



_newsletter!

E S P A Ñ A
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P O L S K A
U N I T E D K I N G D O M
I S R A E L
S O U T H A F R I C A
B R A S I L
C H I L E



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_letter from the Chairman

I would like to underline the success of our annual conference which took place in Strasbourg last October and thank the 110 attendants of 11 different nationalities who joined us. Special thanks also to Josiane Piot, manager of the office "Les Juristes Associés de Lorraine" in Strasbourg, for her enthusiasm and the time that she spent to organize the event.

Regarding our international development, Pragma is branching out. We are very pleased to welcome both Gustavo Cuevas and Angelica Blanco's offices as new members of our network. This development of Pragma in Chile and Brazil opens new prospects in South America, where we already have a contact with Gustavo Ventura from Uruguay.

The conference in Strasbourg was also the opportunity to sign our Quality Charter. Since Pragma was created in January 2001, one of our major concerns has been to streamline our quality process and we think that the idea of having a quality control system could be a step forward to improve our work as a team.

Enjoy the read of this third issue of our Newsletter. I remind you that it is open to any of us who wish to express himself or herself on any subject!

Michel Lacroix
Les Juristes Associés du Centre – Clermont-Ferrand - France
Chairman of the Board of Directors of Pragma

_new members

BRAZIL **GrowAssociates®**

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Founded in 1998, GrowAssociates offers businesses services, especially those relating to market entry and market position consolidation, as well as market intelligence.



Angélica Blanco is a specialist in intangible rights who has been working at GrowAssociates for 8 years, with deep international experience in services to clients of several industries.

She has majored in Languages - Portuguese/Spanish - and also graduated in Law at University of São Paulo City. She represents the office at the Brazilian Intellectual Property Association, Brazilian Association of Industrial Property Agents and São Paulo Intellectual Property Association.

CHILE

CUEVAS/ABOGADOS

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Cuevas Abogados was founded in Chile in 1984 by a group of renowned attorneys, whose stated mission is to provide a practical and comprehensive application of legal services to the business sector.



Gustavo Cuevas is expert in Financial Law and Capital Markets, Civil Law, litigation, and Sanitary Law.

He obtained his Law degree from Universidad de Chile in 1986 and is master of Civil Law (Université de Droit, d'Economie et de Sciences Sociales, Paris, France). His previous work experience includes Corporate Banking, Crédit Lyonnais and Dresdner Bank Lateinamerika. He is member of the Chilean-French Chamber of Commerce.

_interview: Gyda Mosbak between Italy and Denmark

When she first flew to Rome 35 years ago to visit the Coliseum and the Sistine Chapel, Gyda Mosbak did not know that she would fall in love with an Italian lawyer, Ettore Paparazzo, from Studio Paparazzo in Rome - who would later become her husband - and become one of the few Danish people living in Dante's country. In Italy, she was offered a job with Firestone Tire & Rubber Co, where she worked during 20 years, and then decided to dedicate herself to the upbringing of her 3 children.



Gyda Mosbak and her husband, Ettore Paparazzo,
Studio Paparazzo,
Rome (Italy)

Nathalie Facon: We know Denmark to be the country of the Vikings and Andersen's motherland. Could you tell us a bit more about Denmark?

Gyda Mosbak: Denmark is a small country of islands, which also consists of Greenland and the Faroe Islands. It is part of Scandinavia.

The country has approximately 5.3 million inhabitants.

Characteristic features of Denmark are primarily the welfare system, which ensures equal rights and access to public services for all, and the democratic government. Denmark is also characterised by gender equality, freedom of speech, an active business life and high-quality research and development environments.

Denmark is a member of the EC but has chosen not to take part in the monetary union and the military cooperation.

N.F.: Italian and Danish cultures seem incompatible. What do you most like in Italian people? What do you dislike?

G.M.: The Italians are very open, cheerful and generous. They know how to enjoy life, which is made easier by the good weather conditions, favouring outdoor life where they socialize a lot, including happily also foreigners.

What I dislike most is their lack of punctuality and the fact that they easily make promises that they do not keep. Generally, daily life is also made difficult as they do not respect queues and traffic laws. Very often, information is misleading or incorrect.

Danish welfare state vs. Italian smartness

N.F.: What do you most like in Danish people? What do you dislike?

G.M.: Generally speaking, the Danes are very helpful, frank, reliable and honest. They are informal in dealing with people and put a lot of focus on their personal freedom. Life is made easier since they are very disciplined.

However, since the system takes care of them "from the cradle to the coffin", they are less able to find solutions on their own than the southerners.

N.F.: Would you say that your "multi-culturality" is an advantage to live in Italy?

G.M.: I think so because the Italians generally love foreigners and do their best to try to understand those who do not speak their language.

N.F.: What would you recommend to our members in case they want to do business with a Danish company?

G.M.: When doing business with Danish people, you had better always keep in mind that they require all the information at once: the information about fees, brochures, deadlines or payment dates... It is better to forward all the documents at the same time.

This month's winner:



Congratulations to Efreem Longoni from Interconsulting, Milan (Italy), the winner of our competition who correctly answered last issue's question about the number of European MPs in Strasbourg (732).

This month's question:

It's fun. It's fashionable. It's challenging. It's addictive!

_sudoku

6	1	4	5		
	8	3	5	6	
2					1
8		4	7		6
	6			3	
7		9	1		4
5					2
	7	2	6	9	
4	5	8	7		

Fill in the grid so that every row, every column, and every 3x3 box contains the digits 1 through 9.

You solve the puzzle with reasoning and logic. There's no math involved. Solving time is typically from 10 to 30 minutes, depending on your skill and experience.

Please send your answer before 1st January 2006 to: info@pragma-eu.com

Lots will be drawn to decide the winner.

_annual conference Strasbourg 2005



Hemicycle of the European Parliament



Nathalie Facon, Salvador Balcells



Paolo Spica, Stefano Lecchi



Angelica Blanco Gustavo Cuevas



Josiane Piot, Olivier Richard



Catherine Gilabert, Carlos Manubens



Rossana Colombo, Anna Fiore, Fabio Colombo



Fabienne Bertrand-Loquet, Patrice Serval, Nathalie Facon



Interconsulting's members



Eva Pich, Alba Muxi



Sightseeing tour of Strasbourg by boat

It was the recurring guest star of the conference... You all have liked it so much... It would be a pity not to try it once again...

_flammeküche recipe



for 4 people
 preparation 15 min
 cooking 8 - 10 min
 - 500 g of bread dough
 - 100 g of thin slices of smoked bacon
 - 2 big onions
 - 40 cl of thick cream
 - 2 tablespoons of oil
 - nutmeg
 - salt and pepper

Peel the onions and chop them finely.
 Cut the bacon into small pieces.
 Split the bread dough into two parts and roll into two thin rectangles.
 Oil the oven tray and put the rectangles on it.
 Spread the onions and the bacon.
 Beat the cream with the nutmeg, the salt, the pepper and one tablespoon of oil.
 Pour the mixture on the onions and the bacon.
 Cook for 10 min at a very high temperature (240 °C).
 Eat immediately.



Gustavo Cuevas (Chile), Wojciech Celichowski (Poland), Michel Lacroix (France), Gilberto Gelosa (Italy), Greg Wolton (United Kingdom), Claude Martin (France). Front row: Carlos Manubens (Spain), Cecilia Caria Mendes (Portugal), Angelica Blanco (Brazil).

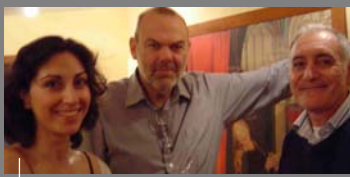
« It was a great pleasure for "Les Juristes Associés de Lorraine" to welcome Pragma's annual conference in Strasbourg, the European capital, symbol of reconciliation, union and widening horizons... Thank you very much for your collaboration and for making the success of this meeting. Welcome also to our new members, Gustavo Cuevas and Angelica Blanco's offices.



Merry Christmas and Happy New Year. See you.
 Josiane Piot. »



François-Pierre Le Goasoz, Christophe Delahousse, Nathalie Perussel-Paoli, Josiane Piot



Aurelia Ben Shlush, Greg Wolton, Ettore Papparazzo



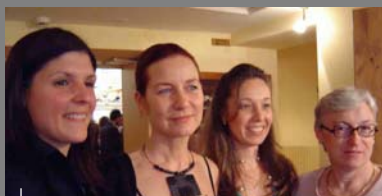
Stefan Pahl (Jurislink, Germany), Jerzy Szczepaniak (Jurislink, Poland), Andreas Dubler (Dubler Attorneys at law, Switzerland), Gustavo Cuevas



Loretta Peretti, Giorgio Rosso, Mario Fedriani



Matteo Centuori, Anna Fiore, Francesco Romano, Rossana Colombo



Carole Chovonziak, Carine Fischbach, Angelica Blanco, Yvette Alizer

_spitting image

We have a new section... We hope you will enjoy it!



Richard Gere



Maurizio Bottoni
 Interconsulting,
 Milan, Italy



Richard Chamberlain



Jean-Louis Giallombardo
 Soginim, Juristes Associés
 Nimes, France