



World Eye Reports Sweden



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A crucible of life-changing innovation

As the birthplace of the prestigious Nobel Prize, Sweden celebrates an impressive legacy of innovation, which, because of very strong support from the government and the right policies, has nurtured a daring entrepreneurial spirit among Swedes and a reputation for quality for the country.

Over the past century, Swedes have always looked for ways to make life more convenient or better as seen through homegrown inventions, such as dynamite, the "hookless fastener" (known today as the zipper), the lifesaving three-point seat belt and the satellite-guided global positioning system (GPS).

They have also notably made great strides in the life sciences, giving the world the first pacemaker, the gamma knife and the medical sonogram machine.

Today, Sweden continues to push boundaries in medical science, pharmaceuticals and biotechnology.

In pioneering those fields, it has also developed a global network and formed commercial partner-

ships with local startup entities, spinoffs of scientific institutions and multinational firms with R&D (research and development) hubs and manufacturing plants in the country.

"We see an average of about 200 foreign direct investments every year, with between 20 and 25 from Japan. There are currently about 180 Japanese companies in Sweden employing around 12,000 people, and this is increasing," says Invest Sweden Director General Per-Erik Sandlund.

"The strong areas are health care and life sciences, also in ICT (information and communications technology), IT (information technology) and communication technologies. There is growth in environmental technology and in new material sciences, but our traditional industries, such as automotive and transportation, are still important," Sandlund adds.

In the wake of the 2008-2009 recession, Sweden's economic resilience gained admiration from around the world.

"We learned from the crisis of 20 years ago and increased

our competitiveness, directing taxpayer's money toward investments in research and development," explains Prime Minister Fredrik Reinfeldt.

"We made the right political decision to stabilize our economy, and we were proactive in supporting infrastructure, education and science. That is what has helped us weather the last global crisis, together with transparency and a strong Finance Ministry," Reinfeldt says.

Part of Sweden's attractiveness to foreign investment is its people. Thanks to its world-class academic institutions, the country is home to skilled professionals in specialty sectors and offers one of the world's most highly educated workforces.

"We have very open organizational systems that allow people to develop their abilities and allow for greater contribution to the enterprise," Sandlund says.

Mats Berggren, CEO of Sweden Bio (the Swedish life science industry organization), agrees.

"There is a strong drive for innovation and many companies

have sprung out from academia, where entrepreneurship is seen as something very natural," says Berggren.

Aside from being the birthplace of global household names such as Tetra Pak, Ericsson, AstraZeneca, H&M and Volvo, Swedish industry has set the benchmark in a wide range of sectors, and its welfare society has been praised for maintaining a free market environment that still attracts foreign trade.

While the domestic market is relatively small, Sweden forms the biggest market in the Nordic region and serves as a prime test market and gateway to the world's largest neighborhood for free trade, the European Union.

"What Sweden can offer collaborators is a society built on very high innovative products. We can offer cooperation in their ambition to develop new, really exciting products. There are very few limitations for doing business in Sweden, and you can use this as a platform to setting up business in the Nordics and in the EU," Sandlund says.

High technology countries like Japan, which have based a lot of its growth and economy on domestic demand, are now seeing a need to be more global to continue growing despite an aging population.

Sweden's regard for high quality makes it an ideal market for Japanese investment and collaboration.

"We are enjoying a very mature relationship with Sweden in various aspects, not just in good business ventures. Sweden is a very good part of the world for us to invest in and trade with because they recognize good quality products and services," says Japanese Ambassador Yoshiki Watanabe.

"This country is very accepting of foreign goods and technology, and we have seen no prejudice



Located in central Stockholm, the Rosenbad houses the office of the prime minister.

against us. It is mutual. For example, after World War II, we relaunched our paper industry using Swedish technology. We have a long history of trust and cooperation," Watanabe continues.

Since 1949, Japan has boasted 18 Nobel laureates, most of them in chemistry and physics, but it also has winners in literature, medicine and for the peace prize.

The Swedish prime minister recognizes a distinct synergy between the two nations.

"Sweden's relations with Japan have not only been crucial economically, Sweden has also had an interest in Japan's history and way of thinking. Both Sweden and Japan share a passion for technological innovation," he says.

Sandlund agrees, recognizing this "eagerness to obtain new technology. We are both driven by good engineering and perfection, constantly striving for innovative solutions."

Meanwhile, Minister of Foreign Trade Ewa Björling has set a "goal to double exports over the next five years."

"We want to expand further

out of the European market because today more than 70 percent of exports is within the EU. The burgeoning economic and political partnership between the EU and Japan is something we are watching closely," she says.

The Japanese envoy is pleased with the increased interest in his country and the many lessons his government can learn from Sweden.

"Young Swedish people are rushing to see Japan and are expressing great interest in Japanese culture. This is a wonderful sight. Sweden plays a key role in revitalizing our economy, based on our strong resolution to open up our country and our proposal to the EU that we would like to develop an economic partnership agreement," Watanabe says.

"Another point is our strong interest in tax reform on the basis of improved and stabilized social security and stronger public financing. This would benefit the people and contains a good message to the world. As such, Sweden is one of the best countries to learn from," he adds.

Trust and respect are vital to Swedish and Japanese partnership

Formed in 2006 as a result of a merger between two companies involved in the same materials handling sector — BT Europe of Sweden and Toyota Industrial Equipment Europe of Japan — Toyota Material Handling Europe (TMHE) has become a leader in material handling and a preferred business partner of several companies. Today, TMHE operates in more than 30 countries and has more than 8,800 employees.



Toyota Material Handling Europe President Håkan Dahllöf

"Toyota was the biggest name in counterbalanced forklifts, while BT was the most important warehouse equipment supplier. So when Toyota acquired BT in June 2000, we were able to give customers a full lineup of products. Together, we became the biggest suppliers of material handling trucks in the world," explains TMHE President Håkan Dahllöf, who worked with BT from 1990 and oversaw the merger between the two companies.

"Tetsuro Toyoda (president of Toyota Industries Corp.) said he was honored to acquire a company like BT and decided wisely to take the integration of the companies slowly and not carry out a revolution but an evolution instead. This gave us good time to learn about one another and develop a very close relationship," Dahllöf recalls.

"There are many similarities between Sweden and Japan in terms of mentality. Being engaged and expressing your opinion while showing respect for individuals around you and always striving for continuous improvement is the Toyota Way. Trust and respect is key," he adds.

Among its range of products and services, TMHE provides rental solutions, service contracts for continuous maintenance and safety inspection, as well as professional drivers.

From its factory in Mjölby, one of its three manufacturing sites in Europe, TMHE develops a variety of trucks for warehouse application, ranging from powered warehouse trucks to hand pallet trucks. The 76,000-sq-meter facility also houses a spare parts center with over 40,000 parts for worldwide distribution.

"Our success can be attributed to the high motivation of our employees all around the world. It is people and good communication that carry us forward. We emphasize teamwork, constant improvement and customer care. With Toyota's admirable focus on R&D (research and development), we are set to expand even further," Dahllöf says.

www.toyota-forklifts.eu



Swedish Prime Minister Fredrik Reinfeldt



Swedish Trade Minister Ewa Björling



Japanese Ambassador to Sweden Yoshiki Watanabe

Limitless possibilities for top Japanese display maker

"We are not aiming to be the biggest manufacturer in the world. We are aiming to be the best. There are so many possible applications in this industry. The sky is the limit!" exclaims Eizo Europe AB President and CEO Christer Lindblom.

The confidence is well-founded considering that Eizo Europe AB, established in 1992, has survived three global economic recessions, aside from the 2001 dot-com collapse.

"The biggest effect we felt was currency fluctuation because our products are imported from Japan," explains company veteran Lindblom, who attributes Eizo's success to the diversity of its applications.

Eizo Europe AB sells computer displays for medical use, graphical use, industrial use and back-office use, and works with air traffic control systems globally. Less than a year ago, it entered the consumer market for gaming, an industry that has shown rapid growth the past few years.

"Gamers demand very fast panels. These special cutting-edge innovations in speed come from Japan, where 100 percent of Eizo's R&D (research and development) is done. This is what we are able to supply," says Lindblom, who, while saddened by the catastrophes faced by Japan this past March, is very confident that the country and its people will recover fully because of their resilience.

"When demand pops up, we address it directly to Japan; they come up with a fantastic product and we



Eizo Europe AB President and CEO Christer Lindblom

deliver positive sales results. It is a lean organization with smooth lines of communication," he adds.

Although rivals may offer lower prices, Eizo's products provide higher quality and a longer shelf life. In fact, it offers a five-year warranty, which is unique in the industry.

Eizo was also one of the first to introduce power consumption monitoring and integrate an automatic shutdown feature for electronics. Today, almost every company in the world has adopted the feature.

The company is a major sponsor of DreamHack 2011, recognized by Guinness World Records as the world's biggest computer festival, which is hosted by Sweden in the summer and winter and brings together people from 90 countries.

www.eizo.se

Tiny particles yield huge benefits in drug development

"Since the launch of our enzymes — our first product group — in 2009, the response and demand have been positive. So this year, I am excited to be introducing our nanostructures as well. Getting our products on the market has actually speeded up our R&D (research and development)," says Genovis founder and CEO Sarah Fredriksson.

Genovis offers unique enzymes and nanostructures, tiny objects that can range in size from microscopic to molecular. The Swedish company provides leading pharmaceutical and biotech companies around the world with innovative tools to speed up the development of lifesaving drugs.

Genovis' focus on R&D has yielded new nanostructures used as contrast agents in complex medical tests such as magnetic resonance imaging (MRI) and positron emission tomography (PET) scans, which are used to detect and monitor cancer in patients.

"Using nanostructures to develop new methods for imaging is

very interesting to us. In terms of drug delivery methods, I personally believe that nanostructures will have a great influence in the future. However, at this stage in the company's development, nanostructures for imaging is our specialty," Fredriksson explains.

Enzymes act as tools in proving drug mechanism early in the screening process and are highly relevant in characterization and quality control for biotech companies working with antibodies. This allows for early drug selection and more effective preclinical research, particularly within stem cell, cancer and antibody research.

"At Genovis, we are focused on continuously finding the best methods to increase efficiency within the time range for drug development," she says.

Today, Genovis has distributors in Asia, Europe and the U.S.

"We are looking for committed partners to sell our products. The next level is for nanostructures within imaging. We are also specifically looking for other actors within the imaging market, such



Genovis Founder and CEO Sarah Fredriksson

as instrument providers. For our enzymes, we are interested in collaborations with established businesses worldwide, especially in Japan and China," says Fredriksson.

"I believe that the best way to establish good partnerships is to meet in person. Our objective is to help our partners and customers become successful in their business as well. Actually, the dialogue with a partner or customer promotes R&D even further," she concludes.

www.genovis.com

eBOX

Micropos Medical, founded by renowned practitioners in radiation oncology in Sweden, develops new devices and technologies that increase precision in radiotherapy for cancer treatment. Its first product, RayPilot, has been found to improve radiation treatment for prostate cancer. www.micropos.se

Valea is one of Europe's top consultancies in the field of intellectual property law. Combining that expertise with a deep proficiency in various technical fields, it has clients ranging from large global companies, medium-size patent-intensive companies, small enterprises and individual inventors. It provides personalized attention and maintains close, long-term cooperation with clients. www.valea.se

Kville Hotel offers clean and well-priced accommodations in Goteborg. Located in Kvilleorget, the hotel has several nice restaurants, pubs and cafes nearby, and is easily accessible from the city center. Aside from the friendly staff, it also provides free breakfast and Internet access. www.kvillehotel.se

Rica Hotels has 80 properties in Sweden and Norway and targets business and leisure travelers. It has been recognized for its eco-friendly practices and social responsibility. Setting standards for the industry, Rica Hotels procures locally produced food and supports sustainable management of the environment. www.rica-hotels.com

The Local is an English-language online news portal that was nominated in 2009 as Swedish Digital Newspaper of the Year. Its readers in Sweden consist of foreigners from over 100 countries. It has become standard reading for people planning a move to Sweden, planning to visit or doing business with Sweden. www.thelocal.se

The Swedish Trade Council provides professional services and resources to identify international business opportunities for Swedish companies. It has a presence in 60 countries worldwide and in every region in Sweden. Dual ownership between the government and industry allows interested parties access at all levels throughout the world. www.swedishtrade.se

The Sweden-Japan Foundation works with a wide range of companies and organizations to provide further information on Japan and provides scholarships to Swedish students hoping to study in Japan. It has been promoting relations between Sweden and Japan since 1971. www.swejap.a.se

Invest Sweden acts as Sweden's official promotion agency established to attract foreign direct investment, mapping out Sweden's most attractive qualities in innovation, market potential, friendly business environment, high productivity rate, research and development, corporate taxation, first-rate infrastructure and quality of life. www.investsweden.se

Specialty pharmaceutical player Sobi looks to Japan and China for partnerships

With total revenues of about 2 billion Swedish kronor and 500 employees, Swedish Orphan Biovitrum (Sobi) is now looking to expand in Asia through partnerships.

The company has a product portfolio of some 60 orphan and specialty pharmaceuticals, and a development pipeline of several phase III projects with large commercial potential.

"We have a strong sales organization in Europe and are building up our presence in the U.S. When it comes to the rest of the world, we are looking for partnerships," says CEO Kennet Rooth.

With a lack of treatment for many rare diseases there is a significant market potential for orphan and niche drugs.

"But it's more than just a job. We have a passion knowing that without these treatments patients have little to zero chance of survival," Rooth says.

"Take Orfadin for example, a drug for patients diagnosed with the rare metabolic disease

hereditary tyrosinemia type 1 (HT-1). Before Orfadin, close to 100 percent of these patients died before the age of 10," Rooth continues.

"Kineret, a product generating sales of close to 500 million Swedish kronor, was developed for treatment of rheumatoid arthritis, but was found to be effective also for other rare diseases. We are now investigating the possibility to enlarge the registration to include other indications."

With about 70,000 premature births in the European Union and U.S. alone, Kiobrina is one of Sobi's promising phase III projects.

"Kiobrina is a drug that improves growth in preterm infants. We saw very successful results from the phase II testing. There is no other treatment available for these kids. So, if we are able to show in phase III that these kids grow faster, with signs of improved CNS (central nervous system) development, this will be a revolution within health care. We are looking for a partner in Asia for this product," he says. "One option for Sobi is to enter the Chi-



Swedish Orphan Biovitrum CEO Kennet Rooth and Japanese markets through a partnership with a reputable Japanese company with a broad national network and a strong presence in China," adds Rooth, who subjects every decision to his "win-win-win" test. "We shouldn't do anything that is not a win for the patients, a win for society and a win for the company." ♦ www.sobi.com

Adaptability is secret to success

While the finest ideas of some health care companies originate from laboratories, Sweden's Elekta AB has generated its best lifesaving ideas in the clinic, where the clear focus is the patient. That approach has resulted in much success at home and in other countries, including Japan, which is Elekta's second-largest market after the U.S.

"Innovation is not just about inventing a new product. It is more about finding ways to solve a clinical problem by putting your feet into the patient's shoes," explains President and CEO Tomas Puusepp, who first joined the company in 1988.

"We bring five to six hospitals together and ask, 'How should we develop something that directly addresses your and your patients' problem?' We have found that our satisfied customers turn into our best promoters. This is our best marketing tool," Puusepp adds.

Invented in 1968, its first product, the Leksell Gamma Knife, is a noninvasive procedure that allows surgeons to operate on brain tumors without having to open the skull. Since then, Elekta has patented several other products and software in the field of neuroscience and on-

cology. Last year, its Japanese subsidiary entered into a sales and marketing partnership with Toshiba Medical Systems Corp. to strengthen distribution of its products and services.

"We are aiming to launch in early 2012 a very sophisticated beam manipulation system that will enhance the user's ability to match the beam to the tumor in an even more precise way. This is our latest significant investment and we are excited to bring it to Japan," says Puusepp, who has seen Elekta grow from 22 people with a turnover of \$10 million to 2,700 staff worldwide with a turnover of \$1.2 billion last year.

"Our relationship with Japan is based on mutual trust, and you don't build that trust overnight. It becomes a problem when you think that you understand everything. It makes a huge difference knowing that you don't know everything and to listen and learn. It's for a reason one has one mouth and two ears. Then you start to become successful," he adds.

"The people that make up our company are absolutely important. We are proud to attract and retain excellent people, all who share the common goal of doing something good for



Elekta President and CEO Tomas Puusepp

mankind. Whatever position in the company, we all know that we have an impact. I am nothing without my team, actually. Together we have proven that we can make significant differences for millions of patients throughout the world" he concludes. ♦ www.elekta.com

A trustworthy partner in world-class performance

While the global recession of 2008 was a disaster for many companies, Sweden's PartnerTech used it as an opportunity to upgrade its facilities worldwide and renew its surface mount equipment in its electronic plants. In Poland, for example, it built one of the world's most advanced factories for sheet metal manufacturing and system integration.

"We minimized the financial impact of the downturn by several actions to improve internal efficiency at the same time as we invested heavily in preparation for the market's turn," explains President and CEO Leif Thorwaldsson.

With its local partner 3CEMS in China and a wide network of factories across Europe and the U.S., PartnerTech focuses its production expertise on six main sectors: defense and maritime industry, information technology, medical technology, clean technology, in-

strumentation and point of sale.

Over the years, PartnerTech has built up an impressive international client roster based on flexibility in its contract manufacturing process and timely delivery. A close relationship with clients and the history of mutual trust was key for maintaining business during the worst of the crisis.

As a result, PartnerTech currently works with renowned companies such as Toyota Material Handling Europe, Beijer Electronics and Tomra Systems.

"Trust and quality are very important to us," says Thorwaldsson. "Our clients trust us with the manufacturing of some very complicated products and we give them a significant competitive edge. Flexibility is also a key factor for us when operating in diverse market areas around the world."

"For example, the PartnerTech group meets all standards for medical products in Japan, the European Union and the U.S. We also have all the appropriate certifications for med-tech and clean-tech," he adds.

Thorwaldsson's plans for his company include further expansion into Asia.



PartnerTech President and CEO Leif Thorwaldsson

"Japan is very important to us and we have a lot of excellent suppliers there within the electronics industry. I am personally a great admirer of Japan and the Japanese way of doing business. At PartnerTech, we are working more and more using lean management and with the Toyota-style production systems."

In a world economy buffeted by adversity at every turn, PartnerTech has learned how to convert challenges into opportunities. ♦ www.partnertech.com

Collaboration drives BioInvent's success

Swedish pharmaceutical company BioInvent International has stepped up efforts to find new partners for candidate products for the treatment of cancer, thrombosis and atherosclerosis. Backed by 100 employees and an excellent track record, it has already partnered with Roche, Genentech, Mitsubishi Tanabe, Daiichi Sankyo, Bayer HealthCare, ThromboGenics and Human Genome Sciences.

"We are determined to bring innovative antibody drugs to the market and help our partners achieve their goals. Our ambition is to utilize our scientific platform to make the most potent antibody molecules and bring antibody drugs to the market that help patients," says President and CEO Svein Mathisen, who has been with the company for 15 years.

Supported by its advanced antibody technology platform, BioInvent is a perfect long-term partner in the field of therapeutic antibody drugs. With a library of 20 billion different antibody genes, BioInvent is able to select the best therapeutic candidates.

"Our close collaboration with academia in Sweden, such as Lund University, is one of the company's main pillars. We value trust and integrity and have a very collaborative approach to business and science. Once the compounds successfully reach phase II studies, we come full circle in our collaborative model and finalize and launch the product through partnerships with big pharmaceutical companies," says Mathisen.

"In the antibody discovery and development area, we have excellent partnerships in Japan. I would like to further strengthen our partnerships and presence in Japan and continue with the successful relations that we have been so fortunate to establish. I think the business culture in Japan and Sweden is quite similar. Teamwork and consensus is very important and that is something I really ap-



BioInvent President and CEO Svein Mathisen

preciate. Trust and long-term relationships are key when choosing a partner," he adds.

In 2008, BioInvent partnered with Roche in a global licensing deal to develop and market TB-403, a new drug to prevent vessel growth in tumors. BioInvent also develops, in collaboration with Roche subsidiary Genentech, the antibody compound BI-204, which addresses the underlying causes of atherosclerosis.

"I am very excited about BI-204. It is one of the first potent drugs to really address the vascular inflammation causing atherosclerosis. In the foreseeable future, we are looking for a Japanese partner to launch BI-204 in the market," says Mathisen, who also hopes to collaborate with a Japanese drug company to market its BI-505, a treatment for multiple myeloma (plasma cell cancer).

"At some stage, we will be seeking partners for this potent drug, BI-505, and finding a Japanese partner might be a good approach for future clinical development. The compound has already shown strong preclinical efficacy and clinical data are expected to be presented later this year," he says. ♦ www.bioinvent.com

It's clear as crystal

Axentua develops small-molecule drugs derived from natural compounds through a unique process, crystal re-engineering, which, when applied to natural compounds, transforms a bioactive compound into an experimental medicine for clinical testing that can be developed into a novel medicine.

"Our development process is the result of innovation. The company thrives on that idea. There is so much potential and if our patent strategy holds, the sky is the limit," says Michael-Robin Witt, chief science officer and a founder of Axentua.

Among the advantages of the process is lower risk of failure in preclinical and clinical trials because the effects of natural compounds are more widely documented, unlike those of synthetic compounds, which are used by most major drug companies. This translates into an accelerated drug development

process, leading to dramatic savings in costs and time.

Axentua has developed AXP107-11, a multitargeted compound used in cancer treatment, particularly in pancreatic cancer. AXP107-11 was developed from bench to clinic in only two years, showing that crystal re-engineering is a unique strategy for accelerated drug development. Intellectual property protection of the crystalline form, crystallization process, composition of matter, and therapeutic use of AXP107-11 is secured through a recent U.S. patent.

In animal studies, AXP107-11 has also been found effective against radiation sickness and is currently under investigation as a radiation countermeasure agent, a development that could prove valuable amid the cleanup of the Fukushima No. 1 nuclear power plant.

"Both Sweden and Japan are able to be team players. Both



Axentua Founder and Chief Science Officer Michael-Robin Witt

countries have had to struggle for a higher standard of living, which is a direct result of their strong work ethic. We hope that we can build relationships on these similar values and help the Japanese in these difficult times," says CEO Stefan Rehnmark. ♦ www.axentua.com

The secret of customer loyalty

If action is character then Daniel Jacobsson has been put to the test.

"In 2009, we were about a day away from bankruptcy," recalls Fuji Autotech's president, "and we managed to turn things around only through excellent client relations and focused streamlining."

The turnaround was successful and 2010 turned out to be the company's best year ever.

Today, the Sweden-based subsidiary of the Japanese niche autoparts maker Fuji Kiko is a market leader in its specialized subsector. Fuji Autotech supplies more than 60 percent of European truck OEM (original equipment manufacturer) steering columns.

About an hour's train ride west of Stockholm, Fuji Autotech's Eskilstuna base holds a multicultural workforce comprised of over 20 nationalities. Here Jacobsson

has led his dynamic teams on a rebound from the effects of the global financial crisis and posted record growth.

He says his company's "secret" lies in working closely with customers in the development of such crucial and demanding auto components as the steering columns and telescopic shafts.

"We're involved in the design process with our clients almost from Day One," he explains.

This close coordination between producer and client may explain the loyalty displayed by many Fuji Autotech patrons; and with names such as Scania, Volvo, Daimler and DAF, among others, these are clearly industry leaders who set the standard in commercial vehicles.

Fuji Autotech now looks ahead to possible expansion across Europe, as well as product diversifi-

cation. Whatever is decided in the years to come, the company's intensely close relationship to clients is a mark of character that will not likely change. ♦ www.fujiautotech.com



Fuji Autotech's steering column

"We value trust and integrity and have a very collaborative approach to business and science."

Japan's Daikin reaches every corner in Sweden

Backed by its parent company in Japan, air conditioning giant Daikin has planted a firm presence in Sweden as it established several dealerships across the vast country in just three years, doubled its sales force between 2009 and 2011, and introduced innovations designed in the country.

"Our success also has a lot to do with the loyal backing that we get from Daikin in Japan, something that I am very thankful for. In Daikin Sweden AB, we have learned and incorporated the effective synergy of Japanese and Swedish management styles. We share a high level of technical knowledge and a long tradition of quality products," says Managing Director Andrea Montanari.

In collaboration with a local firm, Daikin Sweden AB has developed technology that allows us-

ers to control their air conditioning units using their mobile phones.

Already having its robust business in the country, the Japanese subsidiary is focused on developing its business-to-business strategy.

"We are a solutions-oriented company with the widest product portfolio in the market. This means that we are able to address all private and company needs in heating and cooling. We are available and fully equipped with the highest level of skilled customer service. Our goal is to be the biggest player in our industry and No. 1 in the Swedish market," Montanari says.

Recently, Daikin introduced its newest product, the European-designed Altherma, a home cooling and heating system that integrates underfloor heating, low-temperature radiators and fan coil units. It

is expected to launch a floor model version soon.

"We are looking forward to introducing the new design version of our existing floor model and recruit more skilled people with a flair for business and train them



In both performance and design, Daikin's Emura has redefined air conditioning around the world.

in collaboration with the Daikin Sales Academy. Our main focus is to increase our presence by continuously building up a network of quality sales people and dealerships," says Montanari. ♦ www.daikin.se

PCG sees a logical fit in Japanese life sciences

Some foreign companies are intimidated by Japan's business culture, whether it is because of cultural differences, the language barrier or the expected high level of innovation. Not Sweden's Pharma Consulting Group (PCG).

"It was logical for us to open our first overseas office in Japan in 2009 because we understood the market. We had developed valuable contacts there over the years which proved crucial when we started," recalls PCG's vice president of project management, Thomas Kaponen, who also heads its Japanese subsidiary.

PCG is a leading contract research organization (CRO) that conducts outsourced pharmaceutical research for the life sciences industry, with a particular focus on managing and executing Phase I to Phase IV studies and patient

registries. A relatively new company that was started only in 2003, PCG took the plunge into the world's third-largest economy out of confidence in the excellence of its products and services.

"We are a trusted CRO in the Nordic region, with many leading pharmaceutical companies as clients, including Pfizer. With this as a basis of our expertise, we have now also grown into a global provider of electronic data capture (EDC) systems for the industry," adds Vice President of Clinical Data Management Henrik Blombergsson.

The culmination of that vision was Viedoc, a revolutionary web-based EDC software employed in more than 200 studies worldwide. In Japan, Viedoc is used for Phase I to Phase III clinical trials, investigator-sponsored studies (ISS)

as well as Japanese post-market surveillance (PMS) studies. Viedoc improves information sharing, project management and research monitoring for PCG's work in Japan, and has proven to be particularly effective in the context of Japan's pharmaceutical sector.

"Viedoc has been well-received in Japan because it essentially makes the entire clinical trial process easier. The product is user-friendly, translated into Japanese and cost-effective. We can tweak the software based on our clients' needs," adds Kaponen.

In Japan, Viedoc is used, for example, by Taiho Pharmaceuticals, Toray, Statcom, Shin Nippon Biomedical Laboratories, Translational Research Informatics Center, Symbio and EPS — one of the country's largest CROs.

"In the short amount of time we've been present in the Japa-



PCG's Thomas Kaponen (left), vice president of project management, and Henrik Blombergsson, vice president of clinical data management

nese market, we have become acknowledged as one of the four major players in the EDC business. Our sales have been good and we are excited about assisting more CROs and pharma companies in Japan," says Blombergsson. ♦ www.viedoc.com