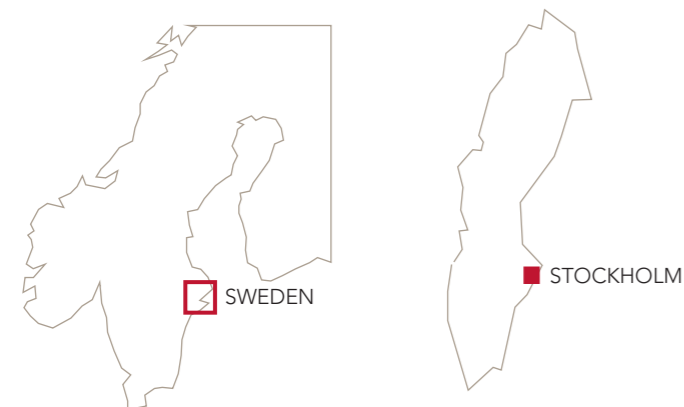




A TOP HOCKEY PLAYER IN HIS YOUNGER DAYS, JAN BERGMAN GAVE UP PUCKS FOR TRUCKS WHEN HE JOINED SCANIA STRAIGHT OUT OF STOCKHOLM UNIVERSITY. BUT TEAMWORK HAS REMAINED A CONSTANT THROUGHOUT HIS LIFE – UNDER HIS LEADERSHIP, THE TRUCK MAKER'S COMPLEX GLOBAL TREASURY OPERATIONS ARE BECOMING EVER MORE INTEGRATED WITH THE HELP OF AVANTGARD



"I WANT PEOPLE TO LISTEN AND I WANT PEOPLE TO GET INVOLVED, BUT IF PEOPLE CANNOT AGREE I AM PREPARED TO MAKE A DECISION"



international team of almost 50 staff, with 30 from the Swedish branch, two from the Netherlands, two from Hong Kong and 15 people from Sao Paulo all reporting to him.

"My role is more strategic than operational," says Jan. "I deal with credit investors, rating agencies, our long-term funding and investments and so on. It is a lot of work and a lot of meetings, both internal and external."

MORE THAN MANUFACTURING

The company has progressed from its manufacturing-plant background to being a multinational, integrated service provider offering repair maintenance contracts, selling parts and workshop hours and with insurance and customer finance arms to the

HOME LIFE

HOME: Södertälje, a suburb about 40 km outside Stockholm.
FAMILY: "I am married and have a daughter aged seven and a son aged 10."
EDUCATION: Business degree from the University of Stockholm.
PASTIMES: "I play a lot of sport – indoor hockey, tennis and running – and I go to the gym regularly."
VACATION: "I travel a lot with work but I also like to go skiing or fishing two or three times a year in either Sweden or Norway. I am looking forward to taking my children fishing with me."
ALTERNATIVE CAREER: "I once owned part of an art gallery but I was never going to exhibit my own work. If I was not in my present position, I would most likely be working for an investment bank."
AMBITION: "In 15-20 years I would perhaps like to be running my own company – although I'm not sure what kind of company it would be."

The capacity to endure extensive air travel is not often cited as an essential quality for a corporate treasurer. But Jan Bergman's role as group treasurer for Swedish vehicle manufacturer Scania regularly takes him as far afield as Sao Paolo and Hong Kong.

Scania is a manufacturer of heavy trucks with an annual turnover of \$8.5 billion and branches around the world. In treasury terms there are three main satellites: in Hong Kong, the Netherlands and Brazil, which is the company's biggest market in terms of production – 15,000 of the 56,000 trucks manufactured last year were built in Brazil.

THE TEAM

When Jan first joined the company back in 1994, Scania did not have a treasury department to speak of. Now Jan works with an

business. This has created huge integration challenges – but the culture, says Jan, has remained largely the same. "There is still a very Swedish influence on the company as well as an engineering culture. It is very consensus-driven and there is a very pragmatic approach, which I think is key to Sweden's success in industry."

Jan believes that his own approach to his daily work also calls on some typically Swedish traits. "I'm not a person who tries to force things through. I want people to listen and I want people to get involved, but if people cannot agree I am prepared to make a decision. The reality, though, is that most of the work is done by the operatives so I like them to feel involved."

The international side to Scania's operations means that Jan travels a lot. However, Scania's use of technology does allow consolidation of much of its operations in one central location. "All the treasury satellite branches use SunGard's AvantGard Quantum system and use the same database," says Jan. "I think this is quite unique." The advantages, he says, are that they can hold the back-office, the technicians and all the hardware in one place – in Södertälje in Sweden.

There are also advantages from a cost perspective, making it far easier to put in place company-wide policies and reporting procedures. "We're a very centralized company," says Jan. "We now cover all the time zones. The next step is to have all the liquid elements reporting on a daily or weekly basis through the central Stockholm database."

ICE HOCKEY

Jan joined Scania straight from university, as one of eight people who were granted a two-year traineeship. "It was a huge

WORK LIFE

BUSINESS HOURS: "I start work at 7:30 a.m. usually, and finish 12 hours later at 7:30 p.m."
WEEKEND WORK: "I try not to work at weekends."
LOCATION: "Our office is in Södertälje."
OFFICE: Open-plan.
DESK HYGIENE: "My desk is quite messy at the moment because I have something to prepare for. We have invested heavily in new technology – but whoever said that we would soon be working in the paperless office was clearly mistaken."
PERSONAL ORGANIZATION: "I have a personal assistant, without whom my office life would be a disaster."

advantage," he says. "I got to see a lot of the company and I still see people today that I met in the first two weeks, let alone the first two years."

But it could have been very different for Jan: while at university, he spent much of his time playing professional ice hockey for one of Stockholm's and Sweden's top teams. He reached the impressive heights of playing for Sweden's junior national team – before giving it all up, once he left university, in order to start at Scania.

"I have no regrets, none at all," he says. "I am just happy that I was able to finance my degree doing something I loved."

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