



# LEADERS IN FOCUS

## WITH MARTIN SÖRENSSON

Managing Director at Scania Iberica



Martin Sörensson is the Managing Director of Scania Iberica, a position he has held since January 2025. With over 18 years of experience at Scania, he has held key roles across multiple international markets, building a broad understanding of the company's global operations. Prior to his current role, he served as Managing Director of Scania Financial Services in Brazil, where he led the business through a period of growth in a strategically important market. He also brings direct knowledge of the Iberian market, having served as Financial Director of Scania Iberica between 2016 and 2020. Throughout his career, Sörensson has demonstrated a consistent focus on customer relationships, operational performance, and sustainable transport solutions.

### Swedish fika or Spanish picoteo?

Both! They are both fantastic, and in some ways they complement each other. A Swedish fika is perfect during a long meeting, and there is no better way to finish off the day than with a Spanish picoteo.

### In three words, how would you describe your leadership style?

Humble, listening, and observant.

### What differences have you experienced between Swedish and Spanish leadership cultures, and what have you learned from both?

Swedish leadership culture is generally flatter, while Spanish leadership culture is more hierarchical. Swedes are often more informal in the way we lead, and we prefer to reach consensus before making decisions. Spaniards are usually more direct and place greater importance on titles and seniority. As a leader, you are also expected to give clear instructions. I believe that a combination of both leadership cultures probably gives the best results. In any case, to be successful when leading in a culture different from your own, you need to be humble and listen carefully to the people around you. In my case, since I work in a Scania organization where people are used to working with Swedish colleagues, it makes leadership easier.



*I remember reading and listening to everything he said and did. He was extremely hardworking and always prepared himself to the limit before competing.*



**Choose a fictional character or historical figure you admire as a leader, and explain why.**

I don't really have a fictional character or historical figure that I admire as a leader. However, when I was younger, Gunde Svan was a big idol of mine. Mr. Svan is Swedish and was the best cross-country skier in the world when I was growing up. I remember reading and listening to everything he said and did. He was extremely hardworking and always prepared himself to the limit before competing. That made a great impression on me, and he has always served as a role model for me.

**How do you protect your energy and focus as a leader?**

I think you need to be very disciplined and plan your time well. It is important to prioritize going to the gym, running, doing sports, or any other physical activity. Your body needs to be in good shape for you to stay sharp at work, while also helping you disconnect and enjoy time with family and friends. I am not really a benchmark when it comes to this, and I am still trying to improve. I know what I need to do, but I am not always as consistent as I would like to be.

**In times of rapid change, how do you balance long-term strategy with short-term operational pressure?**

You need to create a structure that gives you both the time and the space to focus on each area. If you do not deliberately set aside time to discuss long-term strategy, it becomes very easy to focus only on the most urgent operational issues.



**Scania is at the centre of the transition towards electrification and sustainable transport. How do you lead an organisation through such a profound industrial shift?**

In such a large transformation, there is naturally a lot of uncertainty. In Spain and Portugal, the shift has only just started, and there is still a long way to go. In other countries where we operate, the transition has progressed further, and we learn a lot from our colleagues in those markets. I think the important thing is to start and learn together with our clients. By testing different solutions in different environments, we build knowledge and understanding that we can apply to new situations. Step by step, this creates competence within the organization and enables us to take on the challenges that come with the transition. As always, it is extremely important to listen carefully to both our clients and our employees in order to understand what is happening in the market.

**Looking ahead, what is next for you personally, professionally, or for the sector you represent?**

Personally, I am very happy where I am today. It is a fantastic opportunity to live and work in Spain and Portugal, and there is still so much I would like to discover in both countries together with my family. Professionally, I have a fantastic team and excellent employees in the company, as well as in the dealership network. I would also like to say that we have really strong and professional clients. Together, we are ready to face the challenges that the transport industry is experiencing, and will continue to experience, in the years ahead.

**Looking back, what advice would you give your younger self?**

Stress less and enjoy life more. Time passes very quickly, so it is important to enjoy it while you can. There will always be a lot of work, so make sure you take care of your family and friends and prioritize doing things you enjoy.