

nådigalundtan

A man with a beard and glasses, wearing a black leather jacket, is leaning on a metal railing outdoors. He is looking towards the camera with a serious expression. The background shows a brick building and some foliage.

NOVEMBER 2016

Lundaekonomerna #130

**“TODAY, THERE IS
NO FORMULA FOR
SUCCESS. JUST DO
WHAT YOU CARE
ABOUT.”**

Johan Lindberg
page 44

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EDITORIAL

As Heraclitus puts it, the only constant in life is change. We at Nådiga Lundtan have diligently taken note and presented it as our central theme for this issue. A question arises in relation to the word. What then, do you need to ignite powerful, positive change? My thoughts of change refer to ideas regarding internal and external forces, and how they collide to create a shift.

Let's step back for a minute to focus on the concept of Virtù and Fortuna, posed by Machiavelli in the 16th century masterpiece *The Prince*. Ah, Machiavelli. The name that morphed into an adjective. The philosopher who defined cunning and gained admirers in tyrants and presidents alike, with Napoleon famously stating that *The Prince* was "the only book worth reading". It was written at a time when the competition for power in Italy was so intense that this adviser of "princes" set out to teach us how to gain and maintain political power over a state, by exemplifying the successes and failures of historical leaders. Although he proposed the dichotomy of Virtù and Fortuna in relation to power, I see it as a symbolic view applicable to change as well.

Virtù is an internal force, human energy or action that stands in opposition to fortune. It also describes the qualities desirable in a ruler, which might not be the same as virtue conventionally defined. As opposed to the traditional virtues it encompasses pride, bravery, civic humanism, strength, drive and a certain amount of ruthlessness. Virtù makes for the most important quality in a prince, and is a prerequisite for greatness. The great antagonist of Virtù is Fortuna, an external force which we must understand as temporal instability—the flux and contingency of temporal events. God, luck, the universe whatever inexplicable and unreliable forces are at hand fall under Fortuna. Fortuna refers to the unexpected opportunities that might come along.

Virtù is wasted if there is no opportunity, and opportunity is wasted if there is no Virtù, Machiavelli implies that there is some kind of cooperation between the two forces—they cannot operate independently. It may not be possible to completely cancel out the effects of changing fortune, but by decisive and intelligent action, it is possible to capitalize on good fortune and disarm bad fortune. Inherently, if a prince could always adapt his Virtù to the present circumstances, he would always be successful. Another most important quality a ruler must possess then, is adaptability.

In other words, sharpen your skills then boldly seize an opportunity when it fleetingly presents itself. Nowhere in *The Prince* is there an indication that one should try to transcend fortune; rather, one should meet it head on and bend it, if possible, to one's own will. The best kind of change comes when you envision, initiate and control it. The ultimate fusion of Virtù and Fortuna. This type of change creates opportunities, transforms companies and ignites growth. Otherwise, you're facing with the damaging prospect of change that happens in spite of you, rather than because of you. In this issue we will take a look at individuals, companies and events that all have one thing in common; they are taking control of their surroundings and changing the world as we know it. And for any of you who wish to do the same, I hope these stories inspire you.

Sincerely,



Amel Salam, Editor-in-Chief

HOW COULD WE BE SO WRONG?

WHAT THE DONALD'S WIN TELLS US

What does the exit polls tell us about who voted for Donald Trump and what does it mean? Many would say that the stereotypical Trump-voter is an angry poor white man, but is that the truth? What does the statistics show us after you break them down?

Something that I did not expect was the relation between income and who you voted for. I believed that Trump was the strongest among the poor but it is actually the opposite. The more you earn the more likely you are to vote for Trump. I was wrong when it came to who the rich voted for but the women must still have voted for Clinton I guessed. Trump is known for being

sexist and Clinton is both female an avid equality advocate. But yet again I was wrong;

42 percent

of the women voted for Trump. And if you look at only white women a majority voted for Trump, roughly 53 percent. In line with my other predictions I was wrong about how the minorities voted. Blacks, asians, latinos and other minorities all voted for Trump to a greater extent compared to the 2012 election.

When thinking about who would vote for Trump I draw a parallel to Sverigedemokraterna in Sweden. I thought Trump's votes would solely come from uneducated and dissatisfied white men which was not the case. Trump did receive a lot of votes from dissatisfied Americans but as well from all parts of the american society which shattered my predictions. But what does these results tell us? What conclusion can we draw from the exit polls?

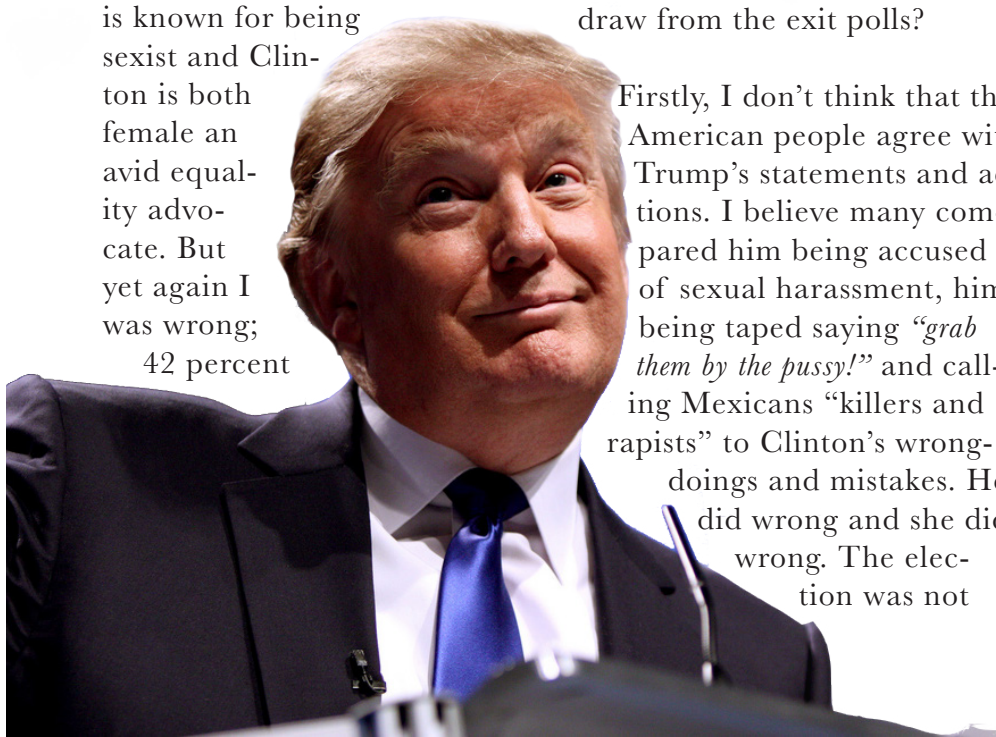
Firstly, I don't think that the American people agree with Trump's statements and actions. I believe many compared him being accused of sexual harassment, him being taped saying "grab them by the pussy!" and calling Mexicans "killers and rapists" to Clinton's wrongdoings and mistakes. He did wrong and she did wrong. The election was not

between good and evil but between two evils.

Furthermore I believe in that there was a fuck-it-factor involved. A lot of Americans are dissatisfied and want change, a change they are certain Clinton would not bring and but maybe Trump will. I think that some might have seen a vote for Trump as betting on black in roulette, he will bring some change and that change might be good.

In conclusion, the popular theory that Trump won the election through the appeal to angry white uneducated men is false. Comparing this years results to the 2012 election, it is clear that the republicans have gained popularity in almost all demographic groups. Along with reaching a wider range of groups than believed I think we will see a more tidy and presidential version of Trump. Some election promises have already been dropped from his website and he has backed on some more extreme opinions. But in the word of the Donald himself, *"In the end, you're measured not by how much you undertake but by what you finally accomplish."* so lets sit back and see what happens.

Text: Carl De Geer
Foto: Gage Skidmore



GROUND BREAKING YEARS FOR WOMEN IN BUSINESS

The economy affects everyone, no matter age, background or sex. It is still common though for economists to think of their discipline as being gender neutral. As a matter of fact, economists have looked and analysed the world through the eyes of men. Since its emergence as an independent field of study it has been dominated by men. However, the last years we have seen an upward spiral in gender equality in the business sector. According to Forbes it has been ground breaking years for women in business. We can see encouraging and refreshing examples of female entrepreneurs climbing the ladder of success, business women taking top positions in enterprises and an increase in female professors teaching economics and business administration at universities.

Let us start where some of the world's biggest companies have

evolved or have their head office – Northern America. For years, the most used and widely spread social network of our time, Facebook, was lead predominantly by men. Today, together with Mark Zuckerberg, Sheryl Sandberg is one of the two key people of the company as the Chief Operating Officer. Sandberg was appointed as the first ever female to sit in the board of the social network.

Working her way through Google and now helping leading Facebook's future development, Sand-



Sheryl Sandberg; technology executive, activist, and author.

berg encourages not only female business students but also female technology students to dare take their place in the business sector. In addition to her inspiring career, she is the founder of LeanIn.org, also known as Lean In Foundation and serves in the board of Women for Women International. The



Virginia Rometty at the Fortune Most Powerful Women Summit in Laguna Niguel, CA, 2011.

Lean In Foundation is a non-profit organisation with the desire to support and strengthen women in three main areas: education, community and societies where coordinated peer groups meet up to discuss and share experiences to learn together. Sandberg's will and hard work has not only changed Google and Facebook through a perspective of economic revenue, but also a first step into creating a more gender neutral workplace.

In the competitive world of business, there is a wide range of companies where there has never been a woman in the top or to head the

company. Virginia Rometty has revolutionised one of the biggest multinational IT-companies in the world while also becoming the first ever woman in the lead. With operations in over 170 countries, Rometty is now responsible for the future development of International Business Machines Corporation, IBM. She is the current Chairwoman, CEO and President. Before Rometty, IBM had never had a woman in the top. The predecessor as chairman, Sam Palmisano, stated "*Ginni got it because she deserves it... It's got zero to do with progressive social policies*". In 2015 she was ranked #63 as one of the most powerful people in the world for her work at IBM. This change has been praised from many corners of the world.

Sandberg and Rometty stir in long molded norms about leadership, innovations and creativity. According to Victoria Bateman, Lecturer and Fellow in Economics at University of Cambridge, in her call for a sexual revolution in economics in 2015: By neglecting gender, many economists are blind to the potential which female empowerment can offer (...) whether it is slow growth, deflation, poor productivity performance, stagnant wages, inequality or political battles about immigration (...) are rooted in what I would call a global sex problem. She says that the gender bias is a strongly contributory element to failing companies and economies. In other words, by including women, we do not only benefit the female population, but the wider economy and its growth – including men. Sandberg and Rometty are therefore changes which are needed in the American society as a whole.

Let us refocus on another geographical area – The Nordic. Azita Shariati has been announced the most powerful business woman in Sweden and she is one of the most influential chief executives throughout the Nordic countries. She is head of the Swedish and Danish operations of the French-based multinational company Sodexo AB. Her impressive rise to the top of the company has been made under a relatively brief period of nine years. Shariati is passionate about gender balance and multiculturalism and is famous for the goal she made for the company. She challenged Sodexo AB to employ female workers in 50% of senior management positions.

This is a target that Sodexo later, through the perseverance and willingness of Shariati, achieved in 2015. The increased balance in the work force is already showing off improvements in the work atmosphere and in the business development. Even though her gender goal for Sodexo is noteworthy, this is something that should not be needed as an aim in one of the world's leading countries regarding equality between men and women. Sadly, when it comes to women in top positions Sweden is not fit for the word equal.

Lastly, I want to flag one entrepreneurial example. During the past years there has been a rise of women-owned businesses in Africa. These business women are breaking stereotypes and are inspiring countless of women through the continent. Bethlehem Tilahun Alemu is a leading example of a great entrepreneur.



Bethlehem Tilahun Alemu at the World Economic Forum on Africa held in Addis Ababa, Ethiopia, 9-11 May, 2012.

She founded SoleRebels in 2004 in Ethiopia. In only a couple of years Tilahun Alemu has worked her way not only to run one of the largest footwear companies in

Africa, but also a broad world class venture. Today, SoleRebels has flagship stores in the U.S, Japan, Austria, Spain, Switzerland, Singapore and more. Already in 2011, she had made her

way into the World Economic Forum's list of Young Global Leaders.

These are examples of women who are making big changes in the business sector – changes which are seldom noticed in the news and media. Women around the world are pioneering a way for us young female business and economics students.

They are making a change; an admirable and well-earned change. However, there are still obstacles women need to overcome in a sector of men to be seen as equal and worthy of the top positions. The authority of change still

lays predominantly on men in the business world, a factor which aggravates the evolvement of gender equality. Most of the companies in the world has a severe under-



Azita Shariati. CO and COO Sodexo, 2014.

representation of women. According to The Economist there is only 26 women leading as CEO's of Fortune 500 companies. Although this is a progress from the 0 women in 1995, one would think that the numbers should be higher in 2016. The lack of women in top positions is an economic loss for people and business generally. The Economist highlights a quote from Sandberg and Grant: *"Start-ups led by women are more likely to succeed; innovative firms with more women in top management are more profitable; and companies with more gender diversity have more revenue, customers, market share and profits."* Therefore, with this knowledge, let us - female and male business students of all backgrounds - together venture on the path to gender equality.

Text: Elvira Eugenia Eriksson
Photo: Drew Altizer, Asa Mathat, World Economic Forum & Rickard Kilström

–Where can I make a difference?

Fotograf: Håkan Målbäck

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MAKING HUMAN LIFE MULTI-PLANETARY



Imagine going on vacation, not to a different country but to a different planet, or even living there! In 50 years this might be reality. SpaceX is preparing to bring people to Mars and since last week you can get a picture of what that would look like.

With the TV-show MARS, which premiered Sunday 13h of November, the National Geographic Channel is introducing life on the red planet. The series that is set both in the future and present day, will take a feature film approach with documentary sequences to display the quest to colonize Mars as humans inhabit the planet. The ambition to colonize Mars has been around for some years, but as the technical means of transporting humans to Mars have developed and peoples' interest in the planet as a potential home for future generations has increased, this is becoming closer to reality.

The driving force in the series is

the private aerospace manufacturer and space transport company SpaceX that was founded in 2002 by Tesla Motors CEO and former PayPal entrepreneur Elon Musk whose net worth is estimated at \$11.7 billion. The vision of SpaceX is to colonize Mars within the next 50 to 100 years. In the series, interviews with Musk and other leading minds within space exploration are interspersed with a fictional narrative about the colonization of Mars in 2033.

Musk sees the colonization of Mars as a step to avoid the extinction of humanity in the event of a global catastrophe. On September 27th 2016, at the International Astronautical Congress in Guadalajara, Mexico, Musk pitched the SpaceX plan to bring people to Mars. He began the talk with expressing his concerns about Earth and its future. During the talk Musk presented a step-by-step blueprint of the so called Interplanetary Transport System (ITS) that is made up of totally reusable spaceships that

could transport 100 to 200 passengers to Mars or even further distances. The ITS spaceship is not expected to make its first launch until 2022.

The spaceship will be refuelled by tankers after it has reached orbit to maximize the payload – people and cargo – that the craft is able to carry to orbit. By refilling in orbit rather than on the ground it allows the carrier to be smaller in size as well as lower the costs. The conditions on Mars enable propellant to be manufactured for the return flight; meaning it is possible to go back to Earth. The journey to Mars would take about 80 to 150 days, depending on orbital conditions and alignment between Earth and Mars (optimal distance occurs once every 26 months).

Musk emphasizes reusability as a determining factor to lower the costs of spaceship travel. He states that in order to make trips to Mars possible on a large-enough scale to create a self-sustaining city on Mars, full reusabil-

ity is essential. If SpaceX is able to reuse its spaceship it will lower their costs significantly. SpaceX will then be able to offer cheaper tickets to Mars and more people will be able to go. SpaceX also streamlines its production and manufactures roughly 80% of the parts in their rockets which helps to minimize costs. Keeping the manufacturing in house also eases the quality controls. Musk believes that an affordable price per (return) ticket will be around \$200 000, which ultimately could drop to less than \$100 000.

At the Astronautical Congress in Mexico, Musk explained SpaceX's ambition to build 1000 ITS spaceships that would go on 10 thousand trips over the course of 50 to 100 years. According to the maths that would bring at least 1 million settlers to Mars, which Musk figures would be the

requirement for establishing a self-sustaining society on the red planet.

SpaceX has an incredible vision, but the question remains whether their goal is realistic or achievable. Over the short term the space exploration industry is not profitable and the entire project would therefore require a lot of capital. The question remains how SpaceX plans to secure their financial resources, but also how they will convince people to actually go to Mars. Musk has mentioned a Kick-starter campaign and profits from their other operations, such as resupplying the International Space Station and putting satellite constellations into orbit, as potential sources of capital.

If Musk and SpaceX are able to convince people to go to Mars, the prices will gradually

fall as more people want to go. There are a lot of obstacles to overcome along this journey to colonize Mars and laws of economics might be difficult to overcome, even more so than the law of physics.

Are you already looking forward to spend Christmas on Mars?

Text: Daniel Thornér

Photo: Kevin Gill & OnInnovation

Founder of PayPal, Tesla motors and SpaceX, entrepreneur Elon Musk.



JOHAN LINDEBERG

Sitting in a black chair in Craaford-salen with a bottle of Ramlösa next to him, Johan Lindeberg, dressed in a characteristic black leather jacket, black hoodie and white boots, which he coloured himself, began speaking in his cosy Lund accent. Until now, Johan hadn't held a public speech in twelve years. But because this is his beloved hometown Lund and Hugo Jansson, Breakfast Club coordinator in Corporate Relations Committee, was very eager in his emails, Johan said yes. He said his parents, who are buried nearby, would be proud that he is back in Lund. Growing up, he says, we add layers of expectations to our personalities and being older and back at home he tries to get rid of these expectations. His first advice of the morning is not letting other people affect us.

However, he emphasises the difference in being affected by and inspired by. As a child Johan didn't have good grades but his youth in Lund made him politically active

which is a big part of who he is. He paints a picture of a Lund in the 1960's, filled with idealism and activism. People fought for human rights and demonstrated for what they believed in. This morale has stayed with him as he still doesn't feel any need to label what he does as long as he has integrity in his work. His attitude towards school changed when he met his first love, Lena, as a teenager at Katedralskolan. Lena, he says, was not only the best at everything but also the hottest girl in school. She inspired him to make more of his life and introduced him to skiing and golf, two sports any big J.Lindeberg fan would recognize from his collections.

He moved to Gothenburg to study International Economics and was later hired in a conservative company, employing a thousand. Even though he got to travel and was very successful in his field the anxiety caught up. He felt misplaced and suffocated in his suits. His biggest anxiety, he tells us, was the huge difference in who people thought he should be and who he actually was. Finally, after being reconnected with an old hippie-band from Lund and seeing Top

Gun for the first time he decided to make a change.

He sold his suits to a friend, traded his Saab for a Golf and began a new life in Malmö, working as an advertising manager for Dobber (the hottest Swedish brand of jeans at the time). Though he disagreed with everything the CEO did Johan felt at home instantly, allowing his creative side to show. After a visit to Copenhagen he met another love, Diesel. He immediately associated himself with the brand and knew he wanted to bring the brand to Sweden. After spending months trying to convince Diesel to expand geographically, they caved. He wanted to challenge Levi's, and did everything in contrary to how they did things in order to do so.

With Diesel, Johan and his team created a strong brand which became a way of life in the 1990's. *"You have to view marketing as an investment and not a cost"*, he says. Lindeberg was soon asked to work as international marketing manager. He had a vision of what Diesel could and should be but owner Renzo Rosso did not always agree on his methods. Johan wanted to



adjust the length of the jeans and not bleach them as everyone, even Levi's, did at the time. Confident in his vision, Johan went behind Rosso's back and made sure the changes were made anyway. This combined with the iconic marketing campaigns at the time made Diesel first in selling dark jeans and led to Levi's experienced a loss in revenue. Johan had the creative vigour and Renzo was the business man. *"Our biggest problem at the time was our positive cash flow. We had so much money we didn't know what to do with it"*.

Despite of the huge success with Diesel Johan felt a knew despair coming. His body hurt as he worked 24 hours a day, which led to him collapsing on a transatlantic flight. He describes Diesel as having to much of a macho culture, making him feel like he was in the military. The collapse changed Johans life and he went back to Lund. After having cried for four weeks straight, trying to figure out what was next by golfing his way through France, Johan finally decided to leave Diesel. His last day was 9th of May 1996. Two days later he got married to Italian love Marcella, whom he later had a daughter, Blue, with. Even though he was newly married he could not avoid the depression he had felt coming. Having left Diesel, he left a part of himself.

Johan Lindeberg created J.Lindeberg in 1996, wanting to combine sports with fashion, an idea which took form during his time in France. This time he wanted to challenge Ralph Lauren who had its sports brand Polo Ralph Lauren. He says challeng-

ing Ralph Lauren with a small company from Sweden, using golf, was bananas. Golf fashion was at the time, as Johan describes it, *"beige, boring and badly fitting"*. Nonetheless, transforming golf, being the conservative sport that it was (and sometimes still is), was his new challenge. People considered him crazy for trying to dress old men modern but Johan had a vision. He wanted to change the establishment. He dressed legendary golfer Jesper Parnevik in *"clothes so tight you could barely bend and pick the ball up"*. Yet, six years later others followed. Setting the goal of changing a sport as conservative as golf originated from his time in Lund and the idealism he felt back then, Johan says.

Success did not come free and Johan became more dependent of investors. The investors took over more and more as his shares decreased. He went from owning 100 % of the company to only a small share. When Johan wanted J.Lindeberg to continue combining high fashion and golf fashion the investors wanted to sell the company to Puma who wanted to make it a full sports brand. The disagreements led to Johan leaving the company in 2007. After a board meeting in London he stood up at the table, saying *"I quit"*. It was an impulse decision, he tells us, and he immediately worried what his friends and family would say. *"It became a big deal"*, he says. *"I began wearing glasses and*

grew the beard so that people wouldn't recognize me. Today I consider leaving the best decision I ever made".

Johan advice us to follow our intuition, something that always worked for him and was one of the reasons why he recently chose to go back to J.Lindeberg. CEO Stefan Engström called, asking him to come back, saying J.Lindeberg could not reach its full potential without him. When he got the call, he phoned his daughter, Blue, asking what he should do. Blue said go for it and so he did.

"I am an emotional romantic so there will always be rough patches but I'm not afraid of it."

Time is out and after chatting with students, Johan follows us up the narrow stairs at Skånis and into the meeting room.

The lecture ended rather abruptly so let's pick up where we left off. You mentioned being back at J.Lindeberg after all these years and your first campaign back, the Bridge Series. What is the Bridge Series and what would you like to accomplish with it?

The Bridge Series is about creating a J.Lindeberg collective. The brand changed a lot since I left and being back I'd like to blur the lines, incorporate the sports collection with the fashion lines for example. I want to make it more modern and more energetic.

You talk a lot about changing the world. What aspects do you want to change and what can you personally help change?

As I mentioned I'd like to blur the lines, everything isn't as black and white as many might think. All my life I've been inspired by women. Being back at J.Lindeberg we are going to attention women. We can't be a modern brand promoting a modern lifestyle without giving women the attention they deserve. If you are going to make a campaign, make it meaningful.

What advice would you give young women?

I think the worst thing young women can do is trying to make it in male dominated businesses and industries, trying to prove themselves by adding a macho attitude or culture that is not natural. That's a waste of time and energy. I know and have worked with a lot of different women who have created their own roles. Create new paths and new ways to do things. Gather a group of girls and create successful projects, without wasting time

on battling ignorant men. Make your way round them.

You said you are christened here in Lund and you seem to have a quite philosophical take on life. What's your relation to religion?

Both my grandfathers were priests, my father fought for women's rights to be priests and my ex fiancé are muslim. Still, religion isn't important to me. I'm a romantic so love is way more important but religion comes in the way and complicates things. People who want power sets rules on behalf of their own gain.

With the experience you have from depression and big changes this far in life, do you think that part of life is over or do you have more rough patches ahead?

I think the future will be more balanced,

I want to live alone for a while and I think my biggest depressions are over but you never know. I am an emotional romantic so there will always be rough patches but I'm not afraid of it. These past two years have been tough but whenever I feel bad I make changes.

You seem eccentric and unafraid of change. What goes through your head when you decide to make a change?

There is nothing that can stop me. I have an inner strength. Today it is modern but I've always opposed the Law of Jante. It's about both wanting and actually attempting to grow. The fact that I've dared to change have helped me move on.

Do you have any regrets?

No, not really. Maybe I should have become a photographer sooner and travelled more. Even though I got to travel a lot with work I'd like to travel on my own.





Johan Lindeberg at Breakfast Club at Lund University School of Economics and Management.

Your investors in J.Lindeberg wanted to sell the company to Puma, and generally investors will try to maximize the profits while you claim that is not your main goal. How does that work? Has your creative mind led to making money or do you compromise?

This is difficult. I don't care about the money. I made a lot of money at Diesel and lost a lot of my personal money at J.Lindeberg the first time because I wanted to do things my way. It's complex. I believe companies can contribute to society and be more important and influential than politicians. At the same time companies have to be profitable in order to be useful and not a burden. I achieved the most with Renzo (Rosso) by my side.

What's your view on basing marketing on segments, target groups and surveys?

Oh, that is old school bullshit. Today it's all about inspiring and trying to involve people instead of giving them what they think they want. Age doesn't matter. With all the tools there are thanks to technology anything is possible.

What do you feel when you see people wearing your clothes?

The first time I saw someone wearing Diesel jeans in Sweden was great. Now I see people in BLK DNM everywhere. I want to help people feel confident and clothes is a way of expressing oneself and that can lead to self development and as a result maybe inspire others. That is the purpose of brands and I like creating lifestyle brands. I simply make what I personally want to wear.

The theme of this issue is change. What changes would you like to see in the world?

Well, the world can be terrible with bombings and such. It's awful that we still fight over borders, one hopes it will end. I want Blue to grow up in a safe world. I'm an old communist from Lund and I believe in solidarity, in equality, in sharing and in helping each other.

How has Lund changed since the 60's?

I don't know. Generally, change seem to happen more individually instead of collectively as self promotion have become

more important than the collective. But I want people to get involved. We have to take care of our children. If we can help children being safe, I think we will create a safer future. Swedes can play such an important part here because we generally have good basic values concerning child safety, equality and such. So travel and spread these values.

Talking about change, a better world and the fashion industry, what are your thoughts on the general attitude people have towards consumption today? Is it sustainable?

That's very difficult. Even for me, being famous for leather jackets, it feels strange even though we only use spare parts. It's a difficult thing to balance but everyone can and should do something.

Any advice to all the students out there who want to make a change but don't know where to begin?

Stay away from the roll your parents, friends or society want you to enter. Remain as true to yourself as you can. You don't need any bloody money, just travel until you know what to do. Today, there is no formula for success. Just do what you care about. Young people of today have more idealism and with all the technology it's easier to reach out and help people.

Favourite artist, and song of his/hers?

John Lennon and everything he wrote about Yoko Ono. I love the way he portrayed the woman he loved.

Text: Lovisa Walldén Persson
Photo: Viola Arrfors & Johanna Delshammar



BEING A CITIZEN OF THE WORLD

THE TALE OF LIVING IN TWO COUNTRIES

Travel as we know it can be a pain, but once you get used to the security checks, bland airplane food and constant pressure of arriving on time, it can become part of your routine. Eventually manage to get through check-in, baggage drop-off, security and make it onto the airplane within a mere 1.5 hours. After all, practice makes perfect!

As a double nationality University student I currently live in two countries (and probably will for a while). Holidays and summers are spent in Portugal whilst the rest are spent here in Lund. This means airplanes are sort of my third home. For me there's something comforting about boarding an airplane, looking out the tiny airplane window and seeing the white fluffy cotton candy looking clouds just floating around. It makes me feel like I can go anywhere and do anything I want to. In my opinion in the long run the

positives of living in two places actually outweigh the negatives, but don't get me wrong no matter how many times you do it, it doesn't make it any easier. If you ever live in two places you will eventually realize that life is quite amazing! I get to have friends all over the world (thanks to having studied the IB program in high school), have people that make saying goodbye so hard and hello to so sweet, I get to experience two cultures, get out of my comfort zone to have new experiences and live in a holiday destination for 4 months a year! The downsides are that it definitely doesn't get easier leaving home and not seeing your friends and family for months and months. You constantly have a feeling of not really fully belonging anywhere and never really being able to establish yourself in one place because you never actually stay there long enough. Logistically it's half the wardrobe here and there, a constant battle against the sporadic fluctuation of airplane ticket prices and annoy-

ing baggage limitations; I always find myself squeezing in that last sweater in an already bulging luggage.

At the end of the day I am so grateful to be a citizen of the world and be able to speak Portuguese, English, Swedish fluently. And if anything I believe the world is going in a more globalized direction where ethnicity and borders are blurred and what matters is each person's individuality. That being said my advice to you is this: take risks, go study or work in another country, learn a new language push your barriers because it's only when you do these things that you truly learn. And one more thing, aisle seats are always the way to go, always chose the aisle seat, life hacks!

Text: Jasmine Rafferty
Photo: Yogesh Mhatre

UNITED WE STAND, DIVIDED WE FALL

In 2005 I was supposed to go on vacation with my family to Italy. However, nothing went the way it was supposed to. Two weeks that were meant to be filled with joy and laughter together with people that I love turned into two weeks of confusion, powerlessness and grief.

It was the end of summer, a couple of weeks before classes started again. My younger brother and I had been looking forward to the trip ever since we got out of school in June. We were going to visit a close friend to our family who lives on the island Ischia (located about thirty kilometres southwest of Naples). A big part of my excitement was that beyond my close family (my father, brother and stepmother) my grandparents and my two uncles were also joining us – this might not sound like every twelve-year-olds dream but I'm very fond of my family and I enjoyed spending time with them even back then.

A couple of days before the date of our departure my mother called my father and told him that my brother couldn't come. He had fallen ill. I was told that he experienced severe headaches coupled with throwing up. I didn't think much of it then – my only thought

was a slight irritation directed towards my brother: "How could he be so stupid to get sick now?". I thought that it would have passed before we even got home.

The last couple of months I had been very angry at my brother because he never had the energy and stamina to play with me outside. I constantly let him know that if he would just exercise more, eat less candy and try harder, all of his shortcomings would go away. In reality he exercised more than I did, ate less candy than I did and tried harder at everything he did than I had ever done. Somewhere inside of me I knew all of this – but this only increased the seething anger that I felt towards him: "Why is he so lazy? Why can't he play tag for more than five minutes?". I will probably never forgive myself for the way I felt during this period of my life – I just didn't know better at the time.

The day of our departure came and we left for Italy without him. The first two days were fantastic even though I felt a looming and very serious state of mind from the grownups. On the third day my father received a call; during an MRI-scan at the hospital they found a tumour slightly bigger than the size of golf ball inside my little brother's brain. In all honesty I didn't think much of

it – why couldn't they just open him up and take it out? I went on with my daily activities that I had established on Ischia (mostly swimming and eating). I even thought it was strange that my father decided to fly back home the day after the phone call. It was all very surrealistic – no one really understood what had happened.

My strongest memory and the exact point in time when I started to understand what was going on was during a conversation with my grandmother. We were sitting on a couple of stone steps outside the house we were living in. I don't remember what we talked about before or after this took place but I asked her: "Is there a chance he will lose his sight?" and she answered: "Yes"; for some reason this was the trigger for an ocean of tears and a feeling of endless despair. This in turn was also very surrealistic because I knew that there were worse outcomes for the surgery than the loss of his sight. Besides from this very strong memory everything else during our time on Ischia is blurred – which is understandable in hindsight.

Those two weeks in Italy was the starting point of the worst years of my life as well as my family's. I have grown to despise hospitals – not because they are bad but for all the bad feelings they instil



in me; the sight of my brother strapped with tubes, a swollen head and bandages everywhere is still very much alive in me. At the same time, I'm endlessly grateful for all the goodhearted and hard-working hospital personnel that has given my family support and helped us over the years. Without them my brother wouldn't be alive – and I wouldn't be the person I am today. Although I would never wish this upon anyone else I would be lying if I didn't say that those years have invigorated me as a person – through anger, despair and sorrow – it has made me stronger.

For myself the worst part of these years was the powerlessness to impact my brother's health – as an older brother I was supposed to protect him – but I couldn't do a thing. Few things are as frustrating as not being able to change the outcome of a certain event. For almost every situation we're given the opportunity to impact

the result. As citizens of a democracy we can vote to change the outcome of the election; we can choose whatever education we want to; in short we can decide how we want to live our lives. But when it comes to diseases such as cancer (luckily my brother's tumour wasn't malignant) we put our faith in someone else's hands.

With October behind us we are made aware that we do have a chance to improve the odds of whoever is stricken with this hell of a disease. Since it's start in 2003 the Rosa Bandet-campaign has raised five-hundred-and-ninety-three million (593 000 000) kronor – which is a lot money but far from enough. Cancer and tumours are the second most common cause of death for people in Sweden, preceded by only cardiac diseases. If everyone in Sweden donated one hundred (100) kronor today, we would raise roughly nine hundred-and-ninety (990 000 000) kronor. I wish that we do not for-

get all of this just because October has come to an end and that the Rosa Bandet-campaign is done for this year.

If we have the power to make change for the better - wherever in the world - it is our duty to do so. It is our duty to help anyone who are not able to help themselves. This should imbue our every action if we want to build a better world – if not for ourselves but for our future children. Whether it is cancer, climate change or war - the burden lies with us.

Our strength lies in our numbers – one person can rarely change the world but together we can.

If you want further reading regarding this particular cause you should visit Cancerfondens website.

Let's make change together.

Text: Fritjof Bengtsson

Photo: Judit Klein

MONTHLY MASHUP

SPECIAL EDITION

VINTERBALEN

Vinterbalen is one of the many committees of LundaEkonomerna. Their mission is to host the biggest event of LundaEkonomerna. *"We want to give you a one of a kind memory that will follow you through the rest of your life."* This year is the 16th edition of Vinterbalen. The committee consists of Kio, the Grand Marshal, and five members. To their help they have 28 marshals, who's job is to keep the ball guests from going crazy.

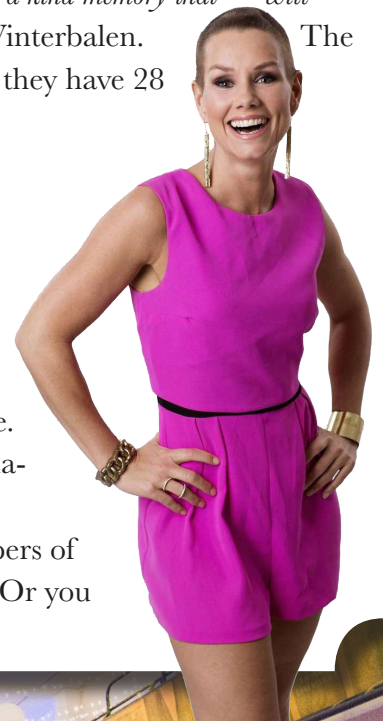
When? 10th of December. Lunch is 11th of November

Where? Ball in AF-Borgen. Lunch at Malmö Nation

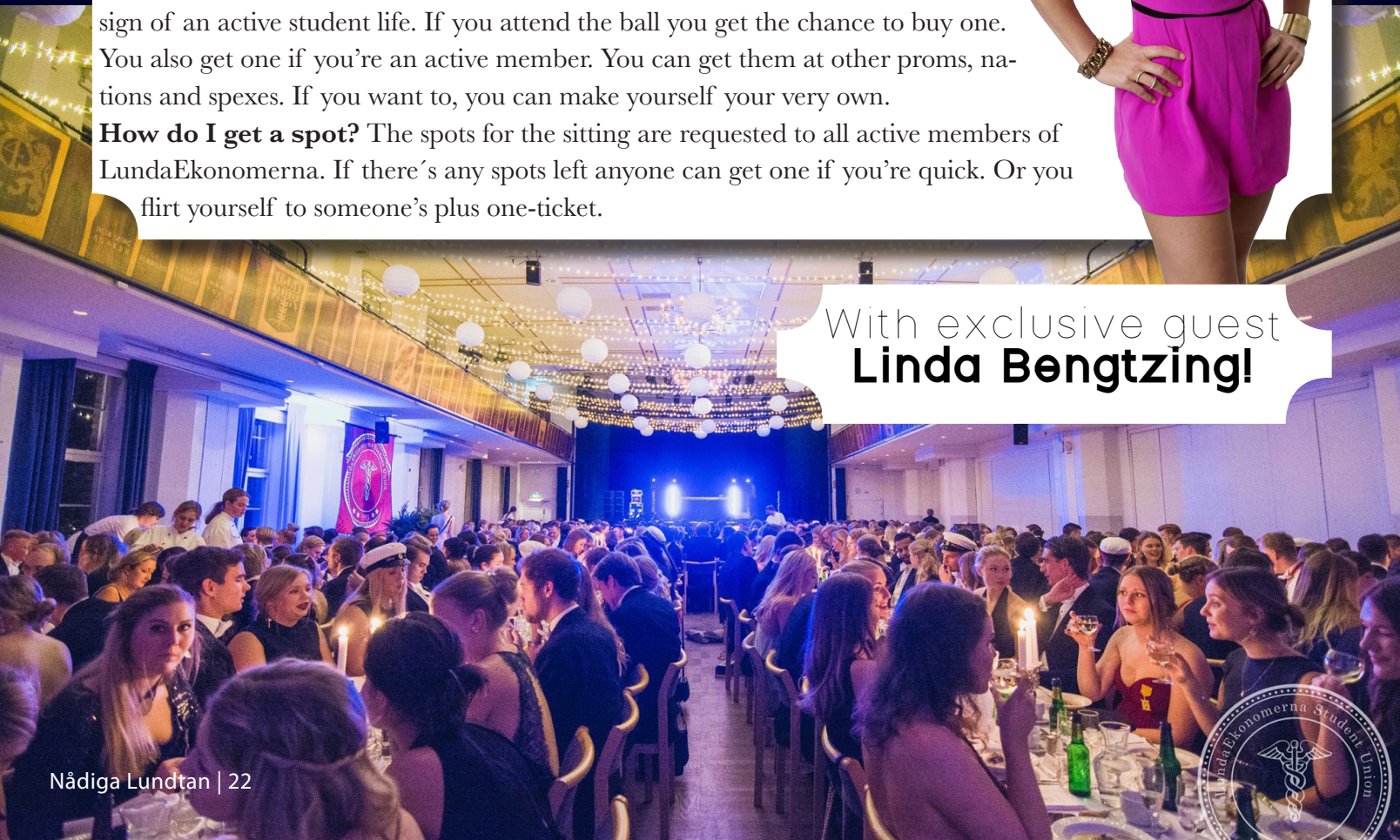
What do I wear? White tie

Follow-up question: **How do I get one of those fancy medals everyone is wearing on their coats and dresses?** Most medals are given as a thanks or sign of an active student life. If you attend the ball you get the chance to buy one. You also get one if you're an active member. You can get them at other proms, nations and spexes. If you want to, you can make yourself your very own.

How do I get a spot? The spots for the sitting are requested to all active members of LundaEkonomerna. If there's any spots left anyone can get one if you're quick. Or you flirt yourself to someone's plus one-ticket.



With exclusive guest
Linda Bengtzing!



This month we're getting to know our very own grand marshal **Kio Zargarinejad!**

Hi Kio! How are you doing?

I'm good thank you! Lovely with some snow!

What is the best thing about being Grand Marshal?

The best thing is to, together with my team, create a two day event that hopefully will be appreciated by so many people. You can build your own dream ball.

What is your vision about the ball? What will make Vinterbalen special from other balls?

This year we have, unlike other years, put much focus on creating news about the ball, freshen many parts of it up, add much new, like the lunch. Compared to other balls in Lund we differ ourselves with how the evening is disposed. For example how the entertainment will look.

What are you most nervous about?

I won't tell you what I am most nervous about. What I am second most nervous about is whether everything will float as good as I hope. And if everyone will have as fun as I wish.

The editorial staff is very excited about the lunch! Tell us about it!!

We have never had a lunch before. We felt that if we are to compete with the other big balls in Lund we had to have one as well. We are going to be at Malmö Nation because it is smaller but more intimate and better hang. We have put a lot of effort in offering a fun day party but also on not having to dance all the time, there ought to be options.

When does the work begin? When did you book Stora Salen?

Stora Salen is booked three years at a time. I started in the end of February, it was very many new things all the time. The rest of the committee was engaged in the beginning of April.

How psyched are you about the ball??

Extremely psyched! I have really really really been looking forward to it. Especially as you picture yourself the ball during the planning, and to experience it for real will be magical.

What is your best ball-memory?

The high school ball. It was the first time you wore a white tie, and everyone was dressed up and looked pretty. That is the thing that makes proms so special.

What will you do on Monday 12th?

I will probably wake up with anxiety over that everything is over. Take some days off and realize what I have achieved. There will be vacuum. Ten months of planning and then everything's over after two days. Good thing I'm going to Hong Kong for exchange studies next semester. Then next fall I will catch up with everything that I have missed during this semester due to much planning.





10th of december:
Vinterbalen. The annual ball
 held by LundaEkonomerna. A
 night you won't forget!

11th of december:
Vinterbalen Lunch. First time
 ever!



Text: Hanna Rasmusson
 Photo: Gelle Dagblad, Julia Hellgren & Johan Gustavsson



CHANGE MANAGEMENT AND EXISTENTIALISM

Heraclitus, the Greek philosopher, who was born more than 2500 years ago, said that *"The only constant is change"*. This is maybe true, but Theresa M. Welbourne in 2014 also underlined that *"Change is escalating, and the current models of managing change do not seem to be working well"*. Interestingly, in order to handle change in organizations consultants applied grief management models because they saw a similarity between grieving in general and grieving loss of a job or department.

Since this approach starting in the '60s is said to be outdated nowadays, she proposed three main guidelines for managers:

1 *"Quit thinking about change as something that is negative."*

Jean Paul Sartre,
12th of July 1965.

2 *"Stop talking about change management as an event."*

3 *"Use new models and move away from those based on grief management."*

Beside moving away from traditional change management strategies, in 2012 Robert J. Blomme and Kirsten Bornebroek-Te Lintelo also proposed using

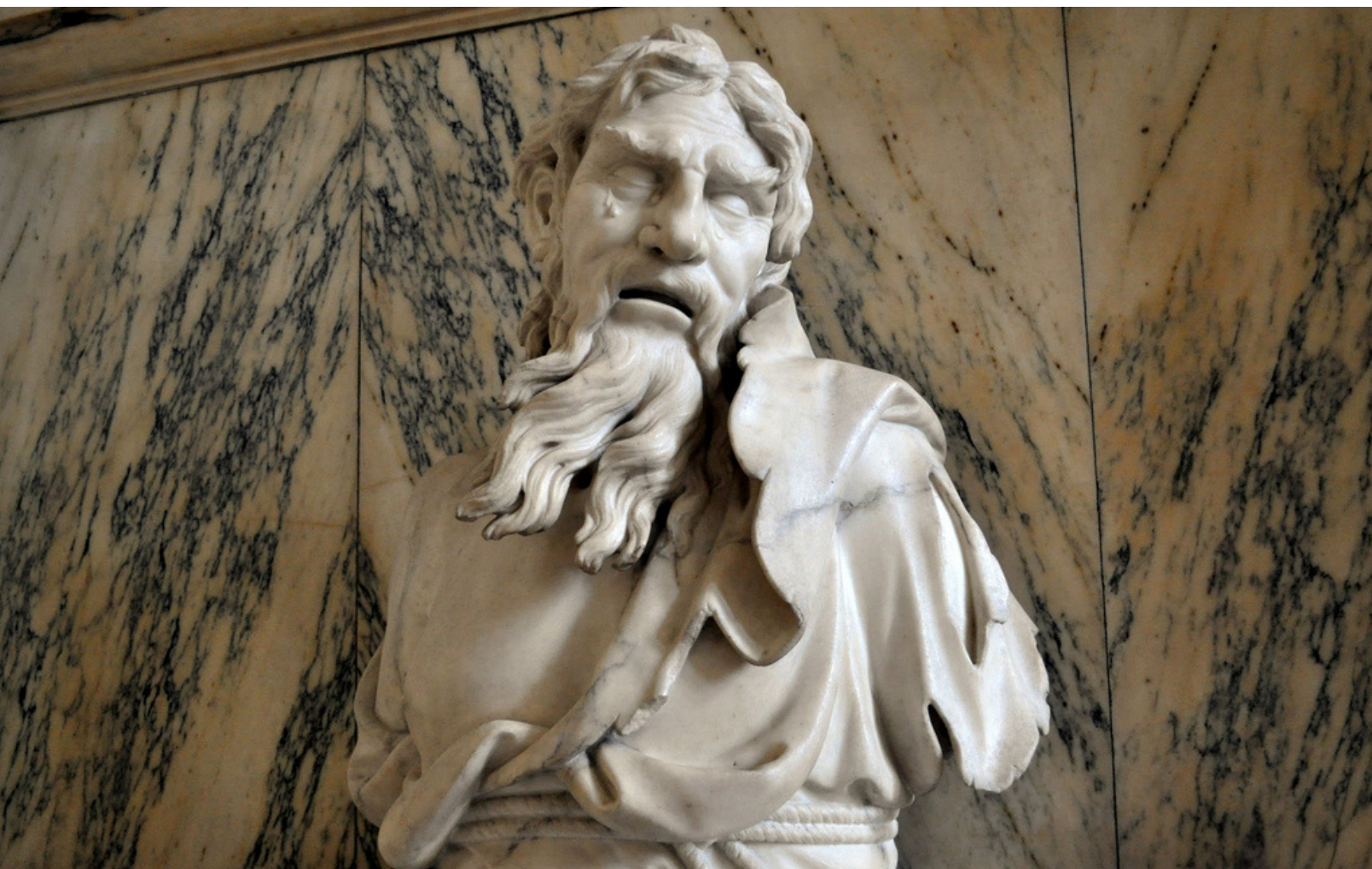
notions from existentialism as a novel approach to have a better understanding of behavior in organizations.

"I have lately been told of a lady who, whenever she lets slip a vulgar expression in a moment of nervousness, excuses herself by exclaiming, 'I believe I am becoming an existentialist.'"

- Jean-Paul Sartre, in a lecture at Club Maintenant in Paris, 1945.



The authors argue that organizations are social networks in which people are motivated to participate because of their need to reduce equivocality or ambiguous conditions. This is influenced by existential fears and to avoid them, people make sense of their environment by using past experiences and contexts, which leads to stability in organizations. Since the sense-making process is limited by anxiety, they examine the four existential fears - as a base to describe condi-



Heraclitus

tions for change - proposed by the American existential psychiatrist, Irvin D. Yalom: death, freedom, existential isolation and meaninglessness. What is the relationship between these themes and change?

Death: Although confronting the foundation of our existence can be painful, organizations should accept their finiteness which would result in decreased anxiety thus allowing new organizational behavior to emerge.

Freedom: Since we are responsible for the course of our life and our actions, organizations should provide autonomy for their members to follow their aspirations “to align these with the identity or being of the organization constructed by everyone in it.”

Existential isolation: It is important to establish the feeling of inclusion to provide a sense of belonging. Although relationships cannot eliminate isolation, they can counterbalance existential pain.

Meaninglessness: We need meaning, but the world is indifferent. This is the human absurdity according to Albert Camus. The organization can provide a bigger picture that the members are looking for in order to allow for a mature relationship between the individuals and the organization resulting in more effective contribution.

If these conditions are reflected upon – the authors propose – anxiety from these four existential fears can be reduced inducing

change and increased adaptability of the organization. Although it can be comforting to identify sources of anxiety and their relation to change, it can be still difficult to find appropriate ways to implement them in real life, not just in organizations but regarding individuals. In “The Myth of Sisyphus” described by Camus the gods had condemned Sisyphus to roll a rock up a mountain, while the rock would fall back every time because of its own weight. Camus concludes “*The struggle itself toward the heights is enough to fill a man’s heart. One must imagine Sisyphus happy.*” If Sisyphus can be happy, we might have a chance too.

Text: Benjamin Kallai

Photo: Wikimedia Commons & Afshin Darian

A NEW ERA IN SHOW JUMPING



Over the last few years there has been a major change in the sport of show jumping. Back in the days the big players in the sport was often thought to be european countries like Germany, France and Great Britain, plus the US. Compared to other popular sports around the world, show jumping has continued to be centered around Europe and north america, acting like a hegemony in bigger competitions like the olympic games and the world championships. At the olympic games in Rio though, we started to see numerous of countries taking up the battle for medals and getting quite far. Countries like Qatar and Saudi Arabia have been very close to a medal, and individual competitors from countries like Argentina, Japan and Morocco have been climbing closer than ever to the top. A big reason for this is the competition market that have been increasing in both quality and quantity.

Show jumping is a sport that builds a lot on history and reputation, especially with the arenas where the competitions are taking place. Most of the big competitions in Europe have been connected to the "World Cup" series that are held every year since the start in 1979. The World Cup is held in different leagues around the world, and it all ends in a final where the approximately 45 best riders participate. The qualifiers for the final isn't equally divided though. It is usually divided into 20 European riders, 15 from USA, 5 from Canada and 5 from the rest of the world. The reason for this is the quality difference among the leagues, where the European and the North American have been superior compared to their counterparts in the rest of the world. The European league which is the biggest one consist of 13 competitions around the european continent. They are often held in the same countries and arenas. For example here in Sweden, Scandinavium in Gothenburg arrange one of the World Cup competitions, and have held the cup final 13 times. These competitions are only held once a year

and when they do, the competition organizers - of course - wants the very best to show up. This has often led to the fact that few people have been invited to the competitions, and those who have been is often from Europe and the US. This leads to a select few who often are given the chance to compete at a very high standard, making them even better, while those who have been below them haven't been able to. This lack of experience to compete against the top few create a gap between the competitors when they then finally meet at the Olympic games or the final in the world cup.

As I began with, there has now started a paradigm shift within the sport. One big reason for this is the "Global Champions Tour" that was created by Jan Tops from the Netherlands in 2006. He is one of the most well known names in the show jumping community and has been a influential person for the last decades. His goal with this new tour was to increase the interest of media and act as a injection of fresh blod into the sport, as well as to increase the amount of prize money. The tour

is held all around the globe on spectacular locations like the Eiffel Tower, on Miami Beach, the port in Monte Carlo and the city of Shanghai. The whole tour ends in Doha, Qatar in a specially built horse facility. In order to make this possible, new investors and wealthy people that might not have been interested in sponsoring the sport before had to be made. Among the well known sponsors there is companies like Gucci, BMW, HSBC and Longines. The biggest and most interesting sponsor however is the country Qatar, whose riders Jan Tops is training. This collaboration has helped to broaden the sport into the Middle East region and have been contributing with new assets to the whole sport. The interest in the region has also been increased by the fact that the princess of Jordan Haya Bint Al Hussein was the leader of the "International Federation for Equestrian Sports" between 2006-2014. As the interest has been growing in the region for the sport, so has their investment, such as new facilities and arenas for horses, as well as buying and breeding horses for their riders. The sport has gained a lot from this tour thanks to its locations in countries like Qatar and China, countries who hasn't been exposed as much to the top raiders or arenas before. It has also helped to increase the standards of competitions around the world, because of the increasing amount of high quality competitions in different arenas. If its not good enough, the best riders aren't interested to participate, and if they don't show up then the big masses aren't interested in going to the



Qatari rider Sheikh Khalid bin Ali Al Thani during the iopening leg of the Global Champions Tour in Doha.

events. Another way in which the tour stands out is the amount of prize money that are received at each competitions. The winner of the tour-class at each location gets around 130 000 Euro, and the total winner of the whole tour gets roughly 294 000 Euro. These amounts of price money haven't been seen before in the sport, which greatly boosts the interest among many riders and the press. The increased interest from medias around the world also comes from the marketing of well known names, like Georgina Bloomberg (daughter to Michael Bloomberg) and Jessica Springsteen (daughter to Bruce Springsteen). Something that is often forgotten is the great promotor and marketer that Tops is. By tapping into new market regions and concentrate on a more luxurious and top quality

competition he has managed to draw in new groups of people who are willing to invest in the sport, as well as keeping the top riders interested in participating in the tour.

Instead of one big tour as it was before, now there is a couple of them and more emerging, which means that more riders than before are getting the chance to participate among the best riders and arenas and to develop the sport around the world. The interest from new countries will surely continue to increase, which also will develop the sport. To support this it's possible to use the sometimes criticized term of "trickle down economics" which can be seen as the higher standards and money in the top will work its way down. The increased prizes on the best horses that are sold can help horse-breeders and riders on a lower level who might have a good horse to be sold for more money than before. This in terms helps them to build up a working business and makes it possible to go out and compete more and build up a reputation, and so on.

In the end, the marketing of new tours have helped to increase the knowledge and interest in show jumping around the globe. From being a mostly western world centered market and showplace, it is finally moving abroad into new regions and reaching new people who are interested to invest in the sport.

Text: Karl-Johan Ingvarsson
Photo: Charlesowen & Mohan

THE ACHIEVEMENTS OF JAN WALLANDER



Inspector's page
Thomas Kalling
Inspector

To be honest, the achievements of organisations are often down to quite basic stuff: a good idea, hard work and a lot of luck. We may suggest analytical tools all we want but often the list of factors explaining real empirical success will include rather basic stuff. It is therefore we get so delighted whenever a successful organisation (Apple, Ikea, the usual suspects) or a successful person (Steve Jobs, Ingvar Kamprad, again, the usual suspects) actually does have certain features that resemble the ones we think about as generally relevant. But this doesn't happen often.

However, one such person just left us: Jan Wallander passed away in September at the age of 96. For the modern Swedish world of industry and commerce, including researchers like yours truly, his legacy and status is unique. Because his achievements were

remarkable in the mundane, perhaps, world of administration and decision-making. Things you study and my colleagues and I try to teach. Wallander actually used scientifically grounded ideas about structure, decentralisation and, particularly, the art of incentivising, to transform the Svenska Handelsbanken – arguably the most successful bank in the Swedish system over the last four decades – for which he served as CEO and later chairman in the 1970s and 80s.

”Wallander also gave up budgeting, which gave him quite a reputation.”

He decentralised the structure and increased the number of branches, in order to get closer to customers, even if it wasn't the bank for everyone. Decisions were taken locally. They had nice margins on their products and services, and unlike the others, Handelsbanken made few risky bets abroad. Wallander also gave up budgeting, which gave him quite a reputation. “Giving up budgeting – in a bank?” It worked out just fine, as suggested by research. There are other means to control organisational behaviour. One of his main immediate decisions was to create Oktanen – a profit-sharing trust controlled by the employees of the bank. Every year the bank outperforms the industry average, the annual meeting yields a certain

amount to the trust, which primarily has invested in the bank itself (Oktanen is one of the larger owners), apart from adding to the pension as staff retire. If you've worked long enough, you get more than 10 MSEK upon retirement.

Wallander did other things as well to transform the bank, but these initiatives on their own, and, more so, in orchestration, created an institutional platform for the bank to continue to outperform the others and reach above-normal returns year in year out. It is testament not only to brilliant leadership but also to the suggestion that every now and then, a sensible and clever implementation of management ideas can actually result in fantastic things.

There are many other things to be said about Jan Wallander: generous (the research foundation that bears his and Tom Hedelius's names funds basically the entire postdoc research community in the economics and administration fields in Sweden), highly intelligent, sociable, and, at its very core, a decision-maker with a rare quality of judgment. LUSEM awarded Wallander an honorary doctorate in 2006. I'm very proud of this.

P.S. Re my last column: I bang my liberal head against the wall, and plead incompetence. I'm out of sync with certain parts of this world. D.S.

Text: Thomas Kalling
Photo: Jennier Annvik



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PRESIDENT

Charlie Widenfors

November is here and the darkness is devouring us but today I wish to direct some light on the internationalization of LundaEkonomerna and LUSEM. LundaEkonomerna is currently in an interesting, and developing phase.

The last few months have been some of the best of my life. The board has become like a new family to me. I feel support in everything I do and we are constantly learning something new about each other.

We are an organization built on collaboration with the will to help each other.

It's a great feeling to always know that if I ever need help, no matter how big or small the problem is, I can always turn to someone for help.

The spirit of helping each other extends further than the walls of Skånis. In Lund we are a part of two great collaborations: Studentlund and Lund university's student unions. The student organizations in Lund meet on a weekly basis, to discuss how we can make Lund a more organized and successful for students. We focus a lot on making sure that every kind of student feels welcome, and that all personalities, nationalities and backgrounds feel that they can contribute and be a part of our organization, the university life, and everything that comes with it.

We can see that the end of Civilekonomprogrammet has lead to more international students coming to LUSEM. I believe that LUSEM attracts students through our great school and amazing student life that we offer here in Lund. This internationalization of LUSEM will be taking a step further as LUSEM will offer an English bachelor program in business administration and economics. This will hopefully invite even more international students, which will be beneficial in many ways. Swedish students will see positive effects from interacting with international students from the start of the education. Furthermore, companies interested in international students who wish to work in Sweden will be given a chance to interact with them. From an economic point of view it's not profitable to have international students coming here for education and then going back home to pursue their career.

It's my vision that LundaEkonomerna is going to be the natural stepping stone for every international student in to Sweden. Not only socially and educational but also into the business life. This is a fantastic challenge and I am happy to represent such a international and open organization today.



VICE PRESIDENT

Louise Söderqvist

On a national level we collaborate with other student unions from all over Sweden. It is an honor to be a part of this network, and to interact with all those engaged students that travel all over the country to exchange ideas and knowledge.

We reach our goals faster if we help each other and learn from one another.

In a world that sometimes feels more divided than ever, it feels comforting to know that we are stronger.

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