THE BRIDGE

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Journal of SwissCham China 中国瑞士商会会刊 Issue 12 Summer Edition 2007

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The Looming Talent Shortage in China

中国管理人才短缺问题刻不容缓

CEO-Interview with Gustav Erne of Luwa

洛瓦中国首席执行官Gustav Erne专访

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Message from the Chairman

主席致辞

Dear readers,

Welcome to the 2007 Summer Issue of the SwissCham China Bridge magazine. This 12th edition of "The Bridge" does focus on several aspects related to Human Resources (HR). Indeed, HR management is a key challenge in China and a crucial factor in a company's success or defeat.

China's rapid economic development leads to some unavoidable education problems. The lack of specialized talents is embodied by the increasing unemployment rate among young graduates throughout the country. Therefore, the challenge for foreign enterprises to find an appropriate HR management system is essential for being competitive.

Besides, HR management has to be improved and must constantly adapt to Chinese realities. In that sense, the field of HR management has taken an unprecedented expansion for the last few years. This is also the aim of SwissCham China to develop more activities about HR management. In this sense, SwissCham Hong Kong encountered a great success in organizing in April a human resources conference in Macau that coupled with interactive discussions with professional practitioners and consultants.

In April, the visit of State Secretary for Education and Research, Mr. Charles Kleiber, accompanied by a large delegation, was a sign of growing ties between China and Switzerland. This visit has contributed to the promotion of education, research and technology.

This spring, another highlight of the Chamber was the conference from Professor Pierre Tercier, Chairman of the ICC International Court of Arbitration organized by SwissCham Shanghai. Professor Tercier informed the audience about the major significance of the ICC Court of Arbitration for companies in China in the resolution of international business disputes.

Finally, I am happy to welcome Mr. **Fabian Gull,** Editor in Chief and Managing Editor of "The Bridge" magazine and wish him success in directing, managing and developing our publication.

Wishing you all a good reading and a happy summer

Cyrill Eltschinger
CEO, I.T. UNITED
Chairman, SwissCham China

亲爱的读者，

欢迎阅读中国瑞士商会《桥》杂志2007年夏季刊。第12期的《桥》杂志的主题聚焦于人力资源相关的一些话题。毋庸置疑，人力资源管理是在中国的企业面临的一个巨大挑战，同时也是一个企业成败的关键。

中国飞快的发展速度导致了一些不可避免的问题出现，例如教育方面。如今全国范围内应届毕业生持续走低的就业率，体现了专门人力资源人才缺乏的凸现。外国企业也急需建立一套完善的人力资源管理体系来提升自身的竞争力。

与此同时，人力资源管理也必须提高自身以适合中国的国情。由此可见，人力资源领域必将在今后几年里，在中国得到长足的发展。瑞士商会也因此将会在以后的活动中，给予人力资源更多的侧重点。四月份，中国瑞士商会-香港分会在澳门举办了一次人力资源会议，当中也包括了从业人员与咨询专家们的互动讨论。这次会议取得了巨大的成功！

今年四月份，瑞士教育与研究国务秘书Charles Kleiber先生率代表团来华进行了访问。这次访问提升了两国在教育，科技研究上的合作，可以看作中瑞两国之间的一个纽带。

这个春季瑞士商会的又一亮点，是由上海分会组织的，由国际商会仲裁法庭主席Pierre Tercier教授发表的演讲会议。Pierre Tercier教授向与会者们介绍了国际商会仲裁法庭在国际商业纠纷中的决议对在中国的企业的主要意义和影响。

在本文的最后，我很高兴的欢迎**方必安**先生成为我们《桥》杂志的新任主编，并且祝愿他在今后的工作中取得成功！

谢谢各位读者，祝大家过一个愉快的夏季

埃尔钦汗
爱特优科首席执行官
中国瑞士商会主席

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"Excellent Bilateral Relations"

Speech by H.E. Dante Martinelli, Ambassador of Switzerland to China at the National Annual General Assembly of SwissCham China 2007

Presidents,
Dear Members of SwissCham China,
Ladies and Gentlemen,

I am pleased to be here tonight with you on the occasion of the National Annual General Assembly of the Swiss Chinese Chamber of Commerce of China. As you all know, the fast-paced development of China and the emergence of this country as an economic and political world power require a constant and fast upgrade of the Swiss presence. Switzerland and the Swiss government give great importance to our relations with China.

During the year 2006, the bilateral cooperation has therefore been significantly fostered in the economic, political, cultural and educational fields. High-level visits included:

- Federal Councillor Micheline Calmy-Rey, Minister of Foreign Affairs and Vice-President of the Swiss Confederation;
- Federal Councillor Samuel Schmid, Minister of Defence, Civil Protection and Sport;
- State Secretary for Foreign Affairs, Michael Ambühl;
- State Secretary for the Economy Jean-Daniel Gerber.

A series of cultural and scientific events were successfully organized during the year. I would also like to mention the signature of a MoU in the field of education. Finally, the opening of a Swiss Consulate General in Guangzhou last October marked a further milestone in the relations between Switzerland and China. Now the network of the Embassy of Switzerland in China includes three Consulates General in Shanghai, Hong Kong and Guangzhou and in cooperation with Osec the Swiss Business Hub China which is part of the Embassy. It is located at the Embassy and has regional offices in the three Consulates General.

Economic cooperation in 2007

In 2007 Switzerland will continue to actively develop its economic and trade relations with China. In the wake of the short but intense working visit of State Secretary for the Economy Jean-Daniel Gerber last December many official exchanges are to take place in the coming months, notably on export control issues, on intellectual property rights as well as on our agreement for promotion and protection of investments. Furthermore the Sino-Swiss Joint Economic Commission will convene in China at the end of May. Last but not least, we are working on a visit to China by Ms Doris Leuthard, Federal Councillor and Minister of Economy. She will lead a mixed delegation composed of high Swiss officials, important businessmen and representatives of key business associations.

The multiplication of official exchanges in the economic field shows the excellence of our bilateral relations and reinforces the positive overall bilateral framework which contributes to the strengthening of Switzerland's economic presence in China. In 2006, Swiss exports to China grew by 18.1% to CHF 4.01 billion. During the same period, Swiss imports from China went up 16.1% to CHF 3.9 billion, resulting in a small trade surplus of CHF 178 million for Switzerland. If we include Hong Kong, China is now our first trading partner in Asia with imports representing CHF 5.4 billion and exports CHF 8.8 billion. As for Swiss direct investments in China, they have grown consistently to over CHF 5 billion. Today, over 270 Swiss companies are present here with more than 650 branches and an estimate of 55'000 employees.

Since the visit of Federal Councillor Joseph Deiss in July 2005, discussions have been aiming to persuade China into starting negotiations on a Free Trade Agreement, be it in the framework of EFTA or on a bilateral basis. The visit of Minister Doris Leuthard will provide an excellent opportunity to demonstrate to our Chinese partners the high importance we attach to this issue.

Image campaign for Switzerland

2007 will also constitute an important step in the promotion of the image of Switzerland in China. A five-year campaign designed to increase

the visibility of our country will be launched. This programme will be coordinated by Presence Switzerland through the Embassy and include all institutional partners active in China, such as SwissTourism, Osec, Pro Helvetia, Location Switzerland, etc.

The three highlights of this campaign will be :

1) the setting up of a "House of Switzerland" as a centre for Swiss activities during the Olympics, as a venue for events as well as for the general Chinese public keen to experience Switzerland;
2) a Swiss Pavilion during the World Expo of Shanghai 2010;
3) a series of projects to be held in various Chinese cities in the next five years.

Two main themes will underline this programme :

1) the outstanding quality of life in Switzerland (a world leading country for research, innovation and high technology; the beauty of the Swiss landscape; a high degree of environmental protection);
2) the internationality of Switzerland, highly regarded worldwide and illustrated by the presence of the European headquarters of the UN in Switzerland along with many other International Organisations. This internationality is further underlined by the presence of the International Olympic Committee that has been playing a crucial role in view of the Beijing Olympics and constitutes an additional strong link between Switzerland and China.

Ladies and Gentlemen, As you can see, Switzerland is actively taking up the challenge posed by the fast-paced development of China to promote Swiss interests in the most efficient way. In this perspective, the Embassy will continue to work closely with the Swiss community in China and involve you as much as possible in the implementation of these projects. Your input and support will be highly appreciated.

Role of SwissCham China

Finally, I would like to underline the role played by your association. SwissCham contributes to the promotion of the bilateral relations between Switzerland and China. All over the world the contribution of a Swiss Chamber of Commerce has a privileged position among the numerous institutions participating in the development of Swiss interests. This applies in particular to China where the Chamber represents our important Swiss business community with its profound local knowledge and its dynamism. SwissCham's contribution is much welcomed and its value will be all the more effective and appreciated if it is based on the continued consolidation of the Chamber's activities and membership

Let me wish you a prosperous year 2007 and all the best for the future activity of SwissCham China.

Thank you for your attention!

The Supply Paradox

To make the move from manufacturing to services, China must raise the quality of its university graduates

By Diana Farrell, Director McKinsey Global Institute, and Andrew Grant, Director Shanghai office McKinsey

With a huge supply of low-cost workers, mainland China has fast become the world's manufacturing workshop, supplying everything from textiles to toys to computer chips. Given the country's millions of university graduates, is it set to become a giant in offshore IT and business process services as well? New research from the McKinsey Global Institute (MGI) suggests that this outcome is unlikely. (The full report, The Emerging Global Labor Market, is available free of charge online.) The reason: few of China's vast number of university graduates are capable of working successfully in the services export sector, and the fast-growing domestic economy absorbs most of those who could. Indeed, far from presaging a thriving offshore services sector, our research points to a looming shortage of homegrown talent, with serious implications for the multinationals now in China and for the growing number of Chinese companies with global ambitions.

Enormous potential

If China is to avoid this talent crunch and to sustain its economic ascent, it must produce more graduates fit for employment in world-class companies, whether local or foreign. Raising the graduates' quality will allow the economy to evolve from its present domination by manufacturing and toward a future in which services play the leading role—as they eventually must when any economy develops and matures. The conditions for a flourishing offshore services sector will then surely follow. China's pool of potential talent is enormous. In 2003 China had roughly 9.6 million young professional graduates with up to seven years' work experience and an additional 97 million people that would qualify for support-staff positions. Despite this apparently vast supply, multinational companies are finding that few graduates have the necessary skills for service occupations. According to interviews with 83 human-resources professionals involved with hiring local graduates in low-wage countries, fewer than 10 percent of Chinese job candidates, on average, would be suitable for work in a foreign company in the nine occupations we studied: engineers, finance workers, accountants, quantitative analysts, generalists, life science researchers, doctors, nurses, and support staff.

Bias towards theory

Consider engineers. China has 1.6 million young ones, more than any other country we examined. Indeed, 33 percent of the university students in China study engineering, compared with 20 percent in Germany and just 4 percent in India. But the main drawback of Chinese applicants for engineering jobs, our interviewees said, is the educational system's bias toward theory. Compared with engineering graduates in Europe and North America, who work in teams to achieve practical solutions, Chinese students get little practical experience in projects or teamwork. The result of these differences is that China's pool of young engineers considered suitable for work in multinationals is just 160'000—no larger than the United Kingdom's. Hence the paradox of shortages amid plenty.

For jobs in the eight other occupations we studied, poor English was the main reason our interviewees gave for rejecting Chinese applicants. Only 3 percent of them can be considered for generalist service positions

(those that don't require a degree in any particular subject). Overall communication style and cultural fit are also difficult hurdles. One Chinese HR professional points out, for example, that Chinese software engineers would find it hard to draw up an information flowchart for an international five-star hotel, not because they don't understand flowcharts, but because state-run hotels in China—the only ones they know—are so very different. Some people argue that a willingness to work long hours will compensate for any deficiencies in the suitability of China's talent. Although this may hold true to some extent in manufacturing, it is likely to make only a marginal difference in services because of the specific skill deficiencies that come into play.

On top of the generally low suitability of Chinese graduates, they are widely dispersed. Well over 1,500 colleges and universities produced the 1.7 million students who graduated in 2003, and likely less than one-third of them had studied in any of the top ten university cities (Exhibit 1). Just one-quarter of all Chinese graduates live in a city or region close to a major international airport—a requirement of most multinationals setting up offshore facilities. Compounding that problem is a lack of mobility: only one-third of all Chinese graduates move to other provinces for work. (By contrast, almost half of all Indian students graduate close to a major international hub, such as Bangalore, Delhi, Hyderabad, and Mumbai, and most are quite willing to move.) As a result of these two factors, world-class companies that want to hire service labor in China have difficulty reaching as much as half of the total pool of graduates.

Finally, companies that wish to set up services offshoring operations in China face more competition for talent than they would in other low-wage locations. In India and the Philippines, for example, the local economy is growing less briskly, and working for a company that provides offshore services is therefore a good option. In China, domestic and multinational companies serving the fast-growing domestic market already provide attractive opportunities for suitable graduates, and there are many more jobs in the manufacturing export sector. As a result, it's wrong to assume, as many companies do, that every suitable young professional in China is available for hire in the services offshoring sector.

War for talent

More crucially, companies that are already in China and serve its fast-growing domestic market will also, our research shows, have difficulty finding enough suitable employees in key service and managerial occupations.

The demand for labor from just the large foreign-owned companies and joint ventures that now do business in China highlights the problem. From 1998 to 2002, employment in these two categories rose by 12 and 23 percent a year, respectively, to about 2'700'000 workers. Assuming that 30 percent of these workers must have at least a college degree and that the labor demands of such companies continue to grow at the same rates, they will have to employ an additional 750'000 graduates from 2003 through 2008. China, we estimate, will produce 1'200'000 graduates suitable for employment in world-class service companies during that period. So large foreign multinationals and joint ventures alone will take up to 60 percent of China's suitable graduates before demand from smaller multinationals or Chinese companies even enters the picture (Exhibit 2).

If these numbers suggest fierce competition for China's best graduates, unemployment statistics confirm that impression. In 2003 just 1 percent of the country's university graduates were unemployed—an almost negligible rate. Unemployment among the graduates of China's colleges is a bit higher, at about 6 percent.

Effective managers are in short supply as well. We estimate that given the global aspirations of many Chinese companies, over the next 10 to 15 years they will need 75'000 leaders who can work effectively in global environments; today they have only 3000 to 5000. Management talent generally comes from several sources—offshoring enterprises that train lower-level workers, industries that produce managers with relevant skills, and expatriates who have worked or studied in countries with developed economies. But people from all of these sources are scarce in China. Although multinational companies there do currently train and promote managers from entry-level positions, the process is time consuming and costly. Moreover, with levels of foreign direct investment so high, multinationals often resort to poaching from each other. The problem is all the worse because not many middle managers can be hired from Chinese companies; only people employed by very high-performing ones (such as the consumer electronics company TCL) have the skills and cultural attributes needed to work for the multinationals. A more plentiful source of middle-management talent is the large number of ethnic Chinese who fill management roles for companies in Hong Kong, Singapore, and Taiwan. These people can be recruited to mainland China but often require "local-plus" packages: wages and benefits above what the locals receive, though less than the full expatriate package.

Major problem

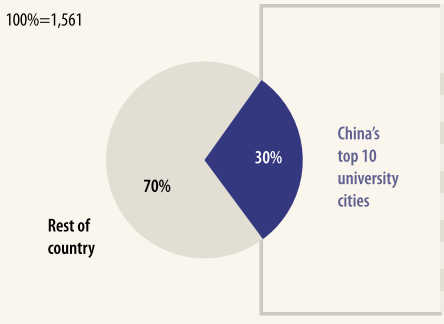
A shortage of world-class university graduates in key occupations such as finance, accounting, engineering, and business represents a major problem for multinationals in China, for Chinese companies, and for the country's policy makers. Companies need these graduates to improve their marketing and product-development efforts, to understand consumer tastes, to develop customer service and after-sales-service operations, and to raise their local financial and accounting standards. In the longer term, China's economy as a whole needs more such graduates if it is to compete in the world beyond the simpler, labor-intensive manufacturing areas in which it is now the global leader.

As economies develop, they shift from labor-intensive manufacturing to higher-value areas, notably marketing, product design, and the manufacture of sophisticated intermediate inputs. Northern Italy's textile and apparel industry, for example, has moved most garment production to lower-cost locations, but employment remains stable because companies have put more resources into tasks such as designing clothes and coordinating global production networks. Similarly, in the US automotive industry, imports of finished cars from Mexico increased rapidly after the North American Free Trade Agreement took effect, but at the same time exports of US auto parts to Mexico have quadrupled, allowing much of the more capital-intensive work—and many of the higher-paid jobs—to remain in the United States.

Exhibit 1

Scattered scholars

Geographical distribution of China's universities and colleges, 2003



	Number of universities, colleges
Beijing	76
Shanghai	57
Wuhan	50
Guangzhou	49
Xi'an	43
Tianjin	41
Changsha	38
Nanjing	37
Zhengzhou	36
Chongqing	35

Souce: China's Ministry of Education; McKinsey analysis

With an estimated 150 million surplus unskilled rural workers, who can be hired mainly by manufacturers, China is decades away from developing a consumer-oriented service economy. But policy makers must make that their ultimate aspiration. No nation will remain the world's low-cost manufacturer forever, and if it were to try to do so, its living standards would stagnate at today's levels—or even decline. Today China's economy is greatly tilted toward manufacturing, and the services sector is notably underdeveloped (Exhibit 3). But in China, as in all economies, services will be the future engine of job growth. According to Alliance Capital Management, the country's manufacturing sector shed 15 million jobs from 1995 to 2002, when large state-owned factories restructured their operations. As manufacturing productivity rises, still more jobs will be lost.

Creating the conditions that attract offshore services operations will help China move up the ladder. The country does have some strong advantages in this arena, notably low labor costs, an enormous domestic market, and a relatively high-quality infrastructure. Offshore services activities are often developed from existing operations, so China's services offshoring sector is most likely to arise as an offshoot of the activities of companies that are already there.

Pharmaceutical and software companies will probably take the lead, for in these industries some multinationals have already set up Chinese R&D operations to customize products for local needs. Several players now use incremental capacity in their Chinese R&D facilities to serve overseas markets too. Pharma companies can also run bigger, and therefore faster, clinical trials in China more cheaply, thereby cutting overall product-development costs as well as approval and release times. In addition, mainland China could emerge as a base for business process offshoring by multinationals that serve Chinese-speaking populations elsewhere—such as Hong Kong, Singapore, and Taiwan—if the country solves its looming shortage of qualified labor.

Addressing the shortage

Raising the quality of China's graduates will be a long-term effort, but even modest improvements would make a huge difference. If the proportion of Chinese engineering graduates who could work at global companies increased to 25 percent (as it is in India), from today's 10 percent, China's pool of qualified young engineers would be among the world's largest by 2008.

How can the country raise the quality of its graduates? First, it must change the way it finances its universities. Expenditures for tertiary education are growing quite rapidly—from 2000 to 2002, by more than 50 percent. The number of students increased even more, however, so expenditures per student fell by 5 percent. Funding is also spread unevenly throughout the country: in Beijing average spending per student is more than 30 percent higher than it is in second-place Shanghai and more than twice the level in 25 of the 31 provinces. More money should be focused on raising quality than quantity, and funds for institutions in places other than Beijing and Shanghai should rise dramatically.

In addition, China must continue to improve its English-language instruction. Since 2001, the Ministry of Education has required all students to start learning English in third grade. This is a step in the right direction and will pay dividends in the long run, but English classes are still very large, even at universities, because teachers are in short supply. Furthermore, conversational skills receive too little attention. To resolve both of these issues, China must train many more English teachers and do more to recruit them from abroad. For the foreseeable future, companies themselves will have to invest more in training and developing the talent they need.

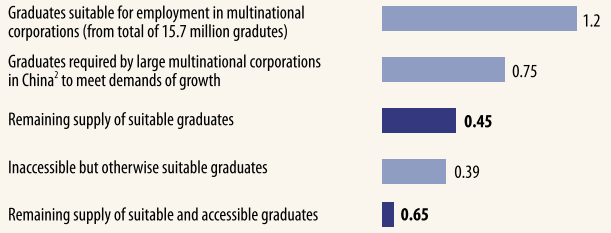
China needs its expats

Companies can also work with policy makers and university leaders to bring curriculums—not only at the top universities but also throughout the university system—more in line with the needs of industry. Software projects are team efforts that require less theoretical knowledge than application skills, which Chinese graduates lack, according to managers at multinational companies. In response, Microsoft has formed partnerships with four universities in China. Other companies should adopt similar policies. Such public-private education programs make students more suitable for good jobs with world-class companies and ease the transition to middle-management roles later on.

Finally, China's policy makers must ensure that its many students who study abroad return home, since a relatively high proportion of them have the skills needed to work for multinationals. In 2003, some 120'000 Chinese students were studying abroad—the highest number of any of the 28 countries whose supply of graduates MGI has investigated. Moreover, half of these Chinese students were living in the United States, the largest overseas market linked to China. India's diaspora, including people who have returned to their homeland, has played an important role in the growth of the Indian IT and business process services sector while helping to alleviate the country's management shortage. China too needs its expats.

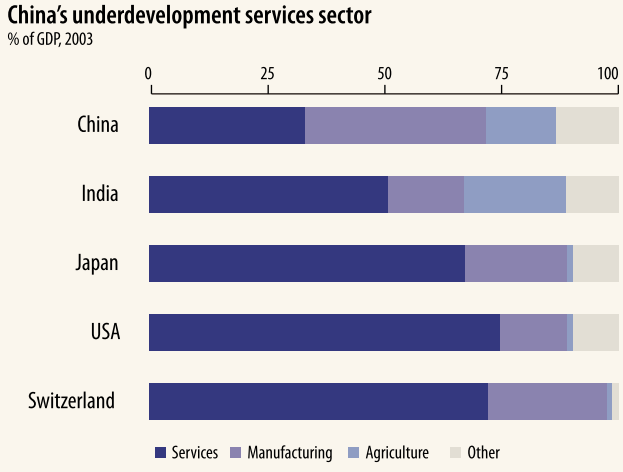
China faces a looming labor shortage that could stall not only its economic growth but also its migration up the value chain. Reforms in the educational system—including a greater emphasis on practical and language skills—will help the country fill its skilled-labor gap.

Exhibit 2



[1] Includes all university degree except MDs; figures do not sum to total, because of rounding.
[2] Enterprises with revenue over $604,000 in 2002 and workforce of >1,000 full-time equivalents.
Soucе: McKinsey Global Institute Labor supply database

Exhibit 3



Source: 2005 World Development Indicators, World Bank;
McKinsey analysis

应对中国隐现的人才短缺

从制造业转向进军服务业，中国必须提高大学毕业生质量

作者：Diana Farrell， 麦肯锡全球研究院资深董事; 高安德(Andrew Grant)，麦肯锡中国分公司资深董事

凭借低成本工人的巨大供应量，中国已经迅速成为全世界的制造工场，提供从纺织品到玩具再到计算机芯片的各种产品。该国的大学毕业生数以百万计，那它是否也会成为离岸IT和业务流程服务的巨头呢？

来自麦肯锡全球研究院的研究表明，这是不大可能的。原因在于，中国庞大的大学毕业生队伍中极少有人具备在服务出口行业成功工作的能力，而快速增长的国内经济已经吸引了大多数具备此种能力者。

实际上，我们的研究非但没有预言会出现一个繁荣的离岸服务行业，反而指出国内培养的人才隐现短缺，这对目前在华的跨国公司和日渐增多的胸怀全球的中国企业将产生严重的影响。

为了避免这种人才短缺和维持经济上升，中国必须培养出更多适合在世界级企业就业的大学毕业生，无论这些公司是本土企业还是外国企业。提高大学毕业生的质量将使该国的经济从目前制造业为主转向未来由服务业唱主角——随着任何经济体的发展和成熟，服务业都必须如此。那么实现离岸服务业繁荣的条件定将随之出现。

巨大的潜力

中国的大学毕业生队伍非常庞大。该国今年将有310万大学毕业生，而美国只有130万。同时，中国的工程类大学毕业生将超过60万，而美国只有大约7万。中国这些新的大学毕业生使得原本已经相当可观的大学毕业生队伍更加壮大：2003年中国已经拥有850万大学毕业的拥有最长七年工作经历的年轻专业人士。

尽管表面上有如此巨大的供应量，但跨国公司却发现大学毕业生当中极少有人具备从事服务业的必备技能。根据对83位在低工资国家招聘本土大学毕业生的人力资源专业人士的访谈，平均只有不到10%的中国求职者适合在外国企业中担当我们所研究的九种职位：工程师、财务人员、会计、定量分析员、通用类人才、生命科学研究人员、医生、护士和辅助人员。

以工程师为例。中国拥有160万年轻的专业人士，这要比我们所考察的任何其他国家都多。实际上，中国的大学生有33%都是学工程的，而德国只有20%，印度则只有4%。然而，我们的受访者指出，中国工程类职位的求职者存在的主要缺点是教育体系偏重理论。欧洲或北美的工程类大学毕业生参与团队协作寻求实际的解决方案，相比之下，中国学生缺乏参与项目或团队协作的实际经验。这些差异导致被认为适于在跨国公司中工作的中国年轻工程师的数量仅有16万人——不比英国多。因此便有了这种丰富中存在短缺的悖论。

在我们研究的八类其他工作中，英语差是我们的受访者拒绝录用中国求职者的主要原因。他们当中只有3%可被考虑充任普通服务职位（即不需要在任一特定学科具备学位的职位。总体沟通风格和文化上的适合也是困难的障碍。）例如，一位中国的人力资源专业人士指出，中国的软件工程师发现难以为一家国际五星级酒店画一份信息流程图，原因并不是他们不懂流程图，而是中国的国营酒店（他们只了解这种酒店）与此实在大相径庭。 有人声称愿意长时间工作可以弥补中国人才在生产率方面的任何差距。尽管在制造业内从某种程度上来说确实如此，但在服务业内却只会带来些许差异，因为产生影响的是特定技能的缺失。

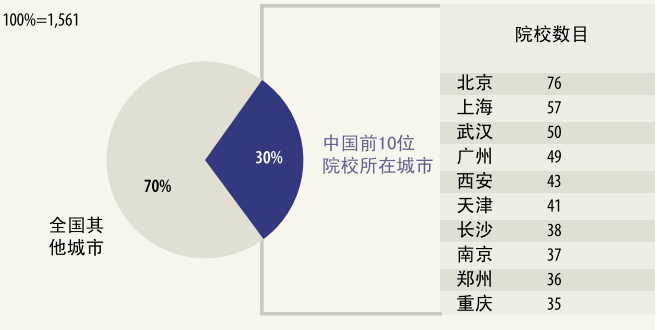
中国大学毕业生除了普遍适合性低以外，他们的分布还极广。2003年有170万学生从1,500多所院校毕业，其中不到三分之一曾在十大城市之一就读（图表1）。中国大学毕业生中只有四分之一生活在接近主要国际机场的城市或地区——这是大多数跨国公司建立离岸基地的必备条件。缺乏流动性则使这个问题更加复杂化：中国大学毕业生中只有三分之一流向其他省份就业。（相反，印度学生中将近一半人是从靠近班加罗尔、德里、海德拉巴德、孟买等主要的国际枢纽城市的地区毕业的，而且印度人非常愿意流动。正是由于这两个因素，那些想在中国雇用服务性劳力的世界一流公司要想从一半大学毕业生中进行招聘都会有困难。图表1

最后，希望建立离岸业务的企业在中国比在其他低工资国家面临更多的竞争。例如，在印度和菲律宾，当地经济增长不太活跃，因此为提供离岸服务的公司工作是一个很好的选择。在中国，国内公司以及跨国公司为快速增长的国内市场提供服务，为合适的毕业生已经提供了吸引人的机会。在制造出口行业也有很多工作机会。因此，尽管许多人认为服务型离岸行业可以雇用所有合适的年轻专业人员，但是这样假设是错误的。

图表1

分散的人才

2003年中国院校地理分布



资料来源: 中国教育部; 麦肯锡分析

人才争夺战

我们的研究发现一个更加严峻的现实：为中国快速增长的国内市场提供服务的公司在寻找关键服务和管理职位时将遇到困难。

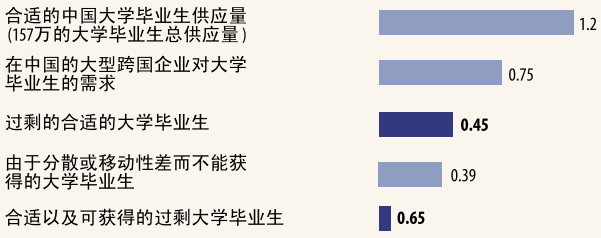
在中国开展业务的大型外资公司和合资企业对劳动力的需求，则很好说明了这个问题。从1998年到2002年，该两大类企业的雇用人数每年分别增加了12%和23%，大约达到270万。假设这些员工中的30%至少拥有大学学历，该类公司的劳动力需求继续保持上述的增长速度，则从2003年到2008年将再需要75万大学毕业生。我们估计中国在此期间，将能为世界级服务公司提供110万大学毕业生。所以大型国外跨国公司和合资企业将吸收中国大约70%的合适大学毕业生，我们还没有将小型跨国公司和中国企业的需求考虑在内。(图表二)

如果上述的数字说明对中国最优秀大学毕业生的竞争将达到白热化程度，失业率的统计证实了这种印象。在2003年，中国仅有1%的大学毕业生失业，该数字几乎可以忽略不计。但是中国二流大学的毕业生失业率要高一点，约6%。反映了这些学校不属于第一梯队的教育机构。图表2

图表 2

合适的人才短缺

中国大学毕业生预计供应量，百万；2003年到2008年



[1]除了博士之外的所有大学课程;
[2]在2002年，收入超过604000美元以及全职雇员超过1000人的公司
资料来源：麦肯锡全球研究所劳动力供应数据库

能够有效工作的经理也同样短缺。考虑到很多中国公司全球化的抱负，我们估计在未来的10到15年内，中国公司需要75,000名能够在全球环境下有效开展工作的领导。目前该数字仅有3000人到5000人。管理人才通常来自几个来源：离岸公司培训的低职位员工；培养具有相关技能经理的行业以及在发达国家工作或学习过的回流人员。

但是这些来源培养的人才在中国很稀缺。尽管跨国公司偶尔也会从基础级职位培养和提拔干部，该过程通常费时又费钱。而且，由于国外直接投资的数量很高，跨国公司通常相互挖角。让问题复杂的是，能够从中国公司挖角过来的中层经理的数量不多；只有被高绩效中国公司（例如消费类电子公司TCL和联想）雇用的人员拥有为跨国公司工作的技能和文化特性。

中层管理人员更多是来自于大量在香港、新加坡以及台湾公司任管理职位的中国人。这些人可以被聘到中国大陆来，但常常要求本地薪酬加上额外的福利，虽然总体比较起来仍少于提供给外籍人士的薪酬。

关键问题

财务、会计、工程以及商务这些关键岗位上世界一流大学毕业生的缺乏是摆在中国企业、在华跨国企业以及国家政策制定者前面的一个主要问题。企业需要这些毕业生去推动营销，开发产品，了解消费者的品位，发展客户服务，提供售后保障，以及提升当地的财会标准。长期来看，中国经济的发展整体上需要更多这样的毕业生才能在世界上竞争，而不仅仅是当作一个全球领先的简单劳动密集型的制造区域。

随着经济的发展，劳工从劳动密集型的制造行业转入能产生更高附加值的领域，如营销业、产品设计业以及生产更复杂中间插件的制造业。例如，意大利北部的纺织品服装业将大部分的衣服生产转到了低成本的地区，但是员工数量却仍维持稳定，因为公司投入了更多的资源来设计服装，协调全球生产网络等。同样，在北美自由贸易协定生效之后，美国汽车业从墨西哥的整车进口增长迅速，然而出口到墨西哥的汽车部件却增长了三倍。这样大量的资本密集型的工作和高薪工作，都留在了美国。

中国预期目前有1亿5千万农村剩余劳动力，要发展成以消费者为中心的服务经济还差数十年。

然而政策制定者的最终目标一定是要发展成这样的服务型经济。没有任何一个国家会永远成为世界成本最低的制造国。如果那样的话其生活水平就会停滞在今天的水平，甚至会下降。中国经济现在严重地向制造业发展倾斜，而服务行业明显发展不足（图表3）。但是就如同其他经济体一样，服务业将是未来中国的就业发展引擎。据大联资产管理公司信息，从1995年到2002年，随着大型国有工厂的重组，全国制造行业失掉了1500万个工作岗位。而随着生产效率的提高，更多的岗位会消失。图表3

创造能吸引开展离岸服务的条件将有助于中国在这条路上进一步前行。中国也确实在这个领域有很强的优势，特别是如低廉的劳工成本，庞大的国内市场以及相对高质的基础建设。离岸服务通常是从现有的运营中发展出来的，所以中国的离岸服务业很有可能作为目前公司业务的发展分支而出现。

医药和软件公司很有可能会成为带头人，因为这些行业的一些跨国公司已经在中国建立了研发中心来调整他们的产品以满足本地需要。一些商家现在利用中国研发设施不断增长的能力来服务他们的海外市场。制药公司也可能规模庞大，如此一来更快的临床试验在中国就可能更廉价，因此就可以降低整体产品开发成本并缩短批准及上市时间。此外，一些跨国公司也服务于其他华语地区，比如香港、新加坡和台湾，如果中国解决了本身隐现的合格劳动力短缺问题，中国可能成为这些跨国公司的境外商业处理基地。

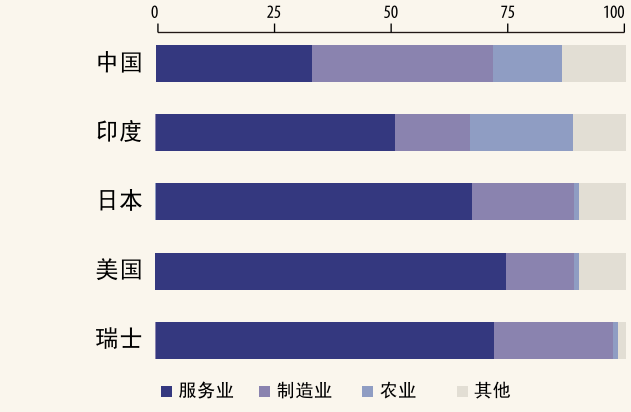
解决短缺问题

提高中国毕业生的质量将是一项长期的努力，但是即使是微小的进步也将产生巨大的影响。如果中国的工程学毕业生中能够在跨国公司工作的人数从现在的10%增长到25%（和印度相当），那么到2008年他们可能成为全球最大的青年工程师队伍之一。

图表 3

与其他国家相比，中国的服务行业规模甚小

GDP百分比, 2003年



资料来源: 世界银行2005世界发展指标;麦肯锡分析

那么中国如何提高毕业生的质量呢？首先，中国必须解决大学的资金问题。高等教育的花费增长迅速——从2000年到2002年增长超过了50%。虽然学生的量增长得更多，然而每个学生的花费却减少了5%。此外，资金在全国各地的分配也不均匀：在北京，每个学生

的开支比仅次其后的上海的学生开支多30%，而且是31个省中25个省的两倍多。资金应该集中花在提高质量而不是增加数量上，同时也应该大幅增加在上海北京以外的高校资金。

此外，中国必须继续改进其英语语言教学。2001年以来，教育部要求所有的学生从三年级开始学英语。此项举措无疑是正确的，而且会带来长期的效应，但是英语课人数仍然太多，即使在大学里，由于缺乏教师，情况也是如此。对话技能也没有得到足够的重视。解决这些问题，中国必须培训更多的英语教师或者在从国外招收教师方面做更多的工作。

今后，企业本身将不得不在培训和培养所需人才方面进行更大的投资。举例来说，微软将自身的一部分基于网络的技术支持外包给了上海微创软件有限公司（WICRESOFT），一家和上海市政府合资的企业，公司拥有400名员工，并雇佣了10个美国人来指导中国同事有关美国电子邮件书写规范和风格的知识。这些指导老师用语言课和一对一的方式来评估中方员工的进步，这项工作使合资公司的人员开支增加了15%，但是他们的语言技能很快得到了提高。其他外企也正在开发管理培训课程，有时通过和本地的商业学校合作方式来提高现有中高级管理层的技能。

中国太需要外来专家

公司也可以与政策制订者和大学领导共同合作，从而使得不仅是名牌大学的课程，而且整个大学体系中的课程更加符合行业的需要。作为一项团队工作，软件工程要求的实际应用技能超过理论上的知识，而根据跨国公司的经理透露，中国的大学生缺乏的正是应用技能 。为了解决这种问题，微软公司通过与中国的四所大学结成合作伙伴关系建立了软件实验室，供实习学生学习实际的软件开发技能。其它的公司也应该采取类似的政策。这种公共和私有部门的教育项目帮助学生更好地适应世界一流公司中的好工作，并且有利于他们今后向中层管理层过渡。

最后，中国的政策制订者必须确保许多海外留学的学生回国就业，因为他们中很高比例的人拥有跨国公司需要的技能。2003年，12万中国学生去海外留学－这个数字在MGI调查的28个国家毕业生的供应中是最高的。 此外，这些学生中的一半人在美国，因为美国是中国最大的海外市场。印度的海外犹太人，包括那些返回祖国的人，在该国的IT和企业流程服务产业发挥了重要的作用，并且缓解了管理人才短缺的问题。中国也需要那些移居海外的人才。

中国面临即将到来的劳动力短缺的问题，它不仅会阻碍经济增长，也会影响它迁移到更高的价值链环节。 对中国教育体系的改革－包括更多的强调实际技能和语言能力－将会帮助该国填补在技能劳动力数量上的鸿沟。

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Shortage of Chinese Managers Impacts Bottom Line

China's economic growth of around 10% during the past three years has resulted in an acute shortage of talented native PRC Chinese leaders

By Ivo A. Hahn, CEO, Stanton Chase International, Greater China

"Companies of every size, across all industry sectors and in particular the Logistics industry, have increased their headcount and are actively hiring, eager to attract and retain the best talent, all pursuing the same limited pool of qualified native Chinese candidates", concludes a July 2006 survey, conducted by the Economist Intelligence Unit.

Mike Groebsch, the head of ABX North Asia, estimates that his company will boost the number of offices in Greater China by more than 50%, growing from 15 to 24 offices within the next two years. To achieve this target and satisfy the growth of their existing offices, ABX will have to hire an additional 150 people, increasing headcount to around 550 employees in Greater China, in addition to the company's regular staff attrition. Schenker International's Managing Director for Hong Kong and South China, Andreas Becker, has similar expectations, albeit on a larger scale. "Schenker has currently 30 offices in Greater China, manned by around 1,500 people." Becker expects this headcount to increase by around 500 staff, to some 2'000 people over the next two years. "Global outsourcing, market deregulation and China's market growth are fuelling this trend," concludes Becker.

Same core group target

Andy Weber, Managing Director of Kuehne & Nagel (Asia Pacific) Management Limited, expects his company's headcount to increase by 1'000 people, reaching around 3'000 employees in 2008. "At present, we operate from 26 locations in Greater China. This number is set to increase to 40 offices over the next two years," explains Weber. But Logistics firms such as Kuehne & Nagel, Schenker or ABX are of course not the only companies impacted by the of native talent in China. Leading Red Chip groups, such as Haier and Legend, are also targeting exactly the same core group of candidates, necessitated by their expansion into international markets. "There is no shortage of educated native Chinese Managers, but native Chinese leaders with overseas experience, an international

mindset and attitude as well as a relevant practical experience in logistics are in short supply", concedes Groebsch. Another survey, conducted by management consultants Hewitt Associates in 2006, confirms that 6 out of 10 foreign companies are critically short of experienced Chinese leaders. This acute shortage is one of the greatest challenges facing China as it not only impacts the bottom line of companies operating there, but also affects China's ability to align with international standards and practices.

Despite mixed success with hiring Expatriate Managers from outside China (almost one in three ends in failure), multinational companies' are forced to continue bridging China's leadership gap by engaging Expatriates, often at considerably higher cost. Most people think of "Expatriates" as Caucasians. However, only one third of China's Expatriate Managers are in fact from Western countries. A much greater share consists of Chinese professionals from Hong Kong, Taiwan, Singapore, Malaysia and, increasingly, native PRC Chinese executives returning from overseas.

"Kuehne & Nagel currently employes roughly 60 expatriates from 17 different nationalities in Greater China. About 1/3 of them are engaged in leadership roles, whilst 2/3 are focused on key functional areas," comments Weber. According to Becker, "less than 3%, or only 45 people, of Schenker's Greater China headcount consist of expatriates. Shanghai, Beijing, Guangzhou as well as other key offices of Schenker are typically manned by Western expatriates, whereas the no. 2 chair is mostly occupied by a native Chinese Manager. Another 15 expatriates are currently engaged in sales and marketing roles, focusing on the development of specific trade lanes to overseas markets, e.g. France and Italy", Becker says.

Company knowledge & industry know-how

But, functional skills alone are no guarantee for success in China. 85% of China's expatriate hires are engaged for top management positions, including CEO, Director and other Management roles and only 15% for their specific specialist skills. Employers expect expatriate hires to have company knowledge, industry know-how as well as working experience in the required role.

Even more important prerequisites are leadership and decision-making abilities, communication and relationship building skills, coaching and mentoring people from within the organization, a strong cultural affinity and ability to adapt to China without compromising the organization's ethical and moral standards. Prior working experience in Asia, preferably in China, further reduces the risk of failure. The need for Mandarin language skills has moved up the priority list and multinational organizations prefer fluency in Mandarin, at least from their Asian expatriates. At the same time, only one in three senior Expatriate Managers regard Chinese language skills as essential to their success.

"Educational initiatives designed to enhance the industry-specific knowledge and increase the numbers of local talents at entry level, such as those offered by the German Chamber of Commerce and German Industry of Commerce in Hong Kong as well as the National Maritime University in Shanghai, do exist but are considered insufficient, given the rapidly growing demand for high-value integrated logistics services in China", concludes Weber. "Our expatriates are mostly recruited from within the company's network," Weber explains, "while entry level staff is hired by each operating unit, depending on the specific requirements."

Localized expatriate packages

Although "pay-for-performance" is still far from commonplace when it comes to the expectations of expatriate and local candidates in China, the performance related element has increased over the past few years. Foreign companies now tend to guarantee up to 80% of the remuneration package, including base salary and premiums, whilst the performance related portion typically accounts for 20–25% of remuneration packages. Hong Kong Chinese executives remain among the best paid expatriates in China, but the gap with Western, Taiwanese and other Asian expatriates is comparatively small.

Qualified native PRC Chinese executives returning from overseas and local PRC candidates still tend to command lower remuneration packages, but the gap is narrowing, attributed by the continued and strong demand for native PRC Managers. Expatriate packages in China are shifting from "company-pays-for-everything" to "localized expatriate packages", whereby employers tend to offer tax equalization, housing support and a company car. Foreign companies often negotiate the total remuneration package and, once agreed, structure this in a tax-friendly manner.

中国管理人才短缺 问题刻不容缓

近三年中国经济增长速度达10%左右，本土领导人才急剧短缺

作者：Ivo A. Hahn, CEO, Stanton Chase International, Greater China

经济学人信息部2006年7月的一项调查显示："无论规模大小，各行各业，尤其是物流业公司，都已增加了员工数量并仍在积极招聘，竞相争夺本地为数不多的合格人才，迫切想要吸引并留住最佳人选。"据亨利货运北亚区主管Mike Groebsch估计，未来两年，公司在大中国区的办事处数量将从原来的15个增至24个，增幅将超过50%。为实现增加办事处的目标，并同时满足现有办事处的扩张需求，除了弥补常规消耗的人员吸纳外，亨利货运必须另行招募150名员工，这将使大中华区的员工总数增至550人。辛克国际香港和华南地区总经理Andreas Becker也有类似的期望，尽管他们的公司规模更大："辛克公司在大中华区已有30个办事处，近1,500名员工。"Becker希望员工总数在未来两年内增加500人左右，达到2,000人。Becker总结道："全球化外包、政府对市场的干预减少、以及中国市场的增长，都将推动这一趋势的发展。"

聚焦相同的核心人才

德迅（亚太地区）货运代理有限公司总经理Andy Weber预计，2008年，公司员工总数将增加1,000人，达到近3,000人。Weber解释道："目前我们在大中华区26个地点开展业务，并计划在未来两年内将办事处数量增至40个。"然而，受到中国本土人才短缺影响的绝不止德迅、辛克、亨利货运这类物流企业。海尔、联想等领先的红筹股集团由于想进军国际市场，也同样将目光锁定这一核心人才群。Groebsch坦言："物流业并不缺少具有一定教育程度的本地管理者。真正缺乏的，是具有海外背景、国际化思维和见解、以及物流行业相关实战经验的本地领导人才。"

另一项由翰威特管理咨询公司于2006年开展的调查证实：10家外资公司中有6家缺乏有经验的中国领导人才。这种急剧的管理人才短缺是中国面临的最大挑战之一：它不仅影响企业在中国的营运利润，也影响着中国与国际标准和惯例接轨的能力。

从国外引进派驻服务管理人员毁誉参半（其中近1/3以失败告终），跨国企业仍不得不花费高昂的成本，继续通过引进派驻服务管理人员的方式弥补中国领导人才的不足。大多数人认为"派驻服务人员"是白种人，事实上来到中国的派驻服务管理人员中，仅有1/3来自西方国家。来自香港、台湾、新加坡、马来西亚的华裔管理人员，以及越来越多的本地中国籍海归管理人员，在派驻服务人员中占较大比例。Weber说："德迅大中华区目前雇佣了来自17个国家的近60名派驻服务人员，其中担任领导职务的人数占1/3，其余2/3集中在关键职能领域。"据Becker介绍："辛克大中华区派驻服务人员仅45人，不到员工总数的3%。上海、北京、广州和其他主要办事处通常由西方国家的派驻服务人员负责，而第二把交椅大多由本地管理人才占据。另外15名派驻服务人员目前担任市场销售类职务，致力于诸如法国、意大利等海外市场特定交易渠道的开发。"

商业知识的工业技能

但是，仅靠职能技能并不能确保在中国获得成功。来华服务人员中的85%担任高层管理职务，如：首席执行官、董事等，仅有15%担任那些能发挥其特定专业技能的工作。雇主希望派驻服务人员了解所在公司、掌握行业专业技术、并具有相应职位的工作经验。而更为重要的前提条件是领导力、决策力、沟通及关系建立技能、指挥领导组织内部员工的能力、强大的文化凝聚力，以及在适应中国实情的同时坚持组织道德准则的能力。

之前在亚洲地区（尤其是中国）工作的经历将有助于进一步降低失败的风险。普通话技能变得越来越重要，跨国公司希望员工会说流利的普通话（至少要求亚洲派驻服务人员）。而与此同时，仅1/3的高级派驻服务管理人才将中文技能作为其事业成功的关键因素。Weber总结道："确实存在一定数量的、旨在提升行业特定知识水平、增加本地初级人才数量的教育项目，例如：德国商会、德国工商总会香港代表处和上海海事大学提供的相关课程。然而中国对高价值的一体化物流服务的需求增长迅速，在这样的背景下，这些课程项目还远远不够。我们的派驻服务人员通常来自公司内部网络，而初级员工则由各运营单元根据其特定要求招募。"

增长的绩效比率

对中国来说，尽管"绩效薪酬"在派驻服务人员和本地人才中尚未普及，但近年来薪酬福利中与绩效相关的项目已经增多。外资企业现在往往保证员工80%的薪酬福利，包括基本工资和奖金，而与绩效相关的部分通常占整体薪酬福利的20%至25%。香港地区的中国管理人才是中国薪酬最高的派驻服务人员，而西方国家、台湾地区和其他亚洲地区的派驻服务人员薪酬差距相对较小。

合格的中国籍海归管理人才及本地人才的薪酬福利要求仍然较低，但随着对本地管理人才的需求不断增长，这种差距将逐渐缩小。来华服务人员的薪酬福利将从现在的"公司支付一切"调整为"本地化薪酬福利"，由雇主提供平衡税、住房补贴和公司用车。外资企业通常的做法是商定薪酬福利总数，一旦确定后，以合理避税的方式设计薪酬结构。

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Self-Awareness and Confidence

Too often employees take the easy way out and quit when problems arise

By Hans R. Kunz, Executive Master Coach perSens Asia Pacific and President SwissCham in Hong Kong

One of our clients experienced the effect of coaching with a situation involving his boss. He has been working in the company for a number of years but recently, found that his boss, with whom he used to have a good relationship, was turning hostile to him to the point that he wanted to change job. With coaching, he became aware of his boss's personality, what could make him upset, and proceeded to find new ways to communicate with him. As a result, their relationship improved drastically and our client was recently promoted. In the process, he also discovered new found self-awareness and confidence that forms a solid platform for him to move on as an effective leader. In our busy and ever changing world we are often unaware of such solutions to our problems and take the easy way out by quitting, either our job or our intended objective. A coach can help a person to look at a situation from different angles and find solutions that were there but he was unaware of.

Personality risks and opportunities

A successful coaching process starts with an assessment of the situation facing the coachee, find out what he (or she) really wants to achieve, works out a strategy and action plan to achieve it and then reviews the effectiveness of the actions taken so far to find more effective options in the future. In the whole process, the role of the coach is to open the mind of the coachee by looking at matters from different perspectives and explore options. The input of the coach is by actively asking questions and listening for deeper messages in the responses in order to explore the matter thoroughly. In the situation where the coachee is faced with a career decision or difficulties in dealing with his job, the coach may use psychometric tests like Master Personal Analysis (MPA) to reflect on the coachee's personality, attitude towards work and how he deals with others. During the feedback session on the result of the test, the coach helps the coachee to identify the opportunities and risks of his personality and explores ways to close the gaps between what is and what should be. Through the coaching process, the transformation can be for both professional and personal situations.

When a company is faced with an employee who is having performance issues such as fitting in, communication – internal and external, managing people, managing self etc., what are the usual remedies used? Some companies may send him to a training course; some may talk to him through his superior; some may use the mentoring approach. Some of these may work under certain circumstances. However, coaching will deal with the matter in a specific way entirely geared towards the needs and inner feelings of the individual concerned therefore increasing the chance of success. Since coaching works entirely from the perspective of the coachee, whatever realization and solutions that were identified will be those coming from him. Therefore, there is total ownership and results will be more assured.

Coaching Process - Some Q & A

- How long is a coaching process? It depends on the complexity of the issues involved and the coachability of the coachee but it usually will take about 4 to 6 months with regular sessions.
- What is the return on investment of coaching? Some survey puts it at 6 times the cost of coaching.
- What is the success rate of coaching? A study in a Fortune 500 company which used coaching among its senior staff received a 90% satisfaction rating and that those who received coaching have a higher chance for promotion than those who have not.

Do you need a coach?

A short quiz can help you to identify whether you may benefit from coaching (1 low, 5 high):

How effectively can I deal with difficult people?	1 2 3 4 5
How effectively can I deal with difficult situations?	1 2 3 4 5
What assistance am I receiving for the above?	1 2 3 4 5
How happy am I with my present situation?	1 2 3 4 5

Scoring:	4 – 8	= look for a coach
	9 – 12	= borderline
	13 and above	= no immediate coaching needs

自我认知与自信心

员工频繁走捷径，出了问题就离职

作者：Hans R. Kunz，谱升亚太区执行主教练兼香港瑞士商会会长

我们的一位客户在处理与老板关系的过程中体验到了辅导的作用。这位客户在一家公司工作多年，但近期他发现，过去与他关系不错的老板开始对他充满敌意，他想要更换工作。通过辅导，他逐步了解了老板的个性，以及导致其情绪低落的原因，进而发现了与老板沟通的新方式。于是，他与老板的关系大为改观，而且最近得到了晋升。在这个过程中，他有了全新的自我认知和自信心，这是提升领导能力的基础。在这个忙碌、充满挑战的世界，我们经常想不到这种解决问题的方法，而是简单地离职、或者放弃既定的目标。我们的辅导可以帮助学员从不同的角度看问题，并寻找那些已经存在却未被意识到的解决方案。

个性风险与机遇

一个成功的辅导过程从评估学员面临的实际情况开始。要了解学员真正想要达到的目标，制定相关战略和行动计划；检查已实施行动的效果，以便今后选择更为有效的方法。在整个过程中，教练的责任就是从不同角度观察、探索不同选择方案，打开学员的思路。为了彻底挖掘问题的本质，教练会积极提问，并仔细倾听答案中字里行间的意义。如果学员面临职业决策或工作困难，教练可通过主要个性分析（Master Personal Analysis, MPA）等心理测试，了解学员的个性、对待工作的态度以及人际交往情况。在测试结果反馈阶段，教练应帮助学员识别其个性带来的机遇与风险，寻求缩小实际与理想间差距的方法。通过辅导过程，学员在职业和个人处境都会有所转变。

当公司面对那些存在适应、内外部沟通、人员管理、自我管理等工作表现问题的员工时，通常采用怎样的补救方法？有的公司会安排他们参加训练课程，有的则通过上级主管找其谈话，也有公司采用指导的方法。某些方法在特定情况下可能会有用。而辅导将用一种特定的方法处理这类问题——完全以学员的实际需要和内心情感，因此提高了成功的机率。由于辅导完全从学员角度出发，任何目标的实现和解决的方案都源于学员自身。因此，学员可确保对这些方案的拥有，从而保证实现令人满意的结果。

辅导过程——问题解答

- 辅导过程会持续多长时间？辅导时间取决于问题的复杂程度以及学员的可塑性；常规课程通常需要大约四至六个月。
- 辅导投资的回报是多少？一些调查显示，辅导投资的回报是成本的6倍。
- 辅导的成功率多高？某世界五百强企业高级管理人员在接受该辅导后接受了调查，结果显示满意度为90%，辅导者得到晋升的机会大于未辅导者。

您是否需要一位教练？

这个小测试能帮您了解自己是否可以从辅导中获益（1-低、5-高）：

我能有效地跟那些难以打交道的人交往吗？	1 2 3 4 5
我能有效地处理困难情况吗？	1 2 3 4 5
以上情况下，我接受过帮助吗？	1 2 3 4 5
我对现状满意吗？	1 2 3 4 5

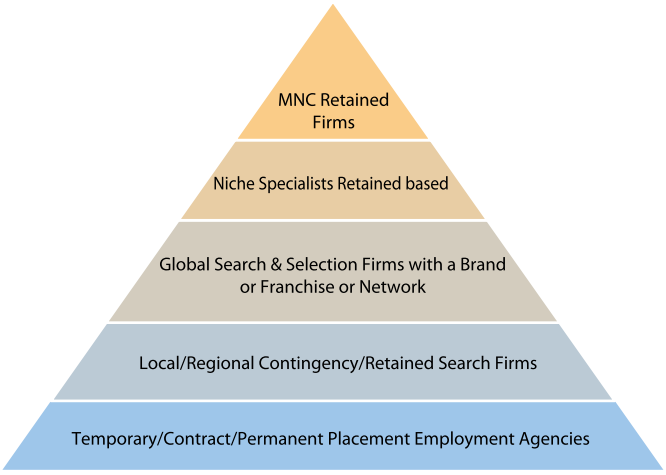
评分：4 – 8分 = 立即寻求教练辅导
9 – 12分 = 临界状态
13分及以上 = 无需立即寻求教练辅导

Headhunters to Become Redundant Soon?

More and more internet job platforms hunting for market shares

By Nancy Neumann, Founder and Managing Partner of Hong Kong Executive Search Limited

One of the new industries the information technology revolution brought about was the Internet Job Board – e.g. Monster, Career Builder in the USA, Seek in Australia, Jobs DB in Hong Kong, Zhoapin/51 Jobs in PRC etc. A few operate in a global scale but most are regional and even country specific only. With a fraction of a recruitment fee, one can place an ad on line or search out a candidate whose data has been lodged with such media. Life is not the same for those engaged in the recruitment function and industry anymore. Who are the winners and losers? Remember when Monster started its business the then CEO allegedly said that it is the mission of Monster to put recruiters out of business. Well, so far they have not succeeded and probably never will. I will tell you why. Let me share with the readers the current landscape of the recruitment industry.



The following are facts:

- Following the 80/20 rule, out of 100 resumes maybe 20 of them are possibilities if you are lucky
- Not every recruitment or hiring manager has the time to go through all applications
- Great opportunities are seldom advertised
- Great candidates seldom look when they are happy in their job
- Companies need the service of search firms to deal with positions that are strategic and confidential in nature
- Executive search firms provide many value added services apart from just the recruitment service

The statistics-backed registered employment agencies/search firms in Hong Kong are in excess of 1000. In Shanghai, alledgely the unofficial number of recruitment agencies/search firms is over 2500. Due to the low barrier of market entrance, there is a proliferation of recruitment firms or single-desk operators specially with the current shortage of candidates globally. This fact is particularly true in Asia where the demand exceeds supply such as in China or India.

But candidates must do their homework before they decide to seek the service of a recruitment company for purpose of employment or career advancement. The following listing could be useful to you if you want to choose a career partner:

- Identify a reputable firm - local, regional or global (ask your friends or business associates for referral)
- If possible, identify a consultant within the firm who is a strong player in your industry or function
- Mindful of the fact that the consultant is client driven and he/she will not be responsible to find you a job
- Confide in your consultant – build trust – let he/she know what is on your wish list
- Maintain contact with your consultant, check in periodically

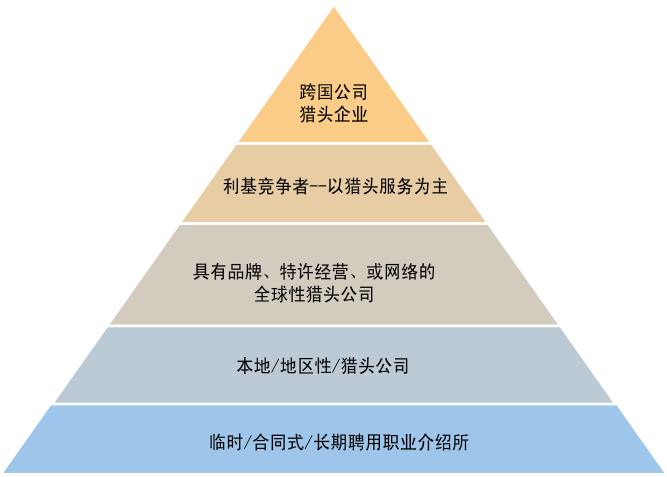
Days of the life-long secured employment are gone. The desirable candidates are those who are able to cope with change, are mobile, cross-cultural and have the ability to achieve and deliver. When they are too busy in doing what they are best at, their career partner is quietly behind the scene, making sure their client would be aware of the opportunities worthy of their consideration.

猎头公司将变得多余吗?

越来越多的互联网职位供求平台争夺市场份额

作者：Nancy Neumann, Hong Kong Executive Search Limited创始人兼管理合伙人

互联网职位公告板是信息技术革命带来的新兴行业之一——例如：美国的Monster和Career Builder、澳大利亚的Seek、香港的Jobs DB、中国大陆的智联招聘/51 Jobs等等。这些公司中只有少部分在全球范围开展业务，绝大部分仅在特定地区甚至特定国家开展业务。企业只需支付少量招聘费，就可以在线刊登广告或者搜寻已在该媒体录入信息的求职者。从事招聘行业的人员的生活和从前不同了。谁胜，谁败？还记得在Monster创业之初，当时的首席执行官便声称：Monster的使命是让招聘人员失业。然而，迄今为止他们并未胜利完成使命，或许永远都不可能。我将会向您解释其中的原因。在此请大家和我一起了解一下当前招聘行业的整体布局。



以下内容都是事实：

- 根据80/20原则，如果你运气比较好的话，发出的100份简历中可能有20份会有回应；
- 并非所有招聘经理都有时间浏览所有申请；
- 重大机遇极少刊登广告；
- 优秀的求职者极少在工作顺心时找寻其他机会；
- 企业需要猎头公司负责战略性、机密性职位人员的招聘
- 除人员招聘服务外，高级人才猎头公司还提供许多增值服务项目。

在香港，统计在册的注册职业中介/猎头公司超过1,000家。在上海，非官方统计的招聘代理机构/猎头公司超过2,500家。由于市场准入门槛低，尤其是在现今全球人才短缺的背景下，招聘公司、个体从业者数量不断增加。在人才供不应求的亚洲地区，如中国、印度，情况尤其如此。

但是，求职者在决定向某一招聘公司寻求服务之前，必须做足功课，以便顺利就业或实现职业提升。若您想要选择职业合作伙伴，下列各项会对您有所帮助：

- 确定一家有知名度的公司——可以是本地的、地区性的或全球性的（可请朋友或同事做出推荐）
- 如果有可能，在公司内部确定一名本行业或本职能部门的专家作为顾问
- 要注意这一点：顾问是受客户驱动的，帮您找到一份工作并不是其职责所在
- 向您的顾问说出实情，建立信任，让其了解您的期望
- 与顾问保持联络，定期联系

一朝就业，终生无忧的时代已经过去。企业的理想人才是那些能够应对变化、灵活变通、适应跨文化环境、能够达到目标并产出成果的人。当这些优秀人才正忙于自己最擅长的工作时，他们的职业合作伙伴正默默地在幕后工作，以确保让其客户了解到那些值得他们考虑的机遇。

Home-Grown Talent Gaining Ground

China needs another 800'000 finance professionals to compete with Hong Kong

By Kate Watson, IMC Media Limited

Hong Kong has roughly 350'000 finance professionals, New York some 770'000 and Shanghai fewer than 250'000 working in accounting firms, banks, brokerages and other financial institutions. These estimates are based on accepted international averages for global finance centres in which more than 10 percent of the population is engaged in finance-related industries. According to these standards, China's financial hub needs at least 800'000 more finance professionals if it is going to compete with Hong Kong as an international financial hub. The question is, where are they going to come from?

Job-changing a major problem

The mainland's financial services industry is facing a severe skills shortage, a scarcity of talent, and it is not alone. Whatever the sector or industry, the pool of available and qualified candidates, particularly senior managers, is relatively small, according to Ivo A. Hahn, CEO, Stanton Chase International, Greater China.

Job-changing is a major problem, according to a survey conducted by the Hong Kong Economic Times in July 2006, which concluded that the top managers of mainland Chinese companies change jobs every 15 months. In desperate attempts to counteract this trend, companies are offering international training and development, higher salaries, coaching and mentoring, job rotations - sometimes overseas - and further incentives such as a housing loan spread over several years.

Changing jobs at the rate of one every 15 months is not a good long-term strategy for those managers seeking to build up a body of work and an unquestioned pattern of commitment. Hahn agreed that this kind of behaviour ultimately leads to questions about commitment and loyalty. "But what can an individual accomplish in that short period of time?" he asked. "It's not just the length of the engagement that determines whether the relationship was a success. What specifically was the project or assignment and where did the individual add value?"

Honeymoon period

While there is a demand for candidates to fill shorter assignments such as specific major projects like an IPO or short-term restructuring position, the vast majority of employers still hope and expect that an employee is joining them for the long term. But once a candidate signs up the pressure is on, with the honeymoon period rarely lasting beyond 90 days. At that point, employers want to see tangible results, an expectation that Hahn sees as conflicted by a poor commitment to train newcomers, often because of time restraints.

"It's a two-way street. Both parties have a choice. You clearly identify the objective of this relationship and the timeline in advance for that objective, and you do that in a realistic manner. It's not useful to promise roses just to get someone in and then find that you can't live up to it; the individual is going to leave.

An executive search consultancy's role is clearly to manage employer and candidate alike, although it is paid by the employer and the employer is its client. Notwithstanding this commitment, it would be hard to serve an employer effectively without servicing both parties' needs.

Defining how well these needs have been serviced can be tricky. If it was just a question of a successful search and the placement of the suitable candidate then every executive search consultancy would vie for the 'best in class' moniker. Typically, performance and success can be measured by different milestones. A legal milestone, for example, measures a firm's liability to its client in case something in the search doesn't work out. But for a long-term industry like private banking, a search firm can really only measure its success after the candidate has been in place for about a year, because that's when the employer will conclude how much revenue that individual has generated. According to Hahn, the measures of performance and success by which his organisation is measured depend on each sector or industry, its specific nature and particular milestones for the position in question.

"But we can only help a client if we actually really understand that client's objectives, values, and if a client in the first place lets us in. There are three elements to the client relationship. First, trust, which helps to establish the relationship. Second, can I make you understand what I'm taking about and what my issues are? Third, are you capable of translating that into a solution? The relationship is clearly about communication and managing expectations on all sides," he said.

The Challenges

Indeed, an Economist Intelligence Unit survey in June 2006 of 150 multinational companies found that 72 percent of managers brought in to work in China-based companies failed because of cultural differences. "In every client briefing we get, clients are very focused on the experience and skills they think they need. That's not where the main failure is. People with an engineering background can be found in abundance in China. It's not about technical skills it's about the values by which engineering is applied. It's a perception of what quality is. To me it is all to do with values," Hahn said.

This kind of approach is important because the talent shortage is not going to change for the better any time soon. Hahn expects another two to three years of similar talent crunches in China that will be alleviated only as localisation at management level continues. "Since 2004 the number of companies in China with local talent at management level has roughly doubled. I mean home-grown talent, people born in China. The latest wave of talented managers, educated in China and overseas, has more importantly gained working experience in one or more multinational joint ventures. They are coming on-stream quickly, and we are starting to see a growing supply of such individuals," he said.

本地人才发展壮大

中国至少需要80万金融人才，以与香港匹敌

作者：Kate Watson, IMC Media Limited

香港特区约有35万金融人才，纽约有近77万金融人才，而上海则稍少，仅25万人供职于会计事务所、银行、经纪公司及其他金融机构。以上估计均以全球金融中心的国际平均水平为基础，而这些城市聚集了金融相关产业超过10%的人口。按照这样的标准，中国的金融中心如果想要与香港这一国际金融中心竞争，则至少还需要80万金融人才。问题在于，这些人才从何而来？

跳槽是主要问题

中国大陆的金融服务行业正面临着严重技能不足、人才匮乏的现状。而这也是全球普遍存在的情况。按照专业猎头公司Xecutive Group总裁兼首席执行官韩易和的说法，无论哪种部门或行业，具备相应资质且乐于服务的候选人群体相对较小，尤其是高级经理人才。

根据《香港经济日报》2006年7月开展的一项调查，跳槽是主要问题。中国大陆的高端管理人才平均每15个月换一次工作。为了尽力扭转这种局势，公司采取了各种措施，包括：国际培训和发展、加薪、培训与指导、工作轮换（有时提供海外职位轮换）以及多年期住房贷款等进一步的激励机制。

以每15个月一次的速度跳槽对于那些渴望建立事业和秉持诚信的经理人来说并非有利的长期战略。韩赞同这类行为最终将导致承诺和忠诚度的问题。“然而一个人如何在如此短的时间内达到完善呢？”他问道。“从业时间长短并不能决定雇佣关系的成败。明确的项目或任务是什么？个人在什么方面增加了价值？”

蜜月期

在首次公开发行股票或短期重组等特定大项目中，往往会产生对短期人员招聘的需求；而绝大多数雇主仍然希望员工能够长期留任。然而，一旦求职者与雇主签约便有了压力，雇员与雇主之间的蜜月期很少能够持续90天以上。在这点上，雇主希望看到有形的成果，同时又因时间限制不能很好地履行培训新员工的义务，在韩看来，两者是冲突的。

“这是一条双行道。双方都可以选择。你可以事先明确这种雇佣关系的目标，并为其预先设定时间进度，然后以一种实际的方式执行。在招聘员工之后，却不对其实现你的承诺，这最终会导致该员工的离开，于人于己都无前景可言。

管理人才猎头顾问的职责就是对雇主和求职者实施一视同仁的管理，尽管他们的客户是雇主、费用也由雇主支付。但若不能同时满足双方的需求，还是很难有效地为雇主提供服务。

确定这些需求的满足程度是微妙而棘手的。如果这只是一个为雇主成功寻求并配备适当求职者的问题，那么猎头顾问们将为寻求到“同类最佳”而展开竞争。通常而言，公司的业绩和成就可以用不同的重大事件来衡量。例如，法律重大事件衡量了某些搜寻目标未达到时猎头公司对其客户的责任。但对于个人银行业等长期性行业来说，通常需待新员工任职一年后，猎头公司方能真正对其成败进行评估，因为此时雇主才能确定该员工为公司带来了多少收入。据韩介绍，他所在的机构对公司业绩和成就的衡量标准通常取决于该公司所在的产业或行业及其特定性质，以及与待评估职位相关的重大事件。

他说：“但是，我们只有真正了解了客户的目标、价值观，并且首先被他们所接受，才能帮助客户。客户关系主要包括三个要素。第一，信任，这有助于建立客户关系；第二，我能否让你了解我所谈论的内容和我所面临的问题；第三，你能否将这些转化为解决方案。其实，客户关系就是沟通并在各个方面管理预期。”

挑战

实际上，经济学人信息部2006年6月对150家跨国企业的调查显示，中国地区公司引入的经理人中有72%由于文化差异而失败。韩说:“在我们获取的客户情况介绍中，客户对他们认为必需的经验和技能非常关注。而这并不是主要的问题。在中国，具有工程专业背景的人才非常充裕。问题不在于技术能力，而在于工程设计中所应用的价值观。这是一种对于“质量”的认知。在我看来，问题完全在于价值观。”

这种方式非常重要，因为人才匮乏的情况短期内不会好转。据韩预计，两到三年内类似的人才危机在中国仍将存在，只有随着管理层本地化的继续才会有所缓解。他说P:“2004年以来，中国境内由本地人才担任管理职位的公司数目已经翻了一番。我指的是在本地成长的人才、出生在中国的人们。最新一批在国内外接受教育的经理人才已经积累了一家或多家跨国合资企业的工作经验，他们能很快适应自己的职位。在不久的将来，将会涌现出更多这样的人才。”

The Risky Interview

Most companies use interviews as the sole means of recruitment

By Susanne Sahli, Managing Director and Co-Founder of True Colours Ltd., Hong Kong and Lily Ting, Project Director and Co-Founder of True Colours Ltd., Hong Kong

What can you do to hire and retain the best team of people for your company? Management turnover in Hong Kong and China is increasing and retaining talent is becoming a major problem. Hiring based on interviews leaves companies at risk, yet over 95% of companies use interviews as the sole means of recruitment. "There are tested methods beyond the interview process, to minimize risk and make the best decisions for your company," explains Susanne Sahli, Managing Director of True Colours Assessment Solutions, a people assessment company serving companies in Greater China. "People leave people, not companies" she continues, "Recruitment can achieve a higher success rate by gathering more in depth information about the individual. The interest your company shows in each individual is reflected back as loyalty and shows employees that their company cares about people."

Many managers find difficulty in answering questions such as who should be promoted within the team and how to develop high potential individuals into successful leaders? What causes tensions and miscommunication within the firm? How to retain our best employees? Managers need to make decisions objectively and in a timely fashion. "Imagine you need to set up a regional office in Hong Kong, and want to hire a manager able to lead a multicultural team. The temptation is to send an already successful manager from your overseas headquarters. You need, however, to ensure that the new leader has strong interpersonal skills and is open enough to understand different cultural sensitivities. Our job is to provide the solutions so that you can make the best decision," explains Lily Ting, Project Director at True Colours. Each candidate goes through a self-assessment process and discovers how the company's needs might fit their own. Likewise, the company finds out about the motivation and ambitions of each candidate, how they respond under pressure, their desire to lead or manage others. The candidates find out about themselves and whether they will fit into the culture, skills set requirements and priorities of the company. Assessment centres provide organizations with a unique opportunity to step out of the day-to-day environment and focus on the person, their strengths and individual development needs. Usually conducted with groups of individuals, Assessment Centres make use of case studies and role-playing scenarios to examine such competencies as ability to perform under pressure, interpersonal skills, presentation techniques and team dynamics. Usually combined with psychometric testing, such as Master Person Analysis, the results of these Assessment Centres can be beneficial to both, the organization and the individual. Assessment Centres usually involve the company's management team in the process, with line managers acting as observers (assessors) and coaches. For the individual, it provides an opportunity for self-assessment before taking the next steps towards an important career decision.

An in depth recruitment process as shown by Kienbaum International's recent survey conducted in Europe, increases the hiring success rate from 50% up to 90%. Direct and indirect costs for an unsuccessful hiring add up to 1.5 to 3 times of the annual income. Investing in people no longer has to be done by just an interview and a hunch that they will work out. In the competitive global marketplace, many candidates have great CVs featuring prestigious universities and highly polished interview skills. That doesn't necessarily mean they are right for the job or can be good leaders of a team. In addition to recruitments, assessments can be also used for succession planning, career planning, training and development, team dynamics, integration of staff from joined companies and cross cultural issues.

Local vs. Expatriate Managers

Why executives in China fail:
Cultural differences (72%)
Leadership abilities (37%)
Interpersonal skills (35%)
Expatriate returned home early (28%), mainly because the inability of their spouses or families to acclimatize to the new environment

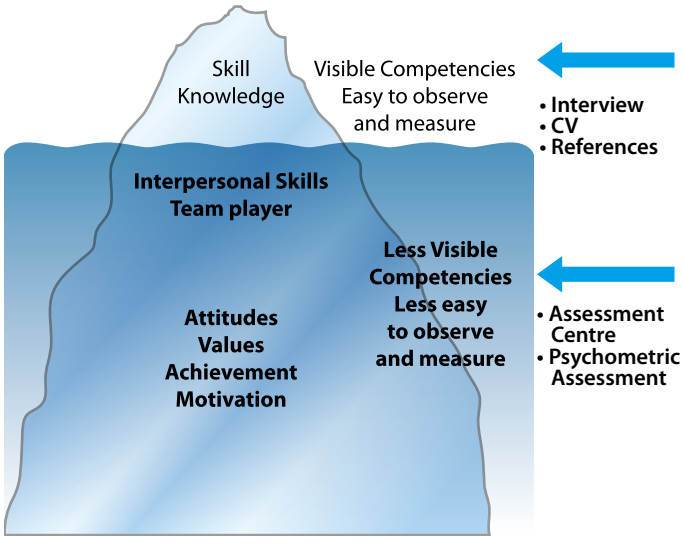
Why executives in China succeed:
Soft and leadership skills (75%)
Knowledge market (40%)
Language skills (Mandarin, English) (27%)

Source: Economist Intelligence Unit 2006

Assessment Centres

- offer a platform to make better decisions for your company
- offer customized frameworks for your management team
- Individuals gain self-knowledge and employers can find the right person or team for the company's growth
- Hiring and retention success rates are increased with a more in-depth recruitment process

Iceberg Model



危险的面试

大多数公司将面试作为招聘的唯一方法

作者：Susanne Sahli，True Colours（香港）有限公司常务董事兼联合创始人，Lily Ting，True Colours（香港）有限公司项目总监兼联合创始人

您能做些什么来为您的公司招募和保有最佳的员工团队？香港和中国大陆的员工流动率正在上升，人才的保有正成为一个重大问题。以面试作为招聘途径使公司面临风险，然而95%以上的公司将面试作为其招聘的唯一方法。True Colours Assessment Solutions（一家为大中华区公司提供人力资源评估服务的公司）常务董事Susanne Sahli解释道："除了面试流程外，还有很多通过测试的方法能够最大程度地降低风险，并帮助公司作出最佳决策。人们是离开人，而非公司。通过获得更多有关个人的深层次信息能够令招聘工作取得更大的成功。您的公司对每个个体的兴趣通过忠诚度反映出来，向员工显示公司对人员的关心。"

很多经理在回答"团队内部谁应被提升、如何将有潜力的员工培养为成功的领导？"、"是什么原因导致了公司的紧张气氛和沟通不畅？"以及"如何保有我们最优秀的员工？"等问题时遇到了困难。经理需要及时客观地作出决策。True Colours项目总监Lily Ting解释道："假设您需要在香港成立一个地区办事处，并打算招聘一名能领导多文化团队的经理。公司打算从海外总部派一名具有成功经验的经理。而您应当确保这位新任领导具有很强的人际交往能力，并具有足够开放的思维以理解不同的文化敏感性。我们的工作是为您提供解决方案，帮您作出最佳的决策。"每一名候选人都将经历自我评估流程，并找到自己与公司需求的契合点。类似地，公司将会发现每一名候选人的动机和候选人将会发现自己是否适应公司的文化、技能要求和优先级。评估中心提供了一个独特的环境，让组织从日常环境中走出来，去关注员工、他们的能力及个人发展要求。评估中心通常以小组为单位，通过案例研究和角色扮演情景剧测试个体应对压力、人际交往、演讲能力及团队合作性。评估中心的结果结合心理测试，能让组织与个人同时受益。评估中心往往要求公司管理层参与到流程之中，由直线经理担任观察者（评估人）及教练。对个人而言，评估为其作出下一步职业决策提供了自我评价的机会。

正如Kienbaum International近期在欧洲开展的调查所示，深化的招聘流程将招聘成功率从50%提高到了90%。不成功招聘的直接与间接成本合计达年收入的1.5至3倍。人力资源投资不再是仅靠一次面试和直觉就能完成并产生效益。在竞争激烈的全球市场中，很多候选人拥有名牌大学的简历和高超的面试技巧。这并不足以说明他们能胜任应聘的职位或成为团队领导。除招聘外，评估还可用于继任规划、职业规划、培训与发展、团队合作性、合资公司员工整合以及跨文化问题。

本地与外籍经理

为什么执行人员在中国遭到了失败：

- 文化差异（72%）
- 领导能力（37%）
- 人际交往能力（35%）
- 外籍员工较早回国（28%），主要因为其配偶或家庭无法适应新环境

为什么执行人员在中国取得了成功：

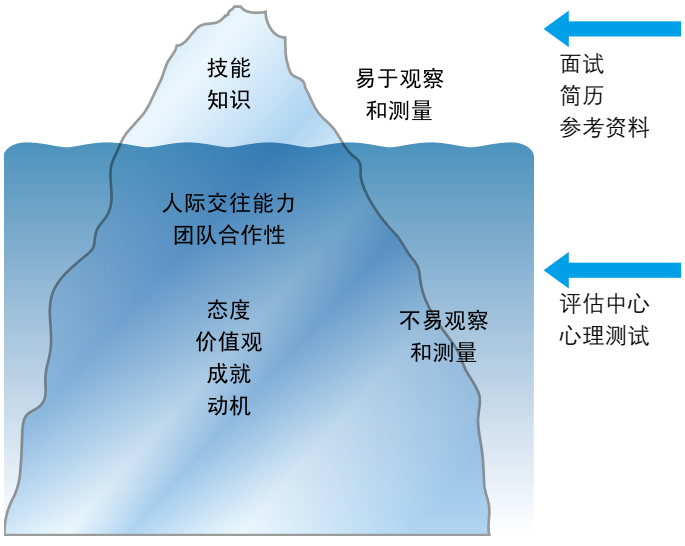
- 软技能与领导能力（75%）
- 知识市场（40%）
- 语言能力（普通话、英语）（27%）

来源：Economist Intelligence Unit 2006

评估中心

- 为您的公司作出更好决策提供平台
- 为您的管理团队提供定制化框架
- 个人获得自我认识，雇主能够为公司发展找到合适的人才
- 通过更为深入的招聘流程，聘用与保有成功率得到提高与志向、在压力下的反应、成为领导或管理他人的欲望。

冰山模型显性能力



At UBS Wealth Management, we understand that success is the product of design, not destiny. So, with the wisdom and resources of a global network we craft an investment portfolio together. We meticulously customize your portfolio to meet your needs and aspirations, harnessing the most advanced products and services in the financial world. And then monitor it continually, providing advice that is proactive, not reactive. At UBS, our network of 80,000 people exists for one person alone, an arrangement we like to call "You & Us".

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SwissCham 2007 Survey: Results and Successful Practices

By Nicolas Musy, SwissCham Board Member

Human Resources Management (HRM) is generally considered the single most important challenge for successful operations of foreign enterprises in China. To address this issue practically, SwissCham, the Swiss-Chinese Chamber of Commerce in Switzerland, Osec and the Swiss Center Shanghai jointly sponsored a representative survey for the Swiss business community to share and expand its understanding about HRM issues and practices.

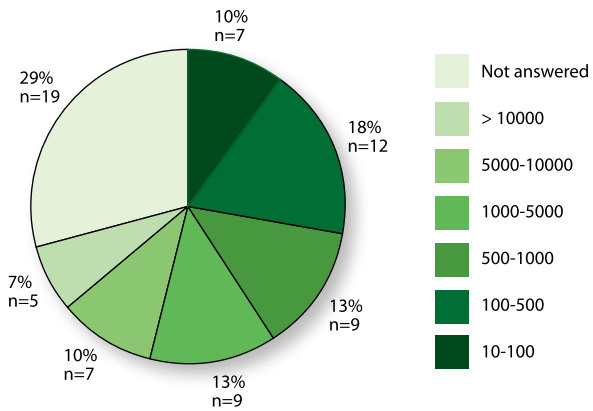
This work was executed with the helpful support of two Master's candidates under the supervision of the University of Geneva and the University of St-Gall, respectively. The managers of 68 Swiss subsidiaries answered 57 detailed questions. In addition, 91 employees of six subsidiaries also responded to a separate questionnaire, providing other points of view. The picture is completed by eight case studies providing insight into the specific Human Resources practices of successful companies.

Basic results are described below and complemented by a case study kindly authorized by Ciba on their practices to successfully attract and retain their employees (see page34). All details of the survey will be published and made available in July, complemented by additional case studies and articles by HRM experts on key topics (for ordering details see www.chinaguide.ch).

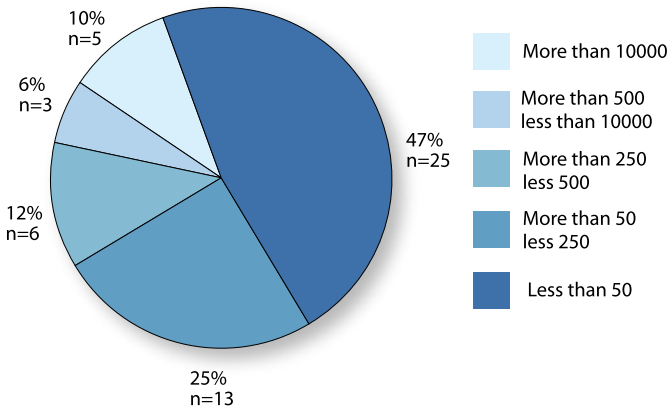
Survey Participants

68 subsidiaries of Swiss companies answered an extensive online questionnaire. Below are some key characteristics of the respondents' companies, for a better understanding of the results:

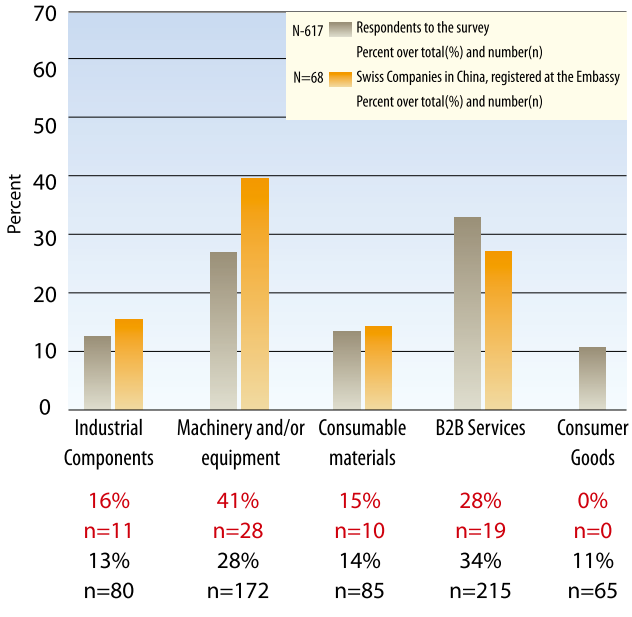
Number of employee worldwide
N=68 (Survey respondents)



Number of group employees in China
N=68 (Survey respondents)
16 No answers

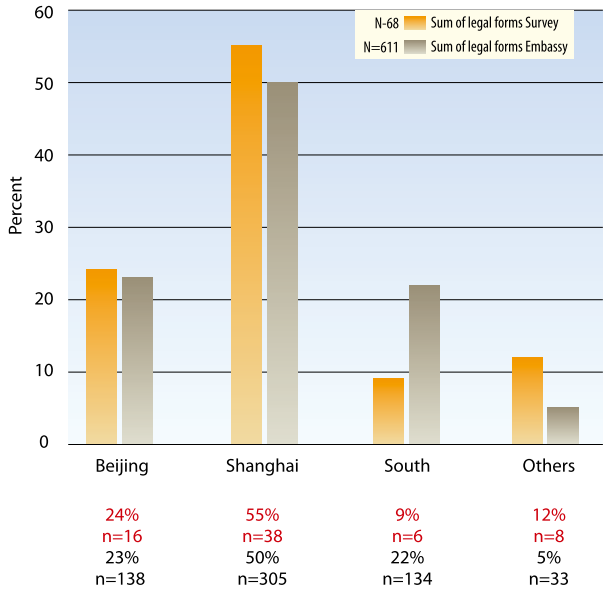


Comparison of survey respondents to embassy record by industry



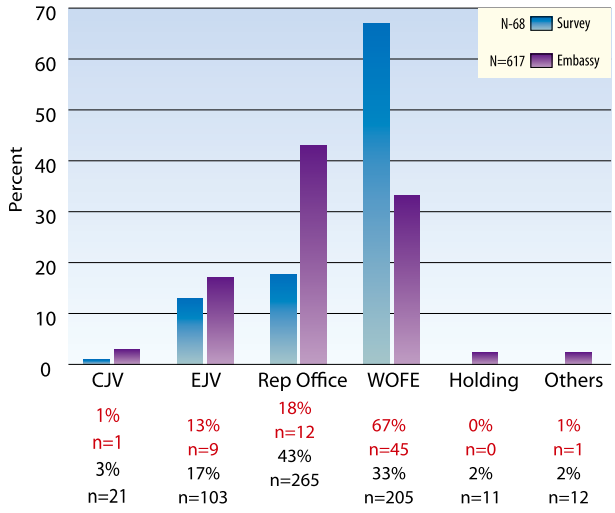
In which industry is your subsidiary operating?

Comparison of the geographical distribution between embassy data and data from the survey



Where is your subsidiary located?

Proportion of legal form survey respondents and embassy record



What is the legal form of your subsidiary?

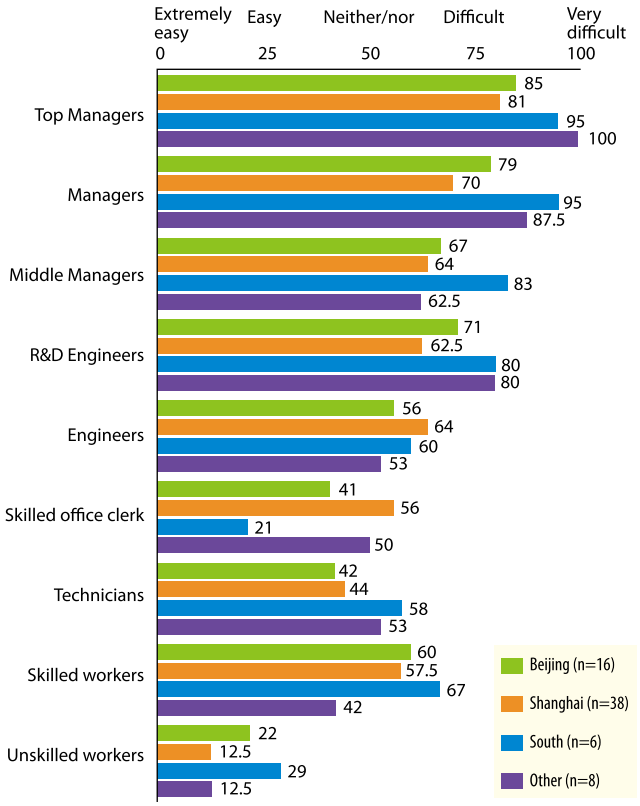
The sample is clearly biased in favor of WOFEs. This should not overly bias the data, given that WOFE's are more frequently established than Representative Offices in recent years.

Difficulty Finding Human Resources

The survey participants' ratings on what positions are more difficult to find (below) are particularly enlightening. They confirm that management is more available in Shanghai, and more scare in the South and 2nd tier locations. Interestingly enough, unskilled workers are easiest to find in both Shanghai and 2nd tier locations. On the other hand, while Shanghai is where R&D engineers are most available, it is also where engineers and skilled office clerks are the hardest to attract.

Difficulty to find suitable HR

N=68 (Survey participants)

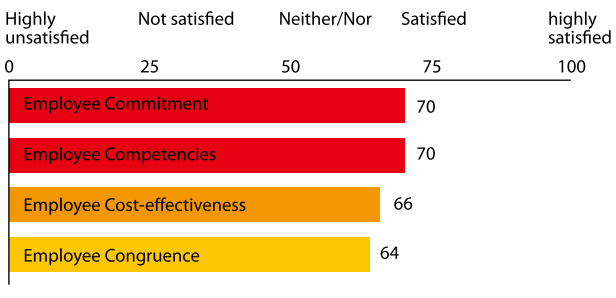


The results reveal that Swiss businesses are largely satisfied with their Human Resources (HR). Below are the different dimensions used to rate HR, first overall and then by industry group, location and legal form:

- **Commitment (to a company):** Engagement in and attachment to the company, resulting in a willingness to serve the company's interests without looking at other alternatives.
- **Competence:** The ability to use knowledge, understanding and practical and thinking skills to perform effectively at the required level
- **Cost-Effectiveness:** Value for money (with respect to the achievement of particular objectives and tasks, by comparison of employees of other enterprises).
- **Congruence:** Being suitable and appropriate to work smoothly with the company's workforce and within the company's values, systems and overall culture.

Level of satisfaction with employees

N=68 (Survey respondents)

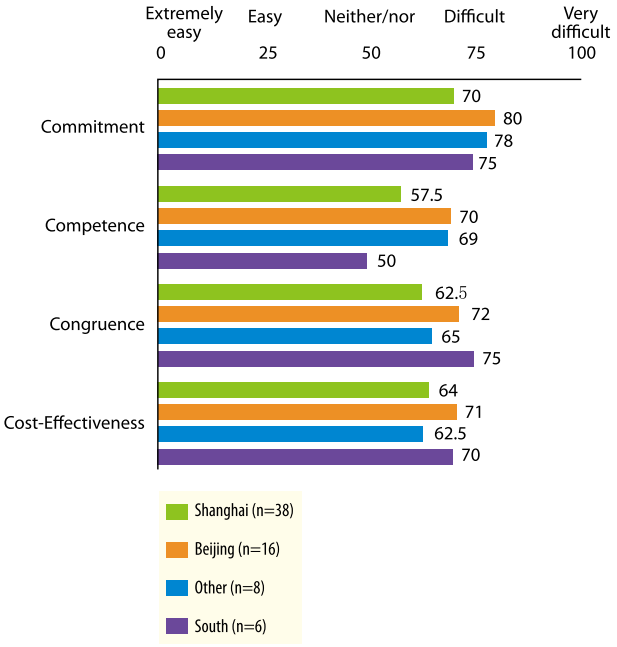


Compared to your objectives and other similar companies you know in China, how satisfied are you with each 4C factor?

Paradoxically, Shanghai employers are least satisfied with their employees, while one must still note that Southern employees are judged the least competent. Case studies show that the quality of HR in Shanghai is certainly as high as elsewhere so that we can only conclude that employment in Shanghai is more demanding, probably because the functions performed in Shanghainese operations are more sophisticated.

Level of employer satisfaction by location

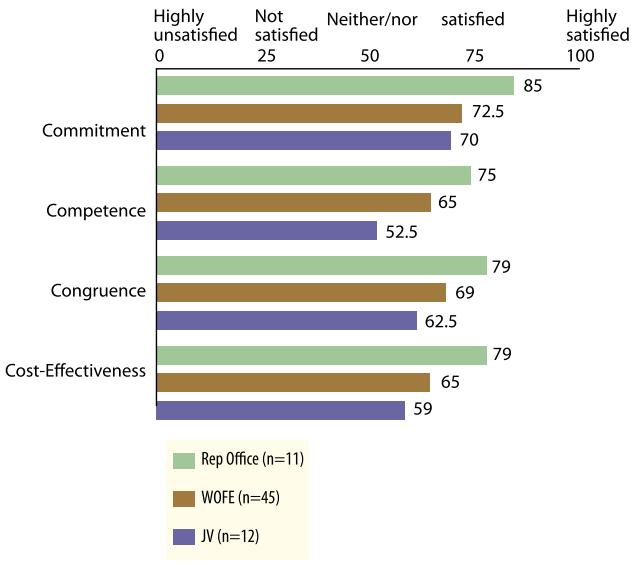
N=68 (Survey respondents)



In terms of legal form, a clear pattern emerges, indicating that Swiss employers at representative offices are the most satisfied with their employees, while those at WOFEs are more satisfied than those at JVs.

Level of employer satisfaction by legal form

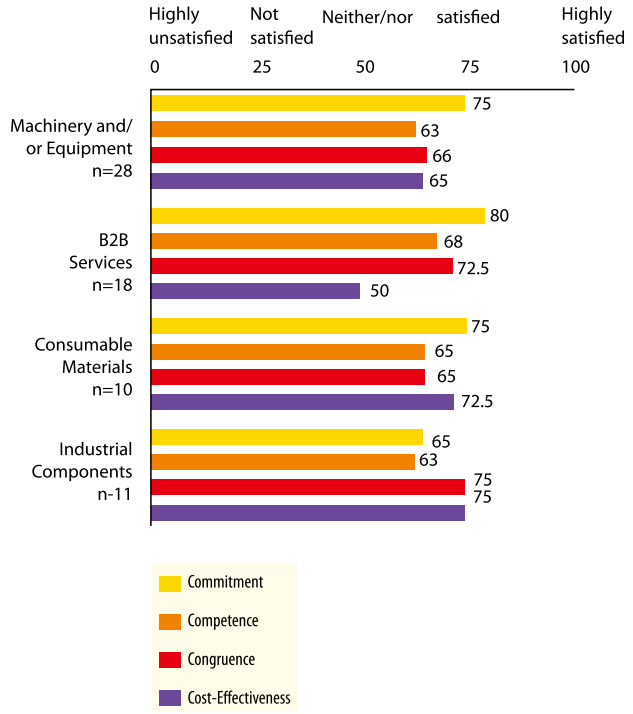
N=68 (Survey respondents)



No clear pattern emerges from industry differences, except that employers in the service industry do not express much satisfaction with the cost-effectiveness of employees:

Level of employer satisfaction by industry

N=68 (Survey respondents)

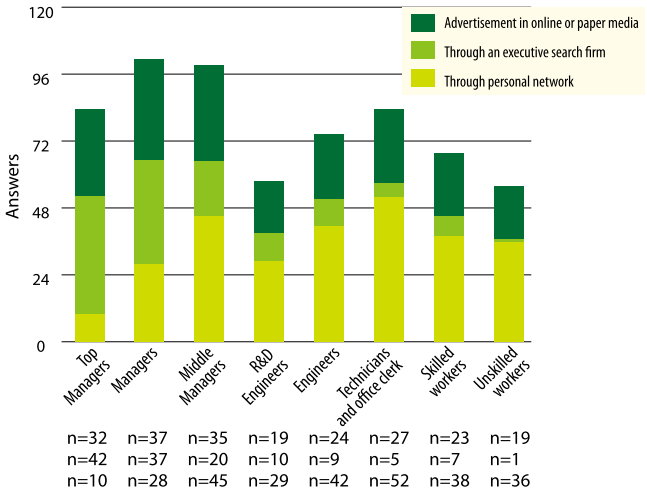


Recruitment methods

Personal networks are still a relatively important source for recruiting candidates. This certainly confirms that personal relationships still matter a great deal in China's HR environment.

HR recruitment channels

N=68 (Survey respondents)



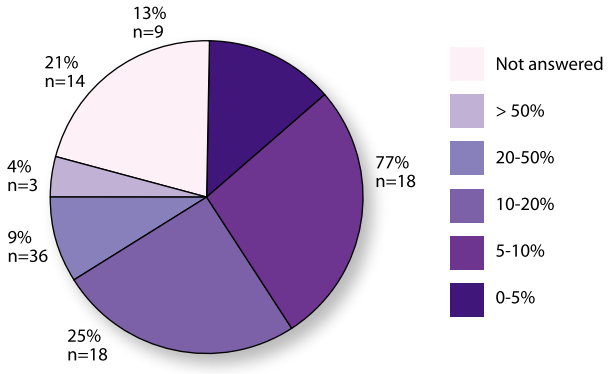
How do you usually recruit? (multiple selection possible)

Employee turnover rates

Faced with the current shortage of personnel fit to work within a foreign enterprise, retaining good employees becomes a key target for almost every company. Swiss companies are not doing badly, with 83 percent of respondents announcing a turnover of less than 20 percent per year. The missing answers are represented here since they represent 21 percent of the sample.

Annual employee turnover

N=68 (Survey respondents)

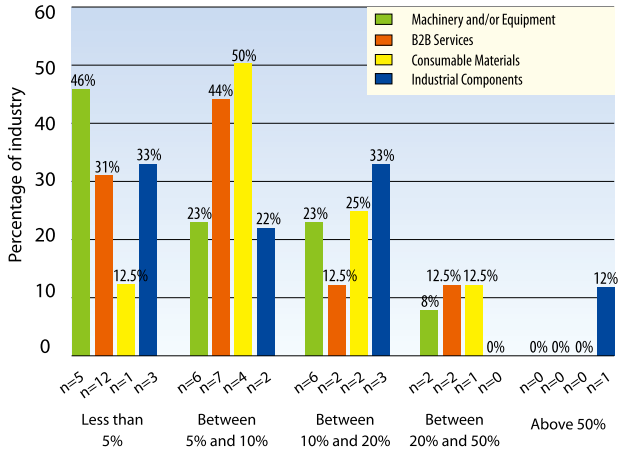


Excluding reorganization (turnover forced by internal reorganization decisions), how many employees do you replace every year as a percentage of the total?

By industry, industrial components companies show a slightly worse picture, probably as a result of its unskilled, easily replaceable workforce accounting for a higher turnover:

Comparison of employee annual turnover to industry

N=68 (Survey respondents) 9 No answers

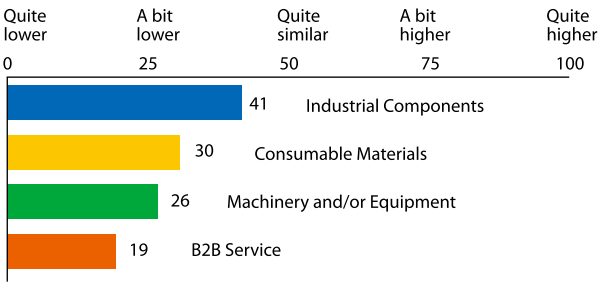


Excluding reorganization what is your annual employee turnover?

Swiss companies generally consider that they do better than the industry average. Yet in South China they estimate that they fare a bit worse on average:

Employee turnover by industry

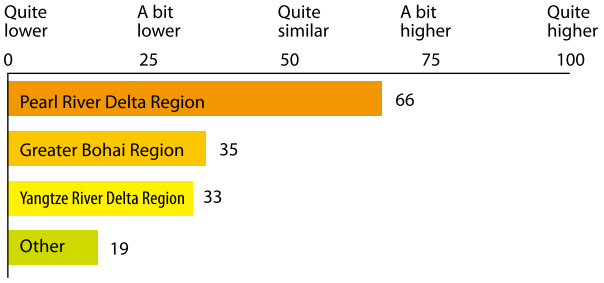
N=68 (Survey respondents)
1 Prefer not to answer
4 don't know



How is your subsidiary employee turnover compared to your industry in China?

Relation between employee turnover and location

N=68 (Survey respondents)
12 Don't know



How is your subsidiary's employee turnover compared to your industry in China?

Factors of Success for HRM

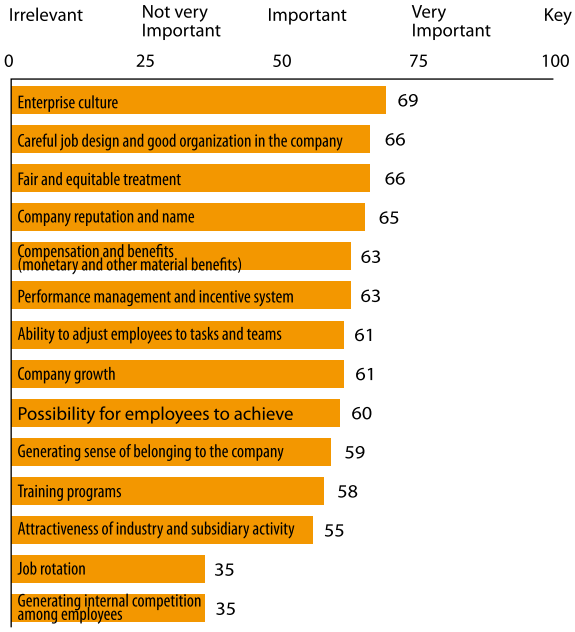
Out of the sample of companies, we selected successful HRM companies according to the following criteria:

- Companies whose employee turnover is perceived to be lower than the industry average
- Companies who are "satisfied" or "highly satisfied" in every one of the four factors (commitment, competence, cost-effectiveness, congruence)

17 companies fit these criteria. We then combined these 17 companies' ratings of the importance of various HRM factors to reach the following ranking:

HRM success factors

N=10 (Companies with HR department)



Which are the HRM success factors for your subsidiary?

Best Practices

The ultimate aim of the SwissCham 2007 Survey is to help identify which practices result in successful HR management. The report includes eight case studies of Swiss companies, including Bühler, Ciba, Winterthur, Geberit, Gate Gourmet and Franke, all of which have distinguished themselves by their HR strategies and philosophies. Alongside the Survey results, companies' case studies suggest possible strategies and courses of action for the establishment of successful HRM in China.

Swiss China HRM Report

A Manual to Human Resource Management in China

User's benefits

- Get key facts about HRM and its environment in China
- Benchmark your own HRM operations and learn from other successful Swiss subsidiaries in China
- Review, develop and improve your China HRM strategy and policies
- Get key facts relevant to specific industries
- Get the opinion of local managers on key HRM issues

Featuring

- Results of the Swiss China HRM Survey 2007 among General Managers and HR-Managers of Swiss subsidiaries in China
- Case studies of Swiss companies in China with a successful HRM-System
- Expert articles on key topics to provide analysis of the key HRM issues

Recent analysis published in "Behind the China Kaleidoscope – A Guide to China Entry and Operations" www.chinagudie.ch – identified Human Resources Management as an absolute key factor for Swiss subsidiaries success in China.

Swiss China HRM Report will provide an accurate overview of HRM in China, key practices of Swiss companies for successfully selecting, hiring, managing and retaining Chinese human resources, and practical information on the new Labor Law, the HRM market, its trends and future developments.

Available from July 2007

A joint project of osec business network switzerland

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China: The World's Most Competitive HR Market

How Ciba aims the cultivation of a performance culture

By Dawina Fahrni, Project Manager CH-ina

PIONEERS. Ciba traces its history in China as far back as 1886. The picture shows Ciba's R&D Center in Shanghai. It provides space for up to one hundred scientists. *Picture: Ciba*

Ciba Specialty Chemicals (Ciba) is a leading global company engaged in producing innovative specialty chemicals that provide colour, performance and care for plastics, coatings, paper and other products. In the last ten years, the supply of local talent qualified to work for foreign enterprises has not been sufficient to meet the market demand. Though the situation has been improving, in general employee turnover rates remain very high. There are always companies willing to offer better pay and more benefits to attract the talent required to run new operations. Development opportunities, remuneration packages and company culture and image seem to be the top criteria considered by local talents when choosing an employer. According to Ciba, nowadays, employees place more and more emphasis on career development opportunities. What kind of training program is offered by the company? Does the company offer overseas or on-the–job training? How far and how fast can employees move up? By aiming at higher positions early in their career, local staff expects financial rewards to follow quickly. In such an environment, loyalty is rare as opportunities are widely available to skilled people.

Different local approach

According to Ciba, a key factor for successful HRM in China is adapting the HRM strategy to the challenges of the local market. Companies have to differentiate between a global HRM approach and the subsidiary's goals in China. Hence, Ciba China has developed its "People Strategy for 2006 and beyond." The most significant difference in Ciba's new HRM strategy is the shift to a more differentiated treatment of employees.

Now Ciba putting more focus on the best performers and employee in key positions in order to retain them. In practice, this means offering better pay and better training opportunities to key employees. Ciba has implemented a people development program designed to offer outstanding employees with more opportunities and responsibilities. It also

involves training and mentoring programs tailored to individual candidates. The ultimate goal is the cultivation of a performance culture, not only through compensation benefits but as well through development and advancement opportunities.

Supply-demand gap

One of the biggest challenges of the Chinese HR market is the shortage of local talent suitable to foreign enterprises, which leads to a supply-demand gap. Companies are looking for more or less the same skills. Educational background is usually not an issue, but experience in an international environment and the ability to speak English would be a plus. In Ciba's case, this problem applies mostly to chemists, chemical engineers and marketing experts. Qualified chemists are crucial for innovation (R&D) in the chemical industry but, according to Ciba, while Chinese chemists theoretical knowledge is adequate, the gap lies in the capacity for commercial application and product development, due to lack of work experience. At Ciba, work experience is one of the most important factors for a prospective employee. But even work experience cannot cover for the fact that the Chinese education system has not fostered innovative skills and creativity. Some of this is due to intrinsic factors, some to the low level of exchange with international research centres and foreign academies.

Too early promoted

According to Ciba, it is difficult to find candidates in Europe with solid managerial skills before their mid-thirties, but in China people ascend to department head positions much earlier because of the market situation. This often means that employees are promoted to high level management positions before they are really ready. Hence it is very important to accelerate the development of employees through appropriate speedy training. Employees have to move through different positions, take on different challenges and learn from their mistakes. Ciba has implemented the following training tools:

- **International assignments**
  Ciba sends its employees overseas to other Ciba companies for one year or longer because Ciba believes that experiencing a different culture is one of the most efficient training experiences.
- **Cross-sector and cross-functional programs**
  Ciba also introduced cross-sector (across different businesses) and cross-functional (within the department) moving programs. Such programs often encounter resistance from individual lines, which fight to retain their best people because there is a scarcity of strong replacements. In the end, however, the company's long-term interests must take priority.
- **Training programs to build up soft skills and English skills**
  Ciba attaches importance, not only to professional skills, but to soft skills as well. Ciba instituted a training program two and half years ago to build up time management, problem solving and team work skills. To these, Ciba has also added English-training programs to help equip employees with the right skills.

Growing expectations

The Chinese labor market has in some ways become a victim of its own success. As the vast wealth and opportunities it creates filter down to Chinese employees, their salary, leisure and status expectations grow, making it only more difficult to retain key people in an already tight labor market. While monetary compensation remains key, the trend in China is increasingly towards non-monetary incentives, including career development opportunities, recognition within the company, and greater work-life balance. Ciba is responding to this challenge in the following ways:

- **Competitive salary and performance-based payment**
  Chinese employees are particularly sensitive to salary differences, and will change jobs based on a narrow difference. Hence, it is especially important to know where a company's salary stands in relation to the rest of the market. Ciba's base payment is on the medium market level and on the 3rd quartile for key drivers.
  Next to the base pay Ciba has introduced a performance-based payment system to motivate employees and ensure that good work is rewarded. According to Ciba, it is very important for Chinese employees to see a direct link between performance and monetary compensation. Employees who excel have the opportunity to earn higher wages. The incentives are related to the performance of the company and also on the individual performance.
- **Rewards and recognition**
  To help encourage company loyalty among employees, Ciba offers long service awards. Long-time service is rare in China where employee turnover rates are so high. Ciba has also introduced a special monetary bonus system to reward excellent project work.
- **People development**
  Next to monetary compensation, the people development opportunities to advance are a key factor in motivating Ciba's Chinese employees to remain with the company. Next to the local HR departments Ciba runs the people development section on an Asia Pacific-wide basis, which includes management development and education. Besides training programs Ciba is attentive to promoting those employees which display high potential.
- **Creating personal attachment to the company**
  Ciba has introduced a recreational club, which is responsible for the organization of sporting, annual dinner, and company outings.

Successful HRM - Ciba's key factors

- **Rewarding according to performance**
  Ciba's incentive system of variable pay based on performance evaluation is critical to motivating employees and retaining the best people while maintaining the company's competitive edge.
- **Retention through development opportunities and training**
  Recognizing both key employees and employees with potential, and offering them what matters most to them: Personal development through training, greater job responsibilities and career advancement opportunities.

Facts & figures

Number of employees worldwide	14'000
Number of employees in Switzerland	2'600
Numbers of employees in China	900
Percentage of group's turnover from China	7%
Headquarters Asia North (China, HongKong, Taiwan and Korea)	Shanghai
Presence in China	3 trading companies (Shanghai, Taiwan, Hong-Kong), 2 branch offices (Beijing, Guangzhou), 11 production sites, 1 R&D center (Shanghai) Ciba traces its history in China as far back as 1886. In 1936 the company established its first representative office in Shanghai, reestablishing it shortly after Deng Xiaoping's economic reforms.

11th CEO Interview
总裁访谈录
Mr. Gustav Erne
CEO of Luwa China

In Total Air Control

Gustav Erne, General Manager of Luwa China, has a special view from his office

Interview, Solange Gürtler and Fabian Gull

The Bridge met Gustav Erne, CEO of Luwa China in his office in the factory in Jiading, north of Shanghai. The office, which is decorated with photographs of old Swissair airplanes, does not possess any windows to the outside world, but a big glass front to the production floor below.

The Bridge: Gustav Erne, do you like to keep an eye on your employees?
It`s always good to know what is going on in one's company (laughing). I actually enjoy watching the working processes below – while being on the telephone for example.

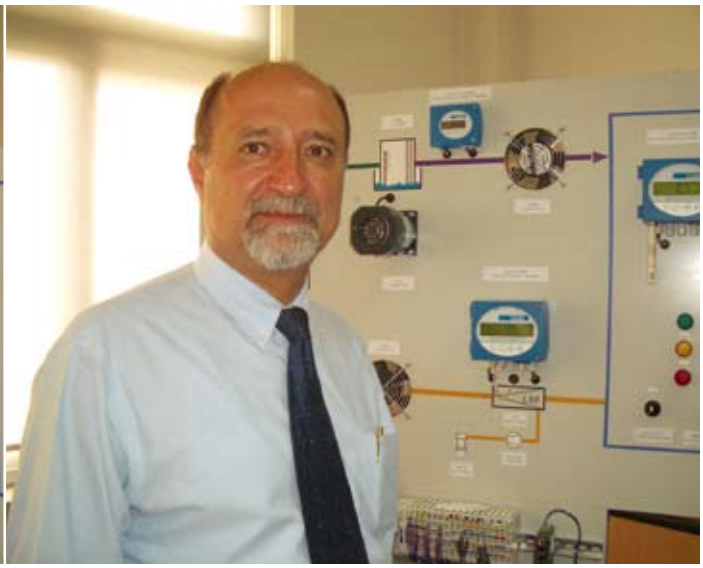
Can you explain shortly what Luwa is doing?
Luwa is the leading supplier for textile air engineering. For textile production you need a certain environment, in which you can optimize your production. This is done primary by closely controlling the humidity of the air, but also the temperature. You have to keep the humidity in a very fine balance, which is quite a difficult task as the size of a textile plant can be bigger than several football fields together. The air change in such a plant is typically between 20 to 40 times an hour. But what we do is not air conditioning in the sense it is commonly used, but heavy industrial air conditioning in a rather rough environment where the environment must be precisely controlled. We are taking care of the climate in a factory and we are also specialized for the extraction of dust and fibers from the air and from the machinery. We call the whole process "total air control".

How long has Luwa been doing business in China?
Luwa has established a first foothold in Hong Kong in 1965. From there it gradually expanded to the mainland. In 1997 the company in Shanghai was established as a logistic center. When I took over, I had the task to restructure this company and to take responsibility not only for the production but also for complete projects in China, which were from then on designed and engineered right here in Shanghai.

Who are your customers?
We are concentrating on spinning and weaving plants. China is the largest supplier of yarn today. And Luwa air conditioning is involved in the whole spinning process from the beginning to the end. The quality and production capacity of the textile plants in China is always increasing with new equipment, which is when imported traditionally coming from Europe, mainly Switzerland and Germany. The next step after spinning is weaving, and also in this production step the cleanliness of the environment and temperature and humidity control are the key factors to good quality products.

What are you producing in the factory in Shanghai?
We purchase components for textile air conditioning equipment from sub-suppliers, we assemble them here, test them and then we ship them to the different project sites. That is filters, air-washers, fans, plant-room doors, fiber separators, traveling cleaners etc. but we do not sell the components individually, we sell them as complete projects only.

Where else in the world is Luwa present?
Luwa today consists of four companies. There is Luwa Switzerland, which is in charge of the majority of the world, Luwa Singapore being a sales and engineering office, then there is Luwa India, which is a manufacturing place and the youngest member of the Luwa group is us here in China, also being a production place. As you can see we are well established in Asia, we have to be close to where our customers are.



Which one of the four is the biggest?
As mentioned Asia is our largest market. We are the youngest of the four and we are still in a heavy build up phase. We continuously expand our business activities throughout China and our base is getting bigger and bigger, with new clients and with our existing customers returning.

And in China all your production activities are concentrated in the greater Shanghai area.
That's correct. We have two facilities here in Jiading. And we will expand further very soon.

Why did you choose to build your factory here?
In earlier days defense industry was located in Jiading. And today also the automotive industry. This is why a lot of skilled workers with comprehensive production knowledge live in this area.

Is it a problem for you that the salary level in China is increasing?
It certainly effects and it affects big style. The salary is only one thing, but the availability of qualified people is another problem. This is indeed a concern for us at the moment.

Do you find the people you need and how difficult is this?
Yes we find them. We are in a unique industry. The only place you can study textile air conditioning is China, in all the other countries it is general air conditioning knowledge people are educated on. So here in China we can find people right from the university, who have good textile air conditioning knowledge. We get the best young engineers and train them.

So you recruit people directly from universities?
On the one hand yes, we get our young project engineers directly from the universities. Other and senior engineers we recruit from the market like everybody else. An interesting fact is that almost 50% of our employees have a Bachelor or higher university degree.

How many people work at Luwa and what nationalities do they have?
We have currently a highly qualified staff of 107 plus temporary workers, if needed. Since I have started working here the number of employees has almost tripled and we expect to have around 120 by the end of the year. We employ mostly Chinese and have only four expats in the company, of which three are Swiss - the service manager, the sales director and myself. In addition we have one very experienced engineer from the Philippines who formerly worked with Luwa Philippines and Taiwan.

> "We are still in a heavy build-up phase"

What is the most difficult part of doing business in China at the moment?
It's certainly the price pressure arising from the competition with local companies. They are substantially cheaper but we are better (laughing). We also have to keep up to our reputation of course and try to be one step ahead of the others. We have just recently developed a new generation of a fully automatic control system. We can for example check from here all our installations throughout China and if necessary we can adjust these installations right here from Jiading. And now we are working on an alarm system by SMS. If there is any problem in one of the textile plants we supplied, the responsible person will be informed automatically via his mobile phone.

Are your local competitors catching up regarding quality?
You have to take any competitor serious. But we are the industry leader. Our competitors copy us, but if you copy only the components you have not yet understood the system. To design a system, which is precise, energy-efficient, reliable and giving years of trouble free service requires much more knowledge.

You as a manufacturer of air quality and as an inhabitant of Shanghai, how do you judge the air quality here in the city?
It is probably not the best. However in the last seven or eight years I have seen efforts and improvements such as pollution restrictions for companies, efforts concerning the traffic and visually the building of parks and planting of trees. This of course is an ongoing process.

What would you say is the most important point to take into consideration when starting business in China?
First of all, when you start in China you have to be sure to have the support of the headquarters and that going to China is not the remedy for a difficult situation you face in Europe. Then you are bound to fail. You have to be healthy and you have to have the investment capability and the endurance. If any of these is lacking, it's going to be hard.

全面空气控制

11th CEO Interview
总裁访谈录
Mr. Gustav Erne
CEO of Luwa China

洛瓦中国首席执行官Gustav Erne在办公室坐览别样风景

Solange Gürtler 和 Fabian Gull专访

Gustav Erne (59)

Born in
Zurich, Switzerland
How long in China
16 years (10 years in Shanghai)
Favorite Restaurant in Shanghai
Laris and Ad's
Favorite Place in Shanghai
My home
Hobbies
Photography. Both taking pictures and collecting cameras.
What I like about China
China has become a second home to me and it is really the people, who attract me. They are very interested and warm people and not difficult to get by.
What I don't like about China
I don't really like driving here in Shanghai.
How much longer will I stay in China
I'd say I'm lost to Western World. After 26 abroad it would be too hard to re-establish myself in Switzerland with all its formalities and restrictions.

在坐落于上海北郊嘉定厂区内的首席执行官办公室里，Bridge见到了Luwa中国公司首席执行官Gustav Erne。办公室用以往瑞士航空公司飞机的照片作装饰，没有一扇通向外界的窗户，前方却有一面能看到楼下生产车间的大镜子。

您喜欢这样观察自己的员工吗，Gustav Erne?
了解自己的公司里正发生着什么事情，这总是有好处的（笑）。其实我喜欢观察下面的工作流程——比如在听电话的时候。

您能否对Luwa的业务作一个简要介绍?
Luwa是领先的纺织空调供应商。对纺织生产来说，你需要一个特定的环境来优化生产，这主要通过密切控制空气湿度和温度来实现。你必须保持湿度处于非常平衡的状态，对于一个占地比几个足球场还大的纺织厂来说，这是个相当艰巨的任务。在这样一个工厂内，空气变化通常为每小时20至40次。而我们所做的并不是通常意义上的空调（调节温度等），而是在一个非常恶劣，且必须精确控制的环境中使用的重型工业空调。我们负责控制工厂内部的气候，并提供专门的空气及机械除尘、除纤维产品和服务。我们把这整个过程称为“全面空气控制”。

Luwa在中国开展业务有多长时间了?
1965年，Luwa在香港成立了中国第一家分公司，并逐渐向大陆拓展。1997年，成立了上海分公司，作为公司的物流中心。我上任之后，调整了公司结构，并负责产品的生产和中国的完整项目。自此以后，中国的完整项目开始在上海设计并实施。

你们的客户有哪些?
我们集中为纺纱和织造工厂提供产品和服务。中国是当今最大的纱线生产国，而Luwa空调则参与了纺纱从始至终的整个流程。在中国，纺织厂产品的质量和产量总是随着新设备的进口而上升，这些设备传统上来自欧洲，主要是瑞士和德国。纺纱完成后的下一步是织造，在这一阶段，环境清洁及温度、湿度控制是保证产品优质的关键因素。

你们在上海的工厂生产哪些产品?
我们从二级供应商那里购得纺织空调设备的部件，在这里组装、测试，然后将它们运至各项目地。产品包括：过滤器、空气清洗器、风扇、机房门、纤维分离机、巡回清洁器等。我们不单独出售部件，仅以完整项目为单位销售产品。

Luwa还在全世界的哪些地方设有分公司?
今天的Luwa由四部分组成：掌管全世界大部分业务的Luwa瑞士公司、作为销售和工程设计办公室的Luwa新加坡公司、作为生产基地的Luwa印度公司、以及在上海的我们——Luwa集团最年轻的成员Luwa中国公司，同时

也是生产基地。如您所见，我们在亚洲已经有了不错的基础，我们必需贴近客户。

三家分公司中规模最大的哪个？
正如我所提到的，亚洲是我们最大的市场。我们是四个公司中最年轻的，并且还处在大力筹建阶段。我们在整个中国范围内不断扩展业务活动，新客户的加盟、老客户的再度合作使我们基地的规模不断壮大。

而你们在中国所有的生产活动都集中在上海地区。
是的。在嘉定我们有两个工厂，而且很快将进一步扩大规模。

你们为何选择在此地建造工厂？
昔日的国防工业、今日的汽车工业生产基地都位于嘉定，因此这里居住着许多具备综合生产知识的娴熟技工。

中国的薪资水平正在上升，这对你们来说是不是一个问题？
这一定是有影响的，而且影响很大。薪资只是一方面，合格人才的可得性又是另一个问题，而这正是目前我们所真正关心的。

你们有没有找到需要的人才，这有多困难？
是的我们找到了。我们所在的行业是独特的。要学习纺织空调，中国是唯一的去处，在其他任何国家你都只能学到一般的空调知识。因此，我们在中国能够直接从大学里找到具备纺织空调知识的人才。我们招募到最优秀的年轻工程师，为他们提供培训。

这么说你们是直接从大学招聘员工的？
从一方面来说是这样，我们直接从大学招募项目工程师。对于其他员工和高级工程师，我们则是从人才市场招募，这和大家的做法一样。一个很有意思的事实是：我们的员工中有将近一半具备学士及以上学位。

Luwa有多少员工，他们都来自哪些国家？
目前我们有一支107人的高素质员工队伍，必要时还有临时工。从我开始在此工作至今，员工数量几乎是原来的3倍，预计到今年年底将达到120人。员工基本都是中国人，外国人只有四位，其中三位是瑞士人——服务经理、销售总监和我本人。另一位来自菲律宾，是位经验丰富的工程师，曾在Luwa菲律宾公司和台湾公司任职。

当下在中国开展业务的最大困难是什么？
当然是与本地公司竞争时面临的价格压力。他们的产品比我们便宜得多，但是我们的更好（笑）。当然我们必须在维护自身商誉的同时比别人领先一步。最近我们刚开发出新一代全自动控制系统。比如我们可以在这里检查中国境内我们安装的所有设备，如有必要，我们在嘉定就能对这些设备进行调整。目前我们正在开发一种基于短信服务的报警系统。如果一家由我们供货的纺织厂出现了任何问题，相关负责人将在自己的手机上收到自动发送的信息。

本地竞争者在质量上赶上你们了吗？
对任何竞争者你都必须保持警惕。不过我们是行业的领头羊，竞争对手是在效仿我们。但仅靠复制部件还不足以通晓整个系统，要设计一个精确、节能、可靠、长年无故障运行的系统，还需具备更多的专业知识。

作为空气质量产品的生产商、同时也是上海的居民，您认为上海的城市空气质量如何？
也许不能算最好。然而近七、八年以来，我目睹了上海在改善空气质量方面所做的努力及成果。比如限制企业污染排放、减少机动车尾气排放和植树造园。当然这一过程还在进行当中。

您认为要在中国创立一个企业需要考虑的最重要的一点是什么？
首先，你必须确认是否已得到总部的支持。必须明确，来中国并不能把你从欧洲的困境中解救出来，否则你必输无疑。你必须有稳健的基础，并具备强大的投资能力和持久力。缺少了以上任何一条，都将会是艰难的。

Turning Point for China and the Yangtze Delta Region?

- The economy of the Shanghai led Yangtze Delta Region (YDR) expanded again over 12% in 2006. The growth is expected to continue but at slower pace in 2007 with tighter macro control measures.
- Headed by the newly appointed Party Secretary, Mr. Xi Jinping, Shanghai pledged to take the lead in implementing the central government's goal: to rebalance the economy from exports and investment dependent towards a slower-growing and more sustainable consumer-led economy.
- Swiss FDI slowed down in YDR, but the investment return ratio remained high in the region and development of service sector will be given priority.

By Stella Nie, Head Economic Section at Swiss Consulate General in Shanghai

2006 was the first year of China's 11th Five-Year-Plan, which targets an annual economic growth of 7.5%. Despite of the government's efforts to slow down the excessive growth, China's economy expanded 10.7% in 2006, posting the strongest gain since 1995. Investment in fixed assets remained one of the main engines of growth while private consumption picked up steadily. Foreign investment continued to flow in and trade surplus hit record high (Table 1).

As the world 4th largest economy after the U.S., Japan, and Germany, China is playing a more and more influential role in the global economy. Although the 20.94 trillion yuan gross domestic product (GDP) accounts for only 5% of the overall world output, its growth represents about one third of the total increase in world GDP. Therefore it's probably worth noting the nation's economic slowdown measures for 2007.

Sound and fast

During the National People's Congress that closed on 16th March 2007, the government work report set the economic growth target for 2007 at about 8%. This moderate rate was also targeted for 2005 and 2006, with the results of actual double digital growth for these two years. In his annual press conference, Chinese Premier Wen Jiabao stressed that China's economic development was becoming unsustainable, noting that credit issuance and investment had been excessive. One slight change in the expression of the government's task highlighted its determination to cool down the economy: the government's most important objective is to promote "sound and fast" economic development, instead of "fast and sound" development, an expression has been used since the beginning of 90s. This change of order implies the shift of economic development priority from speed

to quality and efficiency. Following that, a series of policies have been promulgated, including tougher land control, unified corporate tax law and tightening monetary measures.

Dynamic Shanghai led YDR

The Yangtze Delta Region (YDR) - including in this term the city of Shanghai and the two provinces of Jiangsu and Zhejiang - continues to play a locomotive role in the country's economy. The aggregate GDP of the delta region climbed to 4' 749.44 billion RMB (608.9 billion USD), accounting for 22.7% of China' s total GDP, a remarkable result compared to its rather low percentages of population (10.3%) and area (2.2%).

Shanghai reported a GDP of 1'029.7 billion RMB (132 billion USD) in 2006, exceeding 1 trillion yuan milestone with an increase of 12% over the previous year. This was Shanghai's fifteenth year with double-digit growth rate. Jiangsu Province, the second largest provincial economy in China after Guangdong province, recorded a GDP of 2'154.84 billion RMB (276.3 billion USD), up 14.9% and 4.2 percentage points higher than the national average. The GDP of Zhejiang province reached 1'564.90 billion RMB (200.6 billion USD), up 13.6%. Measured by per capita GDP, Zhejiang has the highest provincial income in China.

The Region remains China's top economic powerhouse, thus it's now playing a leading role in the economic restructuring. More focuses have been put on promoting the service sector and elevating the industrial structure. In 2006, the tertiary industry accounted for 41.3% of the region's GDP with 0.4% increase. The GDP contribution ratio of the three industries was 3.7%: 55.5%: 41.3%, while the number for China was 11.8%: 48.7%: 39.5%.

From below to above the average

Shanghai is defined as the nucleus of the regional development. Under the panned economy in 1980s, Shanghai's economic growth was about 2% lower than the national level. Since the opening of Pudong in 1990s, its economy has been growing at a speed around 2% higher than the national level, driven by fixed assets investment and FDI, paralleling the nation's growth pattern.

2006 witnessed the turning point of Shanghai's economic growth pattern. The growth rate of fixed assets investment slowed down and for the 1st time since 1990s became lower than the GDP growth. In the meantime, China's fixed assets investment still accounted for over one half of the total GDP with 24% increase. Private consumption picked up quickly in Shanghai with a record high growth rate of 13% since 1998, while service sector played a bigger role. The share of GDP of the three industries became 0.9%: 48.5%: 50.6% in 2006. The city's import and export trade became balanced with an optimized structure. The momentum of this growth model remains confirmed this year. The city's GDP grew 12.5% in the 1st quarter of 2007, with service sector jumping 12.7% and retail sales advancing a new record of 13.2%.

Tougher land control

Starting 1st January 2007, a new policy was put into effect by The Ministry of Land and Resources setting the minimal prices for industrial land use with different land rates for tier 1, 2 and 3 cities across the country. The new regulation has increased the land-use fee for new constructions in some of the regions by 40% to 60%. The money from the fee, which originally belonged to the local governments, is now be split, 30% to the central government and 70% to the provincial treasury. This move will cool off the local official's fever to sell land at below market price to attract foreign investments and gain their official achievements.

The price increase, however, is not significant in Shanghai and its neighbouring cities, where the land price escalated already. But with shrinking land availability, new investment projects in these cities will face stricter selection criteria and the approval

procedure will be more complicated, among which the concept of " investment density" was applied and more attention was paid to the nature of the investments and factors such as the environmental impact, technological level and brand visibility, etc. As a result, some low cost and low technology foreign investments had to move to the north part of Jiangsu Province and inland 2nd tier cities.

Unified corporate tax

The long-awaited China Corporate Income Tax Law passed this March in the National People's Congress and will come into effect in 2008. According to this new law, foreign invested companies will need to pay 25% corporate tax, up from the current 15% and domestic companies will be reduced the tax burden at 33%. Development zones will be also deprived of the preferential taxes they have been enjoying. Foreign companies established before the effect of the law will be given a five-year transitional period, therefore the 1st quarter has witnessed an increase of FDI in the region despite of tightening macro policy and the Chinese New Year's holiday. The launch of the new corporate tax law will end the tax holidays for general manufacturing and export oriented foreign invested companies, but high value-added manufacturing sectors is still encouraged and the YDR will provide service industries with new tax incentive policy.

Regional integration lagged behind

While the YDR has been enjoying outstanding economic boom, regional integration has lagged behind, by administrative hurdles and regional competition. The central government and the members in the region are calling for synergy to keep its leading position and sharpen the region's competitiveness. Some efforts have already been made in the fields of infrastructure and regional transportation. The recent railway speed-up on 18th April 2007 underlined the inter-city fast transportation network within the YDR and has shortened the travelling time between Shanghai and the two the capital cities of Zhejiang and Jiangsu Province.

To enhance the regional collaboration was also believed to be one of the reasons for the appointment of the new Party Secretary of Shanghai by the end of March 2007. Xi Jinping, the former Party chief of Zhejiang Province, was appointed to head Shanghai and replace Mayor Han Zheng, who was also acting Party Secretary after the crackdown of the former Party Chief. In Zhejiang, Xi stressed regional links with Shanghai and the broader Yangtze River Delta. He built his reputation as pro-market reformer over several postings.

This new appointment cleared the political uncertainty in Shanghai and will stabilize the management of the city rocked by a corruption scandal that marked the end of Xi's predecessor's career. Xi pledged to continue to speed the efforts to build Shanghai into an international economic, financial, trade and shipping centre, meanwhile taking the lead in the regional economic collaboration.

The Yangtze Delta Region plays an important role in the Sino-Swiss bilateral economic relation: over one third of the Sino-Swiss bilateral trade, in terms of both import and export, is conducted through the YDR and over half of the total contracted Swiss investment in China goes to the region. In terms of accumulated capital, more than 60% of the Swiss investment at the end of 2006 was in the region. Swiss trade relation with the Yangtze

Table. 1
Current Economic Indicators* of the Swiss Consular Area

Year		2005		2006	
		Volume	Growth Rate (%)	Volume	Growth Rate (%)
GDP (billion RMB)	**China**	**18'386.80**	**10.4**	**20'940.70**	**10.7**
	Shanghai	914.40	11.1	1'029.70	12.0
	Jiangsu	1'827.21	14.5	2'154.84	14.9
	Zhejiang	1'336.50	12.4	1'564.90	13.6
	Anhui	537.58	11.8	614.19	12.9
	Consular Area	**4'615.69**		**5'363.63**	
Total Retail Sales of Consumer Goods (billion RMB)	**China**	**6'717.70**	**12.0**	**7'641.0**	**13.7**
	Shanghai	297.30	11.9	336.04	13.0
	Jiangsu	569.99	16.0	662.32	16.2
	Zhejiang	463.20	13.2	532.53	15.0
	Anhui	176.50	13.3	202.94	15.0
	Consular Area	**1'506.99**		**1'733.83**	
Completed Investment in Fixed Assets (billion RMB)	**China**	**8'860.40**	**25.70**	**10'987.0**	**24.0**
	Shanghai	354.26	14.8	392.51	10.8
	Jiangsu	873.97	28.0	1'006.37	20.3
	Zhejiang	665.20	15.1	759.30	13.8
	Anhui	252.10	31.7	354.47	40.6
	Consular Area	**2'145.53**		**2'512.65**	
Exports (billion USD)	**China**	**762.00**	**28.4**	**969.10**	**27.2**
	Shanghai	90.74	23.4	113.57	25.2
	Jiangsu	122.98	40.5	160.42	30.5
	Zhejiang	76.80	32.1	100.90	31.4
	Anhui	5.19	31.8	6.84	31.7
	Consular Area	**295.71**		**381.73**	
Imports (billion USD)	**China**	**660.10**	**17.6**	**791.60**	**20.0**
	Shanghai	95.62	10.5	113.91	19.1
	Jiangsu	104.96	26.1	123.58	17.7
	Zhejiang	30.59	13.0	38.25	25.1
	Anhui	3.93	20.0	5.41	37.7
	Consular Area	**235.10**		**281.151**	
Foreign Direct Investment (during the period)					
Projects	**China**	**44'001**	**0.80**	**41'485**	**-5.76**
	Shanghai	4'091	-5.6	4'061	-0.7
	Jiangsu	7,126	-8.5	6'541	-8.2
	Zhejiang	3'396	-11.2	3'583	5.5
	Anhui	421	-5.6	592	40.6
	Consular Area	**15'421**		**14'777**	
Contracted (billion USD)	**China**	**189.07**	**23.2**		
	Shanghai	13.83	18.3	14.57	5.4
	Jiangsu	45.72	18.5	38.78	
	Zhejiang	16.13	10.8	19.1	18.5
	Anhui	1.55	29.0	2.50	60.9
	Consular Area	**77.23**			
Actually Utilised (billion USD)	**China**	**60.30**	**- 0.50**	**63.0**	**4.5**
	Shanghai	6.85	4.7	7.11	3.8
	Jiangsu	13.18	29.2	17.43	32.2
	Zhejiang	7.72	15.6	8.89	15.1
	Anhui	0.69	26.0	1.39	102.4
	Consular Area	**28.44**			

Source: Chinese Authorities
* All statistics not including Taiwan, Hong Kong and Macao; Figures of the year 2004 refer to the unrevised ones; Growth rates are price-adjusted.

Delta region developed rapidly in 2006. As Table 2 shows the region imported goods with a total value of 1'728.96 million USD from Switzerland in 2006, an increase of 16.3% over the previous year, and exported a total value of 894.18 million USD to Switzerland with an increase of 37.9%. Switzerland has been enjoying a trade surplus in its favour with both China and the Yangtze Delta Region, with the region contributing 36% of the total surplus in 2006.

Shrinking land availability and rising costs

The major exported commodities from the region were garments and accessories, automatic data processing equipment. The major imported commodities were watches and components, machinery and pharmaceuticals. Driven by the rising private consumption power in this region , the demands of high quality Swiss made consumer goods, especially watches have noticeably increased. Moreover, with the expansion of the Swiss presence in the region, Swiss-invested companies also contributed a considerable part to the total export volume.

Although the new projects of Swiss direct investment in Yangtze Delta Region still accounted for 40% of the total in China in 2006, the momentum of influx obviously slowed down (Table 3). The main reasons are economic restructuring, shrinking land availability and rising business costs in this region. As mentioned before, different from the before eager and enthusiastic attitude towards FDI, Shanghai and its neighbouring cities became more selective in the approval of new projects. On the other hand, Zhejiang Province had followed a different development pattern in 1990s and beginning of this century, characterised by its dynamic private economy.

Unparalleled advantages

Despite of the new challenges and raised threshold for foreign investment, the Shanghai led region keeps its unparalleled advantages for Swiss investors in terms of its sound infrastructure, large human resource pool, government efficiency and higher investment return ratio. According to a research conducted by World Bank in November 2006, foreign-funded companies' investment-return rate in China averaged 22%, while the rate for Shanghai was 24.7%. Calculating all the indices of the cities, the World Bank pointed out in its report that Jiangsu Province was the most desirable place for investors in China. It was followed by Shanghai, Zhejiang, Fujian and Guangdong.

Table. 2
Current Economic Indicators* of the Swiss Consular Area

	Import from Switzerland				Export to Switzerland			
	2005		2006		2005		2006	
	Million USD	Growth rate %	Million USD	Growth rate %	Million USD	Growth rate %	Million USD	Growth rate %
Shanghai	979.43	8.43	1,121.59	14.51	225.18	28.50	264.14	17.3
Jiangsu	343.00	-3.21	427.00	24.2	210.00	15.85	345.00	63.93
Zhejiang	144.55	-27.10	151.42	4.75	203.76	12.80	272.45	33.71
Anhui	19.97	38.62	28.95	45	9.34	-5.53	12.59	34.75
Delta Region	**1,486.95**		**1'728.96**		**648.28**		**894.18**	
China	**3,880.73**	**7.4**	**4'583.14**	**18.1**	**1,946.72**	**29.3**	**2'260.14**	**16.1**

Source: Chinese authorities

Table. 3
Swiss Investment in Delta Region

	Swiss Investment						Accumulatedby end of 2006		
In the Region	Project		Contracted million USD		Actually million USD		Project	Contracted	Actually
	2005	2006	2005	2006	2005	2006			
Shanghai	39	23	300.94	62.25			266	1'576.30	
Jiangsu	23	15	120.32	44.97	67.47	83.61	116	591	437
Zhejiang	9	10	16.05	101.16	11.10	45.45	54	113.94	59.54
Anhui	**0**	**1**	0.26	3.07	3.66	0	6	39.86	
Delta Region	**71**	**49**	**437.57**	**211..45**			**442**	**2'321.10**	
China	**125**	**123**	**577.00**	**375.60**	**206.00**	**196.60**	**949**	**3'757.60**	**2'501.6**

General remarks:

1. GDP volumes are at prices of the reported years (not adjusted).
2. GDP growth rates are price-adjusted.
3. All figures are based on the unrevised data of China's statistical authorities.

中国和长江三角洲地区经济增长到了转折点?

- 2006年，由上海带动的长江三角洲地区(以下简称“长三角地区”)经济增长再次超过12%。预计2007年仍将保持增长，但由于宏观调控措施紧缩，增长速度将趋缓。
- 在新任中共上海市委书记习近平的领导下，上海承诺带头贯彻中央政府的目标：从依靠出口和投资的经济发展模式，向增长速度较慢、持续性更强的消费主导经济发展模式转变。
- 瑞士在长三角地区的直接投资放缓，但投资回报率在该地区仍维持较高水平，服务行业的开发将占据优先地位。

作者：聂利群，瑞士驻上海总领事馆经济部主任

中国在十一五期间力争实现7.5%的经济年增长率。2006年是第11个五年计划的头一年，尽管政府努力抑制过剩的经济增长，中国经济仍有10.7%的增长，显示出自1995年以来最为强劲的收益。固定资产投资继续成为经济增长的关键因素之一，个人消费稳定增长。外国投资继续涌入，贸易顺差再创历史新高（表1）。作为继美国、日本、德国后的全球第四大经济体，中国对全球经济表现出越来越大的影响力。虽然209,400亿元人民币的国内生产总值（GDP）仅占全球总产出的5%，但其增长却占到全球GDP增长总额的近三分之一。因此，2007年中国将采取怎样的措施减缓经济发展速度，值得我们注意。

健康快速发展

在2007年3月16日闭幕的全国人民代表大会期间，政府工作报告中将2007年的经济增长目标确定为8%左右。这一中等增长速度同样是2005年和2006年的增长目标，而这两年的实际增长速度都达到了两位数。国务院总理温家宝在年度新闻发布会上着重指出：信用发行和投资过度，正在使中国的经济发展逐渐失去持续性。政府工作报告表述上的一处细微变化，凸显了其给过热经济降温的决心：政府的首要目标，从90年代初以来一直沿用的“推动经济‘快速健康’发展”，变为“推动经济‘健康快速’发展”。这种顺序上的变更意味着中国经济发展的中心从速度转移到质量和效率。此后，政府颁布一系列相关政策，包括：强化土地监控、统一企业所得税率、紧缩货币政策。

上海带动下长三角地区生机勃勃的发展

长江三角洲地区（即长三角地区），包括上海市和江苏、浙江两个省份，在全国经济发展中继续发挥火车头作用。长三角地区凭借相对较低的人口比率（10.3%）和面积比率（2.2%）创造出47,494.4亿元人民币（6089亿美元）的GDP，占中国GDP总值的22.7%，实现了令人瞩目的成绩。

2006年上海市GDP达10,297亿元人民币（1320亿美元），与上一年度相比增长12%，超过10,000亿元人民币的历史记录。这是上海第15年保持经济两位数增长。江苏省作为继广东省之后的第二经济大省，GDP达21,548.4亿元人民币（2763亿美元），增长率达14.9%，高于全国平均水平4.2个百分点。浙江省GDP达15,649.0亿元人民币（2006亿美元），增长13.6%。按人均GDP计算，浙江是国内收入最高的省份。

长三角地区保持中国最高经济发力地位，因此在经济结构调整方面起着领导作用。在该地区，促进服务业发展和产业结构改善正受到更多的关注。2006年，第三产业占该地区GDP总值的41.3%，增长了0.4%。该地区三大产业的GDP贡献率之比为3.7%:55.5%:41.3%，而国内总体贡献率之比为11.8%:48.7%:39.5%。

全国平均水平的超越

上海被定义为区域发展的核心。在20世纪80年代严苛的经济环境下，上海的经济增长率低于全国平均水平约2%。自从90年代浦东开放后，上海经济在固定资产投资和外国直接投资的推动下，增长率超过全国平均水平近2%，与全国经济增长的模式匹配。

2006年是上海经济增长模式的转折点。固定资产投资增长率降低，这是90年代以来首次低于GDP，而全国固定资产投资仍然占GDP总值的50%以上，涨幅达24%。上海地区个人消费额快速上涨，创1998年以来的新纪录，其中服务行业占较大比重。三大产业占GDP的比重之比为0.9%:48.5%:50.6%。进出口贸易结构优化，趋于平衡。2007年，这种增长模式的势头仍将延续。上海2007年一季度的GDP增长达12.5%，其中服务行业增长12.7%，零售额增长13.2%，刷新历史记录。

强化土地监控

2007年1月1日起，国土资源部颁布的一项新政策正式施行。新政策分别设立了全国一、二、三级城市工业用地使用的最低价格，使部分地区新建筑的土地使用费提高了40%到60%。征收的使用费原来归地方政府所有，按新政策规定将被分拆：30%归中央政府、70%归地方财政。这项举措将降低地方官员以低于市场的价格出售土地，从而吸引外国投资、获取政绩的热情。

但是土地价格的上涨对上海和邻近城市的影响并不显著，因为此前土地价格已经悄然上涨。不过，随着土地可使用率降低，这些城市的新投资项目将面临更为严格的甄选标准，审批程序也将更加复杂。“投资密度”概念的提出，使政府关注考虑投资性质、对环境的影响、项目技术水平、品牌知名度等诸多因素，从而使一些成本和技术含量较低的外国投资项目不得不向江苏省北部和内地二级城市迁移。

统一企业所得税率

期待已久的中国企业所得税法在2007年3月举行的全国人民代表大会上获得通过，将于2008年正式施行。根据新法，外商投资企业需缴纳的所得税将从现在的15%上升到25ā，中资公司的税负则将降至33%。开发区也将不再享受现行的税收优惠政策。新法生效前成立的外资企业可享受五年过渡期。因此，即便在宏观调控紧缩、春节休假的情况下，2007年一季度的外国直接投资仍有增长。新企业所得税法的施行，将终结制造、出口导向型外商投资企业的税收优惠期；尽管如此，高附加值的制造业部门仍然受到鼓励，并且长三角地区将向服务行业提供新的税收激励政策。

地区整合滞后

虽然长三角地区保持显著经济增长趋势，但是由于行政区划和地区竞争因素，地区整合仍然滞后。中央政府和长三角地区地方政府呼吁地区协同，以保持地区领导地位，强化地区竞争力。各地已经在基础设施和地区交通领域做出了努力。2007年4月18日的铁路大提速突出强调了长三角地区的城际快速交通网络，缩短了上海到浙江和江苏省会城市的运行时间。

提高地区协作也是2007年3月末任命新中共上海市委书记的原因之一。前中共浙江省委书记习近平接受任命，接替原代市长韩正，担任其前任落马后的首任中共上海市委书记。在浙江省任职期间，习书记始终强调加强与上海和更广阔长三角地区的联系，建立了市场改革倡导者的声誉。

前任市委书记的腐败丑闻 终结了其自身的政治生涯；一度不明朗的上海政局，随着新书记的任命变得清晰。习书记承诺，将继续推进上海国际经济、金融、贸易和航运中心的建设，同时带头加强地区经济协作。

瑞士与长三角地区

长三角地区在中瑞双边贸易关系中扮演着重要角色：中瑞双边贸易中，包括进出口贸易，超过三分之一通过长三角地区实现；瑞士对中国的投资总额中，超过一半投入该地区。就累计投资而言，截至2006年末，超过60%的瑞士投资投入该地区。2006年，瑞士与长三角地区的贸易关系快速发展。如表2所示，2006年该地区从瑞士进口商品总额达到17.2896亿美元，较上一年度增长16.3%；出口商品总额达8.9418亿美元，较上一年度增长37.9%。2006年瑞士在与中国和长三角地区的贸易中实现了贸易顺差，其中长三角地区贡献36%。

长三角地区的主要出口商品是服装和配

表1

瑞士领事区当前经济指标*

年度		2005年		2006年	
		规模	增长率(%)	规模	增长率(%)
国内生产总值 (10亿元人民币)	**中国**	**18'386.80**	**10.4**	**20'940.70**	**10.7**
	上海	914.40	11.1	1'029.70	12.0
	江苏	1'827.21	14.5	2'154.84	14.9
	浙江	1'336.50	12.4	1'564.90	13.6
	安徽	537.58	11.8	614.19	12.9
	领事区	**4'615.69**		**5'363.63**	
消费品零售总额 (10亿元人民币)	**中国**	**6'717.70**	**12.0**	**7'641.0**	**13.7**
	上海	297.30	11.9	336.04	13.0
	江苏	569.99	16.0	662.32	16.2
	浙江	463.20	13.2	532.53	15.0
	安徽	176.50	13.3	202.94	15.0
	领事区	**1'506.99**		**1'733.83**	
固定资产完成投资额 (10亿元人民币)	**中国**	**8'860.40**	**25.70**	**10'987.0**	**24.0**
	上海	354.26	14.8	392.51	10.8
	江苏	873.97	28.0	1'006.37	20.3
	浙江	665.20	15.1	759.30	13.8
	安徽	252.10	31.7	354.47	40.6
	领事区	**2'145.53**		**2'512.65**	
出口额 (10亿元人民币)	**中国**	**762.00**	**28.4**	**969.10**	**27.2**
	上海	90.74	23.4	113.57	25.2
	江苏	122.98	40.5	160.42	30.5
	浙江	76.80	32.1	100.90	31.4
	安徽	5.19	31.8	6.84	31.7
	领事区	**295.71**		**381.73**	
进口额 (10亿元人民币)	**中国**	**660.10**	**17.6**	**791.60**	**20.0**
	上海	95.62	10.5	113.91	19.1
	江苏	104.96	26.1	123.58	17.7
	浙江	30.59	13.0	38.25	25.1
	安徽	3.93	20.0	5.41	37.7
	领事区	**235.10**		**281.151**	
外国直接投资（期间）					
项目	**中国**	**44'001**	**0.80**	**41'485**	**-5.76**
	上海	4'091	-5.6	4'061	-0.7
	江苏	7,126	-8.5	6'541	-8.2
	浙江	3'396	-11.2	3'583	5.5
	安徽	421	-5.6	592	40.6
	领事区	**15'421**		**14'777**	
合同金额 (10亿元人民币)	**中国**	**189.07**	**23.2**		
	上海	13.83	18.3	14.57	5.4
	江苏	45.72	18.5	38.78	
	浙江	16.13	10.8	19.1	18.5
	安徽	1.55	29.0	2.50	60.9
	领事区	**77.23**			
实际利用金额 (10亿元人民币)	**中国**	**60.30**	**- 0.50**	**63.0**	**4.5**
	上海	6.85	4.7	7.11	3.8
	江苏	13.18	29.2	17.43	32.2
	浙江	7.72	15.6	8.89	15.1
	安徽	0.69	26.0	1.39	102.4
	领事区	**28.44**			

资料来源：中国相关当局；

* 所有统计数据均不包括台湾省、香港和澳门特别行政区；2004年数据未经过修订；增长率数据已经过价格调整。

饰，以及自动数据处理设备；主要进口商品为手表及其零部件、机械设备和药品。随着该地区个人消费能力的提升[5]，对优质瑞士产消费品，尤其是手表的需求显著上升。此外，随着该地区瑞士企业的不断增多，瑞资企业也为出口总额贡献了相当可观的一部分。

可用土地收缩，成本增长

虽然2006年瑞士在长三角地区直接投资的新项目占全国总数的40%，但直接投资的流入势头明显变缓（见表3）。主要原因是该地区经济结构重组、可用土地收缩、商业成本增加。正如前文提及的，与之前对外商直接投资的热情态度不同，上海和邻近城市对新项目的审批越来越有选择。另一方面，20世纪90年代和本世纪初，浙江省采用一种不同的经济发展方式，以活跃的个体经济为主要特征。今年浙江省政府开始着力吸引外国投资，因此，原先相对较少的瑞士直接投资有了快速提高。

虽然面临着新的挑战和门槛的提升，这一由上海带动的地区在基础设施、人力资源、政府效率和投资回报率方面对于瑞士投资者来说仍具有无可匹敌的优势。根据世界银行2006年11月开展的调查研究，外资公司在中国全国的平均投资回报率达到22%，而上海的投资回报率则达到24.7%。通过计算各城市的所有指数，世界银行在其报告中指出：江苏省是投资者最中意的省份，其次是上海、浙江、福建和广东。

表2

瑞士及长江三角洲地区贸易往来关系*

	从瑞士进口				向瑞士出口			
	2005年		2006年		2005年		2006年	
	百万美元	增长率(%)	百万美元	增长率(%)	百万美元	增长率(%)	百万美元	增长率(%)
上海	979.43	8.43	1,121.59	14.51	225.18	28.50	264.14	17.3
江苏	343.00	-3.21	427.00	24.2	210.00	15.85	345.00	63.93
浙江	144.55	-27.10	151.42	4.75	203.76	12.80	272.45	33.71
安徽	19.97	38.62	28.95	45	9.34	-5.53	12.59	34.75
长三角地区	**1,486.95**		**1'728.96**		**648.28**		**894.18**	
中国	**3,880.73**	**7.4**	**4'583.14**	**18.1**	**1,946.72**	**29.3**	**2'260.14**	**16.1**

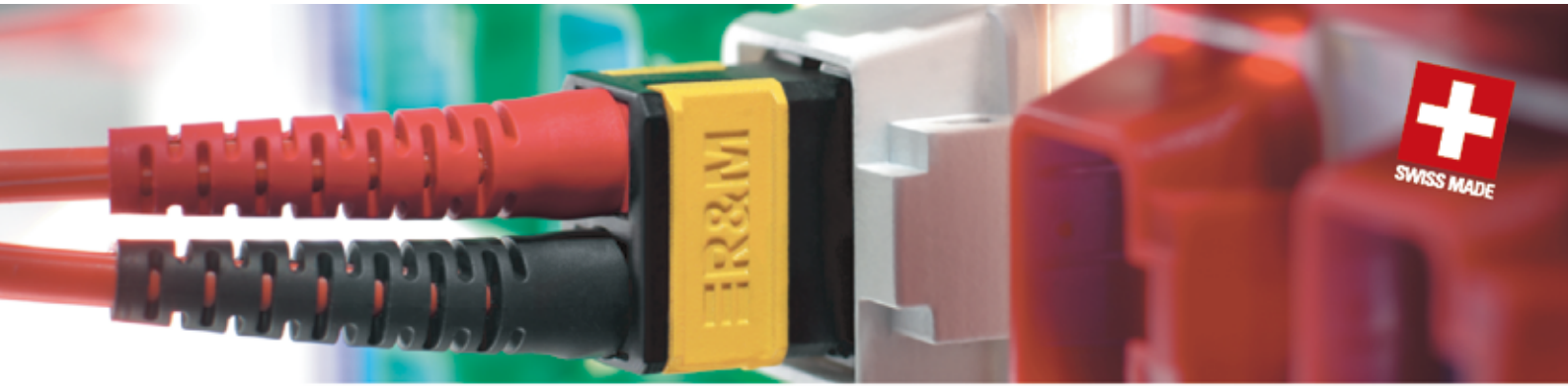
资料来源：中国相关当局

表. 3

瑞士在长江三角洲地区的投资

	瑞士投资						2006年末累计		
长江三角洲地区	项目		合同金额 百万美元		合同金额 百万美元		项目	合同金额	实际金额
	2005	2006	2005	2006	2005	2006			
上海	39	23	300.94	62.25			266	1'576.30	
江苏	23	15	120.32	44.97	67.47	83.61	116	591	437
浙江	9	10	16.05	101.16	11.10	45.45	54	113.94	59.54
安徽	**0**	**1**	0.26	3.07	3.66	0	6	39.86	
长三角地区	**71**	**49**	**437.57**	**211..45**			**442**	**2'321.10**	
中国	**125**	**123**	**577.00**	**375.60**	**206.00**	**196.60**	**949**	**3'757.60**	**2'501.6**

综述：
1. GDP以报告年度价格计算（未调整）。
2. GDP增长率已经过价格调整。
3. 所有数据均为中国统计当局发布的原值。



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THE REGUS GROUP OPENS ITS LARGEST CENTRE IN THE WORLD IN SHANGHAI, CHINA
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Regus more than doubles its office network in China to over 34,000 m^2
雷格斯在中国提供的服务式办公空间增加一倍多达到3.4万平米

The world's largest workplace solutions company, Regus, announced the opening of its largest centre in the world with its sixth center in Shanghai.
全球最大的办公场地方案提供商雷格斯宣布在上海开设第六家中心，这也是其在全球开设的最大规模的商务中心。

The new centre, Silver Centre, is a 17-storey A Grade building with 13,700 m2 total gross floor area, offers a range of workspace options, a fully equipped conference centre and ground floor retail outlets. It is located in the large Putuo District, a 5 minute taxi ride to the prestigious Nanjing Road West CBD, famous for business, designer shops, luxury hotels and serviced apartments.
新开设的银座企业中心是一座17层甲级写字楼，总楼层面积为13700平方米，可提供多种办公室选择和配置齐备的会议中心，底层设有商铺。该大厦座落于普陀区，距离闻名的南京西路CBD仅5分钟车程，这里以各种商业设施、名店、豪华酒店和服务式公寓著称。

The workspace options in Silver Centre range from 10 m^2 to 5000 m^2, clients can choose from Regus fully equipped and staffed offices for branch offices and business start-ups or Regus Managed Suites. Managed Suites give clients the option of renting large amounts of furnished space for longer terms with their own entrance and corporate identity.
银座企业中心的办公室从10平米到5000平米不等。客户可以选择雷格斯全配置服务式办公室作为分公司办公地点或新公司筹备处，也可以选择雷格斯管理式办公套房。管理式办公套房可以为客户提供大面积全配置办公室的长期租赁选择，并可拥有自己的入口和公司形象标识。

"We are seeing a period of rapid growth for property outsourcing in the Asia Pacific region as an increasing number of organisations look to more effectively manage their business risk, maximise their financial resources and increase their flexibility," said Mr Thierry Moschetti, Country Manager of Regus Greater China.
"我们看到物业外包在亚太区正快速增长，因为越来越多的企业都需要更加有效地管理他们的经营风险，并最大限度地利用财政资源，并增加企业的灵活性。"雷格斯中华区总经理Thierry Moschetti先生说。

Regus has 8,750 m2 of Managed Suites at Silver Centre, across 12 floors. Compared to the fully serviced office option, Managed Suites give clients the opportunity to customize their workspace without the costs of fit-out, cabling, PABX and operation costs such as repairs, insurance, security, maintenance. Reception services are provided in the building lobby by highly trained bilingual staff.
银座企业中心设有8750平米的管理式办公套房，分布于12个楼层。与服务式办公室相比，管理式办公套房可以使客户按照个性化需求设计办公空间，而且无需支付装修、布线、交换机和其它日常费用如维修、保险、安全、维护等。在大厦的大堂内还有训练有素的双语工作人员提供前台接待服务。

In the same building, Regus has a business centre on the top three floors, with state-of-the art technology and professionally trained administrative and IT personnel to run the centre. A Conference Centre takes up the whole of one level with capacity for up to 300 people for meetings, conferences or training sessions and a restaurant with seating for 80 people.
雷格斯在大厦最高的3层还设有商务中心，这里不仅有领先的科技，还有专业的行政和IT人员提供日常服务。大厦内还有整层的会议中心，可容纳300人的会议、报告会或培训项目，并有可供80人就餐的餐厅。

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"We Want to Build Another 1000 Hotels All Over Asia"

Volkmar Ruebel, GM of Hilton Shanghai, about challanges and plans

Volkmar Ruebel is German and serves Hilton in his 13th year as GM in Shanghai which he says is "pretty unusual".

The Bridge: Volkmar Ruebel, since when is Hilton in Shanghai?

Volkmar Ruebel: We opened the hotel in 1988 - as the first five star hotel in Shanghai at that time. I am now in my 13th year as GM at Hilton Shanghai, which is pretty unusual in the industry but good for the continuation.

What changes have you witnessed in the hotel business industry in the past few years?

The competition has increased a lot in recent times. Most of our competitors are international chains but also the local brands are coming up now. So we always try to be a step ahead of them, for example in the technological sector.

What are Hilton's plans for Asia?

Our top priorities are property building and brand management. We want to accelerate our presence in Asia and expand the brand. In the next ten years Hilton wants to build another 1000 hotels all over Asia. Here in Shanghai three to four hotels shall be built.

The Bridge is reporting on the talent shortage in China. How difficult is it for you to find the qualified people you want?

It is difficult and a permanent challenge. But if you can`t find them you have to train them yourself!

How do you do that?

Every one of our 1300 Employees has at least 60 hours of training every year in various disciplines. Of course we have internal trainers but we also send people to other properties, to external training courses and to the Cornell University in the US. Plus there is the Hilton University that offers 500 different online training courses in general knowledge and specific professional skills per year.

Employee retention is a big issue. How do you manage to bind your employees to Hilton?

By being fair, by compensating correctly and by respecting them. And also by having an open management style. We have the highest employee retention quote of all hotels in Shanghai. Each year we conduct an internal survey in which we have a 99% participation rate. 91% of the feedback we get from our employees is positive.

In what sections is it especially difficult or easy to find qualified people?

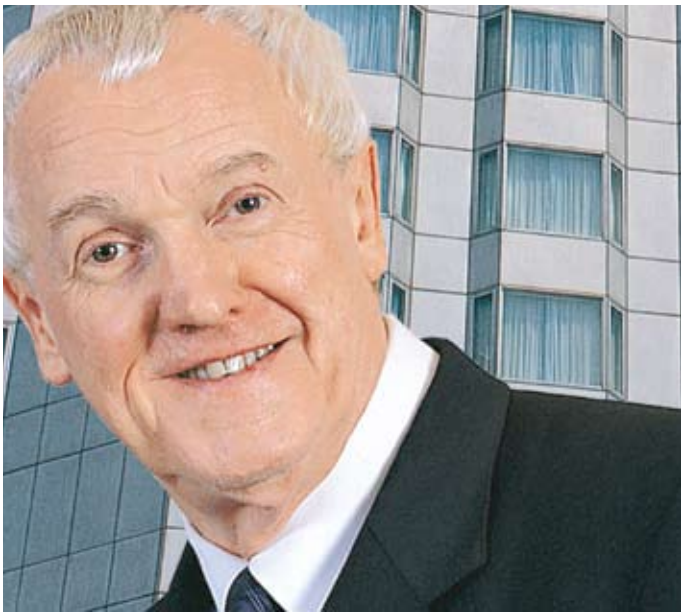
Food & Beverage specialists are almost impossible to find on the Chinese labour market. In the beginning not so much but lately very difficult to find are also spa people, mostly because there are so many new spas going up in town. So the only possibility you have is training them yourself…

…or hire them from abroad.

Yes, we partially also bring in people from Thailand or the Philippines. But we believe in the long run it is best to train local staff. But of course we bring in trainers from abroad. On the other hand it is easy to find engineers and good chefs and kitchen staff for our five restaurants. Local marketing and sales staff was a problem, but not today anymore. In general, I believe that in the future Shanghai will attract even more talents from all over the world and from all sectors.

“全亚洲再建1000家酒店”

关于挑战与计划，上海希尔顿总经理Volkmar Ruebel专访



Hilton is the official players' hotel of the Tennis Masters in November.
Yes, that's true. At the beginning we thought the event might be too big for us – 1300 rooms will be booked through the ATP family. But now that we know we can comply with the conditions we are extremely looking forward to welcome the ATP circuit again.

What do you think about Swiss Hotel Management Schools?
Still the best. I personally think in Switzerland you find the strongest service oriented hotel schools in the world.

How many Swiss are working at Hilton Shanghai?
Currently only one (laughing). Our Food & Beverage Director is Swiss. Besides, our first GM in 1988 was a Swiss, Heinz Schwander.

When did Paris Hilton stay at your Hotel for the last time?
She never stayed in our hotel so far (laughing).

You are an official sponsor of the McLaren Team. When the Formula 1 comes to Shanghai in October, will you host the whole team at Hilton?
We hope so. They have the choice to stay where they want. But Lewis Hamilton visited us just recently. And we hope that Fernando Alonso will stay with us too in autumn.

Tell us something about the restaurant facilities.
We have Leonardo`s, Teppan Grill, Sichuan Court, Sui Yuan and People on the Water. We just eliminated trans fats acids from all our food.

Interview, Solange Gürtler and Fabian Gull

《桥》：Volkmar Ruebel，希尔顿是什么时候进入上海的？
Volkmar Ruebel: 我们于1988年正式入驻上海—是当时上海首家五星级酒店。本人担任上海希尔顿总经理一职已有13年，这在业界并不常见，但对酒店业务的持续发展非常有利。

在过去的几年中，您看到酒店业发生了什么变化？
最近，业内竞争激烈了不少。我们大多数竞争者都是些国际连锁型酒店，但现在也涌现了一批本土品牌酒店。因此，我们一直努力在技术等方面比其领先一步。

希尔顿在亚洲的发展计划是什么？
对我们来说，最重要的就是酒店建设与品牌管理。我们想要加快在亚洲的发展，扩大品牌影响力。未来十年，希尔顿想要在亚洲新建1000家酒店，其中上海会新建三到四家。

《桥》正在做有关中国面临的巨大人才危机的报导。对你们来说，寻求合格人才到底有多困难？
这是一项艰巨且长期的挑战。但是，如果你找不到合格人才，那你只有靠自己培训这样的人才。

Volkmar Ruebel (64)

How long in China
13 years
Favorite Place in Shanghai
The Hilton. I live there.
Hobbies
Culture and collecting antiques
Favorite Restaurant
I like to try a lot of different places
What I like about China
The energy in Shanghai, the willingness of people to learn, it's all about the future
What I don't like about China
Leaving it

Hilton Shanghai is the winner of '2006 Most Trusted Hotel in China' by Reader's Digest and '2006 Top Luxury Brand in China' by 21st Century Business Herald.

你们要怎么培训呢？
我们的1300位员工每年都要接受至少60个小时的各项培训。当然，我们有专门的内部培训师进行员工培训，此外，我们还会派员工到其它公司、外部培训班以及美国康耐尔大学参加各类培训。另外，每年我们的希尔顿大学都会提供500种在线培训课程，教授一般知识与特定职业技能。

留住员工非常重要。你们是如何保留员工的？
通过公正对待并尊重每位员工、恰当的薪酬制度，加上公开的管理模式留住员工。在上海所有的酒店中，我们的员工保留率最高。每年我们还进行内部调查，员工参与率达99%，而积极反馈率是91%。

什么方面的合格人才是最难找的，什么方面相对容易找到？
在中国劳动力市场几乎找不到饮食专家。SPA师也短缺，开始可能还能找到一些，到后来就越来越难找到了，主要原因在于市中心新开了许多SPA会所。因此，唯一的可能就是自己培训。

…或者从国外雇用。
是的，另外我们还从泰国和菲律宾聘请了部分人员。但我们认为，从长远来说，培训本地员工是最理想的方法。当然，我们还从国外聘请了培训师。另一方面，为我们五家酒店聘请工程师、出色的厨师和厨房工作人员都相对容易。本地的市场和销售人员曾一度难以找到，现在也不再是问题。总的来说，我认为未来会有更多来自世界各地的人才来到上海。

希尔顿是十一月网球大师杯赛指定的官方酒店。
没错。开始我们认为为此类大型赛事提供住宿对我们来说可能有些困难—通过ATP预定的房间就有1300个。但现在我们知道，我们能够应付这样的情况。我们非常期待下一轮ATP赛事的到来。

您认为瑞士的酒店管理学校水平如何？
仍然是世界最好的。我个人认为在瑞士你能找到世界上最好的服务型酒店学校。

有多少瑞士人在上海希尔顿工作？
现在只有一名（笑）。我们的餐饮部主管是瑞士人。另外，1988年我们的第一位总经理，Heinz Schwander也是瑞士人。

帕丽斯·希尔顿最近一次入住你们酒店是在什么时候？
目前为止她还没有住过我们的酒店（笑）。

你们是麦克拉伦车队的官方赞助方之一。当F1赛事十月份在上海开赛时，你们会在希尔顿招待整支车队吗？
我们希望如此。他们有权选择住在哪家酒店。但路易斯·汉密尔顿最近来过我们这里。我们希望费尔南多·阿龙索到时也能下榻我们酒店。

采访记者：Solange Gürtler及Fabian Gull

上海希尔顿是2006年《读者》杂志评出的“中国最值得信赖的酒店”以及《21世纪经济报道》评出的“2006年中国顶级奢侈品牌”。

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Mergers and Acquisitions

Brief on new pre-merger filing guidelines of MOFCOM

By Matthieu Bonnici, Lawyer & Associates of DLA Piper Shanghai, Secretary of Board of SwissCham Shanghai

Mergers and acquisitions have increased significantly in China over the last few years, while almost unknown less than a decade ago. If the parties to a transaction usually dedicate all efforts to financial negotiations, they shall keep in mind that China tends to become particularly concerned about market concentration issues. Notwithstanding years of debates, Chinese lawmakers have not yet agreed on the issuance of a comprehensive and all-encompassing antitrust law. Most of provisions dealing with antitrust obligations on the occasion of the acquisition of Chinese domestic enterprises by foreign investors are to be found in (i) the "Regulations on Mergers and Acquisitions of Domestic Enterprises by Foreign Investors" dated 8 August 2006. ("M&A Regulations"), and (ii) specific guidelines publicized by the Chinese Ministry of Commerce ("MOFCOM") on May 20, 2006 ("Old Guidelines").

On 9 March 2007, the Antitrust Investigation Office of the Ministry of Commerce of China issued new pre-merger filing guidelines ("New Guidelines") further detailing obligations of parties to a transaction from an antitrust perspective and setting-out a more transparent timeframe for MOFCOM to conduct its antitrust review.

1.Reminder on antitrust obligations imposed under the M&A Regulations

In case an "onshore" acquisition[1] falls within any of the following circumstances, the purchaser shall report to MOFCOM and the State Administration for Industry and Commerce ("SAIC"):

i.the business turnover of a party to the acquisition exceeds RMB 1.5 billion on the Chinese market for the current year;

ii.the aggregate number of enterprises acquired in the relevant industry in China by the foreign investor within one year exceeds 10;

iii.the market share of a party to the acquisition in China exceeds 20%; or

iv.the acquisition will result in a party to the acquisition having a market share exceeding 25% in China.

In case an "offshore" acquisition[2] falls within any of the following circumstances, the purchaser shall report to MOFCOM and the SAIC:

i.a party to the overseas acquisition owns assets in an amount exceeding RMB 3 billion in China;

ii.the business turnover of a party to the acquisition exceeds RMB 1.5 billion on the Chinese market for the current year;

iii.the market share of a party to the acquisition in China exceeds 20%;

iv.the acquisition will result in a party to the acquisition having a market share exceeding 25% in China; or

v.the number of foreign-invested enterprises in the relevant industry invested in by any of the parties in China will exceed 15 as a result of the acquisition.

2. Changes introduced by the New Guidelines

a) Applicant

The party who files a pre-merger notification with MOFCOM shall normally be the party who initiates the concerned merger or acquisition. However, the New Guidelines indicate the application can also be filed by a party who will be merged with or acquired, as the case may be.

b) Filing Deadline

The New Guidelines require the notification of relevant mergers or acquisitions to be made prior to (i) the public announcement of the transaction, or (ii) where applicable, the filing with the competent antitrust authorities of the country where the parties are located. In practice, considering the fact that foreigners need to prepare China-specific filing documents, MOFCOM allows foreign parties to a merger or acquisition to file a pre-merger notification with MOFCOM even after the relevant transaction is publicly announced and filed with relevant foreign antitrust authorities.

c) Documents and Information Requested under the New Guidelines

Compared to the Old Guidelines, the New Guidelines require more detailed documentation and information to be submitted, including particularly:

i.detailed information regarding the parties to the concerned transaction - such

information usually includes a party's name, place of registration, business scope, contact information, worldwide and China revenues, etc.

ii. General information regarding the transaction - such information includes the nature and structure of the transaction (eg, asset acquisition, equity acquisition, merger, etc), the consideration for the transaction, estimated closing date, rationale for the transaction.

iii. Definition of relevant markets - the relevant markets in most circumstances shall be defined from both a product perspective and a geographical perspective. An applicant can omit a market definition if relevant reasons can be provided.

iv. A copy of the merger/acquisition agreement and a Chinese abstract.

v. A copy of latest audited financial statements of parties and a Chinese abstract.

d) Review Timeframe

Compared with the Old Guidelines, the New Guidelines set out a more transparent timeframe for MOFCOM to conduct the antitrust review. MOFCOM has an initial review period of 30 working days upon the receipt of a full application and:

i. if the applicant does not receive notice from MOFCOM of further review within the initial review period, it means that the transaction has passed the antitrust review or

ii. if the applicant receives a notice from MOFCOM of further review within the initial review period, the applicant should then supply further information as required by MOFCOM and the entire review timeframe will be extended to 90 working days.

e) Informal Pre-filing Consultation

The New Guidelines create an informal pre-filing consultation mechanism to enhance the transparency and predictability of the pre-merger filing process. According to the New Guidelines, an applicant may hold an informal consultation with officials of the Antitrust Investigation Office to clarify whether it is required to submit the antitrust notification.

f) Confidentiality

The New Guidelines also note the concerns of the parties regarding confidentiality. As recommended by the New Guidelines, an applicant should mark up the relevant information and/or documents that the applicant wants to keep confidential and explain reasons why.

g) Nature of New Guidelines

While the New Guidelines make it clear that they are advisory rather than mandatory, strict compliance will limit the risk that MOFCOM requests further information during the initial review period. Thus, even if an applicant does not have to provide all the documents or information listed in the New Guidelines, the applicant may want to provide a reasonable explanation for not doing so.

Future Developments

The New Guidelines are likely to significantly increase the challenges for foreign investors seeking to complete large transactions in China. We were recently informed that MOFCOM is currently working on the formulation of standard filing forms to further enhance the transparency and efficiency of its pre-merger filing procedures, which we understand are already in good shape and could be made public soon.

[1] i.e., the direct acquisition of a Chinese domestic enterprise by a foreign investor.

[2] i.e., the acquisition of the foreign investor in a Chinese domestic enterprise by another foreign investor.

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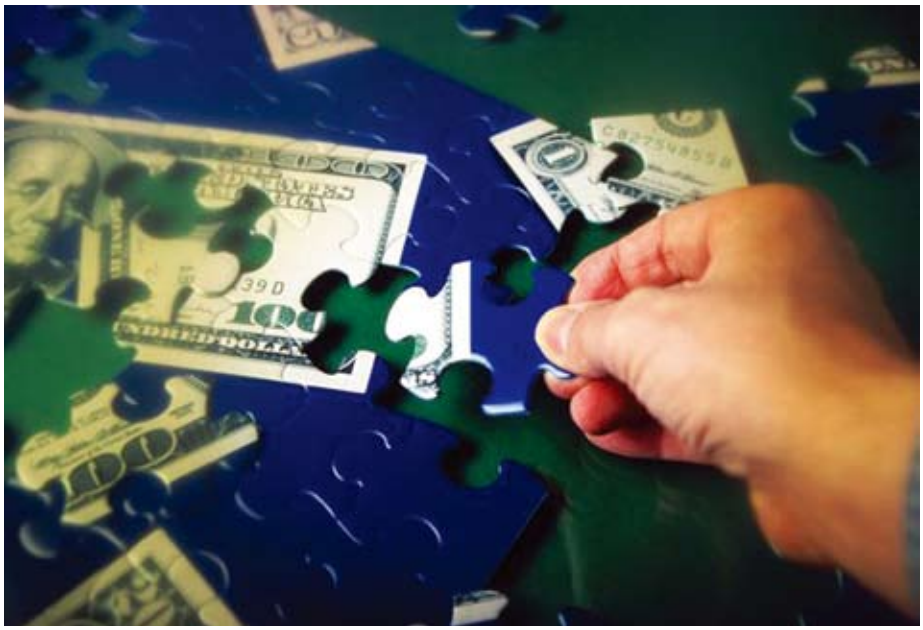
兼并和收购

商务部兼并前登记备案新指导意见简报

作者：Matthieu Bonnici，英国欧华律师事务所上海代表处



近年来国内兼并收购呈显著上升趋势，而十年前则几乎未有耳闻。如果交易相关方全力介入财务谈判，则其应注意中国政府已经开始特别关注市场集中化问题。虽然已有多年的探讨论证工作，但中国的立法者尚未在出台一部完善的反垄断法方面达成一致意见。有关境外投资者收购中国内资企业的反垄断责任的规定多见于（1）2006年8月8日颁布的《关于外国投资者并购境内企业的规定》（以下简称“兼并收购规定”）和（2）中国商务部2006年5月20日颁布的具体指导意见（以下简称“原指导意见”）。

2007年3月9日，中国商务部反垄断调查办公室颁布了新的兼并前登记备案指导意见（以下简称“新指导意见”），进一步从反垄断角度细化了交易双方的责任和义务，并且对商务部规定了更为透明的反垄断审查时间框架。

1．兼并收购规定实施的反垄断义务申报

如果在岸收购[1]符合下列任一情况，收购方应向中国商务部和国家工商行政管理局报告：

i. 收购交易一方当前年度在中国市场的营业额超过15亿元人民币；
ii. 外国投资者在一年内收购相关行业内企业总数量超过10家；
iii. 收购交易一方在中国市场的份额超过20%；或者
iv. 通过收购交易，一方在中国市场的份额超过25%。

如果离岸收购[2]符合下列任一情况，收购方应向中国商务部和国家工商行政管理局报告：

i. 收购交易一方在中国拥有的资产总额超过30亿元人民币；
ii. 收购交易一方当前年度在中国市场的营业额超过15亿元人民币；
iii. 收购交易一方在中国市场的份额超过20%；
iv. 通过收购交易，一方在中国市场的份额超过25%；或者
v. 收购交易完成后，交易一方在相关行业投资的企业数量超过15家。

2. 新指导意见的变化

a）申请人

向中国商务部提出收购前申请的一方一般应为提出相关兼并或收购交易的一方。但是，新指导意见规定申请还可以根据实际情况由被兼并或收购的一方提出。

b）登记截止日期

新指导意见要求相关兼并或收购交易的申请应（1）在交易公布前，或者（2）早于（适当情况下）交易双方在所在国反垄断主管机构的登记。实际操作中，考虑到外商需要编制中国特定申请文件的事实，中国商务部准许兼并或收购交易的外资方在相关交易公布后向商务部提交收购前申请，并在外国反垄断机构登记备案。

c）新指导意见要求的文件和信息

与原指导意见相比，新指导意见要求文件记录和信息更为详尽，尤其是：

i. 相关交易双方的详细信息——通常包括名称、注册地、业务范围、联系信息、全球及中国地区的收入等。
ii. 交易的综合信息——包括交易的性质和结构（如：资产收购、股权收购、兼并等）、交易的对价、估计完成日期以及交易基本原则。
iii. 相关市场的定义——大多数情况下相关市场从产品和地理两个角度进行定义。申请人提供相关原因后，可省略市场定义部分。
iv. 兼并/收购协议复印件及中文摘要。
v. 交易双方最新审计财务报表的复印件及中文摘要。

d）审查时间框架

与原指导意见相比，新指导意见对商务部规定了更为透明的反垄断审查时间框架。中国商务部可以在收到完整的申请后30个工作日内对交易进行初步审查。

i. 如果申请人在初步审查阶段没有收到中国商务部关于进一步审查的通知，即表明交易已经通过反垄断审查；或者
ii. 如果申请人在初步审查阶段收到中国商务部关于进一步审查的通知，申请人应按照商务部的要求补充提供更多信息。此外，整个审查时间也将延长至90个工作日。

e）非正式登记前咨询

新指导意见同样还规定了非正式登记前咨询机制，以提高兼并前登记备案过程的透明度和可预测性。根据新指导意见的规定，申请人可以向反垄断调查办公室的官员进行非正式咨询，以了解是否需要提交反垄断申请。

f）保密

新指导意见考虑到交易方在保密方面的顾虑。根据新指导意见的建议，申请人应对其认为机密的相关信息和/或文件进行标记，并说明原因。

g）新指导意见的性质

虽然新指导意见明确表示是意见类公文，而非强制性规定，但是严格遵循新指导意见将有助于降低初步审查期间商务部要求提供进一步信息的风险。因此，即使申请人不必提供新指导意见列明的所有文件或信息，也应提供合理的解释说明。

未来发展

新指导意见可能会显著提高外国投资者在华寻求大额交易的门槛。我们近期得知中国商务部正在筹备制订标准登记备案表，以进一步加强兼并前登记备案过程的透明度和效率。据我们了解，标准表已经基本成形，不久将对外公布。

[1] 如，外国投资商对中国境内企业的直接收购。
[2] 如，外国投资商收购中国境内企业的一家外国投资商。

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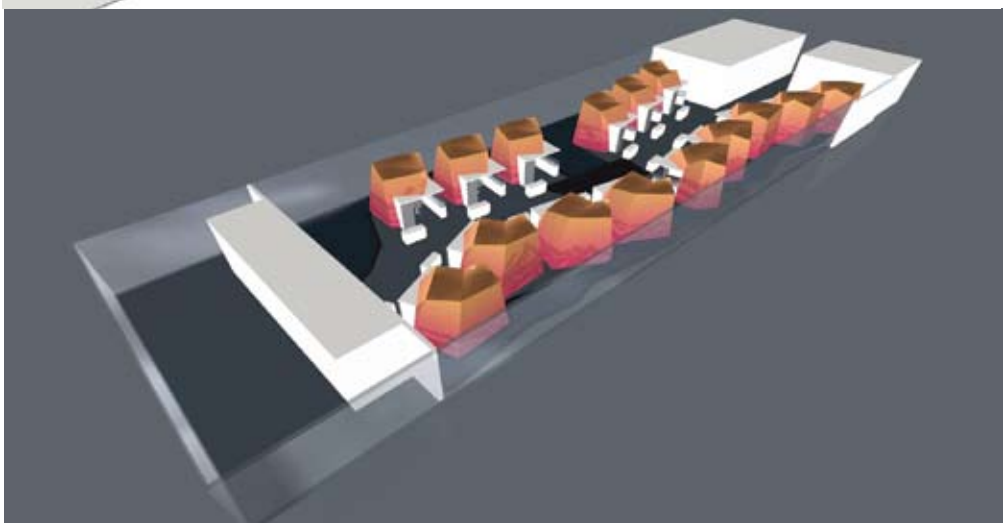
Multicultural Meeting Point

The House of Switzerland at the Olympics 2008

By Peter Troesch, Member of the Steering Committee and Managing Director of Peach International



OPEN TO THE PUBLIC. On an area of 3000 sqm and designed by Wang Hui, the House of Switzerland will serve as a multi-purpose venue during the month of august 2008.

A sense of excitement, quality, and pride arises when one talks about the House of Switzerland being built during the Beijing Olympics in August of 2008. Switzerland will be one of the few countries that will build a national "house" that is open to the public.

The House of Switzerland, which is planned to be built near the Gong Ti (Worker's Stadium) area, will have three levels. On the first floor, twelve Swiss companies will have the opportunity to showcase themselves in an attractive "Expo-Park". The second floor will be occupied by a unique Swiss style restaurant that is open to the public, and finally a VIP reception area on the third floor.

Platform for companies and individuals

The House of Switzerland will give Swiss people in China the opportunity to gather in the name of Olympic sportsmanship and global community. Not only will the House of Switzerland be open to the public, it also provides a platform for companies and individuals to invite their personal, business, or government contacts to the public restaurant and use the venue as an empowering meeting place that expresses positive national characteristics.

House of Switzerland attendees will have much to benefit from the overall positive image of Switzerland. Results from a survey done by Presence Suisse, which is the government entity, that deals with the image of Switzerland abroad, illustrate that the Chinese think well of Switzerland. 78 percent of the 2'500 surveyed Chinese drawn from the upper and middle echelons of society expressed themselves positively about Switzerland. In the evaluation of the IDHEAP study, Switzerland's reputation ranks ahead of France, Germany, England, South Korea, Austria, and the USA. When asked what came to mind when they thought about Switzerland, responses came in the following sequence: watches, landscape, banks, snow, skiing, and neutrality.

Showcase Lake Lucerne Region

The House of Switzerland has been a feature of every Olympic venue since 1978,

and recently each time a region in Switzerland is chosen to be showcased and promoted for tourism; in 2006 it was Valais and for Beijing 2008 it will be the Lake Lucerne Region.

The House of Switzerland plans to host business and political decision makers, the Swiss Olympic Team, officials, athletes, Swiss TV, and the public at large. The project will be a collaborative effort among the Swiss government's entity Presence Suisse and the Lake Lucerne Region's steering committee.

Official Sponsors of the House of Switzerland

1. Bucherer
2. Victorinox
3. Titlis Rotair
4. Maxon Motor
5. LTAG Lake Lucerne Region
6. Stiftung Wirtschaftsförderung Luzern
7. Schindler
8. Lindt & Sprüngli
9. Syngenta
10. Nestlé
11. UBS
12. **Booth is still available**

"Sportsmanship and Community"

The Bridge: What possibilities does the House of Switzerland open up?

Peter Troesch: The House of Switzerland is one part of the Presence Suisse China campaign which is highlighted by the Beijing Olympics 2008 and Shanghai World Expo 2010. Just as Switzerland is open to different cultures and nations in general, the House of Switzerland will serve as a multinational and multicultural meeting point for all. It will be a good opportunity for everyone to experience true Swiss hospitality. While walking in, guests will be able to discover the beauty and culture of the Lake Lucerne region – the city, the lake and the mountains.

What can Swiss companies or companies in China with a link to Switzerland hope to expect?

The unique Swiss restaurant will allow them to enhance their Swiss image, entertain key accounts and VIP. Furthermore, they can treat their partners or employees to an authentic Swiss meal.

What can the public or individuals expect?

It gives them an opportunity to invite their family, Chinese and international friends to the restaurant to experience Swiss specialties, including Lucerne local dishes; and hopefully we will be celebrating many Swiss medal winners. The theme and atmosphere will focus on the city, the lake, and the mountains of the Lake Luzerne region. The public will get to see the leading Swiss companies in their respective fields, who show that Switzerland truly exists, is dynamic and is very much alive – here in China especially.

What's your role in the House of Switzerland?

As Swiss host city of the Beijing Olympics 2008, the Lake Luzerne Region has committed to secure the financing of the main part of the project. Therefore my first role was to offer sponsorship opportunities to major Swiss companies in China. Out of the twelve spots of sponsorship, eleven are confirmed. Further tasks will involve the catering side and local coordination with sponsors and other events. For sponsorship or future event opportunities, companies are welcome to contact me directly.

Interview, Fabian Gull

多文化的汇聚

2008奥运会的瑞士居

作者：赵彼德，平实嘉国际咨询北京有限公司运营总监兼指导委员会成员

兴奋，骄傲和高贵，这些辞汇总是和“瑞士居”联系在一起。作为世界上少数几个会在奥林匹克运动会期间设立国家中心的国家之一，“瑞士居”将在2008年8月北京奥林匹克运动会期间建立并对公众开放。

计划建设在北京工人体育场的“瑞士居”共3层。第一层是一个展览区，十二个来自瑞士的公司将在这里展示他们的公司和产品. 一个具有独特瑞士风格的餐厅占据着“瑞士居”的第二层并向大众开放。第三层是VIP休息区。

在奥林匹克精神和全球化的背景下，“瑞士居”将提供给每一位在中国的人聚会的机会。“瑞士居”不仅向公众开放，而且为公司或私人提供一个邀请他们的商业伙伴，政府官员和朋友聚会的平台。“瑞士居”餐厅将作为会谈的场所展示国家的良好形象。“瑞士居”的参与公司将从良好的国家形象中获利。Presence Suisse是负责瑞士海外形象的政府机构，在一项由这个机构主持的对2500个中国社会中上层社会人士的调查中表明，78% 的人对瑞士有着非常正面的印象。

另外，IDHEAP的评估显示，瑞士的信誉度要高于法国，德国，英国，韩国，奥地利和美国。当问到：“提到瑞士你们会想到什么？”时，回答往往是：手表，美丽的景色，银行，雪，滑雪和中立（2006年6月）。瑞士的产品代表着高品质，可靠和高精确度，“瑞士居”也将从这些良好的形象中受益匪浅。

从1978年开始，“瑞士居”就成为了每届奥林匹克运动会的特色。近几年，瑞士每次都会选择一个国内城市来展示和促进旅游业发展。2006年的城市是Valais，而卢塞恩湖区将在2008年北京奥林匹克运动会期间得到展示和推广。

“瑞士居”计划招待商业和政治决策人，瑞士奥林匹克队，官方人员，运动员，瑞士电视台和普遍大众。这个项目将由瑞士政府Presence Suisse机构和卢塞恩湖区指导委员会协力完成。另外，卢塞恩湖区指导委员会负责寻找主办方。

瑞士居官方赞助商

1. Bucherer
2. Victorinox
3. Titlis Rotair
4. Maxon Motor
5. LTAG Lake Lucerne Region
6. Stiftung Wirtschaftsförderung Luzern
7. Schindler
8. Lindt & Sprüngli
9. Syngenta
10. Nestlé
11. UBS
12. **招商中**

向公众开放。由王辉(音)设计的3000平米的瑞士居将在2008年8月期间为公众提供多功能的活动场所。

“运动精神与交流”

请说说您看到的“瑞士居”设立的可能性？

赵彼德先生：“瑞士居”是Presence Suisse的一项中国活动，主要是针对2008年北京奥林匹克运动会及2010年上海世界博览会。

瑞士是一个向不同文化和国籍的大众开放的国家，“瑞士居”将要设立成国际化的交流中心。这将是一个非常好的机会向大家展示真正的瑞士服务文化。与此同时，所有到 “瑞士居”的客人都将会发觉卢塞恩湖区的文化和美丽的景色。

对“瑞士居”，瑞士公司或中国公司可以获得什么样的期待？

独特的瑞士餐厅将为顾客提供深入了解瑞士形象，款待重要合作者和VIP客户的机会。此外，他们还能邀请合作伙伴品尝美味的瑞士大餐。

公众或私人顾客能得到什么？

“瑞士居”将提供给他们邀请家人，国内外朋友来餐厅感受瑞士特色的机会，包括品尝卢塞恩湖区特有的美食，也许我们将会为在奥运会上获得奖牌的瑞士运动员举行庆祝会。通过在展览区的展示活动，公众将有机会了解在本行业领先的瑞士企业并感受到他们的创新和活力。

谈谈您在“瑞士居”项目中的角色。

作为“瑞士居”筹划委员会一员，我感到非常荣幸。在我的服务业生涯中，我已经担任的20多年的主办者，但是代表自己的祖国招待来自全世界的朋友，我感到更加骄傲和荣幸。作为2008年北京奥运会的瑞士东道城市，卢塞恩湖区为本项目提供了主要的财务保证。我的首要角色是为瑞士的知名公司提供赞助本项目的机会，12个赞助名额中有11个已经确定了。如果其它公司希望获得赞助或将来合作的机会，欢迎直接联系我们。

Fabian Gull专访

瑞士居 2008

北京

卢塞恩

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A Home Far Away from Home

The reestablishment Swiss Club Shanghai celebrates its 10th anniversary

By Patrick R. Scheibli, President of the Swiss Club Shanghai

GLAMOURous NIGHT. The Swiss Community partied out at Mimosa Supperclub on June 2nd. The picture below shows Swiss Club members getting together at their own club house in the 1930s.

This year, the Swiss Club Shanghai is extremely happy to celebrate in 2007 its 10th anniversary. This however is only counted from the date of the re-establishment of the Swiss Club after the Chinese Authorities have partly allowed having such institutions of foreign communities again. As a matter of fact, social clubs such as ours are not legally recognized by the Authorities but only tolerated in view to serve the various and ever growing communities of expatriate workers and students in Shanghai. Originally, the roots of the Swiss Club Shanghai are going back to the early years of the last Century and first activities of the Swiss Club in Shanghai have been recorded back to the years of 1910/1920.

Peak in the 30s and 40s

Especially in those days, when the Swiss Community was almost as big as today, peak years were the 30s and 40s, the function of a Swiss Club was even more important than nowadays, considering that during this period traveling took mostly place by steamship or railway but often, the lack of financial resources didn't even allow many Swiss to go back to spend holidays home. Thus, the role of bringing as much of "home" to the Swiss living in Shanghai was pretty much in the hands of the Swiss Club Shanghai. This has also been reflected by the fact that at that time the club did have its own club house.

The club house which today is still at its original location (off Yanan Lu, next to the Belgium Consulate General) has been used as a multi functional place, besides offering a restaurant serving Swiss cuisine, the whole complex did include also tennis courts, horse riding pads and a shooting range (which was quite popular among the male members) and truly could have been called "a home far away from home". Ironically during the British

千里之外的第二故乡

上海瑞士俱乐部重建十周年庆

作者：Patrick R. Scheibli, 上海瑞士俱乐部主席

今年，上海瑞士俱乐部为能在2007年度举行成立十周年庆典而倍感高兴。而这仅仅是从中国当局再次在一定程度上允许外国社团成立驻华机构后，瑞士俱乐部重新成立的日期算起。事实上，从法律角度来说，当局并不承认我们这样的社团，只是为了满足上海日益增多的外籍工作者和留学生团体的需要，才勉强允许我们的存在。上海瑞士俱乐部起源于上世纪初，俱乐部最初举办的一系列活动则可以追溯到1910至1920年间。

三、四十年代的鼎盛时期

瑞士社团的鼎盛时期当属上世纪三、四十年代，那时社团的规模与今日相差无几，就其扮演的角色而言甚至比今天还要重要。因为在当时，人们大多乘坐轮船或火车旅行，而通常经济上又不允许多数瑞士人返乡度假。因此，上海瑞士俱乐部要让旅居上海的瑞士人尽可能感觉到家的温暖。这一点，从当时俱乐部拥有自己的会所可见一斑。会所如今仍然屹立于其旧址（近延安路，比利时总领事馆旁），并成为一个多功能场所：除供应瑞士美食的餐厅外，会所内还有网球场、骑马场、射击场等娱乐设施（这些在男性会员中相当受欢迎），将其称为“千里之外的第二故乡”并不为过。饶有意味的是，在英国管辖上海这一地区时，会所所在街道却是以瑞士城市卢塞恩命名的。

二战后期、中国解放战争的最后阶段，上海瑞士俱乐部尝到了苦果——越来越多的瑞士人主动或被迫离开中国，有的回到瑞士，有的去别国谋生。这显然大大减少了俱乐部成员的数量。很快，成员数量的不足导致独立会所难以为继，租约被转至意大利人名下，许多活动也因此变成了与意大利合办。政治上，要维持像瑞士俱乐部这样的社团变得越发困难，大部分社团活动实际上已不再开展。瑞士政府与新中国建交后，也仅通过总领事馆举行很少量的活动，直至50年代初最后一个瑞士人离开上海。

注重瑞士文化

如今，往返瑞士对我们大多数人来说已不再是问题，但这并不意味着成立瑞士俱乐部与过去相比已不再重要。世界的联系越来越紧密，我们许多会员的家庭成员并非瑞士人，他们中至少有一部分人从未到过瑞士，就更别提在瑞士居住过了。今天我们俱乐部所注重的，就是将瑞士这个国家及其文化尽可能地带到我们的会员和他们下一代的身边，并把我们丰富多彩的文化、美食和传统，展示在所有居住在上海且热爱我们国家的人们面前。

上海瑞士俱乐部的目标与职责，就是组织各种具有瑞士传统与文化背景的活动，如我们每月一次的瑞士纸牌游戏（Jass）、女士午宴、复活节活动、运动会以及国庆晚会、圣诞活动等主要面向青少年会员的一系列大型活动。除此以外，上海瑞士俱乐部还与瑞士商会、瑞士总领事馆紧密合作，积极参与瑞士政府代表来访等官方活动。

想加入吗？
如果您有兴趣加入我们俱乐部，请即刻与我们的秘书Roger Umberg先生联系，
roger.umberg@thyssenkrupp.com
www.swissclubshanghai.com

Administration of this part of Shanghai the street where the club house was located was named Lucerne Road.

Forced to leave China

By the end of WW II and at the final stage of the Civil War in China, the expatriate community paid its toll and more and more Swiss did or were forced to leave China to find their new life either back in Switzerland or somewhere else around the globe. Of course this did have a huge impact on the Swiss Club and its membership figures. Sooner than expected, the amount of members didn’t justify any longer to maintain an own club house and the lease has been transferred to the Italians, including various activities, which then have been arranged jointly.

Politically, it became more and more difficult to maintain a social club such as the Swiss Club and most activities did actually cease to exist. Only once the Swiss Government established diplomatic relations with the newly formed PRC, minor activities took place on the grounds of the Consulate General until the last Swiss had left Shanghai in the early 50s.

Focus on Swiss culture

Nowadays, it is of course much easier for most of us to travel and also to go back to Switzerland. However, this does not mean that the importance of having a Swiss Club is lower than in the past. The world is getting closer and closer and many of our members are are mixed families and at least part of them never lived or had the chance to see Switzerland. The main focus of our club today is to bring Switzerland and its culture as close as possible to our members and their children. And last but not least also to show our vast variety of culture, cuisine and traditions to anybody living in Shanghai, who loves our country.

It is the aim and duty of the Swiss Club Shanghai to follow on these principals in form of offering various and different events which include our traditions and cultural background such as our monthly Jass, Ladies Luncheon, Easter event, Sporting events and bigger events such as our National Day Party and the Santa Claus event which mainly accommodate our younger members. In a close cooperation with the Swiss Chamber of Commerce and the Consulate General of Switzerland the Swiss Club is also actively involved in official events such as visits of Government representatives of Switzerland etc.

Want to join?
If you are interested in joining our club please do not hesitate to contact our Secretary, Mr. Roger Umberg,
roger.umberg@thyssenkrupp.com
www.swissclubshanghai.com

China's Examination Culture

A unique system of civil service examinations

By Roland Altenburger, Assistant Professor of Sinology at University of Zurich, Institute of East Asian Studies

China's traditional system of civil service examinations is among the greatest achievements of Chinese civilization. In the modern world, the importance of school and civil service examinations is widely recognized, but no other pre-modern empire except the Chinese made use of any such system. In China, a system of recommendations and examinations was instituted as early as the Former Han dynasty, in 165 B.C. The foundation for essentially open, competitive examinations was laid in the Tang dynasty, from 622 A.D. on, and beginning in 1066, in the Song dynasty, examinations at the capital were held triennially. In 1370, a reformed system of examinations was introduced in which the candidates were selected on three subsequent – the local, provincial and capital – levels. The honours achievable on these three stages roughly corresponded to the modern academic titles of bachelor, master and doctor. This system was continued, with minor adjustments, until its abolition in 1905.

Fair and meritocratic

The examinations stressed classical textual knowledge rather than technical learning. Their core contents were based on quotations from the ancient Four Canonical Books that had to be discussed in a short essay named by its rigid rhetoric structure as the "eight-legged essay." In the writing process the candidates also had to take into account the orthodox exegesis of the passage in question. The texts and commentaries, amounting to many tens of thousands of characters, had to be memorized, for no aids whatsoever were permitted and the surveillance was very strict. Even though rumours about cheating and corruption were widespread, the design of the system was relatively fair and truly "meritocratic", for it rewarded hard learning rather than social status. At least in theory, a peasant's son could advance on this "ladder of success", from the rice fields up to the top ranks of the civil administration.

Low success rates

Although the system guaranteed a certain degree of social mobility, recent Sinological research found that, first of all, it permitted the powerful and wealthy families to reproduce their elite status. The system was basically open and fair, but its functionality was affected by the social and demographic developments. From the late 16th century onwards, thousands of candidates, in each province, competed for small quotas of second level degrees which granted eligibility for an administrative position. As second level success rates dropped to 1-2% per examination session, a career in the civil service could not be taken for granted anymore, even by the most talented and diligent candidates.

Nevertheless, the ideology that claimed the examinations as the proper way to position and power remained strong and largely unquestioned. The examination system guaranteed a "unity of doctrine" and created a stunning degree of homogeneity among the elite of the Chinese empire, and therefore became a key factor of social stability and cultural continuity. The Jesuit missionaries who stayed in the Chinese empire from the 16th to the 18th centuries wrote enthusiastic reports about the examination system. The leading thinkers of Enlightenment in Europe, like Voltaire and Montesquieu, echoed their praise. The system of civil service examinations that was introduced in England, in 1855, was evidently based on the Chinese system. This fact, however, could not have been openly acknowledged, for China, by then, was not considered an exemplary nation anymore.

Great cultural achievement

In modern China, the traditional examination system has long been denigrated as a crucial factor for China's weakness in the confrontation with the imperialist powers during the 19th century. Only recently it has begun to be recognized again as the great cultural achievement and the contribution to world culture which it in fact has been.

Today's university entrance examination, gaokao, may seem like a modern version of the old examination system, but it was shaped primarily after the Japanese example. Nevertheless, the civil examination system has left a lasting footprint on modern Chinese culture due to the entrenched belief in the value and power of learning that it has propagated, with great success, for many centuries.

中国的科举考试文化

独特的文官科举考试制度

作者：Roland Altenburger, 东亚研究会苏黎世大学汉学助理教授

中国传统的文官科举考试制度是中国文明的一大建树之一。在现今的文明世界里，学校及相关的考试制度的重要性早已无可厚非，可在近代文明以前，除中国以外，没有另一个帝国体制曾经拥有过这样的科举考试制度。中国的引荐，科举考试最早产生于公元前一百六十五年的汉朝时期。到公元后六百二十二年的唐朝一套具有开放精神和竞争性的科举制度趋于完善和成熟。从宋朝一零六六年开始，在京城每三年举行一次科举应试。一三七零年科举制度通过改革，应考人分别在地方，省级同中央参加三个不同级别的生员，举人和进士的应试。及第的头衔大约相当于现代学术界的的学士，硕士和博士。以后除个别细微的改良以外，这一制度一直持续到一九零五年才废除。

公平和公正

科举考试的题材建立在四书五经而非科学技术方面。应试人应以经文的引述为考题作八股文。八股文必须严格引经据典。原文和引述经典达好几十万字之多。由于考试时不得参照运用任何资料，所以全部经典都必须死记硬背。尽管有关作弊和腐败的现象时有广传，但整个制度在设计方面是较为公正的，是一种选择精英，能人及第的制度，因为应试本身旨在奖励勤学用功，而非推崇社会地位的简单继承。

从理论上说，一个农民的儿子有可能从种田人出生进仕及第做官。不过近来汉学研究发现，其实这个好似捍卫社会地位流动可能性的科举考试制度本身还旨在首先保证权势家族的精英再生。

低成功率

虽然科举应试及第制度具有一定的开放和平等性，可是它的整个功能制作仍不免受到社会同人口发展的影响。从十六世纪末开始，成千上万的应试人参加举人的应试，希望通过极大的竞争及第进仕做官。由此及第进仕成功率降低到百分之一到二，哪怕是十分勤奋的天才最后做官的机会也难有保障。尽管如此，科举制度作为进仕做官本身的合理性并没有让人产生任何的疑义。这样的科举考试最后确保了精英思想的一致性，统一了社会的求学，进仕做官的道途，因此对社会稳定和文化延续提供了重要的保障。

从十六到十八世纪期间在中国传教的耶稣会教士曾美文报道过中国的科举制度。欧洲启蒙运动的思想先驱如：凡尔泰和孟德斯秋也曾对此极力颂扬。一八五五年传到英国的文官科举制度也明显是以中国为蓝本的。当然这个事实在当时不为时人接受，因为中国此时已非世界典范。

伟大的文化成就

近代中国曾把传统科举制度贬低成是造成中国十九世纪面对帝国主义衰退的重要因素。不过最近已有人开始重新评价科举考试制度的文化价值及其应为享有的对世界文化的贡献。目前的中国高考看是科举制度的翻版，其实是以日本的考试制度为范本的。几百年的科举及第制度，透过它对勤学用功的坚定信仰，因此在现今的中国文化里遗留下了它永久的足迹。

A Thesis on Education in the PRC

Interdependencies of politics, economy and pedagogy

By Regula Nowak-Speich, University of St.Gallen, Switzerland

Discussing education with respect to the People's Republic of China (PRC), the following questions come to mind: What are the key drivers influencing education? What is the current construct of the education system? What is the interrelationship between politics, economy and pedagogy? What trends, opportunities and risks are present in the development of the education system with respect to politics and the economy?

Education spending below world average

My dissertation addresses these questions as follows: It starts with a discussion on research methodologies and relevant background information, I then review the education system and the corresponding pedagogical environment, followed by an analysis of the interdependencies of politics, economy and pedagogy regarding the systems and caused by changes. The dissertation further discusses possible trends and explores in detail opportunities and risks present in the current education system from a political and economical perspective.The dissertation concludes that in the PRC a very theoretical and test-focussed education system is impeding a more practical and action-orientated education system. In addition the governmental share of Gross National Product (at three percent) allocated to the financing of the educational system is far lower than the worldwide average. Without a good education system based on the three pillars of education, namely delivery, access and quality, there cannot be success in long-term and permanent economic growth, nor can there be a better integration into the world economy. In addition, it is not very likely that the unemployment rate (official and unofficial) can be reduced, or higher qualified labour can be attained in the PRC.

Overall the dissertation concludes that at the beginning of the 21st century the education system in the PRC looks at some major challenges that cannot be solved without the integration of political and economic development. History and culture as well as the current rate and direction of economic, political and social development argue for the PRC following its own path in the education reform. The wisest direction seems to be a gradualist and step-by-step piloting way. Such an approach allows for experimentation and modification of ideas and policies without risking the collapse of efforts to ensure increased quality and continuing equity in the future education system of the PRC.

The dissertation"Education in the People's Republic of China – Interdependencies of Politics, Economy and Pedagogy"(published in 2006, dissertation Nr. 3054, University St. Gallen) and is written in German. Prof. Dr. Rolf Dubs, University St. Gallen, Switzerland, and Prof. Dr. Juergen Henze, Humboldt University Berlin, Germany, accompanied the research of the dissertation. It may be downloaded at the following link:

www.unisg.ch/www/edis.nsfwwwDisplayIdentifier/3054/$FILE/dis3054.pdf

论中国的教育

政治、经济和教育的相互依存关系

作者：Regula Nowak-Speich，瑞士圣加仑大学

谈及中国的教育，脑海中不免浮现这样一些问题：什么是影响教育的关键因素？教育体系的现行结构怎样？政治、经济和教学之间的内在关系如何？就政治和经济而言，在教育体制的发展过程中会呈现怎样的趋势、机遇和风险？

教育支出低于世界平均水平

本文就这些问题做出解答：首先讨论研究方法和相关背景信息，其次回顾教育体制和相关教学环境，最后分析由变化带来的、与教育体制相关的政治、经济和教学的相互依存关系。本论文从政治和经济角度，进一步探讨了现行教育体制可能的发展趋势，深入细致地探究了现行教育体制呈现的机遇与风险。本文的结论是：中国的教育体制注重理论知识和测试成绩，阻碍了一个更加注重实际、关注实践操作的教育体制的发展。此外，政府分配到教育系统的资金仅占国民生产总值的3%，远低于世界平均水平。由于缺乏以三大教育支柱（即教育的普及、可得性与质量）为基础的良好教育体系，中国既不能保持长期的永久性经济增长，也不能更好地融入全球经济。此外，降低中国的失业率（官方和非官方）、获得优质人才的可能性也不大。

总体说来，本文得出的结论是：21世纪初，如果不结合政治和经济发展，中国的教育体制将面临一系列难以克服的重大挑战。历史、文化以及当前经济、政治、社会发展的速度和方向要求中国走自己的教育改革之路，最明智的做法似乎应为循序渐进、逐步探索，这种做法允许对相关理念和政策进行试验和修订，避免发现问题后造成功亏一篑，以保证中国未来教育体制质量的提升和一贯的公正性。

本论文“论中国的教育——政治、经济和教学的相互依存关系”（2006年发表，本论文编号3054，圣加仑大学）由瑞士圣加仑大学教授Rolf Dubs博士用德语写成，德国柏林洪堡大学教授Juergen Henze博士参与了论文的研究。本文下载链接：

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Positive and Global Effects

Sino-Swiss Management Training Programme in the public sector of China

By Josef Mondl, Managing Director and Program Manager of Sino-Swiss Management Training Program

In the context of reform and transition towards a socialist market economy, the People's Republic of China is engaging in efforts to modernise its public administration system. One of the main tasks of this transformation process is the reform of the personnel management system, with the introduction of a new civil service system. Another key factor is the management and development of human resources, taking the strengthening of human resources and the necessity to encourage the development of talents into account.

Sustainable development

To support such promising efforts, the Sino-Swiss Management Training Programme was initiated. Its main purpose is to help rationalising the system, streamlining government organisations, raising administrative efficiency, improving personnel quality and developing human resources. In addition, for selected provinces in the less developed western regions of China, more specific training programmes for decision-makers from the public sector are being set up. These programmes focus on development issues such as ecological tourism, labour and social security, and water, waste and forest management. These topics have been strongly determined by the manifold social, economic, and ecological challenges which are being faced by contemporary China. That way, Switzerland contributes considerably to a balanced, stable and sustainable development of China.

Advanced management education

The programme benefits include numerous elements in different areas. Since the beginning of SSMTP, several hundred persons have already successfully participated in the programme. Many participants were born in the 1950s and 1960s. Therefore, they had few possibilities to get access to advanced management education. This created the urgent need to catch up with current developments. Many of these executives are nowadays confronted with increased requirements regarding responsibility, effectiveness, and efficiency in their respective organisations. Furthermore, the implementation and transfer of organisational strategies and concepts form part of the areas of responsibility faced by the participants. The training within SSMTP brings support to the participants to develop solutions suited for realising concepts such as "scientific development" and "harmonious society", based on the principles of sustainability and lasting development of China, thus following a triple-bottom line concept focusing on economy and business, politics and administration, and science and education.

Change processes in the public sector

The specific management training of SSMTP starts with human resources development at the individual level, which is subsequently extended into organisational learning. By encouraging exchange of experience, follow-up training courses, network education and consultation of Chinese professional forces

and executives, SSMTP supports organisational change processes in the public sector as well as reform processes in government, economy, and society in China. SSMTP supports the cultural change desired and needed by the Chinese government for its public sector, to let it develop towards a competitive and reliable partner for economy and society.

Many officials who have attended SSMTP training courses are in charge of some hundreds to several ten thousands of employees within their organisational landscape. This entails that the overall potential and benefit of the training programme may exceed the individual benefits of any single participant by far and that it may unfold positive and global organisational effects.

Creativity and initiative not core values

Creativity and personal initiative are matters which the traditional Chinese educational system does not consider as a central function. Furthermore, it has to be noted that education in China shows a strong tendency towards theoretical learning and less practical application. Modern teaching methods like interactive learning and team-based problem analysis need to be re-discovered. Here, SSMTP tries to close a gap, because it is not only knowledge transfer which is of crucial importance, but also the teaching of didactic-methodical competence. That way, SSMTP serves as an exemplary bridge between the Chinese and Western cultural areas.

Tailor-made programmes

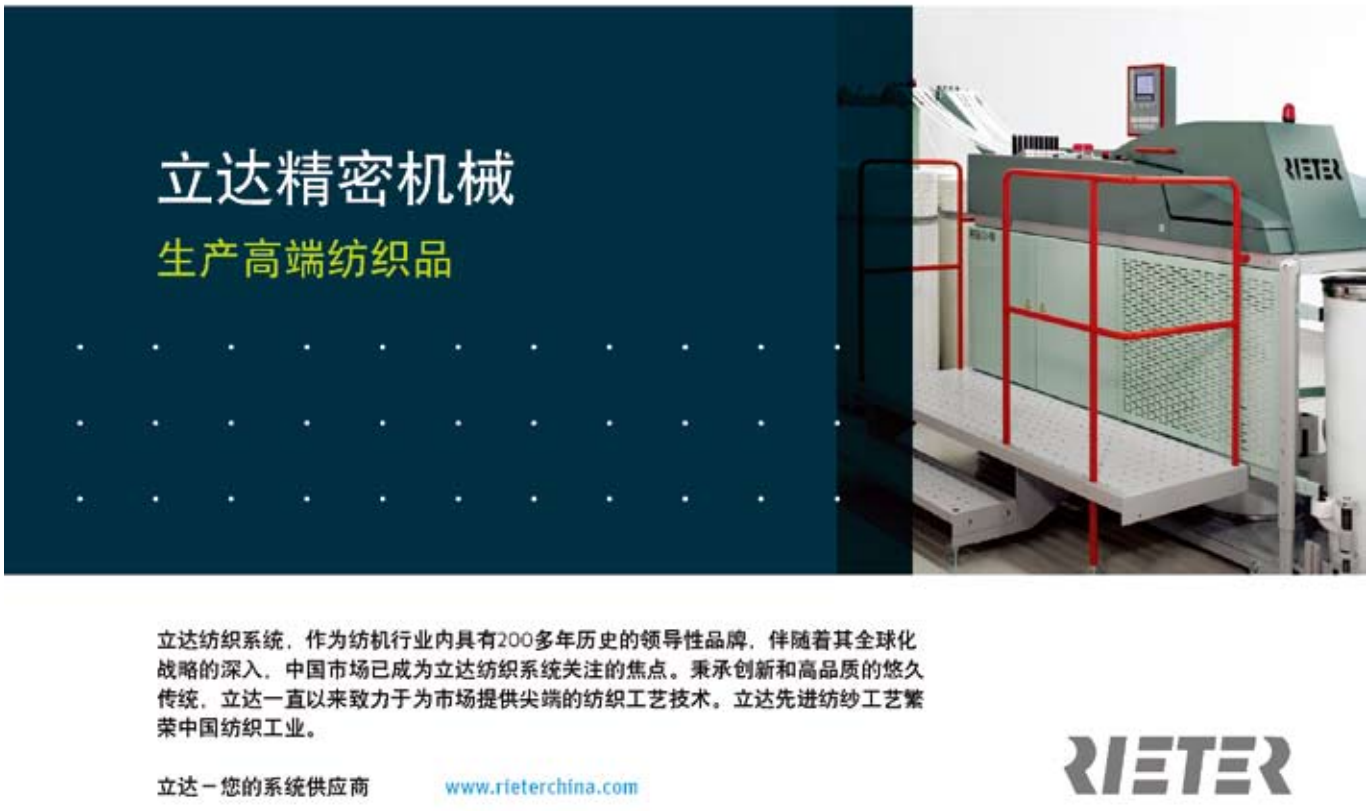
The Institute for Public Services and Tourism at the University of St. Gallen (IDT-HSG) was selected by the Swiss Foreign Ministry's Agency for Development and Cooperation (SDC) to manage the 3rd Phase of the SSMTP in the Public Sector of China, which started at the beginning of 2004 and which will last at least until the end of 2008. On the Chinese side, the overall responsibility for the Programme is taken by the China Training Centre for Senior Personnel Management Officials (CTCSPMO) in Beijing.

In total, more than 650 Chinese officials are expected to be trained in Switzerland and other European countries within the 3rd Phase of the Programme. In order to meet the specific needs of the various target groups listed in the course schedule, tailor-made training programmes, study visits, and in-house seminars are to be developed.

The Center for Sino-Swiss Competence

The Center for Sino-Swiss Competence (CSSC-HSG) is an integrated organization of the University of St.Gallen. The center provides a platform within the framework of the University to link knowledge related to China. It enables the different Cooperation partners at the University of St. Gallen to exchange ideas and information related to China and to maintain a constant dialogue. Aiming to integrate recent views and challenges the CSSC operates as well as service provider for external customers. Together with the experts of the University of St.Gallen and its external Partners the CSSC will be able to provide an integrated service approach for all questions related to Sino-Swiss relations. The CSSC was founded in April 2006. Contributing to the University's tradition of intercultural competence, the CSSC-HSG is positioned as a central service provider for internal and external partners. Our activities are based on questions referring to Sino-Swiss relations in the follwoing three key sectors: business services, seminars & training and scientific research.

www.cssc.unisg.ch



积极的全球影响

中国公共部门中瑞管理培训项目

By Josef Mondl, Managing Director and Program Manager of Sino-Swiss Management Training Program

社会主义市场经济的改革和过渡背景下，中国正在积极努力实现其公共行政体制的现代化。这一改革过程的主要任务之一是通过引入新型民事服务体系，改革人事管理体制。另一项关键因素是人力资源的管理和发展，将人力资源的强化和鼓励人才培养的必要性纳入考虑范围。

为了支持中国政府在这些方面做出的努力，特启动中瑞合作管理培训项目，旨在协助实现体制合理化、精简政府机构、提高行政效率、加强人员素质、开发人力资源。此外，在中国欠发达西部地区的特定省份，特地为公共部门决策者制定了更加具有针对性的培训项目。这些项目集中关注生态旅游、劳动与社会保障、以及水利、废物和森林管理等开发问题。而这些议题在很大程度上受到当代中国面临的多重社会、经济、生态问题挑战的制约。通过这些，瑞士为中国平衡、稳定、可持续的发展做出了巨大贡献。

先进管理教育

该项目的益处涵盖不同领域的诸多方面。中瑞合作公共管理培训项目启动以来，已有几百人成功参加了该项目。许多参与者出生在二十世纪五六十年代，他们极少有机会接触先进的管理教育，迫切需要跟上当前的发展趋势。其中很多管理人员在其各自机构内都面临着不断增长的责任、效力、效率方面的要求。此外，项目参与者还面临着由机构战略和概念的施行和转移形成的相关责任。中瑞合作公共管理培训项目项下的培训帮助参与者依据可持续性和持久性发展的原则，制定出适合实现“科学发展”、“和谐社会”的解决方案，从而遵循经济与企业、政治与行政、科学与教育的三重底线概念。

中瑞合作公共管理培训项目的管理培训从个人层面的人力资源发展开始，继而扩展到组织层面。通过鼓励经验交流、跟进培训课程、网络教育和中国专业人才和管理层咨询，中瑞合作公共管理培训项目为中国的公共部门机构变更流程和政府、经济、社会改革流程提供支持，为中国政府公共部门所需的文化变更提供支持，使其发展成为经济和社会层面具有竞争力且可靠的合作伙伴。

许多参与中瑞合作公共管理培训项目培训课程的官员在其机构范围内负责管理成百上千的员工。这样，培训项目的整体潜力和益处不仅体现在目前参与者个人的福利，而且会展现其对组织的积极、全球性的影响。

创造力、个人主动性不是核心价值观

在传统的中国教育体制从来不以创造力和个人主动性为核心。此外，中国的教育还有很强的重理论学习、轻实际操作的倾向。交互式学习和团队问题分析等现代教学方法有待重新发掘。在此，中瑞合作公共管理培训项目希望填补这样的缺口，因为它不仅以知识传递为其重要目标，还关注系统教学能力的传授。由此，中瑞合作公共管理培训项目成为具有示范作用的、沟通中西方文化领域的桥梁。

定制化项目

圣加仑大学公共服务和旅游研究所（IDT-HSG）由瑞士开发与合作局（SDC）选定，为中瑞合作公共管理培训项目第三阶段提供管理。该项目从2004年开始，将至少持续到2008年末。中国方面，该项目由北京中国高级官员管理培训中心（CTCSPMO）全权负责。

项目的第三阶段，预计共有650多位中国官员将到瑞士和其他欧洲国家参加培训。为满足课程进度表上不同目标群体的特定需求，该项目将开发定制化的培训项目、学习访问和内部研讨会。

中瑞发展研究中心

中瑞发展研究中心(CSSCHSG)是圣加仑大学整合组织结构。它提供大学结构之内的链接中国事物领域相关知识平台。为校内的合作伙伴推动与中国相关的理念和信息的交流,维护一个长久的对话平台。

中瑞发展研究中心以将近来的意见和任务构成整体为目标也为校外的客户提供服务。通过与校内专家和校外伙伴的合作,中瑞发展研究中心将会为您提供中瑞关系相关问题解决方案的综合性服务。

圣加仑大学中瑞发展研究中心成立于2006年4月。它继承和发扬圣加仑大学跨文化能力领域的传统,将自己定位为一个为校内和校外合作伙伴提供中瑞关系相关问题解决方案的能力中心。以下三个支柱构成了我们工作的基础:

- 商业服务
- 研讨会和培训
- 科技研究

www.cssc.unisg.ch

Wei Zhang:

Between Chairs

Life-stories of Chinese men and women in Switzerland

Chinese men and women tell about their lives in Switzerland. What kinds of conflicts do they experience in everyday life? To what extent do they adapt to local ways? As overseas Chinese, what are the important Chinese values to them? How do they perceive and interact with the Swiss people? 21 sensitive portraits offer answers to these questions.

Chinese men and women, who have been living in Switzerland for extensive periods of time, tell about their intercultural experiences. They came from various parts of China, from Taiwan, Hong Kong or South-East Asia, and from various social backgrounds, but nevertheless they refer to common cultural roots. Reconsidering their positions between East and West, they reflect about the questions of identity (their own as well as their family's), homeland, language, values, education and integration.

The portraits in this volume describe collectively shared experiences, but also relate individual images. Thus they document the great variety of people with Chinese roots living in Switzerland. These life-stories offer glimpses of Chinese ways-of-life; moreover they also address some more general questions of integration. Last but not least they provide interesting views of Swiss social life. However, the immigrant's double perspective has the price of a life "between chairs".

The author, Wei Zhang, was born in Chongqing, China, where she grew up and studied English. She came to Switzerland in 1990 and has been living there ever since, except for two years she spent in the USA. She is married to a Swiss and is mother of two children. Besides her writing profession she also teaches, translates, and serves as a Cultural Advisor to Pro Helvetia.

Zürich: NZZ Libro, 2006. 176 pages. ISBN 3-0823-202-0.

张玮：

《脚踏两条船》

二十一位在瑞华人自述

二十一位来自大陆，台湾，香港，新加坡，印尼和越南的在瑞华人亲口讲述他们的海外经历。描绘生活在两种文化中间的欣乐苦恼，方方面面竟有日常的观叹，又有文化， 价值上的评判。一面东西世界的两厢对照，一幅世界文化村的现实构图。

《脚踏两条船》讲述了二十一个真实的新移民的故事。 故事的主人公来自不同的中国文化地区，有不同的社会、文化背景。他们在瑞士的创业、立家和在当地的融入努力勾画了一幅现代人对理想生活的追求，他们在西方世界的日常蹉跎同时又为我们对世界地球村的理想构想开辟了新的批评思考空间。文化认同， 价值承传，东西文化在日常及精神世界的面面反映，这里展现给读者的不尽是中国或者瑞士单一一国的经验，《脚踏两条船》是一面两个世界的反光镜。

作者张玮, 1964 年出生于中国重庆。大学英语专业毕业。1996－1998 年居美国。现居瑞士苏黎世，任职瑞士文化基金会。

新苏黎世报出版社，2006年出版

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Batiste Pilet
Project Manager

Anna Dong-Ruf
Office Manager

Peter Scholze
Events Officer

Chamber News 商会新闻

1 April 2007 – SwissCham Beijing Executive Changes and Appointments

The executive staff of SwissCham changed hands at the end of March 2007. SwissCham Beijing acknowledges and expresses its appreciation for the hard work, dedication and support which the team had done throughout their term and welcomes all the new staff members.

Ms. Evelyn Kislig stayed for a full year making positive changes to the administration and successfully improving the financial state of the chamber. She departs to pursue further education in an MBA.

SwissCham Beijing is very pleased to also announce the official appointment of Mr. Andrea Jacomelli as Executive Director a.i., who started his assignment on 1 April 2007. Andrea is a Swiss national and we are confident that he will keep up with the challenges. We welcome him to SwissCham Beijing.

After almost 3 years as SwissCham Beijing's Public Relations Director and Editor for Beijing, Mr. Richard N. Liu departed to pursue a career in the education sector. His departure will be a loss for the chamber as SwissCham valued Richard's expertise in the media and marketing field, and his unyielding dedication to "The Bridge" magazine.

Peter Scholze has been appointed as Event Officer. His task will be to organize SwissCham Beijing's numerous events. Batiste Pilet will be responsible for the editing of the next Membership Directory and of the Beijing pages in "The Bridge" . Besides, he will be in charge of sponsorship issues.

Ms. Molly Li who had been SwissCham Beijing's Office Manager for four years, and took care of SwissCham Beijing's office administration also left the chamber, she will be sorely missed. SwissCham thanks her sincerely for her efforts and wishes her success in her future endeavours.

Ms. Anna Dong-Ruf has been assigned to replace her. Her rich experience in the field of sales and administration will be precious to the chamber.

Finally, our Services & Government Officer, Newton Niu, also left the Chamber in June to pursue his carrier in the field of Media.

1 2007年4月 – 中国瑞士商会 – 北京职务变更及任命

瑞士商会的上一批工作人员在2007年三月底进行了工作交接。整个团队在他们的任期内，为瑞士商会-北京做出了巨大的支持与风险，瑞士商会在此对他们表示感谢！同时，瑞士商会也欢迎各位新来的工作人员。

Evelyn Kislig小姐在商会任职整整一年，她无论在商会的行政管理上，还是在财政收支上，都做出了积极的改变。她离职以后，会继续深造，读MBA学位。

瑞士商会-北京也非常高兴向大家宣布Andrea Jacomelli先生被正式任命为执行总监，任期于2007年4月1日开始。Andrea是瑞士公民，我们相信，他会继续努力工作，不断完成挑战。欢迎他来到瑞士商会-北京！

在担任了将近三年的瑞士商会 - 北京公关总监和北京地区的编辑之后，刘念祖先生会在教育行业继续他的职业生涯。他的离开对瑞士商会是一个损失，由于刘念祖先生在媒体与市场方面的专长，以及对《桥》杂志的参与，使得商会获益匪浅。

Peter Scholze任命为活动官员，他负责组织瑞士商会的各项活动。白松德（Batiste Pilet）会管理下一期会员名录以及北京区《桥》杂志的版本工作。此外，他还会负责赞助营销工作。

李文洁女士作为瑞士商会 - 北京的行政经理，为商会工作了四年，管理着商会办公室的行政工作，我们深表遗憾。董事会十分感谢她的努力，再次向李小姐亲切告别并祝她前景光明。

董诗卓(Anna Dong-Ruf)女士被任命为新的办公室经理。她对营销和行政工作的丰富经验会对商会起宝贵的作用。

最后，服务及政府事务官员牛小雨(Newton)6月份也离开了商会。牛小雨会在媒体行业继续他的职业生涯。

Event Reviews 活动要闻

1 March 27, 2007 – Inter-Chamber Networking

EUCham, AmCham, BenCham, French Chamber, Italian Chamber, the Portuguese Commercial Counsel, SwissCham, and many other foreign national chambers in Beijing, hosted a SME Across Borders Networking Evening at Brown's, which provided an opportunity for members of chambers to network with companies from all over the world.

1 2007年3月27日 – 跨商会交流酒会

中国欧盟商会，中国美国商会，荷比卢工商协会，中国法国工商会，中国意大利商会，葡萄牙商会，中国瑞士商会以及许多加在北京的外国商会一起，在Brown's酒吧举办了一次中小企业跨国界的交流酒会，为商会的会员提供了一次与世界各地公司互相交流的好机会。

2 March 31, 2007 – The 4th Annual SwissCham Raclette Evening

One of SwissCham's annual social highlights was this year's Raclette Evening, held in the Ballroom of Swissôtel Beijing. More than 140 Swiss-cheese enthusiasts joined us for an evening of authentic Swiss fun! John Liebeskind, President of SwissCham Beijing, led in the evening by welcoming all the guests and opening the buffet. Invigorated by the all-you-can-eat raclette and the delicious buffet, and encouraged by our specially imported wines and beer, some guests dabbled in blowing the Swiss Alphorn. Swissôtel sponsored two memorable prizes for the lucky draws which rounded off the evening. Special thanks also go to our raclette sponsors SwissCoffeer, Cremo, and Panalpina.

2 2007年3月31日 – 第四届瑞士商会年度奶酪主题晚宴

瑞士商会社会活动的年度亮点之一 – 瑞士奶酪主题晚宴，在北京港澳中心瑞士酒店宴会大厅举行。超过140位瑞士奶酪的追随者们参加了这场原汁原味的瑞士晚宴。北京瑞士商会的总裁John Liebeskind先生致了欢迎辞，并宣布自助晚宴开始。整个晚宴的气氛十分活跃，席间不仅有享用不尽的瑞士奶酪和美味自助，更有我们专程从国外进口的红酒和啤酒。在美食与美酒的激励下，一些宾客们鼓起了勇气去登台吹响瑞士山笛。抽奖环节贯穿整晚，其中瑞士酒店赞助了两项大奖。同时也非常感谢我们的奶酪赞助商SwissCoffeer, Cremo以及Panalpina。

3 April 18, 2007 – The Chambers' New Office Celebration

Members and non-members celebrated the new location of SwissCham and MayCham's new office space in Beijing. SwissCham and MayCham sincerely thanked the Canadian International School (CIS) for their kind and generous support for the donated office space, which meets the chambers' long term requirements.

Mr. Cyrill Eltschinger, Chairman of SwissCham China; Mr. Charles Chia, Chairman of MayCham; and Dr. Francis Pang, Chairman of CIS were present to sign the agreements between the respective parties.

Guests had the chance to meet the new staff, new board, members and friends to celebrate the new office. Over 50 guests toured the new offices as they enjoyed the JURA sponsored Swiss coffee, and light refreshments.

3 2007年4月18日 – 商会办公室新址庆祝仪式

许多会员以及非会员都一起为瑞士商会和马来西亚商会的办公室新址进行了庆祝。加拿大国际学校为瑞士商会和马来商会提供了慷慨的支持，他们赞助的办公地点满足商会的长期需要，商会在此对加拿大国际学校表示诚挚的感谢！中国瑞士商会的主席Cyrill Eltschinger先生，马来商会主席Charles Chia先生以及加拿大国际学校主席Francis Pang博士都出席了签字仪式。来宾们也借此机会，见到了商会的新员工，新董事，新会员以及新朋友。有50多位客人一起参观了商会的新办公室，并且享用了优瑞公司赞助的瑞士咖啡和小点心。

4 April 18, 2007 – Inter-Chamber rancophone Networking

SwissCham, Benelux, and French Chamber of Commerce hosted over 150 guests to an exclusive Francophone-style inter-chamber networking event at CENTRO, Kerry Centre Hotel.

This special cocktail brought our new and existing members together to exchange contacts and meet Chamber Staff, Board of Directors and Committee Members to learn more about the Chamber's services and activities.

4 2007年4月18日 – 跨商会鸡尾酒联谊会

中国瑞士商会，荷比卢工商协会和中国法国工商会在嘉里中心饭店内的炫酷酒吧（CENTRO）举行了一个法语跨商会交流酒会，吸引了超过150名来宾出席。此次鸡尾酒会将我们的新老会员聚集一堂，大家互相交换联系方式，结交新朋友。董事会成员由此对商会的工作及活动有了更多的了解。

New Members 新会员

Ms. Jessica Yu
Company: **Shanghai Hantang Cultural Development Co., Ltd.**
Address: Room 5G, Building T, 2601 Xietu Road, Xuhui District, Shanghai
名称：**上海汉唐文化发展有限公司**
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Old Street
Photo By Harley Zhang

Our Board Members

Christian Gürtler
President,
National Representive
KB Group

Stephan Titze
Vice-President,
National Representative,
Marketing Officer
Syngenta

Matthieu Bonnici
Secretary
DLA Piper

Holly Gao
Treasurer
Swiss Reinsurance Company SH Rep. Office

Sigi Foehn
Membership Officer
Rieter Textile Systems China

Daniel Heusser
Board Member
Project Expo 2010
Virtuarch

Michael Lehmann
IT Officer
SIM (selective international management)

Remo Luetolf
Event Officer
ABB China Ltd.

Nicolas Musy
National Representative
"The Bridge" Officer
CH-ina

Our Executive Team 2007

Weiwei Li
Executive Director

Fabian Gull
Editor in Chief and Managing Editor

Maggie Zhu
Office Manager

Solange Gürtler
Editor and Event Manager

New Members 新会员

Corporate Members

Peter Guhl
Company: **Jansen Ltd. Shanghai Representatives Office**
Address: Room 10A59, Shanghaimart, No. 2299 Yan`an Road (West)
名称：**瑞士严实服务公司上海代表处**
地址：延安西路2299号世贸商城10A59
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Paul Lee
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名称：**百超（上海）精密机床有限公司**

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Website/网址: **www.bystronic.com**

Bonnard/Lawson

Nicolas Vuillomenet
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名称：**博朗律师事务所**
地址：上海兴义路8号万都中心大厦4411室
Postcode/邮编**: 200336**
Tel./ 电话: **+86 21 52082020**
Fax/传真: **+86 21 52082386**
Website/网址: **www.ilf.ch**

Swiss - ASIA Group

Haining Mu
Company: **Swiss-ASIA Consulting (China) Ltd.**
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Postcode/邮编**:** 200120
Tel./ 电话: +86 21 5115 0350
Fax/传真: +86 21 5115 0351
Website/网址: **www.swiss-asia.com**

Corporate Associate Members

BIRKART GLOBISTICS air + ocean

Fabrizio Stanig
Company: **Birkart Globistics (China) Co., Ltd.**
Address: Rm. 618, Ocean Towers, 550 Yan-an Rd. E, Shanghai
地址：上海市延安东路550号海洋大厦618室
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Fax/传真: +86 21 6360 4498
Website/网址: **www.birkart.com**

Rong Zhang Li
Company: **Brain Force AG**
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Individual Members

Gisela Schelling
Company: **Shanghai Novartis Trading Ltd.**
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SR Technics

Chamber Events 商会活动

1 March 20, 2007- Conference "Tax Reforms in China"

In the evening of March 20, at the Imperial Room on the 5th floor of Sofitel Hyland Shanghai hotel, over 30 participants joined the SwissCham Shanghai Conference "Tax Reforms in China". This event gave the participants the perfect chance of both learning the essentials about the new Individual Income Tax Law related to all their colleagues and catching the latest updates on the Proposed Enterprise Income Law that is crucial for all Foreign Invested Companies in China.

Accompanied by the little exquisite delicacies and shining flow of drinks from the French kitchen of the hotel, the Conference was kicked off by the welcoming address of Mr. Christian Gürtler, President of SwissCham Shanghai and rolled out with the presentation of two VIP speakers - Mr. Ralph Dreher, Lawyer, Tax Advisor and Manager at PricewaterhouseCoopers, Mr. Matthieu Bonnici: Lawyer and Associate at DLA Piper; Secretary of Board of Directors of SwissCham Shanghai. The informative presentation was warmly responded by the participants via Question & Answer session followed and the Conference was successfully wrapped up by an exhilarating individual networking after the official sessions.

1 2007年3月20日——"中国税制改革"研讨会

3月20日晚，上海瑞士商会在上海海仑宾馆5楼海华厅举办"中国税制改革"研讨会，与会人数超过30。此次盛会为与会者提供了绝佳的机遇，不仅可以了解与个人密切相关的新个人所得税法要点，还可以把握对中国境内所有外资公司至关重要的企业所得税法最新动态。

伴随着法式精致小点和晶莹饮品，上海瑞士商会会长Christian Gürtler先生首先致欢迎辞，拉开了会议的序幕。接着，两位VIP发言人分别登场演讲——普华永道律师、税务顾问兼经理Ralph Dreher先生和DLA Piper律师兼合伙人、上海瑞士商会董事会秘书Matthieu Bonnici先生。在此后的提问环节中，发言人广博的演讲受到了与会者的积极响应。最终，研讨会在愉快的个人交流氛围中成功闭幕。

2 March 28 – InterChamber Spring Mixer

On March 28 the participants of the InterChamber Spring Mixer had a fine view from the top floor of Sofitel Jinjiang Oriental onto the nightly streets of Pudong below. While savoring these views and an exquisite buffet, members of SwissCham Shanghai had the chance to meet members of numerous Chambers of Commerce of Shanghai for individual networking.

2 3月28日——国际商会春季联欢

3月28日，参加国际商会春季联欢的来宾们欢聚在东锦江索菲特大酒店顶楼，共赏浦东街道的美丽夜色。此次联欢会不仅让上海瑞士商会的成员们饱览了美丽的夜景、享用了精致的晚宴，而且还让他们有机会接触来自上海各国商会的成员，便于其更好地建立个人关系网络。

3 April 12, 2007- CFO Roundtable III- Cash Pooling in China- Sharing Experience

After the success of the first and second CFO Roundtables, which were organized in November 2006 and early this February respectively, SwissCham Shanghai organized its third CFO Roundtable with the kind sponsorship of Roche Diagnostics (Shanghai) once more on the venue, food and drinks.

These Roundtables are expected to build a platform for CFOs/Finance Directors of Swiss Companies in Shanghai to exchange their views in a small group and to discuss also controversial issues in a private environment. This third meeting aims at a productive sharing of experiences & perspectives among senior Finance professionals in Shanghai on the subject "cash pooling".

After the welcoming address delivered by Mr. Kaspar Probst, Finance Director of Givaudan China & Korea and Chairperson of this event, he and an invited guest speaker successively presented the market background and some key lessons, that can be learned by implementing a cash pool. Intensive discussion was held among the participants and led to the topic of next CFO Roundtable.

3 2007年4月12日——第三次首席财务官圆桌会议——中国地区现金管理——分享经验

继第一次和第二次首席财务官圆桌会议成功召开（时间分别为2006年11月和2007年2月）后，上海瑞士商会组织了第三次首席财务官圆桌会议。会议由罗氏诊断产品（上海）有限公司提供场地、食品和饮料赞助。这些圆桌会议旨在为上海地区瑞士公司的首席财务官/财务总监建立小范围交流以及私人环境下讨论争议事件的平台。第三次会议计划就现金管理这一主题在上海高级财务专业人士之间分享经验和观点。Givaudan公司中国及韩国地区财务总监兼会议主持人Kaspar Probst先生首先致欢迎辞，接着由来宾发言人就市场背景和现金管理中关键的经验教训发表演说。与会者展开了广泛讨论，并且确定了下一次首席财务官圆桌会议的议题。

4 April 16, 2007- Conference: "The role and the importance of the International Chamber of Commerce Arbitration system"

The Conference was convened in the evening of April 16, at the newly decorated Marigold Room on the 2nd Floor of Regal International East Asia hotel. The International Court of Arbitration of the International Chamber of Commerce (ICC) is the world's foremost institution in the resolution of international business disputes. While most arbitration institutions are regional or national in scope, the ICC Court is truly international, with members from over 80 countries. Since its foundation in

1923, the ICC Court has led the way in securing worldwide acceptance of arbitration as the best means to resolve business disputes with more than 14'000 arbitration cases handled involving parties of some 180 nationalities.

SwissCham Shanghai is honored to have Professor Pierre Tercier, Chairman of the ICC International Court of Arbitration as the VIP speaker of this event. After Mr. Remo Luetolf, Event Officer from the Board of SwissCham Shanghai and Head of Automation Products, Region North Asia of ABB delivered the welcome speech, Prof. Tercier firstly presented the Court and the different features of the ICC arbitration rules. He then put an emphasis on ICC Arbitration in China. Over 35 legal professionals from Shanghais' foreign community participated in this event and were absorbed by his informative and instructive presentation. The Q & A was intensive as well as inspiring. The delicious western set dinner and individual networking after the presentation were enjoyed by the guests.

4 2007年4月16日——"国际商会仲裁系统的角色及重要性"研讨会

此次研讨会于4月16日晚在富豪环球东亚酒店二楼装修一新的万寿菊厅召开。国际商会（ICC）国际仲裁庭是全球最重要的国际商业纠纷解决机构。大多数仲裁机构具有地区或全国规模，而ICC仲裁庭成员来自80多个国家，真正具有国际性质。自1923年成立以来，ICC仲裁庭始终带头维护仲裁在全球范围内作为解决商业争议的最佳方式，受理了14,000多起案件，涉及的当事人来自180多个国家。

上海瑞士商会有幸请到了ICC国际仲裁庭主席、Pierre Tercier教授担任此次会议的VIP发言人，由上海瑞士商会董事会会议官员、ABB北亚地区自动化产品主管Remo Luetolf先生致欢迎辞。Tercier教授首先介绍了ICC国际仲裁庭及ICC仲裁规则的不同特征，然后着重讲述ICC国际仲裁庭在中国的发展。来自上海外国团体的35名法律专家参加了此次会议，并认真听取了演讲。问答环节不仅精辟透彻，而且富有启发性。美味的西式菜点和愉快的个人交流氛围让嘉宾们流连忘返。

5 May 30, 2007 - SwissCham IT Conference

In the evening of Wednesday, May 30, 2007, twenty members and friends of SwissCham Shanghai met at the Regus Silver Centre and joined the SwissCham IT-conference focusing on requirements, development and Chinese specifics of Integrated Enterprise Management Software Solutions - in short ERP. Emmanuel Orillard, GM of Pro-Concept Asia as one of the two key speakers of the event, gave in his presentation a more general overview on the issue. He summarized his advice as follows: "Get everybody on board, think long-term and look for solutions, not for products". Second VIP-speaker Axel Douchin, CEO of Nexian, also talked about expectations: "Do not expect ERP to solve all your problems and be aware that employees' productivity will temporarily decrease when implementing new solutions."

5 2007年5月30日——瑞士商会信息技术研讨会

2007年5月30日（星期三）晚，上海瑞士商会在雷格斯银座中心举行了瑞士商会信息技术研讨会，20位商会成员和友人参加了此次会议。会议聚焦综合性企业管理软件解决方案（即ERP）的需求、发展及其在中国的细节问题。Pro-Concept Asia总经理、本次研讨会两位主要发言人之一Emmanuel Orillard先生在其演讲中对该问题进行了较为全面的概述。他对自己的建议作了如下总结："全体参与；目光长远；寻找解决方案，而非产品"。第二位VIP发言人、Nexian首席执行官Axel Douchin也表达了自己的期望："不要指望用ERP来解决一切问题。你应知道，实施新解决方案的同时员工的生产率也会暂时下降。"

6 June 13 – InterChamber Summer Mixer

On June 13 over 700 members of 17 Chambers of Commerce met for the InterChamber Summer Mixer. In the elegant ambience of the ballroom of Regent Hotel the participants enjoyed an excellent buffet and used the relaxed atmosphere of the event for individual networking and establishing new business ties.

6 6月13日——国际商会夏季联欢

6月13日，来自17个商会的700多名成员欢聚一堂，参加国际商会夏季联欢。在丽晶大酒店舞厅优雅的氛围中，参与者享受了一次美味丰盛的自助餐，并在轻松愉快的氛围中，增进个人关系网络，建立新的业务关系。

7 June 14, 2007 - CFO Roundtable IV Transfer Pricing Documentation

On its' fifth successful run, SwissCham Shanghai organized the CFO Roundtable. After the welcome address delivered by Mr. Andreas Himberger of Roche Diagnostics, Rose Zhou of Ernst&Young held everyone's attention with her excellent and interesting presentation about requirements for TP in China. This was followed by a very active and open discussion where topics ranged from the need for translation of documents required by tax authorities into Chinese, to the probability of a transfer pricing audit, and other issues related to the changing regulatory framework in China.

7 2007年6月14日——第四次首席财务官圆桌会议——转让定价文档

上海瑞士商会成功举办了其首席财务官圆桌会议。这些圆桌会议为首席财务官提供了小范围交流以及私人环境下讨论争议事件的平台。会议由罗式诊断产品公司的Andreas Himberger先生致欢迎词。随后，来自安永的Rose Zhou就转让定价在中国所需的必要条件作了精彩而引人入胜的演讲。接下来的讨论环节积极而坦诚，议题包括：将税务机构文件译成中文的必要性、转让定价稽核的可能性，以及其他与中国改变调控体制有关的问题。

Chamber Events 商会活动

1 February 12, 2007 - Monthly Luncheon with the Swiss Association of Hong Kong Crossroads: Chances and Risks in the Current Economic Environment.

This joint luncheon was held on February 12, 2007 at the Hong Kong Club. Mr. Raymond Lo, also known as "Fung Shui Lo" by his followers, presented "Prediction for the Year of the Pig". Participants enjoyed the delicious luncheon and interesting presentation.

Members enjoyed the luncheon

Mr. Raymond Lo made the presentation

Mr. Hans Kunz, President of Swiss Chamber Hong Kong (middle) enjoyed luncheon with the speaker and member

(Left to Right) Mr. Peter Klaus and Mr. Thomas Reber of Clariden Asset Management Ltd

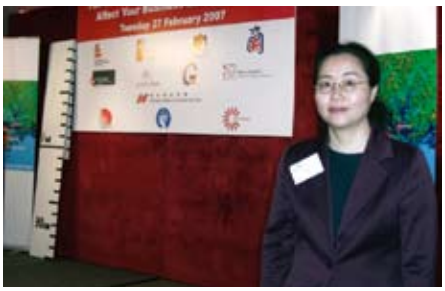
2 February 13, 2007 - International Chamber Young Professional Cocktail

This International Chamber Young Professional Cocktail was co-hosted by Swiss Chamber Hong Kong. It took place on February 13, 2007 at 6:00 pm at the Armani Bar. This event created a networking opportunity for members of the 27 International Chambers to connect in an informal cocktail setting, while supporting a worthwhile cause. Net proceeds will go to BENJI'S CLINIC, a charitable organization providing speech and language therapy to underpriviledged children and teenagers in Hong Kong. There were about 400 participants attended. Attractive lucky draw and other premium prizes were won by participants.

Members enjoyed the networking opportunity

3 February 27, 2007 – Joint Chamber Luncheon with Civic Exchange

Members were invited to the Joint Chamber Luncheon with Ms. Christine Loh, CEO of Civic Exchange on February 27, 2007 at Renaissance Harbour View Hotel. Ms. Christine Loh presented "The Heat is On: How climate change will affect your business and the GPRD".



Ms. Irene Lo, Secretary General of Swiss Chamber Hong Kong

Ms. Petra Gobec of Universal Guardian (Systems) Ltd

4 March 4, 2007 – The One MBA Program of the Chinese University of Hong Kong and Leadership Development

In today's world, we have become more and more a learning society and whereas one degree is no longer enough, the Swiss Young Professionals invited Mr. Mike Hall from Chinese University of Hong Kong introducing their ONE/MBA Program and corresponding Leadership Development Program (presented by Assessment Specialists). UBS generously sponsored the cocktail and offered their auditorium.

Young Professional member Mr. Sebastian Jacot from the Hong Kong Philharmonic Orchestra

(Left to Right): Ms. Lily Ting, Project Director of True Colours Ltd; Mr. Benjamin Mueller-Rappard, Director and Representative of the Young Professionals of Swiss Chamber Hong Kong; Mr. Sebastian Jacot, Assistant Principal Flute Hong Kong Philharmonic Orchestra; Mr. Hans Kunz, Senior Master Coach perSens Asia Pacific Ltd and President of Swiss Chamber Hong Kong; Ms. Susanne Sahli, Managing Director of True Colours Ltd; Mr. Mike Hall, Administrative Director ONE MBA Program of the Chinese University of Hong Kong; Mr. Benny Wong, Senior Master Coach perSens Asia Pacific Ltd

5 March 5, 2007 - Monthly Luncheon with the Swiss Association of Hong Kong

This joint luncheon was held on March 5, 2007 at the Hong Kong Club. Dr Tobias Brandner, an ordained pastor of the Swiss Reformed Church and a Doctor of Theology of the University of Zurich, presented "Hong Kong from below:

a prison chaplain recounts". Participants enjoyed the delicious luncheon and interesting presentation.

Dr Tobias Brandner made the presentation

(Left to right): Mr. Marcel Braun of DKSH and Mr. Peter Klaus

Mrs. Anne-Marie Mueller

Members enjoyed the networking opportunity

(Right) Mr. Hans Kunz, President of Swiss Chamber Hong Kong thanked Dr Tobias Brandner (Left)

6 March 8, 2007 – Joint Business Community Luncheon with the HKSAR Financial Secretary, the Honourable Henry Tang

This luncheon was jointly organized by Swiss Chamber Hong Kong and other business chambers and associations. It was held at Hong Kong Convention and Exhibition Centre with over 800 participants. The HKSAR Financial Secretary, the Honourable Henry Tang, was invited to talk to the Hong Kong business community on March 8 about his new budget. While Hong Kong enjoyed healthy economic growth and fiscal balance in the past year, there were high expectations from the taxpaying community on the upcoming budget for some tax reductions. At the same time, a good balance between keeping a simple and low tax regime to maintain Hong Kong's competitiveness and broadening the tax base to achieve long-term stability of Hong Kong's revenue streams would be of paramount concern to the Hong Kong business community. All these presented challenges to the Financial Secretary in drafting the new budget.

Mr. Serge G Fafalen, Vice President of Swiss Chamber Hong Kong

(Middle) Mr. Serge G Fafalen, Vice President of Swiss Chamber Hong Kong, at the head table with other chamber representatives

Members enjoyed the presentation

7 March 14, 2007 – Young Professional after-work cocktail at FINDS

Young Professional members were invited to an after-work cocktail at FINDS in Lan Kwai Fong on March 14, 2007.

(Left to Right): Mr. Oliver Huegli, Director of UBS; Mr. Ratana Tra, Trainee Mercedes-Benz; Mr. Benjamin Mueller-Rappard, Director and Representative of the Young Professionals of Swiss Chamber Hong Kong

(Left to Right): Ms. Barbara Ashbrook, Executive Assistant to the Trade Commissioner Austrian Trade Commission; Ms. Susanne Sahli, Managing Director True Colours Ltd.

8 April 16, 2007 - Monthly Luncheon with the Swiss Association of Hong Kong

This joint luncheon was held on April 16, 2007 at the Hong Kong Club. Mr. Max Burger-Calderon, Chairman of Apax Partners Asia, presented "The quest for hidden champions: private equity investing in Asia". Participants enjoyed the delicious luncheon and interesting presentation.

(Left to Right): Mr. Guido Cherubini; Mr. Kurt Schaerer of Universal Guardian (Systems) Ltd; Mr. Bruno von Siebenthal and Mr. Thomas Schaffner of Lombard Odier Darier Hentsch (Asia) Ltd

(Left to Right): Mr. Marc Affolter and Mr. Daniel Cottini of UBS

(Left to Right): Mr. Hans J Roth, Consul General of Switzerland and Mr. Andrea Capol, President of the Swiss Association

Mr. Max Burger-Calderon made the presentation

9 April 20, 2007 – Challenges and Opportunities: Human Resources Conference in Macau

This joint chamber conference was held on April 20 at Fisherman's Wharf Convention & Exhibition Centre, Macau. It featured a strategic overview of the current human resources in Macau; addressed the challenges and issues impacting corporate development; and examined various innovative human resources practices to drive business success. Through a compelling mix of keynote, topical and panels speakers, coupled with interactive discussions with professional human resources practitioners and consultants, the conference offered perceptive insight and advice on how best to formulate a winning human resources strategy in Macau. Over 130 participants attended.

Participants enjoyed the networking opportunity

Interactive discussion during the Human Resources Conference

10 April 24, 2007 – International Chamber Connecting People Cocktail

This cocktail was co-hosted by Swiss Chamber Hong Kong and 27 international chambers and business associations.

This "all ages" cocktail was held on April 24 at the Hong Kong Club. It was attended by over 300 participants. This event created a networking opportunity for members of the 27 international chambers to connect in an informal cocktail setting, while supporting a worthwhile cause. Net proceeds will go to the InterCham Scholarship Fund, a program designed to sponsor underprivileged university students in Hong Kong.

11 April 27, 2007 - Joint after-work cocktail with the Young Professionals of the Swedish Chamber of Commerce

The Swedish Young Professionals and the Swiss Young Professionals invited their members to a joint after-work cocktail on Friday, 27 April 2007. Members were given the opportunity to mingle with the Swedish Young Professionals at an exclusive members' only club in Lan Kwai Fong, Racks MDB at M88 – even before its official opening.

Participants enjoy the after-work cocktail.

Swedish and Swiss get to know each other at the pool table.

Chamber Events 商会活动

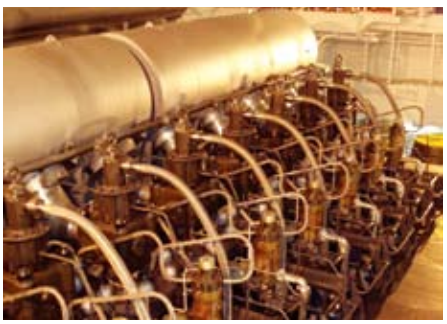
1 Activity of the Young Professionals: Harbour Tour and Vessel Visit on April 14, 2007

Busy Swiss Young Professionals in Hong Kong usually spend their Saturday afternoons relaxing from work, shopping, or going to the beach. But not on that other Saturday afternoon: A group of Young Professionals met up for a site visit of a 264-meter-long container ship.

What has started as an idea over one year ago has finally been realised: Patrick Meyrat (Panalpina) and Daniel Cottini (UBS) invited our Young Professional members to a site visit of vessel "CMA CGM Jamaica" at Hong Kong harbour on Saturday, 14 April 2007. The captain of the vessel who finished his three-month duty at sea welcomed the group and showed us around his ship for not less than two hours.

Thousands of containers and 14 enthusiastic Young Professionals

The captain gives detailed explanations about life aboard the vessel: "Navigating the vessel takes 5% of your work, the other 95% are spent on administration and paper work!"



The Engine

Engine control room: Participants take pictures of the three-storey high engine

A future Young Professional captain?

The captain navigates his vessel with the help of a multipilot (radar) and a tiny joystick.

The whole group of Young Professionals with the captain on the navigation deck.

A great thank you goes to our organisers Patrick and Daniel as well as the captain and his whole crew who have made this site visit so successful.

CMA CGM is a French container transportation and shipping company. It is the third largest container company in the world, transporting 6 million TEUs (20-ft equivalent units/containers) on more than 300 ships on 100 shipping routes in 2006. Containership CMA CGM JAMAICA transports up to 4300 TEUs and carries 20 crew members. The vessel was put into operation in September 2006 and is registered in Hamburg, Germany.

The Port of Hong Kong handled more than 24 million TEUs in 2006, making it the world's second busiest port behind Singapore. A report by business.gov.hk said that Hong Kong had 80 international shipping lines going to more than 500 destinations weekly.

Benjamin Mueller-Rappard,
Young Professional Representative

Upcoming News 活动预告

1 Effective Performance Appraisal Program will be held on 25 July 2007 from 2:30 to 5:30pm at Lippo Centre, 3601 Tower 1, Boardroom, 89 Queensway, Hong Kong. This is a training program for business owners, team leaders and managers to learn how to give feed back to your team and encourage people in performance appraisal. Speakers include Ms. Susanne Sahli, Managing Director of True Colours Ltd and Mr. Hans R Kunz, Senior Master Coach perSens Asia Pacific and President of Swiss Chamber Hong Kong. For registration and details, please contact Ms. Irene Lo at tel: (852) 2524 0590, fax: (852) 2522 6956, **email: admin@swisschamhk.org**

Member News 会员新闻

1 Visit of Consul General of Switzerland in Guangzhou and SwissCham Guangzhou

Mr. Werner Nievergelt, the Consul General of Switzerland in Guangzhou and Mr. Marc Aeschlimann, Mr. Cedric Thinard, Mr. Patrik Mathys and Mr. Urs Calonder of SwissCham Guangzhou met committee members of Swiss Chamber Hong Kong on April 2, 2007. Mr. Hans J Roth, Consul General of Switzerland in Hong Kong, hosted a dinner for them at his residence. During the dinner, they shared their experience in running the chamber and discussed about future cooperation.

Participants enjoyed the dinner and discussion

Group photo taken at the residence of Mr. Hans J Roth

2 SG FAFALEN & Co. (Hong Kong Registered Swiss Law Firm)

In Association with HUEN & PARTNERS Solicitors, has recently been appointed as: (1) Member of the HKTDC Professional Services Advisory Committee and (2) President, Tax & Legal Committee of the French Chamber of Commerce & Industry in Hong Kong.

3 SwissCham Bridge Magazines are now on board of Swiss International Air Lines Ltd. between Hong Kong and Zurich (on day 4/5/6 only, daily from June 2007 onwards). We have now widen the distribution of the Bridge Magazines to a greater number of members of the various Swiss business communities in Hong Kong, Shanghai, Beijing, Guangzhou and Switzerland. It gives our members an opportunity of letting people know about our activities and projects. It provides an ideal platform where Swiss business people can exchange news, views and experiences and learn from each other about the constant changing and yet phenomenal market situation in China.

The Bridge magazine has a distribution of 5'000 copies. This channel offers a golden opportunity for members like us to promote our business starting at a very reasonable price. Now, as a promotional offer, sponsors who place 4 advertisements can publish an article in the Bridge relating to their business. Interested parties, please contact Ms. Irene Lo at tel: (852) 2524 0590, fax: (852) 2522 6956, **email: admin@swisschamhk.org**

New Member 新会员

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