# OUR CHAMBER Newsletter from Swedish-Polish Chamber of Commerce



## IN THIS EDITION

Thank you for reading the fifth issue of the newsletter Our Chamber, published by the <u>Swedish-Polish Chamber of Commerce</u>.

The purpose of this newsletter is to pay tribute to our members and to inform about their business operations and capabilities.

We are thrilled and delighted to interview <u>Mikael Wällstedt</u>, Founder and CEO of <u>Inonom</u>, the fourth strategic partner of the Chamber (the remaining ones are <u>ARPI Accounting</u>, <u>Ebury</u> and <u>Software Mind</u>).

Strategic partnership is open to selected members of the Chamber and involves mutual support and mutual benefits in addition to what follows from membership. You can read more about it right <a href="https://example.com/here/benefits/">here</a>.

A permanent feature of Our Chamber is presentations of new members who have joined us during the months which have passed since the previous issue. The Chamber has recently introduced a new category of members - Ambassadors, individuals all around the globe who are passionate about Swedish-Polish business relations and support the Chamber and its Board in developing them.

Among other highlights you will find an article on Lakeway Link, the sole shipping company offering scheduled roll-on/roll-off transport for trailers and high and heavy cargo between Gdynia and Södertälje. We have interviewed CEO Fredrik Hermansson.

We also present three member firms whose operations support international companies with an interest of a market entry in Sweden - we have talked to <a href="Ott-Kerstna">Ott-Kerstna</a>, CEO of Neffi, Ralf Wisniewski Löbel, CEO of PlayeMotion, as well as <a href="Adriana Krzymowska Larsson">Adriana Krzymowska Larsson</a>, jur. dr, Partner and advokat at <a href="KRZYMOWSKI advokater">KRZYMOWSKI advokater</a>.

This is, of course, not everything we write about. You are, once again, warmly welcome to the fourth issue of the newsletter Our Chamber.

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# **NEW MEMBERS**

We warmly welcome new members who have joined our community since the previous issue of the newsletter. At the same time we wish to thank all our members, <a href="https://svenskpolska.se/en/vara-medlemmar-en/">https://svenskpolska.se/en/vara-medlemmar-en/</a>, for trusting us.

The strength of a chamber of commerce equals the strength of its members. Our task is to support and to nourish the Swedish-Polish business relations of our member firms and organizations, now encompassing also:

# ANIO LOGIC

#### Antologic

By implementing bespoke software solutions, Antologic helps businesses transform their organizational landscape. "We specialize in automating processes and integrating diverse systems to enhance operational efficiency. Since 2009, we have been at the forefront of developing custom back-office software solutions, streamlining internal processes like CRM and DMS. and digitizing unique business workflows. Our full platform implementations encompass client-facing and back-office subsystems, supported by UX/UI design and comprehensive DevOps and Cloud support. These services allow us to cover all necessary aspects of software development, including design, implementation, maintenance, and frontend development. We have completed over 300 projects across various economic sectors. In recent years, we have focused on back-office solutions, IoT/SCADA/Smart City, and hospitality. Antologic is the only producer of RMS (Revenue Management System) in Poland, offering solutions that are competitive with major global players and doubling our customer base yearly." Please contact CEO Krzysztof Ryk, krzysztof.ryk@antologic.com.

Find out mor

#### **EBIS**

Microsoft Data Analytics Partner, providing complex services within Business Intelligence systems: business analysis, consulting for current solutions, assistance with choosing the best reporting tool as well as development and system implementations. "We are flexible in terms of systems technology. Therefore, we can meet the needs of small, medium-sized businesses as well as large organizations. We deliver solutions which are tailor-made to the specificity and needs of each client – ready for expansion and further modifications. The main area of our specialty is Microsoft Power BI and Microsoft SQL Server." Please contact CEO Mateusz Bażan, mateusz.bazan@ebisgroup.co

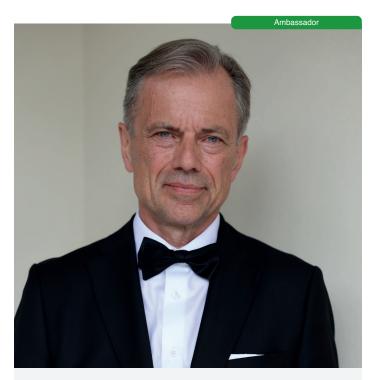
Find out more



# Our passion for 12 years? Creating apps that drive your sales

#### **Appchance**

"For the last 12 years, we have been creating top-quality apps for businesses worldwide, particularly in the sales and loyalty sectors. Our primary goal is to support the digitalization of commerce. From the kick-start meeting to the launch, we are partners in our clients' projects, providing support while implementing original SaaS solutions, training employees to use them, and helping them understand modern e-commerce. We leverage the latest technologies, such as Flutter, to develop mobile applications for both Android and iOS systems. Our projects also include web apps, responsive websites, CMS panels, and web services. As part of the R22 group and VERCOM S.A., a company listed on the Warsaw Stock Exchange, our projects have been repeatedly awarded in competitions such as the Effie Award, Mobile Trends Awards, and Golden Arrow. We empower businesses through digital solutions. We are #MobileCommerceExperts". Please contact Project Management Team Leader Aleksander Bojanowski, aleksander.bojanowski@appchance.com.



#### Dariusz Januszewski

CEO and Board Member of Nordiska Unipol, a representative of Polish producers of chemicals and plastic products. The company's owner and main partner is Qemetica, one of the leading producers of soda ash and many other basic and industrial chemicals in Europe. He is also Board Member of suomen unipol oy and former long-time member of the Board of the Swedish-Polish Chamber of Commerce. Dariusz holds Master of Science degrees from the University of Gdańsk in Business Administration and Management as well as in Foreign Trade. In addition he has studied at University of Toronto and London School of Foreign Trade. Please contact Dariusz Januszewski, dariusz.januszewski@unipol.se.

Find out more

#### Merixstudio

"We integrate advisory, design, and software engineering to recommend and create digital solutions aligned with our clients' business strategies. With a main focus on designing and building sophisticated web and mobile applications, our expertise and 25 years of experience have served as the digital backbone for more than 350 businesses. Today, we are poised to offer value-driven tech consultancy services that support tackling the most complex challenges, such as transforming customer experiences, digitalizing core processes, enhancing software security, and modernizing existing systems. Prioritizing scalability, security, and reliability, we address enterprise-level needs, focusing on outcomes that enhance business value. Our solutions deliver an actionable impact on our clients' overall success and growth". Please contact the representative in Sweden Piotr Stepiński, p.stepinski@merixstudio.com. He is a Swedish national, raised and educated in Uppsala with more than 10 years of experience in the IT sector.

Find out more



#### Dev and Deliver

Brings top-tier software solutions, providing cross-functional teams to manage your software from idea to launch and beyond. "With a strong focus on Scandinavian markets and over 400 projects completed globally, we have partnered with esteemed clients such as Adidas, Hemfrid, Joule Group, Decathlon, and Gents. Our expertise ensures your success both locally and internationally. Core Competencies: • Mobile Apps: Turn your vision into reality with expert end-to-end app development. • Web Apps: Achieve a flawless online presence with scalable, reliable web apps. • Websites: Stand out with responsive, high-performance websites designed for optimal user experience. • Comprehensive Products: Get personalized, bespoke software solutions tailored to your unique needs. • Cloud & DevOps Services: Secure your growth with scalable and flexible solutions like K8S, AWS, GCP or Azure. • E-commerce: Build secure, customized platforms that enhance your online sales. • Product & UX/UI Design: Delight your users with intuitive, visually appealing designs. • Backend and APIs: Benefit from robust backend systems ensuring seamless data management. Quality Assurance: Rest assured with comprehensive testing ensuring top performance and stability." Please contact CEO Piotr Zarów, piotr@devanddeliver.com.

Find out more



#### Sawaryn & Partners Law Firm

Helps entrepreneurs to streamline processes and save time spent on legal issues and corporate duties. The firm specializes in providing legal services to enterprises in the technology, IT, e-commerce, and start-up sectors. Its team is made up of passionate experts, willing to take concrete actions and deriving great satisfaction from the successes of the clients. Areas of expertise include corporate law and services, M&A, IT and new technology industry law, intellectual property law, e-commerce, Personal Data Protection, Anti-Money Laundering, labor law and global mobility, as well as public procurement law. Please contact: Founder and General Partner Mateusz Sawaryn, mateusz.sawaryn@sawaryn.com.



Yvonne Magnusson Retail & E-commerce consultant

Offers consulting services in support of international companies with an interest to enter the Swedish marketas well as within organizational development, business modelling and digital transformation. Yvonne Magnusson, has 30 years of experience and an extensive network of contacts in retail and FMCG in local and international companies. During her career as CEO she completed several business transformations, turnarounds and built profitable and sustainable businesses. She has a thorough knowledge and a deep understanding of organizational and cultural changes as well as other implications resulting from change processes. She has a proven track record of delivering operational and commercial excellence and transforming organizations in the cultural shift of digitalization. Her passion is to create sustainable, profitable growth and to find the perfect customercentric market fit. Please contact Yvonne Magnusson, chhangeformomentum@telia.com.

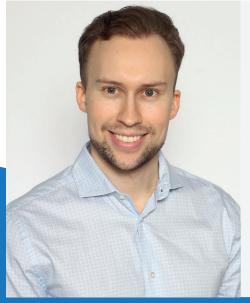




FinStrat AB

A consulting company with a broad range of services within Managerial Finance, Financial Reporting, Change Management and Human Resource Management. The Founder, Dorota Szymanska, has extensive experience acquired in such senior positions as Chief Financial Officer, Financial Manager and Business Controller at international companies with operations in Sweden and Poland. With language skills in English, Swedish and Polish, Dorota is an experienced Financial Leader with a strong background in the development of financial functions including recruiting, budgeting, forecasting and group consolidation, increasing efficiency and improving financial results, digitalization and process improvement. She is also a proactive and business-oriented Manager with international hands-on experience in Manufacturing, Supply Chain and Sales. Her expertise also encompasses differences between the Polish and Swedish legislations and the specifics of operating in special economic zones in Poland, in which she has supported both Polish and Swedish companies. Please contact Dorota Szymanska by emailing info@finstrat.eu.

Find out more



#### Neffi

Helps EU-based construction companies to enter the Swedish construction industry securely and predictably by having a solid game plan. The company helps to understand all the realities, risks, costs, and potential pitfalls and takes upon itself as much paperwork and administrative tasks as possible, so that clients can focus on their core business. Clients are exclusively construction companies, which ensures a holistic approach, covering areas such as: • Optimal company setup • Legal & tax advice • Leveraging competitive advantages · Communicating with unions and government agencies · Implementing collective bargaining agreements • Cost analysis • Accounting, payroll, and reporting • Connecting with construction material and service providers for better deals. The services are tailored for each client's specific circumstances and aim to prepare them for all stages of carrying out their construction project in Sweden. Thorough and timely preparation mitigates risks, makes cost calculation predictable and ensures compliance to regulation. This in turn leads to a stellar reputation in the Swedish market and a bigger potential to take on new projects with better margins. Please contact Founder Ott Kerstna, ott.neffi@gmail.com.



#### IIG

"Since its inception, IIG has been focused on analyzing customer needs and providing benefits that allow businesses to grow and achieve key goals and objectives. We support our clients at every stage of implementing their ideas, starting from needs analysis through solution implementation to maintenance and further development. We specialize in systems that require multiple integrations and high availability and reliability - Toll collection systems, CRM, Debt collection, Fintech as well as in mobile applications and portal systems. We build our relationships with clients on the principles of partnership and trust. The client and the client's business goals are always in the center of our attention. We always apply the highest standards of security and professionalism. We have implemented many innovative projects in the domestic and the international markets. Our clients include businesses of all sizes as well as governmental institutions." Please contact CEO Jarosław Opila, jopila@iig.com.pl.



#### **VISTAGER**

A technology development company dedicated to innovation in the Interior and Exterior Design industry. Its first product is a pioneering online tool for residential Real Estate agents. It accelerates the property sales process by attracting more buyers and helping them make a final decision in an instant. The company's interior visualization is a great way to distinguish listings and to showcase on-site the property's true potential (and value). It's the true power of Al in a simple format. The Founder, <a href="Dawid Tambor">Dawid Tambor</a>, is an entrepreneur with over a decade of business development experience across Europe and Asia. He is driven by his passion to redefine accessibility to beautifully designed and functional spaces. Please contact him at dawid.tambor@ymail.com.

Find out more





#### Julia Fraczkiewicz

An entry-level graphic designer driven to enhance her professional skills and effectiveness. With a strong focus on visual identity design, UX design, and marketing strategies, she has gained valuable initial experience in designing, researching, and creating strategies to increase company visibility. Julia is committed to refining her expertise and is always eager to take on new projects that challenge her creatively and technical skills. Currently, she is pursuing a degree in Multimedia Design at Business Academy Southwest in Denmark. Here, she continually develops new skills in various aspects of design, including video and photo production, digital design, and business development. Her coursework and practical projects have provided her with a well-rounded education, preparing her to meet the demands of the ever-evolving design industry. Originally from Warsaw, Julia is a native Polish speaker, fluent in English, and currently at A2 level in Danish. In addition to her technical skills, Julia is known for her creativity, attention to detail, and ability to work collaboratively in team environments. She is seeking new opportunities to further her design career and embrace new challenges that will expand her knowledge and capabilities. Julia is passionate about leveraging her skills to contribute to innovative projects and help companies achieve their marketing and branding goals. Please contact Julia Fraczkiewicz, juliafra@onet.pl.



#### Michał Kaczmarek

An accomplished scientist with expertise in chemistry and analytical science, particularly as applied to medical, biological, and environmental samples. He began his career at the Institute of Toxicological Expertise in Wrocław as a forensic toxicologist, where he helped set up a forensic toxicology lab and conducted research on designer-drugs. He then advanced his specialization in contemporary analytical methods, including chromatography and mass spectrometry, at the University of Tartu in Estonia and Uppsala University in Sweden. During his master's research at the Swedish University of Agricultural Sciences (SLU), Michał conducted significant environmental studies, culminating in a publication in the prestigious international journal, Chemosphere. After earning his degree, Michał relocated to Israel, where he played a pivotal role in the research and development of the Division of Metabolite Medicine, Blavatnik Center for Drug Discovery, Tel Aviv. There, he developed a comprehensive skill set in establishing a new laboratory, leading and recruiting scientific teams, and consulting for pharmaceutical and medical clients. His work is driven by a passion for data-driven decisions in personalized medicine and drug discovery, as well as the recent advancements in artificial intelligence in medical applications. Michał Kaczmarek is now nearing the completion of his third postgraduate degree, the Schwarzman Scholars Master of Management Science - Leadership and Global Affairs at Tsinghua University. During this program, he participated in a Capstone project titled "Overcoming Barriers to Artificial Intelligence Adoption in Healthcare," conducted in collaboration with the World Economic Forum. Upon his imminent return to Europe Michał is looking for new challenges at a suitable chemical or pharmaceutical company in Poland or elsewhere in Europe. Please email him at michal@e-kaczmarek.com.

Find out more



#### **NOYEN**

A trusted source of comprehensive solutions in industrial parts cleaning. Each of our machines, cleaning lines, chemical products and services is an answer to the needs of our customers. We use our technical knowledge and 25 years of experience in the field to design comprehensive cleaning systems. We change the way people think about industrial parts cleaning by implementing modern solutions in automation and process integration. Due to our openness, honest attitude and flexible approach at every stage of cooperation, products and services that we provide are widely acknowledged as of the highest quality. Investing in further progress is one of the NOYEN brand values. At the moment, we are focusing on artificial intelligence [AI] technology as a support in production and sales processes. We use modern tools that enable us to design and analyze the model in a unified environment, allowing our engineers to explore ideas and implement innovative solutions. We know that modern technologies and solutions are a chance for a better tomorrow. This is why we consider safety, ecology - including the saving of electricity and other utilities - at every stage of our work. A responsible approach, cooperation and respect for the place and the people around us are our values and the basis of our activity. Please contact Marketing & Sales Support Manager Beata Piasecka, beata.piasecka@noven.com.



#### Professor Piotr Senkus

Adjunct Professor at the University of Warsaw as well as an AI and business transformation expert with multiple degrees and extensive practical experience. He integrates cutting-edge technologies to enhance processes and drive organizational growth. He is an artificial intelligence researcher and business transformation leader, discovering new digital horizons. He holds a Master of Science in Engineering degree in natural sciences, a Ph.D. in economics, and a habilitation in economic security and defense. Professor Piotr Senkus gained his practical knowledge in organizations around the world. He sets optimal paths for the integration of breakthrough technologies such as process automation, data analytics, and artificial intelligence. With courage and creativity, he pushes boundaries in industry and science, leading projects to improve processes and utilize chatbots and machine learning to accelerate organizational development. Prof. Piotr Senkus is focused on empowering people and organizations through digital transformation. He is a member of the prestigious scientific association Sigma Xi, an organization from which over 200 members have received the Nobel Prize. For his work, he received the U.S. President's Lifetime Achievement Award, but as he says himself, this is just the beginning of his pioneering journey! Please contact Piotr Senkus, piotr.senkus@gmail.com.

Find out more



#### Rafał Dołęga (also operating under the trade name Rafaldo)

Business automation and process improvement specialist. "My co-workers and I are a team of "Automation Ninjas", with clients in Poland, Sweden, Germany and the Netherlands. We ease efficiency in small and medium companies by the use of AI, Automation & Business Apps. You can treat Automation as an additional co-worker who will work for you 24/7. To that co-worker you can delegate manual, error-prone and data-sync tasks. We stand out among our peers because we provide solutions which do not require custom building but are based on existing and stable Tools, Apps and Al. Thanks to this approach and pioneering use of suitable modern technologies, we are able to deliver up to 10x faster compared to building custom software. We put emphasis on long-term relations and clear communications." Please contact Rafael Dolega, hello@rafaldo.com.



#### Wikpol

"We are experts in robotization, specializing for over 30 years in designing, manufacturing, and implementing high-class automated and robotized palletization, de-palletization, and packing lines. We offer our customers the opportunity to use cutting-edge technology to increase production efficiency, optimize flow, eliminate monotonous tasks, improve occupational safety and reduce costs. We provide comprehensive solutions, including equipment such as: • robot grippers, • picking and packing systems, · systems that prepare packages for palletizing and secondary packaging, • automatic pallet feeders, • divider containers, • smart transport systems, • autonomous mobile robots. We design systems based on a thorough analysis of the client's specific needs and their production and development plans. An important feature of these systems is their versatility, which allows them to be easily and quickly adapted to new production profiles and integrated with existing machine systems. Our team is composed of experienced specialists from many fields. The core is the engineering staff formed by mechanical engineers, automation system engineers, app developers, robot programmers, and PLC programmers. We are committed to close collaboration with our customers at every stage—from planning through implementation to service—building lasting relationships and mutual trust." Please contact Grzegorz Flis, gflis@wikpol.com.pl.

Find out more



#### Robert Hultman

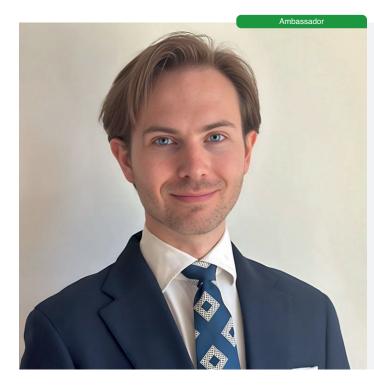
Club secretary at Military Club and CEO at Military Club's Publishing Company. Robert has worked for more than 20 years in communications and marketing. He has been public relations manager and head of communications in such enterprises and organizations as the publicly listed (Stockholm and Nasdaq) telecom operator Tele2, the e-business Dressmart and the business association IT-Företagen (ITC industry). He has also worked for many years as a consultant in both Swedish and International PR firms. He offers communications that increase the customer perceived value of products and services, boost sales and influence decision makers in business, politics and public services. Please contact Robert Hultman, robert@hultman.info.



#### Victor Björk Geroconsultancy

The company's broad range of services includes scientific consultancy for enterprises in the biotechnology space with a particular focus on age-related disease, landscaping of areas and due diligence, as well as consulting services for individuals who want to understand the aging research space and what is evidence-based. The Founder Victor Björk comes originally from Sweden, where he studied molecular biology. Victor has extensive international experience. He has lived and studied in Belgium and worked at several biotech companies in California, New York and Switzerland. These positions have ranged from benchwork to biotech business development. Please contact Victor Björk, victorbjork@hotmail.com.

Find out more



#### Simon Warnqvist

With experience in leadership, sales, and business development, Simon has contributed to company growth and raised millions for non-profits through his work with the Swedish Childhood Cancer Fund. Using his solid business understanding, Simon will begin a new role next week - data analysis and customer projects at a recruitment marketing scale-up. His international experience has fueled a keen interest in international business development and commerce, where he wants to contribute to more collaboration between people and countries. Based on his passion for cultural exchange and discussing new ideas, Simon thrives in contributing to the growth of companies and individuals. With a bachelor's degree in business economics and a diverse network of contacts. Simon is excited to contribute to the members of the Swedish-Polish Chamber of Commerce as a new member of the editorial team for our newsletter, Our Chamber. Please contact Simon Warnqvist, Simon\_warn@hotmail.com.

Find out more

#### Polish Association of Designers and Engineers

An organization of employers in the design, engineering and consulting services sector of the construction industry. The association brings together leading companies in design and supervision, responsible for the largest road, railway, transmission, and hydraulic engineering investments in Poland. The organization advocates for their interests in front of governmental and administrative authorities and provides the authorities with opinions on legal acts in construction law, spatial planning law, and public procurement law. ZOPI collaborates with other organizations in the construction and infrastructure industry to create favorable operating conditions for sector companies. It lodges appeals to the National Appeals Chamber and drives the standards of ethical conduct of providing design, engineering, and consulting services. The organization offers support to association members in addressing organizational, economic, and legal challenges associated with their activities and advocates for the professions of designer, engineer, and supporting roles. Additionally, ZOPI organizes and takes part in industry events and facilitates dialogue between all parties in the infrastructure market. Please contact <a href="mailto:lzabela-Fortuniak">lzabela-Fortuniak</a>, izabela.fortuniak@zopi.org.



#### Sofia Brax AB

The Founder, Sofia Brax is a Senior Consultant in such areas as People & Culture as well as Leadership and Change, She is also a Coach and a Facilitator with extensive experience of leading cross-functional teams including HR and Sustainability in multicultural companies. She has a recognized track record in designing and establishing global HR functions, orchestrating and driving innovation processes as well as in global transformation journeys (brand image, internalization, customer service, efficiency, corporate culture and values). Sofia Brax is a key contributor in establishment and staffing of new markets and a long-time member of executive teams and Board of Directors. She also operates as a consultant in Poland where she founded the unique meeting place Holy Cow, the Happynning House in Binowo, in close proximity to Szczecin, and where she is also member of the Management Board of Binowo Park sp z o. o. Please contact Sofia Brax, sofia@sofiabrax.com.

Find out more



#### Adviceify

A one-stop solution consulting agency for the Swedish market entry and a gateway to the Baltics. Eight years of specialised experience of supporting Central European companies to successfully enter and establish themselves in the Swedish market and of helping Scandinavian companies to find business partners in the Baltics, particularly in Lithuania. The Founder, Fredrik Olsson provides tailored consulting services that facilitate connections with key Swedish and Lithuanian decision-makers, leveraging his extensive local networks and deep understanding of the Swedish and Lithuanian business environments. With a strong track record of helping businesses navigate the complexities of market entry, Fredrik is passionate about creating opportunities and trust as well as bridging cultural and business gaps. He has a forward-looking perspective and is skilled in discerning underlying patterns and trends across various industries, which enables proactive planning and strategy development. Please contact Founder Fredrik Olsson, fredrik.olsson@adviceify.com, +46 739 877 888.

Find out more



#### **ITCORNER**

A Polish cluster of technology companies, working to strengthen the ITC innovation ecosystem in the country. Currently, the organization associates entities from all over the country, specializing in the areas of digital transformation, e-commerce, cybersecurity, artificial intelligence, VR/AR, industry 4.0 and the development of mobile and web applications. The cluster was established in 2012 in the capital of Lower Silesia - Wrocław, where it is based. The organization is also strongly active in Poznań and Kraków as well as in other Polish cities. ITCORNER connects entrepreneurs who actively co-create and develop the cluster – it is the only organization of its kind in Poland, with a strong distinguishing feature of being "member driven". ITCORNER is a platform for communication, exchange of experiences and cooperation between IT companies. It supports local technology communities and cooperates with representatives of local and government administration, universities, and other organizations and similar clusters. ITCORNER supports local IT ecosystems, participates in building innovation centers, and promotes international cooperation in the EU to connect technology companies and innovators. The organization builds a space for communication and knowledge exchange for nearly 250 key managers holding the positions of CTO, CFO or CIO and owners of technology companies. Every year, @ITCORNER organizes nearly 100 initiatives, including business meetings, webinars, training sessions, and tech meetups. Please contact CEO Karolina Charewicz-Jakubowska, karolina.charewicz@itcorner.org.pl.

# MEET A MEMBER

#### B2B Marketing and go-to-market strategies

By Jerry Ralowski



Inonom, a strategic partner of the Chamber, helps B2B Tech companies to grow their sales. This involves refining and implementing their sales strategy and tactics. Inonom has worked with software and IT companies all over Europe. This has included creating campaigns as well as implementing new sales tools and processes. It has also involved hiring and training new staff as well as interviewing customers, planning and executing specific sales activities.

As an example, Inonom has assisted a Polish software developer in generating new leads. The company targeted the Nordic insurance industry. Together with the Polish team, Inonom developed and executed a focused sales plan.

Inonom offers various engagement models. These include workshops, coaching, and training.

The founder, Mikael Wällstedt, has over 25 years of Tech B2B sales experience. He has coached over 100 executives. His expertise includes B2B SaaS, software development and digital transformation. He has worked in industries such as insurance and finance. He has also worked in logistics, IT-security, telecommunications, and shipping. Mikael is a certified business coach with an MSc in Innovation Management.

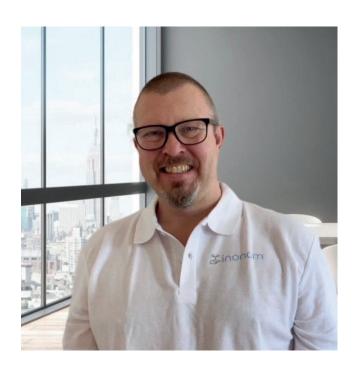
Our Chamber has interviewed Inonom's Founder and CEO Mikael Wällstedt, (mikael.wallstedt@inonom.com).

#### Our Chamber:

You have coached and assisted a large number of executives. Do you work mainly with Swedish or international clients?

#### Mikael Wällistedt:

My focus is to help IT, SaaS, and software developers generate more leads and close more deals. Coaching accomplishes this. Most of my clients happen to be international.





I have worked with many countries. Examples include the United Kingdom, the Netherlands, Belgium, Italy, and France. Additionally, Norway, Denmark, Finland, Ukraine, and Moldova. I've also worked in Sweden and, of course, Poland. The largest client has more than 2,000 employees, and the smallest one has only one individual.

#### Our Chamber:

Can you, please, give us examples of a few of your typical assignments?

#### Mikael Wällstedt:

My clients need me when they want to transform or achieve something new. For example, when they expand abroad or launch a new product. Or, when they increase their competitiveness or level up their sales.

In these cases, they put in place new ways of conducting business. I offer them best-practice methods. I mentor them during the implementation and coach them throughout the process.

Recently, I coached a software company from Moldova to help them enter the Swedish market. They had tried before without success. Together, we completely reworked their plan. We defined a new target audience, new messaging, and new outreach methods. During the first week of their campaign, they sent out 50 emails and secured two meetings.

Another example is when I helped a software company in the Netherlands. They wanted to upsell a new product to their existing clients. We worked together on that case. They first interviewed their customers to identify their needs. They then created relevant case studies and reference cases from other markets. They also defined an engagement plan. This allowed them to bring their product to a new market.

In a third example, I helped with a a startup design and put in place a lead generation process. The company did a few cold reach-outs per week before we started. With the new process, it could scale up to hundreds per week. This resulted in several new discovery meetings every week.

#### Our Chamber:

Have you had many Polish clients and if yes, what kind

of services did you perform for them?

#### Mikael Wällstedt:

I have so far worked with one Polish client. This software company specializes in Insurtech and fintech. My assignment was to help them improve lead generation and grow sales in Northern Europe. I look forward to working with more Polish companies.

#### Our Chamber:

What is the most important advice you would give a foreign tech company with an interest to enter the Swedish Market?

#### Mikael Wällstedt:

I have been working with international expansion projects for thirty years. My first mission was a technology transfer project to Sri Lanka in 1994. I still find international expansion very exciting. But I am also humble. I know it's not always as easy as we want.

One of the most important things I have learned is that a foreign market is per definition unlike your home market. Many companies do a great job making sure that their product or services fit the new market. But they forget to adapt to the way they conduct business.

Software companies that want to enter the Swedish market must realize that this market is mature. There is a large demand for advanced software products and services. This can be a great opportunity, but only for those can meet the tough Swedish customers.

To do this on your own is not easy. The best advice is to find partners who know their way around and can guide you in the Swedish market. A great such partner is the Chamber.

#### Our Chamber:

What are your impressions of our Chamber?

#### Mikael Wälllstedt:

I am very impressed with the level of activity at the Chamber. I am involved in many other international groups, but no one is as active as the Swedish-Polish Chamber of Commerce. I try to attend the events as often as I can. And I am very happy that Inonom has become a strategic partner of the Chamber.



#### Legal services in English, Polish and Swedish

By Ewa Sienkiewicz

# KRZYMOWSKI. advokater

KRZYMOWSKI Advokater is a highly qualified law firm based in Stockholm, operating at the forefront of corporate law. It was established in 2010 and has since specialized in dispute resolution, transactions and advisory services.

The company's lawyers deliver full legal services to businesses, corporate management, governmental institutions, municipalities and private individuals on matters concerning ownership, management, and the sale of companies and properties. They provide services to businesses in a wide range of sectors.

KRZYMOWSKI Advokater believes that knowledge is the key to avoiding disputes. The company therefore offers workshops, seminars and lectures to help executives to reduce the risk of avoidable and costly disputes. In cases where disputes are unavoidable, the goal is to prepare the organization in a way that ensures success.

Our Chamber has interviewed Adriana Krzymowska Larsson, (adriana@krzymowski.com), jur. dr, advokat (member of the Swedish Bar Association) and partner at Krzymowski Advokater.

#### Our Chamber:

You have a truly extensive experience. Can you, please describe in more detail the range of services your firm performs?

#### Adriana Krzymowska Larsson:

We like to divide our services into four areas:

<u>Dispute resolution</u> where we represent companies, authorities, and organizations in disputes in courts or arbitration proceedings. The disputes can arise from corporate acquisitions, real estate transactions, commercial agreements, leases, services, or entrepreneurial activities, to name a few examples.

<u>Transactions</u> where we help our clients with corporate transfers and property transactions. We guide our clients through purchases, sales, and restructuring initiatives and we assist them during negotiations.

Legal opinions, investigations and education. In those assignements we conduct thorough examinations of circumstances, engage in negotiations and prepare agreements or provide support in investigations of intricate legal matters. We also provide educational courses, seminars and lectures to aid corporate management in mitigating the risk of avoidable and costly conflicts.

Negotiations. We specialize in commercial contract and lease law, regularly representing parties in drafting and negotiating complex agreements as well as in renegotiations, and terminations across multiple sectors. In the real estate sector, we also assist our clients with inventory and analysis of lease portfolios for efficiency and risk mitigation.

#### Our Chamber:

Can you name a few of the clients you have worked with and tell us more about your collaboration with them?

#### Adriana Krzymowska Larsson:

Our clients include governmental agencies, municipalities, public and private companies, and sometimes also individuals. Over the last almost 15 years we have met a lot of different clients. The common denominator is generally that we like to work with entreprenuers or people with an entreprenourial spririt. The kind of people who build, create and fight for what they believe in. It gives us such a pleasure to be able to assist those kinds of people when they encounter an obstacle that they cannot get around on their own, so that they can keep buildig their companies.

#### Our Chamber:

Can you describe a few typical assignments?

#### Adriana Krzymowska Larsson:

One assignment that stands out was when we helped a Polish entrepreneur - who had started and built a company here in Sweden - to sell it to a Swedish giant in that sector. The Polish entrepreneur had started from scratch but had built an impressive and very profitable business with about a hundred employees. Thanks to superior expertise and organization as well as exclusive agreements with key suppliers and knowledgeble employees, the extrepreneur created a very attractive company. We had some tough negotiations with the buyers but in the end it was one of those situations where everybody was extremely happy about the outcome. After the closing, the seller threw a party for the the buyers and it was such a success that I still hear about it sometimes from people



Adriana Krzymowska Larsson

who know someone who knows someone who attended. Another assignment that we are proud of was when we helped a Polish company open a Swedish subsidary and procure an industrial property. When one can merge the best practices of Swedish and Polish entrepreneurship, incredible synergies emerge. It's truly gratifying to be just a small part of such developments.

#### Our Chamber:

How do you view membership in the Swedish-Polish Chamber of Commerce?

#### Adriana Krzymowska Larsson:

From our perspective, the Swedish-Polish Chamber of Commerce is doing a great job in providing opportunities for collaboration and business development. We share the Chamber's commitment to fostering strong bilateral relations within the Swedish-Polish business community and we are happy to be a member!



# KRZYMOWSKI. advokater

A business law firm
Established 2010. Based in Stockholm.

#### Time to pick up the baton from roadways

By Ewa Sienkiewicz





Lakeway Link, formed in 2023, is jointly owned by Wallenius and Greencarrier. Its objectives are simple: delivering a practical and more environmentally friendly transport solution between the European continent and central Sweden. This approach seeks to lessen the load on the roadways and reduce the carbon footprint compared to regular car transportation.

On 21 May 2024, Lakeway Link started regular roll-on / roll-off transport for trailers and large cargo between Poland and Sweden, with three weekly departures in each direction, connecting the Baltic Sea from Gdynia to Södertälje. Shipping takes place on the recently acquired ship, M/S LAKEWAY EXPRESS, which is currently being prepared for launch.

The company plans to expand its services and include additional traffic to Västerås by 2026, following the reconstruction of the Södertälje locks. This route was previously unavailable. Furthermore, by that time, for that specific voyage via Mälaren's shallow waters, Lakeway Link intends to set up a new vessel that will be optimized for entering the lake.

Our Chamber has interviewed Fredrik Hermansson, (<u>fredrik.hermansson@lakewaylink.com</u>), CEO at Lakeway Link.

#### Our Chamber:

What differentiates Lakeway Link from other competitors in the sector?

#### Fredrik Hermansson:

We are a pure RoRo Swedish shipping company with a focus on cargo offering a new geographical area for ferry traffic. Our proposal includes truck drivers leaving their trailers at the wharf without boarding the ship. Put simply, we want to move transport from roads to the sea and then the lake, reducing the number of trailers on our roadways. A large population surrounds Lake Mälaren and is subjected to all kinds of heavy traffic and freight. With this in mind, we came up with this pioneering idea to ease that traffic and its impact on the environment by shifting some of it to the water.

#### Our Chamber:

Where do you see the greatest growth potential?

#### Fredrik Hermansson:

Today, around 1 million trailers from Europe are going through Sweden and if we can attract some of these, we would be happy.

Next thing, in 2024 we intend to handle project cargo as well, since it accounts for a significant portion of the overall transportation in Sweden. This will involve the transportation of massive, heavy-duty, high-value and advanced pieces of equipment, both domestic and foreign. *Our Chamber:* 

Can you discuss challenges that are emerging in your line of business and how Lakeway Link is handling them?

#### Fredrik Hermansson:

We are working to ensure that the Swedish Maritime Administration charges appropriate fees and taxes for ferry traffic. In Sweden, water traffic expenses are currently unreasonably higher than those for road users. Our intention is to make things fair and competitive, so that transportation purchasing managers consider shipping to be a good complement or a good alternative to railways and trucks.

#### Our Chamber:

How do you view membership in the Swedish-Polish Chamber of Commerce?

#### Fredrik Hermansson:

As a new member, I am eager to learn more about the Chamber of Commerce and its members, both Polish and Swedish. I hope to learn more about our two countries and the potential for good commercial and general exchange between them.

# Comprehensive services to foreign construction companies entering the Swedish market

By Jerry Ralowski



payroll, and reporting, • Connecting with construction material and service providers for better deals.

Services are tailored for specific circumstances of individual clients and aim to prepare them for all stages of carrying out their construction project in Sweden. Thorough and timely preparation mitigates risks, makes cost calculation predictable and ensures compliance to regulation. This in turn leads to a stellar reputation in the Swedish market and a bigger potential to take on new projects with better margins.

Neffi helps EU-based construction companies to enter the Swedish construction industry securely and predictably by having a solid game plan. The company helps to understand all the realities, risks, costs, and potential pitfalls and takes upon itself as much paperwork and administrative tasks as possible, so that clients can focus on their core business.

Clients are exclusively construction companies, which ensures a holistic approach, covering areas such as:

• Optimal company setup, • Legal & tax advice, • Leveraging competitive advantages,• Communicating with unions and government agencies • Implementing collective bargaining agreements, • Cost analysis, • Accounting,



We have interviewed Neffi's Founder and CEO Ott Kerstna, ott.neffi@gmail.com.

#### Our Chamber:

Tell us a bit about yourself. What is your connection to the Swedish construction sector?

#### Ott Kerstna:

My name is Ott and I'm a 31-year-old Estonian who grew up in Sweden. My family moved to Sweden when I was around 3 years old, and I lived there for almost 21 years. I speak Swedish, Estonian and English fluently and I feel at home both in Sweden and Estonia.

I hold a bachelor's degree in business administration with a focus on financial controlling, obtained from Stockholm University. I've worked in many different departments in different companies: accounting, purchasing, sales, and in a start-up. 5 years ago, I found my true calling in the form of assisting foreign construction companies that aim to do business in Sweden. I think that in this niche I can implement all my strengths: competence in finance and economy, Swedish background combined with the background of a foreigner and the ability to communicate in several different languages.

#### Our Chamber:

You offer an extensive range of services to foreign companies in the construction sector. What is the background to your interest and your competence in this sector?

#### Ott Kerstna:

I have worked in several Estonian accounting firms that were offering accounting services to Estonian companies aiming at doing business in Sweden. Many of these companies were active in the construction sector.

I helped them with company formation, accounting, payroll and reporting but also with entering collective bargaining agreements and understanding how to apply these agreements. While helping these companies I realized how difficult it can be for them to establish themselves on the market.

Construction companies that are new to Sweden have quite a mix of obstacles to overcome - learning Swedish construction standards, language barriers, learning to work with unions and collective bargaining agreements, lack of connections, a hard time setting up companies and bank accounts and so on. At the same time, I noticed that foreign construction companies are often portrayed in a negative light by the media and representatives of both workers unions and industry leaders. They are described as purposefully using social dumping to compete in the Swedish construction sector and refusing to compete fairly. While it is true that there are criminal companies, I wholeheartedly believe that such companies are far outnumbered by the many law-abiding foreign compa-

nies that offer fair conditions to their skilled workers and want to comply with Swedish regulations. The problem is that the Swedish regulations are very restrictive and by default not designed for foreign companies.

I see that on the one hand, the Swedish construction sector needs skilled foreign workers. On the other hand, the Swedish system complicates cooperation between Swedish clients and foreign contractors. I want to help foreign construction companies to do business in Sweden and build long lasting relationships with clients so that that foreign contractors can provide fair conditions to their workers and make a respectable profit, while Sweden benefits from the competence offered by foreign contractors.

#### Our Chamber:

Can you describe in some detail what type of clients you have been working with so far and the kind of services you have performed for them?

#### Ott Kerstna:

I have worked mostly with Estonian construction companies but also some companies from other countries like Slovakia and Romania. Some of them employed 5-10 workers, others up to 100. The most well-known companies I have worked with are Estonian modular house producers, such as Harmet and Matek.

The most important service I have provided for these companies was to help them sign collective bargaining agreements. Getting these agreements signed was vital, as they were the key to gaining access to many lucrative projects. Not only was signing the agreements important but also to comply with the conditions. I made sure my clients understood the minimum wages they had to pay, where to pay taxes, how much to pay, how to keep track of mandatory extra compensation for overtime, holiday pay etc. By knowing this information my clients could plan their projects better and predict costs, which lead to less surprises and reduced risk.

I have had clients with varying specialisations. Carpenters, electricians, plumbers, scaffolders, welders, sand-blasters, shipbuilders and more. Each of these companies had unique circumstances but with many common denominators: sign a collective bargaining agreement, find out the minimum wage, follow the rules.



In addition to the previously mentioned services, I was also responsible for all Swedish accounting, tax returns and reporting. I gained and can offer today useful connections to suppliers, service providers and lawyers, which will make doing business in Sweden even more profitable. The experiences and the competence which I have acquired is very useful for constructions companies from any EU country, including for instance Poland.

#### Our Chamber:

The market in every country has its own specifics. What characterizes in your opinion the Swedish construction market?

#### Ott Kerstna:

The first thing that comes to mind that is quite unique to Sweden is the culture of having workers unions and industry unions regulate the labour market through collective bargaining agreements. Working with these agreements is not mandatory by law, but if you intend to work on construction sites where the main contractor is one of the larger Swedish companies like Skanska, NCC or Veidekke, you will have to sign a collective bargaining agreement. The intention of these agreements is to guarantee all workers decent conditions, but they are so extensive and specific that they often become very restrictive, especially for foreign construction companies. One example is that you are not allowed to determine individual wages for workers. All workers must be paid the same wages.

This culture also leads to Swedish workers being very specialised. This has good and bad consequences. What's good is that Swedes have a great respect for quality and want to ensure that all aspects of a project are performed by experienced specialists. This attitude contributes to fewer work related accidents. On the other hand, there are often increased lead times because specific work has to be handled by many different specialists. A typical example is a carpenter working in a room, and there is some simple wiring that must be removed. The carpenter will wait for an electrician, instead of doing it himself. It would be easy to teach carpenters or electricians to perform simple tasks normally performed by other professionals, but it is simply not the norm in many cases.

Finally, I'd like to mention that it is very important for foreign entrepreneurs to get into the habit of documenting



changes in the projects. Project specifics often change, and it has happened in many cases that Swedish companies have asked verbally for extra work, but there is no documentation to prove it. When it is time to pay for these changes, the Swedes might ask you to show evidence that these changes were ordered, and without documentation you now have a dispute on your hands. I would advise to forget handshake deals and verbal agreements. Document everything!

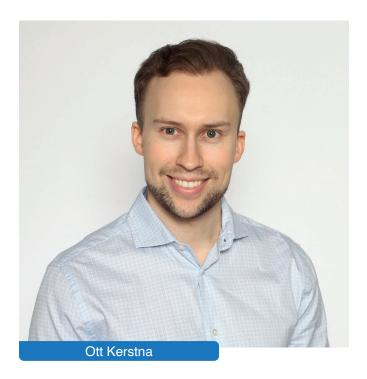
#### Our Chamber:

What is your best advice to a foreign company contemplating to enter the Swedish construction market and what type of opportunities and challenges will foreign companies meet here?

#### Ott Kerstna:

I think it is very important to make it clear for yourself if you intend to work in Sweden for the short or the long term. Don't rush anything, take your time, do your research. It is important to find out early if the company you are about to become a contractor to expects you to sign a collective bargaining agreement, because that will change everything. If they ask that from you, you should as quickly as possibly find out what agreement you need to sign and educate yourself about the extra costs it causes. I have seen it happen too often that clients accept projects that are underpaid, and they realize it when the work already has started.

The main challenge is in the beginning. If you are new to the Swedish market, it can be difficult to be profitable the first year or even two as long as you aim to work for companies that demand collective bargaining agreements. Signing such an agreement is a considerable front-loaded investment in both time and money, and the learning curve can be steep. Swedish companies pay below market rates to foreign companies. If you find companies that don't ask for collective bargaining agreements, then



you have much more flexibility. Such companies do exist, usually in the form of smaller niche construction companies or real estate owners. I also think that if you are a company whose main source of revenue is a product, like modular houses, elements, or steel façades, and you offer assembly as a bonus, then you have more flexibility and can sell the labour at a loss, as long as profit from the product is sufficient.

If you survive the first year or two, then I think you will have a solid and dependable market to operate in. Even though the Swedish market has taken a general downturn, there are still many ongoing infrastructure projects, and many new projects are about to start. There is a lot of work to be done in Sweden, and several sectors such as the electricity and HVAC sector have a deficit of workers. If you manage to gain dependable clients who trust you and are eventually willing to pay near market rates for your work, then you can benefit from several stable multiple-year contracts.

I also extend a very special offer to foreign construction companies reading this article. Book a consultation with me to find out if you have a chance of entering the Swedish market successfully. I provide initial consultation free of charge and I am delighted to share the knowledge I have gained. You can also read my blog, where I describe many different aspects of the Swedish construction sector that are very useful to know.

#### Our Chamber:

You have just joined as a member. What is so far your impression of the Chamber?

#### Ott Kerstna:

My first impression is very good. Both the Chamber and the Polish Investment & Trade Agency, with which the Chamber collaborates closely, have welcomed me with open arms. They have explained to me how the Chamber can help me to inform about my services and to find new business contacts. I am very happy that they see the value in what I offer and that they are so helpful. After comparing the value provided by the Chamber with the membership fee it charges - it was for me a no-brainer to join the Chamber. I hope that I can reciprocate soon the warm welcome that I have received.

#### From market entry services to corporate communications

By Dominik Popa



PlayeMotion is a small consulting firm that offers a broad range of services including hands-on assistance to foreign companies entering the Swedish market, business development services with emphasis on strategic processes and decision making as well as interim assignments in marketing. For some customers, the company acts as their external agency in Corporate Communications, planning and producing cost-effective content and campaigns for B2B clients.



Our Chamber has interviewed Ralf Wiśniewski Löbel, the founder and CEO of PlayeMotion <a href="mailto:event@playemotion.net">event@playemotion.net</a>

#### Our Chamber:

PlayeMotion has managed and has been responsible for a variety of projects across various sectors. Could you give us some insight into them?

#### Ralf Wiśniewski Löbel:

Over the years, we have supported clients of all shapes and sizes. Government agencies, industry leaders, publicly-listed small companies, family businesses – they all value our holistic approach to implementing activities that bridge the gap between their current and desired state. The result is a precise, swift, and seamless process which has proven to deliver a high return on investment.

For example, we have helped teams within the construction sector to create winning tenders. The value brought by an external facilitator who understands complex sales, conducts thorough analyses of requests for proposal, and formulates proposals that outshine the competition is difficult to overestimate—particularly when it comes to large-scale joint ventures, where several international entities join forces. In such complex projects, the presence of a neutral adviser/mediator becomes invaluable to ensure fairness, bridge cultural gaps, and allow seamless communications. PlayeMotion has a successful track record of guiding clients through bid processes in connection to infrastructure projects such as Marieholmsförbindelsen in Gothenburg and Slussen in Stockholm.

#### Our Chamber:

How else do you support this type of complex infrastructure projects?

#### Ralf Wiśniewski Löbel:

We need to convince the customer of the value added by the collaboration between the involved companies.

Therefore, having decided on a bidding strategy, we craft a credible story, visualising the project implementation plan and projected results, and highlighting the skills and expertise of key project members. To be more precise, we provide comprehensive productions for the tender, including text, images, videos, illustrations, animations as well as entire websites and applications.

#### Our Chamber:

How is PlayeMotion responding to changes in marketing and visual communications caused by AI?

#### Ralf Wiśniewski Löbel:

These changes have been dramatic, both in terms of predictive analysis and generative AI. Today, we actively and continuously experiment with various AI tools to enhance our work. We believe that mindful and conscious use of AI, along with the ability to ask the right questions in the right order is the key to future success in this area.

#### Our Chamber:

What are other key characteristics that distinguish you from the competition?

#### Ralf Wiśniewski Löbel:

In addition to generating a strong return on investment with a small team, I would emphasize our collective expertise in marketing, sales and strategy within the B2B sector. However, it's not just our proficiency in these areas that is important. Interpersonal skills, the ability to facilitate highly qualified managers, and building trust are also crucial factors. All things considered, we are small, competent, efficient and – needless to say – cheaper!

#### Our Chamber:

Why did you decide to become a member of the Chamber?

#### Ralf Wiśniewski Löbel:

I joined a year ago, aiming at meeting interesting, competent, and experienced business people with whom I could have thought-provoking conversations. I also wanted to make active use of the three languages I speak: Swedish, Polish, and English. So far it's been going great.

# **COMING EVENTS**

We cordially invite, together with our distinguished event partners, to the following free of charge events. Apart from the networking meeting in Warsaw on 8 October 2024, all events will be seminars with a choice to attend in person or online, at Bonnierhuset in Stockholm or online. All seminars will take place between 13.00 and 15.30, with subsequent networking.

You can register already at our website, <a href="https://svenskpolska.se/en/anmalan-en/">https://svenskpolska.se/en/anmalan-en/</a> or by emailing <a href="mailto:info@svenskpolska.se">info@svenskpolska.se</a>.

Please state the name of the event and whether you plan to participate in person or online.

2024/09/09	"Retail and ecommerce - new habits, new technologies"	2025/02/10	"Pharma, Biotech and MedTech – the future is almost here"
2024/09/27	"Innovative solutions and disruptive technologies in the construction industry"	2025/03/10	"Energy – outlook to 2030"
2024/10/08	"Networking meeting in Warsaw" (not available online)	2025/04/07	"Market Entry Scandinavia"
2024/10/28	"Logistics and transport - prepare for the revolution!"	2025/05/12	"Innovation – a glimpse of what`s to come"
2024/11/25	"Technology at Its Best"	2025/05/26	"Doing business in Poland

There might still be speaker or panelist spots available at some events. We are always looking for speakers and panelists as well as topics with the ability to capture the attention of the audience. We normally give priority to our strategic partners and then to members, but we sometimes make exceptions.

## **OFFERS AND ADVERTS**

In this section of our newsletter we will mainly publish graphics, with special offers to members and connections of the Chamber, and general adverts.

Graphics from members will be free of charge while non-members will have to pay a fee. Please observe that our website also contains non-graphic information about special offers and discounts for members, <a href="https://svenskpolska.se/en/medlemsrabatter-en/">https://svenskpolska.se/en/medlemsrabatter-en/</a>.

Click on the advert to be redirected to the appropriate website.







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#### Dlaczego warto sięgnąć po PB, jedyny dziennik w Polsce poświęcony w 100% gospodarce?

- Zweryfikowane newsy z pierwszej ręki - rzetelne i obiektywne
- Informacje, skąd wziąć pieniądze na rozwój, jak unikać pułapek w przepisach i jak zmniejszyć ryzyko związane z prowadzeniem firmy
- Codzienne informacje o tym, co ważne w polskim biznesie i jakie są rynkowe trendy w poszczególnych branżach
- Pogłębione
  analizy sektorowe
  i makro liczby
  i fakty, by łatwiej
  było zrozumieć
  i prognozować
- Analizy

   i rekomendacje,
   w co i jak
   inwestować
- Podpowiedzi, jak stać sie lepszym menedzerem i jak zarządzać zespołem, by przebijając cele być ulubionym szefem

Wiarygodne informacje w biznesie są na wagę złota. W PB i na pb.pl publikujemy 500 arty kułów tygodniowo. Od 25 lat pomagamy Ci zarabiać.

#### skorzystaj z oferty >>

Napisz lub zadzwoń, by skorzystać z oferty

Zapraszam, Justyna Kalinowska Menedżer ds. współpracy korporacyjnej

j.kalinowska@pb.pl





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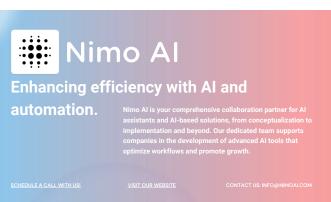
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# About this publication

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#### Those working with the production are:

Editor and publisher: Jerry Ralowski

*Writers:* Ewa Sienkiewicz, Martyna Skowrońska, Weronika Sikora, Jerry Ralowski, Nina Andersson, Barbara Lipińska, Dominik Popa, Ewa Korolczuk, Simon Warnqvist

Composition: Tomasz Pikus (Pikus Media AB)

Website LinkedIn