

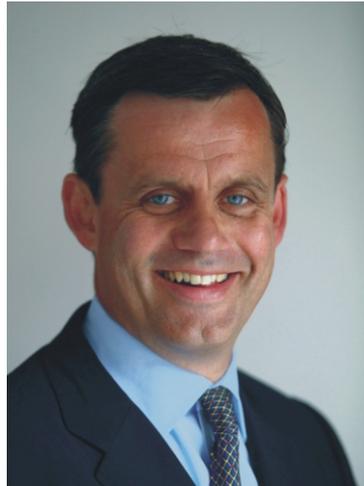
SEPTEMBER 2004

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Dear Member

Welcome to our September issue of Red Letter. You may not have noticed the new photo of yours truly, but change and new ways of doing the same thing are often the way to succeed. Look how brilliantly Athens hosted the Olympics, despite global media scepticism and how well both our countries performed when it came to earning medals.

Often a good idea or business service or product only requires INNOVATION to achieve success or remain competitive.

Innovation was recently deemed to be the way ahead for Denmark by a 'think tank', set up to try and assess how a relatively small country can improve its competitiveness.

I think the DUCC and all our members could benefit from more innovation in all areas of our respective businesses.

It's easy to think of innovation as being major inventions or breakthroughs in the high-tech and IT industries, but it is simpler than that: we need to focus on being innovative with our marketing messages, or our processes at every level as well as think differently about how we approach everyday challenges. There should be no holy cows such as: we have always done this or that in that way. We also need to be innovative in order to inspire everyone who works for us to care that bit more, so they take responsibility for improvements at all levels. This involves asking questions, being inquisitive and trying not to always copy what others do.

DUCC is trying to be innovative. At our strategy meeting in August we continued to have all the various DUCC committees represented and it was uplifting to see and hear the enthusiasm from those present, masterly inspired and directed by Hans-Christian Iversen from Roland Berger, the strategy specialists. The conclusions will be published in the next Red Letter and should add more flesh to The Chamber's N-E-M-Strategy and its many activities ranging from DNA to MD Network, the Nordic Chambers Cooperation and network events and seminars. The programme is set out on the back page-get the dates in your palm pilot or mobile phone diary!

I look forward to seeing as many members of the DUCC as possible over the coming months, and exchanging ideas about how we can innovate in our own businesses to bring about positive change.

Per Troen

4 Five minute focus on a DUCC member

KJAER GLOBAL

Red Letter talks to DUCC member Anne Lise Kjaer, head of Kjaer Global, a company that helps organisations to plan the future of their business in a complex and uncertain world.



RL: Tell us about your company's work, which sounds quite unusual?

ALK: We work for many multinational organisations who are looking for guidance in planning new products and services. It's certainly very interesting and is becoming increasingly usual for organisations to start thinking seriously about the future.

RL: What types of organisations do you work for?

ALK: We work across the board really on everything from cars to electronic goods and financial services. The link is customers and their attitudes to brands.

RL: Are you therefore a brand or new product design agency?

ALK: Not entirely. I think we are now working beyond the brand, which has become rather an obsession for some marketers and consumers. We look very closely at consumer lifestyles and changing attitudes across the globe, and combine research and creative skills to deliver solutions and ideas for future markets, products, services, or even new environments.

RL: Do you have a defined method of working?

ALK: We are very strategic and very disciplined, but we combine the talents of many different people to create the right team for the job in hand. We use a lot of research which examines market forces and trends, which is the hard skill set; we then combine this with more soft areas of work which includes workshop sessions with clients and the input of a wide range of creative skills to stimulate original thinking and new ideas.

RL: You have a very impressive Blue Chip client list. Why do you think so many organisations are looking to you to effectively 'crystal ball gaze' for them?

ALK: The world is becoming ever more complex and

organisations recognise that if they do not meet the needs of all of their customers and stakeholders they will not survive. Also, these organisations are so busy just coping with today's business issues that they often do not have the time or the resource in-house to look ahead in this way. We can be more effective by providing an outside focus to help these organisations look afresh at their markets, their customers and their existing products and services.

RL: Your company also runs conferences. Do you have one coming up soon?

ALK: Yes, indeed. In Copenhagen on 9th November we will be running an international trends conference at the Danish Design Center. It's a one day event called 'Navigating A Complex World' and it's aimed at senior management including managing, marketing and retail directors, who are looking for ideas and strategies to keep pace with the ever changing demands of consumers.

RL: How long have you been involved with DUCC and what do you like about it?

ALK: I've been with the DUCC about two years and I really enjoy meeting such a varied mix of people at the networking events. I love making contacts and the DUCC membership is very varied so it's great for me and my business.