

# AmCham Newsletter

American Chamber of Commerce in Norway

June 2000

# 6

<b>This issue</b>	From the President's Desk	3
	AmCham Change of Leadership	4
	Annual Meeting and Gala Dinner	5
	Executive Round Table Review	6
	Upcoming Events	9
	Press Releases	10
	Business Opportunities	10
	New Member Introductions	11

## Her Majesty Queen Sonja at AmCham Executive Round Table



Following two successful Executive Round Tables (ERT), the latest AmCham ERT took place on February 15, 2000 at the Grand Hotel. Topics included: "Finding the Right Executive for the Right Job", "Valuing Individual Differences - Managing Diversity for Shareholder Value", "Providing an American Company with a Norwegian Executive", and "Giving Norwegian Industry a Global Dimension." See page 6 for a review of this ERT.

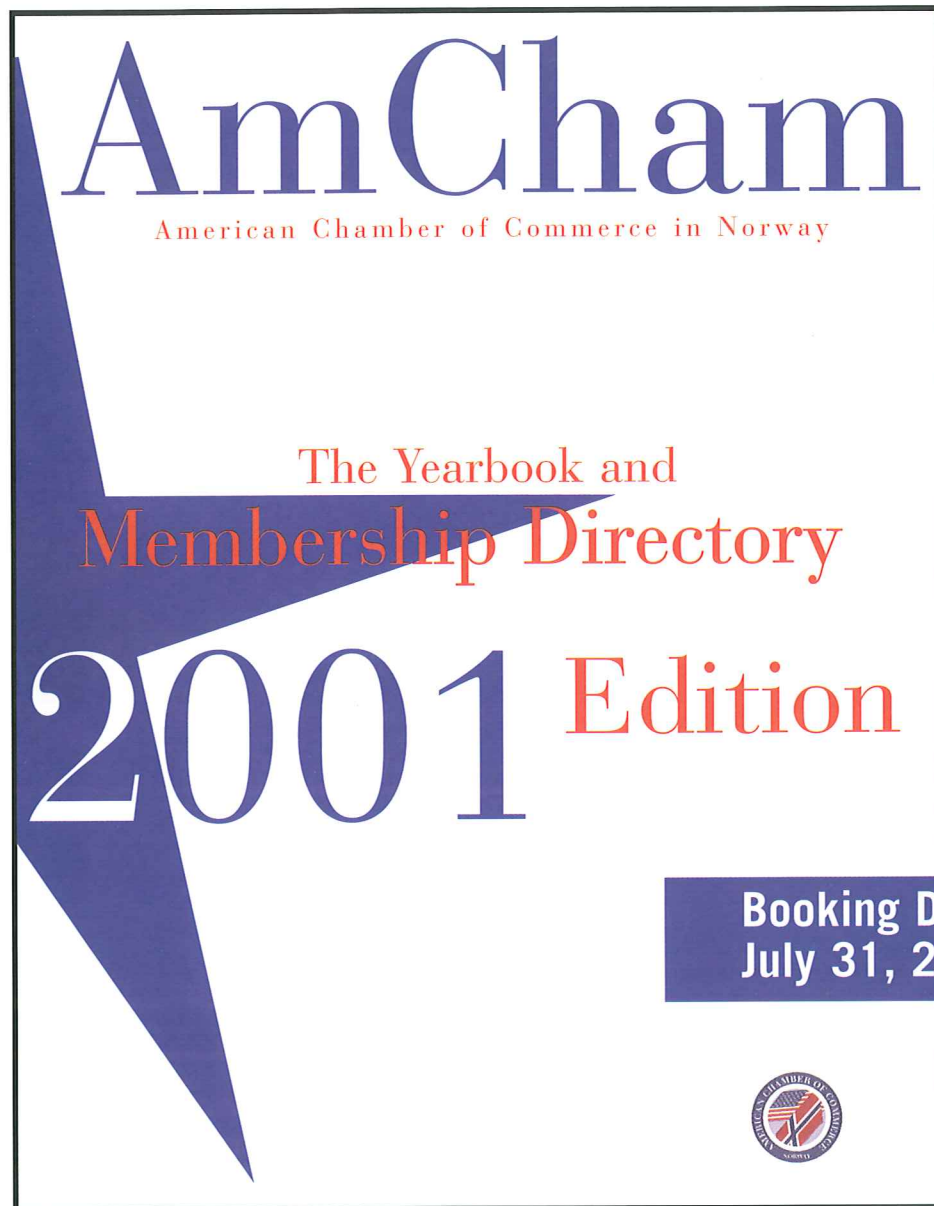
H.M. Queen Sonja, Special Guest of Honor, is pictured at left with AmCham President, Rolf Røding and Josefine who presented flowers to the Queen.

## U.S. Secretary of Energy Addresses AmCham Members

Following President Bill Clinton's historic visit to Norway last fall, a key cabinet member of the Clinton Administration, Secretary of Energy Bill Richardson visited Oslo in early February. His mission to Norway included talks with the Norwegian Government on the oil price development and oil production levels. Richardson also addressed AmCham members on the subject "The Challenges of Science" at a meeting at the famous Nobel Institute. The event was co-hosted by the Norwegian Royal Ministry of Petroleum and Energy. See page 3.



# Why Place an Advertisement with AmCham?




**AmCham**  
American Chamber of Commerce in Norway

The Yearbook and  
**Membership Directory**

**2001** Edition

**Booking Deadline  
July 31, 2000**



## You Will Just Profit From It!

**AmCham**

American Chamber  
of Commerce in Norway

*The American Chamber of Commerce in Norway*  
Tony Gordon III, Chairman  
Dieter Schaubert, Managing Director  
Drammensveien 20C, 0255 Oslo  
tel: +47 22 54 60 40, fax: +47 22 54 67 20  
e-mail: [amchanno@online.no](mailto:amchanno@online.no)  
website: [www.am-cham.com](http://www.am-cham.com)

Editorial Committee: Rolf Røding  
Robert Odean  
Layout: Theresa Sundt  
Printer: Haakon Arnesen AS

**The Yearbook and Membership Directory  
of the American Chamber of Commerce in Norway**

Contact the AmCham Norway office for details,  
tel. +47 22 42 60 40, fax: +47 22 54 67 20,  
e-mail: [amchanno@online.no](mailto:amchanno@online.no)



The American Chamber of Commerce in Norway entered the year 2000 with a series of exciting events further emphasizing our objective to offer AmCham members valuable benefits through their membership.

The first **Breakfast Briefing** of the year held in the US Embassy featured a presentation by Svein Engenes, Vice President of **A.T. Kearney** with the title "**After the Merger**". This very professional and critical analysis of major worldwide mergers and acquisitions included a warning to shareholders that nearly 60% of mergers and acquisitions destroy rather than create value.

U.S. Secretary of Energy Bill Richardson engaged an audience of over 100 participants at the Nobel Institute talking about the "Challenges of Science".

The third AmCham **Executive Round Table** on "**International Leadership - Keys to Success**" with Heidrick & Stuggles as a co-host once again confirmed the high professional value of our Round Table conferences. It was a great honor for all of us that Her Majesty Queen Sonja attended the conference (story on pages 6-8).

I am also pleased to announce important changes in the leadership of AmCham Norway. The Board of Directors has appointed **Mr. W.J. (Tony) Gordon III**, President and Managing Director of Norske Conoco, as the new Chairman of AmCham Norway succeeding Mr. David Ledlie (profile on page 4).

Further it is time to tell you that after three very exciting years of the development of AmCham Norway, I have decided to step down from the daily management of the Chamber. The Board

has appointed **Mr. Dieter Schaubert** as the new AmCham Managing Director. I will continue as a member of the Board and will assist Mr. Schaubert in an advisory role during the transition period. It has been a privilege for me to lead the Chamber to its present position having transformed the American Club and merged the NACC in Oslo into an active forum for American-Norwegian business in Norway.

It is now the time for new ideas and initiatives and I am confident that the membership will benefit from this renewal. For example we are in the process of establishing further sub-committees, to begin with the "**Food and Drug Committee**", that will represent a number of critical issues in the area of bio technology and gene manipulation. We also plan to set up an "**IT and Telecommunication Committee**".

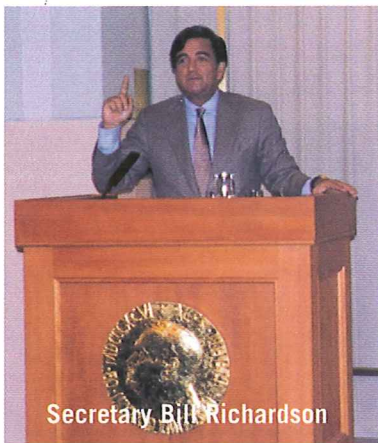
In order to effectively represent these and other industries we are asking our members to provide input to AmCham on what issues you consider to be priorities for your business. Please take a look at the **AmCham Membership Survey** inserted in this newsletter and kindly return your response to AmCham.

I would like to take this opportunity to thank our members and readers for the tremendous support and loyalty rendered during the past three years to myself and the Chamber.

Have a good summer!

Rolf Rödning

## U.S. Secretary of Energy Addresses AmCham Membership



At this special event, Secretary Richardson addressed an audience of over 100 participants (below) while speaking about the "Challenges of Science" (far left).

AmCham Chairman Tony Gordon (left) presents United States Secretary of Energy Bill Richardson with a gift from the Chamber, a replica of a viking sword.





## Change of Leadership



### Mr. W.J. (Tony) Gordon, III appointed Chairman of AmCham Norway

W.J. (Tony) Gordon III, President and Managing Director of Norske Conoco AS. Gordon received his Bachelor of Science in Physics in 1970. In 1989, he completed the Johnson School of Management Executive Development Program, at Cornell University in New York. Tony started with Conoco as an Area Production Engineer in Texas in 1970. He progressed through increasingly responsible exploration, engineering, operations, administration, planning and managerial roles in numerous U.S. regions and headquarters. He was also Manager, Corporate Planning, DuPont in 1990. He played a key role in restructuring Conoco North American activities, subsequent change management, and thereafter held the position of Regional Production Manager of the Gulf of Mexico. In 1998 Tony came to Norway from Dubai where he served as Vice President & General Manager, Dubai Petroleum Company (Conoco's Middle East subsidiary).



### Mr. Dieter Schaubert appointed Managing Director of AmCham Norway

Mr. Schaubert has recently retired from the position of Manager External Communications and Government Affairs at Norske Conoco after a career of 25 years in the international energy business.

He graduated from the Law Faculty of the University of Oslo with Summa cum Laude in 1967. Mr. Schaubert has been a legal advisor to the Norwegian government and he has worked and lived in the U.S. and in the Netherlands.

## Board Appointments



**Mr. Øystein Rød**  
Attorney at Law  
Partner, Sander, Truyen & Co.  
AmCham 2nd Vice  
Chairman



**Mr. John Steele**  
Chairman & CEO  
ExxonMobil  
AmCham Board Member



**Mr. William W. Nunn**  
Vice President Nordic  
Lockheed Martin  
International  
AmCham Board Member



**Mr. Mark Fuhrer**  
Managing Director  
3M Norge AS  
AmCham Board Member



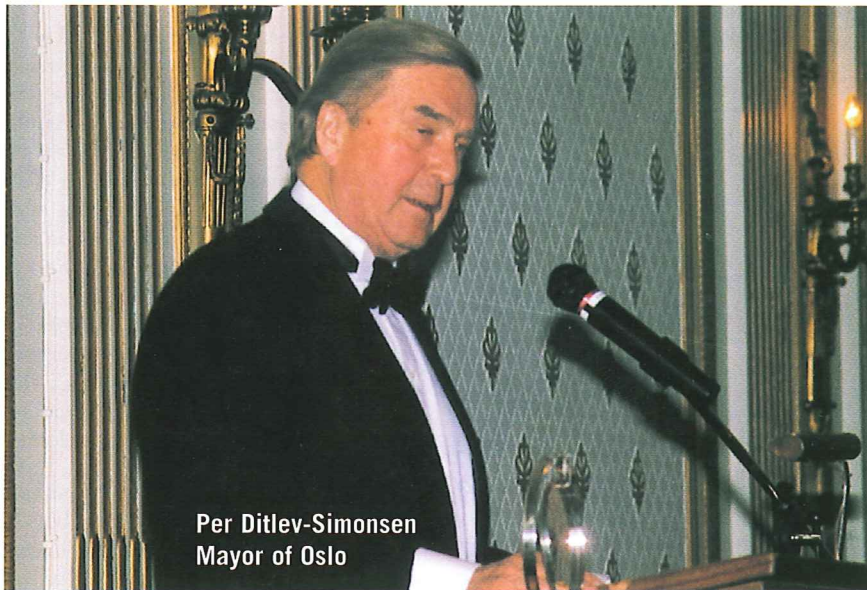
**Mr. Øyvind Thorsen**  
Sales Director  
Compaq  
AmCham Board Member

*All other Officers and Directors of the current Board will continue in their position with AmCham.*



# Annual General Meeting and Gala Dinner

March 20, 2000 at the Bristol Hotel, Oslo



Per Ditlev-Simonsen  
Mayor of Oslo

The classic atmosphere at the Bristol Hotel in Oslo provided once more the frame for the AmCham Annual Dinner.

The Mayor of Oslo, Per Ditlev-Simonsen entertained the audience with an exciting and humoristic reference to the 1000 year anniversary of the city of Oslo. He also gave an outlook on future plans and developments that Oslo is currently facing. The Mayor described Oslo with its over 500,000 inhabitants as a capital characterized by cultural diversity and modern international development.

The Mayor presented AmCham with an extraordinary and historically unique gift: A framed extract from the City Hall's guest book with the signatures of world leaders who attended the Yitzhak Rabin Memorial last year at the time of President Bill Clinton's visit to Oslo. In turn, AmCham presented the Mayor with a miniature replica of a viking sword.

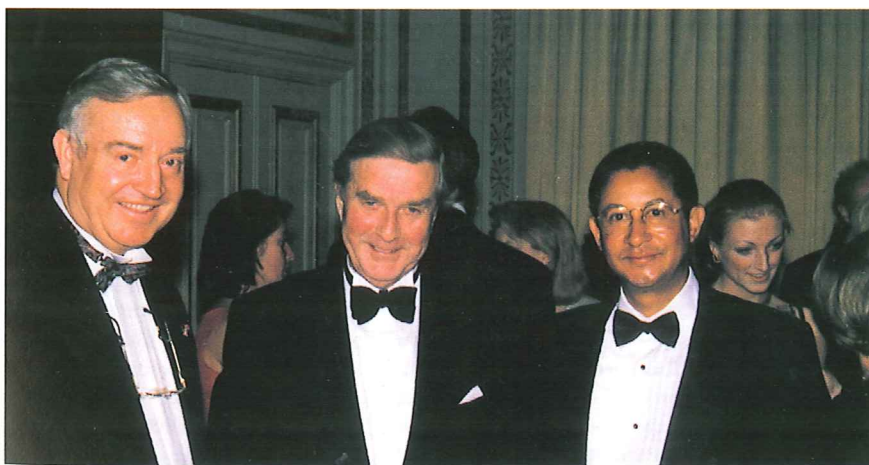
## Facts about Oslo

On May 17th, the Norwegian National Day, as many as 105 nationalities are represented in the traditional children's parade.

As a city for meetings and conventions, Oslo ranks among the 20 most attractive convention centers in the world.



*AmCham Norway Assistant  
Geneviève B. Johannessen  
welcoming guests at the gala dinner.*



*Enjoying the evening together are (from left) Rolf Röding, AmCham President, Per Ditlev-Simonsen, Mayor of Oslo, and Tony Gordon, AmCham Chairman.*



## “International Leadership - Keys to Success”

Summarized by Robert Odean



The welcoming address was given by Jon Gundersen, Chargé d'Affaires, American Embassy (left).

Pictured (from left), Her Majesty Queen Sonja, AmCham Chairman Tony Gordon, AmCham President Rolf Røding, and Steinar Hopland, Managing Director of Heidrick and Struggles.

### JOHN VINEY, CHAIRMAN, HEIDRICK & STRUGGLES EUROPE “FINDING THE RIGHT EXECUTIVE FOR THE RIGHT JOB”

John Viney began session one of the AmCham Executive Round Table by addressing the topic “Finding the Right Executive for the Right Job.”

He defined what it means to seek the right executive; this led to a careful analysis of the different characteristics between three types of executive; namely, those he termed leaders, entrepreneurs and managers. Each type is best appropriate for specific tasks and responsibilities.

Viney stated that the ideal executive has a combination of strong management and leadership skills; very few are in this category. Viney emphasized that only a few

individuals have the necessary gifts to run companies successfully and only a sub-set of this group will “fit” a given organization. He illustrated this point by naming companies like Pepsi Cola and Coca Cola on the one hand and Procter & Gamble and Unilever on the other that are in the same businesses yet maintain sharply different cultures.

In conclusion, John Viney stated that most individuals would only have one or two opportunities to move into top jobs during their career. Getting it right is important for the executive, the organization and for the search company. The search input is important but other significant areas in the process are psychometric testing; cultural matching and high quality referencing. He emphasized the need to mix rationality with process and intuition to achieve the best results.

### REBECCA J. SELVIK, VICE PRESIDENT, CHASE MANHATTAN BANK “VALUING INDIVIDUAL DIFFERENCES-MANAGING DIVERSITY FOR SHAREHOLDER VALUE”

Rebecca Selvik began her presentation by quoting from the Dallas Morning News’ front-page report of George W. Bush’s second inaugural address as Governor of Texas. The paper highlighted the fact that Gov. Bush used the word “diversity” 39 times. Furthermore, they pointed out that in his first inaugural address in 1995 four years earlier, he didn’t use the word once.

The Chase Manhattan Bank established several years earlier a corporate strategy which they called “diversity.” They found that “diversity” applied to an investment

portfolio increases the probability of success. Further, as “diversity” was reflected on the Board it led to debates and discussions that enabled the management to better understand current issues in the world outside the boardroom. To emphasize this corporate strategy, each morning when Chase employees turn on their computers they are met with the message: “Diversity is you.” Selvik affirms that just as “diversity” has become important to American companies, it is becoming increasingly relevant in Norway. She said that as a business strategy it is: voluntary not legislated or regulated, a long term strategic business and recruitment objective, an attempt to mirror the marketplace, an attempt to create a corporate culture where all employees feel included. Just as it is important to protect all other corporate assets, so it is important to manage diversity in



*(Valuing Individual Differences, cont'd)*

human resources for greater business success. Chase's CEO, Walter Shipley defines the goal of diversity as: "A work environment in which every employee has the potential to be successful - one that values, respects and includes individual differences."

In the United States there is now a conscious effort to recruit, to include, and to promote ethnic minorities, women, the handicapped, those with age differences, and those with educational differences. Diversity also encompasses "lifestyle balance" options - flexible work alternatives, personal leave, putting family before the corporation - all taboo in US corporate cultures in the seventies and eighties. Selvik noted that the key to success in achieving diversity is in its implementation. She stressed the importance of leadership/role modelling coming from the top, of active recruitment with diversity as a goal, of mentoring, of high visibility assignments, of support networks, and of zero tolerance of negative behavior, harassment, etc. By so doing a company creates an environment conducive to the work style of the new economy while attracting and retaining top talent. One point often overlooked is the link between diversity and reputation and publicity.

Selvik gave an example of how recent bad publicity negatively affected Coca-Cola's stock price. Xerox is now focusing its international efforts on increasing representation of women, especially in management. Though Norway, along with its Nordic neighbors, is generally perceived by the rest of the world to be a bastion of egalitarianism, specifically with regard to women,

there are relatively few female role models in business to match those in the sports, political and governmental arenas. In Norway 64% of the largest 25 companies have a woman on the Board, but only 30% of all OSE listed companies has a female Board Member. This perceived inequity has recently prompted the Norwegian government to debate whether or not there should be legislative initiatives, quotas in fact, to address the issue. Several models are under discussion; i.e., a 40% female quota for government owned companies and 25% quota for private business. Historically, very few companies, including companies in Norway, look beyond the top echelons of management for their directors. The problem for women is clear when it is recognized that women in Norway hold only 5% of these positions. In the United States there is an increasing consensus that women on corporate boards bring different perspectives, different experiences and ways of making decisions than their male counterparts; that men and women together provide better corporate governance; that boards need to reflect the business' customer base; that women on a board provides a greater range of expertise and experience; that shareholder lawsuits and increased scrutiny from institutional investors have forced companies to find independent directors without ties to the company.

Rebecca Selvik concluded by saying that "the greatest challenge confronting leaders is always the same: building and nurturing a diverse pool of talent that can maximize the opportunities that exist for a company. And with a diverse pool of talent," she believes "the right strategic thinking will flow."

## JAN BRENTBRATEN, MANAGING DIRECTOR AND PRESIDENT, MAZDA MOTOR EUROPE "PROVIDING AN AMERICAN COMPANY WITH A NORWEGIAN EXECUTIVE"

Reflecting on "The Keys to Success" as a Norwegian Executive of an American Company, Jan Brentbraten shared his rich experience with the Ford Motor Company. In 1978 he began his career with Ford in the area of financial management within Ford Europe, Ford Sweden and Ford Finland. He became General Sales Manager in 1989 and Managing Director of Ford Norway in 1991. As of 1995 Mr. Brentbraten took over as Managing Director, Ford Netherlands and was promoted two years later to be Managing Director and President of Mazda Motor Europe and serving as a member of the Board of Mazda Motor Corporation of Hiroshima, Japan. Ford has management and equity control of Mazda through its 33.4% ownership.

As he put it, he is "a Norwegian, based in Germany, with an American employer managing a Japanese brand across numerous European markets." He is directly responsible for the company-owned operations of Mazda Motor Europe, headquartered in Leverkusen, Germany, the vehicle and parts distribution centre in Brussels, and the research and development centre in Frankfurt. Brentbraten is also responsible for all of the company's European distribution subsidiaries plus two now in formation: Spain and Russia.

It was only later that he realized the significant part of his growing up in Norway played in his dedication and determination to succeed. It was only after years of commitment and hard work, training as many as 25 hours every week, that he developed the stamina and fitness required to succeed in one of the toughest endurance sports - cross-country skiing. His athletic accomplishments earned him a cross-country, ski scholarship to the University of Montana in the United States. Following graduation from the University of Montana, and with an eye to business, Jan Brentbraten went on to receive his Master of International Management at the American Graduate School of

International Management in Phoenix, Arizona. He concluded his presentation by summarizing "the qualities" he believes are "required to succeed and survive in an international career" - his keys to success.

- A single-minded determination and dedication
- A first class education in a school which is rich in international teachers with a varied range of knowledge and real-world experience
- A good knowledge and understanding of foreign languages
- A desire - not just a willingness - to learn and embrace new and different cultures and ways of doing things...and to understand that Different is not bad, just different
- Curiosity and an inquiring mind, an ability to be humble and to listen and learn, to be a good team player
- A positive and results-oriented attitude
- To be politically astute and certainly not naive - but sensitive and flexible
- Openness, honesty and a sense of humour
- your decisions may mean you are not always liked, but there is no reason why you should not be respected
- Of course, a willingness to be mobile and go wherever you are sent, to work whenever you are required, even if it is in the middle of your holiday!
- Last but not least, the need of a supportive family - an understanding of your family's needs and an appreciation of the sacrifices they make for you.



Brentbraten concluded by saying that a life devoted to international leadership within the business world is from his personal experience as well worth the considerable effort and commitment that is required."



**KJELL E. ALMSKOG, CEO, KVÆRNER**  
**“GIVING NORWEGIAN INDUSTRY A GLOBAL DIMENSION”**

Kjell E. Almskog, dealt with Norwegian industry’s challenge to become both engaged and competitive in the global marketplace. He indicated that world trade has become increasingly global in nature. There is no escaping this reality. The most successful business has moved well beyond local and national boundaries. He pointed to the advances and speed by which information moves today - the Internet Revolution, e-mail, e-commerce, etc. - as evidence of the pace at which globalization of the marketplace is moving. He emphasized the consequences for

those companies not participating in trade at the global level leads to a diminished role within its field, and a steadily reduced share in the market.

Almskog presented his analysis in graphic form just how Norwegian industry is responding to the challenges of globalization. Responding to a recent study, seventy medium-sized and large companies reported they operate internationally. Of these, 16 had annual revenues of 500 million NOK or less, 18 had revenues of 500-1000 million NOK, 21 had revenues of 1000-5000 million NOK, and 15 had revenues of 5000 million NOK or

more. These are companies with at least 100 employees and subsidiaries abroad with 20 employees or more. Of these companies, 30 are in mechanical engineering, 13 in consumer products, 12 in energy, 7 in chemicals, and 6 in trade service.

Norwegian companies in the global marketplace typically realize a significant portion of their total sales abroad. On average 76% of total sales is realized abroad. They also report that 55% of their employees are abroad. Some 150,000 people work for Norwegian companies abroad which corresponds to approximately 7% of the total Norwegian workforce. Of this figure 60% or 90,000 people are attributed to just three Norwegian companies. In terms of R&D, 30% of their technological development is done overseas. Of those companies engaged in world trade, 90% list the EU as their most important market. Of this group, 75% indicate that more than 50% of their sales are to/in Europe, while North America represents 20% of sales.

Almskog pointed out that Norwegian industry spends little on R&D and technology development. Of the 70 companies doing business globally, 15 spend 3%+ of revenues on R&D, 15 spend 1-3%, 18 spend 0-1%, and 22 either do not know or didn’t answer this question.

In conclusion, Almskog noted that Norwegian industry is lagging behind the trend to globalization of world trade. He maintains there are few built-in advantages to/for Norwegian industry. Consequently, consistent, steady hard work is the order of the day. There are no “quick-fix” routes; a combination of persistence, dedication, and a mental attitude for the competitive instinct are necessary for success. Some companies will make it, but many will not.



**ADVOKATFIRMAET**  
**STEENSTRUP STORDRANGE**

*Advokatfirmaet Steenstrup Stordrange is a full service commercial law firm with more than 42 lawyers, covering the full spectrum of corporate and business law. Our work is highly internationally oriented, and one of our lawyers (Catherine Eikland) is an American attorney.*

**Member of:**

*Interlex*

- *a worldwide association of leading law firms in 27 countries*

*State Capital Law Firm Group*

- *International group of Law firms with one member in 50 US States and many other countries worldwide*

**Areas of practice:**

- Companies, corporate, commercial
- Admiralty – Maritime
- Banking, securities, finance
- Bankruptcy, insolvency
- Employment, employee relations
- IT, telecommunications
- Licensing
- Litigation
- Media & Entertainment
- Real Estate
- Trademarks, intellectual property

Our various practice groups regularly provide newsletters on industry developments and other pertinent matters. This and additional material is also available on our firm's home page on the Internet.

For further information, please visit our Internet site: <http://www.steenstrup.no> or contact Catherine Eikland ([catherine.eikland@steenstrup.no](mailto:catherine.eikland@steenstrup.no)), Geir Lolleng ([geir.lolleng@steenstrup.no](mailto:geir.lolleng@steenstrup.no)), or Morten Steenstrup ([morten@steenstrup.no](mailto:morten@steenstrup.no)).

**Advokatfirmaet  
 Steenstrup  
 Stordrange  
 DA M.N.A.**

Mailing address:  
 Postboks 1829 Vika  
 0123 Oslo

Office address:  
 Fr. Nansens plass 4  
 0160 Oslo

Telephone:  
 +47 22 81 45 00

Telefax:  
 +47 22 81 45 01

E-mail:  
[lawyers@steenstrup.no](mailto:lawyers@steenstrup.no)



Interlex Member



## SEPTEMBER

### Announcing the Fourth AmCham Round Table

#### "Online Trading - Virtual Wealth"

AmCham's next Executive Round Table will be held on **Tuesday, September 12** at Den norskse Bank Auditorium, Aker Brygge, Oslo from 1:00 p.m. to 7:00 p.m.

#### PROGRAM:

##### Introductory Remarks

by *W.J. (Tony) Gordon III, Chairman of AmCham Norway and President and CEO of Norske Conoco*  
The conference will be opened by *Svein Aaser, CEO of DnB* who will share his views on Internet and DnB's vision.

#### Conference Topics:

##### "Virtual Wealth: Hype or Reality?"

by *Magne Solberg, Managing Director of E\*Trade*

### Trondtech 2000

#### "Bringing Norwegian High-Tech to the Global Marketplace - An American Perspective"

A conference hosted by the Norwegian-American Chamber of Commerce, Inc. U.S.A., and AmCham Norway  
Trondheim, September 14-16

**Objective of the Event:** An introduction to new technology developed in Norway and a discussion of issues facing start-up companies: Finance Marketing Approach - Practical Business

#### "Online Trading - DnB Online"

by *Audun Bø, Group Executive Vice President, Head of DnB Markets*

#### "Wealth Management in the Customer Centric Market Space"

by *Razorfish*

#### "Legal Issues in a Wired Economy" - Steenstrup & Storange

by *Catherine H. Eikland, Attorney at Law*

#### Panel Discussion followed by a reception and networking opportunities.

Space is limited. Reserve now. Conference fee: AmCham members: NOK 750,- non-members NOK 950,-

### Annual Fall Reception

Monday, **September 18** at the American Ambassador's Residence at 5:00 p.m.

We are happy to announce that the NACC Inc. Board and Chapter Presidents will be in attendance.

## OCTOBER

### Executive Round Table on Energy Policy

Tuesday, **October 17** at the Andersen Consulting auditorium. Details to be announced.

## NOVEMBER

### Annual All-American Thanksgiving Dinner & Dance

Saturday, **November 18** at the Bristol Hotel, Oslo at 7:00 p.m.

## American Independence Day 2000 Celebration



**When:** Sunday, July 2, 2000  
**Where:** Frogner Park, Oslo



The parade from the American Embassy begins at 12:30. Walk with us to the park! Activities are scheduled from 1:00 - 6:00

### WHATS HAPPENING THIS YEAR?

• **ENTERTAINMENT!** • United States Air Forces in Europe Jazz Band • A special appearance by Kjell Elvis • Waikiki - Hawaiian Pop Music • Fjord Frolickers Square Dancing • Country Line Dancers • Western Riders Horsebackriding Demonstration • Bill Booth and the Convertibles  
• **FAMILY FUN!** • Childrens Games Throughout the Day • Sports for the Whole Family • Puppet Show • Classic American Cars • Ride in the Pringles Hot Air Balloon • Drive the New Think Electric Car • Shop at the Arts and Crafts Pavilion • **FOOD!** • Subway Sandwiches • AWC Cookie Booth • Coffee from Kaffebrønneriet • Bagels from the American Bagel Co. • Pizza • Brownies • Hotdogs and Hamburgers from Grill Gøy • Popcorn • Cotton Candy • Cold Drinks • Ice Cream



## Lindh Stabell and Sander, Truyen & Co. Merge

Lindh Stabell Horten and Sander, Truyen & Co merge into one company: Lindh Stabell Horten continues its growth.

The two law firms have established a new company under the name of Lindh Stabell Horten. Together with its offices in Oslo, Stockholm and Copenhagen the firm will employ 260 people. Sander Truyen & Co will move into the premises of Lindh Stabell Horten on the 1st of August.

- The new company will become the prime mover in the internationalisation of the Norwegian and Scandinavian law business, predict Henning Oeglaend and Øystein Rød, the Chairman of the Board of Lindh Stabell Horten, and Partner in Sander, Truyen & Co, respectively. The new company will have clients in more than 150 countries.

- We would like to meet the constantly growing demand for an integrated and full service legal counselling throughout Scandinavia. For a long time, the clients of Sander, Truyen & Co have been oriented towards the international market, an

orientation which will increase in the future. Furthermore, Scandinavia is to a large extent considered as one market and there are obvious advantages attached to the possibility of having one legal contact for this market, says Mr. Rød, partner in Sander, Truyen & Co. and AmCham Norway Vice Chairman.

The merger with Sander, Truyen & Co is part of the growth strategy of Lindh Stabell Horten. At the same time Sander, Truyen & Co will to a considerable degree strengthen the capacity and competence of Lindh Stabell Horten within the fields of tax, information technology, legal procedure, shipping, transport and assurance.

-We shall be the prime mover within the field of counselling as well. The law business possesses an extensive knowledge beyond the legal competence. The use of this knowledge will become increasingly more important, and our ambition is to be a "full service" company within Oil & Gas and Information Technology, among other things, says Mr. Rød.

## Business Opportunity

Ark Seal Incorporated  
2185 South Jason  
Denver, CO 80223, U.S.A.

tel: (303) 934-2174  
fax: (303) 934-2177  
e-mail: sales@fiberiffic.com

website: [www.fiberiffic.com](http://www.fiberiffic.com)

The company's intent is to form a strategic alliance with a Norwegian company operating in the European insulation industry.

*Så lett at du glemmer den er der*

### 3M s PERSONLIGE PROJEKTORER

Idéene dine reiser sammen med deg i 3Ms nye data-/videoprojektor. Siden den bare veier 2,9 kg, er mindre enn en bærbar PC, merker du knapt at du bærer den med deg. En lysstyrke på 1200 ANSI Lumen sikrer deg profesjonelle presentasjoner på alle typer møter.

Presentasjoner dine tilhørere ikke vil glemme!



**3M** Innovation

For mer informasjon om 3Ms utvalg av data-/videoprojektorer, ring 63 84 75 00.  
[www.3M.com/presentations](http://www.3M.com/presentations)



**SUSTAINING:**

**Lotus Development Norway AS**  
Mr. Bjørn Nordby, Managing Director

**CONTRIBUTING:**

**Arthur D. Little International Inc.**  
Mr. Hans Ellingsve, Managing Director

**InSynergy Consulting Group**  
Mr. Douglas Sperber, Managing Director  
Ms. Tina Olguin, Director

**Ibsen Business Travel AS**  
Mrs. Elisabeth Lund Johnston, Managing Director

**NCR Norge AS**  
Mr. Ulrich Schieren, Director

**AS Norske Shell**  
Mr. David Loughman, General Manager

**Synergi Rf KS**  
Ms. Heidi Johansen, Senior Advisor  
Mr. Geir Ugland Jacobson, Managing Director  
Mr. Per Tøset, Director, New Biz.

**INDIVIDUAL:**

June C. Edverson, Attorney at law, Edverson Consulting  
Rune Dyrseth, General Manager, Pronordic AS  
Whitfield Fitzpatrick, ACCN Chairman  
David C. Ettner, Geologist & Man. Director, Gem Consulting AS  
Christopher Kardoley, AME NOR  
Martin Møllhausen

Enjoy life on the  
**French Riviera**  
all year round!



**ENJOY** renting at competitive prices a modern fully furnished and fully equipped **3-ROOMS APARTMENT IN JUAN LES PINS** between Nice and Cannes and only 20 minutes drive from the Nice Airport by the road "Bord de Mer" - along the coast. The apartment is on 3rd floor with elevator and comprises: 2 bedrooms, 2 baths, 1 living-room, 1 fully equipped kitchen, terrasse and garage in basement. 2 TVs. Located in a quiet street behind the "Front de Mer", Rue St.Charles. 100 meters from the sandy beach with shops/bank/post/tourist office and all facilities around the corner.

**ENJOY** Juan les Pins - with its annual **JAZZ FESTIVAL** as famous as the Cannes **FILM FESTIVAL** and the Nice **CARNIVAL!** In the immediate vicinity is the aquatic park **MARINELAND** for children of all ages!

**ENJOY** the fabulous scenery of the white **ALPS** tops (1 1/2 hour drive to Auron ski resort), the pink **ESTEREL** mountains and the deep blue/emerald **MEDITERRANEAN** Sea. At times, **SAILING DAY TRIPS** can be arranged for those interested in discovering the Riviera and its surroundings by sea!

**ENJOY** the perfect climate, mild and sunny all year and hot and sunny in summer! And last but not least:

**ENJOY** the French cuisine and wines at attractive prices!

For further information/details on availability and prices, please contact the AmCham office. e-mail: amchamno@online.no, Tel.: 22 54 60 40, Fax: 22 54 67 20. Geneviève B. Johannessen mobile phone: 0033 663 25 77 80





Return Address:  
AmCham Norway  
Drammensveien 20C  
0255 Oslo

tlf. 22 54 60 40, fax: 22 54 67 20, e-mail: [amchamno@online.no](mailto:amchamno@online.no), website: [www.am-cham.com](http://www.am-cham.com)

# 125 years of energy



*Conoco celebrates its 125 years anniversary this year.  
Conoco is a global petroleum pioneer, also in Norway  
where we have been for almost 30 years.*

*In Norway Conoco markets gasoline under the brand  
name JET.*



Norske Conoco AS, P.B. 488, 4003 Stavanger. tlf. 51416000

