3544-0047 Fax: +55 21 3544-0044  
[info@nbcc.com.br](mailto:info@nbcc.com.br)  
Executive Manager: Ana Luisa Ulsig Leite

### **Editor:**

Laura Reid  
[laura@swedcham.com.br](mailto:laura@swedcham.com.br)  
Tel: 11 3066 2550  
General Coordination and  
Advertising Sales: Laura Reid

### **Graphic Project / Production:**

2:d Comunicação Design  
Rua Bela Cintra, 1618 Sl.2  
CEP 01415-001 São Paulo  
[www.doisd.com.br](http://www.doisd.com.br)  
Phone: +55 11 3083 6380

### **Printing Company:**

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

## Workstations available

Reduce your operating costs by renting a workstation at Swedcham! We offer a team of professionals ready to take care of every detail so that you can focus on your business' growth. The Chamber is located on Rua Oscar Freire, in the heart of São Paulo's swanky Jardins district and considered one of the world's most luxurious streets. If you are interested, please contact Jonas Lindström or Viviane Ringbäck at Swedcham, tel. (011) 3066-2550.



# PACHECO NETO SANDEN TEISSEIRE

Advogados



Al. Franca 1050 — 3ª e 11ª andar — 01422-001 — São Paulo-SP

Fone: +55 11 3063-6177 / +55 11 3063-6176

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

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

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

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

I Sverige arbetar vi tillsammans med Svalner Skatt och  
Transaktion ([www.svalner.se](http://www.svalner.se)).

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

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

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

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

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



Member of ALLIURIS Group: Austria · Belgium · Bulgaria · Denmark · Dubai  
France · Germany · India · Italy · Luxembourg · The Netherlands · Poland  
Portugal · Slovakia · Spain · Switzerland · Turkey · United Kingdom

O 1º ÔNIBUS HÍBRIDO  
VOLVO DO BRASIL JÁ  
ESTÁ NAS RUAS.

GTMC



**90% MENOS POLUENTES, MAIS SUSTENTABILIDADE**

O híbrido Volvo já está em Curitiba beneficiando cidadãos e o meio ambiente.  
Em breve ele pode estar também na sua cidade.

Velocidade e álcool: combinação fatal.



**ÔNIBUS VOLVO. QUALIDADE DE VIDA NO TRANSPORTE**

[www.volvo.com.br/onibus](http://www.volvo.com.br/onibus)

