

BUSINESS RELATIONS WITH ASIA

Sweden



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Reports by R. Alcantara and A. Feig

Direct Link delivers on a global scale

Sweden Post has 370 years of experience, yet no organization exemplifies the modern face of the international mail business as well as its subsidiary Direct Link. Direct Link specializes in international delivery of printed materials for corporate clients. Asia, which currently accounts for some 60 percent of the world's population but only 10 percent of international mail, represents a huge opportunity for the company. "If you want to be where the growth is, you will be in Asia," says Esa Tielinen, Direct Link's director of global mail.

Sweden's domestic postal system has been deregulated since 1993, which has helped make Sweden Post one of the best mail services in Europe, according to independent rankings. "We have been facing competition for 13 years so we have been forced to improve ourselves, our cost-efficiency and the quality

of the services we provide," says Tielinen. Direct Link's customers are



Esa Tielinen

some of the biggest names in finance, publishing and direct mail marketing. The company relies on word of mouth advertising from them, rather than high-budget television commercials. That method works because Direct Link provides premium customized service. "We don't really have a price list for our products,"

says Tielinen. "We sit down with our customers and ask what they need, then we tai-

lor-make our services depending on those needs."

Rather than focusing on the price of postage, Direct Link helps analyze the client's overall business to save it money. For example, a bank sending bills to its credit card customers may find it worthwhile to pay a little more for faster delivery so that it can

receive customer payments sooner.

Direct Link helps speed deliveries by simplifying processes and eliminating steps that may bog down competitors. Says Tielinen: "We always dispatch directly to the destination country, thus cutting one or two days in traffic time, and we feed it into the domestic system in the best place available. That's the knowledge that we sell."

Working with partners, Direct Link can also provide services that add value for clients. For instance, through its Direct Mail Solutions, Direct Link can help direct marketers target potential customers, design promotional pieces and handle responses.

Direct mail has become one of the company's most important industries. New technologies that allow marketers to target recipients very specifically have helped revive direct mail as a highly effective marketing tool.

New digital printing technologies are also helping

drive Direct Link's business. Printers are now able to print messages in multiple languages in one batch at one location. Direct Link benefits because those mailings then get shipped internationally. "Total mail volume may be declining because of electronic substitution, but international mail is growing because things are printed in another country," says Tielinen. "So even if total revenues are going down, the parts that we are in are growing."

Direct Link sees big potential in Asia. The company has been in the region since 1997 and has offices in Hong Kong, Singapore, the Philippines and Australia. It is keeping an eye on India, but for now the real growth is coming from China and Hong Kong. Direct Link is already partners with some Asian printers and would like to find other companies that can help provide added value for customers in the long-term. "We build relationships that last," says Tielinen. "We are not in Asia to make quick money."

Oriflame: Natural Swedish cosmetics

Sweden's Oriflame is arguably one of the fastest growing cosmetics companies in the world. Its sales have risen nearly ten fold in fifteen years reaching US\$766 million in 2005. With the direct sales ban lifted in China, the company plans to enter the market this year, and increase Asian operations in the future.

Thirty-eight years ago, the two Swedish founders, pioneered the use of natural cosmetics without animal testing. Research centers in Ireland and Sweden are committed to this heritage, using Swedish technology and innovation to refine ingredients to benefit the skin.

"We place emphasis on offering a wide assortment of natural Swedish cosmetics at an affordable price to guarantee our success," says



Magnus Brannstrom

Oriflame CEO Magnus Brannstrom. Oriflame introduces 150 products annually and its catalogue offers 600 products.

The other core competence is Oriflame's business model. The strategy is based on a direct selling approach that can combine social and family life with

unlimited income and career opportunities. Oriflame's top Eastern European consultants bring in US\$50,000 a month.

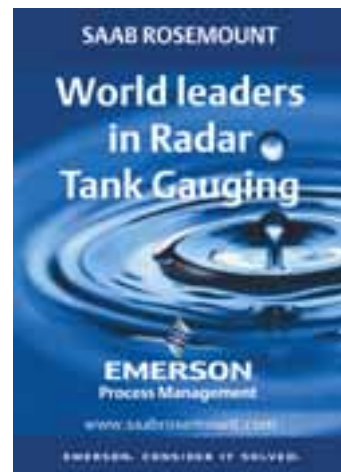
"Ease is key. It's easy to start, get, buy and pay for products while being in a fun atmosphere," says Brannstrom. Oriflame's strategy differs from com-

petition by enabling consultants to make money quickly with very little investment. Consultants can add to their income by training and supporting someone interested in joining.

The company also offers product and start-up training. Annual conferences give consultants from Oriflame's 61 markets the opportunity to share knowledge and experiences.

Asia's consultants are found in India, Malaysia, Indonesia, Thailand, Vietnam and soon China. Here they offer lines catered to the region, such as whitening products. Oriflame plans to further develop these lines with a broader range for all skin types.

"Asia is becoming the innovative center of the world," says Brannstrom, "and Oriflame is an excellent partner to Asians who want to develop personally adding long term success to their lives."



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Envac cleans up the Asian market

Milkmen no longer make deliveries, and services today are automated, from electricity to broadband. So why use old fashioned trucks and bins to collect garbage?

Forty years ago, Envac invented and developed a modern system for waste collection, based on chutes that empty into an underground pipe network, and a vacuum process that transports the waste to a treatment facility.

“Strikes, snow, or floods don’t matter – it always works,” says Christer Öjdemark, chief executive and president of Envac Central-sug. The technology is cost effective, and frees up valuable space from ground level surfaces, halls and gangways. Traffic and emissions are reduced, and



Christer Öjdemark

hygiene is improved.

As market leader, the company operates close to 600 installations in 30 countries for residential and commercial buildings, hospitals, and airports, like Kuala Lumpur International. In a few years 500,000 users in Barcelona, one third of the city, will employ Envac’s system.

Jumeriah Beach Residence, in Dubai, has ordered the technology for forty 60-storey towers. In Hong Kong, 17 tons of refuse per day are collected from a complex of 1,560 apartments.

The company adapts to unique conditions in each location. Although the waste looks the same every-

where, different laws, regulations, fees or taxes apply. Local staff establish competency for each environment, as each place gains different benefits.

The firm gradually develops relationships in cities around the world, in a process that takes many years from generating an order to completing construction. More than 30 delegations from China have already visited installations in Sweden. The Beijing World Center for the Olympic Games may be the next project, along with a joint venture in Guangzhou serving 112,000 people.

China, with seven million new apartments per year, as well as Korea, offer long-term potential. “I see Asia as our largest market in five to ten years,” says Öjdemark. “The construction is there.”

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Did you know that Sweden’s Nils Bohlin’s (1920-2002) three-point seat belt saves a life every six minutes?

SBL improves global health

Any wise traveler welcomes protection against the risk of diarrhea, the most common illness during vacations and business trips. SBL Vaccine’s core product, Dukoral, is the only oral vaccine that conveniently guards against ‘travelers’ diarrhea’, due to ETEC (enterotoxigenic E. coli) and cholera.

A management buyout in 2004 and added European sales from Dukoral have reversed losses and returned SBL to profitability. The 100-year old firm also performs contract manufacturing, and distributes vaccines for major producers in Northern Europe.

The company also focuses on the developing world. “Our mission is to contribute to health globally,” says Björn Sjöstrand, CEO of SBL Vaccines. “Our most important activity



Björn Sjöstrand

is to create awareness about cholera in poor areas.”

Vaccination campaigns have proved successful in Sudan, Mozambique and post-Tsunami Indonesia. The World Health Organization endorses Dukoral as its only recommended cholera vaccine.

Other initiatives support the vision to improve global health. SBL is working on a bio-defense process against the threat of pandemic influenza, developing nicotine addiction medication and conducting trials for a Crohn’s disease treatment.

Dukoral is currently distributed in several countries across South-

east Asia; new markets like Japan, Korea, China and India offer additional promise.

“Companies in Asia are highly advanced in R&D,” says Mats Lidgard, executive vice president of SBL Vaccines. Partnerships in Asia would offer many mutual benefits: local knowledge, scientific relationships, distribution and licensing capabilities. The Swedish firm’s established global network could open doors for Asian suppliers who need to market their own wares in Europe. SBL already collaborates with the International Vaccine Institute in Korea.

“We are a niche player today, in that we sell abroad via partners and distributors,” says Sjöstrand. “We want to become significant in Asia as a whole, and increase collaborations there, to come up with unique solutions.”

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In 1994, Välinge invented the mechanical locking system for laminate and wood flooring. Today Välinge has 55 licensees and 400 patents world wide.
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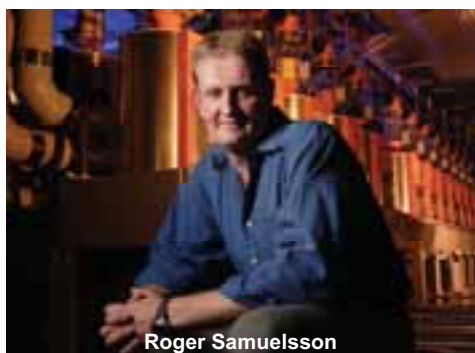
Välinge

SHL: Gateway to high quality manufacturing in Asia

Swedish entrepreneur Roger Samuelsson ventured to Taiwan in 1983 to develop business opportunities. From there he utilized

systems, alternating pressure mattress systems, and innovative healthcare equipment.

SHL is unique in Asia for its consistent manufacturing quality. "I love



Roger Samuelsson

Asian manufacturing to provide components and finished products for the medical field to Europe and the US.

The former one-man enterprise now has over 1000 employees in its global operations with rapidly expanding, modern manufacturing facilities. Scandinavian Health Limited (SHL), founded in 1989, is a respected OEM/ODM manufacturer, with offices in Europe and North America and production sites in Taiwan and China.

"We are established as one of the top players in the drug delivery device market, with large pharmaceutical customers such as Pfizer and Amgen," says Roger Samuelsson, group president of SHL. "We are also aggressively moving into med-tech industrial products and hospital and home health care equipment."

With R&D centers in Sweden, Taiwan and the US, approximately seven percent of the company's multi-million dollar yearly turnover is plowed back into R&D. Recent developments include next generation auto-injectors, advanced drug delivery

things to be perfect and I always buy the best machines," says Samuelsson. This hands-on CEO stays involved in the company's day-to-day activities and frequently conducts facility tours for customers. SHL's newest facility, Taoyuan One, showcases its vast in-house capabilities and design skills. Here, large lines of Krauss-Maffei high-precision molding machines work around-the-clock.

The company welcomes joint ventures with partners who would benefit from SHL's local expertise in Asia. Samuelsson understands how to successfully operate locally, while incorporating the advantages of western style management.

This Swedish pioneer who succeeded through perseverance and luck is determined to preserve the speed and flexibility of a private company, while growing rapidly. "We have become a gateway for North American and European companies to access manufacturing in Asia without sacrificing quality," says Samuelsson. "These are exciting times."

Välinge clicks with the construction industry

Laying floor panels with glue used to be messy and time consuming. Swedish firm Välinge Innovation changed that in 1993, when it introduced an innovative mechanical locking system for flooring.

"Upon installation, our laminate and wood panels click with one snapping action," says Darko Pervan, CEO and general manager of Välinge. The solution literally clicked because it combined functionality with aesthetics.

Välinge does not manufacture nor sell the click floors. Instead it exports technology. It has 400 patents worldwide and 50 licensees, 15 of which are located



Darko Pervan

in Asia. Since producers exporting to Europe and North America are required to have licenses, more and more of the click laminate flooring will be covered by the licensees. The licensees, who enjoy bigger market shares than traditional floor panel producers, also have access to Välinge's developing technology, and vice-versa.

Flooring is one of the largest markets in the world and demand is expected to shoot up especially in Asia. The bulk will come from China where Välinge plans to open an office in Shanghai. This new facility will have expert technicians on-site to support the licensees in Asia, plus an exhibition showroom, where the licensees can show major customers what

is in store for the future.

The company is also open to partnerships. "In this business we cannot have all the patents. There will always be ideas made by other parties, but if they are combined, the value of the technology might be very interesting," says Pervan.

To further boost its research capabilities, Välinge is doubling investment over the next two years. The firm recently invested 10 million euros in its research and development facility in Viken, manned by 30 engineers who constantly churn out new ideas, including a carpet panel that will also click upon installation.

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Eldan's recycling technology for Asia

As the world's largest consumer market, China's boom may result in tons of discarded electronic goods and household waste. To avoid a potential garbage crisis, Eldan Recycling is introducing its technology to Asia, applying the lessons learned in Europe over the past fifty years.

The Scandinavian firm, founded in 1956, belongs to the environmental technology arm of Sweden's Sorb Industri. This area focuses on methods for waste handling and process recycling of different materials and specific products.

Its unique ability to provide complete production lines for electronic and tire recycling, plus a solid track record of 10,000 installations, sets the firm apart from the competition.

"Ninety eight percent of our turnover is exported and one quarter is shipped to Asia," says Toni Reftman, managing director of Eldan.

Through a fruitful 20-year business relationship with Japanese dealers, Eldan has mastered the art of dealing in

Asia by focusing on developing personal relations. Eldan is now being pushed into China due to the combination of high energy prices and the increasing consumption of consumer goods.



Toni Reftman

This autumn, Eldan will open a tire recycling facility in Shanghai. The organization is also looking at a joint venture possibility to move

some of its assembly functions from Scandinavia to Asia. Although competition mainly comes from small Chinese manufacturers, the firm's competitive edge is the high capacity of its machines, providing customers higher productivity, thus a higher return on investment.

As the economic capacity of the region rises, Eldan is open to increase its distribution channels with Asian companies experienced in machine production and material handling sales. "Europe had a big problem in the 1980s because we did not have any refrigerator recycling. We don't want China or the rest of Asia to experience the same problems 20 years from now," says Reftman.

Teng sells tools

The twelfth-century military hero Teng is still a symbol of power in Japanese culture. When

Swedish businessman Henri Tengvall discovered that folk legend in 1984, he adopted the name for the machine tool company he was founding.

Teng still uses a mask logo, to commemorate the samurai. The Swedish company has always stamped its products "Made in Taiwan", even when other firms were loathe to do so. Teng Tools takes pride in the quality of its Taiwanese made products, which it positions as good value at reasonable prices.

Design and packaging play an important part, as the hand tools are organized into time-saving systems with drawers, in modules that can be selected. "We are not only selling tools, but sets with tools," says Claes Nilsson, managing director of Teng Tools. "Every item has its own spot, so if something is missing you can see it



Claes Nilsson

immediately."

Customers, mainly industrial suppliers and retailers, include Volvo, ABB in China, oil rigs and the Norwegian Defense Department. Teng sells into Scandinavia, Poland, much of Europe, Australia

and New Zealand. It has made some initial inroads into China and Japan, which remain primary targets. The firm would like to expand distribution there, as well as Malaysia, Thailand, Vietnam and even Taiwan, where it has only produced until now.

Teng has built up a network of relationships among Taiwanese manufacturers, even introducing them to one another. It is recreating a similar concept now in China, where it seeks long-term partnerships with producers. "We want to own brands – but not production," says Nilsson. In the future the company hopes to penetrate the Chinese market too.

Nilsson's firm has set itself lofty goals for growth. "Our target is to triple our sales in four years, mainly from Europe. But all production will take place in Asia."

Netintact manages internet traffic

More and more users keep flocking online, and functions are increasingly migrating to the internet as a communications carrier. Network administrators must continuously monitor and analyze this flood of traffic.

Netintact offers solutions in traffic management and in service provisioning, which allow or deny access to users. Its core product, PacketLogic, contains modules for surveillance, firewall, traffic shaping, statistics and analysis. These modules can be customized to suit users' requirements.

Despite launching in 2000, a challenging time for an IT start up, the firm attracted customers immediately by building on references. "We are very customer-centric," says Sven Nowicki, CEO of Netintact.

Early clients included high-speed fiber urban networks subsidized by the Swedish government. Today, Netintact targets the whole spectrum of broadband ISP's, from those with 10,000 to one million users. Other key customers include universities, cable TV operators, and corporations like Telia, E.On, Volkswagen and Astra

Zeneca.

These organizations seek the most cost efficient use of bandwidth, optimal security and high service quality. Netintact's DRDL engine can identify traffic with proprietary signatures, independent of ports. It can also communicate and integrate with other equipment, including legacy systems.



Sven Nowicki

Having started in Sweden, a land of early adopters and hungry consumers of communications, the

company is now looking east, toward Korea, China and Japan. Korea's Yonsei University signed on in June 2005, while other Korean universities, cable TV companies and ISP's have expressed interest.

Netintact has established a subsidiary in Australia. It keenly welcomes systems integrators with local knowledge as partners for business development. The company remains focused on the technology rather than on building a giant sales organization.

"We are really taking off, yet so far have only scratched the surface," says Nowicki. "We'll continue growing both in Sweden and in Asia, where we see great potential."

Many applications for Gislaved foils

Plastic laminates coat numerous products, from vehicle dashboards to ship interiors. Gislaved produces decorative surface panels from a palette of about 50 colors, for a host of applications: cars, furniture, woven matting, carpets and protection devices for headsets.

The 60-year old Swedish company uses its own unique materials, developed for high functionality. In the firm's two main industries, marine and automotive, its M1320 and TPO technologies, meet tough specifications.

For example, dashboard foils must perform in extreme temperatures, and maintain stress resistance. Wall, ceiling and floor paneling on cruise ships and ferries must conform to strict fire regulations. Gislaved is the only firm to have acquired all the marine approval certificates in every country.

"With very skilled people in R&D, we have invented a lot of special niches," says Roland Andersson,



Roland Andersson

managing director of Gislaved. The company continues to innovate customized solutions. Its passive magnetic foils are easy to apply for advertisements on buses, and are durable in rain and all weather conditions. Carpet foils, produced for international hotels, must withstand wear and tear in hotel corridors.

Other customers include Saab, Volvo and Nissan on the automotive side. In Asia, Korean shipyards have been ordering the foils for cargo carriers and oil platforms. Fast passenger ferries are using the products in Australia.

With 15 percent current annual growth in marine foils in Asia, Gislaved has offices in Seoul and Shanghai. Gislaved has been present in South Korea since 1986 and in China since 1991.

The small Swedish firm has even been competing successfully in Asia with global Asian companies. "We have built up a brand name for quality and R&D focus," says Andersson. "We want to be invested in Asia for the long term."

Minelco grows very rapidly in Asian market

Minelco hit the ground running in Asia in 2003 and has been selling up a storm ever since. The Swedish industrial minerals supplier has doubled sales every year since opening offices in Tianjin, Hong Kong, and Bangkok.

Minelco's products are used in everything from TV and computer monitors to copy machine toners. "Minerals are everywhere in everyday life and growing societies need more minerals," says Per-Erik Lindvall, CEO of Minelco.

Minelco's large deposits contain key minerals including magnetite, olivine, mica, and UltraCarb, a Minelco-branded environmentally-safe fire retardant. Magnetite is in high demand in Asia. Its purity is a critical quality in applications like water treatment chemicals and dense concrete for excavation machinery and undersea

pipelines.

One hundred years of experience and the extensive research and development capabilities



Per-Erik Lindvall

afforded by parent company LKAB, the Swedish iron ore producer, allow Minelco to develop applications in partnership with its customers. "We have in-depth knowledge about mineralogy and mineral processing as well as the market and applications, making us a very good long-term partner," says Lindvall.

Minelco has been supplying Chinese raw materials to Europe for many years. Due to

strong domestic demand, Minelco has also recently started supplying to China. "We have been reengineering our facilities in Tianjin enabling further processing of high quality minerals," says Lindvall. "We are transitioning toward higher value-added manufacturing processes. Customized products are supplied to the Chinese domestic industries and also exported to Europe and North America."

Minelco plans to open another office in Shanghai to maintain a strong local presence. It also works as a distributor in China for other mining companies, mainly Australian ones, which value Minelco's market knowledge and strong financial position.

India and Thailand complete Minelco's current Asia strategy. Says Lindvall: "Asia will be our biggest and most important market within the next five years."

Kapsch TrafficCom: The road to success in Asia

When it comes to electronic fee collection (EFC), the trend is fewer nickels and dimes and more zeros and ones. Leading the way in EFC is Kapsch TrafficCom, acquired from Saab Group by Austria-based Kapsch Group in 2000.

Its products and solutions are based on the automatic identification of vehicles. "We concentrate on new technology where you don't have to stop," says

Urban Bülow, general manager of Kapsch TrafficCom. "There are no traffic lights or barriers, you just pass right through, even at highway speed." Payment methods are based on patented video classification and identification technology combined with vehicle identification via microwave-based communication through on-board transponders and roadside transceivers. These systems generate billions of dollars in revenue for customers, decrease congestion, and create positive environmental impacts. They can also be used for side business applications enabling small amount purchases from

inside the vehicle. In Sydney, on-board transponders for toll collection can be used to pay at parking garages, gas stations, and even McDonald's.



Urban Bülow

Australia, the first country to implement multilane free-flow EFC technology on a wider scale, is currently Kapsch's most successful single market.

Now the company looks to Southeast Asia for future growth. EFC projects have already been completed in China and the Philippines. Malaysia, the site of a Kapsch subsidiary, and Thailand are also prime targets for new installations. The growth in Asia brings a need for new partners, like clearing houses, which can handle small transactions at a high turnaround.

Further down the road, Kapsch is at the forefront of creating products that are part of a multi-vendor market. "An open standard is good for business," says Göran Nylén, marketing director of Kapsch TrafficCom. "It drives cost reduction, and creates more opportunities for everyone. We are proud to be a part of this and will remain a strong advocate of non-proprietary standards."

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Q-MATIC optimizes customer flow in Asia

Q-MATIC's sophisticated customer flow optimization tool was born in a popular lunch spot in Gothenburg, Sweden 25 years ago. In an attempt to organize customer flow and make service more efficient, the restaurant's owners devised a unique queuing system. It worked so well that they spun it off and began selling it to banks, government offices, hospitals and stores.

Today, Q-MATIC is the world leader in Customer Flow Management. Much of its success can be attributed to its software, which does much more than help get customers in line. "We have gone from Queue Management to Customer Flow Management, which addresses everything from appointment bookings to serving customers including the management information needed to optimize the busi-



Åke Stråberg

ness," says Åke Stråberg, president and CEO of Q-MATIC. "Our software provide online information and statistics that help managers keep track of and optimize their business. They can look at waiting times, transaction times, customer flow patterns and the software can be used for customer segmentation." Q-MATIC's systems have many advantages: more efficient workflow, lower staffing costs, happier customers and more relaxed staff. Even in

places where staffing costs are low, there are benefits. Hua Shan Hospital, near Shanghai, uses a Q-MATIC system to ease the processing of 7,000 patients a day. "Optimizing patient flow and getting an efficient working environment was a great achievement for them," says Stråberg.

In China, Q-MATIC's business has surged in the past year. Going forward the company wants to further penetrate the relevant sectors there. With a subsidiary in Shanghai and distributors throughout Asia, Q-MATIC plans to continue expanding regionally, possibly through acquisitions. "Q-MATIC sees the Asian market as a serious opportunity for growth," says Stråberg. "I think the world is ready for our systems even more now than some years ago. We will intensify our efforts to grow our business in the region."

Haki reaches greater heights in the Asian market

The sky is the limit for a 50-year-old Swedish company that specializes in manufacturing scaffolds, hoist systems, platforms and weather protection systems. Innovation has been the driver behind HAKI's success. HAKI combines quality and high-end technology with a commitment to provide full satisfaction to its customers including multinational firms like Shell and Statoil. HAKI has even built stages for performances of famous artists in Japan through its distributors.

"We make scaffolding for shipyards, power stations, bridges and much more. We can fulfill fantasies," says Bengt Olsson, managing director and CEO of HAKI. The company can provide its customers with safe and flexible temporary work spaces. It also offers technical support from drawings and calculations to supervision of a project. Its lightweight steel scaffolding, which accounts for 65 to 70 percent of turnover, can be suspended and can connect beams anywhere and in any direction, providing

increased flexibility. Aside from broad applications, HAKI's products have a quality and safety assurance through a fully traceable system that tracks any errors that may have occurred at any point from steel-work to production.



Bernard Podlinski (left) and Bengt Olsson (right)

HAKI, though, has not yet used the system since it enjoys a zero accident record from Europe to Dubai and Tanzania.

HAKI entered Japan 15 years ago and Hong Kong five years ago. Australia is its next target. "For Australia we want to bring in the whole range - from buildings to process industries," says Olsson.

Aside from its openness to new markets, HAKI is seeking potential distributors that must be financially strong, large and stable companies, and who are in the marketing business anywhere in the world.

With its novel products, it would not be surprising if HAKI clinches more markets in Asia in the coming years. After all, "HAKI means hook in Swedish," says Bernard Podlinski, HAKI's export director.

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Larsson Sweden cuts edge in starch

A family-owned Swedish firm specializing in equipment for the starch industry has blazed the trail for machinery export in Asia.

Larsson Sweden, established in 1948, pioneered manufacturing machines that processes wheat, potato, corn and tapioca into starch. While most of its machinery is built to client's specifications, it has three common features: durability, maintenance-free systems and lower cost.

"We have 50-year-old machines that are still functioning," says Jörgen Larsson, managing director of Larsson Sweden. The machines' maintenance-free design saves money for its buyers in the long run. In contrast, its competitor's spare parts for similar units cost three to five times more.



Jörgen Larsson

Larsson Sweden first sold units outside Europe in the 1960s to Malaysia. Since then it has gotten large clients in Asia like the Nailun Group in China, Siam Quality Starch and the National Starch and Chemicals in Thailand, plus customers in Indonesia and Japan. Asia accounts for 80 percent of its annual turnover.

Because it is family owned, Larsson Sweden has flexibility when it approaches its clients. The company is able to assume

risks and can conduct onsite development with its engineering team anywhere in the world.

The firm's backbone is innovation. Its two latest products clearly show that it is a cut above its local and foreign competitors. Its new rasper, with a Larsson patented design, increases the customer's productivity using a larger number of cutting blades within the same area. Its vacuum rotary filter, another recent innovation, has resulted in higher capacity due to the unique design of its feeding system.

Cutting edge technology is made possible because "the soul of Larsson Sweden is in the company", hence management of the firm will certainly remain with the second generation, says Jan Hamer, deputy manager of Larsson Sweden.

CRYO stores and transports industrial gases

High quality, durable products have long life cycles. The downside is fewer replacements and less after-sales activity for manufacturers. Swe-

den's CRYO accepts this downside, and is committed to manufacturing cryogenic equipment that functions for up to 45 years with a low need for refurbishment.

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AP&T provides a one-stop shop

The company's name says it all. Automation, Press and Tooling, or AP&T, is one of the few suppliers in

the world to offer automation, presses and tools for the sheet metal and tube forming industry.

Because it is a one-stop shop, it provides greater convenience at start-up and easier maintenance down the road. AP&T is

able to create custom solutions through the use of modules. "You can only get reliable equipment if you have this modularization of standard components in the base," says Tord Andersson, managing director and CEO of AP&T. "One-off equipment creates problems."

AP&T's roots date back more than 40 years to when Swedish entrepreneur Bertil Åberg began making hydraulic presses. In 1993 the company started to specialize in metal forming processes and has since developed hydroforming, warm forming, sandwich material forming and heat exchanger equipment.

Heat exchangers, which regulate production temperatures, show particular promise. AP&T has invented a compen-

sator, used in the press operation, to improve the accuracy of the steel heat exchanger plates. "If customers can keep

better control of temperatures, they can save a lot of energy and the efficiency of their product increases enormously," says Andersson.

Hydroforming also holds great potential. The technology, which was

used by car makers in the 1990s, is making a comeback now that better materials are available.

Daimler Chrysler's use of AP&T's machines cut its production times in half.

Asia accounts for about one-third of AP&T's turnover. The company has been in Japan since 1994 and now has agents in China, South Korea and Thailand too. It is looking for more agents in Southeast Asia, and plans to increase production and sourcing in Asia. Within the next five years AP&T aims to have two-thirds of its business coming from Asia.



Tord Andersson

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Customer Flow Management



Saab Rosemount measures to the top

Saab TankRadar, the radar-based level gauging technology Saab Rosemount invented, catapulted the Swedish company to world leader in its market. It provides the marine, oil, chemical and processing industries with a highly accurate reading of tank liquid levels. Today Saab Rosemount has expanded to include land based tanks and the processing industry.

In addition to precise level measurement, Saab Rosemount's TankRadar systems give exact read-outs of the volume of liquid in a tank. Since a tank's volume varies with temperature, custom-tailored computer algorithms calculate the dimensions of a tank based on temperature measurements.

"With large quantities of LNG transferred, a small error per liter in



Kurt Isaksson

measurement, results in a big error overall," says Kurt Isaksson, Saab Rosemount's outgoing president.

While older mechanical tank gauging systems had moving parts which forced service personnel to go into the tank to repair them, the radar-based devices can be serviced without opening the tank.

Saab Rosemount also offers a full range of radar-based tank gauging systems for industrial applications from crude oil, chemical and asphalt to LNG and FPSO vessels.

For the firm, durability comes along with accuracy. The first maintenance-free system it installed 30 years ago was still functioning when the Japanese vessel it was used on was scrapped last year.

Saab Rosemount now has a world market share of more than 50 percent in the marine market, while Asia accounts for 45 percent of its business. It is also the world leader in land based tank gauging.

Incoming president, Bob Sharp, promises to continue Isaksson's heritage of innovation and entrepreneurship. He also plans to grow the company through the process business and tap into the vast global distribution capability of its US owner, Emerson Process Management. The company's focus for the future will remain guaranteed accuracy to the last drop.

Fagerdala foams for cushion and insulation packaging

Far from its start in 1964 as a small-scale foam fabricator at Värmdö near Stockholm, Sweden, Fagerdala World Foams now lives up to its global name with 27 factories in 13 countries. With worldwide R&D shaped to each market's requirements, it serves the Asian markets combining high-tech foam technology with its own proprietary packaging design know-how.

The company produces foams in a wide variety of qualities, densities and characteristics. The foams are mainly used in cushion packaging for shock and vibration sensitive products like computers as well as insulated packaging for pharmaceuticals and biomedical products.

Flexibility is the key to providing quick deliveries and competitive pricing. While price remains crucial, Fagerdala's international network can also develop novel cost-saving

solutions for the benefit of its customers. For instance, a new foam molding technology will soon be introduced in the Asian market to help combat rising raw material prices and energy consuming production costs.

Since it entered the region 23 years ago in Singapore, the company has focused on cushion packaging for IT and electronics, serving clusters of manufacturers in Singapore, Malaysia, Thailand and China.



Paul Yeo

Asia now accounts for 10 percent of the group's total turnover. Rapid growth, particularly in China, Vietnam and India could raise that number to 25 percent over the next few years.

"Asia is a dragon of industries," says Paul Yeo, managing director of Fagerdala Asia Group, Singapore. "Our firm commitment is to be a leader in providing cost-efficient foam packaging solutions to support this region's strive to reach excellence in the world market."

Maquet's technology saves lives

Tiny premature infants require delicate ventilators to deliver air with precision. Other patients depend on intensive care ventilation during transport between hospitals. All should be weaned off the machines quickly, to shorten stays in ICU's and reduce sedation. With its Servo line, Maquet Critical Care offers one of the worlds most advanced ventilators with weaning capacity.

In 2001, Maquet, a global supplier of life-supporting devices, introduced a ventilator configured by software that responds to an individual patient's own breathing reflexes. Working with leading research institutions, the company has recently introduced ICU ventilators certified for transport of patients within and between hospitals and the magnetic resonance imaging environment.

The innovative firm is constantly upgrading products with more advanced features and functionality. "Though we're part of a large group, we work together as a small, flexible organization," says Eva Wigren, CEO of Maquet Critical Care.



SERVO-i Ventilator

"Medical technology is a young

field, we always come up with something new."

Maquet also makes heart-lung machines that replace the heart's pumping function, and is a leading supplier of operating room tables, lights and ceiling pendants.

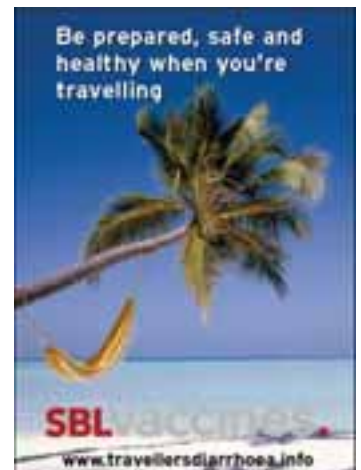
From the US to China, hospitals are consolidating, and increasing purchasing power. To capitalize on this trend, the Maquet brand name links itself to the well-known 'Servo' ventilators, the most cited in research.

Maquet has also introduced several knowledge sharing forums. Its recent scientific symposium in Shanghai attracted over 200 participants from Asia.

With a local presence in all countries, Maquet currently sells about 30 percent to Asia, including Japan, China, India, Hong Kong and Australia. It has sustained its close partnership with its original distributor since the 1970's in Japan, its largest Asian market.

Maquet adapts to each location, but the goal is the same everywhere. "We want to make patients healthy, safe and comfortable and get them out of the hospital fast," says Wigren.

Did you know that in 1900 Sweden's Gideon Sundbäck introduced the first functioning zipper?



Martinson Group knocks on door of Chinese building construction market

Rising steel prices and preference for environment-friendly solutions have made glulam, glued laminated timber, a viable construction material. Glulam is environmentally friendly, resistant to chemicals, strong and energy efficient.

Martinson Group, Scandinavia's biggest glulam producer, is behind the campaign to place glulam beside steel and concrete in an engineer's list. The 77 year old Swedish firm has 400 employees and offers innovative wood products.

A fire in 1888 in Sweden resulted in a ban on wood frame systems in buildings higher than two stories. In 1994, revised construction rules in Europe permitted wood usage as a safe building material. "Our most researched area is about wood and fire. We know how fire gets into beams and posts, we can calculate it," says Örjan Kallin, managing director of Martinson Building Systems. Martinson's extensive re-



Örjan Kallin

search resulted in solutions for glulam constructions, such as use in beams and poles, in different types of buildings.

Japan was the first Asian country outside Europe to accept Martinson's products in the 1990s. It currently exports around 30,000 cubic meters of glulam to Japan per year. The Swedish firm is now knocking on China's door, where pending legislation is expected to be passed in 2007 allowing the use of glulam in construction.

To prepare the market, Kallin frequently travels to China leading an educational campaign among real estate developers and owners, engineers

and constructors demonstrating the benefits of wood-products using illustrations, instructional materials and a glulam handbook. Martinson Group is also establishing distribution channels for the Chinese market.

"We are always looking for clients whom we can build a strong relationship with as a supplier. We listen carefully to their needs but also ideas for future products," Kallin says. "At Martinson Group we have the knowledge and a spirit of curiosity to develop new techniques, products and markets."

Big moves for Danaher Motion

In just five years, Danaher Motion has made a name for itself among Asia's top original equipment manufacturers. The company is one of the world's largest suppliers of motion control technologies. Its products are used in applications ranging from robotics to flat panel displays and heart pump motors.

In Asia, Danaher Motion is best known for its lift truck applications. Asian customers value its vast application experience derived from serving the top ten lift truck manufacturers globally for many years. Danaher Motion pioneered the AC-powered lift truck, which is more efficient and requires less maintenance than the previously dominant DC technology. Many competitors have followed. "We changed the face of the electrical lift truck business and we have the largest market share in the world of AC motors in the electrical lift



Lift Truck

truck," says Jan Sjöström, business segment director for lift trucks.

Danaher Motion sees other opportunities in Asia. The company recently helped outfit a Chinese textile plant with motion control equipment. It also has a thriving business in navigation systems for automatic guided vehicles. Danaher's technology, used in a Disneyworld Japan ride, is moving into container harbors,

where AGVs save time in the loading and unloading of containers.

While Japan is Danaher Motion's largest market, China is expected to surpass it this year. Danaher Corporation has 41 sales and distribution offices in China, and is looking for new partners or potential acquisitions. In the motion control area, its focus on selling complete systems, as opposed to components, is important for customers who lack the experience and resources to build their own systems. Danaher helps them build better machines faster. "We sell a combination of systems for much quicker implementation of designs," says Sjöström. "Our very broad product offering gives customers the ability to one-stop shop."

Going forward, Danaher Motion will use that strategy to expand. "We will continue to invest in Asia," says Sjöström. "It's our most important growth market." www.danahermotion.com

Opcon: Innovating efficiency

The rapid development of China and other Asian countries allows them to leapfrog inefficient technologies in place in the West. Innovation leader Opcon sees immense opportunity in the region.

Opcon is a group of companies whose products help generate efficient, environmentally friendly power.

"Our products are aimed at increasing efficiency in industrial systems, whether by saving on costs, energy content or pollution," says Opcon CEO Rolf Hasselström.

Opcon is no stranger to Asia. Subsidiary SRM has been in Japan since the 1950s, licensing screw compressor technology to manufacturers like Kobe Steel, Hitachi and Mitsubishi, among others. The compressors are efficient and durable, minimizing costs over the product's life-cycle. SRM is now introducing new technologies with equal promise, including chemical-free, emissions-free air conditioning units for airplanes on the ground.

Opcon subsidiary SEM is expanding in Asia too. It recently opened a factory in China that makes ignition systems for small engines. SEM's product is digital and can be programmed to work with any engine system. "It's something we don't see yet in Asian markets," says Hasselström. "It's a lower cost

product with much more added benefit than what you get today."

Opcon's subsidiary Autorotor, supplies air management systems for fuel cell engines. Autorotor works with all the major auto manufacturers as they enter



Rolf Hasselström

the race of creating fuel cell cars. "We are the leader in a market that will grow tremendously over time, a development driven by high

energy prices and environmental concerns," says Hasselström. As the only emission free way of powering a car, there is tremendous potential for the booming Chinese and Indian auto markets. Commercializing the technology is difficult, but Opcon is betting it can be done eventually.

Other areas with big potential for Asia are superchargers for internal combustion engines that will help car manufacturers down-size engines for lower fuel consumption and lower emissions and power generation from waste water in process and power generation industries. Opcon has developed new technologies in both areas that are finding their way to the market.

Asia offers fertile ground for all of these technologies. "Technology migrates from Europe and the US to Asia. We will find new geographic markets in everything we do," says Hasselström.

Did you know that the Stockholm archipelago consists of 24,000 islands?