

## CHALLENGES FOR LEADERS IN THE 21ST CENTURY

Is there a need for a new type of leadership in order to successfully navigate a world in constant change?

## BUILDING THE FOUNDATION OF SMART CITIES

Icomera and Sweco on how we can overcome the challenges of urban densification with the help of smart infrastructure.

## WHEN TIME IS OF THE ESSENCE

Time Terminal, TimeApp and Railway Metrics and Dynamics on how technology can help businesses make money out of time.

# LINK

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## SCC PATRONS



### THE LINK ISSUE 353

Editors: Jonas Eklund, Tobias Almqvist and Fredrika De Geer  
Cover photo: Renz Andres

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# The business community has shown strength, stamina and agility

I am writing this on the day after the US presidential election, and we still don't have a result. The same could be said for the future trading relationship between the UK and the European Union, we still don't have a result, despite the 31 December hard deadline approaching fast. The same could be said for the coronavirus and the ensuing pandemic. We still don't have a clear path forward, and are tomorrow facing another lockdown period in England. It has always been said that business and the markets like and thrive in stability, and 2020 have certainly served little of this. Saying that, the business community has showed a lot of strength, stamina and agility in the last year. 2021 will hopefully provide us with lots of positive change to look forward to.

As for Britain and the EU – the SCC hosted a “Countdown to Exit” webinar on 15 October, featuring leading experts discussing the state of the negotiations, how larger and smaller businesses have prepared over the past couple of years, and served a Q&A with customs, tax, immigration and establishment experts. Most surveys show that larger businesses, whilst still facing the challenges of uncertainty, are better prepared for a no-trade deal scenario than smaller businesses. The SCC is here to support the membership with information, as and when it becomes available, and will together with our partners at the Swedish Embassy, Business Sweden and the UK's Department for International Trade, do our utmost to

support you in adapting and downloading what it means for your business.

Despite all this uncertainty, we see a continued appetite from Swedish businesses for the UK. Having concluded another successful London Bootcamp in September, and with the launch of the second cohort in our London capital raising programme “Growth Readiness”, we see a number of confident and expansional Swedish start-ups choosing the UK for their next step in launching internationally. Many of them have recently joined the community, and you can read more about them and our other new members on pages 35-36.

Bootcamp, as all other events since the pandemic, turned virtual in 2020. We will naturally keep a close eye on government recommendations and aim to be swift in welcoming members to physical events as soon as possible and deemed safe and responsible. Until then, we will continue developing and working to improve our virtual offering, keeping it fresh and keep bringing inspirational speakers and leading business people together. This winter's flagship is the Swedish-British Summit on 3 December, and this year's event will feature over 25 speakers from both Sweden and the UK, and will yet again tackle 21st century leadership. How do we tackle the technological challenges and opportunities facing us? How do we drive green recovery, and how do we keep people at the core of our businesses?

Never before have these questions been more key to business survival and the continued development of our societies. Welcome to join us in December.

In this issue of the Link you will hear from a number of our member businesses, from a range of sectors, from mining to workforce management, about investor sentiment in the Nordic markets and pitfalls in relocating to the UK. This and much more.

In this issue we welcome our newest members Adway, Ansofy, Bird & Bird, ClimateView, Custodi, DoPro, Exparang, Fenix Funeral, Hamlins, Lundin Energy, Permira Advisers, Söderberg, Target Aid, Upptimely, Voi and Wiser App.

We represent a fantastic membership, and a strong trading partnership. If you haven't joined us already, I hope you will do so in 2020. We have an exciting agenda for next year, and would love to have you part of the journey.



**Peter Sandberg**  
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## SCC TEAM

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## IN THE LINK 101 YEARS AGO

"A new light has come upon the world, not only in the sense that the gloom, the horrors and the nerve-destroying suspense of the last five years are over, but also in the sense that mankind has arrived through seas of blood, at a more real conception of the fundamental necessity for human fellowship." These words were written 101 years ago in the seventh issue of The Anglo-Swedish Trade Journal in 1919. The article describes the peace followed by World War I in 1919. In the light of the current pandemic, we are fighting a different kind of battle but the importance of coming together and standing united in difficult times is as important today as it was back in 1919.

# 21st-century leadership: Navigating a world in change

The view of what a good leader is has changed significantly over the past century. Despite it being a well-researched topic, there is no consensus on what good leadership is. In addition to reformed business models and accelerated digitisation, the ongoing pandemic has also roused discussions whether there is a need for a new type of leadership in order to successfully manage other major challenges, e.g. the necessary greening of economies. We asked Lisa Lindström, CEO of Doberman, Viveka Hirdman-Ryberg, Head of Corporate Communication & Sustainability at SCC patron Investor AB, and Oscar Berglund, CEO of SCC patron Trustly – all speaking at the Swedish-British Summit 2020 on 3 December – about their view on leadership.

BY: TOBIAS ALMQVIST

At Swedish design firm Doberman, success is not only measured in monetary terms, but the quality of its creative work and the wellbeing of the people are weighed equally. Lisa explains why good leadership for her is putting people above everything else. “When your business is people, and you don’t treat your people in a great way, you won’t get the best out of anyone. Therefore, not taking care of your people is a foolish thing to do. I try to always be fair and authentic in my leadership and approach problems transparently and inclusively.”

## Psychological safety promotes creativity

Viveka agrees. “I really believe in the power of the team. As a leader, you must have a vision. You have to make sure that everyone in your team understands this vision and that you’re moving in the right direction, but you will also achieve a lot more by involving more people – preferably with different perspectives and experiences. You need to establish an open atmosphere where everyone feels safe, included and listened to, as psychological safety facilitates cooperation and promotes creativity. So, to me, leadership is not only about being a visionary and good strategist but also about being curious, a people-person and a good listener.

## Saying yes to the brave and quirky ideas

Lisa considers the bravery of saying “yes” more than “no” as one of the essential traits of a leader, but also as the most challenging one. “When you dare to put your complete trust in your employees’ hands, great things come. My company works in the field of the unknown, meaning that we must trust each other enough to take giant leaps of faith all the time. If the answer is ‘no’ when suggesting a simple idea or when trying to express your thoughts in non-linear ways, you will not dare to share your crazier ideas. By saying yes to the strange, brave, and quirky ideas, you create a culture of trust, making it possible to

move quickly in complex landscapes and create groundbreaking experiences.

## Leading by example

“Leadership often depends on the context,” Oscar says. “Different situations call for different types of leadership. But there are some traits that will always be important, such as being authentic, exercising good judgement and leading by example. You need to live by what you want the team to do.”

**“I don’t believe in a lone genius, and therefore I believe that no CEO should make all the difficult decisions by themselves. That is just too much of a risk.”**

## Leadership in change

The key thing Oscar has had to change over the years in his role as a leader is the amount of communication that he engages in. “When the team is small, communication takes care of itself and the leader is often a substance expert with good judgement and problem-solving skills. As the organisation grows, you need to dedicate much more time to communication, making sure the whole team knows the ‘what’ and the ‘why’ of what we do. If you’re action-oriented, it sometimes feels frustrating to allocate so much time to communicating but then you need to remind yourself that this is how you get full leverage of the great team members that you’ve spent a lot of time and effort to recruit. And you still need judgement

and problem-solving skills,” Oscar says.

Viveka agrees that the amount of communication has increased, but that it’s partly due to the world being more complex today. “Everything is changing so fast, and I think it has become more important for the leader to understand everything that’s happening around us, but also to be able to explain to your team how it will impact the organisation. You have to have clear values, be grounded in these and act in accordance with them – to be genuine, but you also have to understand that values change over time.”

## Leaders acting as catalysts

As organisations today are much less hierarchical than when Viveka started her career, she believes that has changed how we communicate. “The leader is no longer seen as all-knowing but rather acts as a catalyst responsible for keeping the organisation moving forward. The reduced hierarchy has also opened up for two-way communication, with team members now able to challenge the leaders’ way of doing things or propose their own solutions to a problem, and I find that very positive,” Viveka adds.

## Navigating the constant change of the 21st century

All three agree that the greatest challenge of being a leader in the 21st century is the high pace at which things change. So how does a leader navigate the constant change and make sense of everything that’s happening around you? “Firstly, you just need to look change in the eye and accept it early on,” Oscar says. “Once you have acknowledged it, you can start to identify the opportunities that come with it. And once you have done that, you can adapt accordingly.” Secondly, he explains that despite all the data we have available to use for making informed decisions, given the pace at which things evolve – we can’t afford to wait until we have 100% “perfect” information.” It is the bounded rationality idea – taking into



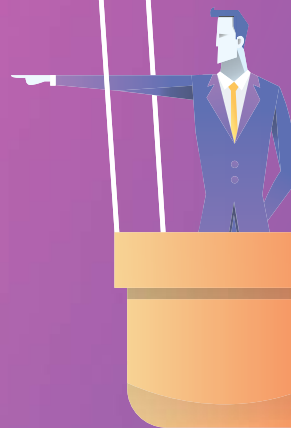
consideration timing, the rational thing is often to make the decision before you have perfect information, or else you risk waiting too long and missing opportunities." He adds: "You have to continuously be open to reassessing your decisions and priorities depending on what happens around you. And at the same time, you won't succeed without focus and you must give the team room to execute without being constantly distracted. So sound judgement is more important than ever."

#### **Staying true to who you are**

Lisa believes that leaders must thoroughly listen to their inner compasses and be well-grounded in their own beliefs and morals. "When you are true to who you are and never compromise with your beliefs, it is easier to navigate a stormy sea," she says and adds that she sees many organisations struggling with lack of delegation. "I don't believe in a lone genius, and therefore I believe that no CEO should make all the difficult decisions by themselves. That is just too much of a risk. Involving your employees in the difficult questions minimises the risk and makes leading much more rewarding. For this to work, you have to make people understand the full complexity of the issue they are facing. If you only give halfway, it's a more significant risk because they act without the complete information. I don't think control is a good steering mechanism; I believe trust is a much better steering mechanism. What you will get in return is people's engagement, passion, lots of ideas, and a great sense of responsibility."

#### **High pace makes leading complex**

Viveka agrees: "The high pace indeed makes leading very complex. There is no time to settle down. You never feel really done with things, and you can never stop and think 'okay, we got this'. You have to be on your toes at all times, leaning forward and think about what steps to take next. To be able to keep up with the high pace and make sense of everything



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#### **DISCUSS 21ST CENTURY LEADERSHIP AT THE SWEDISH-BRITISH SUMMIT 2020**

Join the Swedish-British Summit 2020 on 3 December, and discuss 21st century leadership with Lisa, Oscar, Viveka and many more leading speakers from both Britain and Sweden. Learn more and sign up at [scc.org.uk](http://scc.org.uk).

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# Outer Thinking

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## What is 21st century leadership?

In a world where businesses, business models and processes are constantly challenged and disrupted at a rapid pace, what makes good, sustainable and successful leadership? At the Swedish-British Summit 2020 we look at our joint future ahead, the challenges - amidst both a pandemic and Brexit, and how we can learn together, and from each other. "Outer Thinking" is about 21st-century leadership, bringing together business leaders, entrepreneurs, politicians and academics from both Sweden and the United Kingdom, to address the greater trends facing us, from tech to climate change, the future workforce or global trade.



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Hökan Samuelsson  
President and CEO, Volvo Cars



Fraser Nelson  
Editor, The Spectator



Lisa Lindström  
CEO, Doberman



Pippa Malmgren  
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**LISA LINDSTRÖM**  
CEO at Doberman

*Lisa is the co-founder of the design firm Doberman. Under her leadership, Doberman has been appointed Sweden's best firm in the industry, Sweden's best workplace, and one of Sweden's most innovative companies. Lisa is one of Sweden's strongest voices for the power of innovative business and leadership to impact society.*



**OSCAR BERGLUND**  
CEO at Trustly

*Oscar joined Trustly – a leading fintech company developing and selling online payment solutions – in 2013 as CFO and was appointed CEO in 2016. He started his career at Goldman Sachs where he spent close to five years in the Investment Banking Division and Financing Group based in London and Moscow.*



**VIVEKA HIRDMAN-RYRBERG**  
Head of Corporate Communication & Sustainability, Investor AB

*Viveka has a long background in finance and banking and is the Head of Corporate Communication & Sustainability at Investor AB, the largest industrial holding company in Northern Europe. She joined Investor in 2018 and has been instrumental in gearing up Investor's sustainability work.*

that's happening around you, I think it's necessary for the leader to be very open and curious, to not firmly believe that you're the one who knows best, or that things need to be done in a certain manner because it has worked before. It's crucial to get a lot of different perspectives, so a leader should strive to discuss matters with people within their own organisation, from other organisations – big and small – and also from other countries."

#### **A leadership for the future**

While all agree that the covid pandemic indeed has made leading more complicated, they also seem confident that there is a silver lining to it. "In a world where people work remotely, solving communication becomes even more important than before. How do you reproduce the communication and transmission of knowledge that you have in physical meetings? How do you keep the sense of belonging in the team? How do you make sure people feel well? These things I believe will drive a lot of thought and consideration," Oscar says.

"I think that this new reality has been challenging for almost all leaders," Lisa says. "The pressure has been high, and the constant connectivity makes it difficult to relax. I am a leader that relies strongly on relationships and energies that appear when you meet in a

room. This has not been easy to maintain and recreate over digital means, but I think that I've finally found my way. For me, this crisis has made me become even more of who I am. I am more personal, more transparent, and more vulnerable than ever before. Just because for me, there was no other way to tackle a situation as strange as the one we experienced this spring and summer. Of course, not all leaders have managed the merger while trying to find new ways of working for a new multinational team on a distance, but I think many people can recognise themselves in what I've experienced. I believe that this crisis has shown that we need a new type of leadership. People need leaders that can translate the 'why do we do this' and 'why should we be the ones doing it' of our existence into a language that everyone can understand. We need leaders that guide us through uncertainty by making people feel seen and heard while doing it. One needs leaders who acknowledge that people need continuous learning and are not afraid to learn new things themselves."

#### **Firm believer in Learning Society**

"I am a firm believer in what I like to call the Learning Society. Every organisation should add a layer of learning and knowledge-sharing to its existing operational models and that this is the way into the future. As a leader in the future, I

believe that you have to feel and act with empathy. I think that pedagogical communication and storytelling are crucial, that leaders have to be skilled critical thinkers, creative, and like to experiment. If you manage those five, you have a solid foundation for tackling the future and finding your leadership style," Lisa adds.

#### **Emotional part of leadership more important since pandemic outbreak**

"I think the emotional part of the leadership has become even more important since the outbreak of the pandemic. Sometimes it's about being present in a different way, like getting in touch with team members, and sometimes it can be to dare show your own vulnerability. I also think that the pandemic shows and underlines the great challenges we are facing, for instance, climate change. Perhaps even more so in terms of sustainability with the importance of social inclusion. The social gaps we've seen increasing for years have during the pandemic become even more evident. There have been rapid changes in the labour market in many countries which has made the importance of investing in upskilling and digital transformation clearer. Everyone should feel that they have a future and I think that these challenges are also leadership issues – someone has to take the lead, to visualise, communicate and act," Viveka says.



# Building the foundation of smart cities

By 2050, the world's urban population is expected to be nearly double the size of what it is today. This rapid transformation undeniably entails challenges, to which the notion of smart cities is often presented as a panacea. But what exactly is a "Smart city," and how do we overcome the challenges of urban densification? The Link asked two of the Chamber's member companies, Icomera and Sweco, that contribute to the development of smart infrastructure, one of the pillars of a smart city, in different ways.

BY: TOBIAS ALMQVIST

By using technology and data purposefully, societies will be able to improve the quality of life for city-dwellers, e.g. by developing safer and more efficient transport systems. Reliable, high-speed internet connectivity can be seen as the backbone of a smart city because it is needed to keep the vast ecosystem of devices and sensors connected.

## Connectivity is key

Connecting over 5,000 trains and 26,000 buses and coaches worldwide, SCC member Icomera is the global leader in mobile Internet connectivity for public transport. "We believe that connected public transport vehicles are a key element in delivering the smart cities of the future, and we are working to build a world in which we can stay connected while we travel, wherever we travel," Peter Kingsland, SVP UK & APAC at Icomera says. "Our patented technology provides the fastest, most secure and most reliable connection available to moving vehicles. In a transport context, passengers benefit from ubiquitous Wi-fi con-

nectivity through being able to turn travel time into productive time, for both work and leisure. Beyond Wi-fi, our platform also supports a wide variety of other value-adding applications, such as remote vehicle monitoring, which improves operational efficiency and reduces costs, and sophisticated digital video surveillance, which ensures that passengers and staff are kept safe during their travels."

## Connectivity also in a broader sense

Sweco, a northern European engineering, environment and design consultancy is committed to sustainable urban development – a topic which is shared through its regular research reports that look at topical issues facing the urban environment from the citizens perspective. "Look for instance at the average time it takes to get to work in London. It hasn't reduced in the last 50 years, and that's the same with most European cities because we live further and further away. We spend more time in our cars and we experience more congestion on the trains. So how do we solve that? How do

we put people back in our urban environments and get them walking and cycling?" Geoffrey Palmer, Sweco UK's Director of Buildings, asks rhetorically.

"For me, a smart city is not necessarily about the technology. It's not about having Internet of Things-technology in your fridge so that it can tell you what the temperature will be tomorrow. It's about a shift towards renewable energy, making use of natural heating and ventilation, as well as lowering the energy use peaks e.g. by making use of timers on electrical devices so that everyone is not turning on their dishwashers at the same time, thereby lowering the burden on the network," Geoffrey says.

In addition to increasing and improving internet connectivity, the development of smart cities is also about connecting different parts of society. Geoffrey continues: "Intelligence comes by using less to start with, and then see how we can share locally. Let's say you have two apartments- one facing east and one facing

**“Up until the last two or three years, buildings have been thought of in isolation - in isolation of transport, in isolation of their energy use, and in isolation of the needs of the community. Now all of the different pieces are slowly coming together.”**

west. The apartment facing east doesn't need much heating in the morning and the apartment facing west doesn't need much heating late in the afternoon. If we stop looking at these apartments separately and instead join these together in a central system we can reduce total energy use by allowing them to share energy with each other. The same goes for electric car batteries, which contain lots of renewable energy which can be “borrowed” short-term by our buildings or infrastructure when renewables are less plentiful.

“Creating smart cities is about taking away fragmentation and having a more holistic approach. Smart buildings, to me, starts with being naturally passive before you start adding things to make it low energy. It's about creating buildings that can serve as an office today and residential tomorrow with relatively straightforward change, not having to knock it all the way down. Up until the last two or three years, buildings have been thought of in isolation - in isolation of transport, in isolation of their energy use, and in isolation of the needs of the community. Now all of the different pieces are slowly coming together. The way buildings interact with transport and the energy network is becoming much stronger, and I find that very exciting,” Geoffrey adds.

#### **With densification comes new challenges**

While future cities in many ways will be more convenient, urban densification also comes with challenges. “There's undoubtedly a need to ease pressure on urban infrastructure, and public transportation has an important role to play in tackling that challenge. But in order to become more attractive than e.g. private car travel, which offers a door-to-door experience, the public transport infrastructure of tomorrow will need to integrate with other services (for example, bike and scooter hiring), enabling seamless door-to-door personal journeys utilising different modes of transport,” Peter says.

“We work closely with public transport operators, vehicle manufacturers and municipal authorities to deliver a range of applications which enhance the passenger experience, improve operational efficiency and reduce costs, and help protect passengers and assets, among other things. Through delivering solutions which encourage people to use public transport over less sustainable forms of transport, we are helping drive the transition towards a carbon-neutral world.”

Geoffrey agrees: “The move towards low energy electric vehicles will bring about many health benefits. As noise and pollution decreases, we can have more naturally ventilated offices, and we will get more people cycling and walking. I also think that with densifying urban areas, the importance of the spaces between becomes greater and greater. And if you want to create cities that are long-term sustainable it's necessary to become more local. Currently, many people travel an hour and a half to get to their office in central London to get the quality or affordability of home environment that they don't think they can get in London. We need to optimise more parks, look for pocket green spaces and identify possible biodiversity corridors in inner-cities. We need to decrease pollution and to create an environment that is more family-friendly so that people don't feel it's necessary to take a three-hour round-trip to go work. My challenge to everybody is to consider what they can do today to help biodiversity. Perhaps you could refrain from mowing that area of grass? Maybe you could plant something different or hang up a window box to help out the bees? We all have our part to play in improving and better utilising our urban environment.

#### **Disruption is a chance to reconsider**

While both Peter and Geoffrey acknowledge that their businesses have been affected by the ongoing pandemic, it's evident that they in no way have lost their respective visions. “If any-

## **SMART CITIES**

A smart city is an urban area where different types of electronic methods and sensors are used to collect data. This data is then used to provide a better quality of life for its inhabitants, for instance by improving resource use and urban transport networks, upgrade water supply and waste disposal facilities, and to create more efficient ways to light and heat buildings. The interest in smart cities has grown significantly in recent years due to major societal changes including climate change and pollution, urbanisation and ageing populations.

thing, the pandemic has heightened our commitment to making mass transport the most productive, efficient, sustainable and above all, safe way to travel, Peter says. “The pandemic has created the need to restore passenger confidence in the use of public transport, especially where more crowded services are concerned, as well as the need to adopt new means of working. This is best achieved through the communication of onboard safety measures, real-time service updates, and passenger loading data via technologies such as Wi-Fi portals, and passenger information and announcement systems. Looking at the rail industry specifically, the need for higher capacity, continuous connectivity is just increasing and to this end we are developing the next-generation of mobile connectivity through our TraXside™ solution, which consists of a network of high-speed radio units installed on existing railway infrastructure such as towers or masts, helping infill any “not spots” where there is no cellular coverage, or to boost capacity in conjunction with 5G where it is needed most.”

“The decentralised model of our organisation allows us to be agile and to work remotely, so we've been able to continue working without any major hindrance,” Geoffrey says. “I think this whole pandemic gives us a place to reset from the hamster wheel of life and reconsider the way we do things, on both a professional and personal level. We need to stop focusing only on GDP, because if we do, we end up with unsustainable solutions. We are now in a place to look up and benefit from collaboration and move to long-term, people-centric solutions. The UK government is planning to invest a lot of money into green energy and into developing transport infrastructure, which is good news not only for the supply chain but for the country as a whole. Hopefully, it will make more people realise how everything is connected. That is possibly a silver lining to the Covid pandemic.

# COVID-19: A GAME-CHANGER FOR THE MEDICAL PROFESSION

With intensive care units brimming with patients, healthcare workers worldwide have shown both dedication and resilience throughout the pandemic – despite the risk of catching the virus themselves. In this feature, guest writer Dr Lena C Andersson, founder of SCC patron Anelca Clinic in London, interviews Dr Claire Stigare with first-hand experience from inside an intensive care unit for treating Covid-19 at Karolinska University Hospital in Stockholm.

BY: LENA C ANDERSSON, M.D., DR.MED, CONSULTANT HAND-, PLASTIC-, BURNS SURGEON

Over the last half-century, we have been exposed to very few microorganism-threats (e.g. viruses and bacteria) that we have not had treatments or rapidly developed vaccinations for. Nurses and doctors in the developed work have generally felt safe and very few healthcare professionals have lost their lives after being infected at work. Everything has changed now with the coronavirus and the Covid-19 disease.

## New dilemma to our generation

We were all aware of previous epidemics SARS1 in 2002 and the swine flu in 2009, when many patients required intensive care and ventilation in order to survive. It somehow did not alarm us enough, and the pandemic in 2019-20 came as a total surprise to most people in Europe and the rest of the world. It took a long time until Covid-19 was officially declared a pandemic by the World Health Organisation when many people had already been infected. It has emerged that cases were described with symptoms outside of China, as early as last autumn 2019. There had been rumours that the seasonal flu would be bad in 2019, and many healthcare professionals did opt to receive the seasonal flu vaccine. We do not have answers to all of our questions regarding virus transmission, although, the coronavirus does seem to spread rapidly mainly through “droplets in the air” but also through contact with contaminated surfaces. How does one cope with the new situation in medicine? We want to help our patients, but without catching the coronavirus and becoming seriously ill ourselves. This dilemma is new to our generation in the medical sciences, and we all have to learn.

## Faced with a new unknown disease

I decided to talk to someone who has been faced with these thoughts and problems close up, over the last seven months, Dr Claire Stigare, Consultant in Intensive Care and Anaesthesia at the Karolinska University Hospital, Stockholm. “We discussed the possibility of us



Medical ward at the Karolinska University Hospital. Photo: Karolinska University Hospital.

having to take care of each other in intensive care. It was very concerning that there was so much uncertainty, because with Covid-19 we were faced with a new unknown disease. Few of us entered the medical profession believing our job would put us in danger.”

## Exchanging medical experiences

Dr Stigare and her colleagues initially contacted and spoke to doctors in Italy, Spain and in the UK, to exchange early clinical experiences, in order to provide the best possible care for the patients. “We were well staffed and prepared as the very sick patients started to arrive in the unit. Our bed capacity increased fourfold and thankfully we were never overwhelmed and could accept patients. The PPE (personal protection equipment) was available to us throughout. However, initially it was in short supply and we didn’t know from one week to the next whether it would remain available. PPE availability was very important for us all and access to PPE had a reassuring effect.”

## Difficult for patients and relatives

“What has been the worst in all of this?” I asked. “Firstly, the unknown new territory facing a complex and devastating disease which affected multiple organs for which we had no specific treatment. Secondly, having to treat critically ill patients in the absence of their relatives and communicating with relatives remotely via telephone or video, conversations which we would normally have face to face. This has been incredibly difficult for patients and their relatives. Additionally, not knowing how the

pandemic would develop and end, whether we would have the capacity to treat everyone who needed care. We are now seeing an increase again both in Sweden and in most parts of Europe. This time we feel more prepared and we will be able to apply treatments early on such as anticoagulants (blood-thinning drugs), corticosteroids and non-invasive breathing devices to reduce the need for ventilation and long stay on the intensive care unit.”

## Many healthcare workers are fatigued

Dr Stigare continues: “Doctors and nurses have had to work very long shifts, in uncomfortable and cumbersome protective equipment. We have had the help of colleagues from other departments and from a variety of paramedical professions which has been extraordinary. But it has been a stressful time and many healthcare workers are fatigued.” In the UK, the clinical staff received national applause regularly for their efforts to keep them supported. Dr Stigare says: “We have learned how to remain motivated and how teamwork is the only way forward.”

## Backlog of patients

Due to the many Covid-19 patients, there is now a backlog of patients that need acute medical treatments in all countries. Some of the Covid-19 patients also need further long-term care, due to neurological complications, post-traumatic stress disorder, lung fibrosis, etc. The healthcare systems will inevitably feel the after effects from Covid-19 for many years to come and the whole Corona situation is a total game-changer in medicine.



Dr Lena C Andersson and Dr Claire Stigare. Photos: Private.

### COVID-19 TREATMENT AT THE KAROLINSKA UNIVERSITY HOSPITAL

Over 600 patients have been treated at nine intensive care units (of which five are specifically established for Covid-19) at the Karolinska University Hospital in Solna and Huddinge. Over 80% received mechanical ventilation, many with renal replacement therapy, also some patients on VV Ecmo, supporting the patients' lung function.

### COVID-19 CASES AMONG HEALTH WORKERS

While health workers represent less than 3% of the population in the large majority of countries and less than 2% in almost all low- and middle-income countries, around 14% of covid-19 cases reported to the World Health Organization, WHO, are among health workers. In some countries, the proportion can be as high as 35%. However, data availability and quality are limited, and it is not possible to establish whether health workers were infected in the workplace or in community settings. Thousands of health workers infected with Covid-19 have lost their lives worldwide.

In addition to physical risks, the pandemic has placed extraordinary levels of psychological stress on health workers exposed to high-demand settings for long hours, living in constant fear of disease exposure while separated from family and facing social stigmatisation. Before Covid-19 hit, medical professionals were already at higher risk of suicide in all parts of the world. A recent review of health care professionals found one in four reported depression and anxiety, and one in three suffered insomnia during Covid-19. Learn more at <https://bit.ly/34ZO36j>

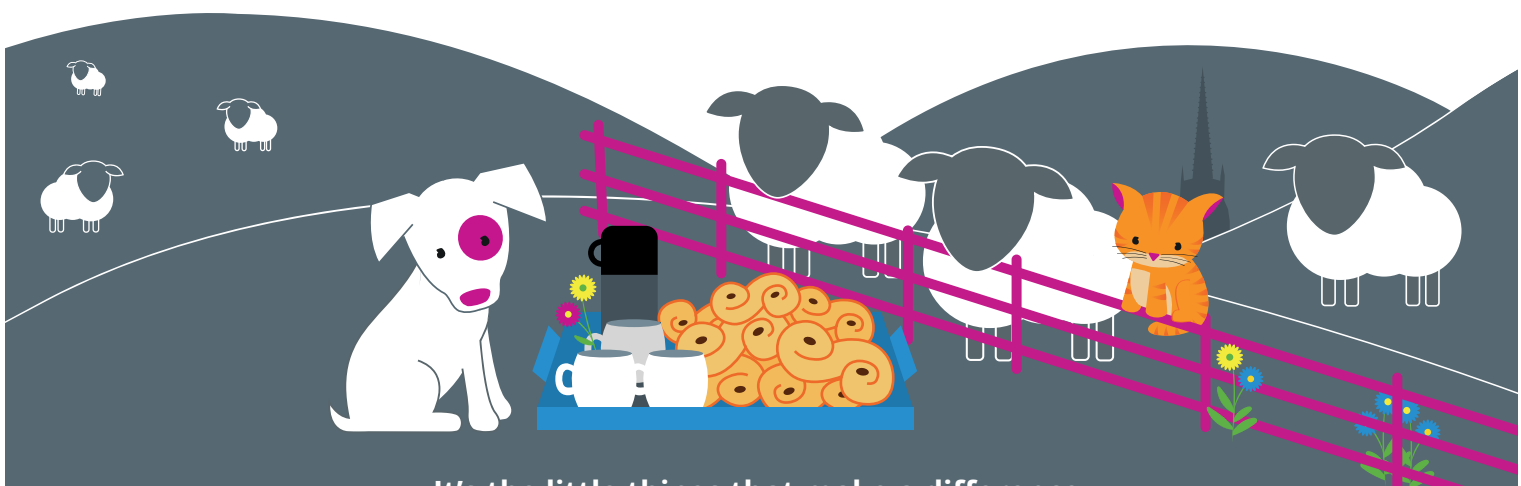
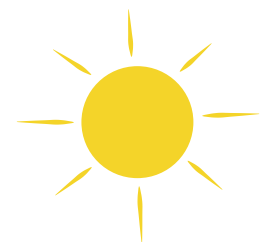
### ABOUT LENA C ANDERSSON

Lena C Andersson M.D., Dr.med., has been a Consultant Plastic Surgeon since 1993 and founded Anelca Clinic in 1998. She originally trained at the Karolinska Institute, Stockholm. She received her specialist training in Aesthetic and Plastic Surgery in Sweden, Switzerland and the USA, before being appointed as Consultant Plastic Surgeon at St Bartholomew's Hospital and the Royal London Hospital in 1995, when she also commenced her private practice in London. Lena is a member of the British Association of Plastic Reconstructive and Aesthetic Surgeons (BAPRAS), of the International Society of Aesthetic Plastic Surgery (ISAPS) as well as of many other International Plastic Surgery Associations.

### ABOUT DR CLAIRE STIGARE

Dr Claire Stigare was born, educated, and qualified as a medical doctor in the UK. She completed specialty training at the Karolinska University Hospital and Institute where she obtained her PhD. Claire is married to Dr Jerker Stigare and they live in Stockholm with their two children.

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# Hybrid events are the future of the live industry



The live industry, including sports, theatre and other entertainment, has suffered severely from the consequences of the pandemic. While producers and promoters find it difficult to plan upcoming live events ahead, SCC member TicketCo recently launched a live streaming service to help audiences engage with their favourite clubs, theatres and sports clubs in a new way. “We have always believed in hybrid events and I think they are here to stay. I think for example once festivals get back up and running, people will be buying virtual tickets if they sell out live,” says David Kenny, UK Country Manager at TicketCo.

BY: JONAS EKLUND

Founded as a simple ticketing solution back in 2013, TicketCo has evolved into a unified platform for all kinds of event payments. Through the self-serviced ticketing solution, organisers can sell both tickets, food and beverages, merchandise and accommodation. “It all links back to the fact that we want to improve the experience and journey of the fans or festival-goers – it’s quick, swift and painless,” says David Kenny, UK Country Manager at TicketCo.

## Enjoying live entertainment from home

Earlier this year, TicketCo launched a virtual streaming service to enjoy live entertainment from home. David explains that TicketCo TV, as they call it, was in progress already before the pandemic. “It was in our development pipe but wasn’t our top priority. And then priorities changed when lockdown happened.”

## No reason for events to sell out

TicketCo TV is built upon a belief that there is no reason why events should sell out. “You have the live element, and then you have what we believe should be a virtual element. For example, if a club reaches its live capacity of 300, why shouldn’t more people still be able to enjoy the show and watch it from home, on their iPad or Apple TV?” Also, from the organisers point of view, the scalability and the revenue potential is endless: “We’re not saying that you could sell trillions of tickets, but if you had a virtual ticket type that you can sell for a reduced price, it will be adding value on top of the live tickets sold.”

## Engaging the audience

Although a virtual solution like TicketCo TV isn’t going to fix the fundamental challenges the live industry is facing amidst the pandemic, David

believes it will help audiences to engage with their clubs, theatres and sports clubs. “We came up with the term ‘keeping your audience warm’, just keeping the dialogue going. It has not been an easy road, but we see that people are now onboarding with TicketCo TV on a daily basis.”

## Streaming theatre productions

Recently, TicketCo entered the world of theatre by signing with the Southbank Centre for a production in London. Another notable production was put up at the Bristol Old Vic with Wise Children – a new theatre company partnering with theatres around the UK to do live performances from the theatres and stream them across the world. “As I was looking at all the people on the stage, I was really proud to think that we were part of keeping them employed, even if it was just this little bit of time. It was successful, not just revenue-wise, but it is a proof of concept. Now, that customer is about to do another production which will be shown through November,” David says.

## The emergence of hybrid events

Once the live industry bounces back, which David believes it will as they have seen customers rushing back to some of the activity venues they work with, it will come back in a slightly different form. “We have always believed in hybrid events and I think they are here to stay. I think for example once festivals get back up and running, people will be buying virtual tickets if they sell out live.”

## Benefit from both live and virtual

He explains that this way of working with content might be new to theatres and other

entertainment producers, but sports promoters have been working with pay-per-view solutions for a long time. “MMA has for example live elements in Las Vegas and they do pay-per-view for the major TV broadcasting channels. Now lower league and sports promoters are turning to us to do streaming as well. They want to follow in the footsteps of the UFC and the MMA as examples and try and recreate what they’ve done.” And this is where TicketCo fills a gap. “We’re not a TV channel, but we’re giving promoters and organisers the tools to benefit from both live and virtual.”

## Difficult to plan ahead

According to David, the situation for the live industry is incredibly severe and the uncertainty makes it difficult for organisers to plan ahead. “We believe things will start getting back to normal, but when is the question. Even if we believe the pandemic might have eased by next summer, festival organisers need to start planning now. But if you can’t say with 100% certainty that the event is going to happen, you can’t put it on sale and the revenue stops.” And it is not only the event organisers that are affected by the uncertainty. “There is a big chain of suppliers, independent and self-employed people who service these industries that might see themselves out of work.”

## Embracing new ways of working

“I think that people who don’t adapt to new ways of working, will unfortunately not survive. If they don’t adapt to new ways of surviving, working and thinking innovatively, they’re going to suffer. I believe the industry will eventually embrace these new ways of working, whether it’s virtual, or it is something else.”

# Happier workforce with effective rota management

With the conviction that a happy workforce creates a happy business, SCC patron Quinyx is on a mission to change the perception of workforce management at its core. A recent study by Quinyx, performed before and during the ongoing pandemic, found that deskless workers in the UK have issues with work-life balance, suffer from a lack of flexibility, and don't feel valued by their employers. "Our study shows it is time to change the narrative and provide deskless workers with the same benefits and workplace flexibility that is seen in corporate environments, in order to provide long-term health and happiness," says Erik Fjellborg, CEO and Founder of Quinyx.

BY: FREDRIKA DE GEER

When Erik Fjellborg, in his younger years, was working at McDonald's, he saw how managers were struggling with managing work schedules manually. This gave him the idea to create a workforce management system, later known as Quinyx, that came to transform the industry. "Good schedules are like good motor oil. When they work well, they keep everything running smoothly, helping your business control labour costs, provide a better service to customers and keep your staff happy," says Erik. Through advanced and flexible features, Quinyx helps more than 850 companies around the world save time and money, boost productivity and enjoy work. Quinyx has offices in the U.K., US, Sweden, U.S., Finland, Germany, Norway, Denmark, the Netherlands, and Australia.

**"Good schedules are like good motor oil. When they work well, they keep everything running smoothly, helping your business control labour costs, provide a better service to customers and keep your staff happy."**

#### Empowering the workforce

Simply put, the Quinyx platform helps companies optimise schedules, make time reporting

more efficient, reduce costs, stay compliant and engage with employees – all in one solution. At the heart of the system is an AI-driven scheduling system which optimises the process between work demand and employee availability. Empowering the employees by allowing them to manage their own schedules and organise their shifts easily improves their work-life balance and helps them feel valued and more engaged. As a result, they are happier and their performance increases.

#### Using AI to optimise workforce scheduling

To help further increase business performance, labour law compliance, and safety, all while reducing overall labour cost, Quinyx recently acquired Widget Brain, an innovative company that leverages AI to help automate and optimise workforce scheduling. "After several years of partnering with Widget Brain, we saw the benefits of a deeper integration of the company's disruptive and forefront technology with our own software solutions," Erik says.

#### The importance of work-life balance, flexibility and appreciation

As part of the international survey, Quinyx polled 1,200 deskless workers in the UK across the healthcare, retail, hospitality, transportation, shipping and warehousing sectors on their work situation – before and during the pandemic. "What we found was that deskless workers have issues around work-life balance, a lack of flexibility, and that they don't feel valued by their employers," says Erik. The 12,000 responses from the international survey covering all of Quinyx's markets show the same trends. "Truth be told, the impact of the pandemic has left organisations and workers physically exhausted, emotionally drained and, at times, feeling powerless."

#### Impact on mental health

The survey shows that as many as 63% of those polled in the UK have missed out on social events and that 59% have forfeited personal time because of work. "What is equally alarming is that lack of control over schedules, financial concerns and worries over job security are also having a negative impact on mental wellbeing." According to the results, 37% said their mental health had been negatively impacted by their job within the past 12 months. During the crisis, this number escalated to 52%. "These figures tell us that there is a widespread issue affecting employees – the lack of a work-life balance."

**"Truth be told, the impact of the pandemic has left organisations and workers physically exhausted, emotionally drained and, at times, feeling powerless."**

#### Alleviating the burden with effective rota management

Going forward, Erik believes it will be more important than ever for employers to help workers have more control over their work-life balance. "Whilst there's no magic remedy to fix the wellbeing of your employees in the blink of an eye, effective rota management can help alleviate the burden. Optimised schedules,





# Quinyx



**“Whilst there’s no magic remedy to fix the wellbeing of your employees in the blink of an eye, effective rota management can help alleviate the burden.”**

Erik Fjellborg, CEO and Founder of Quinyx. Photo: Quinyx.

streamlined communication, rewards and praise are easy to implement with the right tools within any organisation, and inevitably lead to a happier workforce, and a healthier business.”

#### **Flexibility needed to adapt to guidelines**

Managers not only have to ensure the wellbeing of their employees, they also need to organise complex schedules for a diverse workforce of regular and part-time workers – a task that has not become easier during the pandemic, due to changing government guidelines, shortages of PPE equipment and lack of funding. “Now, more than ever, organisations need to be flexible and adapt to the latest central and local guidelines,” Erik says. He explains: “The most urgent considerations now include

keeping staff movement between worksites to a minimum to control the spread of infection, managing higher than normal levels of absenteeism due to illness and self-isolation, complying with maximum capacity and social distancing rules, and being able to notify staff quickly and effectively. All of this while keeping employees as engaged and happy as possible.”

#### **Immediate return on investment**

According to Erik, it has been proven that happy employees can raise the productivity level by as much as 20%: “Recognising, rewarding, and engaging your staff will trigger immediate return on investment. Workforce management solutions can help you solve these issues while saving costs, cutting on administrative time, and improving staff retention.”

#### **AI and automated scheduling – the future**

Erik is confident that the recent acquisition of Widget Brain will allow Quinyx to help businesses revolutionise their workforce management and scheduling. “We cannot wait to leverage Widget Brain’s outstanding machine learning and AI know-how to deliver the best and most innovative offering to the market. We believe that AI and automated scheduling is the future.”

#### **THE PATRONSHIP**

The SCC patronship consists of a core group of SCC member businesses committed to supporting the Swedish-British business community. The patronship comes with a range of benefits – if you would like to know more, please contact [membership@sc.org.uk](mailto:membership@sc.org.uk).

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#### **ABOUT QUINYX**

Quinyx helps businesses from across a wide variety of sectors around the world to save time and money with optimised schedules, to track attendance, time and costs, and to improve forecasting accuracy. By including all employees in the process of creating the schedules, Quinyx enables companies to engage with their workers and create the crucial work-life balance they crave and deserve. Learn more at [www.quinyx.com](http://www.quinyx.com).

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#### **MORE INSIGHTS FROM “THE STATE OF THE DESKLESS WORKFORCE”**

Earlier this year, Quinyx conducted a survey among deskless workers across healthcare, retail, hospitality, transportation, shipping and warehousing sectors, both before and during the pandemic. A total of 12,000 workers participated in the US, UK, Sweden, Germany, the Netherlands, Denmark, Finland and Norway. The results and more insights from both the international and the UK surveys are now available in the report “The state of the deskless workforce” on [quinyx.com](http://quinyx.com).

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# Hard to prepare sufficiently for Brexit

Apart from the global pandemic that we are currently going through, few things have received as much media attention in the past few years as Britain's departure from the EU. The withdrawal process, which followed after a majority voted to leave the union four and a half years ago, has been characterised by uncertainty and contentious negotiations regarding the future EU-UK relation. With the transition period drawing to a close, the Swedish Chamber of Commerce for the UK welcomed guests to a webinar on October 15, aiming to clear up lingering questions regarding what to expect and how to prepare for the new era.

BY: TOBIAS ALMQVIST

With three different panels consisting of experts from a range of different fields, the event provided attendees with a broad picture of the state of the ongoing negotiations and its impact on the future relationship between the UK and the EU. The discussions were moderated by Joe Mayes, U.K. Government Reporter, Bloomberg News, and revolved around fishery, level playing field and customs, to mention a few topics. Many attendees also took the opportunity to ask the experts directly about e.g. how their business sector would be affected.

## Major impact irrespective of kind of deal

The first panel focused on the state of the ongoing negotiations, with participants discussing the most contentious issues between the negotiating parties, the likelihood of the EU and the UK striking a deal before the end of the transition period, and what the effects of not reaching an agreement would be, among other things. Christian Danielsson, Head of Representation for Sweden at the European Commission, concluded the panel by saying that UK's departure from the union will have major impacts irrespective of what kind of deal is struck between the parties, but that the EU's ambition is a rich deal with the UK.

## Large businesses prepared to a higher extent

Among the experts participating in the event were also representatives from both large and small businesses who shared how they have prepared over the last couple of years, and how they see the coming months. Perhaps not very surprising, it seemed that big businesses had been able to prepare to a larger extent than smaller ones – a fact which was backed up also by the trade advisories taking part in the discussions.

## Small businesses have not been able to spend time seeking advice

In answering the questions about what her top advice to companies would be, Emma Sävénborg, Trade Policy Advisor at National Board of Trade Sweden, stated that companies not being prepared for customs procedures was perhaps her least worry. She recommended businesses to look at the regulatory aspects, e.g. to make sure they have the licenses needed to e.g. import and export certain goods. Jonas Aurell, Managing Director at ScandiKitchen, acknowledged the fact that he did not feel up to date on all the regulatory requirements. This issue, he explained, is widespread and had definitely been exacerbated by the ongoing pandemic.



At the SCC event, experts from a range of different fields discussed and answered questions on how businesses should prepare for the upcoming end of the transition period.

Many small businesses have simply not been able to spend enough time seeking advice from experts.

## Common blind spots

Referring to common blind spots among businesses regarding their preparations, Emma also brought up the fact that GDPR restricts the transfer of personal data to countries outside the EEA. She, therefore, stressed the importance for all companies to take appropriate measures allowing them to continue transferring data after the transition period ends.

## Hard to be sufficiently prepared

The prevailing perception among both business representatives and trade advisors that took part in the event, and perhaps the main takeaway from the webinar, was that it is very hard to be sufficiently prepared for Brexit. The way in which various media often depict the 'deal or no deal-scenarios' is also simplistic and somewhat inaccurate. It was reiterated by several participants that Q1 2021 will likely be a bit chaotic - regardless of whether there will be a deal in place or not. The best thing a business can do to prepare is to develop possible scenarios by examining its operations and exposure to the UK and prepare for these. Or as Swedish am-

bassador to the UK H.E. Torbjörn Sohlström put it in his opening speech: "Preparing for what comes after Brexit is a little bit like taking your family for a holiday in Sweden. You don't know what the weather will be like so you will have to pack both for sunny and rainy weather."



## WATCH THE WEBINAR ON YOUTUBE

Did you miss the discussions at the SCC event 'Countdown to Exit: the UK's new trading relationship with the EU'? Now you can watch the webinar in whole on Youtube. Take the opportunity to hear experts from a range of different fields discussing and answering questions on how businesses should prepare for the upcoming end of the transition period.

# In-store experience: a competitive edge

Located in the heart of Marylebone in London, the menswear store Trunk focuses on everlasting designs, premium quality and fit, and great personal service. This autumn, Trunk celebrated its 10th anniversary, and the Link caught up with Mats Klingberg, Founder and Managing Director at Trunk to learn more about the journey so far and the value of personal relationships in an industry that's becoming more digitised. "It can be done, but it is difficult to create the same relations online as the ones in a physical store," Mats says.

BY: FREDRIKA DE GEER



Trunk Labs in Marylebone, London. Photo: Harry Mitchell.

Born outside of Stockholm, Mats Klingberg moved to São Paulo, Brazil at a young age. With a great interest in travelling, he studied abroad in Switzerland, Spain, France, the US and in Växjö, to finally move to work in London, in 2005. Five years later, Trunk opened its doors on Chiltern Street in Marylebone, London. "Even though there is a large supply of menswear at shopping malls and stores, I felt that something like Trunk was missing. My vision with Trunk was to focus on menswear, for those with an appreciation for lasting design, quality and fit. By that, Trunk is not a trendy store, we provide timeless clothing in a nice environment and with great service," Mats says. Trunk has during the last ten years grown

into two stores in London, one in Zurich, and has established their own brand which is now available by retailers around the world such as Bergdorf Goodman in New York and Lane Crawford in Hong Kong. "When Trunk was launched we solely sold other brands, but during the last years we have developed our own brand which today accounts for 30% of sales."

**"My vision with Trunk was to focus on menswear, for those with appreciation for lasting design, quality and fit. By that, Trunk is not a trendy store, we provide timeless clothing in a nice environment and with great service."**

#### The value of trust

With a tight edit of carefully selected clothes, Mats curates his offering by looking at different aspects of the brands he selects. "For me, it has always been very important to know the brand's history, in combination with great quality and everlasting designs." The combination between Trunk's narrow selection of menswear and the store staff's friendly approach creates a calm environment of trust with the customers. "Many customers have been coming to us for years and have gotten to know the staff. We are more like friends and they put a lot of trust in us." By choosing clothes that last for years and possibly generations ahead, Trunk hopes to contribute to more sustainable shopping. "We do not want to encourage that 'throwaway'

mentality. We are focusing on sustainability through offering clothes that lasts a long time," Mats says.

#### Going back to basics

Even though online-shopping has increased a lot during the recent years, and Trunk's webshop sales tripled during this spring, Mats points out the importance of the personal in-store shopping experience. "It can be done, but it is difficult to create the same relations online as the ones in a physical store. To connect and establish a relationship with our customers has always been one of our main focuses," Mats explains and continues: "I believe that the personal relationships still is 'it', it's all about going back to basics."

Compared to many other large online retailers, Mats points out how he rather sees it as an advantage being a smaller business, and thereby easier can communicate Trunk's niche and vision. "Many brands today aims to offer everything to everyone which doesn't create a distinct impression. I believe there is an opportunity to be a smaller business and have the opportunity to be more flexible, focused and have a strong, clear brand."

#### Swedish heritage

Mats's Swedish heritage has always influenced and been part of Trunk. Sweden has naturally always been an important market, but it still has potential for future development. "The style is Scandinavian and looking ahead, we would like to put some more focus on the Swedish market." Aligned with this, Mats hopes to find the right combination to bring Trunk's in-store experience online. "I see an opportunity in serving the customers online and improving those offers, but doing that in combination with the in-store contact we have with our customers."



Mats Klingberg, Founder and Managing Director at Trunk. Photo: Trish Ward.

# Enduring love for Swedish glass design

With a rich heritage and a long-standing history within Scandinavian design, SCC member Orrefors Kosta Boda is making a mark in the UK. "The British have an enduring love for the Scandinavian design style, it's simplicity and functionality," David Carlson, Creative Director at Orrefors Kosta Boda, says. The Link met with David to discuss how Swedish design is perceived in the UK, the history behind Orrefors Kosta Boda and what they have in store for the future.

BY: FREDRIKA DE GEER

Both Orrefors and Kosta Boda strive to constantly push the boundaries of contemporary glass. Photo: Orrefors Kosta Boda.

Swedish company Orrefors Kosta Boda AB consists of the two glass brands Orrefors, founded in 1898, and Kosta Boda with a history going all the way back to 1742. "Back in the 50s and 60s, the Orrefors brand was one of the world's most famous glass producers. The clarity of the crystal glass was outstanding and some of our products from that period sell at high prices at international auction houses," David says.

## Inspired by the past with the future in mind

According to David, both Orrefors and Kosta Boda have elements which can be seen as classic Swedish designs, even if they differ from each other. "Both of the brands carry elements of what can be seen as typically Swedish design. Orrefors has for more than 120 years been rooted in a Swedish design tradition that is characterised by timeless aesthetics, functionality, craftsmanship and sustainable quality. Kosta Boda, on the other hand, looks back into its rich archive bringing the history of Boda of the 60s,



David Carlson, Creative Director at Orrefors Kosta Boda. Photo: Orrefors Kosta Boda.

with Signe Persson-Melin, Erik Höglund and many other designers as inspiration – inspired by the past but with the present and the future in mind."

## Pushing the boundaries of contemporary glass

When creating Orrefors products the shape and material are essential. "The material and the shape are in focus, with elegance, simplicity and confidence," David says and points out that Orrefors steer more towards the premium segment. "Orrefors offers products in the premium segment, designed by well-known designers for an international audience with an interest in Scandinavian design." Unlike the Orrefors design, the collections of Kosta Boda entails a more contemporary design. "The collection of Kosta Boda steers more towards lifestyle, with expressions that capture the spirit of the times, with well-designed and functional accessories and interior design pieces with high integrity. Our designers are famous for their artistry and ability to surprise and continue to develop unique techniques in glass design," David says and adds: "Both Orrefors and Kosta Boda strive to constantly push the boundaries of contemporary glass, manage and develop our living history and work within the tradition of Swedish design."

## The value of Scandinavian design

The Orrefors and Kosta Boda's designs have been very welcomed abroad, and especially at the UK market. "The British have an enduring love for the Scandinavian design style, it's simplicity and functionality. Craftsmanship

is another commonly highly valued element which is also an essential part of both of our brands," says David.

## Designing for British Airways

Orrefors entered the UK market in the 1930's, with Kosta Boda following a bit later in the 1950's. David points out two collaborations Orrefors and Kosta Boda have been involved in since then: "One of the highlights in the British market was a glassware collection designed by Karl Lagerfeld for Orrefors, launched at Harrods in 2011. Also, the Kosta Boda designer, Ulrica Hydman Vallien, did a collaboration with British Airways in which Ulrica was one of fifty international artists invited by British Airways to decorate their fleet of aircrafts."

## New UK collaborations coming up

The ability to adapt to and understand market trends and new customers are upcoming challenges for both Orrefors and Kosta Boda. "We are working on constantly developing our distribution to be able to meet new consumer groups where they shop and get inspired. One important segment we are aiming at is design and interior stores," David says. Orrefors Kosta Boda is continuously releasing new products to quench the Brits' appetite for Swedish design. "We are continuing to present and market our brands and product offers to the UK consumers with new releases twice a year," David says and reveals an upcoming project, "We have started collaborations with two high profile UK designers and are immensely looking forward to introducing their products to the UK market and beyond in the coming years."



### NEW SCC BUSINESS GUIDE ON RELOCATING TO THE UK

Are you looking for a new home in the UK? This brand new guide navigating you through the process of renting or buying a property when relocating to the UK is available to download on [scc.org.uk](http://scc.org.uk).

## Avoiding the pitfalls when relocating to the UK

London has one of the fastest moving and competitive property markets in the world and without guidance and consultation, to buy or rent a property can be seen as a somewhat daunting experience. "There are a lot of differences between the UK and Swedish market, and our job is about managing expectations and guide clients through the process," says Suzanne Bolinder, Founder and Managing Director of Consido.

Founded in 1999, Consido is a property acquisition and relocation company providing private clients with an unequalled service for individuals moving to London. "We are very familiar with the challenges faced when buying or renting a property, our job is to simplify the whole process from search to completion- always with the goal of achieving the best outcome for our clients."

### Understanding the requirements

Before Suzanne and her team start with the search process, they sit down with the clients for an initial consultation to define achievable goals. "First and foremost, it's important to establish the budget, which will determine the options. Secondly, location is always of importance for schools, parks, and communication links. These points are all very important to consider before we start with the search."

### Assisting every step on the way

"Once the requirements have been established, as part of the search, we preview and evaluate all properties and shortlist the best options before presenting to the client. We're in constant communication with the clients without wasting their time with unsuitable objects." The next steps when the client has decided on a property is to submit an offer and negotiate the terms of the tenancy agreement. "It is not only about accepting a price, it's also about the negotiation and coming up with a strategy to achieve the best outcome for our clients." Once an offer gets accepted, the agent will present the client with a draft agreement, that often consists of 30-40 pages. "The break clause, for example, is of huge importance to understand and to negotiate as this will determine the length of the contract."

### "Buyers beware"

Buying a property in the UK should be seen as a long-term investment due to the high acquisi-

tion costs involved in a purchase. "Another important aspect in the buying process is the law of 'Buyers Beware' which means the responsibility to research and check the conditions of a property falls on the buyer instead of the seller. "In order to facilitate the process, we work closely with solicitors, surveyors, and other experts to safeguard the transaction." As there are different forms of ownership, it's important to be familiar with the terms freehold, share of freehold, and leasehold, which can determine the value of a property.

### Managing expectations

When it comes to both relocation and property acquisitions, Suzanne says a large part of our work is about managing expectations. "Especially when our clients are from Scandinavia and used to a certain quality of living, there is always a challenge to translate that into the London equivalent. We are proud of our ability to match our people to properties."

### Embracing the London experience

"Even if the property market can be difficult to navigate, we believe that London offers a broad variety of living and a lot of choices, perhaps more than any other city in Europe. There is the opportunity to choose between many lifestyles in a metropole like London. "We have clients that have chosen something completely different than what they originally were set on – the diversity in London is plentiful and it's important to embrace the whole London experience."

### Independent Representation

As a relocation/buying agent, Consido acts as an impartial representative of the tenant or the buyer. "It's important to remember that an estate agent mainly looks after the interest of the landlord whereas we work independently for our clients. Discretion is a point of honour for Consido. We regularly deal with high profile individuals who value our professional integrity

as much as they respect our knowledge of the property market. We simply won't abandon you the moment you're established in your new home. Finding a property can be a lengthy process, where we get to know our clients well and very often keep in touch with our clients long after we completed a deal."

### TOP TIPS WHEN RELOCATING TO THE UK

- ✓ Make sure to get to know and to do proper research of the area in order to avoid unpleasant surprises.
- ✓ List all requirements and changes you wish to be made to the property before submitting an offer. Once the offer is submitted, it's more difficult to negotiate any changes.
- ✓ Make sure that you have a full understanding of costs when renting or buying a property. There are additional costs, e.g. stamp duty which is a considerable add-on to the price when buying a property.
- ✓ Location matters! Wherever you live in London, there will most likely be a commute to the workplace – prioritise a pleasant residential area rather than a shorter commute
- ✓ Remember an estate agent's main duty is to the landlord – if ever in doubt, speak to a relocation/buying agent
- ✓ Lastly, embrace your new country and enjoy the Britishness of your new lifestyle!

# CONSIDO

[www.consido.co.uk](http://www.consido.co.uk)

# INVESTORS REMAIN CONFIDENT IN NORDIC INNOVATION HOTSPOT

Amidst global economic turbulence and a second wave of Covid-19 ripping through Europe, the British–Nordic financial community were all in agreement that the Nordic private equity market remains strong and the institutional investors are committed. “The Nordic region remains on the radar for several hundred global funds, and billions of dollars are being raised including EQT IX fund, expected to reach a record EUR15BN.” CEO and Founder of Preqin, Mark O’Hare said when he in late October participated in the SCC’s Nordic Private Equity Forum. Guest writer Sophia Ahrel, founder of SCC member Ahrel & Co, reports what stakeholders from both the Nordic and UK-based asset management communities see ahead for the private equity market in the Nordics.

BY: SOPHIA AHREL

The 2020 analysis of the Nordic private equity market shows Nordic investors tracking 25% above the European. The LPs remain committed with funds allocated to Private Equity and Venture Capital. O’Hare continued: “Nordic private equity is a strong and sophisticated ecosystem with major investments in the tech sector. With Covid restrictions extending, GPs and LPs must continue to work closely together and digitalisation is a key driver for committing to funds, accessing funds, and managing due diligence using data and online tools.

## Impact investment: aligning KPIs with sustainable policies

In her keynote, Hannah Gunvor Jacobsen, Director of Summa Equity, a thematically focused Nordic private equity firm, referenced the Harvard Business title Reimagining Capitalism by drawing parallels between Summa’s own impact investment thesis and the new role of corporations and capital in society. Jacobsen showcased how their KPIs aligned with the UN’s sustainable investment policy: portfolio company Sortera, a waste management provider reduced their CO2 equivalent to the removal of 15,000 cars from the roads. “Covid has not affected Summa’s portfolio. We have resilient businesses and we continually stress test our investment strategy diversity: recycling and healthcare are less affected than other sectors.”

## Covid: New opportunities in the Nordic PE market

From previous economic downturns, the trend shows that fund vintages in crisis times have given great returns, and PE compares well to stock markets. According to Anders Borg, Director of KKR, the focus is on a long term investment strategy since the pandemic hit. “The trajectory is positive and investment in ‘high conviction deals’ have increased significantly since March. In Q4 we look at sectors that have been hit hard with long term value proposition including travel and leisure sectors.” “The IPO market is hard and high IPO valuations means institutional investors focus on the

positive Covid booms – platforms like video conference and health care,” commented Alireza Etemad, Partner at IK Investment Partners. He continued: “We have a fantastic equity market in the Nordics compare to France or Germany. Here you can be a small or mid-size company and reach out to raise funds more easily to find a strong owner.” Another benefit of the acceleration of digitisation, is greater access to a global investor market. Alireza said: “Easy to do due diligence digitally – we have IPOs we can do in virtual Data Rooms and investor presentations can be made accessible for global investors. We see a rush to the IPO market, what was invested last year, is being pushed to institutional investors. We will see good return on the top assets.”

## Hot sectors or strong culture greatest attraction for investors?

Whilst the hot sectors selected by the GP panellists include SaaS, fintech, health care and industrial automation, it was widely agreed that the sector is only one of several investment criteria. Karl Eidem, Director of Silverfleet Capital said: “We drill down on tech and have found SaaS still attractive to us.” He continued: “Other hot sectors for 2021 include education, healthcare, e-distribution (non-cyclical) platform enabled companies.” Pia Käll, Managing Partner, CapMan Buyout also agreed: “Great examples of agility during Covid are companies with a winning culture. These are the companies that adapt and innovate. This is also an example of how PE-owned companies can be quicker at adapting than IPOs.”

“Judge the company not the sector,” said Clara Zverina, Director, Altor Equity Partners. Even in hard hit sectors smart leadership teams use the crisis as a catalyst and change their business models and digitalise. “Sports retailer XXXL share price increased by 400% because people have stayed at home.”

## The Nordics: Still a hot spot for innovation?

The Nordics is home to plenty of unicorns, but how do we compete with Europe and other hot

spots for innovation? “Cahoot, Naked, TrustPilot, are a new crop of billion-dollar companies. The difference between now and 10 years ago is that now we have more hot spots – Barcelona, Budapest, Lisbon so we need to watch this space and continue to innovate to keep up,” said Pär-Jörgen Pärson, General Partner, Northzone. On how to scale and compete globally Pärson explained: “The big challenge is to attract top talent in the US market. We partner with local investors and leverage our brand name that way. Since 2013 we have committed to the US which has paid off for Spotify and TrustPilot.”

## LPs confident and continue to invest in the Nordics

“Both innovation and quality of managers attract investors from the UK and the US. Valuation is always higher and the price paid is being justified as returns are delivered and worth the effort,” said Simon Faure, Investment Director, M&G Private Fund Investments.

There is overall confidence in the Nordic region with its well-developed ecosystems, and managers who stack up well against their global peers. Other positive factors include the Nordic PE’s focus on hot sectors which adds to high valuation levels. And, despite the fact that exit activity has slowed down, fund raising activity is still very high. Joana Rocha Scaff, Managing Director and Head of Europe Private Equity, Neuberger Berman concluded: “The Nordic market is one of the most vibrant in Europe. It is a core market for us, performance has delivered return.”

## ABOUT SOPHIA AHREL

Sophia Ahrel is a writer, strategist and board advisor for private equity portfolios and high growth ventures. Sophia is also Programme Director for “The City”, the SCC’s new mentorship programme coming soon. Learn more at [ahrel.co.uk](http://ahrel.co.uk).



Stakeholders from the Nordic and UK-based asset management communities discussed the year ahead for private equity activity in the Nordics at the SCC’s Nordic Private Equity Forum on 29 October.

# When time is of the essence

Today's business environment is competitive and fast-paced, meaning that efficiency and continued streamlining of operations is vital for organisations to continually be able to deliver value to customers. As has been illustrated during the Covid-19 pandemic, any disruption may also entail far-reaching consequences – for businesses or society as a whole. We had a talk with three SCC members who all in their own way develop technology enabling businesses to easier manage their work, as well as averting unwanted disruptions in a timely manner.

BY: TOBIAS ALMQVIST

Railway delays, damage to the railway and to railway vehicles can have major consequences and cause significant economic loss to businesses and societies. The three most common faults causing disruption to railways are signal failures, torn down power lines and wheel flats that degrade the track. While technology able to detect the first two mentioned has existed for some time, SCC member Railway Metrics and Dynamics (RMD) have managed to fill a market gap by developing a product that can detect maintenance needs or damage to railway vehicles and railway tracks. "After 7 years of research and development, we are ready to launch the 'PMU'", Jan Lindqvist, Director of RMD says. The PMU (Performance Monitoring Unit) is a detector which enables real-time monitoring of damage to locomotives, carriages and rail infrastructure.

## Great potential in IoT

The market for Internet of things (IoT) - that is, physical objects equipped with data-collecting sensors and software that can communicate

with other devices and systems over the Internet, has grown rapidly in the past decade, and is of interest to anyone working to improve efficiency. "By using IoT-technology, the PMU can promptly warn the train driver if something is wrong; for example oval wheels, solar curves, unstable carriages or derailed carriages. The PMU thus makes wagons and locomotives intelligent via IoT-sensors. "The market for IoT-products is huge and growing very fast. It will make a big impact on society in general. We have new products developed for other market areas as well using similar technology. It's only the imagination that stops the development of new products in this area", Jan explains.

SCC member and terminal developer TimeTerminal also sees great potential in the use of IoT-technology. "Due to Sweden's early adoption of high-speed internet, our products have already been web-based for twenty years and therefore interconnected to many cloud-based applications. The potential of 5G will complement the need for traditional ethernet or

cabled internet by increasing M2M (Machine-to-machine) connectivity, coverage and with super-fast data speeds," says Dirk Lüders, Director Global Partnerships at TimeTerminal.

**"The market for IoT-products is huge and growing very fast. It will make a big impact on society in general."**

TimeTerminal develops terminals for businesses of all sizes, across all commercial industries and sectors. Its products provide the clients with a precise view of their workforce planning to optimise scheduling, cost control, payroll obligations and liquidity- making workforce management more convenient and less costly. "We design, engineer and produce touch screen terminals compatible with high-performance web-based WorkForce Management (WFM), HR and payroll solutions," Dirk says.

## Making money out of time

TimeApp, a developer and supplier of a resource management system that is provided as SaaS (Software as a Service) is all about streamlining their clients' operations. "By



Dirk Lüders, Director Global Partnerships at TimeTerminal, Jan Lindqvist, Director of RMD and Stefan Olsson, Systems Architect at TimeApp.





TimeApp is a resource management system streamlining the clients' operations. Photo: TimeApp.

gaining control and oversight of resources any organisation can get more efficient and effective. And for anyone that charges for time, a tool that manages your time and makes invoices out of it saves a lot of time and money. With useful functions, such as automatic travel log by GPS, a stopwatch that creates time reports, and heaps of administrative functions, we strive to save time for our clients not only by giving them control and oversight but also by giving them efficient tools so the control and oversight don't become an investment and a hassle for the staff. Our motto is 'making money out of time' and that's the essential value of our products," Stefan Olsson, Systems Architect at TimeApp says.

#### Products in demand all over the world

Apart from different technical requirements, none of the three businesses sees any major hindrance to introducing their products to the UK market. "The main value created of our products is in demand all over the world. Every organisation gains from good time- and resource management. The main difference between the Swedish and UK markets is laws, rules and regulations regarding invoices and bookkeeping, which is at the very end of our reach. Our most immediate adaptation to the UK market is to exclude the functions that are specific to the Swedish market and improve the functionality to export data to invoicing and bookkeeping systems used on the UK market.

In the long run, we'll listen to our users and if they want us to create full invoicing functionality on the UK market then we'll make sure they get it," Stefan says. Dirk agrees and adds: "Currently, our biggest challenges are to get clarity concerning what happens after the Brexit transition period ends, as well as the fact that Covid makes it difficult for businesses to plan for their future. The SCC has been a great support in providing webinars to help clear the fog around these subjects."

**"Due to Sweden's early adoption of high-speed internet, our products have already been web-based for twenty years and therefore interconnected to many cloud-based applications."**

#### Bright future for time-saving technology

All three businesses declare that they've been experiencing relatively little disruption due to the pandemic. "Apart from having less personal meetings and trade shows, we haven't been affected much. It has slowed down our UK market entrance a bit, but we

are planning on entering during the spring of 2021," Jan says. "One of the benefits of being a small company in an ever-changing industry is that we're well equipped to handle change. Now, when the dust of the initial chaos has settled, we can say that we're not directly hurt by the pandemic," Stefan says. "Instead, we've noticed that the need for time management has gone up as an effect of the fact that more organisations implement a work-from-home policy, so our sales have actually gone up during this time. We're in the middle of some pretty big changes and are planning to enter the UK market in the not too distant future," he adds. "Outside of the Nordics, until infection rates are stabilised or vaccines approved, with our partners we have developed next-gen solutions in readiness for when business takes off again. Meanwhile, after 40 years as TimeTerminal, we are also rebranding" Dirk says. "We will shortly be 'Brightec', a name that better sums up our outlook for the future."

#### RAILWAY METRICS AND DYNAMICS

Railway Metrics and Dynamics is a Stockholm-based company that has developed a digital sensor called the 'PMU'. The PMU is based on patented technology, and allows for realtime monitoring of railway and rolling stock. It can detect railway derailment and problems (wear and tear) on both the infrastructure and individual locos and wagons.

#### TIMETERMINAL

TimeTerminal design, engineer and produce touch screen terminals. Their terminals are compatible with high-performance web-based WorkForce Management (WFM), HR and payroll solutions, and are used by businesses across government, retail, manufacturing, healthcare, hospitality and logistics.

#### TIMEAPP

Timeapp was established in 2010 in Katrineholm, Sweden. They develop and supply a resource management system that is provided as SaaS (Software as a Service). Their online platform is aimed at everyone who's in need of tracking time and expenses in relation to Clients and Projects.



# Next Generation Leaders Mentorship Programme 2021

## Now open for applications

We are proud to be launching the next cohort of the SCC's successful Next Generation Leaders Mentorship Programme 2021, which is now open for applications. The programme offers a great opportunity for young professionals to be mentored, inspired and supported by senior and established professionals from the Swedish-British business community.

### Connecting young talents with experienced business professionals

The twelve-month programme connects young and ambitious talents with experienced international business professionals from across all fields and sectors. The mentors are all experts in their fields and have international business experience, and typically from a Swedish-British setting. The programme includes a series of joint group workshops and seminars, facilitated by Course Director Dr. Aarti Anhal, and involving both mentors and mentees. In addition, mentors and mentees meet for one-to-one mentoring sessions over the course of the year.

### The programme will provide you with tools to:

- ✓ Accelerate your personal and professional development
- ✓ Gain unique insight into the London business community and business culture
- ✓ Advance towards your existing career goals and aspirations
- ✓ Identify new areas of professional interest and/or career paths
- ✓ Develop new business skills, knowledge and tools
- ✓ Develop your personal brand and grow your professional network

### Mentors in the 2021 programme include



**Mark Prisk**  
Former Business and Housing Minister & MP



**Lotta Malm-Hallqvist**  
Chief Executive Officer, LLAB



**Ciaran O'Malley**  
Head of Commercial Strategy, Trustly



**Helena Whitmore**  
Head of Private Banking UK, SEB



**Elisabet Vinberg Heam**  
CEO, Katapult Partners



**Linda Griffin**  
VP Public Policy, King and co-founder, European Tech Alliance



*As a qualified executive coach, I have been really impressed by the way the programme balances one-to-one mentoring with broader networking. For the mentee it means they get the chance of in-depth mentoring, whilst also being able to network with their fellow mentees and other mentors. For the mentors, it's a great chance to help the next generation flourish - which can be hugely rewarding."*

**Mark Prisk**, Former Business and Housing Minister & MP

**Apply by 7 December 2020**

Learn more at [scc.org.uk](http://scc.org.uk)



**SWEDISH CHAMBER OF  
COMMERCE FOR THE UK**

# Helping boards and CEOs simplify the complex

Being communicative, result-oriented and purposeful are some of the key ingredients that define successful leadership, whether you are in a boardroom or in a CEO position. But how do you measure that success? “A board or a chairman can be satisfied with their own work, but if you do not ask the right or challenging questions when you evaluate and also compare to best practices, it is difficult to know where you stand,” says Monica Lagercrantz, Founder and CEO of SCC member BoardClic – a board effectiveness evaluation platform for Board of Directors and CEOs, set to digitise the board sector.

BY: FREDRIKA DE GEER

With a long international career within law and board and executive search, Monica has gained extensive experience in recruiting CEOs and board members. By working internationally and in different sectors, Monica recognised a lack of fact-based evaluations of the recruitments being made. “I was fascinated by how different types of companies followed up on their recruitments. I thought that if you put all that time, effort and money to find the right person for the job, you want the best candidate for the job *and* you want return on your investment. However, there was very little follow up, apart for financial reporting, on how these senior recruitments actually turned out,” Monica says. For sure, star hires do not equal star performance, neither in the C-suite, nor in the board room. Monica founded Lagercrantz Associates 10 years ago, and with the vision to digitise the boardroom sector, she founded BoardClic two and a half years ago. “We have a revolutionary platform for the boardrooms, and we saw an opportunity in being part of digitising this sector,” Monica says.

**“The competition is tough, and as a leader it’s important to be brave enough to stand out and create an environment where failure is acceptable.”**

## Simplifying complexity

BoardClic specialises in evaluating boardrooms and CEOs, generating insights that are useful and actionable for the user. With its platform, the chairman or shareholders can identify and get insights in the fields of improvement and increased efficiency and alignment. Modern corporate governance and ESG are the foundations of the platform. “By using BoardClic, it becomes clear what needs improving in order to create more stakeholder value,” Monica says. BoardClic is also a tool for creating horizontal alignment, both between the chairman and the board members, and the board and the CEO. “Our work is based on board room

expertise and loads of data acquired since many years. It is about combining commercial aspects into sound corporate governance, it is narrow and in-depth. We provide user-friendly reports so the customer can easily act on the result. We simplify complexity.”

## Benchmarking with the external world

Besides getting insights where the boards or CEOs need improvements, BoardClic can also be used to get a wider perspective by benchmarking with others. “Our customers can both evaluate themselves, but also use BoardClic as a tool to benchmark themselves to the external world,” Monica explains and adds: “A board, or a chairman, can be satisfied with their own work, but if you do not evaluate and compare with others it’s difficult to know where you stand.”

## Keeping the eye on the prize

Improving the leadership of board members and the C-suite is at the core of BoardClic’s offering. According to Monica, successful leadership begins with good communication as well as understanding who you are communicating to. “The ‘why’ is also of great importance – the purpose of your work has to be clear. Also, dare to be a combination of personal and highly result oriented – keeping the eye on the prize,” Monica says and adds: “The competition is tough, and as a leader it’s important to be brave enough to stand out and create an environment where failure is acceptable.”

## Using technology to improve processes

BoardClic’s main mission is to digitise the Board sector, which today, according to Monica, is very undigitalised. “BoardClic is about leadership, but even more importantly we are aiming to digitise a quite conventional sector. We believe that technology and data are great resources to improve efficiency in quality, time and costs in this sector.”

## Important to define the board’s purpose

One of the most common insights BoardClic’s customers get is that the board’s role is not clear enough. “During the years we have been able to see that a common field of improvement is that the Chairman hasn’t clearly mediated and defined the board’s role and purpose.



Monica Lagercrantz, Founder and CEO of BoardClic.  
Photo: BoardClic.

Board members often see this as given, but it is not actually and can steal unnecessary time and discussions. The Chairman has to define the board’s role and then redefine it depending which phase the company is in. Another common insight we often see is improved communication which creates a safer environment for the board members in order to speak up. The board’s prioritizations in relation to the CEO’s, often come out as a surprise as well.”

## Daring women to join the startup community

Being a startup consisting of a small team, imposes its own set of challenges on the business. “For us, it’s all about prioritising, prioritising and prioritising among the opportunities and things we want to do,” Monica says and adds that she would like to see more women in the entrepreneurial world. “I would like to encourage more people, especially young women, to dare to join the startup community. It is hard, eats up all your time, but super exciting.”

# GETTING A GRIP OF THE FINANCIAL REPORTING STANDARDS IN THE UK

As a Swedish business about to establish in the UK it can be difficult to get a grip of the financial reporting standards in the new market, and to understand the differences between Swedish and UK financial reporting and tax regulations. "The biggest pitfall is not knowing what you don't know. That is why you should appoint a qualified adviser when you set up in the UK, to ensure you follow all the rules and regulations from day one," says Johan Aurén, Founder and Managing Director of Accountum.

Founded in 2009 to provide tax, auditing and accounting services for high growth Scandinavian businesses and high net worth individuals, Accountum is a firm of Chartered Accountants and Chartered Tax Advisers that has grown into offering a complete range of business advisory. "We are very much a one-stop-shop for a Swedish company scaling up in the UK. We help with everything from the initial steps on planning, how to set up the business, registering a branch or subsidiary company, to setting up and running payroll, VAT reporting, and making sure internal controls are in place for fast and efficient monthly reporting," says Johan Aurén, Founder and Managing Director of Accountum.

## Expertise in cross-border taxation and transactions

What sets Accountum apart from many other firms is its vast knowledge of Swedish-British cross-border taxation and transactions. "We are very aware of the relationship between the UK and Sweden and the double tax treaties. By having us assisting here, and with our understanding of the financial reporting standards and taxation in both countries, we can tailor and set up systems that really work."

## Cloud solutions for financial reporting and bookkeeping

Usually Johan recommends his clients to use a cloud solution for financial reporting and bookkeeping. "With a cloud solution, people at the head office can for example have

access into the UK bookkeeping system to extract information. We also create as much real-time data as possible to ensure that the data can be used and trusted in terms of working capital management and financial reporting."



Johan Aurén, Founder and Managing Director of Accountum.

## Biggest pitfall "not knowing what you don't know"

There are several differences between the UK and Sweden when it comes to financial reporting standards, many of which overseas companies are not aware of. One of the biggest pitfalls when entering the UK market is, as Johan describes it, "not knowing what you don't know." "For example, an area like VAT is so incredibly complex. That is why you should appoint qualified advisers when you set up in the UK, to ensure you follow all the rules and regulations from day one."

## Major differences between the UK and Sweden

The UK is very much based on case law and a self-assessment system, according to Johan, and it is up to the taxpayer, the company, branch or the individual, to ensure their affairs are in order, compliant and to meet the filing deadlines. "In Sweden, for example, people might expect to be asked to file a tax return. That is not always the case in the UK – it is up to the taxpayer to make sure their affairs are in order." Another key difference is in terms of who can sign for the company. Johan explains: "In Sweden, you have a proper register of who can sign for the company, whilst in the UK, anyone who is a director or acts as a director, can sign for the company and for all directors of the company. In the UK, as well, you don't need to have an annual general meeting for a small company, even though it is best practice to do so."

## Sleep well at night experience

Johan says that people sometimes want to save costs by doing everything themselves, but to have the financial reporting, tax and bookkeeping taken off your shoulders helps a lot, especially when you are in a startup phase in a new jurisdiction. "We want to create that 'sleep well at night experience' for the client. The key is to ensure that you are using qualified advisers to look after you. As a director of a UK company it is your duty to ensure the company affairs are up to date. By using a qualified adviser rather than a non-qualified



## NEW SCC BUSINESS GUIDE ON YEAR-END ACCOUNTING AND TAXATION

As a general rule, all UK registered companies and registered branches must file annual accounts and corporate tax returns for each financial period each year. This guide will go through the key requirements and processes to comply with the year-end filings at Companies House and HMRC. Download the guide at [scc.org.uk](http://scc.org.uk).

bookkeeper gives you more comfort in performing your duties."

In Johan's opinion there is a big shift in the UK market for accounting services providers. "Traditionally you would have used a bookkeeping firm for everyday bookkeeping, payroll and financial administration and then a Chartered Accountant for the year-end accounts, tax and advisory. However, this is where there is a significant shift at the moment due to new technology and automation where we as Chartered Accountants can provide real-time bookkeeping, implement our own control systems of the data to provide high quality advice almost in real time rather than at year-end."

## JOHAN'S TOP TIPS FOR WHEN SETTING UP IN THE UK

- ✓ Do your research and use qualified advisors to help you with the tax and the financial reporting obligations
- ✓ Appoint a qualified trusted partner from day one.
- ✓ Stick with your plan and don't give up too quickly. The UK is a very competitive and tough market and it takes time to break through, but when you do, it is an amazing opportunity.

# Traditional craftsmanship in the digital era

With nearly a century of experience in fine print and bookbinding, SCC member Barnard & Westwood is meeting today's demand for modern technology, in combination with its traditional methods. In this feature the Link met Alasdair Abrines, Director at Barnard & Westwood to discuss the future of print and Barnard & Westwood's position in it.

BY: FREDRIKA DE GEER

Founded in 1921, Barnard & Westwood holds almost a century of experience in fine printing and bookbinding. With traditional methods in combination with modern technology, they create a wide variety of both print and bookbinding. "We work with a vast array of customers from fashion designers and luxury car brands to national institutions and churches," Alasdair Abrines, Director at Barnard & Westwood says. In 1986, Barnard & Westwood was granted a Royal Warrant by Her Majesty The Queen, and received a second Royal Warrant, by His Royal Highness The Prince of Wales in 2012.

## A new value to traditional print

In today's modern society with almost everything transforming into digital, Barnard & Westwood still believes in the value of traditional print. "What we are finding is that this has only served to enhance the offline touchpoints we have with businesses and each other. Therefore, receiving a beautiful invitation through the post or being handed a luxury business card takes on an even greater importance and cuts through all of the digital 'noise' buzzing around our inboxes."

## Traditional methods meet today's technology

In order to meet the future and create solutions for more sustainable alternatives,

Barnard & Westwood has merged its traditional methods together with modern techniques. "We have worked on several projects that have combined QR codes and NFC chips into traditional paper products to combine the offline and online worlds and to enhance the customer experience of receiving physical print, Alasdair explains and adds; "We are always on the lookout for new ways to reduce,

**"We have worked on several projects that have combined QR codes and NFC chips into traditional paper products to combine the offline and online worlds."**

reuse and recycle whether that be through a new recycled paper, using paper offcuts to produce other products or to combine technological developments into traditional print." Barnard & Westwood specialises in so many

different printing and bookbinding methods under one roof, and Alasdair highlights that this is the key to providing their high standards. "By combining so many processes in-house we are able to ensure the quality of our products."

## Approaching a century in business

Even though the future with an ongoing pandemic is uncertain, Barnard & Westwood has been able to continue its operations under Covid-19 safe restrictions, but is also facing challenges. "We are very excited about continuing to produce beautiful print and bookbinding for our customers as we all emerge from this pandemic together," Alasdair says and adds: "One of the major challenges facing Barnard & Westwood will be how we as a society can go about our sociable, event-filled lives under these new conditions in a safe and sustainable way."

Approaching the end of the unpredictable year of 2020, Alasdair is looking forward to what lies ahead for Barnard & Westwood. "2021 will mark an important milestone in the company's history as we celebrate 100 years in business. 2020 has certainly been a tough year for everyone but we're very excited about celebrating our centenary and looking forward to another hundred years ahead."



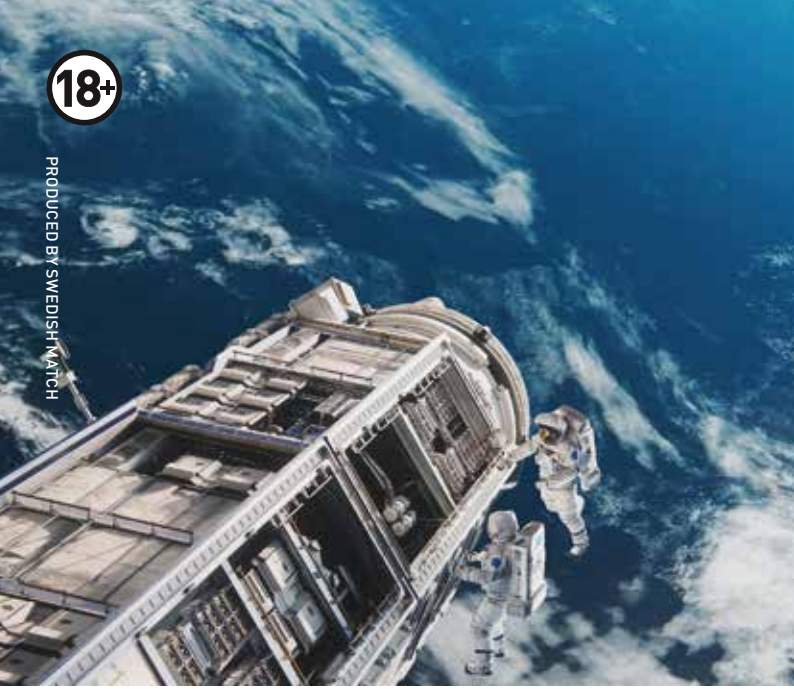
Gold dye stamping ink. Photos: Barnard & Westwood.



Alasdair Abrines, Director at Barnard & Westwood.

18+

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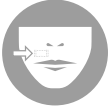




WHENEVER. WHEREVER.  
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NOW YOU CAN  
ENJOY NICOTINE WITHOUT SMOKE

## HOW TO USE ZYN!

-  Open the can by breaking the perforation.
-  Place a pouch under your upper lip and wait for the tingling sensation.
-  For maximal enjoyment, use minimum 5 minutes up to an hour.
-  Discard your used pouch inside the top lid compartment.

## A VARIETY OF CHOICES

STRENGTH: **1** 2 3 4  
1,5 mg nicotine/pouch



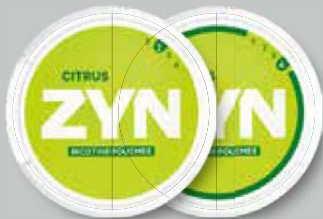
**COOL MINT**  
Taste of menthol with notes of peppermint.

STRENGTH: 1 **2** 3 4  
3 mg nicotine/pouch



**ESPRESSINO**  
A dark character with distinct notes of mocca, chocolate and nougat.

STRENGTH: 1 2 3 **4**  
6 mg nicotine/pouch



**CITRUS**  
Taste of citrus with notes of orange and lemongrass.



**SPEARMINT**  
Light character with distinct notes of spearmint. A fresh flavor with cooling sensation and a sweet undertone.

ZYN.COM

Available at  
**Sainsbury's**

**This product contains nicotine which is a highly addictive substance.**

# Covid-19 — an “unknown-unknown” that challenges global supply chains

A sustainable and continuous supply of products, materials, and services is at the heart of supply chain design in the manufacturing and service sectors. The Covid-19 pandemic has brought disruption on a scale that is hard to grasp. Erratic national lock-downs, shut-downs of factories, customer order cancellations, and frequently interrupted flows of materials and goods are widespread. Physical interactions with the customer-base have gradually diminished. Not only have operations of global supply chains come to a halt, operative principles and boundaries of well-established practices are being re-defined.

BY: PROFESSOR ÁRNI HALLDÓRSSON, SUPPLY CHAIN MANAGEMENT PROFESSOR AND JOHAN STAHERE, CHAIR OF PRODUCTION SYSTEMS AT CHALMERS UNIVERSITY OF TECHNOLOGY

The inter-connected nature of current supply chains has been shaped by globalization, supply chain optimization, Lean thinking, sustainable development, digitalization, and servitization. Fluctuations and disruptions have to a large extent been “manageable-knowns” or “known-unknowns”, ranging from seasonal variations and supplier quality problems to severe issues such as product recalls and environmental incidents. Paradoxically, what used to be a strength in an era of growth and stability, has become a vulnerability in the Covid-19 crisis. Social distancing of people is being enforced to reduce risks of further spread of the disease with impacts that propagate directly and immediately to higher levels; in processes, in organisations, and across supply chains.

## An “unknown-unknown”?

Covid-19 and its impact resembles an “unknown-unknown” or a so-called Black Swan event. Contrary to the financial crisis of 2008, this disruption has been immediate rather than emerging and the health of individuals (and not only businesses) is at risk. Both supplier networks and customer markets are affected, predictability is low, and the longevity of the virus is uncertain. Moreover, economic history has not provided us with useful strategies based on previous experience and there was little time to investigate early warning signs. These are just a few of many circumstantial dimensions of the crisis.

## Transilience – a new take on responsiveness

Early into the pandemic we talked about “response”, “mitigation”, “a new normal”, the “big restore”, and “resilience”. Currently, at the verge of a new wave of the pandemic, we may need to revise our approach. Based on our review of current state of theory and practice, a key ability to meet further challenges and exploit opportunities can be summarized in terms of “transilience”. Design of supply chains should ensure that they are managed rapidly, restoring some processes while simultaneously radically changing others.

We have identified four potential pathways to promote restoration and change:

**(1) Regional supply chains:** The shutdown of borders and delays in transport have revealed how Covid-19 reinforces geopolitical risk, despite trade agreements and countertrade. One response is to make supply chains more regional, serving particular markets, allowing for decentralized and rapid decision-making. This provides an immense opportunity to reset and re-think sustainability of transportation and to adapt processes to work with social distancing.

**(2) Project-based supply chains:** During an emergency, supply chains must be capable of reverting from continuous flow into project-based settings. Short-term layoffs mitigate impact on costs and revenue-generating activities. But a truly agile and temporary arrangement is needed to aid managers in de-coupling of disruptive impact, reverting “shut-down” into “slow-down”. This includes volume decrease in production to avoid tied-up capital as well as remote working and a slowing down of responses to customer’s service requirements. Companies can also share capacity and personnel to maintain the required levels of operation. Finally, establishing closer collaboration with customers is needed to manage panic-ordering and to attend high-priority customer segments.

**(3) Radical shift supply chains:** Six months into the pandemic, supply chain designs fostering “new windows of opportunity” seem to center around processes, services and a strong customer focus. Social distance through increased automation in production is one example. Other shifts refer to business models, digital technologies, and visualization. One example is the use of digital technology to enhance remote service delivery in aftermarkets. Another example is re-skilling of R&D personnel to speed up the shift in skills that is needed to produce electric vehicles, enhancing rapid electrification of the transport sector.

**(4) Critical supply chains:** The ongoing Covid-19 crisis has demonstrated great industrial ability and willingness to take on social responsibility for the wider society. Industrial supply chains are adapted to respond to immediate demands of global crisis. One example



Arni Halldórsson and Johan Stahere, Chalmers University of Technology, Sweden. Photos: Chalmers.

is ensuring operational food supply chains able to respond to the panic-buying in retailing. Another example is the repurposing of production and distribution of e.g. perfume and cars into the provision of critical supplies such as hand sanitiser, ventilators, face masks, and medicine. This way, industrial supply chains become core enablers of national and governmental readiness for humanitarian aid, providing both capacity, resources and materials to beneficiaries.

## Never waste a good crisis

Historically, “unknown-unknowns” have resulted in social crises, reorientation, and societal disasters. However, each reorientation contains huge potential for paradigm shifts and new business models on societal, industrial, and individual levels. We have provided four ways to reevaluate and reposition supply chain thinking. Let us continue to use the Covid-19 crisis to create a more sustainable and resilient society.

## ABOUT CHALMERS UNIVERSITY OF TECHNOLOGY

SCC member Chalmers University of Technology in Gothenburg conducts research and education in technology and natural sciences at a high international level. The university has 3100 employees and 10,000 students, and offers education in engineering, science, shipping and architecture. Learn more at [www.chalmers.se](http://www.chalmers.se).

# NEWS FROM THE SCC COMMUNITY

## Sweden removed from the UK safe travel corridor list

As the UK entered a new period of national restrictions yesterday, the UK government announced that Sweden is to be removed from the travel corridor list of countries exempt from the rule of self-isolation. From 7 November 4am, travellers from Sweden need to self-isolate for 14 days upon arriving to the UK. The new national restrictions introduced on 5 November include the closure of non-essential retail, only essential business travel is permitted and people are requested to stay at home, except for specific purposes (amongst other things), until 2 December.



Photo: Trustly.

## New visual identity for Trustly

SCC patron Trustly, the global leader in online banking payments, has recently unveiled its new visual identity, including a new logo, colour palette and typeface. Since its founding in 2008, Trustly has processed hundreds of millions of transactions, increased its geographical footprint to include Europe, North America and Australia, and grown to serve more than 10,000 global merchants across an array of industries. "At Trustly, we know that the payments landscape is changing faster than ever, especially as Open Banking sweeps the world. As such, our products and services are constantly evolving to meet new demands and we're excited to unveil the fresh face of Trustly, which will help take us forward into the next phase of our journey," says Oscar Berglund, CEO at Trustly. "The new logo is optimised for the checkout environment, so merchants will be able to present Trustly's online banking payment option in a clear and distinct way, while consumers will still recognise the brand they know and trust," adds Oscar.

## Oddbird announces design collaboration with Paula Atelier

On December 1, SCC member Oddbird will release its latest collaboration, a limited design collection together with artist Paula Martinsson of Paula Atelier. The pieces are hand-crafted with organic design in stoneware clay and aim to challenge the norm of traditional wine coolers, using nature's own cooling function. The collection consists of 6 wine coolers and 14 glasses.



Photo: H&M.

## H&M introduces new garment-to-garment recycling system

SCC patron H&M is now offering customers in Sweden the possibility to transform unwanted garments into new ones, using H&M's new garment-to-garment recycling system 'Looop'. With this, H&M is dedicated to closing the loop on fashion and highlighting the value of old textiles. By cleaning the garments and shredding them into fibres, the old garments can be spun into new yarn and thereby be used to create new pieces. 'Looop' is the next step of H&M's goal to lead the change towards a sustainable fashion industry and will be available at one of H&M's stores at Drottninggatan in Stockholm. "We are constantly exploring new technology and innovations to help transform the fashion industry as we are working to reduce the dependency on virgin resources. Getting customers on board is key to achieving real change and we are so excited to see what Looop will inspire," says Pascal Brun, Head of Sustainability at H&M.



Photo: Klarna.

## Klarna fights prejudice and discrimination in new campaign

The leading global payments and shopping service and SCC patron Klarna, recently announced the launch of their new campaign 'Clothes love all' with celebrity designer and TV personality Tan France (Queer Eye), recognising that prejudice and discrimination is still a problem within the fashion industry. The campaign explores the idea that prejudice within the industry comes from the people, not the garments, advocating a world where humans are inspired to be more like clothes, because clothes judge no-one – 'clothes love all'. "We want to encourage people to embrace difference, in fact, reflecting on different perspectives and challenging our own thinking is how we grow. We are delighted to be working with Tan on our latest campaign that shows that it doesn't matter your age, gender, skin colour, size, shape or sexuality; fashion is for everyone," commented David Sandström, CMO at Klarna.



## Winningtemp brings in SEK157mn in latest investment round

SCC member Winningtemp continues its fast-paced expansive journey. A new investment round recently brought in SEK157mn, with Frog Capital and Bonnier Ventures among the new investors. The new capital will be used to provide further impetus to the international market and contribute to the continued development of the technical platform. Winningtemp provides a solution that helps managers and leaders to measure and improve the well-being of their organisation.



Photo: IKEA.

## IKEA opens second-hand store in Sweden

On 2 November, SCC Patron IKEA opened the doors to the first IKEA second-hand store, located at ReTuna Recyclingmall in Eskilstuna, Sweden. At the store, customers can purchase IKEA furniture that has been donated by the habitants of Eskilstuna. The furniture has been cleaned and restored and thereby given a second chance. The store is a step in order for IKEA to reach their goal to inspire for a more sustainable life and is part of a global innovation project which aims to test and develop a circular and profitable business model for the future.

## Stena develops new type of energy storage as the next step in shipping electrification

As early as 2018, SCC patron Stena Line began its investment in battery power on the ferry Stena Jutlandica, which uses battery power to drive the bow thrusters that steer the vessel into port. Now, Stena is taking the next step in shipping electrification by developing a new type of energy storage which enables a short charging time for ferries in the future. Batteryloop which is a subsidiary of the Stena Recycling Group, has made an impact within electrification and recycling of used batteries from the automotive industry. A global collaboration agreement was recently signed with Volvo Buses, for the reuse of batteries from its electric vehicles.

## Husqvarna integrates HTC in its main brand and product offering

SCC patron Husqvarna acquired HTC in 2017 and has since worked closely with the two brands in a multi-brand setting. In early 2021, the current HTC product and service offering will be rebranded as Husqvarna and integrated into the global Husqvarna offering which will now be the widest and most comprehensive on the market. "With the experience we have gained over the past three years, we are convinced that we can better help our customers and further develop our industry as a whole by providing a broader offering under a strong brand," says Stijn Verherstraeten, Vice President, Concrete Surfaces & Floors at Husqvarna Construction, as he also reveals that there are several exciting product launches in 2021.

## AJ Products investigates how to tackle employee health and well-being during the pandemic

SCC member AJ Products UK, a supplier of workplace furniture and interior solutions, has teamed up with ukactive on a report to examine how our office spaces must change as well as what companies can do to support remote workers and ensure wellbeing practices are sustained away from the physical workplace. "Not only did we look at the risks of sedentary workplace behaviour, we also considered the reality for many businesses in order to put forward practical suggestions that they could adopt. 2020 has, of course, presented its own unique set of challenges and underlined the importance of strategies that work for both office-based and remote workers," says David English, Managing Director of AJ Products.



Photo: Essity.

## Essity launches new digital incontinence care solution

Leading hygiene and health company and SCC patron Essity is launching a new reusable digital sensor for improved incontinence care. The solution is available for both professional and family caregivers. The sensor notifies family members or care professionals when an incontinence product needs to be changed, ensuring for example a better night's sleep. The product is available throughout several countries in Europe and will gradually be launched across markets in 2021.

# Det är advent

## Gudstjänster


Varje söndag 11.00  
firar vi gudstjänst, via Facebook

## Julmarknad 2020

Tyvärr var vi tvungna att ställa  
in den planerade marknaden,  
men onlinehandel kommer inom  
kort att vara tillgänglig via vår hemsida

## Sankta Lucia 2020

Biljetter till våra populära  
luciafiranden finns nu att  
köpa på vår hemsida

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LONDON

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# UPCOMING EVENTS

The SCC is continually monitoring government and health guidelines to protect our team and guests, and is currently offering a mix of virtual roundtables, forums and summits. If you have any questions or concerns, please get in touch with the SCC. Our Terms & Conditions will naturally be updated along with government recommendations on any physical events, and we will keep you posted. See all upcoming events at [scc.org.uk/events](https://scc.org.uk/events)



**Virtual Roundtable feat. Rikesh Shah, Director of Transport Innovation at Transport for London**  
**17 November | Virtual**

Welcome to this Virtual Roundtable discussion featuring Rikesh Shah, Director of Transport Innovation at Transport for London, on TfL's plans around innovation, the future of transport, and how collaborations with other market leaders look like. Rikesh leads Transport for London's award-winning market innovation activity to create new value for London by working with start-ups, corporates, academia, accelerators and venture capitalists. He was responsible for creating TfL's first Innovation Hub.



**Virtual Roundtable feat. Mikael Bäckström, Global HR Lead, Spotify**  
**18 November | Virtual**

Welcome to this Virtual Roundtable discussion with Mikael Bäckström, HR Lead for People Unit and Freemium Business Unit, and VP HR at Spotify, on how to work with a company's greatest asset – its people – during a technological revolution demanding workplace agility.



**Young Professionals Masterclass: Investing**  
**19 November | Virtual**

In a world where investment news goes viral every single day, knowing what it all means becomes increasingly important. As more and more companies are founded each day, the opportunities are endless to invest in an area of interest and to earn extra savings. But, what does one have to think about when investing? Welcome to this Masterclass on investing, where experts will help you kick start your investment savings, give you hands-on tips on the crucial differences between Sweden and the UK, explain more about the current investment climate and what to think about when investing.



**Retail and the way forward**  
**25 November | Virtual**

For years, the retail industry has been under immense pressure to innovate with the underlying challenges and opportunities provided by e-commerce solutions and platforms. The coronavirus outbreak supercharged these changes, leaving an industry open to redesign. But how are high street retailers unlocking the potential of e-commerce and changing the way they work? How are e-commerce providers seizing their day of reckoning, and what does this mean to the actual high street? Hear from experts and retailers from both sides of North Sea- including Helen Dickinson, Chief Executive at the British Retail Consortium, Niclas Ekerot, Global Vice President Retail at Burberry, and many more- on the retail industry and the way forward. Sponsored by Royds Withy King and Quinyx.



**Swedish-British Summit 2020: Outer Thinking**  
**3 December | Virtual**

In a world where businesses, business models and processes are constantly challenged and disrupted at a rapid pace, what makes good, sustainable and successful leadership? Join us at the Swedish-British Summit 2020 on 3 December, as we look at our joint future ahead, the challenges- amidst both a pandemic and Brexit, and how we can learn together, and from each other. At your service are speakers from both Britain and Sweden, from both business and the political sphere, including Viveka Hirdman-Ryrberg, Head of Corporate Communication & Sustainability, Investor AB, Lisa Lindström, CEO, Doberman, Polly Toynbee, Columnist, The Guardian, Oscar Berglund, CEO, Trustly, Fraser Nelson, Editor, The Spectator, and many more. Sponsored by Jämtland Härjedalen Tourism, Trustly, Volvo Cars and ZYN.



**Virtual Roundtable feat. Benjamin Vedrenne-Cloquet, CEO and Co-Founder, EdTechX**  
**9 December | Virtual**

Welcome to this Virtual Roundtable discussion featuring Benjamin Vedrenne-Cloquet, CEO and Co-Founder of EdTechX, on how Education Technology will shape the future of learning and teaching through innovation. Benjamin is co-founder of EdTech Europe, Europe's largest conference on Education Technology conference for senior executives and investors. He also serves as advisor for SXSW Edu, the world's largest conference on Education. During his career, Benjamin has been directly involved in more than 50 transactions ranging from M&A, greenfield investments, divestments, roll ups, strategic partnerships, joint ventures and minority investments.

# NEW MEMBERS

The Swedish Chamber of Commerce for the UK is the ultimate business platform for Swedish and UK businesses, representing some 400 companies from across all sectors and industries, and from start-ups, SMEs, unicorns to large corporations. Membership comes with a suite of benefits for you, your colleagues and your business. If you would like to find out how you can maximise your membership, or to enquire about joining, please do get in touch at [membership@scc.org.uk](mailto:membership@scc.org.uk). But first, a warm welcome to our newest members.

## ADWAY

### ADWAY

Adway is an HR-tech company. We take advantage of data-driven talent acquisition to find the right talents for your team. We are successfully reaching the next level in recruitment marketing with artificial intelligence and insightful data.

## ansofy

### ANSOFY

Ansofy is a revolutionary app where you build your own newspaper based on locality, subject, category and publication source. It should be simple, smooth and easy to create an overview of all the news in the world. Ansofy is a space for you to do that – where you decide. How you want to read the news should be up to you.



### BIRD & BIRD

Bird & Bird is an international law firm with a focus on helping organisations being changed by technology and the digital world. With over 1300 lawyers in 29 offices across Europe, the Middle East and Asia-Pacific, we're ready to help you wherever you are in the world.



### CLIMATEVIEW

ClimateView is a combination of software and a methodology, it is a Model-as-a-Service (MaaS). ClimateView enables cities to 'think local, act local' by allowing them to plan, visualize and monitor the shifts necessary to reach their GHG reduction goals by breaking down complexity, uniting stakeholders, and clarifying the optimal pathway to carbon mitigation.

## CUSTODI

### CUSTODI

Custodi has launched a platform, [www.ireno.se](http://www.ireno.se), which brings peace in the relationship between property owners and trades people during renovation, extension and other construction work on private homes. Ireno consist of several parts incl digital agreements, secure payments, documentation mgmt, etc.



### DOPRO

DoPro is a professional consulting company providing experienced services in a wide range of fields including engineering, business development, education & communication.



### EXPARANG

Exparang offers seamless and unbiased recruitment matches for executive, board and other leading positions. With a privacy-based platform using peer-to-peer technology and anonymised candidate data, Exparang has created an innovative solution for unbiased talent acquisition and proactive career management. The result is radically faster, more precise and meritocratic key position matches at a fraction of the cost of conventional methods.



### HAMLINS

Hamlins is a London law firm with an international reach and a history of partnering with Swedish businesses and entrepreneurs. We are market leaders in media, sport, real estate, retail, leisure and tech. Our outstanding team is renowned for its personal service, responsiveness, business knowledge and industry expertise.



### PERMIRA ADVISERS

Permira Advisers is a global investment firm. Founded in 1985, the firm advises private equity funds with a total committed capital of approximately US\$50 billion (€44 billion) and makes long-term investments, including majority control investments as well as strategic minority investments, in companies with the objective of transforming their performance and driving sustainable growth.



### TARGET AID

Target Aid offers a SaaS solution to corporations, associations and NGOs communicating their social engagement by implementing a broad and sustainable content base through our unique platform. Target Aid is growing exponentially. Today more than 150 organizations with over 300 projects have chosen to join the platform spread over 30 countries and relating to all of the 17 SDG.



### VOI

Founded in August 2018, Voi is a Swedish micro-mobility company offering electric scooter sharing in partnership with cities and local communities. Jump on a scooter whenever and ride wherever in the city in just minutes- completely carbon-neutral. Voi has been a carbon-neutral company since January 2020. Voi operates in 40+ cities across 10 countries including the UK and is headquartered in Stockholm and employs around 400 people.



### FENIX FUNERAL

Fenix Funeral is a platform for funeral services and estate administration. We take pride in helping families to arrange affordable services in a convenient way through a tech-enabled process.



### LUNDIN ENERGY

Lundin Energy has grown from an oil and gas exploration company into an experienced Nordic energy developer and operator. We continue to explore new ideas, new concepts and new solutions to maintain our position as an industry leader in production efficiency, sustainability and decarbonisation.



### soderberg

### SÖDERBERG

Söderberg is a Swedish café business with a bakery and 7 branches in Edinburgh. Our first London café opened on Berwick Street in January 2019. We serve authentically Swedish food made to classic recipes with high-quality ingredients. We're open all day into the evening for brunch, lunch, coffee & cardamom buns, cakes, waffles, Swedish style open sandwiches and more.



### UPPTIMELY

Tracking your medical equipment inventory investment performance in real-time.



### WISER APP

Wiser App is a subscription-based social network that connects intelligent, curious individuals – providing a platform for them to discover and stream podcasts and videos or read articles based on the recommendations of one another.

# PETRA GRANDINSON

GENERAL MANAGER AT EPIROC UK & IRELAND

Mining and construction giant and SCC patron Epiroc, is going through a technological shift that will be fuelling the business with new competence and bring about a renewed image of the industry as a result. The Link met with Petra Grandinson, General Manager at Epiroc UK and Ireland, to discuss technological advancements within the industry, the drivers and why people are the greatest asset of the company: “We want to show that we are a business that cares about sustainability, about health and safety and that wants to use all of this new technology to drive things forward.”

BY: JONAS EKLUND

Some 15 years ago, when Epiroc still was part of Atlas Copco, Petra joined the group in another industrial part of the business. “The first seven years I was working with industrial tools that are used in for example assembling cars and white goods. During this time, I got curious about the rest of the group, which at that time consisted of five different business areas. I eventually moved to a position in China for the mining side, which now is Epiroc.”

Coming from a family of engineers, working for tech businesses such as Ericsson has been a common thread running through Petra’s career. “When I look back and try to see what the common denominator is between the different industries I have been in, I have always worked

for very innovative companies with top-notch technologies. Whether it has been in telecom, automotive or heavy industry, it has always been the market leader when it comes to the technology in their niche.” Petra believes that being a leader in technology and having a high level of ambition goes hand in hand. “I think that is probably what I enjoy with these companies. You want to be leading not only in technology, you want to do a good job in the other parts of the business as well.”

#### World-leading within mining

Until three years ago, Epiroc was part of Swedish industrial company Atlas Copco. With a presence in 150 countries worldwide, Epiroc is today a world-leading manufacturer and sup-

plier of equipment and solutions for the mining and construction industry. “You would see us in all type of niche equipment where our technology can really make a difference, for example in underground mines. In our region we have a really big mine, Boliden Tara Mines in Ireland, but we also have a number of smaller gold and chemical mines,” Petra explains. “You would also see our equipment on the surface. In the UK and Ireland, it is mainly in the quarry and the aggregate industry.” What might not be so well-known outside the industry, is that Epiroc also has a strong offer of hydraulic attachments. “That is what you see in front of an excavator where you can have for example a hydraulic breaker, grab bowl or a magnet.” To give an idea of the type of equipment she



**“It’s an extremely interesting time for the industry right now. There are a lot of things happening when it comes to automation, digitalisation and electrification.”**

is working with, Petra gives an example: "It's kind of powerful and quite amazing in a way, when you're standing next to a mine truck and the tires and the wheels are larger than yourself."

### Strong withing construction

While many of the company's bigger markets are mining dominated, Epiroc in the UK and Ireland has built a strong presence within construction. "We do have several mines that we are serving, but we are much bigger on the construction side. For us, the challenge is about how we serve that market. The market logic is quite different from serving mines to serving thousands of different small customer sites with equipment."

### Shift in the industry

Currently, the industry is going through a shift technology-wise, which according to Petra also has positive side effects on the image of the industry. "It's an extremely interesting time for the industry right now. There are a lot of things happening when it comes to automation, digitalisation and electrification. I think it's an important shift also affecting the typical image of heavy labour where you have to be underground for hours in a dangerous environment. Of course, this development is driven by productivity, but it's also very much linked to health and safety and is very much requested by our customers. We want to show that we are a business that cares about sustainability, about health and safety and that wants to use all of this new technology to drive things forward."

### Accelerated development

As part of its move towards battery-powered equipment, Epiroc has been running tests of its generation one battery-equipped machines in Canada for more than five years. Now, generation two machines are being tested on several trial sites around the world. "It is quite impressive when you see an 18-tonne loader that is completely silent, because it's all battery-powered. This is a big shift in the industry and it's very much required from the market." Similarly, the development of automated solutions has accelerated over the last five years. "With these solutions you control the vehicle or the equipment remotely. We also have equipment that is running totally autonomously and you're sitting in a control room monitoring it. This means that instead of being next to a machine or having it next to the face, you can sit in a control room either somewhere else in the mine, or you could even be a hundred miles away from the mine and control the equipment."

### Connected machines

Telematics is one of the areas within digitalisation that is most clearly linked to productivity. "You can have the machines reporting back on drill metres, fuel consumption and send error reports. This data can be used to optimise for example how you're drilling or optimising the loading pattern. Epiroc in UK and Ireland is one of the regions that has the highest percentage of machines that are connected."



Petra Grandinson, General Manager at Epiroc UK and Ireland. Photos: Renz Andres.

### Bridge the knowledge gap

With new technologies comes the need for new capabilities and competence among the people in the organisation. Petra believes that attracting the next generation to the mining industry will be one of the biggest challenges going forward. "We have thousands of years of aggregated experience within the company around the world when it comes to the traditional drilling, loading and hauling kind of business that we are in. But if you're moving into automation, digitalisation and battery equipment, you do need some new skill sets. Just one example could be the service engineers that are very good in mechanics and hydraulics but may not have so much experience in electrics. I think that the biggest hurdle is to find people with the right background and knowledge, but also to bring the current staff on to bridge that knowledge gap and to bring us into what will be the technology and the requirements for the future."

### People the greatest asset

According to Petra, it is the people that forms the greatest asset of the company. "My experience from Atlas Copco and Epiroc is that there are really good people with a lot of drive, wanting to change things for the better." And with a presence in more than 150 countries comes a diverse workforce bringing different ideas and innovation to the table. "The atmosphere is very international. I have discussions with teams in Sweden, we have people from Russia, from Africa and Asia – all in the mix. That brings us a lot of valuable experience, but also different perspectives."

### Localising Swedish culture and leadership

Having worked in three different countries for Atlas Copco and Epiroc, Petra says that the leadership and the culture within the company are very much Swedish, which she sees as an advantage on the markets outside of Sweden. "The transparency, being responsible for your own career, making sure to drive

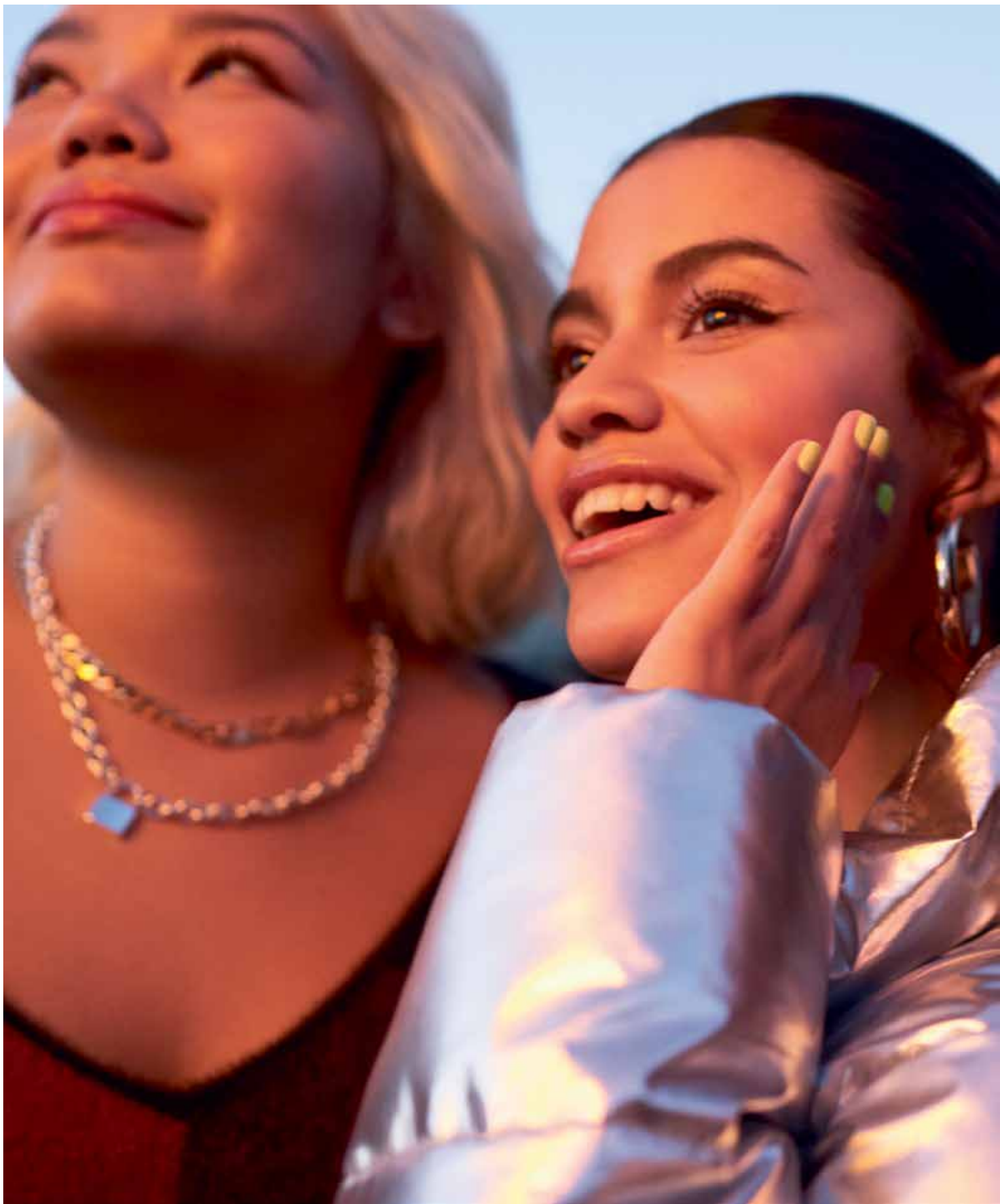
things forward, but also to act when you see that things are not working is something that people enjoy. People become both loyal and successful, I could see that both in China and here in the UK. The leadership is still demanding – you need to show results – but it's also human." Although the 'Swedishness' can be an asset, Petra believes that both culture and leadership style needs to be localised in order to be successful. "You need a good mix, and that is what I have tried to do – to see what in our culture I absolutely wouldn't compromise with and what we could do better by bringing in local culture and leadership."

### Unique collaboration between mines and suppliers

Another thing that has left a Swedish imprint on the business, is the established collaboration between the mines and Epiroc and competitors on the market. "If you look globally, the collaboration in Sweden between the equipment suppliers and the mines is quite unique. I think that is one of the things that has been an important part of forming Epiroc throughout the years."

### Service organisation – the foundation of the business

Like many other industries and businesses, Epiroc has endured the uncertainties surrounding Brexit for several years. When the coronavirus pandemic struck earlier this year, the service organisation was put further to the test. "We need to make sure that we are in the best possible way, supporting our customers in this difficult situation. We are not only selling machines, we are selling solutions and productivity to them. It is very much linked to also having a functioning service organisation, making sure that they can get their spare parts and their consumables in a short time. This should be the foundation of the business, but I think right now with the circumstances, both with Covid and with Brexit around the corner, that basis can become crucial to our success."



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