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Rio Oil & Gas 2010 sets all-time record



Event attracts major
Norwegian and
Swedish companies

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Major Norwegian and Swedish companies participate in Rio Oil & Gas Expo 2010, which attracts a record number of visitors.
Cover photo (below): Doug Gray



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Mayor Leif Johan Sevland of Stavanger (left) and Norway's Minister of Petroleum and Energy Terje Riis-Johansen. (Photo: Doug Gray)



Minister Terje Riis-Johansen with Jon Harald Kilde, General Manager of BW Offshore do Brasil. (Photo: Doug Gray)

Rio Oil & Gas 2010 sets all-time record

THE NORWEGIAN MINISTER OF PETROLEUM AND ENERGY TERJE RIIS-JOHANSEN OPENED HIS COUNTRY'S PAVILION AT THE 2010 RIO OIL & GAS EXPO ON SEPTEMBER 13. FOR THE FIRST TIME IN ITS HISTORY, THE EVENT (THE SECTOR'S LARGEST IN LATIN AMERICA, HELD EVERY TWO YEARS) UTILIZED ALL FIVE OF THE RIOCENTRO CONVENTION CENTER PAVILIONS IN RIO DE JANEIRO'S BARRA DA TIJUCA NEIGHBORHOOD.

The 15th edition of the event, held from September 13 to 16, took place at a key time, as the world seeks to capitalize on Brazil's enormous investments in its offshore drilling and production. At the last count, Rio Oil & Gas 2010 attracted around 46,000 visitors from 51 countries, up 15% from the 2008 edition.

Statoil's largest stand to date led the way for Norway, an indication of its recent successes and partnership with Petrobras in the Peregrino offshore field, a 30-year commitment to exploration and cooperation between the two government-owned petroleum giants.

Speaking on behalf of the company, Juliana Dias explained its increased presence at this year's event, saying: "We have

been here since 2001 but this year is different. We have more visibility and special events to attract both new international talent as well as our partners. Brazil is a key area for us and the Peregrino project is our largest outside of Norway."

Addressing the industry crowd later on, Minister Riis-Johansen echoed the sentiment. "Politicians create frameworks and opportunities, but it is you through joint efforts and commitments that produce the results," he said. Drawing similarities between the two countries' difficult offshore environments, the Minister continued by saying that these very factors have helped both push forward technologies for the safe and economic operation of their oil fields.

As he formally opened the pavilion, Riis-Johansen thanked Innovation Nor-

way, the Norwegian Consulate General and the Norwegian-Brazilian Chamber of Commerce (NBCC) for their parts in the event's organization.

The Minister met with several industry leaders as he toured the exhibitors, including BW Offshore do Brasil General Manager Jon Harald Kilde, who underlined the importance of the event, particularly in light of the new possibilities held within the Campos Basin's pre-salt layers.

"We are now increasing in size and believe we will be well-suited for the FSPO Projects. We have 85 employees in offices in Rio, Santos and Macaé, and it has been an incredible three and a half years since we began operations here," he said. On the morning of the opening of the event, it was announced that BW would be merging with Prosef,



Bjorn Sturle Hillestad and the Noreq/Dreggen team at their ROG stand. (Photo: Doug Gray)



Heitor Gioppo (President) and Odd Myran (General Manager) of Sevan Marine at the company's ROG stand. (Photo: Doug Gray)



(Left to right) Knut Ovrebø of the NBCC in São Paulo, Johnar Olsen of the NBCC in Rio, Terje Staalstrom of the NBCC in Oslo, and Brazilian Ambassador to Brazil Turid Eusebio at the NBCC dinner. (Photo: Hélio Nogueira)



NBCC Board Member Kjetil Solbraekke and Norwegian Consul General Vibeke Lilloe. (Photo: Hélio Nogueira)

Classic Brazilian cocktails were mixed as the NBCC networking dinner got underway. (Photo: Doug Gray)



and together they are set to be one of the best-positioned FSPO providers in the area.

Also exhibiting were safety equipment companies Deggen and Noreq, which together opened their first office in Rio de Janeiro in September as they too look to work with the global offshore businesses.

Bringing the concept of circular rigs to Brazil's offshore drilling was Sevan Marine, which already has a rig operational in the North of Brazil and one in the Campos Basin that began production for Petrobras in June.

General Manager Odd Myran spoke of the local market, saying that the key for the company is "more and more local content both in the construction and operational phase." It is clearly what Petrobras is looking for from its partners, but Sevan is also targeting the likes of OGX and Devon for its unique circular design.

At the event, the National Electricity System Operator (ONS) and the Brazilian Oil, Gas and Biofuel Institute (IBP) also signed a memo of cooperation to formalize the exchange of technologies and help establish Norway as the best business partner for Brazil.

NBCC VIP dinner

With Rio Oil & Gas in full swing, the NBCC hosted a VIP networking dinner at the Itanhangá Golf Club in Rio de Janeiro on September 15.

Guests included Minister of Petroleum and Energy Terje Riis-Johansen and the eldest daughter of Norwegian King Olav V, Princess Ragnhild, who has lived in Brazil for 57 years and who received a special tribute from NBCC Chairman Johnar Olsen.

The evening was an opportunity for key industry members from around the world to meet in a relaxed atmosphere after three days of exhibiting at the Expo at the Riocentro in nearby Barra da Tijuca.

"Tonight is about energy and networking and cooperation. We are creating a good environment for Norwegian-Brazilian business, and having the Minister present shows the commitment from Norway to support us," said NBCC Chairman Olsen to an assembled audience of over 600 guests.

Sponsored by companies such as Statoil, BW and STX Europe, the evening began with cocktails, champagne and some typical Brazilian touches. "Caipirinhas" were served alongside "coalho" cheese and "kibe", among other treats. Later in the evening, with the club's stunning golf course as a backdrop, Capoeira dancers entertained the crowd.

Indoors, the networking began in earnest to a soundtrack of jazz music, first from DJ Luluta and later from saxophonist Guilherme Vianna. Jason Bayne of BW was among the early arrivals, and was positive about Rio Oil & Gas and the NBCC dinner. "We will have



Minister Riis-Johansen and the NBCC evening's special guest, Princess Ragnhild of Norway. (Photo: Doug Gray)



NBCC Chairman Johnar Olsen introduces the Chamber's Board members to the guests at the VIP networking dinner. (Photo: Doug Gray)



NBCC Executive Manager Ana Luisa Leite and Swedcham Executive Secretary Jonas Lindström. (Photo: Hélio Nogueira)



Board Members Paulo Rolim and Sérgio Garcia with Reidun Olsen, director of Innovation Norway in Brazil. (Photo: Hélio Nogueira)



The Grupo Capoeira Brasil performing during the NBCC dinner. (Photo: Hélio Nogueira)

a lot of meetings tonight, it's the perfect environment for them. I think this is going to be very useful for us."

In his opening speech, the NBCC Chairman echoed Bayne's sentiment: "The boom of the oil and gas industry occurred simultaneously with the boom of the Norwegians in Brazil. We have faced several challenges here but Norway is good at cooperating and sharing, and that is what we are doing with the Brazilians."

Olsen was positive about the relations between the two countries. "You need to know that a strategy is underway, that the government has made a plan for future cooperation with Brazil. This is the opportunity to raise the ideas to fulfill this plan," he said.

Minister Riis-Johansen tempered the main thrust of the evening's business with a thought for the environmental challenges ahead. "If you are a technology optimist like I am, the challenges represent great opportunities," he said. "If the world continues with today's energy policies, the impact on the environment will be severe."

"The Norwegian approach is comprehensive and based on strengthening of our energy efficiency programs, to step up our efforts in renewable energy and to explore key future energy technologies such as offshore wind turbines." Cooperation with Brazil on these matters, he said, "is fundamental if Norway is to reach its goals."

Following the Minister's words, Olsen paid a tribute to the evening's special guest, Princess Ragnhild, saying: "We dedicate a special moment in our dinner to a person who makes our lives as business people in Brazil much easier nowadays."

Talking of the entrepreneurial spirit of her family, who set up trade links between Norway and South America in the 1950s, Olsen said: "This reminds us of the tremendous opportunity still to be developed between Brazil and Norway today."

The incorporation of Brazilian flair to what was a serious night of business produced a unique networking environment that brought together not just the industry people of two forward-thinking countries, but also, and just as importantly, their cultures. ■

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Major Swedish companies participate in 15th edition of Rio Oil & Gas



Skanska helped build the Propene Unit at Petrobras' President Getúlio Vargas Refinery-REPAR.

The Gunnebo stand at Rio Oil & Gas 2010.



The 15th edition of Rio Oil & Gas was a tremendous success, attracting more than 46,000 visitors from 51 countries, 15% more than the 2008 edition. "It wasn't only the largest Rio Oil & Gas ever, it was the best of all the editions," said João Carlos de Luca, president of the Brazilian Institute of Oil, Gas and Biofuels (IBP) during the closing ceremony.

Luca also noted that the event's results are already influencing the success of the next edition, to take place in 2012. According to the IBP president, by the end of the event on September 16 companies had already reserved 18,000 square meters for the 16th edition, nearly half of the area projected for the next event. In the 2010 edition, the exposition occupied five pavilions and two extra tents, totaling 37,000 square meters.

The event, held at the Riocentro from September 13 to 16, attracted a large number of major Swedish exhibitors such as ABB, Atlas Copco, Alfa Laval, Berg Propulsion (which became a member of Swedcham that week), Five Star Services, Gunnebo, GVA, ITT, Roxtech, Sandvik and Skanska, not to mention visitors from other Swedish companies.

On the evening of the 14th, the Swedish Consulate General and Swedcham held a cocktail party at the Borsalio Restaurant in Barra da Tijuca, where representatives from these companies were able to mingle and exchange information and ideas about the booming and exciting oil & gas market in Brazil.

Unfortunately, we do not have enough room in this magazine to give special mention to all of the Swedish participants in the Rio Oil & Gas Expo, so we will mention only a few. If you have news regarding your company and would like to see them published, please contact Laura Reid at the Chamber – laura@swedcham.com.br or call 3066-2550 or 3066-2564.

Skanska

One of the major Swedish exhibitors at the Rio Oil & Gas Expo was Skanska, whose stand was made entirely out of recyclable materials—in line with the company's Green Initiative. This initiative benefits everyone involved: the environment, clients, local communities and Skanska's business as a whole, through the following targets: zero liquid energy, zero CO2 emissions, zero hazardous materials and zero waste.

Skanska Brasil Ltda., based in São Paulo and a Chamber member, has been operating here since the mid-1990s. It is an important reference in construction and assembling services for industrial plants, refining facilities, power generation and electricity transmission. It is particularly active locally in the oil & gas industry, where it has remarkable expertise in opera-



Five Star Services men at work.



GVA 7500 Ultra Deepwater Drilling Rig.

tion and maintenance services for the onshore and offshore segments.

Skanska Brasil has around 5,000 employees, annual sales amounting to USD 400 million and 40 simultaneous projects underway per year. Its clients include oil giant Petrobras, Petrobras subsidiaries Refap S/A, Transpetro and Transportadora Uruçu Manaus and Breittner Energética.

According to Alexandre Falcone, Marketing Coordinator at Skanska Brasil, currently some 95% of the company's local operations are concentrated in the oil & gas sector, its principal client being Petrobras, "but we are stepping up operations in other sectors."

Worldwide, Skanska is one of the leading construction and services groups, operating in Europe, the United States and South America. Its international prestige, together with more than 120 years of experience, makes it an undisputed reference within construction services, the development of commercial and home projects as well as infrastructure by means of public/private partnerships.

Since June 1 this year, the Country Manager/General Director of Skanska Brasil is Nelson Branco Marchetti, replacing Sebastian Martin who took over as Vice President of Operations and Maintenance at the Skanska Latin America Business Unit.

Marchetti, 44, the first Brazilian to head Skanska's local operations, graduated in Electrical Engineering from Escola de Engenharia Mauá and has a postgraduate diploma in Business Administration from the prestigious

Getúlio Vargas Foundation (FGV).

He practically developed his career at two companies: he joined Siemens as a trainee in 1986 and left for GE in 1998, remaining there for five years. It was under Nelson's administration that Siemens obtained the contract for the signaling and intelligence system for Line 4 of the São Paulo Subway. In 2003, he went back to Siemens as General Transport Director.

Atlas Copco

Another major exhibitor at Rio Oil & Gas was Swedcham member and sponsor Atlas Copco, which provides air compressors and drilling solutions for the oil & gas sector, among other products and areas. Indeed, Atlas Copco supplies reliable equipment for various demanding applications in the entire oil & gas chain.

"It was a very productive event, the best of Atlas Copco's three participations in this trade fair," said Ricardo Casellato, Sales Manager Oil & Gas at Atlas Copco Brasil. "We created many new business opportunities, which I believe will lead us to close various deals over the next six months or so. The fair acted as a catalyst for several opportunities in sales of services, such as total maintenance plans in offshore activities, for example."

The executive noted that the event was "an excellent opportunity to interact with clients and hear directly from them how Atlas Copco's performance has been over these last 12 months. We were able to show our capacity to personalize equipment and services ac-

ording to each client's needs."

According to Casellato, Atlas Copco operates in Brazil's oil & gas sector with nine sales channels covering all regions in the country. "Our main areas of operations are Macaé, Rio de Janeiro, São Paulo and Rio Grande do Norte. We have a diversified sales portfolio, supplying from small compressors for applications in collection stations in the North to equipment used in commissioning of ducts and equipment for oil refineries or production platforms."

Atlas Copco's main clients include Petrobras, Transocean, Modec, SBM, Schlumberger, Halliburton, Engevix, Odebrecht, GDK and Alusa, among others.

Gunnebo

Also present at the Rio Oil & Gas Expo was Gunnebo Industries, another Swedcham member. Gunnebo has been present in Brazil since 1995, founded by the Swede Stefan Lundkvist, supplying cargo lifting and handling equipment—an area where oil giant Petrobras has been the company's main client for more than 10 years.

Lifting systems are projected to provide a high level of security and they include components such as chain, hook and coupling links, as well as polyester and wire rope slings. Gunnebo Industries' systems provide users with the safe transport of their products and also ensure the safety of employees.

"Our operations in the oil & gas sector are huge and at the same time risky, thereby requiring high quality and reli-

Continued on page 27

EDITORIALS



Jonas Lindström | Johnar Olsen

As you probably already have noticed, this edition has a very strong focus on Oil & Gas. Our friends, neighbors and collaborators in this magazine – the Norwegians – have a long experience and expertise in this booming sector in Brazil, where they are witnessing growing business opportunities. I myself had the privilege of visiting the Rio Oil & Gas Expo and Conference some weeks ago and was amazed to really feel the expectations of all the 1200 companies that were present. People came from all over the world and of course many of Swedcham's members were present—ABB, Atlas Copco, Five Star Services, Gunnebo ITT Brasil, Sandvik and Ska nska, to mention but a few.

Just after the event in Rio, the São Paulo Stock Exchange (BM&FBOVESPA) commemorated the Petrobras share offering, the largest by any company ever. There is no doubt about it, if your company has any activities within the Oil & Gas industry, Brazil is certainly the right place to be.

We have some new members in “*Cidade Maravilhosa*”, which encourages us to be more active there. Together with the Swedish Consulate General, we organized a Swedish cocktail party during the Expo and more activities in Rio are planned to take place before the end of this year. Please check out our website and e-mails/invitations!

Our magazine keeps growing in terms of pages and amount of information/articles. In fact this edition is the thickest we ever made. We would like to introduce a new section called “News from our Corporate Members”. We will contact the marketing departments to establish an open channel which we can use for each edition. The news could be anything from a new interesting contract to personnel news or simply what is going on in that sector which could be of interest to our readers. We would really appreciate your input!

Oil & Gas is just one of many sectors where Brazil is booming. There are many others that also have Swedish participation and we at the Chamber are privileged to be a part of all this!

Please remember that our door is always open and I hope to see you soon over a coffee to discuss your expectations regarding the Chamber!

Jonas Lindström

Executive Secretary, Swedish-Brazilian Chamber of Commerce

We have a special moment to celebrate: the most important event for the NBCC this year, the Rio Oil & Gas Networking Dinner was a great success with 620 people attending.

“ENERGY and NETWORK” is the best definition for our event and also applies to the NBCC's way of promoting and facilitating business between the two countries.

I have good reasons to believe that this was a fantastic opportunity to increase the network of our members, including the participation of our sister chambers BNCC (Oslo) and NBCC (São Paulo).

This is the proof that the NBCC is stronger than ever and the presence of Norwegians in the Oil & Gas business arena in Brazil is unique.

The Norwegian Minister of Petroleum and Energy Terje Riis-Johansen, our main speaker at the dinner, expressed how important Brazil is for Norwegian business at this moment, and by saying this I need to mention that Norway is working to prepare a strategy plan for Brazil. This type of strategy plan was made before only for China and India.

We also took the opportunity to pay a tribute to Her Highness Norwegian Princess Ragnhild. During the last 57 years, Norway has had a perfect business support from this illustrious person and this is the moment to say how grateful the Norwegian/Brazilian business community in Brazil is.

Finally, I need to emphasize the good job of our Executive Manager, Ana Luisa Ulsig Leite.

Sincerely,

Johnar Olsen

Chairman, Norwegian-Brazilian Chamber of Commerce

Sustainable development

By Annika Markovic
Swedish Ambassador

Air view of Salvador, Bahia. (Photo: Drasko Marlovic)



Ambassador Annika Markovic arrives in a helicopter for an official visit to Salvador, accompanied by Swedish Consul John Brusell. (Photo: Drasko Markovic)

Anna Norell Jennische

Mikael Ståhl



Dear all,

I hope you have had a wonderful summer (or winter!) break. If you visited Sweden, you know we had an absolutely fabulous summer with loads of sun and warm weather. At the Embassy, we are now all eager to start implementing our intensive work plan for the rest of 2010 and for 2011.

We will have some staff changes at the Embassy and I am pleased to present my new deputy, Anna Norell Jennische, and our new trade promotion officer, Mikael Ståhl. Anna Jennische has extensive experience from working with European Union affairs. Mikael Ståhl has for several years been the desk officer for Brazil at the Ministry for Foreign Affairs so he is very well informed about our work and the great potential of the Brazilian economy. I hope in the near future they will be able to present themselves at Swedcham or other events in São Paulo and elsewhere.

The Embassy's work program for this fall includes many activities in relation to the concept of sustainable urban development or "SymbioCity". As you most probably know, for the last few years we have been promoting Sweden as a country with a long experience in sustainable planning and construction of cities.

With the support of Swedish Government Agencies such as the Swedish Institute as well as in cooperation with the Swedish Trade Council, we have brought Brazilian delegations to Malmö, to Hammarby Sjöstad and to other parts of Sweden where sustainability has been the key in city planning. A few years ago we initiated this promotional project in São Paulo with an academic get-together between Brazilian and Swedish researchers and city planners. Last year, we initiated a similar dialogue in Rio de Janeiro.

We will continue to work with the City Councils of both São Paulo and Rio de Janeiro. And this year we will also bring a Road Show on SymbioCity to the Northeast. One of the stops of this Road Show will be Salvador in the state of Bahia, whose Governor Jacques Wagner has expressed interest in working with Sweden on sustainable development projects.

The overall objective of the Road Show is not only to promote Sweden as a country with environmentally friendly policies but also to be able to promote Swedish goods and services related to sustainable urban planning. If you are interested in learning more or in participating, please get in touch with Mikael Ståhl or Pierre Liljefeldt at the Embassy in Brasilia (061-34425200) for the latest program.

I am looking forward to seeing many of you in the months to come, including at events already in the planning for Swedcham. In the meantime, you can always find me at the Embassy at ambassaden.brasilia@foreign.ministry.se ■



▲ An art class at "Lar do Caminho". (Photo: Juan Guerra/FineArt)

◀ Small children at the cafeteria. (Photo: Juan Guerra/FineArt)

Can engagement in social responsibility projects bring competitiveness to companies?

“Yes, according to Bjørn T. Grydeland, Secretary General at the Norwegian Ministry of Foreign Affairs, in his article entitled "Work-life balance and Norwegian policy on corporate social responsibility", posted recently on the web. Grydeland states that "a number of leading Norwegian companies have integrated Corporate Social Responsibility (CSR) into their operations and decision-making processes. Each company determines its own priorities and decides how to contribute to the society in which it operates. We have found that those who have actively integrated CSR into their operations are those that enjoy the most visible commercial success."

Here is an excellent opportunity for your company to follow this trend, as many Scandinavian corporations have already done. "Lar do Caminho" is a private, non-profit organization, with no political or religious ties, which aims to help abused children become able citizens with moral integrity and fully engaged in society.

The institution's roots date back to 1968, when a couple adopted an abandoned baby, the first of many more adoptions and children taken care of. In 1974, a group of volunteers took over the running of the home and formed "Sociedade Beneficente Lar do

Caminho" with the objective of offering housing, meals and education to children often brought in by their families, or even left at its doorstep!

By 1978, due to the precarious housing conditions, the Scandinavian Church initiated a campaign to provide more adequate installations. This initiative soon engaged the Scandinavian business community in São Paulo. Together with financial support also from abroad, the construction of new facilities was initiated, within the objectives set by a master project elaborated by "Lar do Caminho", under the supervision of the Board of Directors and a board member representing the Scandinavian community.

Further financial support from the Scandinavian community has helped "Lar do Caminho" to keep up its maintenance. A recent example is the project including painting, new electric wiring and drainage which was concluded last November at the Jucitiba unit.

Nowadays, "Associação Beneficente Lar do Caminho" has the capacity of attending up to 116 children and youngsters, at six different units in the State of São Paulo. These children are sent by Judicial Courts, often arriving in precarious physical and emotional conditions—thus the importance of them being treated and respected as individuals, with their

own characteristics and needs, and not simply being institutionalized.

According to the 2009 Financial Statement, 66% of the expenses for these units are directed to cover basic needs; 16% education; 6% health and 12% administration.

Would you like to contribute?

Through FUMCAD – The Municipal Fund for Children and Adolescent Rights, your company may direct up to 1% of its tax due based on its real profit to projects aimed at the development of underprivileged children or adolescents, instead of paying the total amount to the Revenue Department.

Moreover, if you, as an individual, use the complete form when filing your Income Tax Statement, you may also direct up to 6% of your tax due (regardless of whether it is payable or receivable) likewise, with no cash disbursement on your part.

Of course, there are other possibilities to back "Lar do Caminho", since there is always so much to be done!

Would you like further details? Please check our website www.lar-docaminho.org.br or contact Keiko Narita (tel: 5562-9945 or 9424-7424) to set up a visit with your family.

Our children will be most pleased to welcome you! ■

Nefab Brazil's Corporate Social Responsibility Project



Nefab is a Swedish company which already exists for more than 60 years. We have companies all over the world and our vision is to be the global partner for complete packaging solutions. Our own manufacturing is mainly specialized in producing boxes made of plywood and steel strip. These boxes are mostly used in the telecommunications and automotive industries. Nefab has been operating in Brazil for 12 years and is located in Embu, in the State of São Paulo

Being a member of the UN's Global Compact Initiative, Nefab takes Corporate Social Responsibility seriously and this is also reflected in our core values

and code of conduct. In this context, Nefab Brazil saw a chance of coming up with a project that puts Corporate Social Responsibility into practice by involving both environmental and social issues.

The main idea of the project is to combine social responsibility and ecological concerns into one. The company has a high waste volume of its main material: plywood. Nefab is willing to use its waste to produce small boxes which can be reworked and transformed into beautiful decorative pieces. The transformation of the boxes into art can be done by people with fewer opportunities in life. We hope to create opportunities for social integration and

better living conditions.

We are looking for NGOs or Organizations that would like to be part of our project. If you know any, please contact us!

Filipe Silva & Aranka Cserép

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Tetra Pak President visits Brazil

Dennis Jönsson, World CEO and President of the Tetra Pak Group—world leader in food processing and packaging solutions, visited Brazil on September 27 and 28.

The executive participated in the inauguration ceremony for the new rolling mill at the plant in Monte Mor, São Paulo State. The visit marked the conclusion of investments in the expansion of this plant, which began at the end of 2008.

With approximately 22,000 employees and operating in more than 170 countries, Tetra Pak invests continuously in responsible and sustainable business management. The group's slogan, "Protect what is good" reflects its vision to make food safe and available anywhere in the world.

According to Jönsson, "Climate change is demonstrating that violating the rules of nature is foolhardy, and that we must work in harmony with nature. At Tetra Pak we work with nature to protect our climate by favoring renewable resources, working with WWF to ensure we are meeting the highest standards in resource renewal, and minimizing our net contribution to climate change.

"We also support the climate through our products themselves. Ambient packaging enables long-term distribution and storage without refrigeration – particularly useful in developing countries. Not only does this reduce emissions, it eliminates the need to boil the packed product to make it safe to drink, thus reducing emissions from kerosene stoves and the like, and reducing costs to consumers.



Dennis Jönsson

"In fact, our commitment extends further to facilitating partnerships for economic development, supporting relief efforts and working with UN organizations, the Global Alliance for Improved Nutrition (GAIN), the International Osteoporosis Foundation (IOF) and the World Health Organization to stimulate and support development programs as well as school milk programs.

"We are proud of our contribution to society and our contribution to nature. We relish the opportunity to reach the targets we have set ourselves because a sustainable world is a world we all want to live in. Naturally."

Prior to his present position, Jönsson served in several managerial posts within the Tetra Pak Group, including Managing Director in Panama, Mexico and the USA. He joined the group in Lund, Sweden, in 1982 as a marketing trainee and the Tetra Pak Global Leadership Team in 2001 as head of the Carton Ambient Business Area. ■

(Left to right) Alex Anavi, Executive Vice-President Supply Chain of the Tetra Pak Group, Dennis Jönsson, Tetra Pak World CEO and President, Paulo Nigro, President of Tetra Pak Brazil, and Benny Heide, Vice President Supply Chain. (Photo: Sergio Biscaldi)



Smarteq signs major deals for concealed GSM antennas in Brazil

“Brazil is definitely one of our target markets. We are looking into setting up an office as well as a warehouse here in the future,” said Thomas Valtonen, Automotive Business Manager of Smarteq Wireless AB, a new Swedcham member, during a recent visit to São Paulo. “Our main business is here in São Paulo and Curitiba, but we are also looking into Rio de Janeiro,” he added.

Smarteq, based in Stockholm, is a leading developer of antennas and antenna systems for increased availability, efficiency, and security in the more and more wireless world. Smarteq’s business is focused on the following market segments: Automotive (communication between vehicles), M2M (machine to machine), and Mobile Communications (wireless transfer of voice and data between people).

The company has gathered extensive experience and high competence in antenna technology through the acquisition of the antenna companies Allgon, Carant and Svenska Antennspecialisten. Smarteq is active in the OEM (original equipment manufacturers) market as well as the aftermarket.

“We have a global agreement with two major companies in Brazil: Continental (a tier one supplier for VW, Nissan, Toyota and Honda) and Volkswagen,” said Valtonen, noting that

Smarteq was nominated this year as key supplier of VW for hidden GSM and GPS antennas in cars sold in Brazil.

VW produces more than one million cars per year for the Brazilian market through its units in South America (Mexico, Argentina and Brazil) and in Europe. This was the second antenna deal Smarteq won in the Brazilian market under hard competition, the first one being with Continental Brazil last year.

Valtonen and Smarteq CTO Mattias Hellgren were in Brazil in July primarily to visit customers. “We are also the preferred supplier of Scania and Volvo trucks in Europe. Today, we supply Scania trucks in Brazil, where we will also supply Volvo trucks in the future,” said Valtonen.

Smarteq’s deals with both VW and Continental Brazil (also for the supply of concealed GSM antennas) came in the wake of a new legislation passed regarding the installation of hidden anti-theft tracking devices as major cities throughout Brazil are witnessing an increase in the number of kidnappings, car and cargo robberies. To tackle this growing problem, Brazilian authorities announced a plan to install hidden tracking devices in all new vehicles in the country.

The new legislation applies only to new vehicles and will be implemented step-by-step starting with cars, trucks, vans and utilities as follows: 20% of total production for the domestic market by September 1, 50% by December 1 and 100% by December 27. For buses and mini-buses, there will be a different scale (30%, 60% and 100% respectively).

According to Hellgren, “we are number one when talking about applications for antennas with a high performance.” He noted that the position of



The MiniWing GSM Antenna is used in Brazil for the new tracking law.

the antennas in cars varies, they can be placed in bumpers, inside the vehicle, under the dashboard, or on the glass, for example.

Both Hellgren and Valtonen stressed that Smarteq, which so far sells only antennas for the automotive market in Brazil, wants to spread to the company’s two other business areas in this country as well.

“Automated meter reading (AMR) antennas is a growing market in Europe for example, and could easily fit in here,” said Valtonen. “With all these new business opportunities, we wanted an office here already about a year ago,” he added, noting that the new legislation on hidden tracking devices was originally set to become effective as of August 1, 2009, but the date was changed to September 1. Also, there was the economic crisis.”

Smarteq first came to Brazil about 5 to 6 years ago, when the company operated here through insurance companies which did not provide coverage

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Scania trucks use Smarteq antennas for AM/FM, GSM, GPS & CB Radio.

Smarteq’s Mattias Hellgren and Thomas Valtonen.



“Our company is really globalized. We are wherever our clients want us to be,” says Marco Antonio Sabino, representative in Brazil of Kreab Gavin Anderson, one of the largest public relations agencies in the world, which operates in 25 countries with 40 offices, 350 professionals and 500 clients.

S/A Comunicação, one of the top Brazilian communications/PR agencies, led by Sabino, is the exclusive affiliate of Kreab Gavin Anderson in South America. With Sabino, S/A Comunicação has a team of experienced journalists, marketing & advertising people, economists, analysts and other PR experts.

Kreab Gavin Anderson is the result of the merger of Kreab, the Swedish public affairs group, and Gavin Anderson & Company, a global communications group. The new agency advises corporations and other organizations on issues of strategic importance in business, finance and politics. Both internationally and in Brazil, it employs experts in reputation management, corporate positioning, crisis management, M&A, capital

market communications, public affairs and governmental and media relations.

The merger fulfilled a mutual and long-held ambition to combine both organizations' strengths for the benefit of their clients, according to Richard Constant, former chairman and chief executive of Gavin Anderson and current president and CEO of Kreab Gavin Anderson, who was in Brazil this year for meetings with Sabino, S/A Comunicação's clients and authorities such as the Minister of Sports, São Paulo's Mayor and Secretaries of State.

S/A Comunicação, which started operating in 1991 as a press office and went through an extensive restructuring in 2006, offers services in three areas: corporate communications, financial communications and public affairs. Sabino pointed out that the company, which has offices in São Paulo and Brasília, has six business units: S/A Gov (public and political accounts); S/A Corp (large companies and institutions); S/A X (small and new businesses and the tertiary sector); S/A W (web services); S/A M (financial communications) and

S/A BSB (the office in Brasília, which deals with governmental relations).

S/A Comunicação has gained both domestic and international recognition due to the wide variety of services it offers its clients. The confirmation came when the company made the Shortlist of the 2009 Cannes Lions International Advertising Festival in the newly created PR category. S/A Comunicação was awarded for its campaign "War against dengue fever", which is transmitted to humans by the *Aedes aegypti* mosquito. The campaign was developed for the São Paulo Municipal Health Secretariat, which is responsible for combating diseases in the city.

Another remarkable campaign developed by S/A Comunicação was the financial communications project for Norsk Hydro's acquisition of Vale's aluminum operations in Brazil.

Sabino highlighted that Kreab Gavin Anderson and consequently S/A Comunicação place great importance on working with senior professionals, and he is an example of that: a lawyer graduated from the University of São Paulo (USP) as well as a journalist (from Cásper Líbero College) with a post graduate degree in organizational communication (USP), Sabino specializes in economics, legal and governmental affairs. He has vast experience in developing and executing communications plans for public and private companies. Prior to becoming S/A Comunicação's general director, he was communications superintendent at the Telefônica Group in Brazil, head of the department of journalism at Bandeirantes TV and Radio, assistant editor of "Exame" magazine and special reporter at Globo TV.

In the wake of Kreab and Gavin Anderson's merger, S/A Comunicação joined the ranks of Swedcham's members. "Swedcham is a very active chamber of commerce, organizing many important and interesting activities, and we intend to more fully participate in these events to show the importance of having the support of a PR agency when Swedish companies do business in Brazil," he observed. ■

S/A Comunicação is exclusive affiliate of Kreab Gavin Anderson in South America



Marco Antonio Sabino (left) and Richard Constant during a visit to Swedcham.

Leadership: what does this mean?

By Therese Otterbeck*



One theory is that leadership is about influencing people so that they share common goals, values and attitudes, and work more effectively towards the achievement of the organization's vision. Management, on the other hand, is about keeping existing, sometimes very complex systems running smoothly. Leadership and management can be seen as two very conceptionally distinct ideas, but in reality they are two complementary systems of action—two sides of the same coin.

The concept of leadership is a subject that has aroused interest among people for a long time. Countless studies have been carried out to define the key characteristics of a leader. Such characteristics could be motives, personality, type, skills, expertise, behavior, integrity and influence of others.

So why is leadership so important? Well, it has been proven many times that leaders are critical to the success or failure of different operations. We view much of history in terms of the leaders of important events and organizations, whether those stories are of a military, political, religious, or social nature. In many cases, we don't understand how the events were caused or how much influence the leader really had.

Leadership is in many ways a mysterious process, and somehow it touches everyone's life at some moment. We can ask ourselves why leaders like Gandhi and Mao Tse-tung inspired such intense emotion and dedication? How did a leader like Julius Caesar build such a great empire? How could a person like Adolf Hitler rise to a position of such power? Why do some leaders have such loyal followers who are willing to sacrifice even their lives for them while others have subordinates that conspire to murder them? Why are some leaders called "good" and others "bad"? I go back to the earlier statement that in many cases we don't understand the whole process and exactly how much influence the leader really had on the outcome of the event.

Today's organizations operating on the global arena live under constant pressure for change and an increased uncertainty of what will happen next. The importance of having the right people on board to ensure competitive advantage is more important

than ever and has increased over recent years. Today, organizations cannot wait for good leaders to come along, they need to actively seek out people with leadership skills and expose them to different situations to develop that potential.

These future leaders have to develop into authentic leaders who demonstrate a passion for their purpose, practice their values consistently, and lead with their hearts as well as their heads. These leaders will establish long-term and meaningful relationships and networks, and at the same time possess the self-discipline to get results. They have to know who they are and recognize both their strengths and weaknesses, and how these affect their result.

One very well-known and much cited leader who managed this well was Abraham Lincoln, the 16th President of the United States. He successfully led his country through its greatest internal crisis, the American Civil War, preserving the Union and putting an end to slavery. His leadership style has been admired by many and the five key characteristics of his success have been said to be: To build a strong team; use story-telling to convey messages; use persuasion to sell your ideas; effective communication; and master turbulent environments. The following is a quote from Thomas Ferruling's "Walking with Lincoln":

"Lovejoy found himself caught in the middle of a disagreement between Lincoln and Secretary of War Edwin Stanton. Lincoln had sent a note via Lovejoy suggesting a transfer of regiments, to which Stanton replied:

"Did Lincoln give you an order of that kind?"

"He did, sir," responded Lovejoy.

"Then he is a damned fool," thundered Stanton.

"Do you mean to say the president is a damned fool?" asked Lovejoy.

"Yes, sir, if he gave you such an order as that."

Back in Lincoln's office, Lovejoy recounted his conversation with Stanton. "Did Stanton say I was a damned fool?" Lincoln asked. "He did, sir, and repeated it," said Lovejoy.

The President paused for a moment and then remarked, "If Stanton said I was a damned fool,

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Six trends that will shape Brazil's consumer and retail market

By Natan Rodeguero, Senior Manager, Intelligence Services Latin America at Global Intelligence Alliance (GIA)



Over the years, many Brazilian consumer and retail companies in most segments have become more competitive and innovative. Procurement and purchasing have become very sophisticated, along with the rise of cost and pricing specialists. Innovative sales promotions and services are backed by customer surveys and trend analysis and help enhance the typical Brazilian shopping experience.

Brazil is also probably the most advanced and demanding country in Latin America, in terms of innovative and creative advertising campaigns, and has been leading in this area for at least two decades. Besides creating great advertisements, some social media groups are now being monitored by larger retailers, who are also 'tweeeting' their promotions to an increasingly larger group of connected consumers. Price differentiators are no longer the sole tool to attract and retain a client that demands good service, variety, and good pricing – all this to be reported in some sort of forum or online group afterwards.

The intense degree of competitiveness is also expressed in advertising campaigns where some companies appear to be edging ever closer to the limits allowed by legislation.

Six important trends

How companies fare in the future will be determined by how well they capitalize on six important market trends that will shape the consumer and retail industry. Here are some predictions about where the market will be heading.

1. Continued consolidation

Many local consumer and retail companies have been turning to merg-

ers and acquisitions (M&A) in order to capture economies of scale, fight off domestic and foreign competition as well as secure leadership positions within their segments. Several have become multibillion-dollar market heavyweights in the last 12 months alone.

With companies like Unilever reporting Brazil as their second largest market, making up 21% of global sales and contributing US\$6 billion per year to the fast moving consumer goods (FMCG) company, international consumer and retail players are increasingly finding Brazil attractive.

Indeed, Brazil will remain one of the top M&A destinations within the global consumer and retail landscape for several important reasons. One of them is the fact that, due to its geographic position, level of industrialization and developed services industry, Brazil is considered a hub to Latin America. Argentina is the second most important destination of Brazilian exports after the US, while Chile, Colombia and Mexico are located just around the corner, so to speak. Also, sound economic development as well as two long-awaited events (the 2014 World Cup in Brazil and the 2016 Olympic Games in Rio de Janeiro) are certain to boost the infrastructure, telecommunications, retail and services sectors, among others. GIA estimates that an estimated 2 to 3 million new jobs will be created in Brazil over the next six years.

Prediction: Brazil will reduce its dependence on foreign investment, as local companies continue to grow, consolidate and benefit directly from a stronger internal market.

2. Impact of social media trends

E-commerce in Brazil has been grow-

ing at over 30% per year since 2000, reaching close to US\$ 5 billion in 2009 – even if broadband, at just slightly less than six percent, is not yet a reality for most people. Brazil also has one of the most well developed online banking systems in the world.

In addition, the country occupies leading positions in terms of number of Internet users (63 million or 35% of the population) and there is ample space for further growth. The time they spend surfing the Web and on social media websites such as Orkut, MSN and the recently discovered Facebook is phenomenal.

Prediction: The development of certain retail segments such as hypermarkets and even the automobile industry may see radical changes, as consumption migrates from the physical to the online environment.

3. The potential of the "unbanked"

The banking industry saw an important chapter in 2009, when second tier Itaú acquired Brazil's third largest bank, Unibanco, to become the country's largest bank. It usurped the position of market leader, Bradesco, a position it had held for close to 50 years. Both groups now plan on targeting the 49% of the population who are 'unbanked', either through new branches to be opened in remote areas of the country, or through partnerships with popular retail chains, which typically sell on credit and are thus already play-

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Skanska's stand at ROG



Roberto Becker, Gas and Process Product Manager, and Ricardo Casellato, Sales Manager Oil & Gas of Atlas Copco Brasil.

Swedcham at Rio Oil & Gas

Rio Oil & Gas is a major event that takes place every two years at the Riocentro Convention Center in the "Cidade Maravilhosa", attracting heavyweights in the sector from all over the world.

Needless to say, many major Swedish industry players participated in the 15th edition of the event, which took place September 13-16, and Swedcham was present to see first-hand all the latest developments in this ever booming sector in Brazil.

"I was amazed at the number of exhibitors and people visiting the fair," said Chamber Executive Secretary Jonas Lindström, who met with several Swedcham members and other illustrious visitors from Sweden.

"Business was definitely in the air, and the event beat all expectations," he observed. "This trade fair is obviously a 'must' for everybody who is 'anybody' in the oil and gas industry. I strongly recommend that whoever did not participate in this year's edition of Rio Oil & Gas make a point of participating in the next event to take place in 2012."

"We look forward to seeing everybody at the Brazil Offshore 2011, which will be held from June 14 to 17 at the Journalist Roberto Marinho Convention Center in downtown Macaé in Rio de Janeiro State," Lindström concluded. As this magazine was going to press, some 80% of the total exhibition area had already been reserved, according to Reed Exhibitions Alcantara Machado, the event's organizer. ■



Dan Emelander, Product Manager Oil & Gas, and Phil Etheridge, Wire Sales and Marketing Manager of Sandviken AB.



Staffan Olsson, Director After Sales Europe & America, and Christer Oloffson, Sales Director EU & America, of Berg Propulsion.



Eddy Hedstrom, director of Five Star Services (left), at his stand.



Business Development Manager Lars Magnusson (second left) at the GVA Consultants stand.



The Swedish Consulate General in Rio and Swedcham held a cocktail party at the Borsalio Restaurant during Rio Oil & Gas.



Lars Magnusson and Swedish Consul General Louise N. Anderson at the cocktail party.

...Swedish participation

Continued from page 9

able products," said André Carrion, who took over as the new General Manager of Gunnebo Industries in Brazil on October 1. The company's sales manager since 2007, he replaces Lundkvist, who will continue at Gunnebo as Senior Advisor and Board Member.

"The grandiosity of the Rio Oil & Gas Expo is impressive and grows at a tremendous pace at every edition of the event," he observed. "This year, we had the presence of our colleagues at Gunnebo Johnson, which manufactures crane blocks for lifting up to 3,000 tons."

"We received many visitors at our stand and witnessed many excellent business opportunities. The Expo is extremely important to present new products, get together with our best clients, and develop new businesses," Carrion concluded.

GVA

GVA Consultants—which was also present with a stand at Rio Oil & Gas

where its Business Development Manager Lars Magnusson met with Swedcham Chairman Jonas Lindström—is a Swedish company with experience gained from more than 100 projects in over 20 countries. GVA is the world leading marine and offshore design company for semi-submersible drilling rigs and other floating units.

Based on the experience of more than 100 engineers deployed within conceptual design, naval architecture, structural design, marine and drilling systems, the company provides high-value design solutions to each and every project.

GVA's latest semi drilling rig design, GVA 7500, is doing well with several units under construction, one of which for Petroserv for operation in Brazilian waters. The GVA 7500 is the company's sixth generation design, developed to provide a cost-effective solution for drilling in extreme conditions of water depth and climate.

Five Star Services

Among other Swedish executives present at the event was Eddy Hedstrom, director of Five Star Services. With vast

experience in managing drilling and maintenance projects with high quality resources and highly skilled manpower, Five Star offers operational, maintenance or upgrade services in the oil & gas market both onshore and offshore.

One could say that the company's story actually dates back to 1989, when Hedstrom, who founded Five Star, decided to move to Brazil and continue his career in the drilling industry living in this country.

His passion for Brazil and the oil & gas industry led Hedstrom, whose successful career began in the late 1970s in the North Sea, to fulfill his dream when he started Five Star in 1997. Since then, Five Star has become a company that has the capacity to manage all the needs of any rigs, drill ships, semi-submersibles or drilling barges in partnership with drilling contractors, etc.

According to Hedstrom, Five Star takes "enormous pride in what we have accomplished and understands that our continued success will come from our strong commitment to making things happen for our clients." ■



The teams of Swedcham Members SKF and Höganäs that participated in the 18th Pão de Açúcar Marathon in São Paulo.

Agera Sales training and development in São Paulo

"Brazil & Sweden/Norway" interviewed Berkan Yildirim, a Swede with a master's degree from the Stockholm School of Economics and an international background in sales and development. He is on a mission to establish Swedcham member Agera Sales, a Swedish company offering sales training and development, in Brazil.

B&S/N: Why did you choose to open an office in São Paulo?

Brazil is the land of opportunities. But even here, successful companies need continuous sales development in order to stay successful. Sales training and development is our specialty, and we believe there is a demand for our services in Brazil, especially in São Paulo. I also love Brazil and speak Portuguese fluently, and I plan to live here permanently.

B&S/N: In what way are your services different compared to your competitors?

We take responsibility for the long-term sales success of our customers. This in turn means focus on quality, close relationships with our customers and a commitment to their success. Our training increases sales efficiency and implements a lasting change in the sales organization. These values have contributed to our base of loyal customers in Sweden, and I hope to accomplish the same in Brazil.

For those who are interested, Berkan Yildirim can be contacted at berkan.yildirim@agerasales.com.br

Integrated Marketing

On October 5, three specialists presented an event entitled "Integrated Marketing" at Swedcham, teaching members

Pão de Açúcar Marathon

Various members of the Swedish community participated in the 18th Pão de Açúcar Marathon held at Ibirapuera Park in São Paulo on September 19.

A traditional event, organized by the famous Pão de Açúcar supermarket chain, the marathon attracted more than 30,000 participants, including teams from Swedcham itself, sponsor SKF and members Höganäs and TozziniFreire.

The marathon (which included teams of two, four and eight people and two

categories—male and female) involved a trajectory of 42,195 meters (four circuits of a little over 10,548 meters), divided according to the number of participants per team, in each modality.

"It was a well-organized and worthy event in which members enjoyed themselves and at the same time invested in their well-being. I hope to see many more of you in the next edition of the race," said Chamber Executive Secretary Jonas Lindström, who himself participated in the Swedcham team.



(Left to right) Swedcham Board Member Nils Bonde (guest speakers at the Flyfishing event) and Stefan Lundkvist, Swedcham Treasurer and Managing Director of Gunnebo in Brazil, with Eliane and Fabiano Indena of travel agency Globale.

"Flyfishing Trout in Patagonia" event

On September 16, the Chamber held an event entitled "Flyfishing Trout in Patagonia", a presentation by Swedcham Board member Nils Bonde followed by a Happy Hour.

Patagonia in Argentina is a real goldmine for trout fishing with flies. Apart from a splendid nature, the area's waters are full of trout in different sizes. With the presentation, Swedcham Members and friends were able to make a brief trip to Patagonia and become acquainted with the equipment in-

volved, learn where the trout hide, and what is the "menu" that makes trout bite the bait.

At the end of the presentation, guests saw a fishing trip in the region between Bariloche and San Martin de los Andes—trout, rivers, lakes, fauna and a unique nature.

The event was sponsored by Gunnebo and supported by the travel agency Globale (both are Swedcham Members), which held a raffle of tasty Argentine wines and a tourism book.

and guests about how to integrate marketing activities and increase the results of their companies.

The speakers were Bernhard Schultze of SEO Marketing, Marcos Cordeiro of Max2 and Thiago Costa of EVCOM, all three corporate members of the Chamber.

Effective Communication

As this magazine was going to press, another event entitled "Effective Communication" was scheduled for October 22, the target public being Marketing, HR and Sales professionals, among other interested parties. The event was being organized by EVCOM and Vocalis, another Chamber member.

Other coming events

Competence Development Courses— Developing leadership in international organizations: Short-term courses in various areas with the objective to power your performance and to strengthen your company's competitiveness on an increasingly tougher market. Leadership, Performance Management, Ne-

gotiation Skills, Sales Performance and Marketing are some of the courses held by highly qualified instructors with international experience.

- **Leading Teams.**
By Therese Otterbeck. November
- **Performance Management.**
By Therese Otterbeck. November
- **Improving Sales Performance.**
By Agera Sales. Nov. 16-17
- **Developing Negotiation Skills.**
By Agera Sales. Nov. 22-23

Granja Viana Race set for November 27

The 500 Miles of Granja Viana Kart Race will now be held on November 27 and no longer on December 11, as published in the last issue of this magazine.

The Swedish participants, who will include Frans Bergman, are being sponsored by Elanders, Scania, SKF, Stora Enso and Volvo Cars.

For further details, please contact Swedcham Executive Secretary Jonas Lindström (55 11 3066-2590 or jonas@swedcham.com.br).

Swedcham Board

FIRST HONORARY MEMBER:

HM Queen Silvia

EXECUTIVE BOARD:

Nils Grafström

Chairman, Head of Stora Enso Latin America

Christer Manhusen

Vice Chairman, Former Swedish Ambassador to Brazil

Stefan Lundkvist

Treasurer, Senior Advisor & Board Member at Gunnebo Industries

Renato Pacheco Neto

Legal Director, Managing Partner Fraga, Bekierman & Pacheco Neto Advogados

Stefan Bengtsson

CFO Kuehne + Nagel

Nils Bonde

Former President Fadamac Brasil

Jonas Brännerud

President Elanders in Brazil

Peter Hultén

Former Director Banco Mercantil de São Paulo

Anders Norinder

President Volvo Cars for Latin America

Therese Otterbeck

Organizational Development Consultant

Swedish Industry Survey 2010

By Lisa Josefsson

Brazil is a growing market where the possibilities for investments are many, every year more and more people and companies seek business opportunities. Starting off in the beginning of the 1900s, today there are more than 200 Swedish companies established in Brazil. Some of these companies work with consulting, language studies and different kinds of services, however most of them invest in high technology in areas such as pharmaceutical products, telecommunications, the automotive and metalworking industries, as well as various kinds of industrial and household equipment.

Swedcham's latest Swedish Industry Survey was conducted between May and June of 2010 and consists of the companies' results in 2009. We obtained answers from around 40, including most of the major Swedish companies in Brazil. Additional information about many of the other companies was obtained through their websites or by phone calls.

Any numbers supplied by the participating companies are strictly confidential and are not, under any circumstances, shown to third parties. The numbers shown in this survey do not necessarily correspond to other surveys, results or statistical information.

Turnover

The total turnover of Swedish companies in the 2010 Survey reaches BRL 25.56 billion.

Net profit

The total 2009 net profit of the companies that responded to the survey amounted to BRL 548.5 million, however what might be more interesting is that the average profit compared to the turnover was 6.7%. Only two companies showed a loss, which is coherent with the fact that Brazil was less affected by the worldwide economic crisis than most other countries.

With regard to expectations for the

net profit in 2010, most of the companies surveyed responded that they estimated a net profit increase of up to 50%, and none of them a lower profit than in 2009.

Investments

The total investments of the companies during 2009 amounted to BRL 219 million, which corresponds to 4%, on average, of their turnover. For 2010, the expected increase for investments is around 12%.

Imports

The total imports by the Swedish companies as a group amounted to BRL 2.225 billion, of which 40.42% corresponds to imports from Sweden.

Exports

The total exports of the Swedish companies as a group amounted to BRL 1.126 billion, of which 24.16% is exported to Sweden. Most of the remaining exports go to other parts of Latin America.

Number of employees

The total number of employees of Swedish-related companies in Brazil amounted to 55,000 last year, compared to 50,000 in 2007—70% of the companies that answered the survey said they would increase their workforce in 2010.

Investments in cultural and social projects

Many Swedish companies invest in social and cultural activities all over Brazil. Many invest locally in orphanages and schools and children with disabilities, others nationally in child abuse and Aids prevention programs. Most companies invest in already existing projects, however a few run their own social activities.

Future events

There are three major projects coming up in Brazil in the next few years: the World Cup in 2014, the Olympics in 2016

and the ongoing Pre-Salt projects, along the Brazilian coastline. These events open many possibilities for investments in infrastructure, telecommunications and different kinds of equipment. Many companies see opportunities in all these events, or at least in one of them. It is probable that we will see a boom of investments in the next few years.

Swedcham

The Swedish Chamber exists as an intermediary between the Swedish companies, Brazil and Sweden. We are here to help and to live up to the requests we received from the companies in this survey: provide networking opportunities, organize workshops and presentations, promote the Brazilian market in Sweden, facilitate the business connections between the two countries and promote the Swedish companies in the Brazilian market.

If you require any further information, please contact Swedcham Executive Secretary Jonas Lindström at 55 11 3066-2590 or jonas@swedcham.com.br

New Members

Swedcham wishes to welcome the following new members up to September 16:

CORPORATE:

• Fazenda do Brasil AB

Fazenda do Brasil is a company founded in 2010 by Swedish businessman Nils Magnus Persson, with ample experience in developing and preserving forest properties in his home country. Fazenda do Brasil wholesales and retails furniture, objects and floor and wall coverings from reclaimed hardwoods in Scandinavia.

• Marenordic AB

Marenordic AB is a subsidiary of Mare S.p.A. (Italy). The company supplies chemical additives and technical services to the pulp & paper industry in the Nordic Countries. Technical skills and modern production facilities enable Marenordic to give the most cost-effective solutions for your paper-making needs.

Sweden's leading technical university wants to cooperate with Brazilian industries

By Marianne Persson Söderlind

REPRESENTATIVES FROM THE KTH ROYAL INSTITUTE OF TECHNOLOGY VISITED BRAZIL LAST AUGUST. A LUNCHEON ORGANIZED IN COOPERATION WITH SWEDCHAM BROUGHT TOGETHER A HIGHLY INTERESTED CROWD. KTH, THE LARGEST TECHNICAL UNIVERSITY IN SWEDEN, IS INTENSIFYING ITS COOPERATION WITH BRAZILIAN UNIVERSITIES WHEN IT COMES TO BOTH EDUCATION AND RESEARCH.

“Brazil is one of the countries in the world that Swedish students should learn more about. At the same time, KTH is becoming increasingly attractive to Brazilian students. However, as of 2011, Sweden will start charging tuition fees from students coming from outside the EU. Unless we establish a strong and concrete cooperation plan, our objectives to intensify academic links may be jeopardized. We need to establish proper channels to facilitate mobility at all levels,” says KTH Professor Semida Silveira,

who took part in KTH's visit to Brazil.

KTH hopes to raise interest among companies in Brazil to accept talented students from Sweden who are doing their final thesis projects. This could provide one alternative in order to maintain reciprocity within the exchange agreements between universities. KTH has a long experience of cooperation with industry and we would like to explore this model in cooperation with Brazilian industries as well.

Another way could be to get companies to support master's students at

KTH. We believe that companies will be interested in supporting specific areas. KTH has more than 50 master's programs which are held in English, receiving students from all over the world. Strong research areas at KTH include, for example, Energy and Information Technology. Other defined strong research areas are Transport, Materials and Life Sciences.

Please read more about KTH at www.kth.se. Companies interested in more information should send an email to mps@kth.se

• **Metamorphose Assessoria Esportiva**

Considering the rapid growth of sports in the general population, from the youngest to the oldest, the Metamorphose Sports Consultancy is concerned with offering a wide variety of activities to aggregate the largest number of students. Our main goal is to improve the quality of life through physical activities such as walking, running, biking, swimming and gymnastics, among others.

• **Nefab**

The global network of experts in packaging and logistics Nefab provides its customers with services of international jurisdiction. Our packaging designs are combined with analysis of cost reduction, providing optimal solutions for your company and product.

• **Nordanå Trä AB**

With 35 years worth of experience in the industry, Nordanå Trä AB is one of Sweden's leading sawmills in short length production. The raw material,

pine & spruce, is purchased locally in Hälsingland, one of the finest raw material districts in Sweden.

• **Smarteq Antennas**

Smarteq is a Swedish company founded in 1996. It is focused on developing and supplying high-quality antennas and antenna systems for the following market segments: Automotive (communication between vehicles), M2M (machine-to-machine), and Mobile Communications (wireless transfer of voice and data between people).

• **Starsprings do Brasil Ltda.**

Europe's largest producer of paper and carton board, we produce fine paper, with or without coating, newsprint, publication paper, carton board, consumer board and industrial packaging products and wood products for various applications. In Brazil the company produces bleached eucalyptus pulp and publication paper.

• **Volvo Cars**

Volvo Cars was founded in Sweden in 1927. Since then, the company developed into one of the best known car brands in the world and is considered a leader in safety engineering. The global brand tagline "Volvo for life" summarizes the soul of the Volvo brand.

INDIVIDUAL:

- Ann-Sofie Nilsson
- Eduarda Correia Gomes
- Élcio de Siqueira
- Élide Pereira Miranda
- Isabella Maria Lutti Schéle
- Janina Sekula Smolka
- José Alencar Galvão de França
- Lars Hugerth
- Louise N. Anderson
- Michel Rost
- Pablo Sebastian Maluf
- Sergio de Oliveira Kubota
- Stefan Mockaitis
- Rui Cavendish

...Six trends

Continued from page 24

ing the role of a bank. (The “unbanked” are those who do not have any bank accounts, and thus have no access to other financial services such as loans and insurances.)

Prediction: Consumer and retail segments in Brazil will benefit when banks increase their reach through retail stores. This is a trend already in place.

4. Greater credit card penetration

Brazilians have been more inclined to pay with cash, which is typically drawn from automated teller machines (ATMs) only once or twice a month. Credit in Brazil accounts for nearly 40% of gross domestic product, far behind the 70% average of other emerging countries. Over 50% of the population does not have a credit card. Banks and retail chains are addressing this gap.

Prediction: Consumption trends, especially those relying on online transactions, will change, as more and more people become accustomed to using credit.

5. Emphasis on being eco-friendly

Recent panels presented in the World Economic Forum in Davos showed that

Brazilian consumers are more demanding than their European counterparts in their concerns about the environment and how products are manufactured or disposed of. Companies that fail to respect at least the basic environmental rules in the region are at risk of being rejected by a good percentage of local customers. The trend can already be observed in some supermarkets which have started selling eco-friendly products, diminishing the use of plastic bags and providing recycling collection centers.

Prediction: Consumer and retail companies will begin to change their product formulas and possibly even eliminate some product packaging.

6. An aging population

Store sizes in Brazil have been shrinking, partly due to the aging population, as older shoppers prefer not to carry heavy shopping bags home. Catering to an aging population is not a fad. Life expectancy in Brazil increased from 69.5 years in 1998 to 72.7 years in 2008.

Prediction: Companies will need to develop tools and methodologies to understand this group's needs in order to tap this market successfully.

With the ground paved for rapid growth in the retail segment in Brazil, consumer and retail companies need to beware of sudden changes that can oc-

cur in emerging markets. The entrance of a new player, a merger or an acquisition for example, can change the competitive scenario quite drastically. Demographic and cultural changes can also have far reaching implications.

As competition becomes ever more intense, companies will need to become more concerned with segmenting, positioning and promoting their products and services accurately. All this can only be achieved by closely listening to and monitoring the markets they are in.

About GIA

GIA is a strategic market intelligence and advisory group. It was formed in 1995 when a team of market intelligence specialists, management consultants, industry analysts and technology experts came together to build a powerful suite of customized solutions ranging from outsourced market monitoring services and software, to strategic analysis and advisory.

Today, we are the preferred partner for organizations seeking to understand, compete and grow in international markets. Our industry expertise and coverage of over 100 countries enables our customers to make better informed decisions worldwide.

For more information, please visit www.globalintelligence.com or send an email to media@globalintelligence.com. ■

Chamber participates in Encomex Mercosul

The Brazilian Chamber of Commerce in Stockholm participated in the Encomex Mercosul 2010 Trade Fair, which was held at the Rio Grande do Sul State Federation of Industries (FIERGS) in Porto Alegre August 31 and September 1. The Chamber was represented by marketing consultant Marie Oljemark.

Brazil has stepped up efforts to promote Brazilian exports and one of the actions is to invite and sponsor potential partners in interesting regions. The Brazilian Chamber in Sweden was invited to participate and to meet with potential exporters. Marie had meetings with 35 companies that showed interested in trade with Sweden. The companies represented a wide range of products from wooden furniture to food products such as soya, rice, sugar, chicken and fruit juices, as well as musical instruments, sportswear and technical equipment for the naval industry.

The Chamber is now working to find partners in the Swedish market. ■

Brazilian Day in Stockholm



Brazilian Ambassador to Sweden Antonino Mena Gonçalves opens the Brazilian Day celebrations in Stockholm.

For the first time a Brazilian Day was held in Stockholm on September 5. The event, which lasted from noon to 8 p.m., featured general information on Brazilian society, culture, economy and tourism

potential, workshops, the performance of musical groups and an exhibition of Brazilian artists.

The event was organized by the Brazilian Embassy and the Chamber was present with an information stand. On September 3, Stockholm also received a visit from the Brazilian naval ship Brasil and a cocktail was held on board. ■

Soccer business at Hotel Diplomat

Around 70 people came to the Hotel Diplomat to support the Brazilian national soccer team in June. Both the Swedish Ambassador in Brazil and the Brazilian Ambassador in Sweden participated in the soccer business event, and among the speakers we received the President of the Swedish Soccer Federation, Sune Hellströmer.

The event was sponsored by the Hotel Diplomat, Törngren & Magnell, ÅF and Jogo Bonito (soccer player agent). ■



(Left to right) the Brazilian Chamber's Delaine Basso, Hugo Oljemark, Elisa Sohlman and Danielly Fagern at the soccer event held at the Hotel Diplomat.

Meeting focuses on increased cooperation

A meeting between the Chamber, the Brazilian Embassy in Stockholm and the new Chairman of Swedcham took place recently to plan for future events and to increase the cooperation between the different organizations.

One of the most recent forms of cooperation was that the Chamber helped the Embassy to upgrade its information booklet "Como Exportar para a Suécia". ■



The Delegation from Taboão da Serra together with the representatives of the City of Sundbyberg.

Continued cooperation between Sundbyberg and Taboão da Serra

The Chamber hosted a three-day visit of a delegation from Taboão da Serra in São Paulo State, Brazil, that met with representatives from the City of Sundbyberg and a large number of Swedish companies in the construction and environmental technology sectors.

The visit, which took place in early June, is part of a cooperation agreement between the City of Sundbyberg and Taboão da Serra. The delegation, led by Mayor Evilásio Farias, visited Scania, ÅF, Norrvatten, Norrenergi and Envac.

Taboão da Serra has plans to build a waste to energy plant and we hope to include Swedish equipment and technology in this project. ■

Fiscal Food Service Fair

Danielly Fagern of the Chamber visited the Fiscal Food Service Trade Fair held in São Paulo in June. The aim of this visit was to help the Swedish company Spendrups find Brazilian products and to try to attract distributors for its products in Brazil.

During the first days there were Business Meetings (inside the fair) with 10 Brazilian companies interested in exporting products to Sweden, and we represented one Swedish company that was interested in both exports to and imports from Brazil. ■

Nine steps to improve business process management (BPM) with performance

Restructuring a company using BPM is a necessity in view of a scenario marked by constant changes in an increasingly intricate world. In order to face this challenge, executives and managers must follow nine essential steps:

Step 1 – Introduction and Preparation of the Organization: this is the moment when one decides to begin the project. A sponsor is chosen and the objectives are clearly defined. This is followed by the selection and training of the inside team, the planning of the change management and the beginning of endomarketing.

Step 2 – External technologies: at this stage, the organization might need external knowledge about the best and current market practices that enable it to define the methodology to be employed, select the adequate tool to map out processes and select a consulting firm that will assist in the various stages of the project.

Step 3 – Understanding the strategy: The organization analyzes the basic principles of its strategy and its insertion in the market, which will serve as the basis for the evaluation of its performance based on the Balanced Scoreboard (BSC). The principles guiding the Strategy x Operational Efficiency ratio are also established.

Step 4 – Value Chain Modelling: This activity is carried out simultaneously with Step 3 and is essential for the whole project to be developed in line with the defined strategy. The value chain modeling will enable the participating team to become acquainted with identification and design techniques, with the value of the prioritization processes and techniques.

Step 5 – Mapping, analysis and diagnosis: This stage consists in a survey of the current situation (as is), the analysis and diagnosis of the

situation (using the tools and procedures set in the methodology of the processes prepared in Step 2), and the identification and approval of premises for the future model.

Step 6 – Processes and technology: This is the moment to define the future, the path the company will follow to operationally transform its strategy. The most important items in this stage are: designing the future model, specifying the systems and technologies that will support the processes, dealing with the operational risks, analyzing costs per activity and process, and conducting a simulation of the future model.

Step 7 – Knowledge and Competence: The objective of this stage is to raise the requisites of the necessary competences of the collaborators involved in the processes in question, identifying the cells, teams and needs of the manager.

Step 8 – Organizational aspects: This stage involves organizational adjustments, the metrics that will rule the processes in question and the definition of the profile of the managers responsible for the new processes.

Step 9 – Implementation and continuous improvement: The success of the implementation depends on the training of those involved in the new methodologies, procedures and systems to be employed. Once the operation's norms have been defined, we must build an atmosphere of continuous improvement, which includes the auditing of the processes. ■

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Legal services outsourcing for specialized law firms

By Valdirene Laginski *

The trend of companies is to outsource legal services to law firms specialized mainly in mass litigation, in order to reduce costs.

Currently, there is a significant increase in lawsuits, especially those related to damages covered by the Civil and Consumer Law. Therefore, law firms specializing in this segment have become vital to companies, because these offices have specialized teams. They are trained to work in this area. The law firms seek to appease relations and achieve important agreements with the least cost to business.

It is important to mention that compensation for moral damages, especially regarding consumer relations, has been increasing significantly and has become a serious concern to companies that operate in this area. Therefore, specialized firms have begun to play an important role for corporations.

Outsourcing should be done cautiously, always after a careful review of the structure and profile of the professionals who will perform the work. It is not enough to have good coaches, but they must have an outstanding profile as good negotiators.

Contractors should be familiar with the corporate culture, products and services offered by the corporation and maintain an open channel for communication to analyze each individual situation. Companies should provide all means for the outsourced companies to represent them well.

Companies operating domestically should always serve as a center for operations and services, also maintaining a network of partners and/or correspondents in all parts of the country, since this may impact the overall costs.

This preference results from the need to centralize and work with firms that can be the source of information and correspondence, especially when it comes to foreign companies, since the skills of the foreign languages can be very relevant. It is also noteworthy that this preference ultimately brings all responsibility to the office coordinators.

Law firms that have an interest in engaging in mass litigation services must have an organizational structure that keeps the demand under control and a staff with qualified professionals, as well as strong technical and communication skills.

Consumer demand in general and the role of the specialized firms are very positive because the outsourced professionals are not involved emotionally with the situation and the agreements tend to be more effective.

In such situations, success is greater because the consumer feels well respected and is likely to maintain a good relationship with the business.

Here are some important aspects to be considered by firms that want to specialize in providing such services for companies interested in outsourcing:

- a) Have professionals with expertise, commitment and trading profile;
- b) Valuation of the claims or demands in a way that it will not exacerbate the problem, even if the complaint may seem petty, technically speaking, for the plaintiff it is very important;
- c) Use of a suitable language will have a tremendously positive impact on communication with the consumer.

Companies interested in outsourcing their services should pay attention to these details because a team with leadership traits will surely meet their needs and will greatly assist in reducing costs, mainly indemnifications.

The role of law firms is not just to solve problems when they have already occurred, but to help companies prevent them. Therefore, it is necessary to maintain a good partnership with the clients and to protect their needs.

Care is essential in outsourcing specific legal services, especially when there is a large demand. A team that is unable to act and react may aggravate the situation and, consequently, increase the bottom line costs to the business.

**Valdirene Laginski is a lawyer specialized in Civil and Consumer Law, partner of the law firm Fraga, Bekierman & Pacheco Neto – Advogados.*



Mediation and Arbitration Survey conducted by LBC together with CAE–Eurocâmaras



Renato Pacheco Neto

As most of our members know, Eurocâmaras federates the leading European Chambers of Commerce in Brazil, creating the most representative official umbrella organization for European companies in our country. Last year, Swedcham took over the Chairmanship which has now moved over to the German Chamber. Still Swedcham is now running a Vice-Chairmanship and further chairing its Arbitration and Commercial Mediation Chamber (CAE).

Eurocâmaras has the important mission to assist both foreign and national companies in trading and investing. Indeed, Eurocâmaras is the largest multicultural network providing a business and social platform to facilitate and promote business opportunities to all Brazilian and European companies, members of our Bilateral Chambers.

The Eurocâmaras Arbitration and Mediation Chamber (CAE) participates in this effort by proposing to the business world efficient alternative dispute resolution methods. In order to improve our services and make them better suitable to our members, always moving corporate needs, we are in the process of launching a survey. Further

information may be obtained on our recently updated website: www.eurocamaras.com.br

We are grateful that through the cooperation between Swedcham's Legal & Business Committee (LBC) and CAE, this magazine generously gave us the chance to reproduce the main queries made to companies.

SURVEY

1. Did you already know that Eurocâmaras has its own Arbitration and Mediation Chamber (CAE)?

YES NO

2. What is your company's litigation liability level?

less than BRL 1 million
 between BRL 1 and 10 million
 over BRL 10 million

3. How much do you believe that your litigation liability represents in relation to your annual turnover?

less than 1%
 between 1 and 10%
 over 10%

4. Are you actually judicially litigating with suppliers, clients or any other commercial partner?

YES NO

5. Is the other litigating party a foreign company?

YES NO

6. Are you able to distinguish Mediation from Arbitration?

YES NO

7. Has your company ever been involved in an Arbitration or Mediation proceeding?

YES NO

8. Would you agree to submit the ongoing judicial proceedings to Mediation or Arbitration following the high European standards provided by CAE?

YES NO

9. What is your time expectation in order to reach a final and enforceable solution to your case?

less than 3 months
 between 3 and 12 months
 over 12 months

10. How much would you expect to spend in a Mediation or Arbitration proceeding?

less than 1% of claim
 between 1 and 10% of claim
 over 10% of claim

**Renato Pacheco Neto, LL.M., an alumnus of Harvard's Law School LLF, 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) and Swedcham's Legal Director. He is also Founding and Managing Partner of the international law firm of Fraga, Bekierman & Pacheco Neto – Advogados, with offices in SP/Rio/Brasília and worldwide alliances.*

...Smarteq

Continued from page 18

for cars if there were no hidden tracking devices. During their stay in Brazil, Valtonen and Hellgren also visited Manaus, where Continental has a production plant. Continental is the firm with which Smarteq started operating here through insurance companies.

According to Smarteq CEO Henrik Lindén, the company is committed to exceeding its customers' expectations. This commitment has given Smarteq longstanding business relations with some of the world's leading companies within the automotive and industrial fields.

Lindén has a wide knowledge and experience, both technical and commercial, of antenna products and the wireless market. In 1999, he joined the historically well-reputed Swedish antenna company Allgon (founded in 1946), as product manager for antennas. In the year 2000, the business area was sold to the company Smarteq. During his years at Smarteq, Lindén has held different positions: Automotive Business Manager, Chief Technical Officer, Sales and Marketing Manager and since November 2009 he is the CEO.

The rapid development of wireless technology is constantly increasing the demand for antennas. Smarteq's product portfolio covers built-in antenna systems in the premium automotive segment as well as antennas for automated meter readings, wireless communication, etc. New antennas from Smarteq are designed according to customer specifications. ■

...Leadership

Continued from page 22

then I must be one, for he is nearly always right, and generally says what he means. I will step over and see him."

Lincoln did not feel offended, instead he tried to understand his accuser's point of view. A leader who is self-aware enough to know that he or she is not adept at everything is one who has taken the first step toward being a great leader. Everyone has shortcomings and leaders who are willing to admit these, and always strive to improve and seek out colleagues or team members to fill in the gaps, have a much greater chance for success than those who are not willing to admit those shortcomings.

So, what is leadership then? Feeling we did not get much closer to an answer I believe every organization has to define what characteristics and competencies are most needed for the leadership style they would like to see represented among their managers. An established process for the search for talent and leadership potential has to be in place and resources have to be dedicated to the development of these individuals. Only then will a company prepare itself for the future, and have the right crew on board to steer the ship into the turbulent and unknown waters of the future

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

...NBCC

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TozziniFreire's new partners

TozziniFreire Advogados has added two new partners to its Rio de Janeiro Office. Luiz Quintans is responsible for the firm's Corporate/Oil & Gas practice group, after six years as Legal Director at Eni Oil Brasil. With 15 years of experience leading legal departments of companies such as White Martins, Allied Domecq, Chocolates Garoto e PriceWaterhouseCoopers, Quintans is a specialist in the Oil & Gas industry and in international contracts. He is also professor at Rio de Janeiro State University (UERJ), at Getulio Vargas Foundation (FGV-RJ), and at Candido Mendes University (UCAM).

Carlos Adolfo Teixeira Duarte is the new partner in charge of the tax practice group at the firm's Rio de Janeiro office. With 25 years of practice in Business Law, he acted as Tax Director at Shell Brazil and at Brazil's Fuel & Lubricant Distributors' Union (Sindicom), and acted for three years at Shell's headquarters in Europe. Duarte is widely experienced in taxation contracts and in mergers and acquisitions, and represented the upstream oil businesses (Brazilian Petroleum, Natural Gas and Biofuels Institute - IBP) in discussions on the Constitutional Tax Reform with the Executive Branch and Congress. He is a member of the Advisory Board of the Brazilian Association of Financial Law (Brazilian IFA Branch), and member of the International Fiscal Association (IFA). ■

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NORWAY**

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

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