



Switzerland.

GRÜEZI SHANGHAI

Bonjour Shanghai
Buongiorno Shanghai
Hello Shanghai

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**GRÜEZI
SHANGHAI**

No. 2

Editor: Monique Lü
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14 Sep. 2007

Chers compatriotes,

Après la pause d'été, nous retrouvons la vie trépidante de cette mégapole qui n'arrête pas de grandir. Toujours plus de tours, une circulation encore plus dense, de nouveaux magasins et restaurants, une présence suisse plus importante, plus diversifiée et de plus en plus remarquée.

Dans ce deuxième numéro de « Grüezi Shanghai » vous découvrirez entre autres que l'on vient de Suisse à vélo jusqu'à Shanghai, que s'y ouvrent des boulangeries suisses, que les Suisses aiment à y jouer au Jass, que SWISS va bientôt avoir un vol direct, que le pavillon suisse choisi pour l'Expo mondiale de 2010 plaît par son originalité, qu'une importante équipe d'athlètes arrive de Suisse pour participer aux Jeux Olympiques Spéciaux qui s'ouvrent le 2 octobre prochain à Shanghai !

Bien sûr vous êtes toutes et tous conviés à saluer et encourager nos athlètes spéciaux !

Liebe Landsleute,

Nach der Sommerpause finden wir uns wieder im Strudel des Lebens dieser Grossstadt, die ständig weiter wächst. Immer mehr Türme, ein immer dichter Verkehr, noch und noch neue Kaufläden und Restaurants, eine wichtige Schweizer Präsenz, mit all ihren Facetten und die sich vermehrt bemerkbar macht.

In dieser zweiten Ausgabe von „Grüezi Shanghai“ entdecken Sie unter anderem, dass man aus der Schweiz mit dem Fahrrad bis nach Shanghai reisen kann, dass Schweizer Bäckereien eröffnet werden, dass die Schweizer gerne jassen, dass SWISS International Airlines bald einen Direktflug nach Shanghai hat, dass der Schweizer Pavillon für die Weltausstellung 2010 durch seine Originalität besticht und dass eine wichtige Sport Delegation aus der Schweiz anreist, die an den am 2. Oktober beginnenden Special Olympics Summer Games in Shanghai, teilnimmt!

Natürlich sind Sie alle eingeladen diese besonderen Athleten zu begrüßen und anzuspornen!

Cari compatrioti,

Dopo la pausa estiva, ritroviamo la vita trepidante di questo megapole che mai smette di crescere. Sempre più torre, un traffico ancora più denso, nuovi negozi e ristoranti, una presenza svizzera più importante, diversa e che si fa sempre più notare.

In questa seconda edizione di “Grüezi Shanghai” scoprirete tra l'altro che si viene della Svizzera a Shanghai in bicicletta, che si aprono panetterie svizzere, che ai Svizzeri piace giocare allo Jass, che SWISS avrà presto un volo diretto a Shanghai, che il “pavillon” svizzero scelto per l'Expo mondiale 2010 piace per la sua originalità, che una delegazione importante d'atleti arriverà dalla Svizzera per partecipare ai Giochi Olimpici Speciali che si aprano a Shanghai il 2 ottobre.

Va per se che siete tutti invitati a salutare ed incoraggiare i nostri atleti speciali!

Dear compatriots,

After the summer break, we are back again in this vibrating mega polis which doesn't stop growing. More towers, denser road traffic, new stores and restaurants, a more important and diversified Swiss presence that becomes every day more noticeable.

In this second edition of “Grüezi Shanghai” you will discover among others that some come even by bike from Switzerland to Shanghai, that Swiss bakeries have opened in Shanghai, that Swiss enjoy playing Jass cards, that SWISS International Airlines soon will have direct flights to Shanghai, that the first Swiss pavilion chosen for the World Expo 2010 enchants by its originality, that an important team of athletes arrives from Switzerland to take part in the Special Olympics Summer Games which start in Shanghai on 2nd of October!

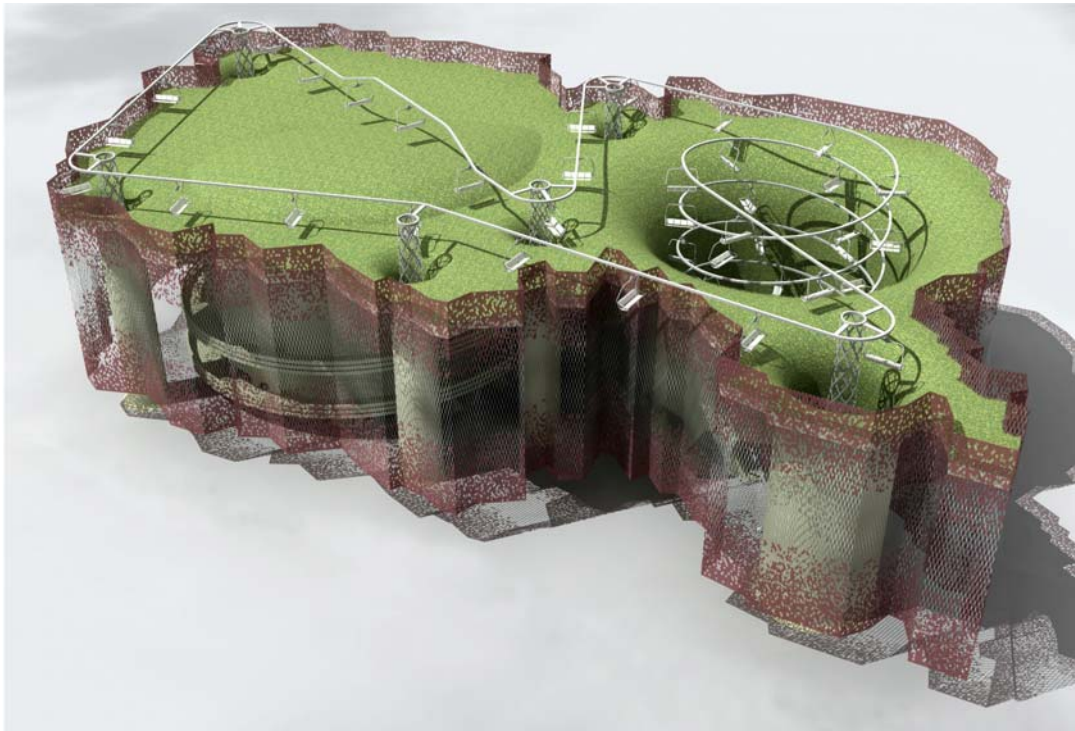
Of course you are all welcome to greet and encourage our special athletes!



Consul General of Switzerland in Shanghai
William Frei

A SWISS LABORATORY OF IDEAS FOR THE EXPO 2010

By: Daniel Heusser, dipl. Arch. ETH SIA



A cable car ride over hilly grasslands, experimental façade materials and an innovative technical concept are the main strong points of the future Swiss pavilion at the Expo 2010.

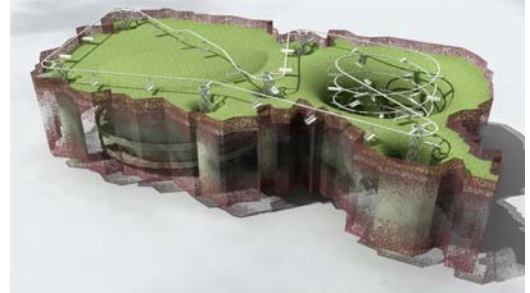
Switzerland will present itself as a 'laboratory of ideas' at the Expo 2010 in Shanghai. BB Architects from Basel were chosen to be the winner by a Jury of experts in Switzerland. Daniel Heusser, Swiss Architect in Shanghai and member of the Jury, gives an insight.

Switzerland has a long history of outstanding projects realized at world exhibitions. Given the rising importance of China in the world, Switzerland decided to participate at the Expo 2010 in Shanghai. To find the right project to present our country, an architecture and exhibition design exhibition was organized by Presence Suisse.

In February 2007, a jury of experts lead by the former ambassador of Switzerland to China, Ueli Sigg, evaluated 104 projects and selected the 12 best ones for the second round of the competition.

In the end of May 2007, 12 teams handed in their revised proposals. The Jury discussed all projects in detail and filtered out the strongest projects, due to represent Switzerland best in the international gathering of countries and corporate pavilions dedicated to bring the world closer to an expected crowd of 70 million visitors at the Expo in 2010.

A SWISS LABORATORY OF IDEAS FOR THE EXPO 2010



1st price: A laboratory of ideas

The three first prices awarded represent the strings of ideas quite well, which were underlying the projects: The 3rd price stands for projects focusing on the intercultural aspect of a Swiss pavilion in Shanghai, using countless traditional red Chinese doors to create an ever-changing façade of the pavilion. The 2nd price stands for projects showing Switzerland, in this case by literally trying to cut out a piece of Swiss terrain and forest of Entlebuch region and re-installing it in Shanghai in the form of a giant block. The 1st price stands for projects focusing on innovation, introducing a pavilion whose façade is made of 'eatable' material, whose power is generated by Swiss-invented solar cells integrated into the façade and whose cooling is done with an innovative green façade and roof bringing cool air down into the pavilion.

The Jury finally chose the winning project for its innovative and experimental aspects, which were thought to fit best to the theme of the Expo, 'better city, better life'. Apart of the innovative aspects described above, the project offers a cable car ride over hilly Swiss grasslands, and it integrates an IMAX film theatre where an astonishing film of Swiss alpine landscapes will be shown.

Switzerland is, together with its pavilion, on the way to Shanghai with a laboratory of ideas. During the coming years, the project will evolve under the eyes of a Steering Committee, where the Swiss population of Shanghai will be represented by Consul General William Frei. This committee will supervise all Swiss activities connected to the Expo 2010 and to the Olympic games, where cultural activities will play an important role. It is without doubt that Switzerland will, once again, present itself to the world and to the host nation with an interesting project and an outstanding cultural program surrounding it.



2nd price: A piece of Switzerland



3rd price: Intercultural pavilion of red doors

Special Olympics is an international nonprofit organization dedicated to empowering individuals with intellectual disabilities to become physically fit, productive and respected members of society through sports training and competition. Today, Special Olympics has sharpened the focus on its mission as not just "nice," but critical, not just as a sports organization for people with intellectual disabilities, but also as an effective catalyst for social change.

The 2007 Special Olympics World Summer Games will be held in **Shanghai**, People's Republic of China, from **2-11 October 2007**.

The event will mark the first time, the World Summer Games will be held in Asia, and only the second time they will be held outside the United States. This pioneering effort to bring the Special Olympics message to the largest nation on earth, opens the chance for a change, with sports achievement comes achievement in family, in school, on the job and in life.



The Swiss delegation will be arriving Shanghai on September 28 and go to the Chongming Island for the Host Town program. The delegation is composed of more than 60 athletes and 24 coaches as well as a leader and three administrative staffs. This year they will take part in 10 sport items, including basketball, football, swimming, tennis, golf, cycling, athletics, boccia, judo, horsemanship. No matter how the competition results are, the delegation will try to present with their performance the athlete oath, "Let me win, but if I cannot win, let me be brave in the attempt."



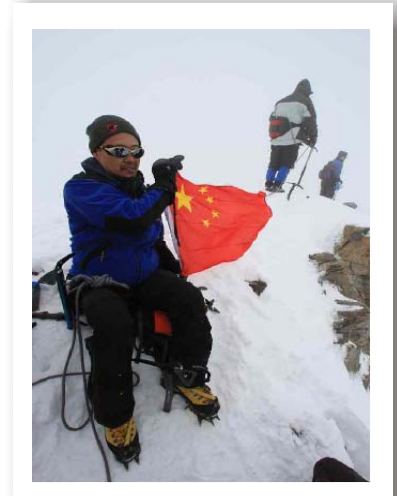
There is no doubt that the eyes of the world will then be on Shanghai, China as it celebrates the true power of sport and the belief that sport can foster the development of a better and more peaceful world. The idea will be deeply emphasized and promoted by **Switzerland** with the attendance of a high ranking official from Switzerland who scheduled to attend the opening ceremony of the Games in Shanghai on October 2.

In an effort to further charm Shanghai public, **the Consulate General of Switzerland** will launch a few activities during the Special Olympics taking advantage of the presence of around 60 athletes from Switzerland in the city. Local VIPs from the government, the fields of sports & culture, media, and members of the Swiss colony will be invited for a reception. Besides that a lecture given by the high ranking person is planned for a local audience. These events will be completed by a unique concert of piano music composed and performed by the Swiss Michel Runtz at the Oriental Art Theatre.



Drei Chinesische Bergsteiger am Matterhorn

Am 8. Juli 2007, um 11.32 Uhr vormittags, erklommen drei chinesische Bergsteiger, Herr **Wang Shi**, der Kopf des südchinesischen Real-Estate-Unternehmens VANKE, Herr **Chung Kinman**, Inhaber von "Chamonix Alpine Equipment", einer Geschäftskette für Outdoor-Artikel in Hong Kong, sowie der tibetische Bergführer **Awang Norbu** unter Führung des berühmten Schweizer Bergsteigers Stefan Siegrist erfolgreich die Dufour-Spitze, den höchsten Gipfel der Schweiz. Die Expedition erfolgte auf Einladung von Schweiz Tourismus, in Zusammenarbeit mit Zermatt Tourismus. Die Expedition wurde von einer Gruppe von 15 chinesischen Medienvertretern aus Beijing, Shanghai, Guanzhou und Hong Kong begleitet, welche in den Sommermonaten ausführlich über die Geschehnisse berichten werden. Ausserdem nahmen zwei touristische Reisegruppen, die anlässlich des Ereignisses zustande kamen, an einem Galaabend zu Ehren der drei Bergsteiger in Zermatt teil.



Obwohl alle drei Bergsteiger über grosse Bergerfahrungen verfügen und mit dem Mount Everest bereits den höchsten Gipfel der Welt bezwungen hatten, waren sich nach der Expedition alle drei einig: die Schweizer Bergwelt ist und bleibt unvergleichlich. Die verhältnismässig geringe Höhe unserer Alpen macht das Bergsteigen zum Genuss, unsere Gipfel sind, und wenn auch nicht hoch, so sind sie doch technisch äusserst anspruchsvoll, die Landschaften sind einmalig, und ausserdem, so Wang Shi wörtlich, sind die Schweizer Bergführer die besten der Welt.

Herr Wang Shi, der sich als Unternehmer mit sozialem Engagement sowie als Bergsteiger in ganz China grosser Popularität erfreut, ist seit Juni 2007 Image Botschafter des Schweizer Tourismus, und wird in dieser Funktion in den kommenden Monaten mithelfen, die Schweiz als Reisedestination in China bekannt und schmackhaft zu machen.



Ein Schweizer Bäcker in Shanghai

By: Burkolter Joerg

Vor 2 Jahren kam ich geschäftlich nach China. Das erste Mal in Asien, traf ich auf eine mir fremde, andere Welt. Ich entdeckte eine spannende Welt, die vor Energie und Leben sprühte. Es war jedoch auch eine Welt des Lärms, des Drecks und der Armut.

Durch den geschäftlichen Auftrag
Ausländern in Shanghai.

die Nahrungsvielfalt enorm,

Als passionierter
Erfahrung reifte in mir die
Bäckerei zu eröffnen.

Chinesischen
monatelang nach
Standort für die
Wunschstandort lag
Chinesischen Viertel.

begannen bereits bei den
Präsenz liess die Preise um
Es dauerte lange, bis wir etwas
Immobilien werden in China im Rohbau

bestimmt und der Vertrag unterschrieben war, ging es an die Innendekoration. Es war äusserst schwierig, die gewünschten Baumaterialien sowie Werkzeuge zu beschaffen. Am 18. September 2006 nach einem Monat intensiver Bauarbeit kam der für uns grosse Moment, die Eröffnung der Bäckerei. Aller Anfang ist schwer! Wir stellten fest, dass die Chinesen unsere Bäckerei mieden! Was war geschehen? Wir führen in unserem Logo die Schweizer Flagge. Als Chinesen uns erklärten, dass das Symbol für Chinesische Spitäler das Schweizer Kreuz sei, wurde das Missverständnis geklärt. So kam es, dass unsere ersten Kunden Ausländer in Shanghai waren. Da viele Ausländer in Shanghai unter Einsamkeit leiden, wurde unser Bäckerladen bald zu einer besonderen Art von Begegnungsstätte. Ausländer aus 20 Nationen fanden den Weg zu uns. Die Ausländer in unserem Laden lockten auch die Chinesen an. Für Chinesen ist Essen sehr wichtig. Entscheidend für den Kauf eines Essproduktes ist bei den Chinesen der Geschmack. Der Preis ist von geringerer Bedeutung. Den Chinesischen Kunden interessiert nicht, ob Backwaren Konservierungsmittel enthalten oder nicht. Heute stellen die Chinesischen Kunden mit 80% Kaufkraft die Stammgäste unseres Bäckerladens. Die begehrteste Backware sind die „Croissants“. Nach anfänglichen Schwierigkeiten und kulturellen Missverständnissen schätzen wir uns heute glücklich, dass mehr als die Hälfte der Stammgäste Chinesen sind.



kam ich in Kontakt mit verschiedenen
Immer wieder fiel der Satz: „**Hier ist
uns fehlt jedoch das Brot**“.

Hobbybäcker mit reicher
Idee in Shanghai eine
Zusammen mit meiner
Partnerin suchten wir
einem geeigneten
Bäckerei. Unser
in einem mehrheitlich
Die Schwierigkeiten
Immobilienhändlern. Meine
ein mehrfaches ansteigen.
Passendes gefunden hatten.
vermietet. Nachdem der Standort

“Slalom Speciale tra i Giganti”

By: Gianfranco Astori

“Les Roches”, un membro della Società Svizzera degli Albergatori, è operativo dal 2004 anche a Shanghai, in conformità ad un accordo (*Joint Venture*) siglato con il gruppo alberghiero Jin Jiang Hotels. All'origine dell'accordo è stato il Signor Francis CLIVAZ, fiero porta-bandiera di una tradizione alberghiera Europea arricchita dal *modus operandi* Svizzero, ma anche della novità di un programma condotto interamente in lingua Inglese. Dagli anni settanta in poi, tutta la Svizzera delle scuole alberghiere d'eccellenza si è sentita interpellata dal potere ed impatto dell'Inglese, affermandosi allo stesso tempo lingua di comunicazione mondiale e veicolo trainante di nuovo contenuto operativo-manageriali e educativo; un doppio fendente inferto alla sonnecchiante tradizione alberghiera Europea. Per la piccola nazione dalle quattro lingue nazionali, il campanello d'allarme poteva solo significare l'obbligo di dover mantenere il passo.

La globalizzazione era ai propri inizi. Il successo delle catene alberghiere ha propulso nel mondo una serie di denominatori divenuti comuni per tutti: il Food and Beverage, Rooms Division, Housekeeping, Franchising, Uniform System of Accounts, Central Reservation System, Management Contracts, Gross Operating Profits, EBIT, ecc. Un'ondata di nuova cultura e linguaggio sul concetto tipicamente europeo di mantenere le tradizioni e professioni, prevalentemente applicate negli alberghi di famiglia o nei classici palazzi d'altri tempi. L'offerta di programmi delle scuole alberghiere nel mondo ha gradualmente preferito il linguaggio americano, accettando la logica dei programmi *Undergraduate* e *Graduate*, per dei *Certificates*, *Diploma*, *Higher Diploma*, *Associate Degree*, *Bachelor Degree*, *Post Grad*, *Masters* e *PhD*.

Conseguentemente (ed inevitabilmente), il mercato della domanda internazionale per la formazione alberghiera ha percepito una superiorità (soggettiva) del *Bachelor Degree* agli equivalenti Diplomi europei valutando, tra l'altro, il valore aggiunto offerto dal sistema dei “credits”. Anche qui, a differenza della staticità europea, sistema educativo e flessibilità americane hanno permesso l'interdipendenza tra istituti ed accelerato il flusso di studenti tra scuole ed università.

Il dilemma sofferto dalla tradizione europea della formazione alberghiera ha interpellato, negli anni ottanta, il capofila del settore: la Scuola Alberghiera di Losanna (EHL). Questo grande istituto di fama mondiale si è sentito costretto a rivedere il proprio modello, non per una questione di performance o contenuti ma bersi per una questione d'interpretazione del linguaggio. L'EHL ha nel frattempo risposto all'appello procedendo nel divenire un'HES (Haute Ecole Specialisee), proponendo un doppio programma, uno in lingua Francese ed uno in Inglese.

Oggi si fanno i conti con i paesi emergenti e con le loro culture, pronte ad accettare ma non sempre e non troppo. Si scopre ad esempio che le convivenze sono sempre difficili, che il *modus vivendi* ed operarsi delle SOE vuol capire ma non necessariamente intendere la filosofia ed etica di riferimento del mondo occidentale, che le scuole private non sono riconosciute dai ministeri, che tutto il “software” va sottoposto a scrutinio dalle autorità competenti, che tutti i giovani seguono la tradizione di voler passare a tutti i costi, l'esame d'entrata delle università, che l'industria dei servili alberghieri ha scarsa reputazione, che nessuno parla l'Inglese, e così via descrivendo.



BIKE TO ASIA

By: Jerome Bouchardy

15000 KM, 3 MEN, 3 BICYCLES, 8 MONTHS... FROM GENEVA TO SHANGHAI...

My name is Jerome Bouchardy, I am Swiss, 33 years old and I cycled all the way from Geneva to Shanghai together with my brother and a friend.

Some people said we were crazy to do that...some people said we were too courageous...others would have loved joining in.

Why doing this trip by bike ? Just because for us it was the best way to see the world moving and discover places which otherwise we would had never seen if we were by car, train or plane, but still being close to people, a sort of human distance between us and the local regions and people...

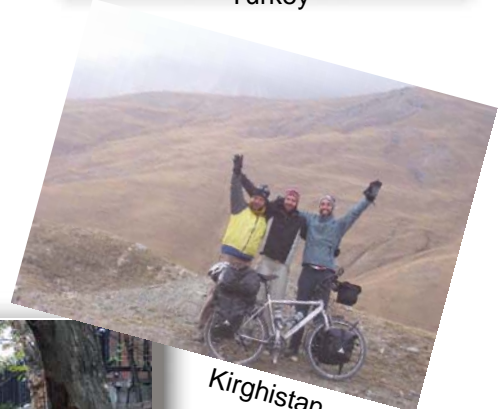
We left Geneva April 22nd 2006 and first cycled through Switzerland and Italy until Venice. We than took a boat to Croatia and cycled all along the Islands to reach Montenegro. From Montenegro we again took a boat to Greece and cycled across Greece, Turkey, Iran, Turkmenistan, Uzbekistan, Kirghizstan to finally enter China. But entering China didn't mean we had arrived, this country is so big, we still had almost half of the trip in front of us...



Turkey



Iran



Kirghistan



Shanghai

At the arrival in Shanghai December 15th 2006, it was 11 countries crossed, 8 months on the roads a total of 9080 cycled and only 16 flat tires between the 3 of us.

It was a fantastic trip which will be for ever engraved in our minds...we thank the people who have helped making these dreams come true and say hi to the ones we met along the way.

Traveling is splendid, it must be part of life, or shouldn't life be the journey itself...

Jassen in Shanghai

By: Ruedi Steffen



Preisgewinner 2006

Von links nach rechts:

Rudolf Steffen:	Organisator
Hong Forelli:	2. Platz in Jahresmeisterschaft 2006
Jan Forelli:	Jassmeister 2006
Peter Eggi:	3. Platz in Jahresmeisterschaft 2006
Max Tschudin:	Spezialpreis fuer hoechste Gesamtpunktzahl
Marc Roth:	Trostpreis

Jassen ist vermutlich das traditionellste Kartenspiel in der Schweiz und erfreut sich seit Jahrzehnten unveränderter Beliebtheit bei Jung und Alt, Frauen und Männern.

Seit den Neunziger-Jahren ist die "Schweizer Gemeinde" in Shanghai stetig amWachsen. Um den "Shanghai-Schweizern" ab und zu etwas "Heimeliges" zu bieten, hat der Swiss Club Shanghai vor ein paar Jahren damit begonnen, Jassabende zu organisieren. Mittlerweile sind die Jassanlässe ein fester Bestandteil des Jahresprogrammes und werden rege besucht.

Die Jass-Saison setzt sich wie folgt zusammen:

Von Januar bis Oktober findet jeweils am letzten Montagabend im Monat der so genannte "Monatsjass" statt. Wir spielen einen typischen Turniermodus mit vier Durchgängen und zu gelosten Partnern. Die Punktzahlen aller Teilnehmer werden registriert und die drei Erstplatzierten erhalten kleine Preise.

Im November wird dann der "Jahresendjass" durchgeführt. Dabei wird zuerst eine normale Monatsjass-Runde gespielt. Um den "Jahres-Jassmeister" zu ermitteln, werden die Punkte von dieser Jassrunde zu den drei besten Monatsjass-Resultaten addiert. Die drei Erstplatzierten werden mit echten Schweizer Kuhglocken ausgezeichnet. Zusätzlich verleihen wir auch Spezialpreise für höchste Gesamtpunktzahl, am meisten Jasspunkte sowie höchste Matchpunktzahl. Und zu guter Letzt gibt's auch noch einen Trostpreis für den/die Jasser/in am Ranglistenende. Nach all den "Jass-Strapazen" wird der Jahresendjass jeweils mit einem Raclette samt Weisswein, Schnaps und was sonst noch alles dazugehört, abgerundet.

Um das Jassen einer möglichst breiten Schicht bekannt zu machen, offerieren wir auch den Ladies' Jass sowie Jass-Lektionen für Anfänger.

Interessierte können sich jederzeit beim Swiss Club Shanghai über die aktuellen Jassangebote erkundigen http://www.swissclubshanghai.com/events_jass.html

Ich bin überzeugt, dass Jassen in Shanghai auch in Zukunft seine Beliebtheit beibehalten wird und freue mich schon auf den nächsten Anlass.



The rediscovery of Swissness with Chineseness

*In a recent gathering of a group of general managers with Chinese origin running Swiss companies in Shanghai, with the presence of Mr. William Frei, the Consul General and Mr. Christian Gürtler, the President of SwissCham Shanghai, **Swissness**, the traditional Swiss trustworthiness, was rediscovered with a Chinese perceptive.*

Swissness has been long standing for high precision, top quality and best-in-class technology, with local roots and global awareness. However, it also could imply “expensive” and “conservative” in the Chinese eyes. Label Swissness and practise locally will be the key for success. High quality and reliable service is the time-honoured value of Swiss flag, while tailor-made products, adaptation and flexibility add new dynamics to Swissness. “Products of my company is labelled with: *Swiss Product Made in China* and my workers are proud when put the sign on every piece!”

Thus the Swissness meets the Chineseness. But where lie the differences?

- Chinese people are generally reserved and reluctant to express their opinions publicly. A “yes” in China means “I heard” whereas in Europe means “I agree”
- Sometimes people back at HQs are “arrogant”: they come twice or 3 times to China for a week and think they know all about China. Complex and time-consuming paperwork is requested forward and backward before decision-making. But market situation is fast changing all the time.
- Chinese are more loyal to the superiors, while Swiss people are more loyal to the company
- Language related misunderstanding may happen in a Swiss invested company when English is used as the working language
- Local managers tend to be quantity-oriented while HQ focuses more on quality
- Chinese people are afraid of losing face and prefer harmonious and indirect communication, criticism should be delivered as from a friend in the form of “help” instead of “hurt”
- Chinese employees can be motivated by other things rather than money, such as career development, affectionate attachment, etc.

Of course, situation differs, with different size and structure of the companies, as well as different length of operation in China. But the rising importance of the culture gap is generally recognised by the managers, particularly in the Shanghai region, as “westernization” sometimes blurs the differences.

Mrs. Jin Li
Meyer Burger

Mr. David Kuo
Mettler Toledo

Mr. Jason Zheng
Cedes

Mrs. Sandy Zhang
Kuk

First Direct Flight Zürich - Shanghai

SWISS is to add its first new long-haul destinations to its network, with the introduction of scheduled services to the key city - Shanghai (China). The new route can be operated thanks to the addition of five further aircraft to the SWISS long-haul fleet, enabling the carrier to both increase frequencies on existing routes and introduce service from Switzerland to new destinations.

As a result of this fleet expansion, SWISS will add Shanghai (China) to its network from March 30, 2008, using Airbus A340 equipment.

With Air China and Shanghai Airlines due to join Star Alliance next year, SWISS should also soon be able to collaborate with two well-established local airline partners to offer its customers attractive onward connections from Shanghai to other Chinese destinations.

The new services:

Zurich-Shanghai	LX 188	13:05	06:35+ (daily)
Shanghai-Zurich	LX 189	09:30	15:40 (daily)

+ = *the following day*

Subject to government approval

Schedules coordinated with Lufthansa for more customer choice

SWISS and Lufthansa will also be coordinating the schedules of their services to Shanghai to offer valuable convenience benefits to all their customers. As a result, travellers will be able to fly from Zurich to Shanghai either directly on SWISS or via Frankfurt or Munich with Lufthansa. The harmonised timetables will offer customers a choice of three different departure times, and a flexibility that will be particularly appreciated by business travellers.



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