

# SFÄRNYTT

NO. 78, MARCH 2017

TO ALL EMPLOYEES IN THE STENA SPHERE

# 70

DAN STEN OLSSON'S  
70<sup>TH</sup> BIRTHDAY  
CELEBRATION





Photos: Silverbullet

**IN THE BEGINNING OF FEBRUARY OUR OWNER AND CEO TURNED 70 YEARS OLD.** It caused us to celebrate and reflect. Celebrations in Gothenburg were held the day after his actual birthday onboard our ferry *Stena Danica* and in the "Denmark terminal". Slightly more than a thousand people came to personally congratulate Dan. Gifts were plentiful, primarily donations to the charity "Childhood" and to the "Swedish sea rescue association". The "Co-ordination group" showed the movie "Stena Space" featuring Dan's future adventures, his business acumen and the importance of his family, particularly his grandchildren. Friends, customers, business leaders and employees mingled until late in the night.

The following week the celebrations continued in London with a more formal dinner at the Victoria & Albert Museum in London. About 400 guests in formal black tie and beautiful gowns enjoyed an evening together. More than half the guests were customers, the rest were primarily suppliers, supporters and friends from the various businesses we are in.

Carl-Henric Svanberg, chairman of BP and AB Volvo spoke to Dan on behalf of customers, saying that Dan's attention to detail and quality was the underlying cause for Stena's exceptional growth during the past 20 years.

Dr. Emanuele Grimaldi spoke on behalf of the shipping sector, celebrating the long term and strategic perspectives that well run family owned businesses have, and of which Dan is the best example. Eamonn Rothwell of Irish Ferries wished that Dan would focus more of his personal attention to other businesses than ferries.

**My own reflections after two weekends of festivities are two:**

- if we take care of our physical health and we continuously challenge ourselves intellectually, it is impressive how many more years of meaningful life modern human beings can have. The good shape that Dan is in, should be an inspiration for all of us. A healthy mind in a healthy body – will give you much happiness.

- some people say it is important to separate business life from family life. It is however extremely powerful when the two merge. When I looked out over the Rafael Hall in the Victoria & Albert Museum, I saw a room filled with friends from more than 50 years of business life. The atmosphere was warm, relaxed, happy and festive – but foremost it was kind.

Dan is an accomplished businessman, we all know that, but having created his success while maintaining, and even developing, personal friendships and trust from customers, employees, suppliers, competitors and governments – is something much more. When you love what you do, and it becomes a part of you, magic happens.

We wish Dan many more happy and healthy years to come. It was wonderful to celebrate with friends and customers, something we should do a lot more of.



*Carl-Johan Hagman*  
Head of Shipping and Ferries

## STENA VALUES

### CUSTOMER SATISFACTION

Keep the clients  
Repeat business  
Performance  
benefits  
Constant interaction

### QUALITY

Assets  
Operations  
Management  
Decisions (timing and preparation)

### COMMITTED PEOPLE

Competence  
Consistency  
Clarity  
Care

### INNOVATION

Determination  
Energy/Creativity  
Initiative

### RESULTS / BUSINESS ACUMEN

Make money for the company  
Short term and long term  
objective achievement  
Continuance, durability  
Business enjoyment

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12



15

## CONTENT SFÄRNYTT No. 78 2017

4. STENA LINE

6. IMOIMAX NO 9 - NAMING CEREMONY

7. NEW OFFICE IN DUBAI

8. THE PORTRAIT - AAYUSH GIRI

9. SOCIAL RESPONSIBILITY  
FOR CONCORDIA MARITIME

10. DAN STEN OLSSON'S  
70<sup>TH</sup> BIRTHDAY CELEBRATION

12. STENA METALL'S RESEARCH FINDS  
NEW WAYS FOR WASTE

14. STENA DIGITAL TRANSFORMATION LAB

15. STENA RORO'S SUCCESSFUL  
CONVERSION PROJECT

16. DRY DOCK OPERATIONS

17. WELLNESS

19. STENA FASTIGHETER



10



14



17



7



4



# 3 MAJOR TRENDS WITHIN LOGISTICS AT SEA

Marica Derenstrand, CFO and Björn Petrusson, CCO at Stena Line talk about the major trends within the ferry business – when it comes to shipping logistics, network and fleet.

Text Sofia Ivarsson, Stena Line Photo Stena Line

## THE BIGGEST AND THE BEST – DENMARK TAKES THE LEAD

The trend that we have seen for some years now with major pan European trailer operators taking over small family owned and operated transportation companies seems to continue. Also, it is more common that operators partner up with each other to be able to offer a larger network. Cobelfret, Fjordline and Colorline (Hirtshals) are just a few examples of this.

Looking at market shares in northern Europe, Danish transport companies are taking the lead. Denmark's geographical position is a great advantage, being the land bridge between the Nordic countries and Europe – and a country where the haulage industry has had the possibility to grow by acquiring companies in both Europe and Scandinavia.

## DIGITAL, DIGITALISE AND DIGITALISATION – WELCOME TO THE UBER WORLD

E-commerce and digitalisation of the businesses is becoming increasingly important to customers. A good example where the customers

have pushed for digital development is mobile solutions for reservation and cancellation. Digitalisation has an impact on everything we do and set new demands on how to work. One example from the freight business is that .com companies, i.e. web based companies are signing new deals directly with the industrial companies instead of working via agents, which demand a new way of working. Of course, digitalisation also affects the haulage industry. For example many haulages regularly report the position of their units and the industry make real time reports about where they need trailers. It's a new kind of reality – an Uber world.

## SUSTAINABLE SHIPPING – IMPROVEMENTS AND NEWBUILDINGS

Like Stena Line, more and more businesses within shipping are focusing on environmental issues, and to be more exact the focus is put on fuel and emissions. Methanol and LNG are in focus when it comes to fuel, scrubbers when it comes to purification of emissions, battery operation for maneuvering and shore power at

berth, and so on.

This is something that becomes extra clear when we look at the newbuildings ordered by ourselves and our competitors in the ferry business. The common thread in these orders is that the business wants a flexible design which enables conversion/adaption to different type of fuels, as well as gas cleaning equipment. Economies of scale are also important, especially within the RoRo segment. By constructing vessels with a high lane meter capacity (combination of length, width, number of decks) the vessel cost per lane meter can be pushed down generating advantages on the cost side.

Another area involving both digitalisation and sustainable shipping is the technical aids used onboard the ships to reduce environmental impact. A lot of projects are ongoing within this area. From our own business the Fuel Management System is a good example, a system that has been implemented on a majority of our ships, and helps us to reduce our fuel consumption significantly. ☺



## COMMERCIAL FOCUS – IT IS ALL ABOUT BALANCE

In Stena Line's strategy for the coming years, strengthening our commercial focus is mentioned as one important priority. But what does commercial focus really mean? We asked Markus Lindbom, Chief Commercial Officer Scandinavia, Germany and Baltics to explain.

Text Sofia Ivarsson, Stena Line Photo Stena Line

“Being commercially focused is about active customer engagement and market understanding to make sure that we, based on knowledge about our own company, can deliver solutions to our customers that meets their transportation needs, while we make money,” says Markus.

He continues, “It is only through being genuinely interested in our customers’ needs and their business that we can understand them and be able to create value. Every customer interaction must therefore be seen as an opportunity to create more satisfied customers. It is through combining the understanding of customer needs with knowledge about our own operation and costs that we can optimize our business results.”

In textbooks on strategy two ways of becoming a successful company are usually mentioned. A company can either be market/customer oriented or product oriented – and according to the books you usually choose one way or the other to become the market leader.

“However, for Stena Line it is more about finding a balance between the two” says Markus.

He continues, “This depends on a few very important characteristics of our business. First of all we are a capital intensive business with investments in ships which have a lifespan of about 40 years, which requires long term planning. But we are also acting in an environment and market which is dynamic and which require us to be agile and react fast, to be able to offer competitive solutions to our customers.”

The Trade Management processes enable us to plan and optimize our results on short and midterm basis. ☉



### MARKET/CUSTOMER ORIENTED COMPANY VS PRODUCT ORIENTED COMPANY

- A market/customer oriented company spends a lot of time and energy on understanding customer needs and wants, doing market research and all product development is based on customer input.
- A product oriented company focuses on quality of the products, efficient systems and processes and on leveraging economies of scale and scope.

### 3 SUCCESS FACTORS FOR EFFICIENT TRADE MANAGEMENT:

1. Demand forecasting – We predict future demand by analyzing the market, customers segments and behaviors and competitor pricing.
2. Pricing and yielding – Based on customer knowledge clear pricing strategies can be developed in all product segments and make sure we optimise revenues from both our freight and travel customers.
3. Planning and Capacity – We plan and prioritize our bookings based on net contribution. Pricing and capacity allocation is based on data and facts.



Niclas Mårtensson,  
CEO, Stena Line.

## Collaboration makes us stronger

Niclas Mårtensson, CEO at Stena Line shares some of his thoughts on 2017.

Stena Line is entering 2017 from a good position as 2016 was a very strong year for the company and hopefully 2017 will be another good year.

However, we see uncertainty increasing in many areas, both in our own business and in society as a whole. Within our business we foresee increased competition through more and larger tonnage and increased bunker rates. Looking at the bigger picture the new president in USA raises a lot of questions on what will happen to trade patterns, international agreements and political instability in many parts of the world. Brexit in the UK is another big question and we also have new elections coming up in both Germany and Holland.

Parallel to this uncertainty we have business as usual with our daily business requiring our focus. To care for our customers, care for our resources and care for our each other, is something we need to do every day to make sure we are long term competitive.

Doing things together and collaboration is a major theme going forward, as it will enable us to meet new challenges and handle uncertainty in a better and planned way. The new organizational structure is designed to promote collaboration and I strongly encourage you all to collaborate, share best practice and ask for help and advice when needed. Together we are strong and going forward we need to leverage that strength. ☉

## DID YOU KNOW?

During 2016 Stena Line transported:

- 7 289 000 passengers
- 1 981 000 freight units
- 1 627 000 cars

# Ninth IMOIIIMAX tanker, STENA IMMACULATE, NAMED IN GUANGZHOU, CHINA

The Stena Immaculate, the ninth of a total of 13 IMOIIIMAX MR tankers, was named 10 January 2017. Her godmother was Katarina Ljungqvist, Head of Handelsbanken Western Sweden and the solemn naming ceremony was held at the shipyard GSI (Guangzhou Shipbuilding International).

Text Birgitta Plyhm Photo Silverbullet



Godmother Katarina Ljungqvist and Erik Hånell, President Stena Bulk



Guests at the naming ceremony.

A large number of guests, from both corporate management and partners as well as representatives of the shipyard had gathered on the quayside to attend the naming ceremony. The ceremony began with traditional Chinese dance and music before godmother Katarina Ljungqvist cut the red silk ribbon and swung the bottle of champagne against the tanker's bows. She also, of course, wished the vessel, her captain and his crew fortune and prosperity on the seven seas. *The Stena Immaculate's* captain, Sachin Salunkhe, then showed all the guests around the newly built vessel. The first stop on her maiden voyage, with a cargo including vegetable oils, was in Papua New Guinea after which she sailed to Europe.

"Almost exactly two years have passed since the delivery of our first IMOIIIMAX tanker and the vessels are continuing to perform beyond our expectations. The concept has set a new standard for both cargo efficiency and bunkers consumption. With number nine of the 13 vessels on order now out on the market, this tanker will be yet another addition to our high-quality fleet. We would also like to take the opportunity to thank the shipyard GSI for fantastic collaboration during both the technological development and construction", said Erik Hånell, President & CEO, Stena Bulk. ☺

**THE IMOIIIMAX CONCEPT** Length: 183 metres, beam: 32 metres, DWT: 50,000. IMOIIIMAX is a further development of an already well-established concept and the innovative technical design was developed by Stena Teknik together with the Chinese shipyard GSI. It offers several advantages such as extra large cargo flexibility, a high level of safety and economical fuel consumption - i.e. 10-20% lower than that of equivalent vessels when sailing at service speed.

## PREVIOUS DELIVERIES OF IMOIIIMAX TANKERS

2015: Stena Impression, Stena Image, Stena Imperial and Stena Important

2016: Stena Imperative, Stenaweco Impulse, Stena Imagination, Stena Immortal

The delivery of the tenth IMOIIIMAX tanker, the Stena Impeccable, is expected to take place in March 2017. The remaining three vessels will be delivered by 2018. Five of the 13 IMOIIIMAX tankers are wholly owned by Stena Bulk, four together with GAR (Golden Agri Resources), two by Stena Bulk's sister company Concordia Maritime and two by Stena Weco.



More photos at <http://sfarnytt.stena.com>



## SCHOOL FOR THE BLIND IN GUANGZHOU – AN IMPORTANT CHARITY PROJECT

In the centre of Guangzhou, a city of more than 13 million people, there is a school for the blind, founded in 1989 and a boarding school for 300 pupils of all ages. The school, which has the whole province with 44 million inhabitants as its catchment area, also has, in addition to classrooms, a language lab, a computer room, a music-room, a gym and more.

In conjunction with naming ceremonies, it is customary to make a donation for charitable purposes in the vicinity of the shipyard. At the naming ceremony for the Stena Immaculate, Stena Bulk presented the Gunagzhou School for the Blind with USD 15,000. This was used to pay for various supplies, which were then delivered to the school with the help of personnel at Stena's local office in Guangzhou.

"During our stay in conjunction with the naming of the Stena Immaculate in Guangzhou, I had the opportunity to visit the School for the Blind. It was a privilege! Despite their disability, the children and young people were very happy and optimistic. They were all grateful for the opportunity to attend the school, both to study and to spend time with the other pupils", says Lena Alvling, General Manager, Marketing & Corporate Events. ☺



*This small boy can see the difference between light and dark at a distance of 10 cm – enough to be able to play chess!*



## STENA WECO AND GOLDEN STENA WECO OPEN NEW OFFICE IN DUBAI

The coastal city of Dubai is the commercial capital of the United Arab Emirates and an important centre for maritime business activities in the Middle East, Africa, and the Indian sub-continent. Several of Stena's tanker companies are already active in the region with customers in Saudi Arabia, Kuwait, Oman, & India. Opening a new office in the region will establish a strong physical presence in the market and enable them to come even closer to their customers, partners, and suppliers.

**Text** Birgitta Plyhm **Photo** Silverbullet

Stena Bulk, via Stena Weco and Golden Stena Weco, has opened the new office at Almas Tower, which is located in the Jumeirah Lakes Towers business area. The official inauguration took place on 17th January, and was well attended by both local and international guests. Following a 'housewarming' at the new office premises, there was a reception at the Jetty Lounge, One & Only Royal Mirage Hotel, which had a large gathering from the industry.

The office has been manned since the beginning of December, and currently has 3 personnel stationed there. Aayush Giri, with long international experience from several Stena companies, most recently Stena International in Gothenburg, William Stranne from Stena Weco's office in Copenhagen and Amelia Seah from Golden Stena Weco's office in Singapore.

The Stena Sphere has a large foreign presence and many of its companies do business in several countries. In the case of Stena Bulk, which is involved in both Stena Weco and Golden Stena Weco, this is the sixth country with Dubai joining the other offices in Houston, Copenhagen, Singapore, Shanghai and the head office in Gothenburg. ☺



*Aayush Giri and William Stranne.*

**Name:** Aayush Giri  
**Title:** Office Manager, Stena Weco and Golden Stena Weco  
**Years at Stena:** 12  
**Age:** 35  
**Lives:** Dubai  
**Family:** Wife Poonam  
**Interests:** Swimming and squash



## NEW OFFICE MANAGER WITH BROAD INTERNATIONAL EXPERIENCE

"Dubai is anything but ordinary", says Aayush when we talk to him over the phone in his new hometown. Aayush and his wife arrived here a few months ago. They recently moved into their new apartment and have just unpacked the last of the moving boxes. "You might think that the more often you move, the better you get at it, but that's not the case", says Aayush.

**Text** Birgitta Plyhm **Photo** Silverbullet

Experience of moving is something he and his wife certainly have; most recently from Boston where he completed the Sloan Fellows Program, an MBA for mid-career managers, at MIT's Sloan School of Management. At the same time, his wife studied the history and theory of art at Harvard University. Aayush says that the year was one of the best years of their lives. Whilst studying, he was on leave from his job at Stena where he last worked at Stena International Freight, based in Gothenburg.

Aayush grew up in India and at the age of 17 he signed on as a cadet. His first job was with a family-owned Norwegian tanker company operating mainly in the North Sea. Five years later, he was offered a job at Stena and in 2004 he began working as a third officer on one of Stena's VLCCs, under Northern Marine Management, Glasgow. He continued sailing aboard various Stena ships, till he became a Master Mariner in 2009. He then went to London, to pursue an MSc in

Shipping Finance from Cass Business School, following which he joined Stena Bulk in commercial operations at its office in Gothenburg. He also spent some time in Houston when Stena Weco was being set up. Whilst at Stena Weco, he moved to the office in Singapore where he stayed for two years before returning to Gothenburg to join the newly formed Stena International Freight.

Aayush is very happy and grateful for the broad international experience he has acquired. It has been enriching on both a personal and a professional level and he hopes that by and large the company has also benefited. "I'm a good example of it being possible to get to where you want to go. By working in several countries and in different positions, I've become good at taking on challenges much more quickly. That gives you enormous self-confidence and you realise that it doesn't need to be that complicated", Aayush continues.

"Without the support of one's loved ones, this sort of life would not be possible", says

Aayush, who has been with his wife Poonam, for 16 years now. Their new home city of Dubai is the complete opposite to Gothenburg; it's a glitzy blend of Asian, Middle Eastern and European influences. Dubai is a very active city where there is always a lot going on as well. "It's the most cosmopolitan place we've ever lived in. Here, everybody is from somewhere else and nobody feels left out", Aayush notes. In his spare time, he likes to swim and play squash as well as spending time on emerging technology, a great interest of his.

The new office has now been inaugurated and with the temperature dropping to more pleasant levels, the city's inhabitants are once again beginning to enjoy the outdoor cafés and restaurants. When Aayush first arrived in Dubai early last autumn, the temperature was 50° C; so hot that nobody spent any time outside. Now, he is looking forward to establishing Stena's tanker business in Dubai and taking on new challenges for the group in the region. ☉



## 2016 PHOTO COMPETITION

The annual photo competition at Stena Bulk and Concordia Maritime has now ended and the winners have been chosen. This year, the jury consisted of Göran Hermansson, Ola Andersson and Jose Ngunza, all from Stena Bulk.

"For this year's photo competition, we received many more entries than previously – which made the jury's work much harder. Being able to make use of all the skillful photographers on board is an added advantage", says Göran.

"The jury has focused on highlighting images that can both be used in various presentations internally and show the work on board and what the crew members do in their spare time", Ola adds.

The photos can be seen in *SfärNytt* and on [stenabulk.com](http://stenabulk.com), [concordiamaritime.com](http://concordiamaritime.com) as well as in social media. They will also be used in marketing and are stored in Stena Media-bank. Thank you for all your photos and, once again, congratulations to all the prize winners.



CONCORDIA MARITIME

## SOCIAL RESPONSIBILITY FOR CONCORDIA MARITIME

The sustainability-related social projects or initiatives that Concordia Maritime supports have a clear link with and relevance to the company's values, expertise and activities as well as being related to shipping. They help make the individual seafarer's workday safer, support developments towards a more environmentally friendly and socially sustainable shipping and contribute to the positive development of the local markets where the company operates.

**Text** Birgitta Plyhm **Photo** Concordia Maritime

As part of Concordia Maritime's social commitment, the company became a member of the Maritime Anti-Corruption Network (MACN) in 2016.

"At Concordia Maritime, no form of corruption is accepted. In other words, we strive at zero tolerance. In addition, we are working to completely eliminate facilitation payments, which has always been common in the maritime industry. Consequently, it was natural for us to support MACN", says Kim Ullman, CEO of Concordia Maritime. "Different levels of corruption exist everywhere and are big obstacle to the development of societies and sustainable business activities. Stena and its companies both intend and have a responsibility to work against and discourage corruption wherever it appears. MACN is a good organisation and one of several tools we use in this important work", Claes Berglund, Director Public Affairs & Sustainability, Stena AB, adds.

### BACKGROUND

MACN is a global business network working towards the vision of a maritime industry free of corruption that enables fair trade for the benefit of society at large. Established in 2011, the organisation is comprised of some of the most important representatives of the maritime industry but also collaborates with key stakeholders including governments and international organisations such as the United Nations Development Programme (UNDP). A common goal is also to identify and understand as well as mitigate and work against the root causes of corruption in the maritime industry.

Members of MACN contribute to the important work of eliminating corruption and enabling fair trade. They also commit to implement the organisation's seven anti-corruption principles – these include creating and maintaining an internal anti-corruption compliance program, internal controls, reporting systems and regular internal and external audits. ☺

For more information on MACN; [www.maritime-acn.org](http://www.maritime-acn.org)



**MACN**

Maritime Anti-Corruption Network

1



First prize: USD 1,000. Ballast water being replaced on board the Stena Primorsk. Photographer: Liviu Alexandru Dofu, Stena Primorsk.

2



Second prize: USD 500. A great setting and a newly painted Stena Provance. Photographer: Pavel Kuznetsov Provance.

3



Third prize: USD 250. Crew members at play on board the Stena Impression. Photographer: Kevin Baggio, 3rd mate, Stena Impression.



More photos at <http://sfarnytt.stena.com>



On the occasion of Dan Sten Olsson's 70<sup>th</sup> birthday celebration.

# STILL HAPPY TO GO TO WORK!

When the alarm goes off at six o'clock in the morning I say;  
finally! Now I can go to the office and fix things.

*"The journey began when I was 15 and my father, Sten Allan Olsson, started our ferry operation. From that time I have strong memories of how my father used to work in the evenings at the kitchen table and how exciting it was to sit and listen to his phone conversations. A year later, I went with the ferry Wappen von Hamburg from Gothenburg to Frederikshavn. It was a trip I remember for many reasons. It was my first ferry trip on a modern ferry and also my girlfriend, future wife and life companion, Jane was on the same journey. Jane and I have always helped each other both emotionally and intellectually. Above all, we have helped each other never to give up whether it has applied to our jobs or the atmosphere in our home. It is important that coming home shall always generate good feelings."*

Following a business degree at the Gothenburg Handelshögskola in 1969, practice and work, it was time to start with Stena. The year was 1972. To follow in his father's foot-

steps was actually not particularly appealing to Dan. He had another career in mind.

*"I wanted to be an historian but after much thought, I decided that working at Stena would be more fun. Something that would prove to be the case, even though, it was tough in the beginning. My father always said that you are not given a job at Stena - you take yourself a job. When I started at Stena I was supposed to sit in a room with the commercial directors. Unfortunately they told me, there was no space for me. I saved myself by picking up a plank from the janitor's and put it between two desks. I also fetched an old office chair to sit on and a phone. After passing the test, I was accepted."*

Dan's first major decision with the company was to ignore his father's advice to travel to New York to be trained for the tanker market. Dan was convinced that Stena's better future lay in the ferry service for passengers.

*"I thought the ferry market looked more*

*promising. Above all, its employees have more activities and thus more opportunities to influence the performance of the business. Later we focused on developing our tanker business, but right there and then, I think I made the right decision."*

Since then many eventful and exciting years have followed with Stena. Lots of things have been successful, but not everything has always been plain sailing. Dan's attitude towards entrepreneurship has made a big difference in this context.

*"Economic cycles and trends have created both opportunities and threats over the years. For us it is important to always remember that the world does not go under just because it's difficult right now. My view is that all industries are difficult when seen over time. The fortunate ones are those who understand and have the ability to lead their business. The others never survive. With attention, ability to adjust and firm belief in ourselves, we have had the*





Official birthday celebrations were held in Sweden and London. Dan was also celebrated with birthday cakes at Stena offices all around the world.



courage to develop our business."

Much of the enormous development of Stena during the past 55 years had never been possible without innovation and product development, and this is therefore something that Dan values very highly. Employees and partners are encouraged to contribute to the development.

*"Innovations are amazing. The best example is when two people decide to move a box from one side of the room to the other in order to increase productivity. It doesn't have to be more complicated than that."*

#### SO WHICH IS THE BEST DEAL THAT DAN HAS MADE?

*"The Sea Link acquisition which is the base of our ferry operation around the UK, is the best deal so far, even though it was tough for many years. The worst piece of business I have not made yet."*

*We have acquired many nearby businesses, thus enabling us to broaden our markets while at the same time allowing us to increase productivity. Most recently it is IL Recycling, which will now broaden Stena Recycling's market offering within recycled paper. Within our tanker operations, the formation of Stena Weco has given us a strong position in the product tanker business.*

*Stena RoRo acquired ten vessels when prices were low. Reliable performance and innova-*

*tions make our customers enjoy working with us. Most recently Exxon has purchased our new drilling method in the form of Managed Pressure Drilling. We intend to maintain our businesses. In turn this means that we shall try to acquire other companies and ships, when opportunity arises. This is both risky and tough and requires a lot from all of us. Standstill equals decline or divestment. It is our duty to be so innovative and talented so that we do not have to sell our operations or even worse close them down. We shall make deals with ships, but our companies we shall try to keep."*

#### WHAT ARE THE THOUGHTS / CHALLENGES FOR THE COMING YEARS?

*"All pieces of our business are so well positioned in their markets that they have the chance to survive long term. We must, by all means and in all dimensions, live up to expectations and take advantage of our opportunities. Stena Drilling is experiencing difficult times right now and this will continue for a long time. We must therefore be cautious with investments and efficient with our capital. However we must not lose our faith in the future, instead we shall continue to develop, with moderation and balance, wherever possible."*

#### WHAT DO YOU THINK STEN ALLAN WOULD HAVE SAID ABOUT THE COMPANY TODAY?

*"He would have said; 'Things have turned out*

#### SO WHICH ONES ARE STENA'S MOST IMPORTANT MILESTONES?

- 1965: *Stena Danica* - the first car ferry - was completed.
- The late sixties: We started selling packaged tours.
- 1976-1977: We rebuilt the Denmark ferries so they could accommodate two decks with trucks instead of one which incidentally is the biggest innovation that I have been responsible for. It eventually made us succeed in getting rid of our biggest competitor, the Sessan Line.
- 1976: The formation of Stena Offshore, which began as an underwater entrepreneur and then developed into a drilling contractor at sea in the form of Stena Drilling.
- 1981: Stena Fastigheter was founded and is today one of the largest privately owned real estate companies in the Nordic countries.
- 1982 & 1984: Stena Bulk and Concordia Maritime were formed.
- 1983: Northern Marine Management was founded.
- 2001: The MAX concept - wide and safe shallow water tankers - was developed.
- 2002: Stena Adactum was formed.
- 2007: Stena DrillMAX - the first drill ship out of four - was delivered.
- 1990-2014: The expansion of the ferry operations from Skagerrak/Kattegat to today's activities with twenty ferry lines all around Sweden and the UK.
- 2016: - Opening of the Stena Nordic Recycling Center in Halmstad. Probably Northern Europe's most environmentally efficient recycler of industrial waste.

*really good! It seems as if you have behaved well.' Then he would add: 'And I suppose you have saved money for the future and for difficult times?! Because, the bad day will come. Pay attention to it.'*

#### HOW HAVE YOU CELEBRATED YOUR BIRTHDAY?

*Many more than my family and I could ever dream of have congratulated me and expressed their appreciation. I would personally like to thank our employees and their families who live around Gothenburg by inviting them to spend a day at Liseberg on the 7th of May.*

# STENA METALL'S RESEARCH FINDS NEW WAYS FOR WASTE

The group's globally unique professorship at Chalmers University of Technology is extended and enters a new phase.

Smart solutions for the company, its customers and the environment. This is what Stena Metall's R&D department is working on. With a Stena-financed professorship at Chalmers University of Technology, not only has research into material recycling been put on the academic map globally, but also today's recycling has been improved.

Text Sofia Eriksson Photo Jan-Olof Yxell och Christian Ekberg



Christer Forsgren, head of Stena Metall's R&D department.

"We work mainly with the materials nobody wants to buy – what we pay to get rid of. Our assignment is to move them up the waste hierarchy", Christer Forsgren, the

head of Stena Metall's R&D department, explains.

He and his colleagues are involved in a number of innovative projects, all of which began with an hypothesis: Imagine being able to make new plastic out of old plastic. Imagine being able to make construction material out of ashes. Imagine waste being able to replace propane as fuel in metal melting furnaces.

"Sure, it's a question of reducing costs. But above all it's a question of better handling of resources in the circular economy and of better utilising synergies in society by developing methods that function whatever the industry and raw material", he says.

More than ten years ago, Stena decided to finance research in industrial materials recycling at Chalmers University of Technology in order to be at the cutting edge with new methods. A globally unique professorship

was established at the department working with nuclear waste with the aim of developing future recycling methods for mainly metals. Since then, Stena has contributed MSEK 3 per year and helped the department expand significantly.

"Initially, money was incredibly important since it was difficult to obtain funding for research into recycling, which didn't have the priority it has today".

Today, research into recycling has a given place in academia and several financiers are contributing.

It was recently decided that Stena Metall would continue the collaboration which covers a number of projects. They focus on, for example, developing methods to use lime from forest industry waste in other industries and extracting the white pigment titanium dioxide from paint, or smarter dismantling with the help of robots and how to improve the handling of construction waste.

Today, a large part of the research and development is also carried out together with customers and is based on their specific wishes and requirements.

"There are many exciting ways for us to contribute to the customer improving his competitiveness", says Christer Forsgren. ☉



# Three R&D projects signed Stena Metall



Profuel is a fuel produced from car recycling waste.

## 1. GASIFICATION OF SLF (SHREDDER LIGHT FRACTION)

**Problem:** SLF, or fluff, is a residual fraction that is very difficult to recycle. The material consists of certain plastics, textiles and rubber from e.g. cars.

**Solution:** At Stena Nordic Recycling Center in Halmstad, different plastics, metals and minerals can be separated from the fluff. The residue is an energy-rich product, Profuel. Synthetic gas or methane can be produced by means of gasification. Chalmers University of Technology has a gasification process where this can be tested.

**Result:** Today, Profuel can replace coal as fuel and is both cheaper and more environmentally friendly. At present, Profuel is being evaluated to see whether, in the future, it could replace part of the virgin biomass that GoBiGas (Gothenburg Biomass Gasification Project) uses to produce methane.

**Future scenario:** In principle, Profuel could instead be a raw material for the production of plastic and chemicals. Sweden is at the forefront, but globally speaking, more than 90 percent of the fluff ends up in landfills.

## 2. RECYCLING OF ASH

**Problem:** Approx. 150,000 tons of ash from fuel gas treatment, which is a residue from waste incineration, are produced every year in Sweden. This residue is transported to a dis-used limestone quarry in Norway for treatment and landfilling. A both costly and environmentally damaging process.

**Solution:** With Stena Metall's patented technology for cleaning the ash, the process can take place at the customer and the solid residue landfilled locally or used as construction material. At present, a partially EU-funded demonstration project is being run together with Vestforbrænding in Copenhagen, the largest facility in Denmark for energy recovery from waste.

**Result:** Lower emissions, simpler handling, one step up the waste hierarchy. Copper and zinc precipitated in the process can be recycled.

**Future scenario:** the service can be offered to more customers, not only in northern Europe but also in countries with large populations and little space for landfilling. In the long term, it is hoped that a permit can be obtained to use the cleaned ash as a replacement for cement in concrete.



Waste incineration generates a large amount of ash. Can it be recycled?



Lithium-ion batteries can be found in a number of products and tools.

## 3. RECYCLING OF LITHIUM-ION BATTERIES

**Problem:** Rechargeable batteries are becoming increasingly common in everything from cordless screwdrivers to electric vehicles. In ten years, it is assumed that many of these batteries will no longer hold a charge and will have to be disposed of.

**Solution:** In Stena Metall's process, the aluminum and copper foils are separated from the batteries and recycled.

**Result:** Batteries that are more durable from a production, recycling and environmental perspective and safer handling.

**Future scenario:** The necessary conditions for a facility at Stena Nordic Recycling Center in Halmstad are currently being evaluated. Many large battery-consuming industries have shown an interest in collaboration. Even more metals such as cobalt, lithium and nickel could be recovered, something researchers at Chalmers University of Technology are currently studying.

## R&D department at Stena Metall

**ASSIGNMENT:** To support commercial enterprises in both the short and the long term so that they are able to offer their customers business advantages in material resource handling. Today, the department is working mainly with Stena Recycling, Stena Aluminium and Stena Technoworld, but also with, among others, Stena Renewable and Stena Fastigheter.

**NO. OF EMPLOYEES:** 9

## Three more questions...

... Christian Ekberg, Professor, Industrial Materials Recycling at Chalmers University of Technology

*What have the research funds from Stena Metall meant for you?*

Thanks to them, we have built up competitive and scientific research that focuses on the whole complex of recycling problems. It is the first of its type in the world, in fact. Many have followed in our footsteps.

*What has been the best collaboration so far?*

Having acquired industrial relevance for what we are doing in that it's a question of things that are relevant in today's society, not just in the society of the future.



*What do you hope you will achieve, working together, in the next ten years?*

An expansion of the field with more research and development of new methods for metal recycling. It was difficult to get hold of skilled co-workers but we have them now.

*Transformation is about creating future value and capability in every part of the company. From business to the people and technology.*

# WE HAVE NOW STARTED UP STENA DIGITAL TRANSFORMATION LAB

As we could read in the previous number of SfärNytt, the investment in new ways of working to create success continues. Stena Digital Transformation Lab is part of this and will seize future opportunities through collaboration across borders.

Text Redaktionen Photo Shutterstock, Ann-Charlotte Ytterberg, Victoria Edström

“The winners in the future will be the companies that are nimble and good at seizing new opportunities when they appear, but at the same time have a stable and efficient business with a customer focus. With an increased rate of change and greater uncertainty in the world around us, we need to be receptive and pay attention at an early stage to signals about things that could provide us with future business advantages. To be able to exploit these new opportunities, Stena needs somewhere that does not disturb its core activities and in the case of digital innovations, this is our newly started Digital Transformation Lab”, says Annika Elfström, who, together with

Ida Lööf, comprises the lab’s small core team.

The lab’s task is to find future business advantages for Stena by means of digital technology and new business models and support their development with new ways of working. This work is being done in a network format and, today, the majority of the Stena companies are linked to the lab. The lab opened on 1 November and now has links to Stena Bulk, Stena RoRo, Stena Line and Business Administration. Stena Fastigheter and Envac are also interested in being linked to the lab.

“We can see different ways of being linked to the lab. Either you participate and listen to what

is happening and are inspired or you work together in a project or on a concept. Our focus is on developing and creating future value for Stena, which is why it’s so important that we work together with all the companies. Working with a business focus creates relevance but it’s also important to develop new ways of working and to work with a leadership and culture that make a transformation possible”, says Annika.

We talk about digital transformation, what, then, should we transform ourselves into?

“As I see it, what we should create is an ability to be prepared for the future and whatever we may face. We will create more paths and new collaboration - both internally and externally – to continue successful innovation work”, says Annika, Head of the Digital Transformation Lab. ☺

” When the Stena Leadership program was created two years ago, we did not even talk about digitalization and now we meet it everywhere. This shows how rapidly it is developing and for Stena it means that we need to learn to master and handle something new – and in a new way. With our Digital Transformation Lab, we are creating a place where new ideas, concepts and prototypes to ensure that we are better equipped to meet the future can be developed. Since the work in the lab will take place in a network organization - which is new for us – it will also be a test of whether we have the ability to do just that, to lead and create value via the network! Leading in a hierarchy can be straightforward but also has its limitations and in a network organization it is a question of working with inspiration, ambition and relevance. This, in turn, places new demands on how we lead and work together at Stena, and the development of the next level programs and initiatives to support this are in full swing.”  
Eva Hansdotter, HR Director, People, Soft Values and Organizational Excellence.

Anna Forsham,  
Business Administration

Amer Mohammed,  
Stena Line

Magnus Bergenlid,  
Stena RoRo

Digital Transformation Lab

Erik Möller,  
Stena Bulk

Anders Quist,  
Technology,  
Stena IT

Ida Lööf, Core Team

Annika Elfström, Core Team



Business

People

Technology

## THE LAB'S FOCUS AREAS

- **Artificiell intelligens:** Refers to programs that, with the help of algorithms and machine learning, create new information and new insights that can be used to create new offers to customers and make better decisions based on facts. What, for example, would happen if all the data from ships, properties and wind farms were gathered and combined with data from Stena's systems and customer portals?
- **Chat bots, virtual assistants:** Refer to text-based communication with an AI which learns as it answers questions. At Stena, there are currently two chat bots, Stina for Stena Line and Hom-E for Stena Fastigheter, which is a demo chat bot. These represent the first step towards virtual assistants, which will replace today's apps in the future. Together with customer portals, it should be possible to create a new type of customer service that is always open – 24/7, all the year round.
- **Augmented Reality and Virtual Reality:** AR means that you combine the virtual world with the physical world. VR means that you can experience a virtual world through a pair of special glasses. During the spring, the lab will send out invitations to a VR event where ways in which VR can develop and improve business activities will be explored. It is claimed that VR technology education/training and experiences are being revolutionised with the help of VR technology. We also hope to find interesting solutions in sales and, for example, use Stena Fastigheter VR to show new apartments to their customers before they begin to build them.
- **Blockchain:** Blockchain is the world's first platform for handling values, contracts and immaterial rights over the Internet. In the lab, we are looking at how Stena can benefit from Blockchain and how we can create something to learn more about the Blockchain platform.
- **Smart sensors:** New sensors provide us with new solutions but above all more data to feed our future AI solutions with. More data, more insights and better decisions and a way of getting closer to our customers. Today, there is a new generation of sensors, which are cheaper, smaller and battery-powered, with greater potential. If you fill a tanker, ferry or building with this type of sensor, what could you learn? In what way can we develop better services and solutions for our customers?



## STENA RORO'S SUCCESSFUL CONVERSION PROJECT INCREASES COMMERCIAL VALUE

*The Stena Europe* was built in 1981 as the *M/S Kronprinsessan Victoria*, the last passenger ship to be built at Götaverken Årendal in Gothenburg. Since 2002 – that is, for the last 15 years – she has sailed between Fishguard and Rosslare on the Irish Sea

**Text** Birgitta Plyhm **Photo** Stena RoRo

Initially, she was designed to transport the type of vehicles that existed in Europe at that time, but the trend in Britain has been to build increasingly high vehicles. In Ireland, the maximum height is now 4.65 m and in Northern Ireland, 4.95 m. As a result, it was felt that a conversion was desirable and this has now been carried out by Stena RoRo together with Stena Line and NMF (Northern Marine Ferries). A conversion that was completed in record time.

At the end of November 2016, Stena RoRo was asked to see whether it would be possible to load 4.65 m high trailers, so-called High Tops, on *the Stena Europe*. "Thanks to my previous experience of cargo handling equipment as conversion manager at MacGregor, and my involvement in the conversion of the ship at Cityvarvet in 2002, I quickly realised that this would be technically feasible", says Mikael Abrahamsson, Conversion Manager at Stena RoRo.

The vessel was scheduled for docking at Harland & Wolff in Belfast at the beginning of January this year, which would be a good opportunity to carry out the conversion. When the computer simulation had been completed, it was established that the solution would involve removing the existing hoistable car deck between decks 3 and 4 and increasing the deck height at critical points

fore and aft. Moving and modifying a hoistable ramp resulted in the addition of about 300 lane metres with a sufficient height for High Tops.

The docking of *the Stena Europe*, planned to take ten days, was the first docking of a series of six vessels. Carrying out a project on such short notice and in such a short time requires reliable and professional suppliers as well as good collaboration between all the parties involved. Thanks to Stena RoRo's network of contacts and very good relations with suppliers such as shipyards, design consultants, classification and installation companies, it was possible to quickly start up the planning and tendering process despite the Christmas and New Year holidays.

The actual conversion took place in close collaboration between Stena RoRo, NMF and Stena Line and with all necessary expertise available during the conversion, decisions could be taken on site and acted on immediately.

"The vessel was able to leave the shipyard in time to re-enter service the following day when eight High Tops were loaded on board. The conversion has made it commercially feasible to continue to operate the vessel, which is performing very well, on the route during the foreseeable future", says a satisfied Per Westling, MD of Stena RoRo. ☺

# DRY DOCK OPERATIONS

Northern Marine Ferries is exploiting the symmetry of sister vessels during Stena Line's annual refit and maintenance dry dock programme, with greater energy efficiency across the fleet the objective.

**Text** Andrew Gibson, NMG **Photo** Andrew Gibson and Scott Mackey

Between December 2016 and May 2017, nine Irish Sea Stena Line ferries will enter Belfast's Harland and Wolff shipyard as part of a MGBP 7 dry dock programme, managed by Northern Marine Ferries (NMF).

NMF is using the programme to trial energy efficiency upgrades on sister vessels.

The approach will allow the Company to better evaluate each initiative, as a direct comparison with an identical ship travelling the same route can be made.

Included in the upgrades are the introduction of specialised bow thruster grids and extensive high pressure wash treatment of the hull.

Ian Thompson, NMF General Manager explained: "With *the Stena Lagan* and *the Stena Mersey* sister vessels, *the Stena Mersey* will receive an extensive ultra-high pressure wash back to the hull's steel before being re-painted, while *the Stena Lagan* will be washed and touched up as necessary.

"Then we can see, using the fuel metering system on board, whether the difference in each surface's smoothness creates a significant fuel saving or not.

*The Stena Superfast VII* and *the Stena Superfast VIII* are sister vessels on the Belfast – Loch Ryan service.

"*The Stena Superfast VII* will see the introduction of specialised bow thruster grids, and balance tube adaption, which will better deflect the water and lessen resistance on the hull. This work, conducted in partnership with Stena Teknik, will also be carried out on a third sister vessel, *the Stena Superfast X*.

"We've done this work before with vessels, but never this direct comparison with two sister vessels on the same route, and again we can gauge the fuel consumption difference.

"The fuel metering systems on-board allows us to better review the effectiveness and viability of these energy efficiency upgrades."

*All vessels will receive new green exterior branding to complement traditional Stena Line colours.*

Marking Stena Line's environmental ethos, all vessels will receive new green exterior branding to complement traditional Stena Line colours.

## CARGO DECK

*The Stena Europe* left dry dock on Sunday 16<sup>th</sup> January having undergone works to a section of its cargo deck to allow access to high top trailers and further meet the demand of freight customers. The works on *Stena Europe* were led by Stena RoRo's project team.

Ian added: "*The Stena Europe* has also recently completed her normal docking works, which included work on bow thrust, rudders and main shaft seals under the water line, with additional upgrades to the galley, bar and to crew accommodation."

Two Stena Line freight vessels, *the Stena Performer*, and *the Stena Precision* will also undergo refit works as part of the programme.

Northern Marine Ferries, a subsidiary company of Northern Marine Ltd, specialises in the ship management of freight RoRo and passenger ferries.

There are currently 21 vessels within its technically-managed fleet, which also includes the small luxury passenger ferry: *the Hebridean Princess*. ☺



*The Stena Lagan at the dry dock.*



*Ian Thomson, General Manager, NMF.*







# IT TAKES TWO TO TANGO!

It is said that the best exercise is the exercise you do. And there is perhaps a better chance of this happening if you combine business with pleasure. SfärNytt paid a visit to a dance studio to meet Susanne Styf who, together with her husband Jorma, has devoted at least one day a week in the last 17 years to dancing.

Text Maria Stahre Krupa Photo Victoria Edström

## HOW LONG HAVE YOU BEEN DANCING?

I've probably always danced... When I was 5, I was sent to a dance school with the son of a neighbour as my partner. My parents like to dance and often did so at parties at home. I'm the eldest of three children and started early. Dad was a good dancer and liked dancing with me.

## YOU MET YOUR HUSBAND JORMA THROUGH DANCING...

It was in 1999 and me and my classmates used to go on Bugg courses/Bugg trips twice a year (Bugg is similar to Modern Jive). This time, our instructor, Monica Glingborn, couldn't go with us so it ended up with me being in charge of the beginner's and advanced courses at Frederikshavn Hotel. Jorma was in the beginner's course and just before we left for home, he raised his hand when I asked if anybody was interested in being my dance partner in Argentine tango. We became a couple three weeks later but the Argentine tango had to wait.

## WHICH DANCES DO YOU MASTER?

I know the steps for the Ten Dance (waltz, foxtrot, quickstep, tango and Viennese waltz, rumba, samba, paso doble, cha-cha-cha and jive), West Coast Swing, Argentine tango, salsa and bachata. Quickstep is the most fun, but to master the dances properly you have to train continuously. Something I don't have time for today. Then, of course, it's easier if you have a good dance partner, ha ha.

## HAVE YOU COMPETED?

Yes, once we entered a competition via Sinclairs Dans-skola. The judge was Tony Irving (Swedish Dancing with

the stars jury member) and we won two bronze medals. Cha-cha-cha and waltz. Otherwise only for fun on board ship or when on holiday.

## WHAT DO YOU DANCE THESE DAYS AND HOW MANY DAYS A WEEK?

Since we've never gone on a course in Argentine tango, I applied without asking first. Jorma said it was the most fun we had had dancing for a long time so now we train once a week. We go on weekend courses in swing now and then or a dance week abroad. During the summer, We go dancing at Polketten (a dance hall in the Liseberg Amusement Park) several times a week. Plus one Friday every month we go to after work dance mingle at Mölndal's dance school. Open for everybody!

## WHAT PREVIOUS KNOWLEDGE DO YOU NEED FOR, FOR EXAMPLE, ARGENTINE TANGO?

Nothing, really, but patience is probable good to have!

## THE ADVANTAGES OF DANCING?

Dancing is good for both body and soul. It's good for posture and strengthens your arms and shoulders.

## DOES DANCING HAVE ANY DISADVANTAGES? HAVE YOU HAD ANY INJURIES?

I had trouble with an Achilles tendon when I increased jive from two to three times a week. Like all training, you have to increase the dose gradually.

## HAVE YOU BEEN ON ANY DANCE TRIPS?

Yes, among other things, I went to a dance camp for salsa on Cuba - 50-70 hours of dancing over two weeks. I

spent a week on Lanzerote with Tobias Wallin and Helena Fransson from Let's Dance (Dancing with the stars). Also the dance band week in Sunne during the summer several times... I'm always on the lookout for new dance trips.

## WHAT IS YOUR AND JORMA'S BEST DANCE MEMORY?

We have so many... On a cruise in the Caribbean there was a dance competition on board and we sat down to watch. The organizers went round asking if anybody else wanted to enter and some people sitting behind us pointed at us. So we entered for the Ten Dance and actually won the competition! On cruises, there's dancing every day before dinner and after dinner as well as lessons an hour a day so people on board who dance notice each other. Sometimes, somebody will come up to us and say that we dance really well and that makes you feel proud. But when you've gone on courses, you have an advantage.

## IS ANY SPECIAL EQUIPMENT NECESSARY?

Invest in a good pair of dancing shoes! And don't forget the water bottle.

## YOUR ADVICE TO EVERYBODY WHO WANTS TO BUT HASN'T YET DARED TAKE THE FIRST STEP?

Well, you have to be careful about beginning... because then you're stuck! It's social and you get to know people you might never have met otherwise. Sure, you can be nervous the first time on a course, but it gets more and more fun the more times you go and the more courses you go on. It's also worth knowing that you don't need to have a dance partner when you register for a course. Look at dance clips on YouTube for inspiration. ☺

Clips from a beginner course in Argentine tango can also be seen in the digital version of SfärNytt.



**Name:** Susanne Styf

**Works with:** Cash Management i Cash & Banking, Stena Line Scandinavia AB

**No. of years at Stena:** On 3 May 2017, it will be 33 years since Susanne started working as an office apprentice at Stena Line in Frederikshavn.

**Age:** 61

**Lives:** Gothenburg

**Family:** Family: Susanne and her husband Jorma each have three children and five grandchildren.

# NEW UNIQUE MEDICAL CARE CENTRE AT STENA FASTIGHETER IN GOTHENBURG

A new and unique medical care centre with several specialist skills is currently being developed in Stena Fastigheter's premises in Gårda. Six high-quality private care providers are already doing business – including HandCenter, the largest player in the country when it comes to private hand surgery – and more are on the way.

Text and photo Sara Bergqvist

A completely new health and medical care cluster is in the process of being built up in Stena Fastigheter's premises in Gårda. This brings with it major advantages. In the case of health and medical care, the companies can benefit from each other's specialist skills at the same time as it will be easier for the patients to get access to more health and medical care services in the same place. The insurance companies are also in favour as it will be simpler for them when they can send their insured customers to the same place – and to services with documented good results. For Stena Fastigheter, it means that the company gets long-term and stable tenants.

"We are very much in favour of creating a medical care niche in this building. We also have a strong belief in Gårda, which is in a very favourable location in Gothenburg with good communications and where we also have two other properties", says Agneta Kores, MD, Stena Fastigheter.

HandCenter is one of the companies in the building. It has four clinics all over the country with 13,000 visitors and performs 2,000 operations per year.

"This means that we are larger than any of the university clinics. All in all, we have 16 hand surgeons and seven hand therapists", says Ola Collin, chairman of the board of HandCenter and one of the company's two founders.

He shows us round the premises, which contain, among other things, six consulting rooms, a sterilisation facility and two operating theatres. Converting the premises to make them suitable for health and medical care activities has resulted in practically all the rooms being provided with running water. Special ventilation in the operating theatres guarantees that they are absolutely particle free. The building contains a gas room and the elevators have been adapted for stretchers. But in spite of the high-tech equipment, the atmosphere feels much more welcoming than in a normal hospital. The furnishings are cosy and pleasant and the premises are light and airy with daylight from every direction.

"Our guiding principle is quality and care of our patients. When you are working with medical care, it's important to have a landlord who understands our business so that we can get the high-quality premises we require. Here, we have that landlord", says Ola Collin.

Care of the patients and high-quality medical care were the reason why he and his colleague Anders Wallmon started up the company eight years ago. For several years, they had tried to gain acceptance for their ideas about more cost-effective medical care and care of patients. When their employer would not listen, they decided to open their own business and this has been good for the patients. Here, the patients

get an appointment within three days and a time for their operation within 14-21 days, which can be compared with the queues in the public sector.

"Here, the patient always meets, in principle, the same doctor, which means that we get a better overall picture and can take full responsibility all the way. About a year ago, we had an insurance company that stopped using our services because they thought we were too expensive. They came back to us when they realised that looking at the whole care process was much cheaper", say Ola Collin with a smile.

The company is also involved in the pain clinic that has opened in the building and is planning to open a foot clinic, as they have already done in Stockholm. There could be even more activities in the future. In the case of the premises in Gårda, negotiations are being held with a further two care providers where HandCenter and the other tenants have participated in the recruiting process.

"For us, it's important to have the same high quality all the way", says Ola Collin.

"During the year, the building will also be given a name and the lobby will be made more welcoming in order to clearly profile the building as a medical care centre", says Kim Olsson, facility manager at Stena Fastigheter Göteborg. ©



# EQUALITY WORK IN MALMÖ PRODUCES RESULTS

The City of Malmö's 2016 equality award went to Bledar Zuta, coordinator for Allaktivitetshuset in Hermodsdal, which Stena Fastigheter has supported ever since it was started up. "Hermodsdal is squeezed between other areas and would have been forgotten if Stena Fastigheter hadn't invested so much here", says Bledar Zuta.

Text Sara Bergqvist Photo Stena Fastigheter

Hermodsdal is a small district in Malmö with large contrasts. Here, there is much that is positive and it was the first area where Stena Fastigheter introduced self-management, which means that the tenants themselves take responsibility for parts of its management. This has resulted in pleasant outdoor environments with flowerbeds and bushes and no longer any vandalism and graffiti. At the same time, it is a district with many immigrants, a low average income and few young people applying for higher education. This is something Bledar Zuta wants to change – he also wants to help girls have the same opportunities as boys. His work on including girls in the activities offered by Allaktivitetshuset has now resulted in him receiving the City of Malmö's equality award.

"I saw a lot of girls who had to fetch their younger siblings from after school care and look after them while the boys went and played football. But for me, it's really important that the girls know that they are worth just as much and can do the same things as the boys", says Bledar Zuta.

Since he began working as coordinator, more and more girls have begun to play football. First, together with other girls, to get over their first feelings of uncertainty and learn the basics. These days, they play in mixed teams. He has also succeeded in persuading a growing number of women to become involved in the activities in Allaktivitetshuset, which is located next to Hermodsdal School.

More than 60 different types of activities are offered to children and adults in collaboration

with various associations. Stena Fastigheter supports several of these associations. It also supports homework assistance for pupils at the upper level of compulsory school, which was an important reason why 22 percent more pupils were eligible to apply to upper secondary school last year. Now, pupils from other areas are applying to attend Hermodsdal School, which is a new phenomenon. A lot has happened since 29 year-old Bledar grew up in Hermodsdal and went to school here.

"There were 35 of us in the class and we didn't get enough teaching. There were children who had hardly ever been outside the district and many of them had no idea of the opportunities they might have", says Bledar Zuta.

Some of the youngsters in the gang he was in attacked a janitor at Stena Fastigheter and squirted water all over him. The facility manager of the area at that time called the youngsters to a meeting. This was the beginning of a constructive dialogue, which resulted in ten youngsters being offered a summer job if they helped make the area calmer. One of them was Bledar Zuta.

"We were project children and had often been promised things by the adult world that never materialised. So at first we were a bit cocky and tested Stena Fastigheter. But then we realised that they were serious. And we got our summer jobs. It was a special feeling getting one's first money and having earned it oneself", says Bledar Zuta.

A few years later, he began studying political science. After he had graduated, he was asked if



## ON-GOING RELATIONSHIP MANAGEMENT PROJECTS AND ACTIVITIES IN HERMODSDAL

- Homework assistance
- A day at work, commercial tenants talk to young people about their jobs
- Summer jobs for young people
- Future leaders – leader development program for young people
- Self-management
- Citizen's Promise – collaboration with the City of Malmö, the police, associations, property owners, the Church and mosques to increase safety and security in the area

## STENA FASTIGHETER IN HERMODSDAL

- Approx. 560 apartments
- Built in 1963-1965
- Properties acquired by Stena Fastigheter in 1996-2005

he wanted to work as coordinator at Allaktivitetshuset and he did not hesitate one moment.

"The goal is that in the future, the residents should be able to run Allaktivitetshuset by themselves. We have a lot of really good volunteers who help – the only problem is that many of them get so good that I lose them since they get other jobs", says Bledar Zuta and laughs. ☺

## GREAT INTEREST IN STENA FASTIGHETER'S TENANT-OWNER HOMES IN STOCKHOLM

More than 700 people came when Stena Fastigheter had an open day prior to the sale of its tenant-owner homes in Vega in Stockholm. The great interest in the homes resulted in more than 500 people filling in an application to purchase a home.

A completely new district - Vega - is being created in Haninge in Stockholm. As the largest player, Stena Fastigheter will build a total of about 1,500 homes in the form of apartments and row houses, both rental and tenant-owned. In May, the first 42 rental homes will be ready for occupation while the first 63 tenant-owner homes will be ready for occupation in August.

"We've noticed an extremely large interest in living in Vega. Many people want to be in from the start and be the first pioneers to move into the district. We had more than 3,500 people applying for the first 42 rental homes and more than 500 who declared an interest in the tenant-owner homes before we stopped accepting anymore applications", says PG Sabel, MD, Stena Fastigheter Stockholm.



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## THE STENA SPHERE

### Structure & Figures

**Dan Sten Olsson, CEO**

#### Staff

**Staffan Hultgren**, Structure, Systems & Control  
**Peter Claesson**, Finance  
**Eva Hansdotter**, People & Soft Values

#### Sphere coordination group

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 Carl-Johan Hagman, Shipping & Ferry Lines  
 Erik Ronsberg, Offshore Drilling  
 Christel Armstrong Darvik, Property  
 Anders Jansson, Recycling, Environmental Services & Trading  
 Martin Svalstedt, New Businesses  
 Staffan Hultgren, Structure, Systems & Control  
 Peter Claesson, Finance  
 Eva Hansdotter, People & Soft Values

## BUSINESS AREAS

SHIPPING & FERRY LINES Carl-Johan Hagman		OFFSHORE DRILLING Erik Ronsberg	STENA PROPERTY Christel Armstrong Darvik	FINANCE Peter Claesson	ADACTUM Martin Svalstedt	RECYCLING, ENVIRONMENTAL SERVICES & TRADING Anders Jansson
SHIPPING	FERRY LINES Niclas Mårtensson					
Stena Rederi Stena RoRo Stena Bulk Stena Teknik Northern Marine Group Stena Maritime AG	Stena Line	Stena Drilling	Stena Fastigheter Stena Realty BV	Debt financing Treasury Trading / Long term investments Risk management	Blomsterlandet Envac Stena Renewable Ballingslöv Gunnebo 26% Midsona 25% Svedbergs 26%	Ferrous & Non-Ferrous Metals Aluminum Recovered Paper Environmental Services Electronics Recycling Oil Steel Components Trading Finance
Concordia Maritime						

## OWNERS

STENA AB

STENA SESSAN AB

STENA METALL AB

Beijer Electronics  
29,8%  
Concordia  
Maritime 52%  
Mylan 1%