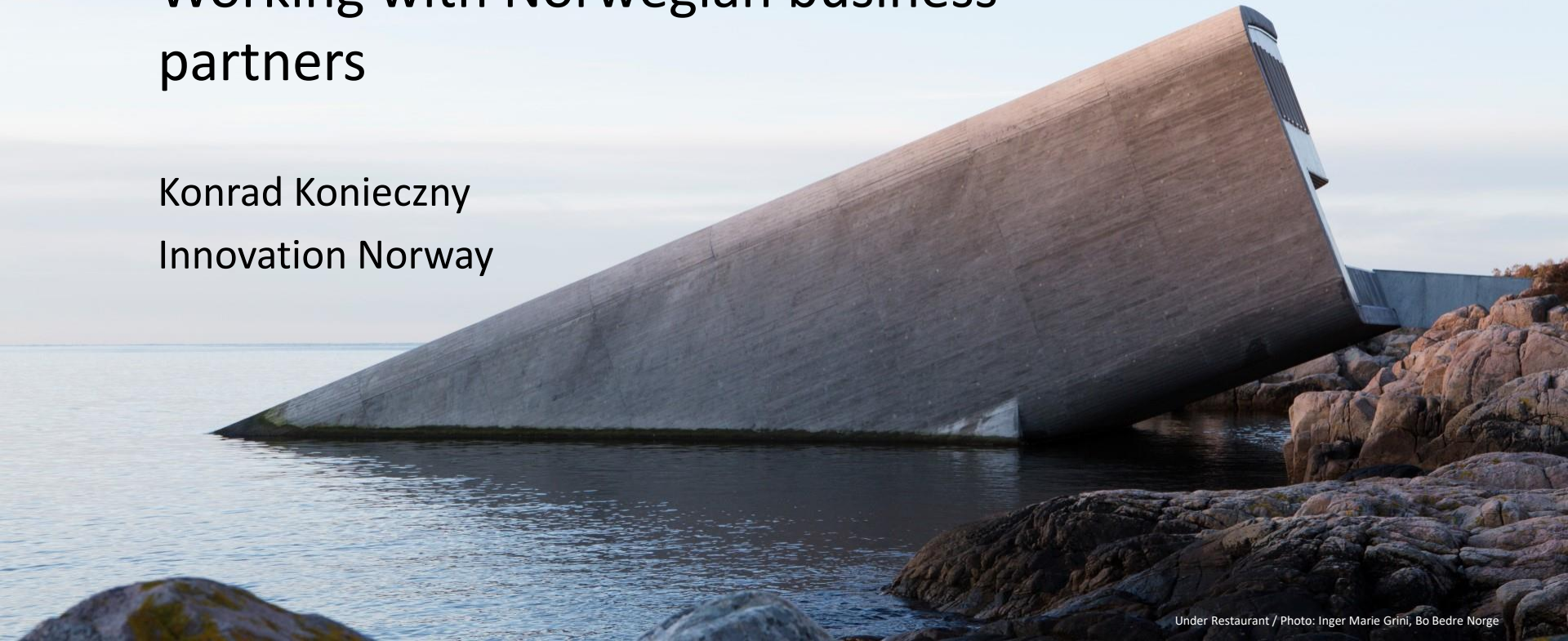


Working with Norwegian business partners

Konrad Konieczny
Innovation Norway





Innovation
Norway

We facilitate projects in the areas of



Enterprise
start-up

Innovation and
development



International
expansion

Regional offices



Arktis

Tromsø
Alta
Vadsø

Nordland

Bodø

Trøndelag

Trondheim
Steinkjer

Møre og Romsdal

Ålesund
Molde

Vestland

Bergen
Sogndal

Rogaland

Stavanger

Agder

Grimstad

Vestfold og Telemark

Borre
Skien

Oslo Viken

Oslo
Grålum
Drammen

Innlandet

Lillehammer
Hamar

International offices



Why to cooperate with Norwegian businesses?

Well-functioning **democracy** and high standard of living



Norwegians are trustworthy



Extensive **expertise** and flat structures



World-class technology



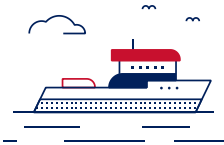
Credibility when it comes to sustainability



Norway is positioned to succeed in several areas:



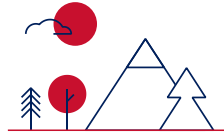
Clean Energy



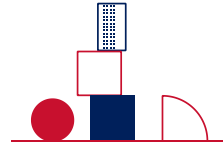
Ocean Industries



Smart cities



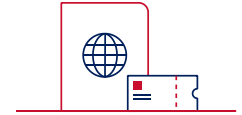
Bio economy



Creative industries



Health



**Culture and
travel**



Clean Energy

Technology and solutions that solves the worlds need for clean energy and electrification

+solar +hydrogen +offshore wind
+hydropower +green industry
+energy systems and storage



How to find a partner in Norway?

Looking for a business partner

The foundation of a relationship is **trust**

- Common goal
- Mutual benefits
- Clear roles and responsibilities



It takes time to establish a relationship ...



How to find a partner?





How to find a partner?

- Make use of on-line matchmaking possibilities
- Use Innovation Norway partner search database
<http://www.innovasjon Norge.no/eea-norway-grants>
under **find a partner** you can register a profile



Still no partner in sight?

The Explorer



Search for solutions, companies and more



Cloud-based solutions for environmental documentation

LCA.no AS

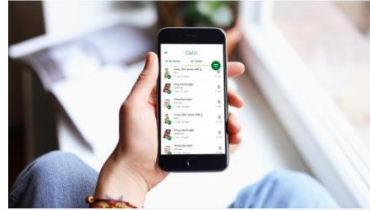
LCA.no's online tools enable organisations to assess, document and improve the environmental impact of their products and services.



Digital inventories and 3D printing revolutionise spare parts supply

Fieldmade AS

Using additive manufacturing, Fieldmade is quickly becoming a game-changer in the spare parts supply chain. It reduces the need for warehousing and global shipping in the energy sector.

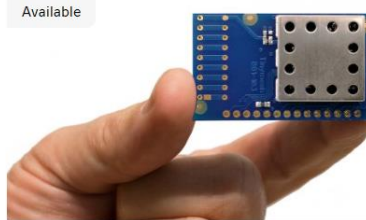


App for preventing food waste in grocery stores

Dato AS

Dato helps to reduce food waste with an app that displays expiring products in grocery stores. Dato is currently under development and is yet to be commercially tested.

The Explorer is **Norway's** official marketplace for green technology.



Making wireless connectivity easy, scalable and affordable

Tiny Mesh AS

Tinymesh provides a wireless solution for intelligent data capture and device control for smart meters, smart streetlighting and other smart city applications, as well as for the Industrial Internet of Things.

Norwegian solutions within energy sector



Run-of-river plants provide clean energy to rural communities

Tinfos AS

Tinfos' run-of-river power plants give communities access to low-impact clean energy, fuelling growth while preventing emissions.



Accelerating the adoption of floating solar power

Glint Solar AS

Glint Solar's analysis tools use satellite technology and machine learning to provide quick, comprehensive analyses of prospective floating solar sites.



Electric vehicle charger with grid balancing

Easee AS

Easee's electric vehicle charger can reduce the strain that plug-in electric vehicles will place on national power grids.



Decision support for offshore wind

4Subsea AS

SMS Guard™ monitors floating and bottom-fixed offshore wind substructures. The sensors help operators to reduce costs and prevent downtime.



Green, hydrogen-powered offshore construction support vessel

Ulstein Group ASA

The ULSTEIN SX190 Zero Emission DP2 construction support vessel is designed for marine operations of today and tomorrow. Running on hydrogen, it can shrink the environmental footprint of offshore renewables.



Small-scale, low-impact hydropower plants for rivers

Malthe Winje Infrapower AS

Malthe Winje Infrapower delivers standardised, containerised hydropower plants for rivers, lowering the threshold for renewable energy projects in East African countries.

Norwegian business culture

A Lesson in Norwegian

The Norwegian is a person of few words.

English

Norwegian

Excuse me, I didn't quite catch what you were saying. Will you please repeat?

Hæ?

Sorry for bumping into you like that. So terribly clumsy of me.

Oi!

It's you! How lovely to see you!

Nei, men!

And how are things with you and your family?

Ellers?

Excuse me, may I disturb you for a second?

Du?

Business meetings in Norway



Code

- more flexible / casual

Behaviour

- group hierarchy is not important
- less formal and kind

Negotiations

- go straight to the problem
- Keeping strictly on the agenda
- Open presentation of problems and difficult facts

Decisions

- for the good of the company
- consensus oriented



- formal / conservative, yet stylish

- group hierarchy is important
- more formal and kind

- consider some time to get acquainted with each other
- gradually approaching the problem
- flexible approach to the agenda

- personal motives may be important
- social / amicable component

E-mail communication

Dear Mr. Erik Gabrielsen,

I must explain to you how all this mistaken idea of denouncing pleasure and praising pain was born and I will give you a complete account of the system, and expound the actual teachings of the great explorer of the truth, the master-builder of human happiness. No one rejects, dislikes, or avoids pleasure itself, because it is pleasure, but because those who do not know how to pursue pleasure rationally encounter consequences that are extremely painful. Nor again is there anyone who loves or pursues or desires to obtain pain of itself, because it is pain, but because occasionally circumstances occur in which toil and pain can procure him some great pleasure.

To take a trivial example, which of us ever undertakes laborious physical exercise, except to obtain some advantage from it? But who has any right to find fault with a man who chooses to enjoy a pleasure that has no annoying consequences, or one who avoids a pain that produces no resultant pleasure?

On the other hand, we denounce with righteous indignation and dislike men who are so beguiled and demoralized by the charms of pleasure of the moment, so blinded by desire, that they cannot foresee the pain and trouble that are bound to ensue; and equal blame belongs to those who fail in their duty through weakness of will, which is the same as saying through shrinking from toil and pain.

These cases are perfectly simple and easy to distinguish. In a free hour, when our power of choice is untrammelled and when nothing prevents our being able to do what we like best, every pleasure is to be welcomed and every pain avoided. But in certain circumstances and owing to the claims of duty or the obligations of business it will frequently occur that pleasures have to be repudiated and annoyances accepted. The wise man therefore always holds in these matters to this principle of selection: he rejects pleasures to secure other greater pleasures, or else he endures pains to avoid worse pains.

But I must explain to you how all this mistaken idea of denouncing pleasure and praising pain was born and I will give you a complete account of the system, and expound the actual teachings of the great explorer of the truth, the master-builder of human happiness. No one rejects, dislikes, or avoids pleasure itself, because it is pleasure, but because those who do not know how to pursue pleasure rationally encounter consequences that are extremely painful. Nor again is there anyone who loves or pursues or desires to obtain pain of itself, because it is pain, but because occasionally circumstances occur in which toil and pain can procure him some great pleasure.

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Yours sincerely,
Joanna Kowalska
Regional Director
Eastern Europe & Russia
Energy Solutions
Mob: 76239 32094 0

Hi Joanna,
The offer looks interesting.
I will revert to you after we
discuss it in our team.

Best regards,
Erik

Decision making in Norwegian organizations

Flat structure

- Informal management

Important to include subordinates

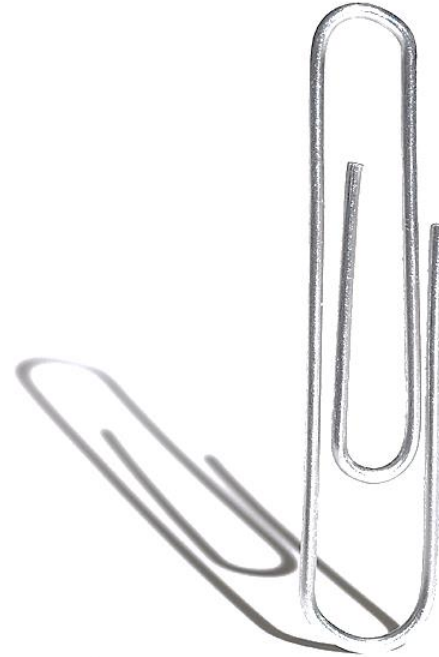
- Without a long and formal process

Consensus is the goal

- Decision making may become unclear

Norwegians spend a lot of time discussing

- Seen as not making a decision



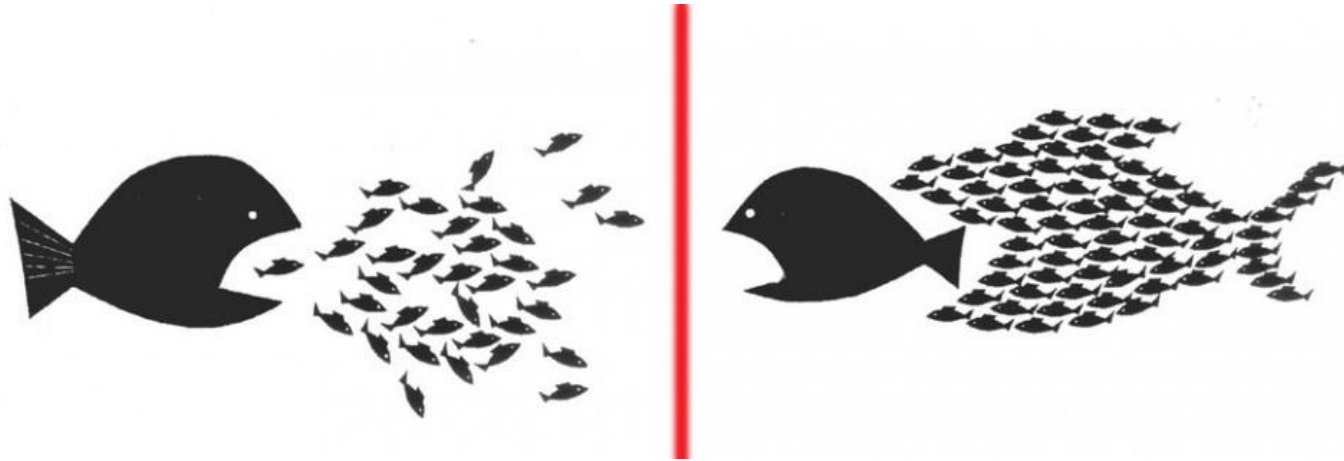


Photo: www.panweb.eu

A cooperative advantage over competitiveness

Dziękuję!

