

2015

ANNUAL REVIEW



HEUSSEN

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WORDS OF THE CHAIRMAN

Per Cederlund



2015 WAS A YEAR full of exciting activities and also preparations for the future to come. For myself, it was the first half year as Chairman of the Swedish Chamber of Commerce.

On October 6, our new Ambassador, H.E Mr. Per Holmström was officially welcomed to the Netherlands

at Inter IKEA Systems by a large group of Sweden related organizations. I would like to, once again, take the opportunity to wish Per Holmström very welcome. The partnerships with the Swedish Embassy, Business Sweden, Visit Sweden, The Dutch Chamber in Sweden and other Swedish and Dutch business organizations are essential for us in the work to promote trade between Sweden and the Netherlands. We can be very proud of the tradition of cooperation we have here in the Netherlands, working together and in the same direction.

This is also the thought behind the part of the Swedish governments new export strategy named "Team Sweden". The ambition is to unify the Chambers, Embassies, Business Sweden, Visit Sweden on as many markets as possible. On September 25 we launched this new export concept at Business Sweden in The Hague. I believe this will strengthen our relations even further.

Another exciting part of the preparation of the future is to identify new needs and to examine new roles for the Swedish Chamber. The foundation is solid and set. The challenge, as I see it, is to add qualities in order to optimize the progress of Swedish and Dutch business. In the Netherlands we have a region which is, according to The European Digital City Index (EDCI), top ranked in Europe when it comes to the support of start up of new projects in the field of digital business. This is, I believe, one example of an area where the Chamber could fulfill various interests amongst member companies.

Networking is business. Within the context of the Dutch European Presidency we had a fantastic co-organized event in December. Eight Chamber of Commerce and Business Clubs had this joint meeting at the Marine Establishment in Amsterdam. This was an excellent opportunity to connect and to exchange experiences with representatives from other organisations. In the Swedish Chamber our aim is to establish a business platform where networking is a natural part of everything we do. Many valuable and creative thoughts come from our Young Professionals (YP, previously JCC).

As a member of the Swedish Chamber of Commerce you are contributing, every day, to stimulate and inspire Sweden related companies to develop a step further. Your membership creates business advantages for yourself and for all members. I would like to thank our patrons and all our members for your support and positive energy.

In this Annual Review we are very pleased to highlight some of our member companies and to introduce some of our new contact persons. Former Board Members Hans Duijn and Josette de Goede met with them together with our general manager Kerstin Gerlagh and we invite you all to read the results. Of course, we would have liked to interview all our members, but, we had to do a small selection this time and therefore we hope to continue to introduce old and new members in upcoming Newsletters and Annual Reviews. Beside these interviews, I hope that you will enjoy reading about all the other nice activities presented in our Annual Review 2015.



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PATRONS

THE PATRONS OF the Swedish Chamber of Commerce are of great importance for the Chamber's activities. Founded in 2004 the group of Patrons consists of companies close to the Swedish Chamber who are supporting the Chamber's mission and activities by contributing supplementary financial funding. Today the Swedish Chamber of Commerce is very proud and honoured to present 23 Patron companies ranging from the financial sector to the flower industry.

Patrons of the Chamber receive additional visibility through its vari-

ous marketing channels, such as the website, Annual Review, the Swedish Chamber Patron Banner and social media platforms. Furthermore, Patrons receive invites to exclusive events. These include, amongst others, a Patron Dinner which is held at the Swedish Ambassador's residence and aims to bring together leading individuals within the industrial companies and the largest corporates within the network. Fundamentally, the patronship offers additional marketing and networking opportunities. The ability to sponsor and organize events together with the Swedish Chamber of Commerce is an impor-

tant benefit both for the Patron Members and for the Chamber.

Joining the exclusive Patron group is possible after consultation with the Swedish Chamber of Commerce and by approval from the Patron Committee and Executive Committee. The Swedish Chamber is very grateful for the additional support from the Patron companies which enables further development and promotion of Swedish – Dutch trade.

HEUSSEN

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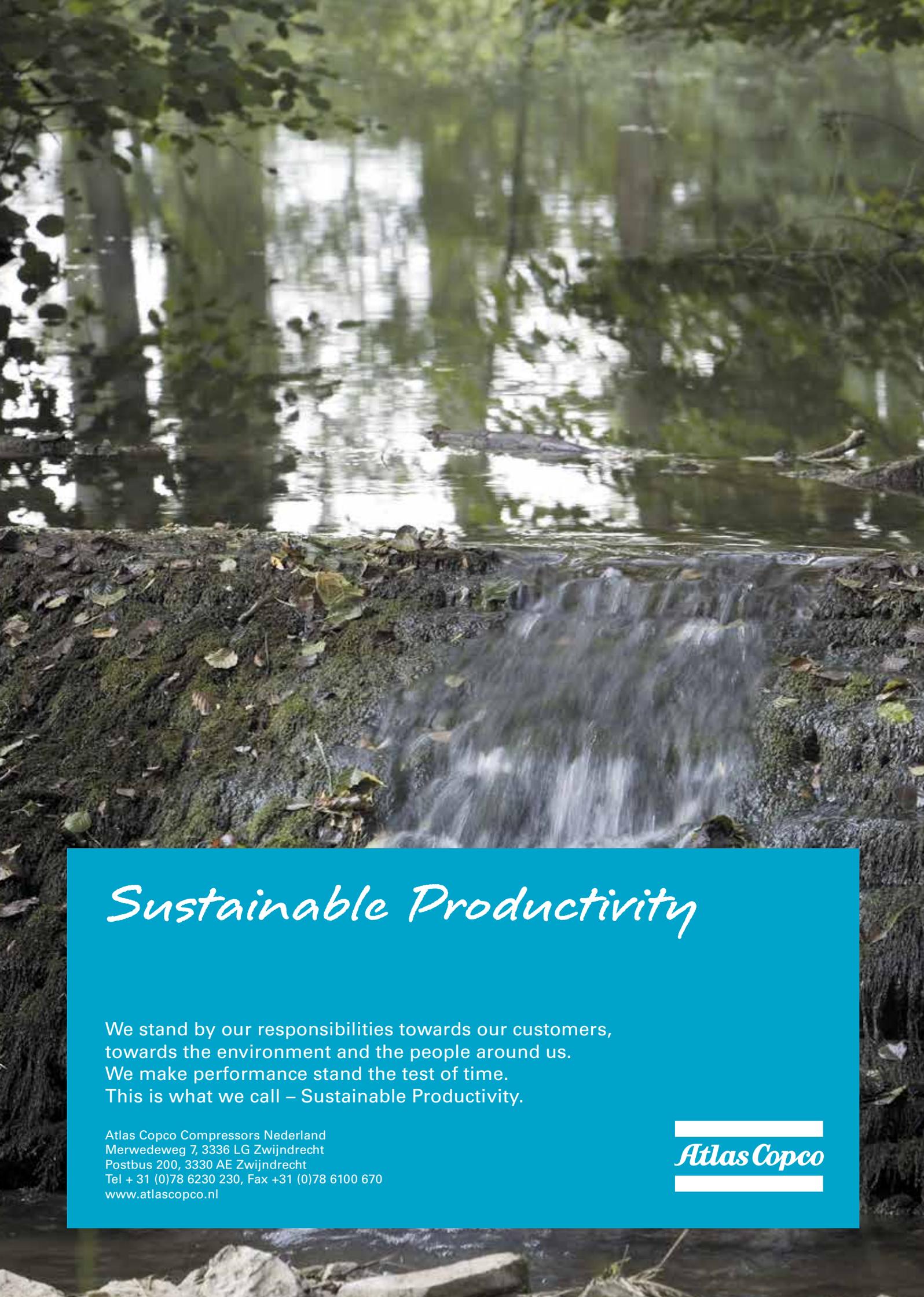
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WORDS OF THE HONORARY CHAIRMAN

H. E. Per Holmström, Ambassador of Sweden

IT IS AN HONOUR for me to take up the role as honorary chairman in the Swedish Chamber of commerce in the Netherlands.

I have been in the Netherlands since September 2015 and my first months have been both incredibly busy and interesting. Luckily I am surrounded by talented and resourceful people who have guided me and introduced me to the Dutch conditions. I have also received an overwhelmingly warm welcome by all the “Swedish” organizations, associations and companies. They (and you) have been a great support and I look forward to give something back during my time here.

A large part of the relation between two countries is the encounter between its people. This is where understanding actually happens, and this is where the more enduring bands are tied. The links between Sweden and the Netherlands are strong and vital - on all levels, not at least within the business sector. Trade relations between the Netherlands and Sweden are flourishing. The Swedish Chamber of Commerce plays a crucial role in this regard, contributing substantially to the success of Swedish/Dutch businesses.

The Swedish government has put export promotion and innovation high on its agenda, announcing the creation of a Council for Innovation and a new export strategy. This strategy will assist in achieving the Swedish government’s overall objective of Sweden having the lowest unemployment rate in the EU by 2020. This objective will be achieved through obtaining a number of goals such as increasing exports (both in absolute figures and as a proportion of GDP), increasing Sweden’s attractiveness for investments and increasing Swedish enterprises’ participation in the global economy.

The export strategy is also guiding our work. In order to implement the Government’s export strategy I can safely rely on the trade promotion partners in “Team Sweden”, the formal cooperation between the Swedish Chamber of Commerce, Business Sweden, Visit Sweden and the Embassy and its honorary consuls.

Sweden and the Netherlands are comparing well with other European countries when it comes to innovation and competitiveness. At European level, we share the conviction that a better functioning internal market – in the field of services, trade and in the digital field – and focus on innovation and research, are measures needed to spur Europe’s long-term economic growth. It is therefore natural that innovation and sustainability will continue to guide our work.

Innovation and sustainability is also key to the success of Swedish fashion. Swedish fashion is doing very well in the Netherlands, and among Swedish fashion companies the Dutch market is one of the most popular ones. In addition, Swedish fashion companies are far ahead when it comes to sustainability and sustainable solutions. In order to highlight this, the Embassy together with its Team Sweden partners

will focus its promotion activities on Swedish fashion, i.e. 2016 will be the year of Swedish fashion in the Netherlands! This will be done through export promotion activities, seminars, exhibitions and a clothing swapping day at the Swedish Residence.

I look forward to exciting years in the Netherlands. During these years I will do my best to contribute to fulfil the goals of the Swedish export strategy. I will do this together with a Swedish Chamber of Commerce that is active and progressive and fulfils its role as facilitator for networking and business opportunities. I rest assured that will aid in achieving those tasks.





THE SWEDISH CHAMBER OF COMMERCE

The Swedish Chamber of Commerce founded in 1960, is a not-for-profit organization explicitly dedicated to its Members. Our mission is to inspire, promote, and extend the commercial and industrial relations between individuals and companies in Sweden and the Netherlands. The Chamber's main role is to provide a forum for Members to exchange business ideas, experiences and to explore new business opportunities. We promote trade relations between Sweden and the Netherlands and deliver a unique network based on the combination of Swedish and Dutch cultures. Please feel very welcome to participate in our events and networking possibilities to enlarge your Swedish – Dutch business network.

Welcome to the Swedish Chamber of Commerce in the Netherlands!

Board of Directors

The Swedish Chamber of Commerce is governed by the Board of Directors representing both Swedish and Dutch companies in the Netherlands. The Swedish Ambassador the Netherlands, H.E. Mr. Per Holmström is appointed Honorary Chairman of the Board. The Chairman is nominated by the Board and approved by the Members.

New Board Member Candidates



H.E. Per Holmström
Honorary Chairman
Ambassador of
Sweden



Per Cederlund
Chairman
Filippa K



Ann-Charlotte Runn
Vice Chairman
Iggesund Paperboard



Bert Heikens
AKD



Ruud Joosten
Akzo Nobel



Kathy Dolk
Treasurer
Dolk Hesper



Wilma Buis
Mercuri Urval



Annika Hult
Stena Line



Roland van Pooij
Handelsbanken



Rob Wolters
Ericsson Telecommunicatie



Hannie Kroes
SKF



Peter Smink
Vattenfall



Mikael Sørensen
Handelsbanken
(leaving)



Ehsan Turabaz
Inter IKEA Systems



Kerstin Gerlagh

General Manager

The Committees

The Executive Committee

The Executive Committee outlines the work and decisions for the Board and supports the General Manager of the Chamber. The Chairman of the Chamber heads the Committee.

Per Cederlund
Ann-Charlotte Runn
Kathy Dolk
Mikael Sørensen
Kerstin Gerlagh

The Finance Committee

The Finance Committee oversees the financial administration of the Chamber, including the budget setting on behalf of the Board.

Per Cederlund
Kathy Dolk
Ann-Charlotte Runn
Kerstin Gerlagh

The Patron and Member Committee

The Patron and Member Committee develop (new) member strategies, including the acquisition of new members and (new) Patron Companies.

Kerstin Gerlagh

The Nomination Committee

The Nomination Committee is responsible for the nomination of Board Members, Committee members and functions within the Board.

Ann-Charlotte Runn
Per Cederlund
Kerstin Gerlagh

The YP Young Professionals Committee

The YP Committee outlines the work and activities, as well as member acquisition and communication for the Young Professionals of the Chamber. The Chairman reports to the Chamber's Board of Directors at the regular Board Meetings.

Heidi Liedberg
(Chairman)
Arnout van Ee
Sophie Hansson
Henrik Enkel Larsson
Carl Kars
Linnea Rungård

Board of Recommendation

The following persons from trade, industry and diplomacy acknowledge the importance of a Swedish – Dutch business network and they therefore support and endorse the activities of the Swedish Chamber of Commerce for the Netherlands:



Maria Rankka

CEO Stockholm Chamber of Commerce



Björn Skala

Former Ambassador of Sweden in the Netherlands



Michael Treschow

Chairman of the Board/Director, Unilever NV Director, ABB Ltd



Jeroen van der Veer

Chairman of the Advisory Board ING, Chairman of the Supervisory Board of Koninklijke Philips Electronics N.V., until end of June 2009 Chief Executive Officer of Royal Dutch Shell plc.



Hans de Jong

CEO of Philips Benelux



Mikael Ohlsson

Non-Executive Director of Volvo Car Corporation, Ikano S.A, Tesco plc and Lindengruppen AB, Former CEO and President of the IKEA Group



THE OFFICE



Kerstin Gerlagh



Madeleine Mannehed



Sophie Hansson



Marie Treschow



Eric Säwe

THE OFFICE IS responsible for the day-to-day business of the Swedish Chamber and lead by General Manager Kerstin Gerlagh. In 2015 the Swedish Chamber of Commerce was very pleased to host 4 interns from Swedish Universities. We would like to thank Madeleine Mannehed, Sophie Hansson, Marie Treschow and Eric Säwe for their great support to the Swedish Chamber of Commerce during their internships.

During 2015 we welcomed more than 1500 guests to our different events and activities. One reason to the growth of numbers of participants was the development of the Entrepreneurs Café and Business Women Program. A big thank to everyone who so generously shared their ideas at these programs! We are looking forward to the continuation in 2016. Another successful program that was launched already in 2007, has since last year received professional support from Mercuri Urval to develop and improve the program for the future needs of the participants. Our sincere thanks to Swedish Chamber of Commerce Patron and Board Member Wilma Buis Country Manager and participant as coach herself in the program, for the great support and for asking Margriet Brink, Mercurui Urval to manage the program. Another excellent example of Swe-Cham/Patron co-operation is the Annual Economic Outlook together with Handelsbanken. A great number of our members block their agendas every year for the annual economic updates of Mr. Jan Häggström Chief Economist at Handelsbanken. Exclusively for our Patron members we organize our valued annual Patron Round Table discussion and dinner. In 2015 this was hosted by former Ambassador Håkan Emsgård and the fruitful and successful discussions were led by former Prime Minister Jan Peter Balkenende, Chairman of the Dutch Sustainability Growth Coalition and a very loyal guest of the Swedish Chamber of Commerce. All in all we look back on a large number of successful events in co-operations with our members and stakeholders during the year and we welcome you to read more about them at the Event overview and Event highlights elsewhere in this Annual Review.

We are very pleased and honored for the successful and established co-operations with the Swedish Embassy in The Hague, Business Sweden and Visit Sweden and in 2015 we were very pleased to be part of the launch of Team Sweden in the Netherlands for the benefit of the trade relations between Sweden and the Netherlands. We would also like to express our thanks to the Swedish Chambers International, The Dutch Chamber of Commerce in Sweden, The Royal Dutch Embassy in Sweden and Stockholm Chamber of Commerce, The Netherlands Council for Trade Promotion (NCH) and Task Force Health Care for the excellent co-operations during the past year.

We would especially like to mention our co-operations with Brabant Ontwikkelings Maatschappij (BOM) with whom we are presenting our Annual Program "Swedish Business in Brabant" and the Nordic Business Clubs; Danish Dutch Business Club and Finnish Dutch Chamber of Commerce with whom we organize an annual Nordic Business Forum. In 2015 the Nordic Business Forum was very successfully hosted by PwC. December 2015 we were able to introduce a co-operation with 8 European Chambers which resulted in our last event of the year where we invited the members from all the Chamber's and Business Clubs to visit the Marineterrein in

Amsterdam for an introduction to the Dutch EU Presidency. In total we welcomed about 200 guests for this exclusive event with thanks to the general and financial support of Amsterdam InBusiness who is a member of many of our European Chambers and Business Clubs.

However, it is not business only at the Chamber. There were also a lot of Social events to enjoy! We organized the Swedish Chamber Midsummer Golf Tournament together with Svenska Golfklubben, we celebrated Midsummer and Crayfish Party together with Svenska Klubben and SWEA. The Annual Lucia dinner and dance was a great success with the support of Inter-IKEA-Systems and with the fantastic Swedish Smörgåsbord prepared by Pia Rengefors at La Cuisine Scandinave. We thank Svenska Golföreningen i Nederländerna, Svenska Klubben and SWEA for the pleasant co-operations. We would also like to express a sincere thanks to Inter-IKEA-Systems for their loyal and continued support to the Swedish Chamber of Commerce. How could we promote the "Swedishness" without them? Another fantastic co-operation, or tradition, is of course the Welcome reception for the Swedish Ambassadors, always very generously and kindly hosted by Inter-IKEA-Systems in Delft as well.

During the year we have established many good relations for the future with stakeholders such as Amsterdam Start up Delta, NFIA, RvO, Innovation Utrecht, Amsterdam Marketing, Amsterdam Economic Board and the Municipality. We are also very pleased to announce that in addition to our partnership at Ondernemings Plein Amsterdam, the Swedish Chamber has become Partner of Amsterdam Expat Center as per 2016. We will strive to establish more of these kind of contacts as this kind of co-operations underline the mediation role of the Chamber and enables us to increase the business value for the members. We are very pleased to welcome Deputy Mayor Mrs. Kajsa Ollongren to address the Members of the Chamber at the Chamber Luncheon on May 18, 2016 after the Annual General Meeting.

Our ambition for 2016 is to continue to be your business network partner in the Netherlands and to grow the member base. We will focus even more on Member Relations and set the strategy for a more targeted approach. If you come across companies in your own network who you feel can add value or could benefit from a membership you are very welcome to invite them to one of our events or contact the office and we will contact them and introduce them to the Chamber. Our aim is to provide our members with such an excellent business platform that it should be an obvious choice for Swedish and Swedish related companies on the Dutch market to become a member of the Swedish Chamber of Commerce. In 2016 we will produce a complete new website and house style which will enable us to serve the members even better and provide for easy access to useful member and business information.

Last but not least, if you would like host and event or have ideas for new members, speakers or anything else on your mind please always feel welcome to contact the office and we are happy to assist you and to discuss your ideas.

Kerstin Gerlagh
General Manager
kerstin.gerlagh@swedishchamber.nl

HONORARY MEMBERS

The Swedish Chamber of Commerce is very honored to have 6 Honorary Members appointed by the General Meetings during the years on the nomination of the Governing Board. The Honorary Members have all been of particular service to the Swedish Chamber of Commerce during the years. Our present honorary members are Nils van Dijkman, Bert Gort, Ben Hummel, Henk Lokin, Gerard Perik and Claes-Ivar Schultz.

New Honorary Member Nils van Dijkman

THE SWEDISH CHAMBER has a solid foundation of enthusiastic members and loyal patrons, says newly appointed Honorary Member Nils van Dijkman. Nils van Dijkman Partner at the law firm Heussen was appointed Honorary Member of the Swedish Chamber of Commerce in 2015 after serving the Swedish Chamber of Commerce as a Board Member for 8 years with 7 years as a Chairman. Nils says that his last year as a Chairman was a year with many highlights but the main event was of course the Royal Visit on 4-5 April 2015, during which the Swedish Chamber of Commerce organized a seminar on Innovation and Growth together with the Swedish Embassy. His Majesty King Carl XVI Gustaf of Sweden and His Majesty King Willem Alexander of the Netherland attended the Seminar together with the Dutch Ministers of Economic Affairs Mr. Henk Kamp and the Swedish Minister of Trade Mrs. Eva Björling.



Nils van Dijkman

- "If I look back at the last couple of years I can only be proud to have been able to serve the organization where my heart lies. We have organized so many Master Class Luncheons with Dutch and Swedish captains of industry, we have had so much fun during study trips to Sweden and we have celebrated Swedish traditions, such as crayfish parties and of course our very appreciated Lucia gala dinners. The Young Professionals have brought fresh ideas and forms an important part of the organization of the Swedish Chamber. The absolute highlight was of course the celebration of our 50th anniversary in 2010 in the presence

of Her Majesty Crown Princess Victoria. We celebrated this milestone with a great seminar and a sparkling gala evening during which we honored the founder of IKEA, Ingvar Kamprad, with a Lifetime Achievement Award. Great memories!

After 8 years in the Board one has to step down and I am proud to leave the Chamber to a new Chairman and an excellent Board", Nils says.

We asked Nils how he sees his role as Honorary Member and how he can continue to contribute to the development of the Chamber in his new role.

- "The Swedish Chamber has been a very important part in my life and I will continue visiting the events whenever possible. I loved the enthusiastic people and I enjoyed the best moments when members were proud to show the Swedish Chamber to business relations. The cooperation with the Swedish Embassy has been extremely important and valued, so I will try to bring my experience to new members and Board Members and bridge "older" generations with the younger ones. I always appreciated the presence and good advice of Honorary Members and I hope I can play a similar role to keep the high quality of the work. I have tried to keep the good things from the past with new fresh ideas in order to continue to develop the Swedish Chamber. I am confident that Kerstin, the new Chairman and the present Board will develop the Chamber in a good direction and I wish them all good luck. I will always be available for all members for advice, assistance with my network or just a nice chat!"

Nils van Dijkman



Honorary Member Clas Ivar Schultz 90

The Swedish Chamber of Commerce congratulates Honorary Member Clas Ivar Schultz who celebrated his 90th birthday December 2015. Mr. Schultz moved to the Netherlands 1959 to work at Ericsson in Rijen where he served as General Manager until 1985. He was member of the Board of the Swedish Chamber of Commerce 1972 – 1985 and served as Chairman for 10 years 1978-1987. The Swedish Chamber is very honored and pleased that Mr. Schultz continues to serve as an excellent ambassador for the Swedish Chamber of Commerce together with his wife Gunilla.

Mr. and Mrs. Clas Ivar and Gunilla Schultz

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TETRA PAK - NEW STYLE

ON APRIL 11 we meet Stefan Fageräng, Managing Director Tetra Pak North West Europe at Tetra Pak's brand new industrial design office in the centre of Dordrecht. Stefan showed us around this trendy office with plants hanging from the ceilings, a double stair construction at the center of the office, lots of glass and light and the meeting rooms transparently located and "hanging" from the roof. The staff has been involved in designing the office Stefan explains, and the energy and atmosphere is fantastic. Actually many of our employees feel as if they have started a complete new job just by moving to this new and fresh environment.

Stefan Fageräng and his family lived in the Netherlands for many years where Stefan was Managing Director for Tetra Pak Benelux located in Moerdijk. He is well known to the Swedish Chamber of Commerce as Tetra Pak has been a member since 2009 and Stefan was a Board Member for 4 years while living here.

In 2014 Tetra Pak made some major decisions in order to improve its competitiveness. When looking at their production capacity compared to where their business increased in the World they found that in the packaging material production plant in Moerdijk more than 80% of the production was for export. Unfortunately this resulted in the closing of the factory in Moerdijk. The largest part of the production was retained in Europe and moved to Tetra Pak's plant in Germany and Spain. This was a very hard decision for Tetra Pak locally. At the same time we looked over our sales structure and decided to merge Benelux, which was already my responsibility, with UK and Ireland, to be able to be even better at serving our customers. I am now responsible for the whole market and that is why I moved to the UK together with my family last year. We live in Chester situated between Liverpool and Manchester. "Tetra Pak has five offices in the area under Stefan's supervision and he rotates between Chester, London, Dublin, Dordrecht and Brussels on a weekly basis and is to be found in Dordrecht almost every two weeks. Last year this resulted in 168 travelling days which, with thanks to the good flight connections between Manchester and Amsterdam, according to Stefan Works quite well.

Moving from the industrial surrounding in Moerdijk gave us the opportunity to find a new office location and to design an office for the future. We put in a lot of energy to find a

good location situated close to a train station from an environmental point of view, good connections to Schiphol, and in a city center near to shops and restaurants. The total staff in the Netherlands is today around 75 persons including service employees who are not permanently stationed at the office but more on and on and off basis using so called hot desks when they are present.

Naturally, there have been many changes for all parts involved in the five countries. The most important is that now that the focus goes to sales. As a result of all the efforts the customer satisfaction doubled during the last 12 months. One of the leadership challenges Stefan is facing is the different business cultures in the UK and the Netherlands. While people are found to be quite direct in the Netherlands, in UK the majority are much more careful before speaking their minds and the business culture is more hierarchic than in the Swedish and the Dutch.

If you look at the UK today there is less use of paper packaging on the market than in Sweden and in The Netherlands. With a market of 65 million inhabitants with a fairly high BNP who are not using our carton products to the same extent as the rest of Europe I see a great opportunity for us, says Stefan. One of the interesting developments currently is the so called "breakfast drinks". If you look into the breakfast trends we have moved from the traditional breakfast eaten at home to a current situation where 24% doesn't eat breakfast at all before they are leaving their homes in the morning. Instead they eat "on the go", consuming energy bars for instance and there are more and more liquid alternatives being offered which makes it possible to drink your breakfast and get all the energy you need to start the day. Stefan believes that this will become an increasing market for the future. Tetra Pak are conducting constant market research on life style and changes in the society to be able to respond and implement consumer demands in their product ranges. We try to understand the full value chain, B2B2C, in order to support our customers in the best way, says Stefan. Globally the population continues to grow and consequently food packaging will continue to be in demand. For the future you will find Tetra Pak products at different places in the food offering chain. The "food to go" market will grow and we can offer quality packaging which helps the food inside to keep its quality and to stay fresh longer.



Water packed in carton packaging is a growing market as well. Some shops, like Selfridges in London, have discontinued plastic packaging for water from a sustainability perspective which opens up for new business possibilities for carton packages.

One of the pillars of Tetra Pak's business model is sustainability. Under his time in the Netherlands Stefan Fageräng was in the forefront in encouraging the Dutch government to add liquid packaging board recycling to the environmental legislation. The Netherlands was one of the few countries in Europe where cartons for liquid packaging were not being recycled. However after nearly five years of hard work per 2015 it is possible to recycle liquid carton packaging in about 50% of the municipalities in The Netherlands, reaching 100% by the end of this year.

While eating a delicious Dutch lunch looking out over the nice roof terrace Stefan tells us about his new life in the UK where the family are settling in and feeling more and more at home with the help of season tickets to the games of Manchester United, participating in the local social life of the little village where they are living, visiting London on a regular basis and of course, a membership of the Swedish Chamber of Commerce in the UK.

*Kerstin Gerlagh
and Mathilda Lindström*



ERICSSON: FROM A TELEPHONE COMPANY TO A WORLD LEADER IN COMMUNICATIONS TECHNOLOGY

By: Hans Duijn

ERICSSON'S HEAD OFFICE in the Netherlands is in Rijen, near Breda, but the company has several offices in the country close to its main customers. We meet Rob Wolters, managing director and country manager for the Netherlands in Ericsson's newly opened satellite office in The Hague, in a building currently under renovation, surrounded by KPN buildings. Rob Wolters has a degree in electrical engineering from the Eindhoven University of Technology and started to work for Ericsson in 1997. Previously he worked for the consulting company Accenture. Ericsson underwent a major transformation in recent years and is nowadays a world leader in communications technology and services. When we asked Rob for an interview, he was immediately prepared to share his knowledge of and enthusiasm for the Ericsson Group with the members of the Swedish Chamber.

The Group

Lars Magnus Ericsson founded in 1876 a telegraph repair shop and a few years later started to make his own telephone equipment. Around 1920 Ericsson became the world's market leader in

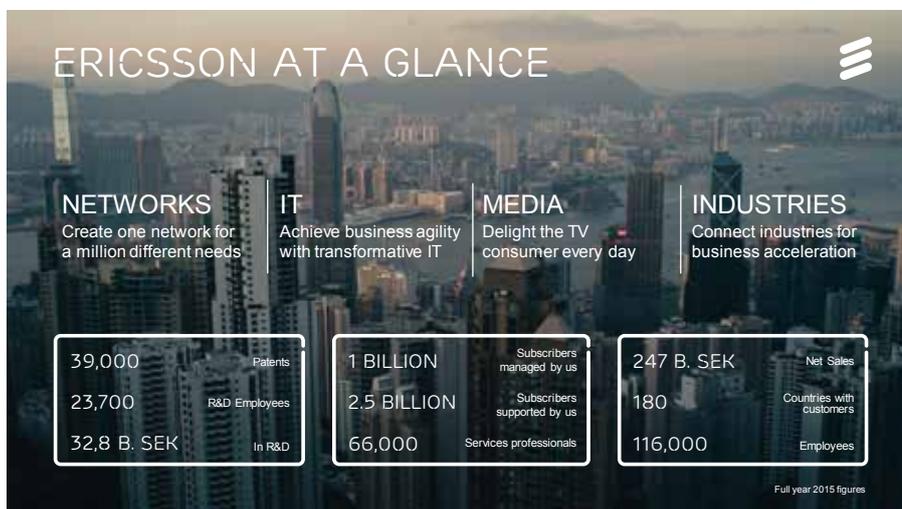
manual switching systems and introduced the first fully automatic telephone system in 1956. In the nineties of the last century Ericsson had a market share of 35-40% in mobile telephone systems and was one of the market leaders in mobile handsets. At the end of the nineties, however, the margins in the global telecom industry came severely under pressure, due to overcapacity and fierce competition. Simultaneously the (mobile) Internet emerged. Ericsson lost its position as a front runner in mobile phones. 2001-2003 were years of vigorous restructuring, refinancing and job-cutting. Ericsson's division for mobile handsets was placed in a joint venture with Sony: Sony Ericsson (eventually Sony would become 100% owner in 2011). Ericsson regained focus on becoming the world's leading supplier of 3G mobile systems and from 2004 the company concentrated on information and communication technology and became therein extremely successful. A few key figures (2015): net sales of the Group amount to SEK 246.9 billion with a net income of SEK 13.7 billion. R&D expenses amount to SEK 34.8 billion. Ericsson has more than 116.000 employees

worldwide and is present in more than 180 countries.

"The transformation has been enormous and is even accelerating since 2014", explains Rob Wolters. "Ericsson has become the global leader in managed services and support for telecom networks: we manage the networks for many telecom operators, servicing all together worldwide more than 1 billion subscribers every day; 40% of all mobile traffic in the world runs through networks supplied by us, representing over 2.5 billion subscribers."

At the turn of the millennium more than 70% of Ericsson's business was hardware. Ericsson transformed itself subsequently into a company with revenues consisting for two thirds of software and services: the company is not only the global number 1 provider in network infrastructure services (including radio masts/ radio base stations), but also provides support solutions for TV and media management (60% of network traffic is video related).

The challenge for the future is to implement 5G in such a way that it enables remote operations with optimal reliability. 5G will facilitate the 'Internet of Things': the ability to interconnect (remote) devices. "Our prediction is that we will service 26 billion connected devices in 2020. Think for example of sensors in complex machineries in production plants which keep track of the economic life of vital parts and provide that information electronically to a remote control centre or remote precision surgery by a brain surgeon; a device which detects the ABS brake system being activated in a car on a slippery surface and signals that information also to cars coming behind



with similar devices. The applications are endless. Everything benefitting from a connection will be connected”

The Netherlands

In 1920 Ericsson established its subsidiary company Ericsson Telefoonmaatschappij (ETM) in Rijen, near Breda. The Netherlands was the third country outside Sweden in which Ericsson established a plant and the company has operated uninterrupted since its establishment here. In addition to Rijen Ericsson has offices in Amsterdam, Eindhoven, Hilversum, Maastricht, Sliedrecht and The Hague. Ericsson's staff in the Netherlands numbers 1400 in total, divided over 40 nationalities.

Half of the activities of Ericsson in the Netherlands is related to telecom network services in the Dutch market. Another local activity is the full-service function for multimedia content production, storage and distribution. Ericsson Hilversum (formerly called NOB) provides these services for TV and Radio on the location of the Media Park in Hilversum amongst others for NPO (Dutch public broadcasting), MTV and the 'Instituut voor Beeld en Geluid' (Netherlands Institute for Sound and Vision).

Ericsson in the Netherlands has moreover two Group functions:

Eindhoven houses Ericsson's distribution centre for hardware services in the EMEA region (Europe, Middle East and Africa). All hardware parts for Ericsson's locations in the whole EMEA area are distributed out of Eindhoven.

In Rijen is the global competence centre for media and applications located. Staff from this unit in Rijen provides, for example, worldwide support for intelligent ICT solutions for city management ('smart cities') in order to enhance quality, performance and interactivity of urban services and to reduce costs and resource consumption. A good example of a 'smart city' is Hammarby Sjöstad, a part of the Stockholm municipality. This redevelopment of an old industrial zone, turned into a pleasant urban area with 20.000 inhabitants has amongst others smart solutions for traffic circulation, waste treatment and the use of energy.

Corporate and Social Responsibility

Ericsson was the first ICT company to report according to the new UN Guiding Principles on Business and Human Rights Reporting Framework.

Ericsson strives to maximize energy of its products and to reduce the carbon footprint, not only of its own activities, but also of its suppliers and customers. ICT is increasingly recognized as an essential means of boosting social and economic development and in that framework Ericsson closely co-operates with UN bodies and other parties with so-called 'Technology for Good' programs. A few examples:

As lead telecom partner in the Millennium Villages Project, a joint project in Africa with amongst others Colombia University under the guidance of the UN Millennium Development Goals, Ericsson assists in achieving affordable access to telecommunications, demonstrating that connectivity can play an important role in fighting poverty. By providing affordable, science-based solutions and technologies the project has improved access to health and education among other benefits.

Connect To Learn was conceived to address some of the challenges relating to secondary education access and quality. It is a global education initiative launched in 2010 by the Earth Institute of Columbia University, Millennium Promise and Ericsson to scale up access to quality secondary education, in particular for girls, by providing scholarships and bringing ICT to schools in remote, resource-poor parts of the world, over mobile broadband. To date the initiative is launched in 21 countries and benefiting some 50,000 students.

Ericsson Response is a global initiative that provides communications expertise, equipment and resources in times of need, most recently in earthquake struck Nepal. Today, about 150 Ericsson volunteers are active. The aim is to assist humanitarian relief organizations with communications technology and competence to contribute to a better and faster response to human suffering when disaster strikes.



Over the past decade, Ericsson Response has supported more than 40 relief efforts in more than 30 countries.

At the World Economic Forum, January 2016 in Davos Hans Vestberg, CEO of Ericsson, was honored to accept the United Nations World Food Programme (WFP) Hunger Hero Award on Ericsson's behalf. This award recognizes the pioneering work done by Ericsson to provide telecommunications solutions in support of humanitarian needs. It is especially a recognition of the work of the Ericsson Response Program.

That completes the interesting story on the transformation of Ericsson, for which are very grateful to Rob Wolters.



BUSINESS LEADERSHIP EMBRACING CHANGE

Meeting Lena Herder, the new Country Retail Manager IKEA Nederland



Three months ago, on October 6, you started as country manager in the Netherlands. How was it for you to arrive in the Netherlands?

It has been fantastic, it has been amazingly easy to feel at home here and to get in to the society and business. I knew already from the past that I appreciated working with Dutch people in an international context. We have similar work traits. Dutch people are a little bit more straightforward and I appreciate that very much. And we, my husband and I live in Amsterdam, a lovely and diverse city.

What were your first impressions?

My first impression is built on the way people are, how they behave; open, very positive and straightforward. Everyone is approachable and everyone is approaching you in a natural way. And the country as such, is built on this attitude.

And what were your first impressions concerning IKEA in the Netherlands, and what differences do you see between NL and Finland?

In general when I move between countries people tend to ask "what is the difference" between the countries? But I think the similarities are so much more than the differences and this is so clearly coming through when you work globally. Let's say 90% is similar. On top of that you have some minor cultural differences.

But then of course there are differences when it comes to where the market is as such. That is important to understand. The Netherlands

market is in one place and Finland was in a complete other place. My first impressions of the retail environment in the Netherlands is that we clearly are going out of recession, whereas Finland went into the fourth year of recession during my last period there 2015. And that of course makes a huge difference in the whole business environment as such and the way we take out the future direction for our business.

You have been Country Retail Manager of IKEA Finland and now you have the same function in the Netherlands. What is important in your role?

As a CRM I am responsible for Retail, the e-commerce business, the stores and other retail units. There are a lot of important aspects but to me the most important is to listen- with super big ears - to the customers, the coworkers and to the market.

We have a high level market intelligence department where I can ask for any information and I will get it in the quickest way possible. But then, to be out there in the market is the best way of really get the understanding and feeling. Furthermore it gives me a lot of insights talking with our coworkers, the ones who are working in our different stores and units; they know the most about the market, about the customers, about the reality. I believe the only way to succeed, is to be close to the people.

Some other ingredients of my role is to secure that we all are anchored in our vision, our business idea and or human resource idea. It is also crucial to secure that we have clear goals and that we're all going in the same direction towards those goals, so that we achieve what we are aiming for, Success!

As a multinational company IKEA has a strong global vision with strategies and focus points par year or par region. Can you decide what goals you have for the Netherlands?

Absolutely. What we're not changing ever, anywhere in IKEA, is our vision "to create a better everyday life for the many people" all over the world. I think our vision is such a brilliant base to work from. "the many people" are our coworkers, our suppliers, our customers, all our stakeholders. It's really capturing everyone. You will never get there, you can never say OK now we have done it...because there is always potential to create an "even better everyday life for the many"! Our Vision is creating a lot of energy!

Of course we have a global direction and global goals as well as a global Business plan, but depending on where the markets are, we also create our own Country Business plan. The Country plan is aligned with the Global plan and building up to the common Global goals, but also full of local initiatives and strategies adapted to the local market conditions. We have clear frameworks and we are a concept company but within those frames we have a lot of freedom. It starts already in the stores. We want our coworkers to be part of developing the business and come with new ideas. Sometimes those ideas are touching the edge of the concept, but if we think it's a good idea we go ahead and test it if it makes sense. You have to dare to make innovation possible. Of course if it is conceptual stretches we do discuss the ideas in the board before testing it. We never violate the Concept!

How is the retail business changing and what does this mean for IKEA West-Europe?

If we talk about Europe, I see two parallel streams. On one hand it is not really changing. WHAT we do is the same. The needs are the same, the dreams and wishes are basically the same. We need to eat, to sit, to sleep, we want to have an experiences in some way and we dream of a nice life. Those needs don't change in itself. The change sits in HOW we do the different things. We can see that people tend to do less eating in restaurants, more socializing, gathering family and friends at home, cooking and eating together, gathering on a comfortable couch watching a movie on Netflix instead of going to the Cinema. People do the same things but in new ways and this also goes for shopping. The whole retail is moving in a new direction. The HOW is changing, not the WHAT. What I learned in my previous position in Finland in the deep recession was that people still like to shop and they do want a nice, beautiful and functional home. But our customers bought more of accessories like textiles, cushions, blankets, lightning, bedlinen and cook ware to change the homes to look completely new, fresh and beautiful. The renewal, the importance of the home, need of comfy sleeping and need of eating remains. It's just how we fulfill our needs that changes. For us as retailer it doesn't mean lost turnover if we just adapt to the environment and meet the new customer wishes and demands. In regards to HOW we shop the retail environment is now completely in to Omni channeling. People in Europe wants to be able to shop whenever, whatever, however and wherever they want. Again...it's all about HOW we do

the things! We need to act fast on the changes in HOW people live and shop, and we need to dare to invest in growth also in changing and tough times.

What are the biggest challenges for IKEA in the Netherlands and what are your 3 main objectives?

I tend not to think in challenges, I see it more as potentials. Also in a recession you have to think "OK, so what can we do in this environment"? There are always hindrances and challenges around the corner but the question is how we meet them and how do we see the potential in this. I think this might be something that comes a bit with the experiences. I often know that there is potential when I see it. I dare to take risks today. In the past I really needed first to convince myself and be brave to bring forward what I believed in, today it's pretty easy to convince others as they can feel my confidence and I myself can rely on my gut feeling and experience! It's one of the privileges of getting older and more experienced, you start to trust yourself!

In NL the difference compare to the goals of my predecessor, is that previous we have focused very much on adapting to being an Omni channel retailer. Now we are! Therefore it is for us to fine-tune how we mix and integrate the different channels in our approach. We know that even though Omni channeling is increasing fast and people indeed like home shopping, people still want to see, feel and touch products, get inspired and get ideas in real life environment – our stores. Even when we see an increase in e-commerce sales, we see basically no cannibalism effect on the stores. We are reaching new groups of people and new ways of shopping. In the stores customers today choose between planning service, cash and carry, pick and delivery, click and collect, assembly service and other services. The whole service package we are continuously improving and will have to focus on improving during the years to come.

Another potential for us is to secure that the stores are even more inspirational than today. We have a fantastic range, like the limited editions and collections that will be some of our carriers in the stores for the future, but this requires we show the range in a great and partly new way. For example by utilizing the five cornerstones for the production of every new product in IKEA: quality, sustainability, form, function and low price. I also think we can be better in showing our low price products with love. Because they are great products too. We should show our pride for all our products!

But in the end the key is our people, to let our coworkers take ownership in developing both the business and themselves. Although we recently received an award for best employer, there is a lot of untapped potential. I think this goes especially with Dutch people who are outspoken, want to take part, share ideas and develop. How can we support our coworkers in doing so with various markets and customer groups? The willingness to help and serve our customers is there, the competenc-

es too. But we could be better in meeting and seeing the customers earlier in the process. I also think we can be even more open to invite coworkers to discussions and to support them in daring to challenge, ask questions, take risks and making mistakes.

How does IKEA manage to continue to be so popular and successful by their customers?

It is due to our strong vision, culture and values. That's the base! That's us together.

The vision "to create a better everyday life for the many people" is not only about home furnishing but it is about how we are living our lives! And then of course an important success criteria is our attractive range. The range and the fact that we are part of the whole value chain gives us a fantastic benefit in range development, purchase, supply, display and selling! The stores are of course one of the base ingredients for our success. We are still unique, everything under one roof and everything really built on competences. We are visiting homes, we do know how people live and how we can support them in a better life at home!

IKEA takes their responsibility – or is it the lead - in the field of sustainability and corporate social responsibility but rather 'silent'. What is your view on this?

Everyone in IKEA is very proud of our Sustainability agenda, and it is building trust internally. I think this is the most important part - that we – who work in IKEA – know about what we are working on in relation to social initiatives, environmental initiatives, sustainability and health. In regards to communication to the market I think it is important that we live up to the expectations people have. People expect big international companies to take the lead in those areas. It's just a prerequisite to trust the company as such. I don't think we should shout about it. If you want to know more you can find it on our website. The way we are working with our suppliers or when we are investing in emerging countries, in children, females or in education, that is simply something you can expect from big companies like IKEA. It's fantastic that we as a company can make a difference and we should. I am extremely proud of what we do. But we don't do it to satisfy our customers, we do it because we believe it's a good thing to do!

What we can be better in communicating to our customers sits rather in relation to our products. For instance we are one of the few big retailers that sell and serve only certified fish and sea food, as well as one of very few only selling products made of Sustainable cotton.

Our 100% LED lighting range is another example. Furthermore all our served and sold coffee and tea is certified. I had the privilege of being part of the certifying process of coffee. It became so clear to me when we were visiting the farmers in the mountains, why we have to go for certified products. With the certification we ensure we supported the process of securing people got the possibility to go to school,

daycare of the children, proper housing, better working environment and payment. As well as the products are farmed in an environmental and sustainable way. For IKEA it becomes slightly more expensive, coffee is even served for free for our Family members, but just imagine based on our volumes what a difference we are contributing to. Sustainability is also clearly connected with quality perception. We set a standard, a tone. And that makes me proud!

You are the 4th female Country Retail Manager IKEA Netherlands we met. Is it normal for IKEA or are there also stimulating policies concerning diversity in the broader meaning of this word?

We have a women's network within IKEA. But the network is actually more about taking care of diversity and inclusion on a broader level. Diversity is basically about everything; gender, age, background, which country you come from. The ones that know the market the best are our own people. Therefore we need to be very aware of our bias in recruitment processes, recruit diverse people reflecting the market we are in. One of the benefits of diversity is to make the right decisions – to understand all our different customers we need to have coworkers and managers that are diverse and different from each other. Diversity is important to bring in all aspect of a differentiated market!

The world is changing fast. Which qualities for leaders do you consider as key to deal with the many emerging elements in business life?

Listening is a must, you need to be brave and not afraid of taking risks, and being people oriented, a mix of all this is extremely important. I also think leaders of today must like to be in a constantly changing environment and be development oriented. You need to have a holistic view, an overview but stay close to the ball at the same time. Other strengths I see as over ruling is to be solution oriented and have an overall positive approach. The same actually counts for our employees as we love to see everyone taking ownership and responsibility in developing our business.

Based on your view that adaptive leadership is really needed in our current time, would you be willing to share what you have learnt or done differently in your own approach in the last years.

I have always had the approach of jumping into new and unknown things, often grounded, confident and curious. That helps very much. But I have experienced lately that I have to be even faster, more decisive and really go for it when I believe in something. You can't analyze for weeks anymore. Probe and try. Grounded and with speed!

*Amsterdam January 2016
Josette de Goede, The Change Academy,
former board member SCC
Kerstin Gerlagh, General Manager SCC*



TUFF LEADERSHIP TRAINING ENTERS THE DUTCH MARKET WITH A SWEDISH APPROACH



TUFF LEADERSHIP TRAINING is a Swedish management institute. Our training focus in leadership coaching explains our success: we train managers so that change really happens in their organizations and groups. Over the years, our popularity has increased and we now have the privilege of training managers all over the world in global organizations with a base in Sweden, says Karin Tenelius.

Tuff Leadership Training was founded in 2003 by Karin Tenelius and Carl Erik Herlitz, out of a desire to provide more efficient programs for managers than the market offered. They had then already been involved in several company turnarounds, based on the insight of employee empowerment as a driver for profitability, as well as leaders for several self-management programs. The fundamental principles of a coaching leadership approach were distinguished by Karin during her work in coaching unemployed and, later on, hundreds of managers in different positions for more than 20 years. Karin has also started more than 10 companies around the theme of her mission in life.

A major international break-through for the company was the contract with Sony Ericsson, taking Tuff's training to managers all over the world, a program that lasted from 2007 until 2014. In 2008, Tuff decided to start investing in companies needing a turnaround, in order to prove the effect of employee empowerment. Today, Tuff owns a telemarketing company and is looking for new opportunities in order to achieve continuous learning and also to be able to show cases in practical action.

The international expansion started in 2015, with seminars and courses held in Helsinki and Amsterdam, as well as some market exploration in Brussels and Barcelona. Today, Tuff consists of 10 consultants, with a company turnover of 1 100 000 Euro.

Tuff Leadership training has, during 2015, found a home away from home at the Swedish Chamber of Commerce for the Netherlands. During the past year, we have successfully hosted a number of seminars and courses together with the Chamber, in order to introduce our leadership training to the Dutch and European market.

"Tuff's mission is to create more human working environments. With what we think is a unique method, our training gives managers practical tools that lead to more efficiently managed organizations, where people and business can thrive. We have now decided to support the Chamber's mentorship program for young professionals. To contribute and give them access to our practical management tools, seems like a good way to achieve several results: a continued relation with the Chamber, an investment in young potential managers and their working environments, as well as a broadened business network for Tuff in the Netherlands.

At Tuff Leadership Training, we believe that employees today (like everyone else) need and want to work within a culture of "partnership", and what we might call adult-adult relationships. We believe that they need, and want, to feel that their company's business "is theirs", and that they have responsibility for it. We also believe that this is essential to

the future efficiency and profitability of our client companies and organizations. Attitudes towards leadership and employers must, and will change. It'll take time, and it'll often be painful. We call this coaching leadership and a coaching culture. Our mission is to be a partner for companies and organizations wishing to develop the kind of leadership – and the kinds of organization – that enables them to tap the full power and potential of their members and employees.

Coaching leadership is about facilitating the release of the strength and ability that lie dormant in people and organizations, and putting it to full use. This is achieved by, for example, transferring responsibility for the business to the employees and giving them opportunities to make active, conscious and free choices. A smooth-running, effective and open working climate is vital to a company's efficiency and thus also to its results. The ability to be frank and clear is the key".

The personal drive of the entrepreneur and leader Karin Tenelius

You are a true entrepreneur and you have founded and managed several companies. What is your vision?

Karin: I do not believe in hierarchies, they solved other problems than we face today, when we need innovation and new solutions. My contribution is practical knowledge about an involving way to organize and lead.

What is your drive?

Karin: I love building companies together with dedicated people.

What do you mean by the employee driven way?

Karin: The old paradigm managers know how to do it and what to do is not the answer anymore. Employees engagement capacity to develop themselves learn how to do it, communication, develop management skills, do we need managers? Involve employees in change management.

Employee driven companies more responsibility less sick leave. More engagement, solid, sustainable, loyal, innovative, innovation and improvements.

Does it work for all sectors or are there specific sectors where it works better?

Karin: Probably not Finance sector but the healthcare sector is a perfect example where it works.

What kind of leader are you self?

Karin: I am totally unnecessary. No one knows

I am the leader. I am a “lazy leader” only empowering people.

Who inspires you?

Karin: The Hunger Project, female grassroots leaders, Brazilian CEO Ricardo Semler practices a radical form of corporate democracy,

rethinking everything from board meetings to how workers report their vacation days (they don’t have to). It’s a vision that rewards the wisdom of workers, promotes work-life balance — and leads to some deep insight on what work, and life, is really all about.

*Josette de Goede, The Change Academy, former board member SCC
Kerstin Gerlagh, General Manager SCC*

CHANGING SOCIETIES, MAY 19

ON TUESDAY 19 May the Swedish embassy in The Hague together with the Swedish Chamber of Commerce in the Netherlands organized the conference Changing Societies to discuss the future of the labor market. Several prominent speakers from both the Netherlands and Sweden took part and exchanged experiences and opinions on how the problems and possibilities of the future labor market can be approached.

From Sweden previous minister and current chair of the civil servant union ST, Britta Lejon, and Christer Ågren, executive vice president of the Swedish employer’s organization Svenskt Näringsliv took part. From the Netherlands, Mariëtte Hamer, director of the Social and Economic Council (SER), together with Hans de Boer, chairman of the Dutch employer’s organization, VNO-NCW. The discussions were moderated by Dutch writer and lawyer Ina Brouwer.

The conference discussed four major issues, where the first, women’s participation on the labor market, spurred an intense discussion amongst both speakers and audience over the importance of functioning childcare. The ageing of the labor force was also discussed, and the role immigration plays to counter both diminishing populations and labor forces.

With the eyes peeled on the future, two representatives from the Ministry of Defense in the Netherlands held a presentation over what future jobs and the future labor market could look like, and how today’s youth wish to work in the future; a presentation where “flexibility” played a major role. The conference ended by talking about youth jobs and fair salaries for young people, as well as whether collective bargaining systems were a sustainable model in the future European labor market.

In addition to the conference’s discussions, the Swedish Chamber of Commerce also had a prize ceremony for the Swedish Chamber Export Prize, which is awarded for the fourth year in a row. This year the prize was awarded to the Swedish human care company Elekta, which has very successfully established themselves on the Dutch market. Elekta is, amongst other, the company behind the radiotherapeutic knife Leksell Gamma Knife to treat tumors. You can read more about the Swedish Chamber Export Prize here.

Text and image source: The Swedish Embassy in Den Haag





ANTICIMEX: THE GREAT LEAP FORWARD

Effective pest control driven by new SMART technology

By: Hans Duijn

THE DUTCH BUSINESS of Anticimex, the Swedish pest control company, recently underwent some major changes: a sizable acquisition, a new head office and a new managing director. All good reasons to contact them for an interview. Dick Bisschop, the new managing director and country manager for the Netherlands kindly invited us to visit the head office of Anticimex for the Netherlands in Houten. Moreover he arranged a joint meeting with Jarl Dahlfors, the new CEO and President of the Anticimex Group since 1 September 2015, on the occasion of his first visit to the Anticimex premises in the Netherlands.

Mr Dahlfors has an accountancy and economics background and was, prior to his arrival at Anticimex, CEO of Loomis AB, the leading cash handling company,



Jarl Dahlfors

quoted at the Stockholm Stock Exchange. He even worked some time in his early career in Amsterdam, establishing the Dutch branch of EF Education.

In Sweden everyone knows Anticimex, the modern pest control company. The company is visible in every big city, small town and rural area in Sweden. Founded in 1934 it has a longstanding market share in Sweden of over 80%. It has reached this position by consistent quality work and a unique cooperation with the insurance and construction industries in Sweden. Global revenues of the Anticimex Group amount to approximately SEK 4 billion and the worldwide number of employees is around 4000. The Group is owned by the Swedish private equity company EQT, of which Investor AB, founded by the Wallenberg family, is a major shareholder. In addition to Sweden, Anticimex has also a strong market leader position in Australia and New Zealand, where it acquired the leading firm Flick Pest Control.

In recent years, Anticimex has successfully expanded into other markets, including the Netherlands.

“The challenge for the future is to replicate our business model in other countries”, explains Jarl Dahlfors his mission at the helm of Anticimex. “In most countries the market for pest control is very fragmented. We are now in 16 countries, mainly in Northern and Western Europe and gradually move into Asia, where we recently started operations in Singapore. Ultimately the United States is our target, the largest and most fragmented market in the world. A leading position in a market means decent business margins.”

The global market for pest control is growing rapidly. Important trends in this respect are the ever increasing urbanisation and expanding middle class, as well as growing global travel and trade.



Dick Bisschop

“The Anticimex Group consistently achieves an organic growth of 5-6% annually. The strong organic growth of Anticimex is, apart from a successful decentralized approach, for a substantial part driven by technology: Anticimex is a leader in new and SMART sensor-based technology for the prevention of damage by rodents, like rats and mice.”, explains Jarl Dahlfors. “Organic growth will be accompanied by acquisitions in order to achieve the desired strong market positions in other countries. In recent years we completed 16 acquisitions in Europe and we are not excluding further acquisitions provided the right opportunities arise.”, adds Mr Dahlfors.

Dick Bisschop obviously knows his goal for the Netherlands: doubling up the revenues in the coming years. His marketing skills, achieved during many productive years in Automotive, will undoubtedly come in handy.

“The first large success was recently booked with the acquisition of Schiphol N.V. as a customer: Anticimex will install new rodent prevention technology in all terminals and customs areas. Key for

Schiphol in granting the contract was the optimizing of the customer satisfaction for all arriving and departing travellers.”

The accelerated growth path of Anticimex in the Netherlands was initiated with the acquisition of the Dutch pest control operations of the global cleaning services company ISS in 2013. “The core of our activities is business-to-business.”, continues Mr Bisschop, “The new SMART technology, which Anticimex developed and which was successfully applied at Schiphol, is key for our further expansion of services to large and medium sized companies in the Netherlands. We have some interesting contracts in the pipeline. Particularly food production and retail enterprises as well as pharmaceutical companies are keen to optimize their pest control with the latest technology. That accounts also for municipalities and sewerage companies. With insurance firms and building companies in the Netherlands advisory programs are being developed.”

Mr Bisschop anticipates that new legislation on the further restriction of the use of pesticides and chemicals as well as animal unfriendly destruction methods, will enhance the use of prevention technology as developed by Anticimex. “It will obviously have an impact on the

suppliers market of pest control. We see now already that smaller firms are either offering themselves up for acquisition or terminating their business as the lack of proper technology prevents them from taking their business to the next level.”

“Is Anticimex a nice company to work for?” “Most certainly”, Dahlfors and Bisschop reply simultaneously. Dahlfors explains: “As the Group is growing rapidly, we can offer many job and career opportunities. Moreover we provide a pleasant working environment, have excellent training facilities for the staff and position ourselves in the centre of the local communities where we operate.”

Bisschop adds: “I am proud that Anticimex enables me to attend the Manage-

ment Program at the School of Economics in Stockholm.”

Dick Bisschop certainly welcomes the opportunity to hold a presentation for an audience of the Swedish Chamber of Commerce, enabling him to explain the activities of Anticimex in the Netherlands and to meet the other members of the Chamber, among whom there may be many new potential customers of Anticimex.

In summary Anticimex is another perfect example of a solid Swedish company expanding abroad with a combination of traditional products and services and new state-of-the-art technology, which will enable the company to leap forward in many countries in the years to come!



MIDSUMMER GOLF TOURNAMENT, JUNE 14

ON JUNE 14 The Swedish Chamber of Commerce Midsummer Golf Tournament was organized together with Svenska Golfklubben i Nederländerna at the beautiful Gevelingenhout Golf Club in Zeeland. 45 players were enjoying a beautiful golf day with the perfect mix of sun and a nice temperature! The Swedish Chamber of Commerce congratulates Marcel Damen, Ericsson winner of the The Swedish Chamber of Commerce Midsummer Cup. We would like to thank all the participants, partners and sponsors and last but not least a big thank to Lennart Larsson, Wim Rijkard and Bert Kok from SVGN for their excellent organization and hosting of the event.





WELCOME RECEPTION, OCT 6

ON OCTOBER 6 2015, H.E. Mr. Per Holmström was officially welcomed to the Netherlands by Inter IKEA Systems and the Swedish Chamber of Commerce. He also received official welcomes from the Sweden related organizations in the Netherlands. The ambassador thanks everyone for the warm welcome he has received since he arrived to the Netherlands. Mr. Holmström is impressed by the work of the wide variety of Sweden related organizations in the Netherlands, and assures them of the embassy's full support.

At the Welcome reception the H.E. Ambassador of Sweden was appointed Honorary Chairman of the Swedish Chamber of Commerce at a short award ceremony by board members Ehsan Turabaz, Inter IKEA Systems and Hannie Kroes, SKF.



GLOBAL MACRO OUTLOOK, NOV 19

ON THURSDAY NOVEMBER 19, 2015 Handelsbanken and the Swedish Chamber of Commerce invited their members and relations to an annual Global Macro Outlook seminar with Mr. Jan Häggström, Senior Vice President and Head of Economic Research at Handelsbanken. Mr Häggström gave a very interesting presentation, offering deep insights of both the short-term financial landscape as well as the long-term macroeconomic trends.

We would like to thank Mikael Sørensen, CEO of Handelsbanken for the excellent cooperation and for the exclusive opportunity to invite our members to this annual high-level event. We would also like thank the Netherlands, Johanna Lind From the Swedish Embassy and of course Mr. Jan Häggström for his fantastic economic forecasting.



WAR CHILD

We're proud to announce that War Child has joined the Swedish Chamber of Commerce in 2015.



As one of the most popular and well-known charities in The Netherlands, War Child is now coming to Sweden! With the ever-growing need for support for children affected by conflict and the potential for a new, young and inspiring non-profit organisation in Sweden, the Insamlingsstiftelsen War Child Sweden is now being established.

In the short period that War Child has been targeting Sweden, it has made many friends and already build a strong network. The organisation was humbled to receive grants from both H.M. Queen Silvia's Foundation 'Care about the Children' and Postkodlotteriets Kultur Stiftelse.

With this support, War Child is able to offer psycho-social support, child protection and education, supporting children to find the strength to rebuild their lives. Furthermore it enables War Child to raise awareness for the situation of children affected by conflict and advocate for their rights.

The enthusiasm of the Swedish people and society at large to offer their support to War Child in these first months has been heartwarming and living up to its motto 'together we can change the future'!

Check for the latest developments and upcoming events: www.warchild.se



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*Chris Cookson
Service Application Manager, Iggesund Paperboard*

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SWEDISH CHAMBER EXPORT PRIZE 2015

Amsterdam 20th May, 2015



THE SWEDISH CHAMBER OF COMMERCE, BUSINESS SWEDEN AND THE SWEDISH EMBASSY HAVE AWARDED ELEKTA B.V. WITH THE SWEDISH CHAMBER EXPORT PRIZE 2015

H.E. Ambassador of Sweden Mr. Håkan Emsgård handed over the Prize to Mr. Thijs van Bommel, Business Unit Manager Nederland at an Award Ceremony at the Swedish - Dutch Conference Changing Societies – Labour Markets for the Future on May 19, 2015 at the SER Building in The Hague.

Jury Report

Elekta is a health care company pioneering significant innovations and clinical solutions for treating cancer and brain disorders and is regarded a leading partner for the entire spectrum of care in oncology and neurosurgery. Elekta provides intelligent and resource efficient technologies that improve, prolong and save lives.

Elekta acquired the Dutch company Nucletron in June 2011 for € 365 Mio. Nucletron is a leading company within brachytherapy treatment.

Elekta heads a consortium with Royal Philips and University Medical Center (UMC) Utrecht to develop the world's first high-field MRI-guided radiation therapy system. Recently the UMC Center for Image Sciences (CIS) was opened, a center for the diagnostic and treatment of diseases with tumor visualization during radiotherapy.

Elekta considers sustainability not only to be the care for reducing the environmental impact during the lifecycle of the products, but also that the relations with employees and partners are based on a responsible business conduct built on trust.

About Elekta

Elekta is a human care company pioneering significant innovations and clinical solutions for treating cancer and brain disorders. The company develops sophisticated, state-of-the-art tools and treatment planning systems for radiation therapy, radiosurgery and brachytherapy, as well as workflow enhancing software systems across the spectrum of cancer care. Stretching the boundaries of science and technology, providing intelligent and resource-efficient solutions that offer confidence to both health care providers and patients, Elekta aims to improve, prolong and even save patient lives. Today, Elekta solutions in oncology and neurosurgery are used in over 6,000 hospitals worldwide. Elekta employs around 3,800 employees globally. The corporate headquarters is located in Stockholm, Sweden, and the company is listed on NASDAQ Stockholm. Elekta B.V. is the Dutch Sales- and Service company for Elekta. With a market share of over 80% Elekta B.V. has been very successful in providing solution for radiation therapy.

The Dutch customers also collaborate significantly in developing new solutions to improve treating cancer. Website: www.elekta.com.

About the Award

The annual Swedish Chamber Export Prize Award was launched in 2012 in co-operation with The Swedish Chamber of Commerce, The Swedish Embassy and Business Sweden. The Swedish Chamber Export Prize aims to strengthen the Swedish-Dutch business relations and can be awarded to a Swedish related company in the Netherlands which fulfills the following criteria:

- Companies awarded should meet high standards of Innovation and Sustainability.
- The company must have shown a positive development of export and trade with the Netherlands during for, at least, three years.
- The company must have a solid financial base, well established trade actions in the Netherlands as well as positive performance and profit on the Dutch market.

An independent jury announce the Awarded Company who will receive the Swedish Chamber Export Prize at a Ceremony at an Exclusive Swedish Chamber Event in conjunction with the Swedish Chamber of Commerce Annual Meeting.

Members of the Jury

- H.E. Ambassador of Sweden, Mr. Håkan Emsgård
- Mr. Nils van Dijkman, Chairman Swedish Chamber of Commerce
- Mr. Andreas Rentner, Area Manager Central EU, Market Unit Manager Benelux, Business Sweden
- Mrs. Hannie Kroes, General Manager SKF Netherlands Winner of the Swedish Chamber Export Prize 2014.



ELEKTA: CARE FOR LIFE

By: Hans Duijn

IN MAY LAST year the Swedish Chamber of Commerce, Business Sweden and the Swedish Embassy in the Netherlands have awarded the Swedish Chamber Export Prize 2015 to Elekta B.V. for its significant innovations and clinical solutions for cancer treatment.

In 2015 Elekta, moreover, became a member of the Swedish Chamber of Commerce in the Netherlands. Two good reasons to approach Thijs van Bommel, Managing Director for Elekta in the Benelux, for an interview, which took place on 10 March 2016 in the company's office in Best, near Eindhoven.

Some history

Elekta was founded in 1972 by Lars Leksell (1907-1986), renowned Swedish neurosurgeon and physicist and at the time Professor & Chairman of Neurosurgery at the Karolinska Institute in Stockholm. Lars Leksell launched already in 1949 his arc centered stereotactic frame, which was used to determine as exactly as possible the location of a tumor in the brain. Not satisfied with the traditional methods of tumor treatment in the brain he developed the concept of radiosurgery based on proton beams coming from several directions into the targeted brain tumor while minimizing the effect on the surrounding tissues. The instrument would become known as the Leksell Gamma Knife and would lay the foundation of the success story of today's Elekta with a wide range of radiation therapy based products and services.



Mr. Thijs van Bommel, Business Unit Manager Benelux Elekta B.V. receives the Swedish Chamber Export Prize 2015 from H.E. Ambassador of Sweden Mr. Håkan Emgård.

"The institutional background of Elekta is in its DNA: the company works closely together with a large number of world leading healthcare institutions throughout the world. The co-operation with these institutions is clearly reflected in Elekta's product development and numerous publications", adds Mr van Bommel.

Especially as of 1997 Elekta accelerated its growth through a series of strategic acquisitions, amongst others in the Netherlands (see below).

The Group

Elekta is a Swedish company, with its corporate headquarter in Stockholm and listed on NASDAQ Stockholm. The Group specializes in the manufacturing and distribution of a range of highly sophisticated radiation therapy products for the treatment of cancer tumors and neurological disorders.

"Elekta has a unique portfolio of life saving products, which betrays its institutional roots and close co-operation with leading cancer treatment institutions in the world", explains Thijs van Bommel enthusiastically.

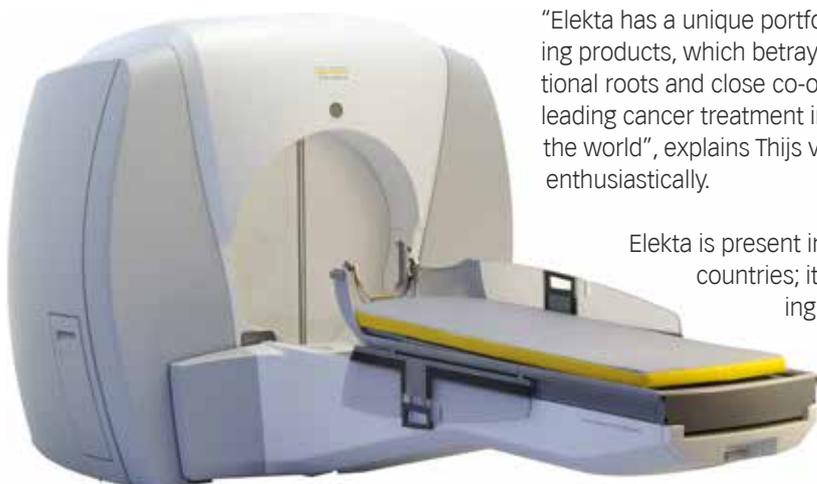
Elekta is present in some 35 countries; its manufacturing is located in 8 production units in the

US, China and Europe. In the fiscal year 2014/2015 Elekta showed net sales of SEK 10.8 bn and a net profit of SEK 937 mln.

Elekta in the Netherlands

In 1997 Elekta took over the Radiation Therapy Division of Philips. Under the umbrella of Elekta BV all sales and distribution activities for the market in the Netherlands are co-ordinated out of the office in Best with a staff of 20.

With the acquisition of Nucletron in 2011 Elekta became the world leader in the manufacturing and distribution of brachytherapy systems. Nucletron was founded some 40 years ago and was the first company in the world to develop techniques to place a radiation source either inside the body or on the surface, in or near a tumor. The plant of Nucletron is located in Veenendaal. Nucletron has approximately 200 employees. Thijs van Bommel: "With Nucletron's brachytherapy technology, the organization in the Netherlands takes a unique position in the global Elekta group. Not only originates the brachytherapy technology in the Netherlands, 'Veenendaal' is also the only plant of Elekta, where brachytherapy systems are manufactured".





Elekta range of products

The most common forms of cancer treatment are radiation therapy, surgery, chemotherapy and medication. The treatment methods are often complementary. Radiation therapy is one of the most cost-effective treatment options and the use of radiation therapy is expected to increase, as is the application of personalized medication on the basis of DNA technology, but the latter is still in its infancy stage.

With the acquisition of the Dutch company Nucletron in 2011 Elekta completed its product portfolio of radiation therapy technology.

The brachytherapy systems, manufactured by Nucletron, fight tumors by placing a radiation source inside the body, enabling precision targeting of the tumor. The products with which Elekta achieved its position as one of the world's leading firms in radiation therapy, are based on external radiation sources. The currently most advanced radiation therapy systems are based on one of the following treatment methods:

Intensity-Modulated Radiation Therapy (IMRT), which uses multiple tiny beams of varying intensity rather than a single, large, uniform beam. The radiation can therefore be tailored to the size and shape of the tumor, allowing higher doses while minimizing the impact on healthy tissue.

Stereotactic Body Radiation Therapy (SBRT) enables accurate delivery of radiation to a tumor and minimizes the radiation dose to surrounding tissue. "This makes it possible that small and medium-sized tumors can be treated with higher doses and fewer sessions, also known as hypofractionation. This is exactly the technique of the Gamma Knife, the invention of Lars Leksell, where it all began. Over the years this technique has been improved substantially, resulting in the launch of Leksell Gamma Knife® Icon™ in April 2015. This allows doctors to perform the Gamma Knife radiosurgery including ultra-precise microsurgery on a broader range of patients as never possible before", adds Mr van Bommel proudly.

Future

Thijs van Bommel: "The future is all about accuracy and lower burden for the patient. Only radiation on the targeted tumor area and saving of the surrounding healthy tissue and less and shorter treatment cycles. Actually the future is already here: with the newest MR guided radiotherapy device".

Another major project for Elekta is the combination of radiation therapy and MRI (magnetic resonance imaging). It was Prof. J.W. Lagendijk of the University Medical Centre (UMC) in Utrecht who first raised the possibility of combining radiation therapy and MRI for more accurate treatment of tumors and thanks to his persistent efforts to prove his case, Elekta accepted the challenge. It would become Elekta's largest research and development investment ever. In close co-operation with Philips, which delivered the MRI technology, and Prof. Lagendijk's UMC Elekta built the world's first MRI-guided radiation therapy accelerator under the working name Atlantic. The eight institutional members of the Atlantic Consortium, among which two Dutch institutions – UMC Utrecht and the Antoni van Leeuwenhoek Cancer Institute Amsterdam -, are currently testing the system to demonstrate its clinical value. It is expected that this revolutionary new technique will be introduced to the market in 2017 to start treating patients.

Corporate and Social Responsibility

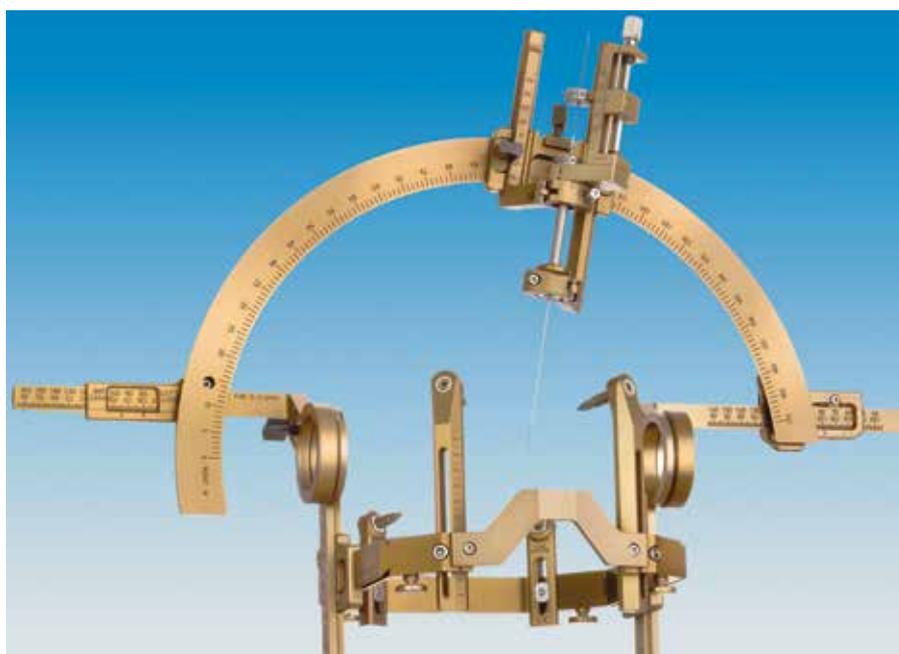
When inquired about the sustainability policy of Elekta, Mr van Bommel responds that this is actually engraved in the DNA of Elekta and well phrased in its slogan 'Care for Life'. He adds that Elekta is co-operating intensively with many institutions around the world and sponsoring many medical activities directed at sharing knowledge and stimulating research.

Elekta's systems belong to the most energy efficient systems in the market and the company is stimulating initiatives to re-use the heat released from Elekta appliances in operation.

Conclusion

After a two hour interview, our conclusion can be summarized in one brief sentence: what a wonderful company! Every particle of the company is involved in the improvement and saving of lives. It is not easy to grasp what its products is all about, but for those who like to learn more, the company is very informative and transparent about its systems and services. Take for example its annual report, which is very informative and well written.

We thank the company and Thijs van Bommel in particular for the opportunity to learn more about the world of Elekta.



THE ANNUAL SWEDISH CHAMBER EXPORT PRIZE

The Swedish Chamber of Commerce for the Netherlands in co-operation with Business Sweden and the Swedish Embassy are very proud to present an Annual Swedish Chamber Export Prize. The Swedish Chamber Export Prize aims to strengthen the Swedish-Dutch business relations and is awarded to a Swedish related company in the Netherlands.



Criteria's to apply for the Swedish Chamber Export Prize:

- Companies awarded should meet high standards of Innovation and Sustainability
- The company has shown a positive development of export and trade with the Netherlands for, at least, three years
- The company must have a solid financial base, well established trade actions in the Netherlands as well as positive performance and profit on the Dutch market.

Application for the Swedish Chamber Export Prize
Application of your own company or other company you would like to recommend by filling in the Application form available at www.swedishchamber.nl

Award Ceremony

The Exclusive Award Ceremony takes place at the Swedish Chamber of Commerce Lucia Dinner on December 10, 2016

Members of the Jury 2016

H.E. Ambassador of Sweden
Chairman of the Swedish Chamber of Commerce
Area Manager Benelux Business Sweden
Winner of the Swedish Chamber Export Prize 2015
Mr. Thijs van Bommel, Business Unit Manager Benelux Elekta B.V.

For more information

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Business Sweden
Andreas Rentner Tel: 070-3022050
Email: netherlands@business-sweden.se



AKZONOBEL: A PERFECT DUTCH-SWEDISH MATCH

By: Hans Duijn

THE HOTEL DE L'EUROPE in Amsterdam formed the stately decor for the Swedish Chamber of Commerce Master Class Luncheon, held on 6 March 2015 with Ton Büchner, CEO and Chairman of the Board of Management and the Executive Committee of AkzoNobel, as honorary guest and key-note speaker.

For an audience of 40 highly interested members of the Swedish Chamber of Commerce Mr Büchner elaborated on the milestones of AkzoNobel since its merger in 1994.

AkzoNobel is today one of the world's leading companies in Paints and Coatings and an important producer of Specialty Chemicals. Its annual revenues amount to over € 14 billion and worldwide it employs more than 47,000 people.

AkzoNobel is one of the heavyweight shares on the Amsterdam based AEX Stock Exchange and one of the top 100 Euronext listings. As such a lot of information on AkzoNobel is available in the public domain and the company is regularly the subject of articles and analyses in the financial press.

With this in mind and taking into account the strict compliance rules on the dispersing of information to the public, Mr Büchner succeeded quite well in captivating his audience with his story of AkzoNobel as it has developed since the merger and of the current strategy, achievements and aspirations.

A key theme in Mr Büchner's AkzoNobel story was the tremendous contributions of both the Netherlands and Sweden to the global success of AkzoNobel. The historical heritage dates back in Sweden to 1646 with the establishment of Bofors, which merged in 1984 with KernaNobel to form Nobel Industries. The oldest leg of the AkzoNobel Group in the Netherlands



is formed by Sikkens, which was founded in 1792 as a producer of lacquers.

The strong similarities between Sweden and the Netherlands enable AkzoNobel to manage these two key countries in the Group almost as one market. The relative size of both countries maybe small, the vision is big, with a strong moral influence. Both are consensus seekers and the fact that the Netherlands is more a trading nation and that Sweden has an important industrial heritage, results in a very useful complementarity.

Although still close to 40% of the revenues are coming from Europe, The AkzoNobel Group is operating worldwide with major stakes in the growing Asia Pacific Region and in North and South America.

With less than 10% of worldwide sales, AkzoNobel in the Netherlands and in Sweden account together for more than 20% of the revenues by origin. Both countries house important production facilities of AkzoNobel and both have key R&D centers with strong links to

local universities. The total workforce of AkzoNobel in the Netherlands and in Sweden amounts to 8,000 or 17% of the global total. Especially the large presence of R&D in the Netherlands and in Sweden is significant for the worldwide strategy, product development and innovation of the Group.

Another important theme in Mr Büchner's presentation was AkzoNobel's continuous commitment to sustainability. For many large corporations a positive sustainability achievement is a key performance indicator. AkzoNobel continues to be ranked in the number one position on the influential Dow Jones Sustainability Indices (DJSI), heading the newly named Materials industry group (previously the Chemicals supersector).

AkzoNobel's sustainability policy is based on the fact that the future hinges on our ability to do radically more while using less. More innovation, less traditional solutions; more renewable energy and materials, less fossil-based; more value chain focus, less introvert thinking. So they have adopted a strategy of radical efficiency which involves working with customers and suppliers to open up infinite possibilities in a finite world.

As Mr Büchner explained, another example of the Dutch-Swedish togetherness of shared moral values is the unique perspective on the world's environmental and social challenges and the ambition to take a proactive role in tackling these challenges head on.

Recently AkzoNobel launched the Human Cities initiative, which highlights the Group's commitment to improving, energizing and regenerating urban communities across the world.

AkzoNobel believes that cities across the world should be focusing on a number of key issues, including color, heritage,



transport, sport and education, and sustainability in order to create a more 'human' urban environment and a more effective living place.

From the many examples Mr Büchner chose a few:

In Stockholm AkzoNobel kicked off a project to re-paint the renowned Swedish architectural landmark Sergels Torg to create a cleaner, brighter square with improved lighting conditions and a newly-painted ceiling in an area that has become dark and rough over the years. Based in the heart of the city, the transformation helps to revitalize Sergels Torg and return the popular square to the people of Stockholm.

In Bergamo, Italy AkzoNobel supports a project to restore the authenticity of the historical centre by providing a unique palette of classical paint colors by Sikkens for house restoration works.

As part of the renovation of the Rijksmuseum in Amsterdam, AkzoNobel helped to develop a color palette (known as the Sikkens RIJKS Colors) which closely matched the paint originally used by architect Pierre Cuypers when the museum opened in 1885. As a result, the main building's wall and ceiling decorations have now been returned to their former glory.

Similarly AkzoNobel supports the restoration of the Nobel Museum in Stockholm and as a partner of the Amsterdam based Van Gogh Museum's Restoration Studio, AkzoNobel is helping to preserve the cultural heritage of Vincent van Gogh and his contemporaries.





EVENTS 2015

	13 January	New Year's Reception hosted by the H.E. the Ambassador of Sweden Mr. Håkan Emsgård	
	22 January	Mentorship Program by Kristina Zumpolle Executive Coach Oxford	See further page 39
	6 March	Master Class Luncheon Keynote Speaker: Ton Büchner, AkzoNobel CEO and Chairman of the Board of Management and Executive Committee.	See further page 32-33
	24 March	Entrepreneurs Café by Per Cederlund, Country Manager Filipa K	See further page 44
	9 April	Women Business Program Kick-off by Dr. Karin Jironet	See further page 44
	14 April	Mentorship Program Alumni by Kristina Zumpolle, Oxford Leadership Academy	See further page 39
	23 April	Patron Dinner hosted by H.E. the Ambassador of Sweden Mr. Håkan Emsgård Keynote speaker: Prof. Jan Peter Balkenende, Ph.D. Partner Ernst & Young Nederland LLP and Chairman of the Dutch Sustainability Growth Coalition	
	19 May	Changing Societies – Labour Market Conference in co-operation with the Swedish Embassy.	See further page 21
	21 May	Entrepreneurs Café by Wouter Brackel and Jasper Wanrooij Barr & Briggs	See further page 44
	28 May	Business Women Program by Monique de Neef founder and owner of Get Change Right	
	13 June	Midsummer Celebration in co-operation with Svenska Klubben	
	14 June	Midsummer Golf Tournament in co-operation with Svenska Golfklubben i Nederländerna	See further page 23
	21 August	Sail Amsterdam in co-operation with Honorary Consul General of Sweden Mr. Edgar Peer	
	29 August	Crayfish Party in co-operation with SWEA and Svenska Klubben	
	1 September	Tuff Leadership Training by Carl Eric Herliz	
	8 September	Business Women Program by Josette de Goede founder of The Change Academy	

EVENTS 2015

	17 September	Nordic Business Forum hosted by PWC	
	21-23 September	Outbound Health Care Trade Mission in co-operation with the Netherlands Council for Trader Promotion and the Task Force Health Care	See further page 37
	1 October	Mentorship Program The Swedish Chamber of Commerce and YP Young professionals are very pleased to launch the Annual Mentorship Program 2015 – 2016, featured by and set up with in co-operation with Mercuri Urval, member and patron of the Swedish Chamber of Commerce.	See further page 39
	6 October	Welcome reception for H.E. Ambassador Mr. Per Holmström hosted by Inter-KEA Systems	See further page 24
	13 October	Tuff Leadership Seminar by Carl-Eric Herlitz	
	15 October	Swedish Business in Brabant in co-operation with BOM, Handelsbanken and Volvo Cars Netherlands hosted by Automotive Campus	
	21 October	Entrepreneurs Café hosted by AKD at the Edge, Amsterdam. Keynote speaker Camilla van den Boom	See further page 45
	5 November	Seminar on The Swedish Model in co-operation with SWEA. Keynote speaker: Dr. David Persson.	
	10 November	YP Young Professionals Private Shopping at Filippa K	See further page 45
	19 November	Global Macro Outlook Seminar hosted by Handelsbanken Keynote Speaker Mr. Jan Häggström Senior Vice President and Head of Economic Research	See further page 24
	23 November	Presentation War Child by Emilia Molin, Start up Director War Child Sweden	
	30 November	Business Woman Program by Annica Thorberg Marketing House	
	9 December	Mentorship Program by Mercuri Urval supported by Tuff Leadership Training	See further page 39
	11 December	Annual Lucia Dinner and Dance	
	16 December	Dutch European Presidency joint meeting with 8 Chambers	See further page 38



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HEALTH CARE MISSION, SEPT 21-23



FROM THE 21ST until the 23rd of September the Netherlands Council for Trade Promotion, the Swedish Chamber of Commerce and the Task Force Health Care organize a Healthcare Mission to Stockholm, Sweden.

Sweden is known for its highly ranked and well performing healthcare system and it is home of one of Europe's largest and most dynamic healthcare industries with world-class companies, internationally acclaimed science, and a proud track record of investment in tomorrow's innovations. Furthermore Sweden is known for its early adoption of innovative technologies and invests highly in R&D (3.6% of its GDP). Sweden is interested in the pragmatic Dutch approach regarding innovations in healthy ageing, e-health, hospital design & furnishing and medical devices. 16 persons from 14 companies participated in the Healthcare Trade Mission to Stockholm organized by NCH and Task Force Health Care in co-operation with The Swedish Chamber of Commerce.

The Swedish Chamber of Commerce would like to thank the Dutch Embassy and H.E. Ines Coppolse, Ambassador of the Netherlands in Sweden, Eva Blom and Sigrid Westman as well as all the receiving companies for their interest-

ing presentations and for sharing their information.

The Swedish Chamber of Commerce is very grateful for the generous assistance of member companies: Getinge, Elekta and Up there, Everywhere. The Swedish Chamber of Commerce also cordially thank our Board of Recommendation member Hans de Jong, CEO Philips Benelux for co-operating in realizing the visit to Philips at Karolinska in Stockholm. Last but not least our very own YP Young Professional Member Elizabeth Nelson participated as one of the speakers at Digital Health Days representing Up there, Everywhere. Welcome to read her article below.

The Swedish Chamber of Commerce would like to thank Marian Reijnen, NCH and Peter Post, Task Force Health Care for the pleasant co-operation and all participants for their contribution to make the Trade Mission to a success.

DIGITAL HEALTH DAYS STOCKHOLM

By: Elizabeth Nelson

LAST SEPTEMBER Stockholm hosted the Digital Health Days conference with some outstanding results. It was clear at the event that these are exciting times for digital health. Constant innovation in pervasive healthcare is offering huge opportunities for both the big players in healthcare and authorities all over the world when it comes to patient care and rewards. As people become more empowered, the relationship between patient and doctor is changing radically.

There was informed discussion between the panel and speakers on what digital health means for the doctor and patient relationships, technological innovation, and possible implications. Swedish Chamber of Commerce's Elizabeth Nelson headed the panel asking relevant questions involving litigation, implementation, and ethics. The discussion led the twitter charts in both Sweden and many other countries with prominent figures such as Bill Gates getting into the discussion.

During the conference it was suggested that Sweden is in the best position and most likely to forge the digital health integration into the health care system. Sweden has both the ethics and technology to push digital technology into our doctor's offices and hospitals and many countries would quickly follow what would be an incredible innovation in health care.





JOINT MEETING OF 8 CHAMBERS, DEC 16



ON THE 16TH of December 2015, 8 European Chambers and Business Clubs came together for the first time for a

co-organized Network event at the Europe Building, Marineterrein in Amsterdam. The event included a presentation about the organization of the upcoming Dutch EU Presidency 2016 by

Han-Marurits Schaapveld, Director Central Project organization EU Presidency 2015 and the highlights of the Dutch European Presidency by Joost Flamand, Acting Director European Integration ministry of Foreign Affairs. We would like to thank the Project organization EU Presidency 2016 and Amsterdam InBusiness for making this exclusive event possible. The Swedish Chamber of Commerce would also like to thank our fellow Chamber's and Business Clubs for the fantastic co-operation. We are already looking forward to the next time!



THE SWE-CHAM & YP MENTORSHIP PROGRAM



WHAT MAKES THE difference between a career that thrives and one that stalls? For many in the business world, it's a mentor.

In addition to helping you define your career path, a mentor can help you deal with the everyday concerns in the daily job life. While one should never blindly follow in the footsteps of others, the lessons learned from others' experiences and missteps, can prove invaluable.

The Swedish Chamber of Commerce and YP are very pleased to invite you as a mentor or mentee to a unique opportunity to connect the young professionals to create long lasting business relations and to exchange experience and share each other's views.

The mentor program provides the opportunity to make a positive difference to young professionals. During one year a relationship between the mentor and the mentee is formed and guided by Mercuri Urval and the Swedish Chamber supported by Tuff Leadership Training.



**Program Coach:
Margriet Brink,
Mercuri Urval**

Margriet Brink is an experienced senior management consultant combining her HR experience in restructuring and organisational change with her passion and expertise in coaching individuals and teams in such way that organisations are able to develop, change and excel(lerate). She is a NIP certified Work & Organizational Psychologist and registered Co-Active Coach.

Many studies have confirmed the importance of mentorships in professional development. They can play a critical role in launching successful careers, and yet too often their power seems unseen. In the words of well-known entrepreneur Richard Branson: "Whenever I am asked what is the missing link between a promising businessperson and a successful one, mentoring comes to mind. Giving people advice on how they can best achieve their goals is something that is often overlooked". So when I was asked by the Swedish Chamber of Commerce to conduct its Mentorship Program I was thrilled to make my contribution. Over my

career I have had the pleasure of mentoring and coaching many professionals. To me, from a mentor point of view, there is nothing more refreshing and inspiring than being surrounded by a bunch of excited and motivated young professionals, and trying to help them achieve their goals of building successful careers. I am happy to contribute learnings from my career to help them get up the learning curve faster and to create opportunities by connecting them to my professional network. From a mentee point of view (yes, I am a seasoned mentee too) mentoring, at its core, guarantees you that there is someone who cares about you, assures you that you are not alone in dealing with day-to-day challenges, and makes you feel like you matter. Mentoring connects you to self-confidence, personal growth and development, and to social and economic opportunity. As a Program Coach for the Mentorship Program of the Swedish Chamber of Commerce, I feel honored and grateful to get the opportunity to be part of the connecting power of the Swedish Chamber and to jointly disclose the unique gift of mentoring.

Final dinner and award ceremony for the participants of the Swedish Chamber and YP Mentorship Program 2014-2015 together with their Coach Kristina Zumpolle, Executive Coach Oxford Leadership Academy.



Swedish Chamber of Commerce & YP

MENTORSHIP PROGRAM 2016-2017

In co-operation with and professionally coached
by Margriet Brink, MercuriUrval

Start October 2016

The Swedish Chamber of Commerce and JCC Young Professionals are very pleased to launch **the Annual Mentorship Program 2016 – 2017**, featured by and set up in co-operation with Mercuri Urval, member and patron of the Swedish Chamber of Commerce, and with the generous support of Tuff Leadership Training.

The Swedish Chamber of Commerce is proud to support the next generation of leaders by connecting young professionals with international experience and a desire to discuss personal development with mentors from the Swedish Chamber extensive network of international business leaders.

Kick Off:
**October
2016**

The Program

The program, led by Margriet Brink from Mercuri Urval, includes one-on-one sessions and 4 mandatory workshops. It is designed for Young Professionals of 28 – 36 years old with high ambitions.

One-on-one meetings are encouraged to take place once every six weeks, offering opportunities for in-depth discussions while creating strong personal bonds.

Workshops

In addition to the one-on-one meetings, 4 workshops are scheduled throughout the year, providing a dynamic environment for sharing experiences and insights.

Mentees/Mentors

The ideal mentee is a YP member with a few years of work experience, knowledge of managing and executing projects, as well as a proven ability to lead.

The ideal mentor is an international business leader with mentorship experience and a member of the Swedish Chamber of Commerce.

Mentees benefit from personalized counsel and valuable networking opportunities, while mentors get to play a first-hand role in mentoring global business leaders of tomorrow.

Kick Off

October 2016

To Apply as a Mentee or Mentor

Fill out the application on www.swedishchamber.nl.
For more information go to www.swedishchamber.nl.

WORDS OF THE YP CHAIRMAN

DEAR MEMBER OF the Swedish Chamber of Commerce - more specifically the Young Professionals of the Swedish Chamber of Commerce.

I hope you all had a successful 2015 - both personally and professionally. 2015 was specifically a memorable year for me as it was my first year as elected Chairman of the Young Professionals of the Swedish Chamber of Commerce. It has been an honor and a true pleasure to take on the role as Chairman. I succeeded Maurits Hilwig, who served as the Chairman for 4 years and who has been a great asset for the Chamber but he has also been a great inspiration for many of our members.

Aside from I taking on the role of the Chairman there has also been quite some changes to the rest of the YP committee in 2015. In the beginning of the year both Malin Steendam and Sara Leander-Pehrson decided to leave the committee as a result of their respective move to Sweden and Denmark for new opportunities. Consequently, Carl Kars, member of the committee, took over Sara's role as Vice Chairman. We also received three new members to the committee - Linnea Rungård, Sophie Hansson, and Arnout van Ee, who we are very pleased to welcome.

Together with the new committee we have succeeded in delivering a valuable social as well as professional programme for our members. We have facilitated networking, new friendships, and new business relations. Looking back at the year we have managed to develop some great experiences and nice memories. We have not only managed to keep the successful traditions, but also to arrange new attractive events.

In line with the traditions, the YP celebrated Kings Day on a boat in Amsterdam. The atmosphere was great, and we even managed with our great spirits to draw some attention and got interviewed from one of the major TV channels in the Netherlands. The Swedish Kräftskiva will surely never be forgotten in the month of August. This year proved no different compared to the previous years. A diverse crowd of members from the

Swedish Chamber, the YP, Svenska Klubben and Svea attended the celebration. The diversity, the great toastmaster Tobias Johansson, and the food and drinks truly enabled its success. Do not forget to sign up for this year's Kräftskiva as it is sooner than you think just around the corner!

We also held a Filippa K Shopping night event in Amsterdam. It was a great event that provided us with more insight to Filippa K's sustainability line and the possibility to network with other young female business professionals in an informal setting while shopping the wonderful collection at a special discount.

Throughout the year we met each other at various AW at well-chosen locations in Amsterdam. In November we decided to break that tradition and instead we arranged a Pub crawl combined with a dinner at the Scandinavian embassy in Amsterdam. The evening attracted almost 1/3 of all the YP members where the Scandinavian embassy hosted a wonderful Scandinavian inspired dinner for the YP members. After the dinner, a pub crawl was held in the area of the Pijp in Amsterdam.



Lucia was held at De L'Europe Amsterdam and took a slight different nature this year. The annual YP committee Lucia performance had the opportunity to be accompanied by a student choir from Lund. The performance was breath taking (to quote the audience) - a perfect balance between fun and

creative performance by the committee and a classical professional performance by "Lundakören".

The mentorship programme has proved to be a truly successful initiative for the Young Professionals. It is a vital component of the YP programme and I would like to give a special thank you to all the mentors who participated in 2015, as it is your participation that ensures the existence of the programme. In 2015, the programme was relaunched together with Mercuri Urval, with the aim of taking the mentee-mentor relationship to an even more professional nature. We are very thankful for the support that we get from Mercuri Urval to drive this improvement.



In 2015 the formerly known JCC has slightly altered its official name; the sub organization now attains the name the Young Professionals of the Swedish Chamber of Commerce instead of the Junior Chamber of Commerce. This change was to align ourselves with the rest of the Chambers around the world, but foremostly to better position our organization in terms of our identity.

I am very pleased with the accomplishments of last year and I look forward to the opportunities that await us in 2016. Entrepreneurship and startups continue to be contemporary important topics in both the Netherlands and Sweden as vital elements of our economies. In 2016 we will continue to arrange events in our Entrepreneurs Café programme that address these areas. Our social events are also core for the Young Professionals and we will continue to innovate and to find new ways to bring our members together in fun and unique ways.

I look forward to meeting our old as well as new members in the coming year so please stay tuned with our programme on the corporate website.

Yours Sincerely,

Heidi Liedberg
Chairman of the Young Professionals Swedish Chamber of Commerce

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YP COMMITTEE



Sophie Hansson

Nationality:
Swedish

Occupation:
Customer advisor
and stylist

Company:
Suitsupply

"YP felt like the obvious choice for me as a new expat in the Netherlands to access a big network and be able to attend a lot of social and business orientated events.

I would like to enhance the brand awareness amongst young professionals in the Netherlands by planning and organising many successful events during the whole the year. I hope YP will be as obvious for other YPs as it was for me to join!"



Carl Kars

Nationality:
Swedish and Dutch

Occupation:
Analyst Vendor
Management

Company:
Stolt-Nielsen Limited

"YP is a fantastic opportunity to attend to business presentations and to gain a wide network. YP is a great way to meet other people with links to Sweden."



Henrik Enkel Larsson

Nationality:
Swedish

Occupation:
Product Engineer

Company:
JCDecaux

Why the Netherlands:
Love
"I would like to help YP grow, and especially help creating ideas for events that can help the members getting to know each other and in that way build a strong network of young professionals."



Linnea Rungård

Nationality:
Swedish

Occupation:
Product maker

Company:
TravelBird

"I joined YP to meet other young professionals and people with connections to my home country. Since I first became a member my network has grown rapidly and I have gained many life long friends on the way."



Arnout van Ee

Nationality:
Dutch

Occupation:
Treasurer

Company:
Handelsbanken

We are very pleased to welcome our newest YP committee member Arnout van Ee and are really looking forward to his presence at the committee. Welcome to the YP committee, Arnout!

YP EVENTS 2015

22 January	Mentorship Program by Kristina Zumpolle Executive Coach Oxford
27 February	After Work Party Edelwise
12 March	After Work Bo Cinq by Heineken





YP EVENTS 2015

24 March



Entrepreneurs Café

The Swedish Chamber of Commerce very successfully launched the Swe-Cham Entrepreneurs Café in the presence of more than 40 participants and special guest Per Cederlund, Country Manager Filippa K. Per Cederlund held an inspiring presentation about his entrepreneurial journey and how he today uses his entrepreneur spirit as country manager Filippa K. All participants got to share their pitch talk and discuss entrepreneur related topics in order to get to know each other and share experiences. The evening was a great success and lots of new contacts were made. The Swedish Chamber would like to thank Per Cederlund for inspiring all of us and last but not least a big thanks to everybody who joined us and contributed to a successful event.

9 April



Business Women Program

A very successfully launch of the Swedish Chamber Business Women Program together with Dr. Karin Jironet. Dr. Jironet offered a creative and interactive workshop in which she first gave a short introduction to the changing society and governance for the future. The workshop included meditation and different exercises on what to release and add for better self-awareness and growth in personal and/or professional life. The Swedish Chamber would like to thank Dr. Karin Jironet for this lesson in awareness and guiding us in the right direction, as well as all participants for contributing and sharing experiences and for making this a very successful event.

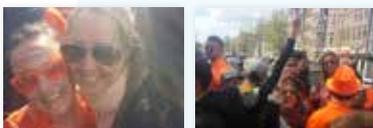
14 April



Mentorship Program Alumni

The 14 April the Swedish Chamber welcomed all participants from the Mentorship program since 2012 to an interactive training on Personal Leadership and how to take your mentorship to the next level. Thank you all for contributing to a successful event.

27 April



King's Day Boat

7 May

Heineken After Work

Baut Zuid

21 May



Entrepreneurs Café

Simple Rules for Success by Wouter Brackel and Jasper Wanrooij Barr & Briggs "Meetings are toxic", "Perfect answer never comes", "Scratch your own itch" In this Entrepreneurs Café our members Wouter Brackel and Jasper Wanrooy, Briggs & Briggs shared their entrepreneurial experiences with a twist. Their presentation centered on the book *Rework* and their experiences as entrepreneurs was truly inspiring and gave many aha-moments when they went through the lessons they learned as start-ups. Thanks to Wouter and Jasper for sharing these brilliant stories and thanks to all participants for making this a successful event.

13 June



Midsummer Celebration

in co-operation with Svenska Klubben

14 June

Midsummer Golf Tournament

in co-operation with Svenska Golfklubben i Nederländerna

See further page 23

29 August

Crayfish Party

in co-operation with SWEA and Svenska Klubben



YP EVENTS 2015

10 September **After Work**
at De Waterkant

1 October **Mentorship Program**
The Swedish Chamber of Commerce and YP Young professionals are very pleased to launch the Annual Mentorship Program 2015 – 2016, featured by and set up with in co-operation with Mercuri Urval, member and patron of the Swedish Chamber of Commerce.

9 October **Heineken After Work**
At Nevel

21 October **Entrepreneurs Café**
On October 21, 2015 the Swedish Chamber of Commerce presented its Entrepreneurs Café at the Edge in Amsterdam featuring Camilla van den Boom. Camilla held a very inspiring and powerful presentation about how to shake your Business Plan accompanied with examples and hands on toolkits who to get going. We would like to thank Camilla for her inspiring and powerful presentation and for sharing her ideas and for the nice discussions at the mingle. Our sincere thanks also to AKD for generously hosting the Swedish Chamber of Commerce Entrepreneurs Café and for the opportunity to visit the Edge. Last but not least we would like to thank all participants for contributing to a successful Chamber event!



10 November **Private Shopping Night**
On November 10, Filippa K hosted an exclusive shopping night on Wolvenstraat for more than 30 of our JCC – Young Professional members and friends. While serving drinks and finger foods, Filippa K told us about sustainability and the curated wardrobe. There was a mini fashion show by JCC and later on a great shopping evening. We would like to thank Filippa K for inviting us and for being such a great host.



13 November **Pub Crawl**
in De Pijp



19 November **Global Macro Outlook Seminar**
hosted by Handelsbanken Keynote Speaker Mr. Jan Häggström Senior Vice President and Head of Economic Research

23 November **Presentation**
On November 23, 2015, the Swedish Chamber of Commerce and JCC-Young Professionals welcomed their members to the War Child office in Amsterdam for an interactive company presentation where War Child shared their experiences of working with children in war zones.



9 December **Mentorship Program**
by Mercuri Urval supported by Tuff Leadership Training

12 December **Lucia Celebrations**





MEMBER LIST

AKD
Akzo Nobel N.V.
Amsterdam Inbusiness
Anna Skipper B.V
Anticimex B.V.
APH-Produkter Holland B.V.
Are you Swedish?
Atlas Copco Nederland
Atlas Copco Tools Nederlands
ATLAS Tax Lawyers
Bavak Beveiligingsgroep B.V.
Benify B.V.
Beran BV
Bex Legal
BillerudKorsnäs
BOM Foreign Investments
Bomencentrum Nederland
Bufab Benelux B.V.
Business Sweden
CAPTA Management B.V.
Charter Real Estate B.V.
Cicerone Noordwijk
Coreness
CSMART
Doecision BV
DOLK+HESPER B.V.
Ducatus Management B.V.
Earth Integrated Archaeology
Eikenzande BV
Electrolux Home Products BV
Elekta BV
Ericsson Telecommunicatie B.V.
Ernst & Young Accountants LLP
Eurocommercial Properties NV
Euroflorist Europe B.V.
EQT Partners AB Dutch Brand
Filippa K BV
Flextrus
Get Change Right
Global Connect Admin B.V.
GMS Sweden AB
Grote Spui Interim
Management Consultancy
Investment B.V.
Gunnebo Doetinchem B.V.
Handelsbanken Nederland

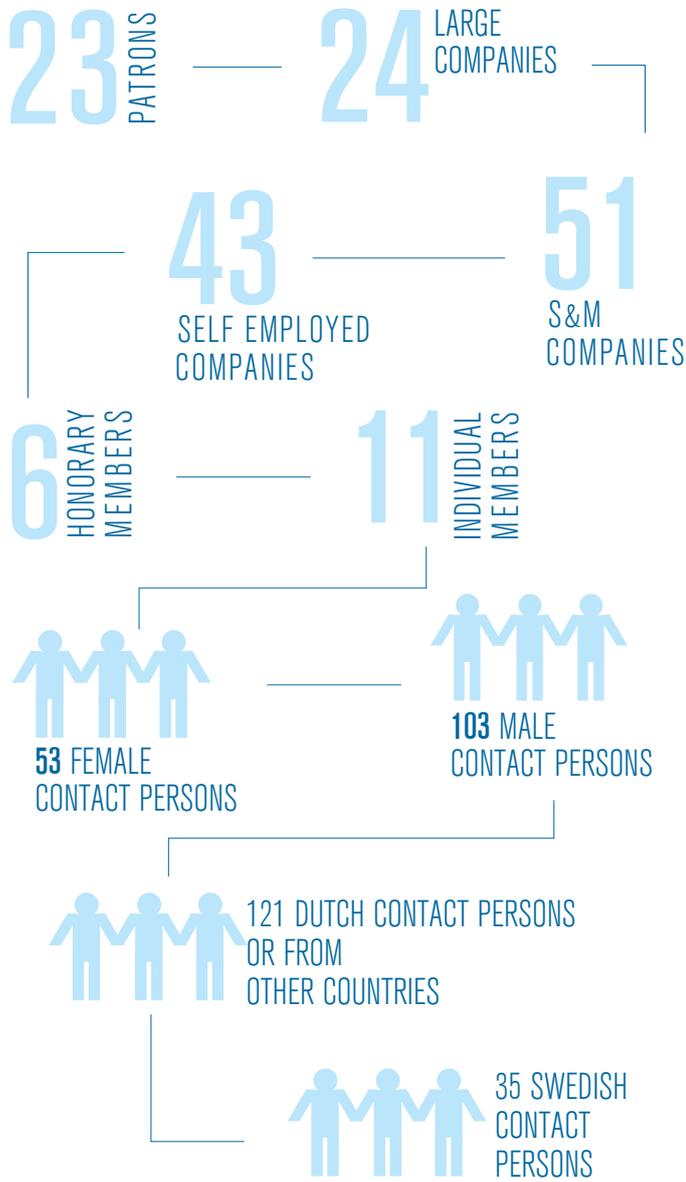
Heussen
HEX Travel B.V.
Hotel De L'Europe
Hotels van Oranje
Hyannis Performance
Consultance
IF P&C Insurance Ltd
Iggesund Paperboard Europe
B.V.
IKEA B.V. Nederland
IKEA Services B.V.
InnovationQuarter
Inter IKEA Systems B.V.
Intertrust
Intrum Justitia B.V
International SOS
Jironet In Transition
Joel Beheer Groningen B.V
KGH Customs Service
Kinnarps Office Furniture
Kiwa Sverige
Klarna B.V.
Kneppelhout
KPMG Meijburg & Co
Labelprint B.V.
Leadership Development
processes and enablers B.V.
Lean Marketing and
Administation AB
Loading DDdesign
Loyens&Loeff
Lundin Netherlands B.V.
Machinefabriken Bosker &
Zonen B.V.
Maes & Lunau Executive
Search
Marit Kramer - Scandinavische
vertalingen
Master Your Expression
Market Explorer
Marketing House
Mazars Paardekooper Hoffman
NV
MediaMedics
Medius Benelux
Mercuri Urval B.V.
MH Leadership
Moose Färg

Mrs. Anette Broberg
Mrs. Birgitta Slott
Mrs. Vendela Eklund
Mrs. Irene Larsson
Mr. B. S. Hummel
Mr. Ben Vree
Mr. Bo Lindgren
Mr. C.I. Schultz
Mr. Hans Duijn
Mr. Folke Lundberg
Mr. Gerard Perik
Mr. Jan Lindhout
Mr. Jules Hellendoorn
Mr. Peter Gunnar Ollongren
Newhaven
NIBE Energietechnik B.V.
Niham Delft BV
Nordholm Design &
Communication
Nordlok Management B.V.
Noviflora Holland BV
Nuon Energy N.V
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Payroll Resources BV
Peerformance
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ReputatieLoods
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Scandinavian Business Seating
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SCA Graphic Paper Nederland
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B.V.

Scandinavian Airlines Systems
Scania Nederland B.V.
Scania Production Zwolle
Securitas
SKF B.V.
Smart Documents
Stena Line B.V.
SVEA Connections
Svea-Ned Communicatie
Sveatrans
SWEEDS
Swedish Finance
TeekensKarstens
Tele2
Telia Sonera International
Carrier Netherlands B.V.
Tetra Pak B.V.
TLO Deen BV
Toyota Material Handling
Nederland
Tuff Ledarskapsträning
UIRi4You
Undutchables Recruitment
Agency B.V.
* Up There, Everywhere
Van der Steeg Finance
Visit Sweden
Vodor Farsta
Voerman International
Volvo Cars Nederland
Volvo Group The Netherlands
B.V.
War Child
WestCord Hotel Delft
Yours
Zumflow



MEMBER RELATIONS



82 YP YOUNG PROFESSIONALS MEMBERS



38 SWEDISH CONTACT PERSONS

44 DUTCH PERSONS OR FROM OTHER COUNTRIES

43 FEMALE CONTACT PERSONS

39 MALE CONTACT PERSONS

The Swedish Chamber of Commerce has an active network of 157 companies from various sectors. We have seen a significant growth in self-employed members the last few years while the large and midsize companies are still at about the same. For the YP – Young Professionals the number of members are around 80 and our aim is to grow and become 100 within the coming years.

Our ambition is to continue to be your business network partner in the Netherlands and to grow the member base. We will

focus on Member Relations and set the strategy for a more targeted approach. If you come across companies in your network who you feel can add value or could benefit from a membership you are very welcome to invite them to one of our events or contact the office and we will contact them and introduce them to the Chamber. Our aim is to provide our members with such an excellent business platform that it should be an obvious choice for Swedish and Swedish related companies on the Dutch market to become a member of the Swedish Chamber of Commerce.



FINANCE

Balance Sheet / Profit and Loss

BALANCE SHEET	2015-12-31	2014-12-31	
	Actual	Actual	
	EUR	EUR	
<i>Assets</i>			
Bank	21.808	11.915	
Debtors	6.676	14.062	
Prepaid cost	194	4.632	
Total Assets	28.678	30.609	
<i>Liabilities and Equity</i>			
Creditors	62	1.788	
Prepaid income	2.859	3.768	
Other liabilities	6.224	5.504	
Equity opening balance	19.549	21.274	
Result	(16)	(1.725)	
Total Liabilities and Equity	28.678	30.609	
<i>PROFIT AND LOSS</i>			
	2015	2015	2014
	Actual	Budget	Actual
	EUR	EUR	EUR
<i>Income</i>			
Membership Fee	65.311	67.955	59.915
Patronships	37.500	37.500	34.230
Advertisements	9.235	5.000	7.840
Activities	31.841	31.000	35.703
Sponsoring	-	-	575
Total income	143.887	141.455	138.263
<i>Expenses</i>			
Office costs & salaries	80.861	92.125	80.861
Activities	47.136	36.350	47.136
Marketing	8.846	8.300	8.846
Web Page & IT	3.145	4.300	3.145
Total expenses	139.988	141.075	139.988
Result	(16)	380	(1.725)

Amsterdam March 2016

Per Cederlund
Chairman

Kathy Dolk-Hesper
Treasurer

Treasurer Report

The Swedish Chamber had a diverse and interesting program in 2015 as usual. Basically, the annual report of 2015 is in line with the budget. The income from member fees was slightly less than taken up in the budget, mainly because relatively smaller companies have joined as new members, a group with lower membership fees.

The general income was slightly higher than expected, mainly thanks to the sales of advertisements to our members. The activities and office costs were also slightly higher than expected, which all results in a minor loss of EUR 16.- for 2015.

Overall our cash position and equity are adequate, so we can state that our financial position is sound. The budget for 2016 was approved by the board.

Kathy Dolk-Hesper
Treasurer

FINANCE

CASH COMMITTEE REPORT

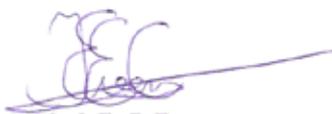
In the capacity of Cash Committee of The Swedish Chamber of Commerce, we hereby render the following audit certificate for the year 2015.

We have examined the accounts of the Swedish Chamber of Commerce, checked other documents giving information about the Chamber's financial position and administration, and performed such other auditing procedures as we considered necessary under the circumstances.

Our examination has revealed no reason for criticism of the accounts, the accounting procedures or the administration of the Swedish Chamber of Commerce.

We recommend, that the Profit and Loss account for 2015 and the balance sheet as per December 31, 2015 should be approved and that the Board of Directors should be discharged from further responsibility as regards the management for 2015.

Amsterdam, April 19, 2016



Mr. J. E. C. Evers



Mr. R. Peterusma

The Annual Swedish Christmas Julbord & Lucia Celebration



The Swedish Chamber of Commerce is delighted to welcome you together with your business relations to the Annual Swedish Christmas Julbord & Lucia Celebration.

Date

December 10, 2016

Time

18.30 Welcome Reception

19.30 Seating

00.00 End of Program

Location

Hotels van Oranje, Noordwijk

Christmas Julbord

Swedish Smörgåsbord by
La Cuisine Scandinave

St. Lucia Performance

Entertainment & Dance

Dresscode

Black Tie



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