

FOUR SIDES

Modesty - Morals - Artistry - Confidentiality

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THE MESSAGE

Why Four Sides

Lagerkvist & Partners has been active for eleven years. We have successfully worked with considerably more and larger customers than we expected when we began. We have almost never lost a customer. They tend to come back, even if the wait can be one to four years.

Our group of associates is getting quite large. That makes it difficult to keep contact we would like. That is why we have decided to release Four Sides. The purpose is to give some insight into individual cases from our operation. Also to give some thoughts and quotations which can even be useful for an after-dinner speech.

The inspiration and layout for Four Sides we have received from Len Collinson at Collinson Grant Consultants Ltd., our new partner in ECMC. He is fifteen years older than I am and has led his company for over 25 years successfully.

He sums up his experiences:

- *The companies and individuals which I have found to be successful in the long run, are the ones which have taken their work assignment seriously, but themselves with a grain of salt.*

This will be the motto for Four Sides.

The Value at Work

A while ago I sat and ate dinner with a relatively newly appointed Executive Director of one of Scandinavia's largest companies. We started talking about the time for work and the content of the work. It is, in my opinion, not money, power or status which primarily motivates the successful leaders I have met. As my dinner companion expressed it:

- *I spoke with my predecessor recently and we both said that it is only industry we can work in, if we can choose. Just think of how much fun it is. Think what a privilege it is to do this. Think how much there is left to accomplish.*

Myself, I become more and more humble in the face of the privilege of having worked with some of the most interesting issues in Scandinavian and international industry.

Magnus Lagerkvist
Executive Director
Lagerkvist & Partners

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Our Four Sides

MODESTY

in the Company's approach to an assignment and with respect for the client's own expertise

MORALS

in the form of loyalty to the client and strict focus on the client's long-term development and profitability

ARTISTRY

through efforts to provide innovative solutions that give the client a position of leadership

CONFIDENTIALITY

in the Company's approach to an assignment and with respect for the client's own expertise

Success for Skanska Oy

Approximately one year ago Skanska Haka was formed. This took place through the take-over of the main part of the leading personnel at Haka, which at the time was Finland's largest construction company, as well the investment of MFIM 30 in capital. Profits the first financial year are calculated to be MFIM 70 and the volume amounts to MFIM 1500.

Lagerkvist & Partners AB worked for Eka, one of the Finish group's parent companies, and Haka on finding a new ownership solution. The situation became drastic when Eka went bankrupt. The situation was analysed, Skanska was contacted and they were interested. (A bid was given for Haka, which was then owned by the banks, but they couldn't reach an agreement).

A solution which was chosen instead was that a new company was started, to which the main part of Hakas's leading personnel was recruited. Haka's subsidiary, Haka-Stroi, was also the most successful company in the former Soviet Union.

After a lot of intensive activity during a few days, the deal was made. The operation has now been active for over a year with great success.

- *We are naturally thankful to Lagerkvist & Partners for choosing to contact us, but their analysis showed also that Skanska would be the best partner for a revival of Haka. We are, so far, very pleased with the development,*

Melker Schörling, Chief Executive Officer of Skanska

- *The key to success was, among other things, extremely quick action and decision making from Skanska's side. If the Group Management hadn't been so approachable and decisive the deal would never have taken place,*

Magnus Lagerkvist

That shows also how consultants like us can create deals which would otherwise not be possible. An important factor in this case was to create mutual trust between the people in Finland and Sweden, in a very short time.

- *It would probably not have been possible if the consultants hadn't functioned as marriage counsellors, concludes Melker Schörling.*

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Old and young, we are all on our last cruise.

Robert Louis Stevenson

You can do it if you want to, and when you say that you can't do it,
you mean that you don't want to.

Baltzar von Platen – the man who carried out the Göta Channel project

We now cover all of Europe with Our Own Offices

International expansion has been important for Lagerkvist & Partners, but at the same time it is a laborious task to start your own offices. We have, however, considered this to be the right way. We will, therefore, keep and develop our offices in Finland, Estonia, Norway, Belgium, Italy and Chile.

For the purpose of speeding up international development, we have chosen a partner in the most important countries in Europe.

This is a process which has taken place over several years. We started with over 600 consultant companies. We interviewed about 70. We chose 12 companies, where chemistry, philosophy, working style, experience, and references were quite similar. That means that to the customer it is like working with one company.

- We are very happy about this, says Magnus Lagerkvist, since it increases even more our ability to deliver in Europe. We know that we have done the background work so carefully that we can keep our service quality high. Through a number of projects we have done together, we have verified this.

Consequently we now cover even the following countries with our own offices: Netherlands, the UK, Portugal, France, Germany, Denmark, Ireland, and Spain. The total capacity is about 250 consultants.

The co-operation - consortium - is organised into the ECMC, European Consortium of Management Consultants, where the participants each own one share.

I often quote myself. It adds spice to my conversation.

Bernard Shaw

It is impossible to enjoy doing nothing if one does not have a lot to do.

Jerome K. Jerome

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A Success Story

If someone had said in 1984, or for that matter, in 1986, that Statsföretag would be on the stock exchange and that there would be an interest in the shares, that person would probably have had to change jobs because of poor judgement.

If someone had said that Statsföretag or Procordia would be the second highest valued company on the stock market after Ericsson in 1990, then he or she would not have been taken seriously. But Procordia was in fact introduced on the stock market and did get a share value which was the next highest on the stock market in 1990.

A book was released recently called Procordia, från Statsföretag till Pharmacia (Procordia, from Statsföretag to Pharmacia), written by Lars Östman a professor at the Handelshögskolan (School of Economics, and Business Administration). The book describes the time during which the old company was totally revolutionised.

Sometimes it is difficult to see and understand what happens, and it is easy to forget. That is why books of this type are important. It shows what an enormous job was done during these years. It was mainly thanks to Sören Gyll, which most of those who were there at the time admit. We at Lagerkvist & Partners do too. We were involved during much of the process. The Procordia process is an interesting part of industrial history. It is pleasant that it has now has been documented.

He who asks shyly asks for a no.

Seneca

A man under fire keeps himself alert.

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