



# Membership News

PROMOTING NORWEGIAN-AMERICAN BUSINESS RELATIONS

## Dear Members & Partners

After yet another Norwegian “summer” we are back in the swing of things and preparing for a busy and eventful fall. Not only do we have our usual popular events like the Ambassador’s reception and Thanksgiving Charity Dinner, but with the US Election coming up we are planning a massive election night celebration at the Grand Hotel. It will be the place to be to follow Barak Obama and Mitt Romney battle it out for the Presidency.

In this edition of Membership News we have included an article about the Foreign Account Tax Compliance Act (FATCA). We encourage all Americans residing in Norway – and their spouses – to thoroughly read this and take the necessary measures. Please feel free to contact us and we will be happy to put you in touch with a US tax expert. This issue also includes an article on the fruitful partnership between a learning institution and a company where learning is tailor-made and where internships can help students get a foot in the door.

You will also find an article about NODAT, an organization built on a fantastic American concept. NODAT trains dogs and their owners to work as volunteers in the therapy of kids, the elderly, sick and the incarcerated. Research shows that dogs used in therapy can reduce stress, anxiety, aggression and depression. It can help people with dementia, autism and schizophrenia. NODAT needs your help and we advise you to check out their website and read more about some of the good work they do.

As always, you can read about new US wines on the market, and this time we have included a guide to food and wine pairing for the fall. Hopefully this will make it easier for you to select the appropriate American wine for your autumn menus. We also welcome our new members and hope to see them at our upcoming events.

Finally, AmCham would like to introduce Alexandra Etholm as our new intern! We are very excited to have her on board to help us make this an interesting and productive fall for you, our esteemed members. We hope you find this edition of Membership News enlightening and helpful.

SINCERELY, THE AMCHAM STAFF

If your company wishes to advertise in this publication please do not hesitate to contact us at [amcham@amcham.no](mailto:amcham@amcham.no).



The Hiring Incentives to Restore Employment Act FATCA (Foreign Account Tax Compliance Act) was signed in 2010 and is targeting offshore tax evasion by US nationals. For the past decade offshore tax evasion has been perceived as a major problem. Lost US tax income amounts to several hundred billion dollars per year.

Since FATCA was signed the Internal Revenue Service (IRS) has issued four comprehensive notices (in 2010 and 2011) and released 400 pages of proposed regulations in February 2012.

FATCA constitutes an exceptional piece of legislation because of its impact beyond US borders. FATCA affects primarily overseas (including Norwegian) banks, insurance companies and the investment

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industry. However, also non financial companies will have to relate to FATCA, although the burden of compliance is considerably less than in the case of a financial institution.

Simplified: FATCA requires a foreign financial institution to enter into an agreement with the IRS in which it undertakes to perform certain procedures in order to identify US customers and report financial information to the US tax authorities. It does so under the threat of 30 % US withholding tax on a wide range of US source payments.

The compliance requirements are extensive and starting in 2013 the various elements of FATCA will be phased in over the coming years.

Since enactment in 2010 much of the attention in the finance industry has been on the cost of preparing for and complying with the FATCA requirements.

FATCA also gives rise to difficult legal issues under local (including Norwegian) laws including personal data protection, the obligation to close the accounts of “recalcitrant” customers not providing the information required and so forth. Furthermore, imposing an obligation (on non US financial institutions) to withhold tax on so called “passthru payments” constitutes a challenge as such payments

will include income from sources without the USA.

When the proposed regulations were issued this February a joint statement was released by the governments of the US, France, Germany, UK, Italy and Spain seeking to solve the implementation of FATCA at a national level, thereby considerably reducing the burden on the financial institutions in these countries. During the spring and summer more countries have confirmed that contact has been established with the US in order to establish similar arrangements, and in early August the IRS released a model intergovernmental agreement.

As opposed to former and ongoing international initiatives (at the OECD and EU level) to combat tax evasion FATCA is unilateral and not delayed by the need for consensus. Measured in terms of cost efficiency its success will depend on the number of countries entering into bilateral or multilateral FATCA agreements.

From the point of view of the finance industry an intergovernmental approach implies substantial cost savings. Under the FATCA timeline the matter is now getting urgent. Hopefully, the Ministry of Finance is in the process of securing the competitiveness of the Norwegian finance industry.

## US – Norway tax treaty

A new treaty has been negotiated and will be subject to legislative procedures in the US and Norway. The new treaty is expected to give Norwegian businesses terms competitive with the ones achieved by Sweden, Denmark and Finland. Among these are a zero rate withholding tax on dividends and more precise rules on the treatment of capital gains. From a US point of view the current treaty represents one of the few “open goals” left for treaty shopping to avoid US withholding tax. The new treaty will certainly include a limitation of benefits clause closing this loophole.

A new treaty may enter into force from January 2014.



*PwC partner Leif Drillestad works primarily with international legal issues including taxation. As an attorney, Drillestad is licenced to*

*practice law in Norway and New York.*



## Opera Software ASA and the University of Denver Partner on Innovative Consulting Projects

*Jason Hoida, General Counsel, and Lars Boilsen, CFO, Opera Software.*

Being stranded in an airport during a blizzard rarely has redeeming features. However for Jason Hoida, General Counsel of Opera Software ASA, and Tom Dowd, Director of Globalization for the University of Denver Daniels College of Business, there was a silver lining. Discovering via Facebook that they were going to be spending two unexpected days in Detroit, Jason and Tom, long-time friends, connected and out of their conversations came a mutually-beneficial relationship between their two organizations.

The Daniels College of Business offers a consulting service that matches graduate business students with international companies. These students put into practice the skills they have honed in their pre-program working careers, in their studies, in their internships and in other experiential activities. Student teams begin working with their clients with an online or in-person briefing that initiates weeks of research on the issue(s) to be addressed. Further meetings and primary research is conducted by the students on the ground during the in-country component of their

program, followed by the delivery of a final report in which teams present findings and recommendations to their client.

Opera Software saw the value in taking advantage of this opportunity and over the past year student consulting teams from Daniels have worked on projects for Opera in Brazil, China, and in Oslo. Currently Opera is working with Daniels to develop consulting projects in Tanzania in November.

Opera's Jason Hoida, in assessing the outcomes of this relationship, says, "Opera has seen some real value in this partnership, and Daniels and the students have too. Based on our experience, I think that this could be something that other AmCham members could find value in too."

To be of value to your organization and ensure a robust learning experience for Daniels students, international consulting projects:

- Address a significant question, opportunity or challenge of importance to your organization
- Incorporate at least two core business disciplines such as finance, marketing,

management or accounting and one of the areas of focus in our Compass curriculum (ethics, globalization, innovation and sustainability)

- Are designed to be focused, rigorous, challenging and achievable within program timelines
- Require a lead contact from the partner organization who can provide access to project-relevant resources, people and information and stay in contact with the student team/s on a regular basis to give feedback and guidance



*If you are interested in information about the University of Denver Daniels College of Business international consulting*

*program contact Tom Dowd, Director of Globalization, [Thomas.Dowd@du.edu](mailto:Thomas.Dowd@du.edu), +1 303-871-4606.*



# Doing Business in a Cross-Cultural Environment

Cultural differences can be a source of frustration when doing business in the international environment. However increased globalization and interaction across borders makes this an ever present reality for many of us, and something we are forced to deal with in one way or another every day. Those of you who deal with different Asian cultures know the differences in business culture is by far the most noticeable, but even within Europe the differences can be substantial. Cultural awareness can literally make or break a business deal and the consequences of not paying attention to cultural norms can be dire. Most Norwegians don't perceive the US business culture to be all that different from the Norwegian, which is...in most cases...true, but there are still things to consider and keep in mind when dealing professionally with Americans.

Americans are known for their jovial and direct way of speaking. It doesn't take long

to get to a first name basis, but that doesn't mean that one should address an American business contact with his/her first name right away. Initially always address American business colleagues with a title, such as "Dr.," "Ms.," "Mr.," and their last name. The Norwegian language doesn't really have the equivalent terms anymore, at least it sounds outdated and stiff to title someone "Herr" or "Fru", and it is best to be avoided. When meeting an American for the first time it is also essential with direct eye contact and a firm, but brief, handshake. Americans, as Norwegians, respect their privacy and personal space, so hugging is not advised at initial meetings. It is not customary to bring your American business partner a gift, but if you do, do not be offended if he/she cannot accept it. There are stricter rules in the US than in Norway as to what might be considered a bribe.

When arriving to a meeting it is advisable to arrive at the appointed time,

punctuality is essential and in the world's largest economy "time is money". Lateness may be perceived as a sign of disrespect. When you eventually are seated around the negotiating table and the meeting is about to start be prepared to engage in some small talk with your American colleagues. The exchange of business cards is customary and is done with little ceremony (as compared to some of the Asian cultures). When the formal part of the meeting has started Americans are normally to the point and result/goal oriented.

Of course the biggest distinction between Norwegian and American business culture is the flat versus the hierarchical organizational structure. The hierarchy is not as pronounced as in Asian cultures, but it is still much more noticeable than what we are used to. There are numerous examples of this, especially when American companies set up in Norway with American Executive Management and predominantly



Norwegian employees. Another problem is the definition of “work hours,” “work week” and “vacation”. For Americans the working week consists of Monday to Friday, 9-5pm, and overtime is common. Vacation is among other things determined by seniority and can be as little as ten days per year. In Norway however.....well, let’s just say that we value our leisure time. We feel secure enough in our jobs that we can afford to close down a country for a whole month. This is the number one thing Americans can’t grasp about the Norwegian culture. It doesn’t matter how important the deal is, July is off limits, especially if the sun is out.

To sum up there are no serious pitfalls when it comes to American business practice, at least for Norwegians. They are more formal and “correct” than we are, but not by much. It is advisable not to slap your female colleague on the back side as a punch line to your joke at the office Christmas party as you might find yourself in the midst of

a sexual harassment lawsuit you didn’t see coming. And a simple “mind your step” might prevent your American guest from tripping and stumbling out of your office (Americans don’t have door stils). But for the most part it is smooth sailing. This is not the case in some of the Asian business cultures. It is a maze of unwritten rules and tripwires; don’t sign anything in a pen with red ink (red is associated with death in Asian countries and is used to record a deceased person’s name in the family register and on funeral banners to drive off evil spirits), avoid eye contact, use less firm handshakes or bows (the higher up in the hierarchy, the lower the bow), no high voices or gesticulation, present business cards with two hands in their native language, avoid wearing all white (used in funerals), eat and drink (slowly) what you are served and sing with the voice you have at the karaoke bar they take you to.

In the end, no matter what culture

you are dealing with it is important to be sensitive towards the practices used in that country. There will of course be differences from company to company so the best thing is to use common sense and follow the counterparts lead. It doesn’t hurt to read up before engaging in business activities abroad, or contact one of the many companies specializing in this.

Good luck with your cross cultural endeavors!



*Tone Nymo,  
Project & Member  
Relations Manager,  
AmCham Norway*



*Therapy dog Hillary teaching valuable lessons unconditional friendship and empathy to pre-school children at Mortetjern barnehage.  
Photo: Heiko Junge/ Scanpix*

## The Cause that Makes Everyone Smile

NODAT has brought a fantastic concept to Norway from the United States, and is looking for an exclusive partner to help them bring it up to the scale it deserves. Therapy dogs have been a staple in many American hospitals, nursing facilities and schools for decades. They thought Norwegian patients deserved the same chance at a moment of closeness and unconditional devotion from a furry friend, and founded the Non-profit NODAT.

NODAT's main focus is to recruit and train volunteers with their own dogs who would like to make a difference in someone's life. What they are looking for in a partner is interest in genuine social responsibility that both your employees and your market can see and feel. They would like a close working relationship based on inspiration and mutual gain. They would love to find a

company that not only sees the importance in what they do, but also wants join in their work by encouraging employees to volunteer with them on a regular basis.

Everywhere we go they are met with smiles and great appreciation, from patients as well as staff. NODAT has hundreds of members and several local chapters, and is growing fast. Over 5000 people follow them on Facebook. The media loves them too; there have already been over 50 serious articles and reports about their work on national TV, radio, in newspapers, and in magazines.



If you would like to talk with them about a potential partnership with your company, please contact their founder, Ida Eliassen-Coker: [ida@nodat.no](mailto:ida@nodat.no) (98 04 82 46) or Tone Nymoen at AmCham: [tn@amcham.no](mailto:tn@amcham.no)



## Memphis in May World Championship Barbecue Cooking Contest

Memphis in May's World Championship Barbecue Cooking Contest is held annually in the middle of May at Tom Lee Park in Memphis. The sweet smell of hickory smoke hangs thick in the air. Booths (some 3 levels tall) line the mile long park alongside the Mississippi River. Over 100,000 people flock to this Mecca of BBQ every year to eat, drink, and worship at the altar of swine.

Hundreds of teams compete for over \$110,000 in prizes and supreme bragging rights. Teams adorn their areas with elaborate decoration, trophies attesting to their boasting rights, and as one can imagine, clever and creative team names.

The first Memphis In May International Barbecue Cooking Contest was held in a parking lot by the Orpheum Theater at Main and Beale on May 6, 1978. The entry

fee was \$12 and there were 25 contestants who took part. While the teams were cooking, an estimated 5,000 people wandered through the area.

In 2012 over 250 teams competed in Memphis and there were over 100,000 attendees. In the main category each team must choose between Ribs, Pork Shoulder or Whole Hog. The Norwegian National Barbecue Team finally broke through the extremely challenging top ten barrier with an 8th place finish in this year's competition, right up there with "the big boys".

In addition teams can choose to compete in a number of other categories: Beef, Seafood, Poultry, Exotic (the Norwegian team cooks lamb for their Exotic entry, and in the six years they have attended the competition they have finished 4th place,

3rd place (twice) and a 2nd place). The other categories are Hot Wings (chicken wings), Tomato sauce, Mustard sauce and Vinegar sauce.

People's Choice is a competition where the public judges the entries (Boston butt, equivalent to the Norwegian cut *svinena-kke*). In 2010 the Norwegian team received 3rd place in People's Choice, and in 2011 (the last year of this event) they earned the much-coveted 1st place!

A trip to New York City, Miami or San Francisco will always be fun, but a trip to the heartland of America in the middle will put a smile on the face of anyone who loves great food.





## Food and Wine Pairing for the Fall

### Crab

Unless you just enjoy their claws, crab meat has a much stronger flavor than other shellfish, and the meat can be both sweet and a little bitter. The wine to drink with crab should be

rich and tasty. It can have some residual sweetness or a light fruity sweetness, but it is important that the wine also has fresh acidity and cleans the palate.

### Lamb

Lamb meat is tasty with a good deal of fat. With sides such as creamed potatoes with added spices and herbs lamb dishes are full of rich flavor and a little sweetness. To balance the flavor-rich meat, a full, fruity wine with a medium to high alcohol level is needed, and the wine should also have plenty of acid and tannins to compensate for the fat.

### Moose

Moose meat is somewhat reminiscent of beef, with a relatively coarse texture. However, moose is leaner than beef, and may seem somewhat dry. It is therefore important that the tannins in the accompanying wines are not too prominent, since wines with lots of tannins will make the meat seem even drier. Therefore you should try a soft, flavorful, juicy wine. If the sides are simple, the wine can be the same. However a powerful sauce requires a powerful wine, and if the sauce is fatty the wine should contain some acid.

### Grouse

Grouse is dark meat with a distinct taste of the wild. Mature wines with a fruity sweetness will balance the sweetness of the grouse meat and provide a juicier overall taste. Although the fat from barding extend the flavors and gives it a more comfortable, round mouth feel, we should avoid tannins in particular. Tannins will in fact dry out the mouth and get that delicious wild game taste to appear metallic and rancid. Since it is common to compensate for grouse's lean qualities with fatty cream sauces, the wine should also have enough acidity to freshen up the dish.

### Reindeer

Reindeer meat has a distinct game taste. The meat is slightly sweet, lean and has an intense flavor that is not found in domestic animals. Wines for reindeer dishes must have fruit and power and a certain maturity. The lean meat indicates that the wine should not have a lot of tannins, and due to the fat content of common side dishes the alcohol content of the wine shouldn't be too low.

### Venison

Venison (deer meat) is dark and lean with a relatively rich game flavor. The best and most fleshy parts are located on the back of the animal. Since the meat is relatively lean, the wine should not be too rich in tannins; and aromas can benefit from a little spice. Fruity and fresh wines are a good match for deer.

### Mushroom

Mushrooms contain a large amount of umami, which can ruin the fruitiness and highlight unpleasant tastes such as bitterness in wine. The effect of umami is decreased by heat, and also the fat in butter and cream which makes the mushrooms more adaptable to wine. Yet it is important to avoid wine with too much tannins, but rather serve a young, juicy, fruity and fresh wine. When the mushrooms are used as an ingredient in light dishes such as pasta, vegetable dishes and lean wild game dishes, a lighter wine with high alcohol content is needed. On the other hand if mushrooms are used in heavier dishes such as stews and meat dishes the wine can be a bit fuller.



# US Wine News from Symposium Wines

AmCham is extremely excited to announce that member firm, Symposium wines, will be launching the *Araujo Estate Wines* in the early fall (mid-October). This is a very renowned estate in Calistoga, California with very limited allocation of wines worldwide. Symposium Wines has been on a waiting list for quite a while and was finally selected as the importer of Araujo Estate Wines' Altagracia and Araujo Estate Cabernet Sauvignon. For the wine connoisseurs/collectors this is a unique chance to buy one of the most exclusive US wines in Norway. Also available in Symposium Wines US portfolio:



## Parducci Petite Sirah

Parducci is "Family Farmed," locally owned and operated in California's Mendocino County. One of the front-runner of sustainable wine growing, the Parducci winery dedicates itself to "creating quality wines and a healthier planet" Petite Sirah is a Mendocino specialty, and Parducci was one of the first

wineries to bottle this varietal.

### Tasting notes

Dark ruby in color with aromas of cherry, blackberry, mint, and chocolate, this wine has spicy, dark fruit flavors and supple tannins. Refined and great wine that is suitable for dishes based on game or red meat.

VP number (BU): 9686201 Price: 149,90



## Paul Dolan

Paul Dolan is the front man in the US when it comes to biodynamic wine growing. Paul is a fourth generation wine grower and is recognized today as the most knowledgeable in this field. His strong interest in natural methods of production methods led him to become the winemaker for Fetzer from 1977 and

established the strong reputation that Fetzer has today within biodynamic wine production.

### Tasting notes

Dark ruby in color. Hint of black currant and spices. Generous style, fresh. Ecological and biodynamically grown Cabernet Sauvignon from Mendocino County. Fermented for 14 days after stem removal and 48 hours of cold maceration. Stored for 15 months in 50% new barrels. A Cabernet perfectly suited for rack of lamb and other red meat dishes.

VP number (BU): 9687801 Price: 189,90



## Rolling Stones Forty Licks Merlot

100 % Merlot , Rolling Stones 40 Licks Merlot is a wine in the series Wines that Rock from Mendocino Wine Company in California. As passionate wine lovers and die-hard music fans, Wines That Rock is creating its own category in the wine industry - "Great Tasting Wines

Inspired by Music". With classic tracks from The Rolling Stones, winemaker Mark Beaman crafted a unique wine 40 Licks Merlot for this timeless album - blending one-of-a-kind wines with Rock 'n Roll mythology.

In addition the winery is a firm promoter of sustainable farming and the winery is running on 0 carbon emissions!

VP number (BU): 9686301 Price: 179,90

# Past Events

## Selected

### AmCham Golf Tournament

August 23, 2011

Haga Golf

The greens had been freshly cut, tee's were set in place and golf clubs were laid out in preparation for the 12<sup>th</sup> Annual AmCham Golf Tournament. The event was held at Haga Golf Club, located just west of Oslo. The picturesque layout of Haga proved once again to be a great location for the event.

Twenty-three teams prepared for the daylong event with a light breakfast and warming up on the course's driving range before heading out for the 10:00 shotgun start. After a great day of friendly competition, the golfers gathered at the golf club's restaurant for a barbecue buffet and to hear the results of the day's Texas scramble.

This year the race for 1<sup>st</sup> 2<sup>nd</sup> and 3<sup>rd</sup> place was the tightest AmCham has ever seen. Premiere Global Services was able to pull through and claim first place, winning four round trip tickets to New York compliments of United, as well as claiming the Söderstrom Cup. Coming in a close second place and winning eight green fee certificates to Haga Golf Club as well as two wine glasses per team member was team Google (1). Finally, rounding off the tightest top three, was team First House in third place winning 12 green fee certificates to Drøbak Golf Club. The tight race between teams made it an exciting day and AmCham would like to thank all of the participants for taking a day out of the office and onto the golf course, making the event enjoyable for everyone.

AmCham would also like to especially thank our sponsors for helping make the event a success, and look forward to seeing everyone again in 2013.



### ONS

August 28 - 31, 2012

Stavanger

Stavanger's biennial oil convention ONS was a huge success, with a record breaking 60,000 people attending. Ambassador Barry White hosted a reception at the Houston pavillion on Tuesday, August 28th, kicking off a hectic week.

American food and drink were well-represented at the large downtown Houston tent. Craig Whitson and his crew served chili con carne, burgers and of course their signature barbecued pork. In addition to beer from Texas, American wines from Ravenswood and Mondavi's Woodbridge series were served. The Woodbridge chardonnay was enjoyed by many guests during

the convention's four day run. The weather was for the most part good and a glass of California chardonnay is hard to beat in such conditions. The Ravenswood Vintners Blend zinfandel was the perfect accompaniment to the barbecue and chili. All in all a great gastronomic week in Stavanger!

## Coming Events

### US Ambassador's AmCham Reception

Thursday, September 13<sup>th</sup>

Villa Otium, Oslo

### US Election Night

Tuesday, November 6<sup>th</sup>

Grand Hotel, Oslo

### AmCham Thanksgiving Charity Dinner

Thursday, November 15<sup>th</sup>

Akershus Festning (Artelleriloftet), Oslo

### Partner Event: A Crisis is a Terrible Thing to Waste with Keith Cunningham

Thursday, October 11<sup>th</sup> Oslo

Please check [www.amcham.no](http://www.amcham.no) for regularly updated AmCham and member event information

# New AmCham Members

## Patron:

### TGI FRIDAYS/AMERICAN BISTRO SCANDINAVIA

T.G.I. Friday's is an incredible brand, beginning with the original restaurant that opened in Manhattan in 1965, to the first international restaurant that opened in England in 1986. T.G.I. Friday's created, and has continued to define, the casual dining category with fun, energetic ambience, quality food and drink, and exceptional guest experience!



Within Scandinavia, American Bistro Scandinavia is proudly successful within the TGI Friday's franchise system. Since the opening of their restaurants in Stureplan in Stockholm in 1996 and Karl Johans Gate in 1997, they have defined what a Friday's restaurant can be – a unique combination of restaurant and bar experience that leaves the competition envious. American Bistro Scandinavia operates six restaurants and bars in Norway and three in Sweden.

## Corporate:

### ANACOTT STEEL

Anacott Steel is owned 100% by Morten Sundstø, and is a private equity investment company that focuses on developing its own business ideas together with other professional investors. Its focus is, among other, in pharmaceutical and food supplement. At the moment Anacott Steel has investments in 3 companies that are all founded by Anacott Steel:



### Immuno Medic AS

has developed a patent protected Beta 1,3/1,6 D-glucan ingredient branded as Betox-93™ globally, that is 93% pure, and produced according to an ecological standard. Betox-93 is documented to be significantly immune stimulating, and can be an ingredient put into food products, cosmetics and food supplement products.

### CVD Pharma AS

is selling and marketing vitamin K2-7 as an ingredient in the Food and Food Supplement market. The strategy however is also to be the first in the market to develop a pharmaceutical API on vitamin K2-7, and finally develop together with partners, pharmaceutical drugs with vitamin K2-7.

### CLARE (Center for Lipids & Antioxidant Research) AS

is a spin-of company for the research environment at the University of Tromsø. CLARE is about to develop the markets purest Marine Phospholipid Omega-3 ingredient in the world, and expect to launch the first product globally by the end of 2012.

### BAIN & COMPANY NORDIC

Bain & Company is one of the world's top management consulting firms. Founded in 1973, they currently have 5 400 employees in 48 offices in 31 countries worldwide (2012). They work with top executives to help them make better decisions, convert decisions to actions and deliver sustainable improvements in performance.



For 40 years, Bain & Company has been measuring our success by their clients' results. 85% of their business comes from companies with whom they've worked before.

Bain Nordic includes offices in Stockholm, Helsinki, Copenhagen and Oslo. The Oslo office was established in 2009, and is a crucial part of the Nordic team working with a diverse client base in Norway in a wide range of industries including financial services, consumer products, retail and healthcare - with particularly strong growth in oil & gas, telecommunications, private equity and industrial goods and services.

Our Nordic team of 150 employees, of which about 25 work in the Oslo office, represents different nationalities and supports a dynamic and international perspective.

### COGNIZANT

Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world's leading companies build stronger businesses. Headquartered in Teaneck, New Jersey (U.S.), Cognizant combines a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work. With over 50 delivery centers worldwide and approximately 140,500 employees as of March 31, 2012, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500 and is ranked among the top performing and fastest growing companies in the world.



### ELMATICA

Elmatica established in 1973 is one of the oldest printed circuit board (PCB) service providers in the world. They assist with design for manufacture and the procurement of PCB for industries such as defense and aerospace, automobile, automation, medical and communication.



Their headquarters are located in Oslo with affiliate offices in Europe and Hong Kong. The technical staff is comprised of over 20 highly skilled individuals with a combined experience of over 250 years of PCB design, production and quality assurance. Elmatica represents some 60 PCB manufacturers and they have sourced over 700 manufacturers worldwide.

For over 40 years, Elmatica has developed and implemented new systems for sourcing, capabilities, knowledge sharing, quality control and business intelligence. The latest launch of the system "Elmatica Complete" (EC) represents the future platform of PCB interaction from A to Z based on integration and openness, stated by the CEO Didrik Bech

## GE HEALTHCARE TECHNOLOGIES NORWAY

GE Healthcare is a \$17 billion unit of the General Electric Company. Worldwide, GE Healthcare has more than 46,000 employees, providing transformational medical technologies and services that are shaping a new age of patient care. Our broad expertise in medical imaging and information technologies, medical diagnostics, patient monitoring systems, drug discovery, biopharmaceutical manufacturing technologies, performance improvement and performance solutions services help our customers to deliver better care to more people around the world at a lower cost.



GE Healthcare in Norway has about 1,000 employees in research, development, production, service, sales and marketing. The company has four departments. One of these is in Lindesnes, and is one of the world's largest production plants for contrast dye. GE Vingmed Ultrasound is a world leader in the development and production of ultrasound systems for medical applications, founded in 1985 with headquarters in Horten.

Sales and Service functions for GE Healthcare including the departments Life Care Solutions and Diagnostic Imaging are mainly based in Oslo in Sandakerveien. The department counts about 80 employees.

## HALLIBURTON

Halliburton is one of the world's largest oil service companies. Since the very beginning back in 1966, we have helped to write Norwegian petroleum history. A proactive approach to encouraging the use of teamwork and drawing on each other's strengths has helped us grow and become the thriving company that we are today.



With nearly 70,000 employees in approximately 80 countries, the company serves the upstream oil and gas industry throughout the lifecycle of the reservoir – from locating hydrocarbons and managing geological data, to drilling and formation

evaluation, well construction and completion, and optimizing production through the life of the field.

## LEADERSHIP FOUNDATION

Leadership Foundation is an innovative and solution-oriented consulting company and think-tank. The aim of the Leadership Foundation is to unleash the value in diversity for individuals, corporations and society and they have established themselves as a preferred partner with regard to diversity in the Nordics.



They work with organizations to diagnose their diversity needs and design interventions, develop strategies, suggest operational improvements, tailor make and implement courses and workshops for management and all staff aimed at improving overall performance.

Leadership Foundation create lasting value for individuals, corporations and society by promoting diversity. They believe that by promoting diversity we create better communities and more profitable and productive organizations.

With their background in top management in the public and private sectors, they have renowned knowledge and experience on diversity in the Nordic setting. Leadership Foundation is also active in designing and implementing projects to promote diversity in society.

## LINGU NORDIC

Lingu Nordic AS is a dynamic and fast-growing language training and communication services company headquartered in Oslo, Norway. Lingu Nordic's sole focus is to provide highly engaging and fulfilling services that facilitate their clients' journey of continuous professional growth. They strongly believe that the art of professional development enables people to freely express their needs, views and visions with a feeling of total confidence.



Lingu Nordic's product portfolio includes:

- Language Training
- Professional Skills Development Workshops

- Communication Consulting
- Translation Services

## LOCKTON NORWAY

More than 4,100 professionals at Lockton provide more than 15,000 clients around the world with insurance, benefits, and risk management services, offering an uncommon level of client service. Since its founding in 1966 in Kansas City, Missouri, Lockton has grown to become the largest privately held insurance broker in the world and 9th largest overall. Independent researcher Greenwich Associates awarded Lockton its 2011 Service Excellence Award for risk management for large companies. For three consecutive years, Business Insurance has recognized Lockton as a "Best Place to Work in Insurance."



The Norway office, which opened in August 2011, is headed by Cato Aamodt, former practice leader for Marsh FinPro in Norway. Cato has more than 25 years of experience in the insurance industry, having spent the last 13 years at Marsh. The Norway team focuses on Professional and Financial lines, ART, risk management services and has an Affinity capability headed by Hans Eirik Nilssen.

## MOBIKINESIS

We're in the midst of a social revolution that has seen businesses in the position of forever playing "catch-up" just to keep pace with the latest trends. Today, many small and medium sized businesses are struggling to make sense of the fundamental changes in the way consumers interact with brands and make purchasing decisions.



Mobikinesis "one-stop" strategy has helped it become one of Scandinavia's most innovative digital marketing agencies by offering SMBs the full spectrum of inbound/outbound marketing products and services with a focus on the mobile space. Mobikinesis helps business of all sizes increase website traffic with their SEO platform and local search marketing strategies, create intimate direct mobile channels to prospects via customized landing pages,

coupons, SMS and mobile campaigns and help build and manage communities, social profiles and protect their brands. Mobikinesis leading marketing automation platform allows companies to monitor and manage all marketing channels from one platform.

Mobikinesis - mobilizing the masses one click at a time.

### SPX FLOW TECHNOLOGY NORWAY



SPX Flow Technology is part of the SPX Corporation, a Fortune 500 industrial group based in Charlotte, NC. The company is noted on the NYSE (SPW). A global leader in the food & beverage, energy, and industrial markets worldwide, SPX Flow Technology helps customers improve performance and profitability of their manufacturing operations and processes with solutions enriched by in-depth application expertise and a finely meshed customer service and spare parts network.

SPX Flow Technology serves a wide range of industries, including food, dairy, beverage; biotechnology, pharmaceutical and personal care, HVAC, power generation, oil and gas and compressed air. From engineered components like pumps, valves, heat exchangers and dryers to complete packaged systems, their products feature uncompromising design and quality, while offering long service life, production efficiency and cost-effective performance.

SPX Flow Technology Norway is based in Oslo and serves the Norwegian market. The entity is part of SPX Nordic, based in Silkeborg, Kolding and Søborg in Denmark.

### TYRIFJORD GOLFKLUBB

One of Norway's leading golf clubs, Tyrifjord Golf Club, is a delightful and stress-relieving



place for golf. The moment you enter Storøya from the mainland, you know you have made the right decision. The island is an oasis of nature and culture, and this gem of a golf course is as wonderful as any court can be, the greens and fairways renowned for their quality. There are great views to Tyrifjorden or Norefjell from every hole! Parking, driving range and holes 1 and 10 are all within 50 meters from the club house with all amenities. In the lobby you will be greeted by friendly staff with an attitude that they are known for and that you can expect to see throughout the day. Out on the pitch you will experience a well maintained course with varied holes. Railway length of 5800m, 5300m and 5000m and enjoyable golf experience for all levels of players. After the round you can eat well and reasonably in the cafeteria. In the pro-shop, the selection of clothing, clubs and all the other necessities for golfers are both extensive and affordable. Tyrifjord Golf Club guarantees you a wonderful golfing experience.

### WIKBORG & REIN

Wikborg Rein was established in 1924 and is an international law firm with more than 220 lawyers working at their offices in Oslo, Bergen, London, Singapore, Shanghai and Kobe. Their unique and long-standing presence overseas enables them to offer their clients the benefit of their extensive international expertise.

Headquartered in Oslo, Norway, Wikborg Rein offers a full range of legal services to their domestic and international clients. Their extensive international experience and expertise is unique, with many of their partners having spent time working abroad or in house working with their clients.

Wikborg Rein's broad range of legal services includes the following: corporate; dispute resolution; real estate and construction; banking and finance; shipping and offshore; trade, industry and public sector (including technology, media and telecommunications); energy and natural resources.

In the shipping and offshore fields together with banking and finance the firm is able to provide services under both Norwegian and English law. The firm has a dedicated team of tax lawyers with notable experience in cross-border taxation matters. In addition the firm regularly advises on the application of European law and on all aspects relevant to Norway's position as a member of the EEA.



We would like to welcome Alexandra Etholm to the AmCham team. Originally from Boston Massachusetts, Alexandra is 21 years old and pursuing a Bachelor in Business Administration with a specialization in finance at Handelshøyskolen BI. Alexandra is the acting leader of the Class Representative forum at BI prior to arriving in Norway, Alexandra worked with

YMCI, an international student run micro credit association with Guatemala. We are very happy to have Alexandra join us this year.

Our internship position is offered to one student or recent graduate twice a year. Through this volunteer position, our intern is an essential part of the AmCham team. He/she is exposed to high profile international companies in Norway and has the opportunity to network within Norwegian-American businesses. He/she gains hands-on experience within a growing, international organization during his/her studies. Our intern is responsible for a range of duties including, but not limited to, database maintenance, routine member correspondence, and project and event assistance.

# AmCham Members

## Patron



## Corporate

Accenture • Accurate Equity • Ace European Group • Adams Express • Advokatfirma Flod • Advokatfirma Selmer  
 • Advokatfirma Steenstrup Stordrange • Advokatfirmaet Tøtdal • Advokatfirmaet Vogt & Wiig • Agrinos • Air Products • Aker  
 • American Car Club of Norway • American College of Norway • American Express Company • Anacott Steel • Anixter Norge  
 • Aon Norway • Arcus • Arntzen de Beche Advokatfirma • Ask Mr. Cruise • ATI Scandinavia • AWilhelmsen Management • Bain &  
 Company • Bandak Lunde • Berlitz Language Services • BearingPoint • Best Company • Best Western International • BI Norwegian  
 Business School • Bionor Pharma • BITE – Brand Innovation Team • Bristol-Meyers Squibb • BSFA • CA Norway • Capgemini Norge  
 • Cecilie Melli / C Shop • Citrix Systems Norway • Clarion Hotel Royal Christiania • Cognizant • Comet Consular Service • Concierge  
 Masters • Connectum Capital Management • CorpNordic • CSC Norge • Cytec • Deloitte Advokatfirma • Doorway to Norway • Drew  
 Marine International • Drøbak Golfklubb • Dun & Bradstreet Norway • DuPont Norge • Easymeeting.net • Elmatica • Ericsson • F&B  
 Kommunikasjon • Facebook • Fondberg • Frank Gronlund Agentur • Frisch • Føyen Advokatfirma • GE Healthcare Technologies  
 • GE Money Bank Geelmuyden.Kiese Global Blue • Grand Hotel • Halliburton • Hard Rock Cafe Oslo • Haugen-Gruppen • Helly  
 Hansen • Hess Norge • Hewlett-Packard Norge • Honeywell • Hotel Continental • HRG Nordic • Høegh Autoliners • Icelandair  
 Ingersoll-Rand • Innovation Norway • Intergraph Norge • InterimLeder • International Corporate Art • Ivy Plus • J.P. Morgan  
 Europe, Oslo Branch • Jiffy International • Jotun • Kelly Services • Kilroy Norway • Kongsberg Defence & Aerospace • Korn/Ferry  
 International • Kraft Foods Norge • Kreab Gavin Anderson • Kvale & Co. Advokatfirma • Leadership Foundation • Life Technologies  
 • Lillestrøm Amerikansk Fotballklubb • Lingu Nordic • Lockton Companies • Lærdal Medical • Mercer • M-I SWACO Norge  
 • Mobikinesis Moods of Norway • Moss Maritime • Motorola Solutions Norway • MoVa • NAI First Partners • Neo Group • Nordic  
 American Group • Norges Varemesse • North Sea Translations • Norway Communicates • Norwegian Machinery Dealers Association  
 • Norwegian Ship Owners' Association • O'Learys Oslo • Opel Norge • Opera Software • Oracle • Parker Hannifin • PepsiCo Nordic  
 Norway • Philip Morris Norway • Polaris Norway • Pratt & Whitney Norway Engine Center • Preferred Global Health • Premiere  
 Global Services • PwC Accounting • Recall • Regus Business Center Norge • Reiten & Co. • Resources Global Professionals • RSA  
 • Ræder Advokatfirma • Scandic Hotels • Shippingklubben • Simonsen Advokatfirma • SONOR • SPX Flow Technology Norway • Stenberg  
 & Blom/ Engelstad • Strøm • STM Norway • Subsea 7 • Symposium Wines • Team Allied/ Majortrans • Telenor • The Performance  
 Group • TITAN Akademi • Torres & Partners Norway • Total E&P Norge • Treasury Wine Estate • Trigcom • Turner Broadcasting  
 Systems Nordic • Tyrifjord Golfklubb • Umoe Mandal • Unilever • United • United Media Group • USA Specialisten/World Tours  
 • Gruppesspecialisten • UPS of Norway • VentureLab • Verdane Capital Advisors • Visumservice • Warner Bros. Entertainment Norge  
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