

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

Yearly, we process

8 000 - 10 000

applications from entrepreneurs
and growth companies from all of
Norway

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

Why to cooperate with Norwegian businesses?

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

 Norway



Norwegians are trustworthy

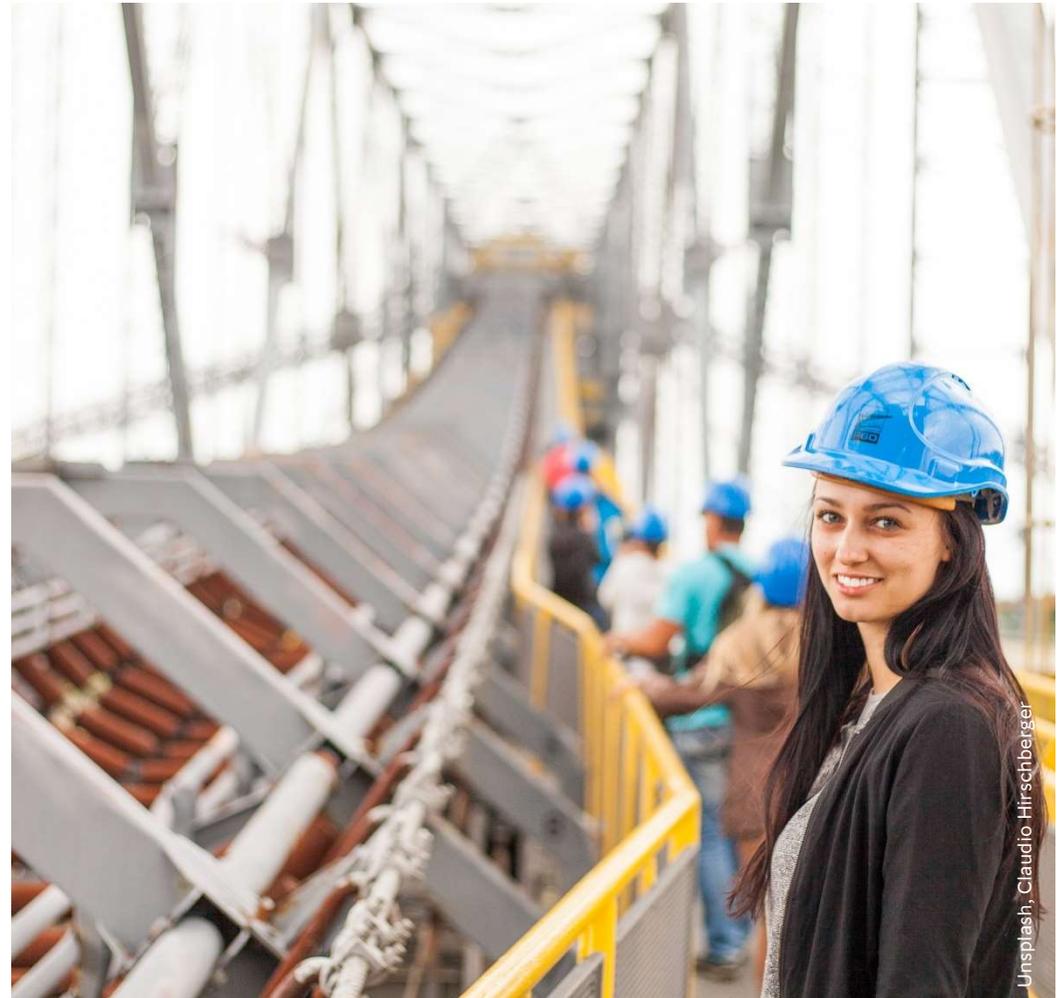
 Norway



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**Extensive
expertise and
flat structures**

 Norway



Unsplash, Claudio Hirschbetger

World-class technology

 Norway



Snøhetta / Mir

Credibility when it comes to sustainability

 Norway



Norway is positioned to succeed in several areas:



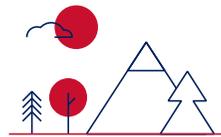
Clean Energy



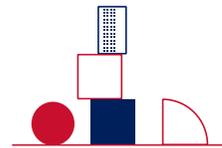
Ocean Industries



Smart cities



Bio economy



Creative industries



Health



Culture and travel

Ocean industries – important for Norway

- The Norwegian ocean industries value creation (2017): 680 bill. NOK
- 70% of Norwegian export



Ocean industries

Industry	Revenue	Employed	Export	As share of Norwegian exports	Source
Aquaculture	9,76 billion USD	8 342	8,5 billion USD	5 %	Statistics Norway, 2018
Fisheries	2,57 billion USD	10 748	3,3 billion USD*	2 %	Statistics Norway, Directorate of fisheries 2018
Oil and gas	83,3 billion USD	50 700	71 billion USD	43 %	Statistics Norway, 2018
Maritime	51 billion USD	85 266	26,4 billion USD	16 %	Statistics Norway and Menon, 2018
Offshore renewables	4,8 billion USD	1 630	320 million USD	0,2 %	Menon, 2017

Success factors



Collaboration

Infrastructure

Technology

Research and education

Market development

Laws and regulation





Geiranger World Heritage Fjord: To be emission free within 2026



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 ...

Photo by Jonathan J. Castellon on [Unsplash](#)



How to find a partner?





Photo by Konrad Konieczny / Innovation Norway

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»

www.theexplorer.no



BROWSE GREEN TECH SOLUTIONS FROM NORWAY:

Energy

Ocean Industries

High Technology

Health

Bio and Natural Resources

Architecture and Construction

Smart Cities

Circular Economy

Transportation

Food Production Systems



FEATURED STORY

Green ports: Bergen aims to be the greenest, smartest
port in Europe

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

- formal / conservative, yet stylish

Behaviour

- group hierarchy is not important
- less formal and kind

- group hierarchy is important
- more formal and kind

Negotiations

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

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

Decisions

- for the good of the company
- consensus oriented

- 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.

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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

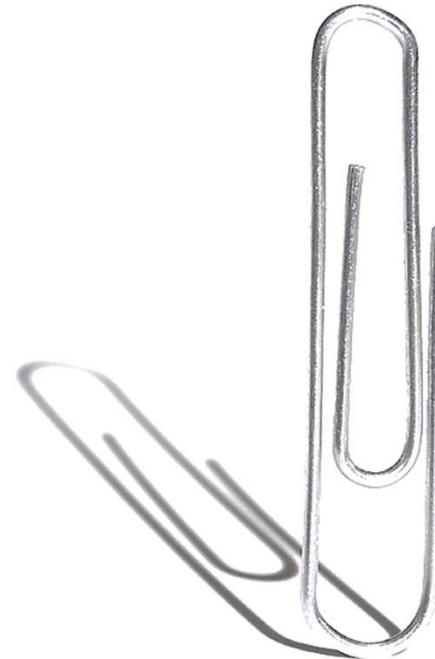
- Without a long and formal process

Consensus is the goal

- Decision making may become unclear

Norwegians spend a lot of time discussing

- Seen as not making a decision



Important factors for Norwegian businesses

- The need to build business relationships based on trust (time)
- Moderate motivation with high profit - focus on long-term benefit
- Frequent lack of experience with Central and Eastern European countries
- Low understanding of bureaucratic requirements and time pressure
- Focus on honesty and security
- Open, direct communication
- Decision taking by consultation

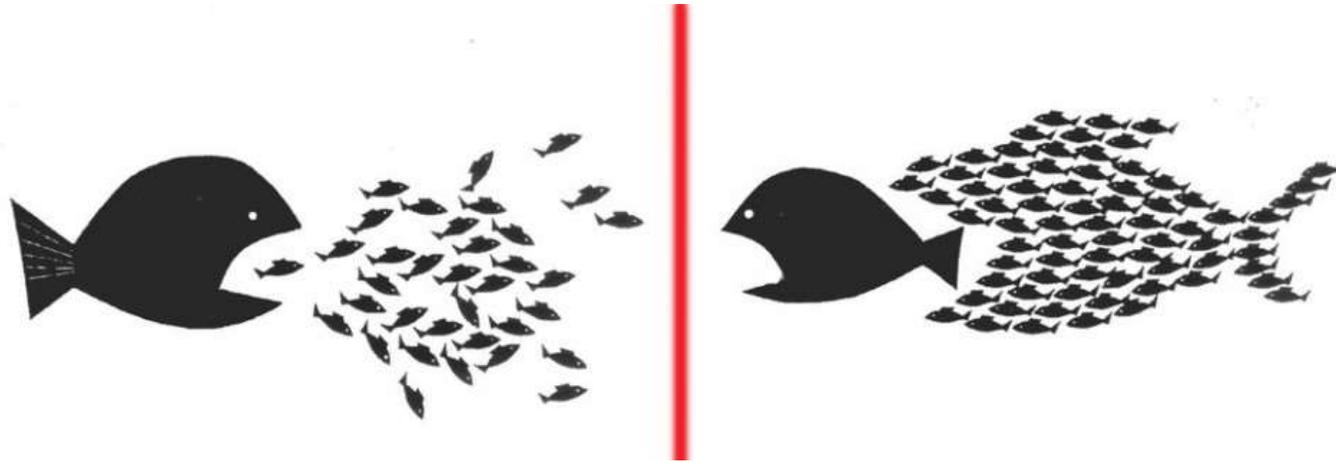


Photo: www.panweb.eu

A cooperative advantage over competitiveness

Dziękuję!

