



American Chamber News

The Official Newsletter of the American Chamber of Commerce in Norway

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The American Chamber of Commerce in Norway welcomes these new Corporate members:

Unisys Norge AS
Ericsson AS
Monster Worldwide Scandinavia AB
Simonsen Føyen Advokatfirma DA

For new corporate member profiles see
pages 9 and 10.

2004 Outlook

From the American Chamber Managing Director

Warm greetings to all members and friends of the American Chamber of Commerce in Norway during these cold winter months. The first quarter of the year is typically a time of maddening pace for Chamber corporate members as tax papers are filed, budgets are set into motion, and year-long strategies are solidified. The Chamber hopes to assist members in the latter of these essential activities – particularly in the area of trans-Atlantic business initiatives.

With US culture and business interests so prevalent throughout this country, the relationship between the two nations has undoubtedly been taken for granted in the past. *"The problem with US-Norway relations is that there is no problem"* was a sentiment expressed to me on more than one occasion by US promoters in Norway. This, unfortunately, is no longer the case.

Most notably, the War on Terror has put a strain on this historically strong relationship. According to US Chamber of Commerce President and CEO Thomas Donohue, in the United States *"there is a great philosophical divide between those whose policies would shut America off from the world – for reasons of economics, security, politics or fear – and those who understand that America must remain an open society, engaged and working with the world to build economic strength..."* With your support, the American Chamber in Norway will do its part to help prove the US isolationists wrong by increasingly perpetuating successful international business dealings between our great countries.

Growing differences and preferences between the succeeding generations of



Jason Turflinger

each nation have also played a role in the current state of affairs. This fact is extremely evident in most of the Norwegian newspapers. Recently there have been progressively more unsavory stories of the US – ranging from being an "unfavorable travel destination," to being a "lower preference for foreign university education" as well as espousing questionable corporate motivation. But, as you well know, sensationalism sells – even in Norway. The Chamber will assist member companies within these and other industries in giving consumers proper perspective.

On behalf of our members and the broader US-Norway relationship, the American Chamber will strive to ward off the ill-effects of these current trends. We will do this first and foremost by doing what we do best – facilitating personal contact between key business representatives from each country. During the first half of 2004 Chamber members will have multiple opportunities to learn while promoting business interests and ideas for mutual benefit with Chamber colleagues (please see page 11 for a listing of upcoming key events). It is our sincere hope that you take full advantage of these opportunities in the best spirit of your valued role within *your* organization. ★

Norwegian Biomedical News

Focus on: Bionor Immuno AS - Immunotherapy for HIV Infection

Bionor Immuno AS is a drug discovery company located in Skien, Norway that focuses on the development of immune-based therapies for human immunodeficiency virus (HIV)-1 infection. Bionor Immuno AS forms part of the Telemark Biomedical Centre that houses four companies and approximately 70 employees. These companies are Bionor (that develops HIV diagnostics), Telelab (a clinical microbiology laboratory), Mericon (a contract research organisation) and Bionor Immuno (that develops HIV immunotherapy). Bionor Immuno AS was partitioned off from its sister company Bionor and established as a separate company in the year 2000.

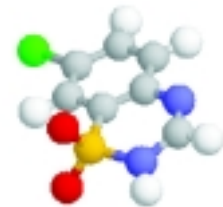
At present, the only treatment option for HIV-1 infection is highly active anti-retroviral therapy (HAART). This is a combination of at least three different drugs that target the virus. The availability of HAART has led to a profound decrease in HIV-1-associated morbidity and mortality in developed countries. Efforts are now underway to facilitate the availability of HAART in developing countries where the treatment has hitherto been unaffordable. For example, in Sub-Saharan Africa, only 1% of the 26.6 million people living with HIV-infection has access to HAART.

Although effective in controlling infection, HAART is not a cure. Furthermore, HAART is associated with unpleasant side effects as well as toxicity with long-term

use in some patients. This includes eventual irreversible organ damage resulting in conditions such as diabetes requiring the administration of insulin. These complications add to the financial burden of HAART. Of further concern is the emergence of drug-resistant viruses that can result in treatment failure.

Immune-based therapies represent an important element in the future management of HIV-1 infection. By combining immunotherapy and HAART, exposure to HAART can be reduced and the emergence of drug-resistant viruses minimised. The objective of a successful immunotherapy is therefore to immunise patients in the presence of HAART and generate immune responses that can be effective in controlling the virus for prolonged periods when patients are removed from HAART. The maintenance of immunotherapeutic effect will be by periodic boosting on HAART. Reducing exposure to HAART is of critical importance also when considering the potential for increased availability of HAART in developing countries that may not be able to tolerate the extra financial burden resulting from HAART complications.

Bionor Immuno has so far developed two candidate immunotherapies that are under clinical evaluation. Bionor Immuno's approach involves the use of specifically designed peptides i.e. modified protein fragments of the virus. These pep-



tides are capable of inducing strong immune responses to HIV-1 that have allowed for prolonged periods in the absence of HAART. Bionor Immuno's peptide technology has attracted interest from the Immunology Research Advisory Committee (I-RAC) at the National Institutes of Health (NIH) in the United States. This committee carries out well organized, multi-centre clinical trials of promising immunotherapy candidates for HIV-1 in the United States through the AIDS Clinical Trials Group (ACTG). The Committee is interested in using Bionor Immuno's peptide technology to identify and test a wider array of peptides in phase I and II clinical trials for both immunotherapeutic effect as well as potential preventative vaccine candidates. ★

Bionor Immuno's technology has attracted interest at the National Institutes of Health (NIH) in the United States.

Franchising in Norway

Senior Partner **Børge Nilssen**, Effectum Franchise Consulting

The franchise business method has been used in Norway since 1967. The first franchise system (Ø-klær, today Cubus) conducted business using the franchise method originally without even being aware of it. Not until the first franchise seminar in 1972 did they discover their franchise status. Since then the Norwegian business community has openly adopted the method.

Today we estimate that there are about 250 franchise systems in Norway. Based on a survey in 1998, only 25% come from foreign countries, of this only 8% from the homeland of franchising, USA. This means that 75% of franchises originate in Norway. Franchising is used within areas like dentistry, homecare, education and services to both the public and the business community. McDonalds, Avis, and 7-Eleven are the most successful international franchise systems in Norway.

The major challenges franchise systems face when entering Norway are the size of the market, cost of labor, and rent. The price level and consumption per capita in Norway is significantly higher than in most countries. This fact lends to a unique opportunity to earn better margins and volume despite a small marketplace.

It is necessary for a foreign franchise system to have a local partner, either as a master franchisee or as a business partner. Some companies have tried to build an organization as a concept house, with a number of different concepts. For example, Narvesen had several self-development concepts and some as a master franchisee (7-Eleven, Burger King and TGIF). The Reitan Group purchased Narvesen and systematically cleaned it up by selling most of the con-

cepts. In the late 1990's Norgesgruppen purchased several restaurant and fast food concepts and attempted to organize a concept house. Currently almost every one of these concepts are closed or sold, and the umbrella organization does not exist. The experience gained was that there was no overall synergy, and that each system had to be operated separately. However, both of these example businesses contain professionals that can together with other companies and private persons become possible business partners for franchisors entering Norway.

The major challenge for the local business partner is to adapt their particular concept to the Norwegian market. This can easily be achieved by simply personally establishing and operating one or several local units. Necessary sales and profits within the framework conditions in Norway must also be met. To meet this essential criteria, the concept may have to change, but only when approved by the Franchisor. Most of the foreign franchise systems underestimate the cost of this phase and have an underfinanced business partner.

Only when the concept is operating successfully can the expansion begin. This includes involving people who wish to become Franchisees for the establishment and operation of a local unit. In Norway, the public knowledge about the franchise concept is poor. We have attempted to establish a franchise expo to better educate the public and potential franchisees, but like the Swedes and Danes, we failed. This means there is no genuine central marketplace so potential franchisees have to be discovered through advertisements, the internet, or meetings. Some

franchise systems are willing to accept anybody as franchisees, thus the only demand being money. This should not be the sole criteria, a franchisee should have some defined skills and be willing to personally operate the local unit.

Most concepts depend on the right location. In Norway a large part of all trade take place in shopping malls, where the space is limited and the best areas are both costly and difficult to obtain. Still, the shopping malls are always eager to introduce new products and services to their customers.

Franchising in Norway will continue to grow, both with international and Norwegian concepts. Due to competitive forces, only the professionals with sound business practices will survive in the franchise market. To win as a franchisor you must be a professional with knowledge in your own trade and franchise market, in addition to conducting business with other similar professionals. ★



Børge Nilssen

Protectionist Versus Subsidized Market Approaches: Following the Latest “Buy American” Initiatives

This past summer, there was an interesting House version of the Defense Authorization Bill (H.R. 1588) introduced in Congress which contained some alarming “Buy American” provisions embedded within the Acquisition Policy and Management section (Title VIII). Some of the more astounding proposed requirements included: increased data collection and reporting of the “country of origin” for various materials; requirements for specific materials and tools to be produced solely in the US; and an increase of the domestic content minimum from 50% to 65%. A proposed article in Title VIII also included an amendment to the US Code inserting a new section (§2436) that read “The Secretary of Defense shall require that, for any procurement of a major defense acquisition program – the contractor for the procurement shall use only machine tools entirely produced within the United States to carry out the contract” (for contracts over \$5M USD).

These proposed requirements immediately drew strong reactions from industry organizations, the EU, and the White House. Powerful industry associations such as The National Defense Industry Association (NDIA), Information Technology Association of America (ITAA), Government Electronics and Information technology Association (GEIA), and Aerospace Industries Association (AIA) determinedly lobbied congress and the government to reconsider the Buy American provisions. These influential associations believed the provisions would harm international business relationships, and would be too expensive, and at times impractical, to implement. The Head of the Delegation of the European Commission,

Ambassador Günter Burghardt, wrote a stern and threatening letter to Congress stating that Title VIII “represents an unprecedented expansion of Buy American into areas covered by US international commitments...should the final bill retain WTO-incompatible provisions, the European Commission will consider the most appropriate action to take.” With pressure from the Department of Defense related industry associations, and the world community, Secretary of Defense Donald Rumsfeld and President Bush vowed to veto the original proposed legislation if it contained the controversial provisions.

The intense pressure against the provisions resulted in sweeping changes to Title VIII in the revised H.R. 1588 that was passed by Congress November 12th, and signed by the President November 24th. All of the major Buy American requirements were eliminated, or changed to voluntary-incentive based measures. Section 811 of the final bill assured that any of the other minor Buy American provisions would be deemed “inapplicable if found to be inconsistent with US obligations under current or future trade agreements.”

Although the Buy American initiative purports to benefit the US economy and enrich the US workforce, it is an impossible idea to impose on a superpower reliant on an international business environment. In actuality, as evident in the overwhelming objections to the provisions in HR 1588, it is a detriment to most US businesses. This is because in our modern market environment, almost all US businesses are somehow connected to the international marketplace. Buy American initiatives can be labeled as protectionist ideas promoted by US workers unions to their respected

legislators. Although the unions are simply representing their clients, the US laborers, the unions are also potentially isolating their respective products on the international market through protectionist legislation.

It can also be said that Buy American legislation counteracts other countries’ “offset policies” within particular industries (such as in Norway’s defense and aviation sector). These offsets are sometimes viewed as necessary in particular industrial sectors and are used as subsidies in countries such as Norway. On the other hand, Buy American initiatives can also be interpreted as a subsidy which is inequitable at the international level, and is contrary to the US’s underlying founding market principles.

This will most likely not be the last time such protectionist measures attempt to infiltrate US law. There will always be the initiative by US unions to increase Buy American provisions to protect specialized US laborers. It is also possible that future attempts could emerge in different sectors and surprisingly gain more support than previous efforts. The Trans-Atlantic business community, in cooperation with US businesses, must send a strong signal to US lawmakers that these practices are unjust and can potentially produce detrimental effects to the Global economy and business relationships, in addition to eroding decades of work towards globalization and free trade agreements.

The US Chamber of Commerce in Norway will continue to monitor future legislation and initiatives that attempt to expand the Buy American program, and we will report to our Chamber Members any future initiatives that threaten US-Norwegian trade. ★

New Market Approaches for Scandinavian Airlines

Interview with Mr. Stein Nilsen, Head of Scandinavian Airlines in Norway

SAS has continually been in the media spotlight, being a special favorite of the Norwegian press to criticize on a weekly basis. SAS has also been confronted with new budget airline companies challenging their market share with the adoption of unparalleled businesses models. Most businesses would pause and shudder under the pressure, but after a recent interview with Mr. Stein Nilsen (Head of Scandinavian Airlines in Norway) it sounds like SAS is altering their traditional approach and forging ahead.

SAS currently offers the only available Oslo-to-US direct flights. After this route was unveiled in the Spring as a daily flight, it has since been cut back to three times a week due to slow growth throughout the first three quarters of the year. This slow growth period affected the whole aviation market and can be attributed to the SARS epidemic, Iraq conflict, and a weak European economy. With the hint of a European and US economic recovery, SAS hopes the product line will lure customers and increase the customer base. SAS is depending on the quality and comfort of new airplanes to capture new recurring customers.

SAS is relying on more than just quality in order to compete with the new budget airlines that offer surprisingly low fares to numerous destinations. Mr. Nilsen stated that “traditional carriers are challenged by new low cost carriers with new business models, so SAS is restructuring some of its current concepts to meet these demands.” This includes incorporating low-cost principles within the current strategy, and the unveiling of the budget “Snowflake” line. The budget, low-cost fares, are the fastest growing part of the industry, and SAS’s strategy recognizes this fact, and intends to compete with that part of the

market to gain profit and market share. Mr. Nilsen commented that “the fall in ticket prices only benefits the customer”, but is also advantageous to airlines like SAS because it gives them the opportunity to show new customers their product and corresponding quality to hopefully win the customer over for the long term.

The SAS strategy is also targeting overall efficiency. With the promotion of “self check-in” and “web purchasing,” Mr. Nilsen comments that “the move from paper based to ticket-less transactions is a big turnaround in product concept, and a much more efficient product with less bureaucracy... which is very efficient for the consumer and SAS.” This is a perfect model for corporate efficiency because both the consumer and business save time and money.

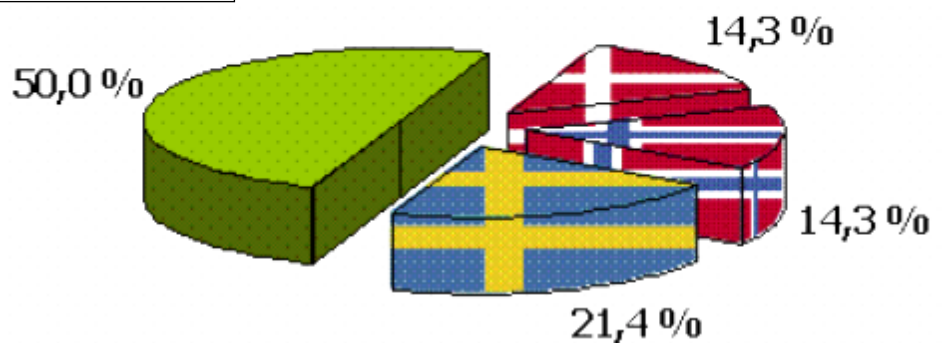
SAS has also announced a new business organization structure. “The strategy is to have different airlines with different products and strengths - all tailored to their local market, and together build-

ing a strong position for the SAS Group in Northern Europe...leaving the SAS Group to be an alternative to the more traditional structures,” says Siv Meisingseth (Head of Information Scandinavian Airlines in Norway). This also corresponds with SAS’s disclosure in Aftenposten on December 1st by SAS Information Director Hans Ollongren, “take today’s five airlines under the SAS umbrella and add Air Baltic and Estonian Air. That makes seven. Then Scandinavian Airline is pulled out and replaced with airlines in each of the three owner nations, plus the intercontinental division. That makes four companies. Finally (budget airline) Snowflake comes in and that brings us up to 11 airlines,” says Mr. Ollongren.

SAS is approaching the toughened market with sound strategies. With decades of experience in the market and with surviving difficult financial periods, the new SAS direction will allow the airline to continue being a market leader. ★



SAS Ownership Structure



Executive Round Table: ICT Industry

On the morning of October 16th, 15 local representatives of various technology companies and organizations met with US government leaders at Simonsen Føyen Advokatfirma DA to exchange ideas regarding the Information and Communications Technology (ICT) industry. The Executive Round Table (ERT) agenda specifically targeted trade policy and regulatory barrier issues within ICT, with heavy emphasis on cooperation between the US and Norway.

After a warm welcome from Terje Rognlien (CEO, Simonsen Føyen), a short introduction from Christopher W. Webster (Chargé d'Affaires, US Embassy in Norway) and a quick overview of US and Norwegian ICT issues by Per Morten Hoff (Norwegian Industry Official: CEO, IKT-Norge), the round table commenced.

Arve Føyen (Partner, Simonsen Føyen) first presented on export control regulations from the US, along with issues regarding the re-export of technological products including software.

Next, Birger Steen (CEO, Microsoft Norway) expanded upon concerns regard-

ing spam, including the legislation required to effectively stop spam to consumers and businesses in Europe.

Arvid Gomez (Production Manager, Norman ASA) presented on system virus infection, the convergence of threats or malware, and the need for mutual efforts to prevent virus attacks on individuals, industry, and society.

Representing the US Department of Commerce, Patricia M. Sefcik (Director, Office of Information Technologies and Electronic Commerce) gave a very informative presentation, highlighting the promotion of E-commerce, including privacy and data protection.

Oluf Ulseth (State Secretary, Department of Trade and Industry in Norway) gave an introduction to the next segment of discussion in the ERT, putting emphasis on the importance of topics such as ICT-policy in general, ICT security, spam, electronic signatures and broadband.

Dalip Dewan and Gisle Hannemyr presented on issues within regulatory barriers, covering areas such as mutual recognition of certification authorities, PKI solu-

tions, IPR protection, patentability, and piracy.

A healthy roundtable discussion followed the presentations. During this discussion there was a great deal of feedback from participants. Many ideas for cooperation and mutual gain were shared by both Norwegian and American interests.

The American Chamber of Commerce would like to thank the presenters and participants for such a successful ERT event. ★

**Please visit the "Members Section" of the American Chamber website to view electronic versions of all presentations given at the ERT.*



Local corporate IT leaders and US/Norway government officials discuss current challenges and future trends at the Executive Round Table event.

TRIBUTE TO SARI BORG 9.05.1933 - 28.09.2003



Sari Borg (born Sari Lynn Price) passed away on September 28th, 2003. She was an active participant in the American Chamber of Commerce in

Norway, and brought light to many of the various Chamber events... she will be missed dearly. One of the many people she touched closely was Janet Greaves. As follows, Janet has contributed a personal tribute to her lost friend...

"There's no business like show business..." so goes the old well-known song. It goes on – "There's no people like show people, they smile when they are low..." This song epitomized my friend Sari Borg. Sari suffered so many heartbreaks in her lifetime but always came smiling through. I admired her courage and fortitude.

Sari and I first became acquainted through the American Church. We really became friends a while later when we found ourselves together on a course – "Bridge for Beginners".

A few years later, when Sari found herself more or less alone after losing Victor, her husband, and Nancy, her daughter, I think playing bridge helped her to maintain her equilibrium and provided the social life she so much enjoyed and needed.

Having been in show business for so many years, Sari thrived on a busy, active social life. She just loved being with people – the bigger the party, the better she enjoyed it. She had such a zest for life. She often said "never turn your back on life, whatever happens to you."

Sari was very proud to be American and loved her country with a passion. She was from Texas and she would say "you can take the girl out of Texas but you can't take Texas out of the girl." So, I feel very glad and happy in my heart to know she now lies in Texas soil.

So my dear friend Sari, I will always remember you for your zest for life, your warmth, your so sharp and clever wit, your sense of fun, your elegance, your style. ★

The Army of Truth

-Selected Poems by Henrik Wergeland



- Publication of Thanks to Scandinavia (an educational fund and an institute of the American Jewish Committee)
- Forward by Ragnhild Galtung (Director of the Norway-American Association 1958-1996, Thanks to Scandinavia Norwegian Representative, and American Chamber member)
- Introduction by Dagne Groven Myhren (assistant Professor of Nordic Literature, University of Oslo)
- Translated by Anne Born (author, poet, and translator of Scandinavian languages)

The Army of Truth is a selection of poems by Henrik Wergeland highlighting the Jewish struggle for equal rights in Norway during the early 1880's. Wergeland's passion for Jewish rights was fueled by the infamous Article 2 of the 1814 Norwegian Constitution specifically excluding Jews from entering Norway.

The messages within his poetry contain a universal and timeless message of valuable morals including equality, respect, tolerance, faith, truth, and triumphing against evil. "The introductory poem in The Jew is concerned with words and the world, with the poet's battle for awareness, light, and truth against a dense spiritual darkness that expresses itself in ignorance, lies, and prejudice...the theme is central to all of Wergeland's writing, and readily apparent in other poems dedicated to the Jewish cause"

explains Myhren in the introduction. The poem Christmas Eve is a fine example of the irony and consequences of discrimination, ignorance, and hatred. The Three portrays the positives of toleration and respect of different faiths, and the accompanying knowledge that can be gained. On the Sick-Bed contains Wergeland's realization of death and his last wishes that his work for equality be carried on and not go unheeded. The Norwegian Parliament systematically repealed Article §2 in 1851, six years after Wergeland's death in 1845.

Although Wergeland's poetry was written 150 years ago, his messages can still be applied to modern society and to our contemporary business world. Most societies continue to contain levels of inequality and injustice, Wergeland's messages of respect and tolerance can provide guidance to the path of justice for these contemporary problems. In our recent economic times of concern regarding business practices and low consumer sentiment, Wergeland's poetry can provide solid principles of truth and honesty for commerce and trade. All sectors of business and society can benefit from his messages and also hopefully be inspired by his passion for change and equality.

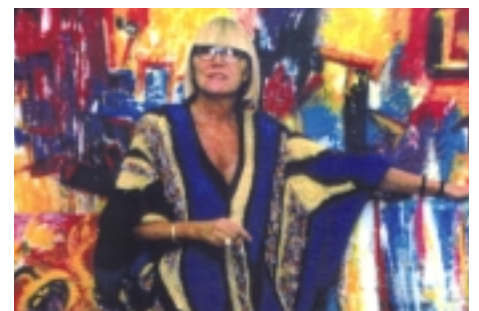
Thanks go in part to Chamber of Commerce member Ragnhild Galtung for editing the book and helping to enable the Army of Truth to be read in the English language. This English translation greatly expands the audience for Wergeland's poetry and allows more people to experience his eternal messages. ★

Karin Crystal Adds Color to the Chamber Office Space

The American Chamber office and conference room recently acquired four marvelous paintings on loan from Karin Crystal (wife of Bob Crystal, long time member). These art works add significant flavor to the Chamber décor, while also prominently advertising her wonderful design to our visitors. As with all of her commissioned paintings, she first visited the Chamber office to "explore and understand the ambiance, atmosphere, moods, and personal tastes that portray the client".

Karins' artistic abilities are multifaceted; ranging from world renowned fashion design and illustration, to journalism and painting. Karin was born and raised in Oslo, but currently resides in Bal Harbour, Florida. This is where she received much of her recent artistic inspiration - the lush, tropical landscapes and magnificent sunsets "totally changed her color perspectives." This observation is evident in her newly named "Mood Art", "I create moods" says Crystal, "the moods of the individual - what they want to say about themselves and the lives they lead through art."

The Chamber thanks Karin for the temporary donation of the art to the office space, and we hope all our visitors will enjoy her artwork as much as we do. Please contact the Chamber if you are interested in finding out more about Karin and her work. ★



Thanksgiving Dinner & Dance

On the evening of November 29th, American Chamber of Commerce members and guests converged upon Gamle Logen to enjoy an unconventional, yet delightful, American Thanksgiving Dinner. This annual event is always pleasing to Americans and Norwegians alike.

The evening began as attendees were greeted at the door and directed up the stairs, where cocktails and conversation with fellow friends and business associates awaited them. As guests mingled and enjoyed the atmosphere of the bar area, the doors to the dining room, Stor Sal, were opened displaying exquisitely decorated tables. Guests trickled into the dining area, enjoying the music of a live pianist, while also taking in the ambiance of the room.

As the wine began pouring, courtesy of Ernest & Julio Gallo, outgoing American Chamber Chairman William

Nunn addressed the guests with a brief welcome, after which dinner was served. Connoisseurs of Thanksgiving dinners (those with years of Thanksgiving 'taste-testing' knowledge) discussed new and familiar dishes with others who were busy taking in their first Thanksgiving experience!

As the dinner plates were cleared, 1st Vice Chairman Øystein Rød thanked William Nunn for all of his hard work and support given during his tenure as Chairman. Mr. Nunn was presented with a departing gift of appreciation, as he will soon be leaving Norway to return to the US.

After a mouth-watering dessert of both pumpkin and apple pies, Mr. Rød gave the order to strike up the band, named "Coolit." The eight-piece contemporary swing band brought most of the dinner guests out onto the dance floor immediately!

Following the first set of music, Elisabeth Holm Oraug and Managing Director Jason Turflinger led a very exciting lottery awarding prizes from Tine, Ernest & Julio Gallo, and even an airline ticket to fly from Oslo to the United States from SAS! Everyone held their breath when that ticket was drawn, but there could only be one lucky winner. Then, as the second set of music began, the dance floor quickly filled up once more!

During the course of the evening friendships were made, plates were filled and refilled, dance partners were exchanged, and drink glasses were replenished. But perhaps the most exciting aspect of the Thanksgiving dinner and dance was that it brought two cultures together to share in a wonderful holiday that reminds of us just how fortunate we really are. ★



Karoline Vinsrygg, Birger Sørensen & Lars-Kåre Legernes (Director of the Oslo Chamber of Commerce) enjoy a pre-dinner cocktail.



Grand prize winner Patrik Egeland (left) is congratulated by Jason Turflinger after SAS Sales Director Erik Langerud (middle) presented the award.



The upbeat music of "Coolit" helped make it an evening to remember!



Special Offers – Members Only!

RELOCATING?

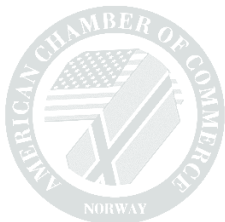
Majortrans and Adams Express are proud to offer American Chamber of Commerce corporate-level members a special discount on their business and personal moving costs. Members are entitled to a 10% discount on the cost of their International Moving Services.* Please identify your company and allow for Chamber membership verification when contacting these fine companies. Check your 2003 Membership Directory for contact information.

**Includes origin services for the export of household goods from Oslo, Norway and destination services for the importation of household goods into Oslo, Norway.*



TAKING A BREAK?

National Car Rental is proud to offer American Chamber of Commerce corporate-level members 20% off all local weekend and holiday rates at any of their locations throughout Norway. In addition, you may contact National Car Rental for information on special weekday business rates and world-wide contracts. Please contact the Chamber for a reference number in order to take advantage of these exclusive rates. ★



NEW MEMBERS – 4th Quarter 2003

(through November)

Patron-level Member

Unisys Norge AS

Key Chamber Representatives:

- Mr. Gunnar Hesse,
General Manager – Nordic Countries
- Mr. Baard Ringen, Country
Communications Manager



Mr. Baard Ringen



IMAGE IT. DONE.

Unisys is a global information technology services and solutions company. With 36,000 people in over 100 countries the company has \$5.6 Billion in revenue and is listed on the New York Stock Exchange (NYSE). Unisys combines expertise in systems integration, outsourcing, infrastructure, server technology, and consulting with precision thinking and relentless execution to help clients.

Unisys applies these competencies uniquely to customers operating in specific vertical markets; financial services, transportation, public sector, commercial, communications, and media. Through long experience and strong knowledge, Unisys delivers best practice and end-to-end solutions for their customers.

These end-to-end solutions are embodied in the Unisys tag line “Imagine it. Done.” This explains exactly what Unisys does. Unisys does not only develop distinctive technologies that fit their customer’s requirement, they also ensure that those technologies are properly implemented too. Unisys stands apart from their competitors by applying creative business thinking in partnerships with their clients to discover the

best way to capitalize on technology and meet their business needs. Unisys has its own internal programs and procedures that ensure that all activities and all employees worldwide operate and perform in an ethical manner.

Unisys operations in Norway are a part of the Unisys Nordic Cluster, which means the Nordics are organized as one group. The Nordic team is comprised of approximately 700 employees. ★

Contributing-level Member

ERICSSON AS

Key Chamber Representative:

- Dr. Jens Hjelmsstad,
Senior Systems Engineer



Dr. Jens Hjelmsstad



MOVING TOWARD INFORMATION SUPERIORITY

Ericsson is presently a well-known worldwide supplier of telecommunication infrastructure and solutions. In the area of defence electronics, Ericsson is presently among the 10 leading global suppliers of advanced microwave sensor systems. This puts the company in a prime position for supplying integrated networks that effectively encapsulate various types of sensors and sensor systems and provides data for compilation of situation pictures for any users connected to the network.

ERICSSON’S SENSORS AND INFORMATION DIVISION

Ericsson has a strategic presence in

New Members – 4th Quarter 2003 continued...

Norway through its Sensor and Information Network division. This division services the Norwegian and NATO customer base through direct contracting and strategic development of key technologies such as advanced data fusion methods and advanced active and passive sensor systems. Ericsson is closely involved in supporting national Network Centric Warfare programs in Norway and Sweden and contributes with “know-how” and networking experience as well as intimate knowledge from delivered sensors and sensor system programs. ★

Contributing-level Member

MONSTER WORLDWIDE SCANDINAVIA AB

Key Chamber Representative:

- Ms. Charlotte Evenseth, Area Manager – Norway & Denmark



Ms. Charlotte Evenseth



Headquartered in Maynard, Mass., Monster.com is the leading global careers website, with more than 50 million visits each month and 26 million registered users. Monster connects the most progressive companies with the most qualified career-minded individuals, offering innovative technology and superior services that give them more control over the recruiting process. The Monster global network consists of 22 local content and language sites.

MONSTER WORLDWIDE

Founded in 1967, Monster Worldwide, Inc., (formerly TMP Worldwide Inc.) is the online recruitment leader and the parent company of Monster. Monster

Worldwide (Nasdaq: MNST), is headquartered in New York with approx. 4,300 employees in 19 countries, the Company's clients include more than 490 of the Fortune 500 companies. For more information visit: www.monsterworldwide.com.

MONSTER WORLDWIDE SCANDINAVIA – MONSTER.NO

Monster Worldwide Scandinavia, the leading Scandinavian careers website, employs approx. 80 people. The Scandinavian headquarter is located in Stockholm, Sweden. Monster was launched in Norway in 1998 (as Jobline) and is one of the leading careers websites in Norway. 35,000 users have registered their profile on Monster.no and the website had more than 50,000 visits in September 2003. On average, over 1000 qualified career-minded individuals have joined Monster.no each month during 2003. For more information visit: www.monster.no. ★

Contributing-level Member

SIMONSEN FØYEN ADVOKATFIRMA DA

Key Chamber Representatives:

- Mr. Arve Føyen, Partner
- Mr. Per Seime, Partner
- Ms. Eli Folkestadås, Account Manager



Ms. Eli Folkestadås



Simonsen Føyen is one of Norway's largest law firms, committed to providing clients with legal representation of the highest quality. Simonsen Føyen is an acknowledged market leader in the fields of information technology and media law, and construction and property law.

The firm also has a strong position in the fields of offshore construction and shipping law, as well as corporate and tax law. Simonsen Føyen is represented in Oslo, Kristiansand, Stavanger, and Tromsø and employs approximately 170 people, including 125 lawyers nationwide.

TECHNOLOGY, TELECOM & MEDIA

Simonsen Føyen has worked extensively with Technology, Telecom, and Media (TTM) businesses since the 1980's, participating in and advising on international contract negotiations, dispute resolutions, data privacy, intellectual and industrial property rights, competition and regulatory issues, license applications and mergers and acquisitions. The TTM group also hold an extensive expertise in the area of public procurement.

SHIPPING

Simonsen Føyen's highly regarded shipping practice was founded in 1948. Strong capabilities has since been established in petroleum and energy law, defence/aerospace and aquaculture and fishery matters, offshore construction and services, shipping and ship financing. Clients include national governments and UN agencies, major and independent oil and gas companies, petroleum industry suppliers, owners and operators of drilling rigs and ships, owners and operators of hydroelectric facilities, turbine suppliers, banks, etc.

CORPORATE & TAX

The corporate and tax group of Simonsen Føyen deals with all legal problems related to trade and industry, including the establishment and operation of companies. The firm serves a broad range of national and international clients. The corporate and tax group is the largest group in the firm and includes among several others the group focusing on securities law. ★

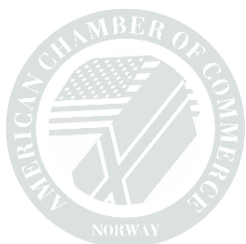
Scandinavian Chambers Come Together



Jason Turflinger; Uffe Ellemann-Jensen (former Danish Foreign Minister) & Marianne Raidna (Managing Director of the American Chamber in Sweden) at the Nov. 4 breakfast.

Directors of the Norwegian, Swedish and Danish American Chambers met in early November to further coordinate their organizations' trans-Atlantic business efforts. Several initiatives beneficial to members of all three Chambers were agreed upon and will be developed going forward. The meeting was made possible by a grant from the larger European Council of American Chambers of Commerce (ECACC).

The gathering was held in Copenhagen in coordination with the AmCham Denmark Chiefs of Mission Breakfast, entitled "Rethinking the Top of Europe: Nordic-Baltic Cooperation." Several members of the diplomatic corps were also in attendance as the city was the scene for a separate meeting of the Partnership in Northern Europe initiative, which coordinates efforts to help integrate Baltic nations into the North Atlantic Treaty Organization and the European Union. ★



UPCOMING AMERICAN CHAMBER EVENTS

5TH OF FEBRUARY 2004

Executive Conference & Dinner

American Chamber Corporate-level members are specially invited to take part in the business leadership portion of SAS Institute's upcoming two-day business conference entitled "SAS Forum 2004" at the Clarion Hotel Royal Christiania, Oslo.

Yahoo! CSO Mr. Tim Sanders and Mr. Mark Raskino, Director of Research at Gartner, will provide their respective views on future business trends. Additionally, Økonomisk Rapport will present its award for Norwegian Leader of the Year. Dinner and drinks will be served during the presentations.

Interested Corporate members are kindly requested to contact the Chamber for special pricing, venue, and schedule details prior to January 26.

12TH OF MAY 2004

Power Lunch: US-Europe Relations

American Chamber members are invited to attend a lecture by Dr. Geir Lundestad, Director of the Nobel Institute, on US-Europe Relations. Professor Lundestad's presentation incorporating his vast experience in this particular field will be extremely valuable to business leaders responsible for trans-Atlantic operations.

Among other topics, Professor Lundestad will be discussing his recently published book "The United States and Western Europe Since 1945: From "Empire" by Invitation to Transatlantic Drift."

Event venue and time TBA. This event will be open the members of the American Chamber only.

11TH OF MARCH 2004

Annual General Meeting & Dinner

The American Chamber's AGM is the premier Norway-US business networking event. Please join us as we host Mr. Einar Steensnæs, Minister of Petroleum and Energy.

Venue and time TBA. This event will be open to members and a limited number of guests of the American Chamber.

3RD OF JUNE 2004

American Wine Tasting

Small and medium US-based wine producers will give American Chamber members and guests a unique chance to educate themselves on the extraordinary taste of a variety of American wines.

Event venue and details TBA. This event will be open to a limited number of members and guests of the American Chamber.

AUGUST 2004

Fourth Annual American Chamber of Commerce Golf Tournament

The Sørderstrøm Cup will again be up for grabs in one of the Chamber's most popular annual social events. This exciting day of golf will conclude in the late afternoon followed with dinner and prizes in several categories.

Event venue and details TBA. This event will be open to a limited number of members and guests of the American Chamber.



Introducing Marit Elizabeth Bentsen

– American Chamber Office Assistant



Living in Seattle, Washington I was exposed to a Norwegian influence from birth, having a father and grand-

parents from Norway. We celebrated Christmas on the evening of the 24th and on the morning of the 25th. We ate strange foods that my friends had never heard of, like raspeballer and grøt! wore a bunad on the 17th of May. As I matured, I quickly realized how lucky I was to grow up with some influence of another culture. I saw that it made me different from friends of mine who had no knowledge of their ancestor's culture. It intrigued me and I moved to Norway in the summer of 2001 to attend Scandinavian Area Studies courses at the University of Bergen. Two years later, after falling in love with Norway and one of her countrymen, I moved to Oslo and began my studies in the Bachelor program with BI, where I currently study Marketing.

The opportunity of joining the staff at the American Chamber of Commerce in Norway has been a wonderful experience for me during my studies. I have met both American and Norwegian business professionals, in the same area that I hope to someday work. My tasks in the office correspond with course material in the Bachelors degree that I am striving for. I could not have been offered a better opportunity than working with the Chamber. I have learned an incredible amount in just the short time that I have been on staff, and I hope to continue learning and growing in my abilities in my time that comes with the Chamber.

Marit may be reached at amcham@amcham.no

Introducing Scott G. Randall

– American Chamber Newsletter Editor & IT Responsible

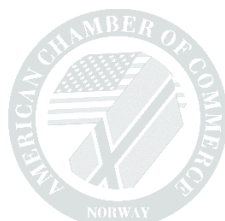


I grew up and lived in the Washington, D.C. area for most of my life...always with the itch to leave the area and explore. In

my last course of my final year of graduate school (2000), I met my Norwegian wife. We lived together in Rockville, Maryland where I also worked for the local county government as an Environmental Planning Specialist. We quickly grew tired of the area, and I proposed to move to Oslo, in which my wife accepted without hesitation.

Upon arriving to Oslo I was referred to the Chamber of Commerce for help. After meeting with Jason Turflinger in September, I was fascinated with the Chamber of Commerce's business role, and envisioned it as a great place to volunteer professionally. I have been volunteering with the Chamber of Commerce since then, primarily assisting with the quarterly Newsletter and IT issues. The work experience I have gained so far has proved invaluable, and has been a great contrast from my US work experience in the environmental field, within a governmental agency. I have been assigned some interesting responsibilities, and I hope they allow me to interact further with Chamber of Commerce members.

Scott may be reached at newsletter@amcham.no



Did You Know That...

- The American Chamber of Commerce in Norway is a fully accredited member of the US Chamber of Commerce (COCUSA), headquartered in Washington D.C.?
- The US Chamber of Commerce is the world's largest non-for profit business federation representing 3,000,000 businesses, 3,000 US state and local chambers, 830 business associations, and 90 American Chambers of Commerce Abroad (AmChams)?
- The Chamber does not receive any funds from US or Norwegian government entities and is solely reliable on funding by its members?
- The "members section" of the American Chamber website (www.amcham.no) is continually updated with recent news and information?
- We welcome editorials and/or comments to all articles and content published in this newsletter?

The American Chamber of Commerce in Norway
– Developing Norwegian-American business relations since 1958.

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