



ANNUAL REPORT 2013-2014



DUTCH  
CHAMBER



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## Foreword by the Chairman

*Dear Fellow-members,*

**O**n the 30th of April 2014 ended yet another successful year of the Dutch Chamber of Commerce in Sweden. There has been progress in many areas though not all ambitions as expressed at the AGM last year were achieved. The Executive Board, together with the Regions and other committed resources have put in a great effort to maintain and develop this association's 3 main objectives:

- Adding Value
- Professionalise
- Grow the base

To achieve this we have been active in the following areas:

### *Member Relations - a more personal and professional approach*

We strive to grow the member base; we want to widen it by retaining and acquiring new members and deepen it by getting members to be more active.

Since last year as we decided to have Els Berkers focus on Member Relations we see a positive development in growing the member base. A more targeted approach towards prospects has contributed in acquiring new members in all groups but Premium. We have also lost quite a few members in the SME area, which is something we assess very seriously and act upon in short term.

We are happy to see an increase in the level of activity of members: We have more participants at all events, in all regions. Members are also more eager to set up events for co-members. In the end our association is as strong as the activity of its members in the network.

### *Events – we do more with less*

In the recent year we have managed to organise several events with other stakeholders or partners which have added value by creating contacts with for example other foreign chambers and organisations like Stockholm Business Region.

Thanks to these and other cooperations we have been able to limit our expenses, as these have been shared or even fully covered. It also enabled us to organise a fantastic Annual Dinner which offered more at a lower cost for all members. All thanks to hard work by our Event Lead Judith van der Doelen.

From Dalarna down to Malmö all 4 Regions support the objectives of the Chamber with events that attract their local members with their specific needs. It is encouraging for all of us to see the positive response.

### *Communication – a fresh new start*

Our Communication Lead Chantal Jonkergouw and the Malmö-team have besides the normal duties of content management, worked with a facelift of our website and a new Facebook page.

The website was put on a new platform last year, but we felt that the design and some of the functions should be updated.

” We are also proud to have our office established at the embassy.

For many years the Dutch VOC-ship Batavia has been linked to the Dutch Chamber in Sweden, but we felt it was about time to embrace a more modern and fresh design.

As workload at her regular job requires Chantal to leave the Board, I take the opportunity to thank her for contribution in the Executive Board and Region South. We wish her all the best.

### *Organisation – Small but distinct steps forward*

Not having a fully mature organisation nor critical mass and a workforce primarily based on volunteers made us decide in the end not to pursue a solution with Randstad. To get the most out of such a commercial set-up would demand relatively too much managerial effort.

Luckily we did find a team in Malmö that was prepared to take on aspects of the work with Communications

and some students to support us with some of the IT/Back-Office related matters. Finding a more sustainable solution in this area is still crucial for further development of the Dutch Chamber.

We are also proud to have our office established at the embassy. Being located at the spot from where the Dutchman Louis de Geer once ruled his business empire, feels very right for a Chamber of Commerce. It offers us a natural meeting place for the different organisational units of the Chamber.

The Regions are also more established and more self-sufficient while working within the framework of the Chamber, using its common capabilities like IT solutions, when necessary. To have Fredrik Lange, who travels regularly for his normal work at Randstad, to coordinate the Regions has been of great value to the Chamber.

***Stakeholders and partners***  
***– a win-win-win***

Over the last 12 months under the lead of Calle Wellenius the Chamber has established solid relations with several Swedish region promotion organisations and other foreign chambers in Sweden. We have also come in contact with the new Rijksdienst voor Ondernemerschop, which could be a source of information to get to know Dutch entrepreneurs that consider entering the Swedish market.

These kind of cooperations underline the mediation role that the Chamber can play and also add value to the network and its members.

***Finance – a steady result***

Thanks to solid and dedicated work by Jorrit van Opstall the result over 2013-2014 is in balance. Neither income nor costs have grown to the extend as expected. Still compared to a normal year 2011-2012 (as 2012-2013 was special due to the 10-year anniversary), the income was stable, though sponsorship was somewhat lower than expected. But we did find a better way of funding the Annual Dinner, which saved the Chamber VAT-related costs. Costs have been under control and we have extended our accounting so we can follow-up costs in the

Regions more easily. A controlling structure that allows the Regions to follow-up own costs.

I also take the opportunity to thank Jorrit who for 2 years dedicated spare time to the treasury of the Chamber. We wish him all the best in his new challenge for AirFrance KLM in South America.

***Sweden & Netherlands – Friends for the future***

I conclude by commemorating the celebration of 400 years of friendship between Sweden and the Netherlands. A relation formalised to enable more trade between the two countries. In this spirit the Dutch Chamber has acted the last couple of years and is committed to continue to do so in in many years to come.

Maarten Merckx  
*Chairman of the Executive Board*  
*Dutch Chamber of Commerce in Sweden 2013 – 2014*



## From our Patron

*Dear members of the Dutch Chamber of Commerce in Sweden,*

This has been a busy year, for the Dutch business community, united in the Dutch Chamber of Commerce in Sweden, and for all those that wish it well, first and foremost the Dutch Embassy in Stockholm. It would have been a surprise if it would have been otherwise. The Dutch are pretty eager beavers under any circumstance and these days the Dutch diplomacy is more than ever oriented towards supporting Dutch commercial interests.

But more binds the two above mentioned players. On 28 November 2013 the Dutch Chamber moved into its own permanent premise, "a room of one's own" to quote a famous British author, at the Embassy on Södermalm. The diplomatic mission is very much engaged this year in the commemorative activities surrounding 1614. For it was on 5 April four hundred years ago that with the signature of a treaty establishing formal diplomatic relations between Sweden and the Dutch Republic, the corner stone was laid for closer, and above all expanding commercial and cultural ties between our two countries.

Against this background it will come as no surprise either that the Chamber held its annual dinner this year in the splendid surroundings of the Vasa Museum, which makes the common history come to live. It was an evening one will not lightly forget, both for its form and its content.

But Sweden is larger than just Stockholm. The Runn Winter Week in Dalarna reminded the Swedes that Dutch are a sturdy people too and good skaters as well. They popped up in the West at SKF – who got the Swedish Chamber in The Netherlands export prize this year, by the way – at IKEA in the South and met with AirFrance/KLM who is our daily lifeline to the world beyond this beautiful and industrious country, and for those live in Växjö that now too boosts a daily direct flight to Schiphol.

We like to put all the economic and other activities of all the Dutch in the framework of the 1614-2014 commemorations; from the visit of the Swedish King

and Queen to Amsterdam, which included a serious seminar of innovation attended by our two heads of State and two Ministers of Economic Affairs, to the planned performances in September by the renowned Nederlands Dans Theater in Stockholm. Indeed, they all do contribute to the realization that the Swedes and Dutch were made for each other, as the title of the Festschrift proudly states, a publication that is the fruit of hard work by the two Embassies and many generous supporters from the business community in our two countries.

But we know that all these busy movements would create little attention if they were not based on something solid, the activities of the economic actors like those joined together in the Dutch Chamber.

I would like to compliment the Chamber on all its work and the events it helped to organize in the year that lies behind us. All its well wishers are looking forward to a continuation of its successes.

Flip de Heer  
*Ambassador of the Netherlands to Sweden*



”It was an evening one will not lightly forget, both for its form and its content.

## Word from the Advisory Board

*Dear member,*

**O**n behalf of the entire Advisory Board I again have the pleasure to reflect on the chamber year 2013 – 2014. We are very pleased to see the improvements and the enormous amount of work done by the Executive Board in a very professional manner. This is not in the least connected to a stable team and fundament but for sure the result of hard work and dedication. On top of that the support roles in the country clearly showed their added value. The combination of all mentioned above makes the Dutch Chamber a very valuable network organisation for many.

*The result is that we are able to network more and create more business opportunities...*

”

Within the Advisory Board we have experienced some changes last year. Øystein Løseth has left and we would like to thank him for his support. New within the Advisory Board but not new as a member within the Chamber is Henk van Dieren. We welcome Henk and are looking forward to new insights based on his experiences.

A clear indicator of the positive result when it comes to the work of the Chamber is the number of events and the increased participation rate connected to those events. The result is that we are able to network more and create more business opportunities which is one of the fundamental reasons to have the Chamber in place.

The cooperation with the Dutch Embassy became even more visible since we now have an office location at their premises of which we are very grateful. Next to that we appreciate the efforts and energy that Ambassador Flip de Heer and his team put into the Dutch Chamber.



The coming year is based on continuation of the chosen direction with two major attention points. One is to enlarge our network by developing the cooperation with other foreign Chambers and regional business-promotion organisations even further. The other, from our point of view crucial, is to increase and improve the level of attention to our SME members.

Even though that it might be obvious, the Dutch Chamber existence is based on the fact that she has members and that activities and strategy are in line with the needs of those members and stakeholders. Therefore I would like to stress the importance of reaching out and share your thoughts, needs and ideas as a member to the Executive Board.

Finally I would like to stress that the Advisory Board fully embraces the chosen direction and strategy and expresses her trust in an energetic and successful new year.

*With best regards,*

**Jeroen Tiel**  
*Member of the Advisory Board*

# Organisation

## Executive Board

We had a smooth transition to a new Executive Board as Calle Wellenius, Fredrik Lange and Chantal Jonkergouw joined from positions closely linked to the Executive Board and with relevant experience so we could easily fill the functions that were left empty by those leaving. We are happy that we with Fredrik and Calle have some Swedes back in the Board. Also Hans van Driel joined. The board has managed its duties well, but will give further attention to how to make the different organisational bodies work more efficient.



Executive Board from left: Calle Wellenius (Stakeholder Relations), Jorrit van Opstall (Treasurer), Els Berkers (Member Relations), Maarten Merckx (Chairman), Judith van der Doelen (Events Lead), Hans van Driel (General Secretary), Chantal Jonkergouw (Communications), Fredrik Lange (Regional Coordination).

## Patron

Dutch Ambassador to Sweden, Mr Flip de Heer is very active in supporting trade between Sweden and the Netherlands and as such very supportive of the mission of the Dutch Chamber. He enables through his network contact with new Dutch companies in Sweden and has been the initiator to set up a Dutch Chamber office in the same building as the embassy.



## Advisory Board

This year the Advisory Board has reshaped a little after Vattenfall decided to discontinue their membership. We are very thankful of their contribution and we also want to thank Øystein Løseth personally for his contribution, not in the least during the 10th Anniversary.

At the same time Henk van Dieren has accepted to take a position in the Advisory Board. Henk and his companies have been active members and supporters of the Chamber for many years.



Jeroen Tiel,  
Randstad



Pär Boman,  
Svenska Handelsbanken



Henk van Dieren,  
Van Dieren Sweden



Ronnie Leten,  
Atlas Copco

### *Nominating Committee*

The work of the NomCom has become clearer over the last few years also thanks to the input of Noud Duyzings. As he will leave Sweden, he decided it was time to hand over his duties to someone else. We thank Noud for his efforts and commitment to serve the Chamber and the Board.

We are happy that Olle Jansson has agreed to succeed him. Olle is a lawyer and has been active since the start-up of the Chamber as an association.



Jeroen Tiel,  
Randstad



Olle Jansson,  
CERTA Advokatbyrå

### *Back Office & Support*

While we initially planned to have a set-up with Randstad to support us with some administrative tasks around particular events and communication, this turned out not to be viable. We set up the support in other ways instead:

- For Communication, the team in Malmö worked not only with their regional duties, but also with communication-related matters for the whole Dutch Chamber.
- For IT we found the necessary support in a cooperation with Pontus Testad, whom we hired via Randstad. Pontus has been a great asset to the Chamber and we thank him for his dedication, which was far beyond what we could pay him. Pontus also coordinated some students that helped him with SharePoint.

For the future we believe that students from a Yrkes-högskola could help the Chamber in areas like Event Management, Communication and IT.

# Organisation *continued*

## **Stakeholders & Partners**

The Dutch Chamber works together with several organisations and networks. We have seen over the last few years that cooperation with others is more and more important and beneficial to our members. To mention some of them:

### ***SweCham in the Netherlands***

With this association, managed by Kerstin Gerlach the Dutch Chamber has co-organised several events last year and we will continue to do so.

### ***Hon. Consul of Sweden in Northern Netherlands***

Lukas Joel is a strong supporter of 2-way trade between Sweden and the Netherlands and is very supportive of making the Swedish market and Dutch Chamber more known among entrepreneurs in Northern Netherlands.

### ***Embassy of the Kingdom of the Netherlands in Sweden***

Besides the involvement of the Ambassador, the Dutch Chamber gets other support from the Embassy as well e.g. with respect to lending support to events and responding to (market)information or trade-partner requests by Dutch entrepreneurs and companies. Here Karen van Stegeren (deputy Ambassador), Eva Blom and Sigrid Westman of the Department for Economy, Trade & Innovation play a key role.

### ***Consuls of the Netherlands***

Magnus Dahl in Malmö and Håkan Friberg in Gothenburg have become important and valuable partners that support the cause of the Dutch Chamber in Regions South and West.

### ***Business Regions***

Stockholm Business Region, Business Region Gothenburg, Invest in Skåne and Invest in Dalarna are all four organisations which are keen to profile themselves towards foreign companies, big and small. Working on joint events with them has a mutual benefit

and we want to develop these relations further.

### ***Other foreign Chambers in Sweden***

All business is local, so to be able to enlarge the audience on certain events adds value to all parties involved. Not in the least the member that is giving a presentation. We had a very successful joint event with the French Chamber and we want to do more of that.



Kerstin Gerlach



Lukas Joel



Karen van Stegeren, Sigrid Westman and Eva Blom.



Magnus Dahl



Håkan Friberg

## Regional Offices

*It* is great to see the enthusiastic way the regions of the Dutch Chamber of Commerce add local value and are close to our members across Sweden. With four regional offices we are the Chamber with the biggest geographical spread in Sweden, which is of course a key differentiator that adds value. With this coverage we are committed to continue to add local value to our network throughout Sweden.

We are glad to see that our work with proximity in the regions towards the group SME's and Associates has brought us result. We have an even closer relationship with our members and have a good and frequent dialogue with potential members. This will lead to a bigger network and a lot more added value throughout the whole network.

### *Dalarna*

The Dutch Chamber of Commerce is represented in Region Dalarna by Christian van Dartel as a Regional Director and Lara Feller as an Event Manager. To strengthen our relationship with our SME members and potential members we have organised several smaller events that took place in an amicable atmosphere. The highlight of the year was the joint business event during the Runn Winter Week that was organised in the spirit of the 400 Years celebration in close cooperation with the Dutch Embassy, the Swedish Chamber of Commerce and the regional business organisations Näringslivet Falun Borlänge and Invest in Dalarna.

The outlook for the next year is moderate growth of number of members, a similar amount of impactful events and adding value for members and other relations by making the network available and visible in the region.



Christian van Dartel,  
Regional Director  
(VD Sport & Konsult)



Lara Feller,  
Event Manager

## Regional Offices *continued*

### West

This past year was a very successful year for the Dutch Chamber of Commerce in Region West. We have proven to be a reliable partner and we intensified our network in region West-Sweden. From the feedback of our guests we learned that all our events were very much appreciated. We are Volvo Trucks, SKF, Pon-Cat and StiPs sincerely thankful for their complimentary contributions they made to the respective events.

Over the past year we put a lot of effort in keeping our current members in this region satisfied. We are glad we could welcome two new SME members: Doecision Management AB and Dynamic Venture Nordic AB. Attracting new members will be our main focus over the coming months and years.

The “400 years of friendship between Sweden and The Netherlands”-year started at the beginning of April 2014; we are looking forward to all special events planned in this region. The highlight will be the trade conference organized by our Honorary Consul at the end of September 2014.



Celesta Jansen, Regional Director and Monique Smit, Event Manager (KLM)

### Stockholm

Since 2013-2014 was the first full year, the Region Stockholm has been in a start-up phase. Nonetheless, a number of events took place, like the Sinterklaas Meets Lucia Mingle and the joint event with the French Chamber of Commerce about Air France/KLM's successful way of using social media. Attendance has been great and the feedback received very valuable. But, there is more work to be done and plans are being made for next year, including more breakfast seminars and company visits.

As was stated last year, we aim to give not in the least SME and Associate members in this Region appropriate attention and a clear point of contact.



Calle Wellenius,  
Regional Director  
(Randstad)



Saskia Otten,  
Event Manager  
(Blåjeans Språk och  
Juridik AB)

## *South*

The Dutch Chamber in the Region South has had a very successful second year. The team consists of Sven van Dijkman as a Regional Director and Marije Borghart, Susanne Neleman, Neel Hermansson and Marjon Dake as Event Managers. The team enjoys the warmth and professional support of the Consul of the Netherlands in Malmö: Magnus Dahl. The new team took over in late September this year after a very pleasant and interesting visit at IKEA in Helsingborg.

The first new event the team organized was a meeting at a Rituals shop in Malmö. This original Dutch brand's Scandinavian franchise founder, Eduard van Santen,

joined in as well. The relaxing atmosphere of the event set a new standard with the South Region of the Dutch Chamber. For the new year four events are planned of which some will be a joint setup with our local partners: Benelux Business Club and Sydsvenska Industri- och Handelskammaren.

We expect a continued moderate or slow growth as previously. We stick to our assignment of adding value for members and other relations by making the network available and visible in the region. Contributions towards the 400 year celebration are another specific focal point.



Sven van Dijkman (Regional Director), Marije Borghart (Event and Communications Manager), Marjon Windén (Event and Communications Manager), Susanne Neleman (Event and Communications Manager) and Neel Hermansson (Event and Communications Manager).

## Activity Overview

***Looking back at this year we can conclude that we managed to achieve improvements of different characters, though all leading to lower costs, improvement of networking opportunities for our members and, judging on the increased number of participants per event, more interesting events for our members.***

**A**nother significant change is the high activity level in our regions, offering a variety of valuable and fun events.

The regions are reaching a higher level of maturity and gaining knowledge and experience in how to set up attractive events for our members and guests. Companies

like Volvo Trucks, SKF, Air France-KLM, Grant Thornton, Rituals, IKEA, Handelsbanken, Arlanda Schiphol Development Group and several more, have contributed to our events. This positive development of the region teams has resulted in requiring less involvement and resources from the Executive Board. Our aim is to develop our regions further in focus and presence in the local market.

### ***A year full of events!***

LOCATION	EVENT	MONTH & YEAR
National	Annual General Meeting with trend watcher Magnus Lindquist as key-note speaker at the embassy	June 2013
Region West	Company Visit Volvo Trucks	May 2013
Region Stockholm	Back to work mingle	August 2013
Region Dalarna	Back to work BBQ	September 2013
Region South	IKEA Breakfast seminar	September 2013
Region Stockholm	Networking & Debate with the city of Stockholm/ Stockholm Business region and other foreign chambers	September 2013
Region Stockholm	Seminar "Doing business with the Netherlands", with Stockholm Chamber of Commerce and Swedish Chamber	October 2013
Region West	The Swedish Management Culture- lunch	September 2013
National	Corporate and Premium event at Dutch Embassy	November 2013
Region Dalarna	Mingle in the heart of Dalarna	November 2013
Region Stockholm	Mingle " Sinterklaas meets Lucia" with presentation about happiness	December 2013
Region Stockholm	New Years mingle with De Hollandse Club in Stockholm	January 2014
Region South	New Years mingle with Rituals at Triangeln Malmö	January 2014
Region West	Company visit at SKF "Frictionless sustainability"	January 2014
Region Stockholm	Seminar with AirFrance KLM "Connecting through social media"	February 2014
Region West	Executive luncheon with Ruben Brunsveld as key-note speaker	February 2014
Region Dalarna	Runn Winter Week and Business lunch/seminar "Doing business with the Netherlands"	February 2014
National	Annual Dinner: A celebration of 400 years of diplomatic relations between The Netherlands and Sweden, Vasa Museum, Stockholm.	March 2014

The Executive Board's role is to facilitate their growth by providing means, knowledge, expertise and sharing their network.

In the course of the years we have developed more and more re-occurring items on the Event Calendar, for example the Back2Work Mingle in Stockholm, the Back2WorkBBQ in Dalarna, Brainstorm SME/Associates in Stockholm, New Years Mingle with "De Hollandse Club" at the Embassy, Annual Dinner and the Executive Lunch at Handelsbanken Headquarters in Stockholm. The Christmas Mingle we will be replaced by this year launched and successful "Sinterklaas meets Lucia" We strive after a mix of content and mingle opportunities and subjects/key note speakers that are inspiring.

*The regions are reaching a higher level of maturity and gaining knowledge and experience in how to set up attractive events...*



We would like to thank our Premium and Corporate Members who have been very generous in catering many of our events. Companies as Samskip Van Dieren, Air France-KLM, De Lage Landen, Grant Thornton and Randstad have supported us loyally and deserve gratitude for many interesting and cheerful moments. As Dutch Chamber of Commerce we are proud to have such a prominent group of Swedish and Dutch business leaders join us.

Even though we have established another step in the right direction we learn by daring to try new things, and not every initiative works out in the expected way. In 2012-2013 we started our Young Professional Network, which was a big success. We organised two events which were both very well attended. The idea was to let the network be run by a committee of Young Professionals under supervision of Judith van der Doelen. There have

been a couple of attempts to set up such group, which did not lead to a sustainable and workable solution. Last year there have not been any events for this group. Instead, we have invested in a solution for coming year, which will hopefully lead to a reinforcement of the Young Professional Network.

Some specifically notable facts: This year it was the first time that The Dutch Chamber co-hosted an event with the French Chamber of Commerce in Sweden (Connecting through Social media). Also, it was the first time that The Dutch Chamber and its members were invited by the City of Stockholm to join the annual networking event in City Hall. And of course our most successful Annual Dinner so far, with over 100 attendees at the Vasa Museum.

## Sample of Events

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### *Dutch Chamber On The Road; visit to Volvo Trucks*

“When your own cars’ odometer says it has driven 100.000 km, you probably already start thinking about buying a new one. Your Volvo Truck would need it’s first oil change at this same mileage”

We toured the Tuve Volvo Truck factory in a train pulled by a “lowered Volvo Truck”, our tour- guide was proud he started working at Volvo Trucks already back in 1974.

During work hours, a new truck leaves the Volvo Truck plant in Tuve every four and a half minutes. We saw an engine lowered into the chassis at the engine marriage point. There is only about 6-8 mm of clearance on either side. It was fascinating.

All in all, lots of learning and interesting to see how business opportunities arise between different industries and Dutch and Swedish companies. All Dutch Chamber members joining not only enjoyed the event very much, it gave them an excellent opportunity to share their business insight as well. Driving Progress.



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Month: May 2013 | Target group: All members region West  
Location: Volvo Trucks HQ and Factory, Torslanda | Participants: 21

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Month: September 2013 | Target group: All members region South  
Location: Helsingborg | Participants: 32

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### *IKEA Breakfast Seminar, Helsingborg*

Home furnishing giant IKEA hosted more than 30 enthusiastic participants on an early September morning. Its colourful Helsingborg based global head office was the location for breakfast, followed by two senior management speakers, Petra ten Berg (Head of Information Security) and Eva-Lotta Sjöstedt (Deputy Global Retail Manager). While Petra is Dutch and has worked for IKEA for some years now, the Swedish Eva-Lotta has been the CEO of IKEA in The Netherlands. The theme focused on the Dutch and Swedish culture in the IKEA business, as well as on the impact of the very specific IKEA culture. Many international stories and behind the scene insights were given, and open answers to the many questions were given. After the highly interactive program, all participants enjoyed coffee and cakes in the light and modern IKEA restaurant.

### *“The Swedish Management Culture” - Lunch Meeting*

The “Palace” was renovated last year and truly restored to its former glory. The room we were in, was literally splattered with creativity.

Olaf Sterkenburg has been Vice President of Pon Equipment Sweden for a little over 3 years. He first introduced Pon Holding to the audience. All participants were amazed to learn in how many markets Pon Holding operates. In Sweden Pon is market leader in the tire business (Pon Amring AB). Recently Pon added bikes to their portfolio, with famous bike brands like “Gazelle”.

The main focus for the event was the Swedish management culture. To great relieve of our Swedish guests Olaf started of with some “strange” Dutch habits. He praised the labour participation of women on senior management levels. At the same time he questioned the ability to go the extra mile for a customer.

Differences in management culture between Sweden and the Netherlands are not that obvious, but the not so obvious smaller things are the pitfalls. Dutch researcher Geert Hofstede identified different cultural dimensions. Olaf applied these dimensions showing us that the

Swedes and the Dutch operate in a rather familiar way. There is however a difference in long-term orientation between the countries. This impacts the decision making process in management teams. During lunch a lively discussion continued, allowing all participants to share their own experiences.



Month: September 2013 | Target group: All members region West  
Location: Palace | Participants: 15

### *Corporate and Premium Event at Dutch Embassy*

A full program of speeches and dinner was offered to our Corporate and Premium members. Speeches of Maarten Merckx, Chairman of the Dutch Chamber, and the Dutch Ambassador Mr. Flip de Heer, kicked off the program. The festive year of 400 year friendship and trade between The Netherlands and Sweden was kicked off. The highly successful Dutch IT entrepreneur Jan Baan continued with an inspiring speech about his rise to success, the lessons learned, and the challenges and innovations in business going forward. These speeches were followed by a tasty dinner in the private residence of the Ambassador.



Month: November 2013 | Target group:  
Location: Dutch Embassy, Stockholm

## Sample of Events *continued*

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Month: February 2014 | Target group: All members region South  
Location: Rituals shop, Triangeln Malmö | Participants: 20

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### *Rituals Malmö*

In line with the spirit and philosophy of this Dutch brand, our visit to the Rituals store appeared to be a fun, relaxing, luxurious and inspiring experience. This was largely thanks to the warm welcome we received from the staff of the Rituals store in Triangeln, Malmö and of course the great enthusiasm of our participants. Rituals entrepreneur Eduard van Santen who introduced the brand on the Swedish market some years ago told us about the concept, roots and future plans of the company as well as his experience with the Scandinavian market. With around twenty participants we filled the shop and had a look around, listened, discussed, asked questions, got inspiring answers and enjoyed the nice drinks and treats Rituals prepared for us. And of course we spend some time smelling, scrubbing, tasting and trying products! The new team Regions South is happy to be able to look back on a successful first event.

### *“Frictionless Sustainability” in cooperation with SKF*

In an average household you will find approx. 200 ball bearings.” This is one of the imaginative facts revealed to us in the new visitors centre of SKF. The new visitors centre at SKF HQ was one of the first highlights of the visit.

Edward Holweg focused on the role of SKF in the automotive industry. At present SKF plays an important role in all “electric/hybrid” automotive technologies. It is impressive to see how sustainability and going “beyond zero” is embedded in SKF’s way of doing business. Helena Ingemarson informed us that SKF was the first industrial engineering company to be accepted into the Climate Savers program of the WWF in May 2012; an exceptional accomplishment.

Stefan Karlsson; Head of Marketing and Strategic Development at SKF focused on the wind energy industry. His visible passion about the subject was contagious. The last highlight of this visit was witnessing the final assembly by hand of a ball bearing in the SKF factory nearby. All the 15 participants left inspired. We genuinely appreciate all efforts by SKF making this event possible.



Month: January 2014 | Target group: All members region West  
Location: SKF HQ | Participants: 19

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Month: February 2014 | Target group: All members of the Dutch and French Chambers of Commerce in Sweden  
Location: Grant Thornton office, Stockholm | Participants: 60

### *Connecting through Social Media*

In a joint effort with the French Chamber of Commerce in Sweden, some 60 members of both the French and the Dutch Chamber of Commerce in Sweden gathered at Grant Thornton, to learn more about how to take social media to the next level. A company that has done just that, is Air France KLM, and the person to tell us how, was Lionel Lassalle. In a vivid presentation, KLM's presence in the social media, was highlighted and analysed, and KLM's social media products were shown. Afterwards, the audience had a lot of questions and many were still being discussed over a nice glass of wine during the mingle, that lasted a lot longer than scheduled. All in all, an event that was highly appreciated by all participants and we would, once again, like to thank Grant Thornton and Air France-KLM.

### *Executive Luncheon Premium and Corporate Members "How to get your message across?"*

On Friday the 28th of February 2014 the Dutch Chamber of Commerce Region West organised an exclusive executive luncheon for our premium and corporate members.

Restaurant Swedish Taste was the perfect location for this event. While enjoying the fabulous food, having a fantastic view over Gothenburg, we had the opportunity to listen to our guest speaker: Ruben Brunsveld from Stips Stockholm.

Ruben gave a very interesting and inspiring presentation about Communication and Leadership in an International Environment, or in short: "How to get your message across?". In his presentation he combined his rhetorical knowledge with analysis of several great public speeches and presentations. The TEDx talk by General Peter van Uhm caused much discussion, Steve Jobs' introduction of the first Iphone took us all a few years back in time and Jan Eliasson took us on a helicopter ride. Ruben used examples of ICA, Telenor as well as the latest Volvo commercial featuring Zlatan Ibrahimovic, to illustrate how 'storytelling' and other rhetorical techniques can help you to get your message across. All in all it was very instructive, interactive, creative and fun.

We would like to thank Ruben Brunsveld for his presentation, restaurant Swedish Taste for the excellent food and service, and our premium and corporate members for joining us.



Month: February 2014 | Target group: Premium & Corporate members  
Location: Restaurant Swedish Taste, Göteborg | Participants: 16

## Sample of Events *continued*

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### ***Business Lunch and Ice-skating at Runn Winter Week***

With the prime theme “Doing business in the Netherlands” the Dutch Chamber, the Swedish Chamber and the local business association Näringsliv Falun Borlänge (NFB) organised a business lunch and seminar. After welcoming words by Maria Rohlander (MD of Näringsliv Falun Borlänge), Kerstin Gerlach (MD of the Swedish Chamber) opened with telling the audience what they can do for Swedish companies in the Netherlands and she was followed by Kathy Dolk (Board Member of the Swedish Chamber) who amongst others related to similarities and differences in business culture between Sweden and the Netherlands. Local business man Mats Sigvant (MD of Siljan, a member of the Dutch Chamber) talked about his personal experience of doing business with the Dutch. In particular the members of NFB were a thankful audience eager to hear more about what business climate and opportunities there are in the Netherlands.

The Ambassador Flip de Heer gave a short speech about the importance of trade in two directions and the fact that the treaty from 1614 already envisioned business benefits for both sides, the Netherlands and Sweden. His reference to the 400-year celebration was then underlined by the last presenter, Johan Cederlund, MD of the Zorn Museum. In a very entertaining way he presented his museum and proudly announced the upcoming unique exhibition of Rembrandt etches later this spring. After the inspiring presentations networking started and several participants found immediate business opportunities.

After this business event many continued to join the ice-skating company relay. The Dutch Chamber joined for the second time and managed with help of its own network to set-up a strong team. The team finished on 6th place.

On Saturday the professional male and female marathon speedskaters took over under tough conditions. A way of combining and trade and sports. Both start and price

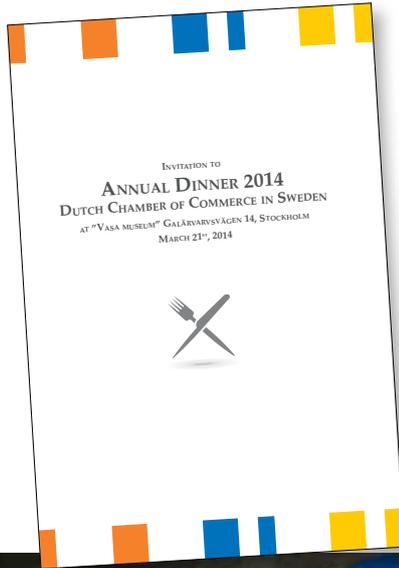
ceremony were done by Ambassador Flip de Heer. The regional members of the Dutch Chamber arranged a typical Dutch Koek en Sopie, with the traditional erwtensoep, rookworst, and hot chocolate, which was highly appreciated by both riders and public.



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Month: February 2014 | Target group: All members  
Location: Runn Lake, Dalarna | Participants:

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### *Magical Annual Dinner at the Vasa Museum*

The Dutch Chamber of Commerce was honored to welcome more than a 100 distinguished guests to the Dutch Chamber's Annual Dinner on 21 March 2014. With support of our event sponsors Samskip Van Dieren Multimodal / Van Dieren Sweden, De Lage Landen and Randstad we were able to celebrate 400 years of friendship and trade between Sweden and the Netherlands at the truly unique Vasa Museum. Guests were guided in small groups through the museum, discovering the rich history of the Vasa Ship. A festive mingle and welcome speech by our moderator Ruben Brunsveld (StIPS) were preludes to a special dinner night. The dinner, with spectacular view of the ship, was enriched by speeches and historical musical entertainment by the Romeo & Julia Choir. Dr. Fred Hocker (Director of Research at the Vasa Museum) and H.E. the Ambassador of the Netherlands Mr. De Heer speeched engagingly during the dinner. We thank our guests, the ambassador, our speakers, our moderator, our event sponsors and the Vasa museum for making this magic night possible.




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Month: March 2014 | Target group: Invited members  
Location: Vasa Museum, Stockholm | Participants: 101

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*For more news and reports of our events, please visit [www.dutchchamber.se](http://www.dutchchamber.se)*

# Member Relations

The Dutch Chamber of Commerce in Sweden's approach for maintaining a relationship with our future, current and former members has been put in a member relations policy and strategy document: 'The heart of doing business' (2012). In line with this document we have set few, but important ambitions for the year 2013-2014.

The first and core ambition of the Dutch Chamber will always be the wish to improve the relationship with our current members continuously through (more) personal contact. Through these contacts we gather important input for the further development of the Chamber and offer relevant activities to all our members. As an example we noticed an increasing demand for more relevant activities for our SME members. Together with our lead Events we try to meet this demand. Another valuable input is the offer from members to organise company visits, share specific knowledge or invite the members of the Dutch Chamber to their premises for the organisation of meetings. See the results under the Events chapter.

The Dutch Chamber member base consists traditionally of members permanently located in Sweden and temporarily located members. The latter are perfect ambassadors for the Dutch Chamber abroad and possibly to their successors. Knowledge about doing business in Sweden and sharing personal experiences can be of added value to current or potential member even if a former member has left Sweden.

The third ambition has been the improvement the new member intake procedure. In coordination with our Treasurer and Secretary we have set up a new routine with room for sharing qualitative information on new members and an efficient administrative process. At the same time we improved the exit procedure as well. By contacting the (former) member and ask for feedback and room for improvement we try to keep our former members enthusiastic ambassadors of the Dutch Chamber of Commerce.

## Member recruitment

Another activity that requires constant attention is the recruitment of new members. To attract new members the Chamber uses its network of members, promotes the Dutch Chamber with other stakeholders, by sending newsletters to contacts and inviting prospects to a limited amount of free events. In our efforts to recruit new members, we see an increasing success in the regions thanks to the efforts of our Regional offices.

*”The first and core ambition of the Dutch Chamber will always be the wish to improve the relationship with our current members continuously through (more) personal contact.*

Every year we work from a 'wish-list' from which we try to recruit new members. At the same time we know that the best recruitment method is taking care of our members: their personal opinion about the Chamber is the best advertisement for the relevance of the Chamber and its activities.

### THIS YEAR OUR RECRUITMENT EFFORTS LED TO THE FOLLOWING NEW MEMBERS:

Corporate	Jeroen van der Neut	Grontmij
Corporate	Bart Penris	Wincor-Nixdorf
SME	Elisabeth Brage	Better Business International
SME	Heike van Doesburg	Doecision
SME	Arnold van der Laan	Dynamic Venture Nordic AB
SME	André Bouwman	Yours
Associate	Rex Schothorst	
Associate	Sven van Dijkman	Heatex
Associate	Stephen Meijer	Klarna
Associate	Menno Verhoeff	CBRE Global Investors
Associate	Jolanda van Rooijen	Uppsala University
Associate	Folke Lundberg	Former Treasurer Swedish Chamber Netherlands
Associate	Bianca Mali	BDO
Associate	Armin Dröge	Dröge Produktion

# Communications

*During this year, the Board wanted to strengthen its main communication platform, the Dutch Chamber website. The website has been modernised with larger visual areas, so important events can be highlighted in a more attractive way. Also, we have built in social media buttons, which enable us to share news easily on Facebook and LinkedIn.*

The Content Management System for the website has been made available to the regions, and user manuals have been created. The regional teams have been instructed on how to upload content about their regions, which makes the website a true collaborative communication platform. The use of the website has consequently been intensified, and the site is more up to date than before.

*The use of the website has consequently been intensified, and the site is more up to date than before.*

Due to limitations and problems with the old Facebook site, a new site has been created. The site is being kept up to date frequently. We had to rebuild our 'likes' for the new site, which is now at 90 (april 20) and growing slowly but steadily.

A communication support team has been created in Malmö, consisting of the members of the Dutch Chamber

Team region South. The team ensures regular updates of the Facebook site, and looks at specific communication improvements when needed.

Our newsletters have also been updated visually in line with the design of the website, and feature more pictures than before. With six newsletters, we have kept the same frequency of communication. The number of subscribers to the newsletter has grown from 370 in June 2013 to 438 in April 2014 and the 'open' rate of the newsletter has also shown a substantial increase.

The Mailchimp mailing system is now also more consistently used for event invitations, thereby creating a more unified image of the Dutch Chamber.

A big internal communication improvement was realised behind the scenes as we started working with Office 365 as a platform to store and share information. Office 365 enables the Executive Board and Regions to collaborate smoothly and practically, such as uploading event pictures or editing our member list.



## Finances

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***We have been able to deliver a healthy financial result this year, slightly above expectation. A detailed overview of the Chamber's P&L and Balance Sheet is given in the Appendix, and a short description of the main items follows below:***

### ***Income***

The main sources of income are membership fees and sponsorships. Membership and service fee levels were kept unchanged for the 6th consecutive year.

Total income amounted to SEK 468.706,- which was lower than budgeted and prior year level, but in line with the level of expenses. The lower income compared to budget was related to lower membership fees than expected and the efficient organization of the events and hereby decreasing the need to charge additional high contributions from our members and sponsors.

### ***Membership fees***

During the year we saw a slight decrease in the fees for SME and Associates, which was compensated by a growth in Corporate and Premium membership fees. We were very proud to welcome Philip Morris as our new Premium member although we had to say good bye to some of our valued SME members. In total, the membership fee income still slightly increased from SEK 421.500,- to SEK 428.250,- this year.

### ***Sponsorships***

During the year we have had multiple events like the Annual Dinner where sponsors delivered a substantial contribution which was partly paid directly by them or through the Dutch Chamber. However many other events took actually place at the location of member firms whereby the premises were free of charge and thereby substantially reducing the need for additional sponsoring. On top of the regular sponsorships, we also received a special contribution by Handelsbanken for our new office at the Dutch Embassy.

### ***Expenses***

Due to effective budget and expense management, we have been able to keep total costs in line with income received. Our total expenses amounted to SEK 380.245,- a decrease of 62% versus last year (SEK 1.012.407,-) which was an exceptional year due to our 10th Anniversary celebrations.

Our Operational costs went up with 37% versus last year, but stayed within budget. This increase was due to our new office at the Embassy and the much needed investment in our new IT platform. As mentioned our new rental costs were partly compensated by the valued sponsorship of Handelsbanken for these premises.

### ***Results***

A positive result of SEK 88.460,- was generated and will be added to the reserves. This result is slightly better than the budgeted amount (SEK 53.500,-). The delta can be explained mainly by most of the reasons already mentioned; effective cost management of the events themselves, some special sponsorships and lower operational costs.

### ***Budget***

The following ambitions are the basis for the budget projections for the coming year:

- Spending balance to be maintained on initiatives that directly benefit our members.
- Support growth of member base through increased spending on marketing and regions and as a result an increase in income.
- Building the foundation to be able to sustainably fund the (part time) back office resources.

## Future Outlook

***Previous membership year 2012-2013 the Dutch Chamber celebrated its 10th Anniversary. In 2014 Sweden and the Netherlands celebrate 400 years of friendship – a friendship then, now and in the future. A celebration which emphasises the important relations between the 2 countries and the Chamber hopes it can help to capture the interest of Dutch entrepreneurs for the valuable Swedish market.***

**T**he Executive Board wants to contribute to this while continuing delivering on the main objectives ‘adding value’, ‘professionalism’ and ‘growing the base’ also in the coming year. We believe that the following should be done:

### ***Organisation***

Overall organisational structure will remain the same. We further empower the Regions within a clear framework with appropriate support from Executive Board and a vital Back-Office. This will strengthen their position and add more value to the members.

Concerning the Back-Office the Board expects less effort in the IT area as development and support to our communication channels should stabilise. We do have the ambition to improve the Chamber’s usage of the capabilities of LinkedIn the coming year. We plan to maintain the level of administrative support for communication and lift it to a similar level for members and events. This will be done at limited costs, with help of local students where feasible.

*We believe we are on the right track and that we foresee a steady growth over a longer period of time.*

”

### ***Events***

Planning ahead and by that announcing events in time are a clear target for this coming year. While improved last year, the Board agrees it can do more.

With respect to last year’s experience and results, the Board believes that the quality and quantity of events are on a good level and efforts will be made to maintain

it that way. Most events are intended to be open for all members, though specific subjects may attract one member group more than another.

For cost efficiency and quality reasons we will also further engage members and partners like other foreign chambers and business regions in the organisation of events.

### ***Members***

The Board is keen to clarify the offering of the Chamber for all existing (in particular SME’s) and potential members. As part of this the membership structure will be assessed as well.

There are some opportunities to increase the member base though we are careful in adding these numbers in our budget. We believe we are on the right track and that we foresee a steady growth over a longer period of time. For that we have a more targeted approach towards prospects, where the bigger companies are easier to identify than the smaller ones. As small local enterprises play a key role in the continuity of the network the Executive Board is determined to improve and develop its ways to attract and retain this member group.

### ***Communication & Marketing***

With our website and Facebook in shape, the Executive Board would like to start make more use of LinkedIn as platform to enable members to share more professional information and create a virtual meeting place.

We want to help businesses that have decided to enter the Swedish market. Let them know where to find us and

## Future Outlook *continued*

understand what the network of the Dutch Chamber can offer them. To do so the Board considers a visit to the Netherlands with the support of a few business regions from Sweden and our partners in the Netherlands.

### *Partners & Stakeholders*

The Executive Board strongly believes that the association's network benefits from cooperation with other chambers and regional business promotion companies. We intend to develop more contacts and tighten existing relations. The newly started Rijksdienst voor Ondernemend Nederland (RVO.nl) is an example of a stakeholder we believe we should get acquainted with.

### *Finance*

Overall we budget for a similar amount of income and costs as last year. Though we aim to increase the numbers of members, experience from last year has shown that we have to be conservative in estimating any income increase related to that.

With respect to the positive experience of sponsorship through direct payment by members we intend to continue this coming year. It means the association avoids VAT-related costs.

We foresee that on the costs side overall it will look very similar, though we expect IT support costs to be lower, while Back-office costs are estimated to increase due to office rent and external help on some administrative tasks, that should benefit our communication and events towards members.

*On behalf of the Executive Board,*

**Maarten Merckx**  
*Chairman*



# Audit report

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## **Audit report**

*19th of May 2014*

**To the Annual General meeting of:  
The Dutch Chamber of Commerce in Sweden**  
Organization-number: 802411-6082

I have audited the accounting records, the financial statements as well as the management by the Executive Board in The Dutch Chamber of Commerce in Sweden for the book year ending on April 30th 2014.

### **The Executive Board's responsibility**

The Executive Board of the Chamber is responsible for the preparation of the financial statements and the management of the Chamber.

### **Auditor's responsibility**

It is our responsibility to perform an audit in accordance with good auditing practice, and to express an opinion on the financial statements and on the report of the Executive Board.

The audit was performed in accordance with good audit practice in Sweden. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Opinion about the Financial Statements**

In my opinion, the consolidated financial statements give a true and fair view of the financial position, financial performance and cash flows of the Chamber.

### **Recommendation to discharge**

According to my opinion, the members of the Executive Board have not violated the statutes of the Chamber. Hence I recommend the Annual General meeting to discharge the Executive Board for the period covered by the audit, i.e. May 1st 2013 until April 30th 2014.

Hjo, 19th of May 2014,



Siebren M. de Boer

## Appendix A: Member Listing 2013-2014

Netherlands Business Support Office	Jasper van Dorrestein	Honorary member
Embassy of the Kingdom of the Netherlands	Philip de Heer	Patron

### *Premium members and primary contacts*

Akzo Nobel	Niek Stapel
Atlas Copco	Ronnie Leten
De Lage Landen Finans	Susanne Glykofrydis
Grant Thornton Sweden	Patrik Hild
Svenska Handelsbanken	Håkan Sandberg
Philip Morris	Danny Touw
Philips	Allard Boer
Pon Cat	Magnus Rosberg
Samskip Van Dieren Multimodal	Henk van Dieren
Sheraton Stockholm Hotel	Igor Buercher

### *Corporate members and primary contacts*

Air France KLM	Ryanne van der Eijk
CGI	Andreas Gast
Deloitte	Anne-Marie Sanger
Grontmij	Jeroen van der Neut
Randstad	Jeroen Tiel
Embassy of the Kingdom of the Netherlands	Karen van Stegeren
Vopak Sweden	Ard Huisman
Wincor-Nixdorf	Bart Penris

### *SME members and primary contacts*

Adding Value Consulting	Derkjan Swart
Advokatfirman Delphi	Leif Ramberg
Annas Pepparkakor AB	Ton Kooi
Arlanda Schiphol Development Company	Roel Huinink
Aspekta	Magnus Dahl
Blajeans Sprak och Juridik AB	Saskia Otten
Bonamat	Wess Algra
Better Business International	Elisabeth Brage
Cernelle	Ferdinand van Duijvenbode
Consulate General of Sweden	Lukas Joel
CorpNordic Sweden	Jolande Svensson-Klijn
Doecision	Heike van Doesburg
Dynamic Venture Nordic	Arnold van der Laan
Enact Sustainable Strategies	Ruben Brunsveld
Gotessons industri	Frank Cleeren
Happify	Carl-Johan Look
HintTech	Bart Omlo
Hotel PerOlofGarden	Rene Rijns

*SME members and primary contacts continued*

Kiwa Scandinavia	Marco van Brink
Leadership Development processes and enablers	Henk Bremer
Ordvinnarna	Helene Biesheuvel
Rent a Chef	Gunnar Frykfors
Yours	André Bouwman

*Associate members*

Salesforce	Michèl Annink
Berkers & Co	Els Berkers
Saint-Gobain Weber	Wim Berkers
Banctec	Siebren De Boer
Heatex	Sven van Dijkman
JD Interim	Judith van der Doelen
Dröge Proudution	Armin Dröge
Validata	Anna Faber
	Gigi de Groot
Streetlife	Hendrikus Lukas Hatzmann
PRSPR Consulting	Frank Hennekens
Södertälje Kommun	Alice Horsman
Firefly	Nanda Jansson
CERTA Advokatbyrå	Olle Jansson
Bakker Holland	Mats Jepsen
NorakActive	Ronald de Jong
Ikano	Chantal Jonkergouw
	Ronald Kok
	Folke Lundberg
BDO	Bianca Mali
Mästerbo Consulting	Ingela Mästerbo
ESRI S-GROUP	Camilla Mattsson
Klarna	Stephan Meijer
Olingo Consulting	Maarten Merckx
Scania	Gerard Nobel
Optimizers Nordic	Mike Peters
Uppsala University	Jolanda van Rooijen
Relocation Service Sweden	Marijke van Savooyen
Evolution Talent Management	Chris van der Schoor
	Rex Schothorst
International IDEA	Sam van der Staak
Market Link Scandinavia	Callette Terhaerd
Tomesen HRM	Jeroen Tomesen
Real Life Aggressivitetshantering	Eric Verbruggen
CBRE Global Investors	Menno Verhoeff
Schiphol Airport	Anne-Marie Zuidweg

## Appendix B: Financial Overview 2013-2014

### Profit & Loss Statement 2013-2014

All amounts in SEK unless stated differently

INCOME			
	Actual 13-14	Budget 13-14	Actual 12-13
<b>Memberships</b>			
Premium	280 000	390 000	270 000
Corporate	60 000	70 000	54 000
Small-Medium	58 250	90 000	66 000
Associate	30 000	40 000	31 500
<b>Memberships total</b>	<b>428 250</b>	<b>590 000</b>	<b>421 500</b>
<b>Sponsorships</b>			
Annual Dinner	9 150	90 000	34 650
10th Anniversary DCC			352 990
Other events/Sponsoring 400 yrs		30 000	
<b>Sponsorships total</b>	<b>9 150</b>	<b>120 000</b>	<b>384 640</b>
<b>Misc Income</b>			
Interest	1 745	3 000	4 884
Annual dinner paying guests	19 250	15 000	3 800
Other event paying guests		2 000	-
Other	10 311	-	-2 395
<b>Misc Income total</b>	<b>31 306</b>	<b>20 000</b>	<b>6 289</b>

EXPENSES			
	Actual 13-14	Budget 13-14	Actual 12-13
<b>Events</b>			
Annual Dinner	176 383	220 000	157 553
Young professional Events	3 193	-	
Mingels	14 440	40 000	61 779
Companyvisits	3 792	9 000	-
Premium/Corporate/Executive event	18 728	60 000	28 571
10th anniversary/400 yrs		90 000	639 998
Workshops/Seminars	800	50 000	24 687
Other events (AGM, etc)	26 037	50 000	24 687
<b>Events total</b>	<b>243 372</b>	<b>519 000</b>	<b>912 588</b>
<b>Operating costs</b>			
Back Office Services	27 588	27 000	8 713
IT Support	56 043	60 000	57 274
Executive Board meetings	411	12 000	367
Representation costs	5 258	11 000	-
Travel expenses	20 857	15 000	1 756
Marketing costs	19 913	30 000	26 938
Other operating costs	6 804	2 500	4 771
<b>Operating costs total</b>	<b>136 873</b>	<b>157 500</b>	<b>99 819</b>

**TOTAL INCOME 468 706 730 000 815 429**

**TOTAL EXPENSES 380 245 676 500 1 012 407**

**RESULT 88 460 53 500 - 196 978**

### Balance Sheet 2013-2014

ASSETS			
	Actual 13-14 sek	Movement 13-14 sek	Actual 12-13 sek
<b>Receivables</b>			
Unpaid invoices	21 400	-37 400	58 800
Transit assets	-	-	-
<b>Receivables total</b>	<b>21 400</b>	<b>-37 400</b>	<b>58 800</b>
<b>Cash &amp; Bank</b>			
SEB & HB Checking Accounts	66 062	63 102	2 960
SEB Savings Account	326 688	81 688	245 000
<b>Cash &amp; Bank total</b>	<b>392 750</b>	<b>144 790</b>	<b>247 960</b>

EQUITY & DEBTS			
	Actual 13-14 sek	Movement 13-14 sek	Actual 12-13 sek
<b>Short term debts</b>			
Unpaid invoices	3 869	1 886	1 983
Accrued costs/Prepaid memberships	18 543	17 043	1 500
<b>Short term debts total</b>	<b>22 412</b>	<b>18 929</b>	<b>3 483</b>
<b>Equity</b>			
Starting Capital	303 277	-196 978	500 255
Result	88 460	285 439	-196 978
<b>Equity total</b>	<b>391 737</b>	<b>88 460</b>	<b>303 277</b>

**TOTAL ASSETS 414 150 107 390 306 760**

**TOTAL EQUITY & DEBTS 414 150 107 390 306 760**

## Profit & Loss Budget 2014-2015

All amounts in SEK unless stated differently

INCOME				
	Budget 14-15	Actual 13-14	Actual 12-13	Actual 11-12
<b>Memberships</b>				
Premium	290 000	280 000	270 000	255 000
Corporate	80 000	60 000	54 000	30 000
Small-Medium	72 000	58 250	66 000	67 500
Associate	40 000	30 000	31 500	26 000
<b>Memberships total</b>	<b>482 000</b>	<b>428 250</b>	<b>421 500</b>	<b>378 500</b>
<b>Sponsorships</b>				
Annual Dinner	40 000	9 150	34 650	105 000
10th Anniversary DCC			352 990	-
Other events/Sponsoring 400 yrs				14 590
<b>Sponsorships total</b>	<b>40 000</b>	<b>9 150</b>	<b>384 640</b>	<b>115 550</b>
<b>Misc Income</b>				
Interest	3 000	1 745	4 884	5 688
Annual dinner paying guests	10 000	19 250	3 800	24 750
Other event paying guests			-	-
Other	-	10 311	-2 395	-
<b>Misc Income total</b>	<b>13 000</b>	<b>31 306</b>	<b>6 289</b>	<b>30 438</b>
<b>TOTAL INCOME</b>	<b>535 000</b>	<b>468 706</b>	<b>815 429</b>	<b>528 528</b>

EXPENSES				
	Budget 14-15	Actual 13-14	Actual 12-13	Actual 11-12
<b>Events</b>				
Annual Dinner	190 000	176 383	157 553	209 186
Young professional Events	10 000	3 193		
Mingels	30 000	14 440	61 779	21 838
Companyvisits	5 000	3 792	-	427
Premium/Corporate/Executive event	60 000	18 728	28 571	31 500
10th anniversary/400 yrs	30 000		639 998	
Workshops/Seminars	30 000	800	24 687	52 087
Other events (AGM, etc)	20 000	26 037	24 687	45 315
<b>Events total</b>	<b>375 000</b>	<b>243 372</b>	<b>912 588</b>	<b>360 353</b>
<b>Operating costs</b>				
Back Office Services	60 000	27 588	8 713	1 713
IT Support	30 000	56 043	57 274	71 128
Executive Board meetings	10 000	411	367	18 000
Representation costs	11 000	5 258	-	6 123
Travel expenses	15 000	20 857	1 756	3 672
Marketing costs	30 000	19 913	26 938	7 688
Other operating costs	2 500	6 804	4 771	11 247
<b>Operating costs total</b>	<b>158 500</b>	<b>136 873</b>	<b>99 819</b>	<b>119 571</b>
<b>TOTAL EXPENSES</b>	<b>533 500</b>	<b>380 245</b>	<b>1 012 407</b>	<b>479 924</b>
<b>RESULT</b>	<b>1 500</b>	<b>88 460</b>	<b>- 196 978</b>	<b>48 605</b>



# DUTCH CHAMBER

Premium members:



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[www.dutchchamber.se](http://www.dutchchamber.se)