



中国瑞士商会

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HUMAN RESOURCES

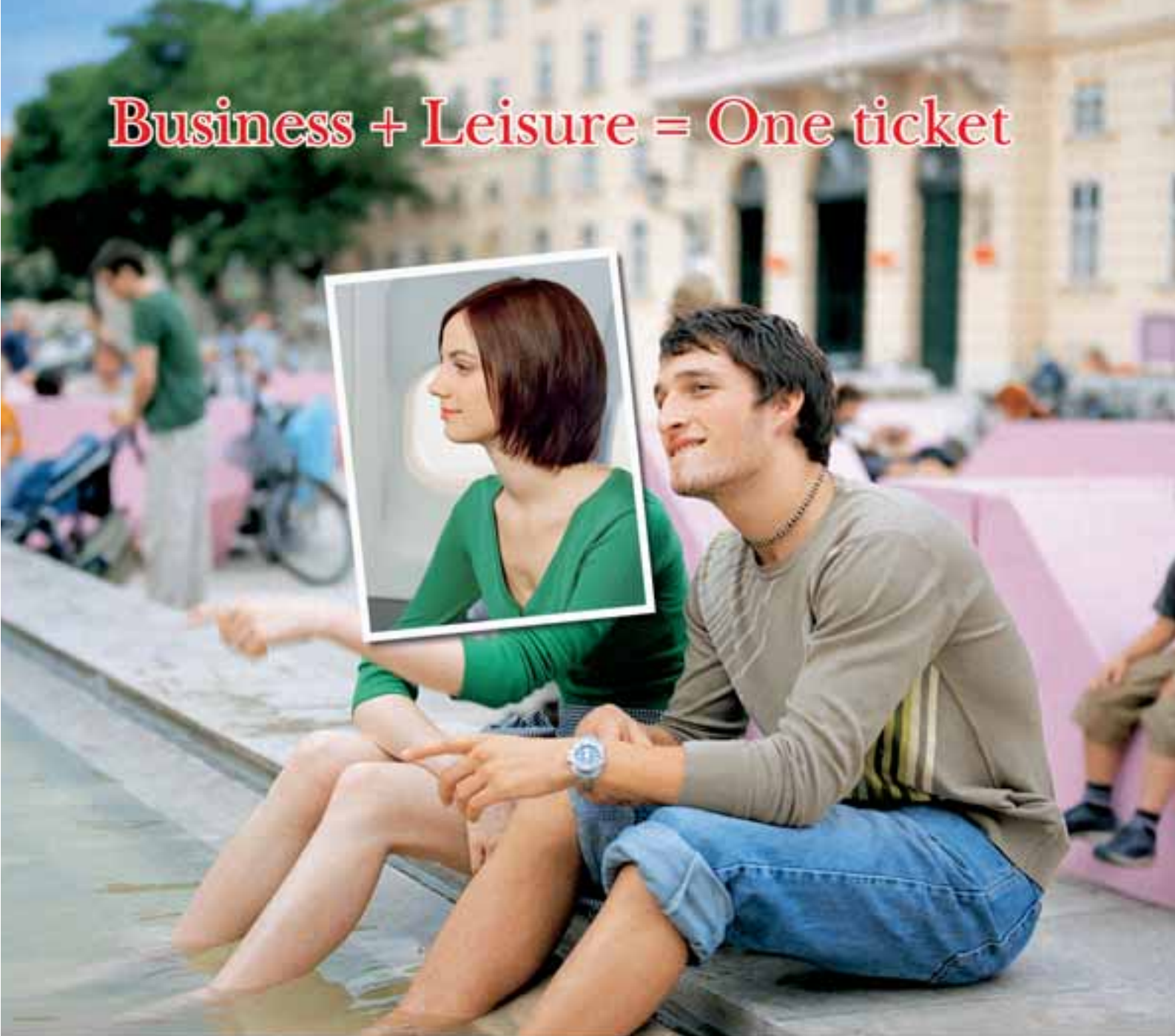
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中国瑞士商会主席致辞

亲爱的读者：

非常高兴《桥》杂志的夏季特刊又与您见面了！

瑞士代表着创新：中国建筑业的繁荣为划时代的建筑理念带来了机遇，而瑞士建筑师们在中国大规模工程的开发与规划中扮演了最重要的创新者角色。他们为中国的机遇所吸引，而中国的发展商们也同样着迷于瑞士的建筑风格理念。由Herzog和DeMeuron设计的“鸟巢”仅仅是此领域中众多成功案例之一。

不仅仅是瑞士建筑理念在国内的工程建筑领域中占有一席之地，今年下半年，瑞士著名艺术家Philippe Klotz先生将计划搭建一座大型视觉艺术作品，名为“飘动的汽球幕墙”。在象征着中国当代精神的上海东方明珠广播电视塔前，将竖立起他设计的巨大汽球幕墙，自由浮动的风型雕塑，游客们可在其间徜徉漫步。这一活动得到中国瑞士商会——上海的协助和支持。在此我们欢迎更多赞助者和支持者的参与来使这一伟大的构想得以实现。

瑞士理念以及对于新知识的追求同样也是促成我们的会员企业——瑞士汽巴精化在上海成功建立研发中心的主要动力。《桥》杂志就此采访了汽巴精化的北亚区域总裁柯龙先生并与其共同体验了汽巴精化在亚洲的长远战略和发展计划。

中国仍是一片充满机遇与挑战的土地。人力资源是最为首要的挑战，也是企业成败的关键因素。因此，众多关注这一问题的专家从不同视角就此话题提供了一些实际的观点和看法。

最后，祝您阅读愉快！

哥特乐

中国瑞士商会 主席

A word from the Chairman

Dear Readers,

Welcome to the Summer Edition of THE BRIDGE!

Switzerland stands for innovation: China's building boom brings opportunities for cutting-edge architecture creations and Swiss architects are among the foremost innovators in the development and planning of large-scale projects in China. Swiss architects are attracted by China's opportunities - and Chinese developers are attracted by Swiss ideas. The "Bird's Nest" of Herzog and DeMeuron is only one of many successful Swiss in this field.

But not only have Swiss ideas its place in the field of domestic architecture projects - later that year, the well-known Swiss artist Philipp Krebs plans to install a large-scale visual artwork, the FlyingWalls. In front of the Pearl Tower in Shanghai - symbol for China's modern spirit - he plans to install vast balloon walls, consisting of free-floating wind sculptures, around and through which visitors can stroll. This event is supported by SwissCham Shanghai. We would welcome the engagement of sponsors and supporters to make this great idea happen.

Swiss ideas and the strive for new knowledge are also the main driver behind the recent setup of a Research and Development Center by our member Ciba Specialty Chemicals in Shanghai. THE BRIDGE interviewed Kuno Kohler, Ciba SC's Regional President Asia North to experience their long-term strategy and their plans to intensify activities in Asia.

China is still a land of tremendous opportunities and risks. Human Resources are a key challenge in China and a crucial factor in a company's success or defeat. Therefore, various experts focused in this issue on some practical views on this topic from different angles.

Enjoy reading!

Yours sincerely

Christian Guertler

Chairman SwissCham China

Contents Overview 目录

01 A Word from the Chairman
主席致辞

CHAMBER NEWS 商会新闻

03 Events Review
商会活动点击

12 New Members
新会员

LIFE & CULTURE 生活文化专栏

16 Swiss Architecture in China
瑞士建筑艺术在中国

30 The Flying Walls of Shanghai
“飘动的汽球幕墙”在上海

BUSINESS & ECONOMIC NEWS 商业经济新闻

34 Leadership in the 21st Century - Fireworks or Fire?
21世纪的领导能力—是烟火还是烈火?

41 Labour Contracts: Understanding the Legalese
了解中国劳动法

47 Stock Options, a More Tax-efficient Incentive
股票期权—更有效的税务激励手段

50 Talent Retention in China
人才留用在中国

52 Good Bye China Price?
再见！“中国价格”

59 Real Estate: Important Policies in 2005 and Possible Repercussions
房地产市场：2005年主要调控政策及出台背景

62 “We definitely want to upgrade our assets here”
-- Interview with Kuno Kohler, CIBA SC
“我们当然要在这里升级我们的资产”
--采访汽巴精化北亚区域总裁柯龙先生

USEFUL CONTACTS 重要联络信息



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商会活动点击
Events Review



1. March 8, 2005 Switzerland Travel Experience in Beijing and Shanghai

From March 8th to March 10th, 2005, the Switzerland Travel Experience was held in Beijing and Shanghai. Nearly 50 delegates from the Swiss tourist industry headed by Mr. Roger Zbinden, Regional Director Asia, met with approximately 400 people from the tourist industry and mass media in Beijing and Shanghai.

Photo: Mr. Roger Zbinden, Regional Director Asia and Ms. Zhang Wenjia, Chief Representative of Switzerland Tourism Beijing Office, present at Switzerland Travel Experience.

Photo Credit: Swiss Tourism

2005年3月8日—瑞士旅游展示会在京、沪举办

2005年3月8至10日，瑞士旅游交流会在北京和上海举行。由瑞士国家旅游局副局长/亚洲区主任孜宾顿先生率领的瑞士旅游业近50位代表和来自北京、上海的约400名旅游及媒体界的朋友进行了交流。

照片：瑞士国家旅游局副局长/亚洲区主任孜宾顿先生和瑞士国家旅游局北京办事处首席代表张雯佳女士在瑞士旅游展示会现场。

摄影：瑞士国家旅游局北京办事处

2. March 24, 2005 SwissCham Members Appreciation Night

2005年3月24日—中国瑞士商会答谢会员之夜

摄影：中国瑞士商会商务发展经理刘念祖先生

3. March 25, 2005 2nd China Government Relationship Management Summit

Photo: Mr. Fabian Furrer, SwissCham Beijing Executive Director, speaking at the summit on ost WTO and its Impact on Government Relations, a Swiss Perspective

Photo Credit: Richard Liu, SwissCham BD Manager

2005年3月25日—第二届中国政府关系管理首脑会议

照片：中国瑞士商会总经理费斌先生在会议上讲话关于“加入世贸组织及其对政府关系的影响，瑞士的观点”

摄影：中国瑞士商会商务发展经理刘念祖先生



4. April 12, 2005 Digital Animation in China
A picture is worth a thousand words. Mr. Lifeng Wang, president of Eastar (Xing Xing) Digital Corp, a digital animation studio based in Beijing, analyzed the worldwide trend and how China should position itself on the world stage.
Photo: Left to Right - Mr. Fabian Furrer, SwissCham Executive Director; Mr. Lifeng Wang; Ms. Becky Bristow, Sr. VP Creative (a veteran producer, educator, and animation director for The Wild Thornberrys and The Rugrats, and classmate of John Lasseter, founder of Pixar); and Mr. Richard Liu, SwissCham BD Manager.
Photo Credit: Richard Liu, SwissCham BD Manager



2005年4月12日—中国的数字化动画
一张图画胜过千言万语。在北京的数码工作室北京万方幸星数码科技有限公司的总裁王利锋先生，分析了世界范围的发展趋势和中国怎样在世界舞台上定位自己。
照片：从左至右—中国瑞士商会总经理费斌先生；王利锋先生；贝琪 布里斯托女士，艺术总监（资深制作人，教育家及《原野小英雄》和《淘气小兵兵》动画片的导演，皮克斯的创始人约翰 拉萨特的同学）以及瑞士商会商务发展经理刘念祖先生。
摄影：中国瑞士商会商务发展经理刘念祖先生



5. April 13, 2005 SwissCham at SwissMem CIMT
Photo: Left to Right - Mr. Richard Liu, SwissCham BD Manager; Mr. Fabian Furrer, SwissCham Executive Director and Mr. Heng Lim, Economic and Commercial Section, Embassy of Switzerland.
Photo Credit: Richard Liu, SwissCham BD Manager



2005年4月13日—中国瑞士商会参加了“瑞士之夜”招待晚会
照片：从左至右—瑞士商会商务发展经理刘念祖先生，中国瑞士商会总经理费斌先生和瑞士驻华使馆经济商务处林楚兴先生。
摄影：中国瑞士商会商务发展经理刘念祖先生



6. April 18, 2005 SwissCham in Tianjin
Photo: (a) Mr. John Liebeskind, SwissCham Vice-President and Mr. Richard Liu, SwissCham BD Manager, at the SwissCham booth during the 2005 China Tianjin National Commodities Fair & Investment Conference.
(b) Mr. Zhi Shenghu, Tianjing Vice-mayor, speaking on Tianjin investment environment and opportunities
Photo Credit: Richard Liu, SwissCham BD Manager

2005年4月18日—中国瑞士商会在天津
照片：(a)中国瑞士商会副总裁李剑先生和中国瑞士商会商务发展经理刘念祖先生在2005年中国天津商品交易与投资洽谈会的瑞士商会展台。(b)天津市副市长只升华先生就天津投资环境与机遇发表讲话
摄影：中国瑞士商会商务发展经理刘念祖先生

7. April 19, 2005 Dr. Sharan Jagpal & Mr. Zvezdan Randelovic on "Choosing Strategy under Uncertainty"
Photo: Left to Right - Mr. Fabian Furrer, SwissCham Executive Director; Dr. Sharan Jagpal; Mr. Zvezdan Randelovic; and Mr. Richard Liu, SwissCham BD Manager.
Photo Credit: Richard Liu, SwissCham BD Manager

2005年4月19日—Sharan Jagpal博士和Zvezdan Randelovic先生：“不确定环境下的战略选择”
照片：从左至右—中国瑞士商会总经理费斌先生；Sharan Jagpal博士；Zvezdan Randelovic先生；和中国瑞士商会商务发展经理刘念祖先生
摄影：中国瑞士商会商务发展经理刘念祖先生



8. April 22, 2005 The Grand Factory 798 Net-Working Night
Organized by SwissCham on behalf of the Foreign National Chambers, held a networking extravaganza at Factory 798 in Dashanzi, with over 900 Guests from the twenty supporting Chambers in Beijing. This event also raised RMB 30,000 in funds for charity, which will be provided to Special Olympics (www.specialolympics.org.cn) for their World Games in 2007.
Photo Credit: Richard Liu, SwissCham BD Manager



2005年4月22日—国际商会798大工厂联谊之夜
外国商会798大工厂联谊之夜，由中国瑞士商会代表驻京所有外国商会组织举办，在大山子798时态空间进行。在20个商会的共同努力下，超过900名来宾参加了此次声势浩大的聚会活动。此次活动同样为慈善事业募集了三万基金，将捐给中国特奥会(www.specialolympics.org.cn)作为他们参加2007年世界特奥会的资金。
摄影：中国瑞士商会商务发展经理刘念祖先生



9. May 11, 2005 Business talk by UBS top executive, Mr. Adalbert Durrer, Managing Director & Head of Public Policy
The presentation discussed UBS in Asia and Swiss-Chinese relations, the current political situation in Switzerland and Developments in EU-Swiss relations.
Photo: Left to Right Mr. Andrew Cheng, SwissCham Vice-President; Mr. Fabian Furrer, SwissCham Executive Director; Mr. John Liebeskind, SwissCham Vice-President; Mr. Adalbert Durrer; Mr. Josef Mueller, Chairman & CEO, Nestle(China); Mr. Andreas Kunz, Chief Representative, BMW AG; Mr. Olivier Glauser, SwissCham Secretary General; and Mr. Peter Good, Technical Director, Nestle (China).
Photo Credit: Richard Liu, SwissCham BD Manager

2005年5月11日—由瑞士银行有限公司的高层执行人员，管理和公共政策总监Adalbert Durrer先生举行的商务会谈。
主要讨论了瑞士银行在亚洲的发展以及中瑞关系，当前瑞士的政治形势和欧盟与瑞士的关系。
照片： 从左至右—中国瑞士商会副总裁郑大纲先生；中国瑞士商会总经理费斌先生；中国瑞士商会副总裁李剑先生；Adalbert Durrer先生；雀巢中国有限公司董事长兼行政总裁穆立先生；宝马汽车公司北京代表处首席代表孔安得先生；中国瑞士商会秘书长高力伟先生和雀巢中国有限公司技术总监顾德先生。
摄影：中国瑞士商会商务发展经理刘念祖先生



10. May 12, 2005 Swiss Re Liability Trends: Prospects and Opportunities in China Conference
This event was well received in Beijing (12 May) and Shanghai (13 May) by over 200 representatives from the regulatory, business, legal and insurance communities. In Beijing, the event was co-organized with The Insurance Institute of China (IIC) where Mr Dai Fengju, Chairman of IIC gave a keynote speech.
Photo Credit: Swiss Re

2005年5月12日—瑞士再保险公司的信赖度发展趋势：在中国的前景和机遇讨论会
此次活动在北京和上海收到了广泛欢迎，由200多名来自管理，商务和保险领域的代表参加。在北京，活动与中国保险协会合作举办，中国保险协会主席戴凤举先生发表了重要讲话。
摄影：瑞士再保险公司



11. **May 14, 2005—The 1st Microlight Experience**
Swiss paragliding champion and proud SwissCham member, Mr. Alex Hofer of the Flying-Man Club, together with SwissCham, brought members and non-members flying to the wild blue yonder and beyond near the Ming Tombs and the Great Wall, in a two-seater Microlight, while enjoying a full BBQ beside the Ming Tombs Reservoir.
Photo Credit: Richard Liu, SwissCham BD Manager

2005年5月14日—首次机动滑翔飞翼体验
瑞士动力滑翔翼冠军和瑞士商会荣誉会员，来自飞人俱乐部的**Alex Hofer**先生，和瑞士商会一起，与大家在十三陵水库享用野外烧烤。2座的机动滑翔翼将会员们和朋友们带到了超越了蓝天的十三陵和长城上空。
摄影：中国瑞士商会商务发展经理刘念祖先生



12. **May 19, 2005 A New Member Special Welcome**
Mr. Fabian Furrer, SwissCham Executive Director, welcomed new corporate member, Dr. Francis Pang, Chairman of Beijing Concord College, to SwissCham and thanked BCCSC for agreeing to hold The Country Fair on his campus for June.
Photo: Left to Right Mr. Andy Truong, Executive Director, BCCSC; Mr. Charles Pang, Special Assistant to the Chairman, BCCSC; Dr. Francis Pang; Chairman, BCCSC; Mr. Fabian Furrer, SwissCham Executive Director; Mr. Richard Liu, SwissCham BD Manager; and Ms. Gloria Yu, SwissCham Program Assistant.
Photo Credit: Richard Liu, SwissCham BD Manager

2005年5月19日—特别欢迎新成员加入
中国瑞士商会总经理费斌先生欢迎新的企业会员，北京中加学校理事长彭建华博士加入瑞士商会并感谢中加学校同意在校园举行六月乡村集会活动。
照片：从左至右：中加学校行政主管张志雄先生；中加学校理事长特别助理彭国荣先生；中加学校理事长彭建华先生；中国瑞士商会总经理费斌先生；中国瑞士商会商务发展经理刘念祖先生；中国瑞士商会项目助理于壮小姐。
摄影：中国瑞士商会商务发展经理刘念祖先生



13. **May 23-24, 2005 CHITECH**
Chinese Vice-Premier Hui Liangyu delivered the keynote speech at the 8th China Beijing International High-Tech exhibition, saying that China will keep on promoting innovation in the scientific and technological sectors to bolster the country sustainable development.
Photo: Some corporate members from the IT & Pharmaceutical Sectors at the SwissCham CHITECH booth.
Photo Credit: Richard Liu, SwissCham BD Manager

2005年5月23-24日—科博会
国家副总理回良玉先生在第八届北京国际科技博览会上发表了重要讲话，表示中国会继续促进科学技术部门的革新以支持国家的可持续发展。
照片：一些信息技术和制药行业的企业会员在科博会瑞士商会的展台
摄影：中国瑞士商会商务发展经理刘念祖先生



14. **June 2, 2005 SEMINAR with Prof. Dr. Fredmund Malik: "To Learn Management from Europe"**
Prof. Dr. Fredmund Malik gave a talk to senior management level of European enterprises, Chinese local entrepreneurs and the Chinese experts in the management field; discussing about his infamous management experience, concept, and outstanding efficient management philosophy.
Photo Credit: Richard Liu, SwissCham BD Manager
2005年6月2日—Fredmund Malik博士的研讨会：向欧洲学习管理
Fredmund Malik博士，中国本土企业家和管理方面的专家发表了关于欧洲企业高级管理的讲话；讨论了他著名的管理经验，概念和杰出有效的管理理念。
摄影：中国瑞士商会商务发展经理刘念祖先生



15. **June 10, 2005 - "Switzerland: Small but Global", with Dr. Jean-Pierre Roth, Chairman of Governing Board of the Swiss National Bank**
Photo: Left to Right Mr. Edgar Doerig, Counsellor and Head of the Economic and Commercial Section, Embassy of Switzerland; H.E. Ambassador Dante Martinelli, Embassy of Switzerland; Dr. Jean-Pierre Roth, Chairman of Governing Board of the Swiss National Bank; and Mr. Fabian Furrer, SwissCham Executive Director.
Photo Credit: China International Business

2005年6月10日—“瑞士：小而国际化”由瑞士国家银行主席Jean-Pierre Roth博士发表的讲话
照片：从左至右—瑞士驻华大使关参赞，经济商务处主任杜逸可先生；瑞士驻华大使丹特·马提内利先生；瑞士国家银行主席Jean-Pierre Roth博士和中国瑞士商会总经理费斌先生。
摄影：中国外经贸



16. **June 11, 2005 The Country Fair A SwissCham Anniversary Celebration**
The Country Fair marked the anniversary year with an outdoor celebration event for SwissCham members, friends and family, at Beijing Concord College. Participats had great fun with first dragon dry-land boat race, as the event was on Duan Wu Jie. The Country Fair was sponsored by Panalpina, Nestl Ice Cream, Nestl Water, Peugeot and Swiss Coffeer. Media support was provided by Beijing This Month, Business Beijing, Radio 774 and that's Beijing
Photo Credit: Richard Liu, SwissCham BD Manager

2005年6月15日—首次乡村集会活动
首次乡村集会活动是由中国瑞士商会组织，标志着周年庆的一个户外活动。此次活动的参加者包括中国瑞士商会的会员，朋友以及其家庭，在北京中加学校举行。此次周年庆活动同样是中国瑞士商会9月17日慈善晚宴的引导，以中国特奥会(www.specialolympics.org.cn)作为慈善捐助的对象。
摄影：中国瑞士商会商务发展经理刘念祖先生



17. **June 17, 2005 The SwissCham, AustCham, and CCBC rio Golf Trophy**
Photo: The Trophy Winners
First Place: Frank Liu & Tony Luck
Second Place: Joseph Webber & Dan Murashige
Third Place: Wayne R. Doddridge & Richard Jones
Best Women Team: Peggy Tam Heine & Rebecca Zhang
Longest Drive: Tony Luck
Closest to the Pin: Fabian Furrer
Photo Credit: Richard Liu, SwissCham BD Manager

2005年6月17日—中国瑞士商会，中国澳大利亚商会和加中贸易理事会“联合高尔夫球赛”
照片：获奖者：
第一名：刘方华 & Antony Luck
第二名：韦博 & 丹·村重
第三名：杜润之 & 卓越
最佳女子组：韩纳谭丽娟 & 张玮
最远距离：Antony Luck
离洞口最近距离：费斌
摄影：中国瑞士商会商务发展经理刘念祖先生





18

18. June 22, 2005 Switzerland Matterhorn Dreamland is opened in Lijiang of Yunnan
Photo: (Left) Swiss Ambassador in China Mr. Dante Martinelli (second from right), Minister of Economy, the Canton of Valais Mr. Jean-Michel Cina (fourth from right), Mayor of Lijiang Mr. Zixing He (fourth from left) & President of Switzerland Tourism Mr. Juerg Schmid (third from left) cut the ribbon at the opening ceremony of Switzerland Matterhorn Dreamland (Right) President of Switzerland Tourism Mr. Juerg Schmid (middle), Regional Director Asia Mr. Roger Zbinden (left), & chief Representative of Beijing office Ms. Wenjia Zhang (right) at Switzerland Matterhorn Dreamland in Lijiang
Photo Credit: Swiss Tourism

2005年6月22日—瑞士马特宏风情园在云南丽江开园
2001年，在第一届昆明中国国际旅游交易会举行期间，瑞士的马特宏峰和云南丽江的玉龙雪山建立了友好姊妹关系。此后经过3年的努力，瑞士马特宏风情园在丽江玉龙雪山山脚下建成，将成为瑞士与中国、丽江与瑞士瓦莱州旅游沟通和合作的最佳平台。
照片: (左) 瑞士驻华大使马提内利 (右二)、瑞士瓦莱州经济部长齐纳 (右四)、丽江市委书记兼市长和自兴 (左四)、瑞士国家旅游局局长史密德 (左三) 为风情园剪彩 (右) 瑞士国家旅游局局长史密德 (中)、亚洲区主任孜宾顿 (左)、北京办事处首席代表张雯佳 (右) 参加瑞士马特宏风情园开园庆典。
摄影: 瑞士国家旅游局北京办事处



19

19. June 21, 2005 — BMW Launch of the 7 Series
Photo: Left to Right - Mr. Fabian Furrer, SwissCham Executive Director; Mr. Jochen Goller, General Manager, BMW Group Region China; Mr. Andrew Cheng, SwissCham Vice-President; and Mr. Richard Liu, SwissCham BD Manager
Photo Credit: Richard Liu, SwissCham BD Manager

2005年6月21日—全新 BMW 7 系的开幕晚宴
照片: 从左至右—中国瑞士商会总经理费斌先生; 宝马汽车公司北京代表处总经理高乐先生; 中国瑞士商会副总裁郑大纲先生和中国瑞士商会商务发展经理刘念祖先生
摄影: 中国瑞士商会商务发展经理刘念祖先生

20. June 21, 2005--Beijing Olympic Tourism Promotion Conference
"Taking hold of the opportunities of the Olympics to improve tourism and contribute with higher quality services." - Mr. Yu Changjiang, Director of the Beijing Municipal Tourism Bureau
Photo Credit: Richard Liu, SwissCham BD Manager

2005年6月21日 -- 北京奥运旅游推介会
"抓住奥运良机全面提升旅游业素质，以高素质服务为办好奥运做出旅游业的贡献"北京市旅游局局长于长江先生。围绕着"宣传奥运，促进旅游"这一主题，北京市旅游局、北京市发改委、北京市商务局和北京奥组委运动会服务部共同主办了本届北京奥运旅游推介会。其目的在于：促进北京奥运旅游，吸引更多的国内外旅游者来京旅游，充分挖掘奥运经济效益；同时，借奥运机遇改善北京旅游投资环境，扩大对外开放规模，提升企业管理水平，提高旅游接待能力。
摄影: 中国瑞士商会商务发展经理刘念祖先生



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1. Date: June 30th, 2005
Topic: Dinner Event with SOFI Delegation
Venue: JC Mandarin 地点: 上海锦沧文华大酒店
日期: 2005年6月30日
主题: 与瑞士投资促进组织代表团的晚宴活动



3

2. Date: June 15th, 2005
Topic: Infrastructure Visit to Gate Gourmet Shanghai
Venue: Gate Gourmet Shanghai
Speaker: Mr. Felix Muntwyler
日期: 2005年6月15日
主题: 参观访问嘉美航空食品配餐有限公司
地点: 上海浦东国际机场嘉美航空食品配餐有限公司
演讲者: Felix Muntwyler 先生

3. Date: May 31, 2005
Topic: International Joint Chamber Event on the topic of "Trading Companies in China"
Venue: Hilton Shanghai 地点: 上海希尔顿酒店
Speaker: Mr. Alan Yam and Titus von dem Bongart
日期: 2005年5月31日
主题: 以“在中国从事贸易的外国企业”为主题的联合商会活动
Photo: The two speakers of PricewaterhouseCoopers, Titus von dem Bongart (left) and Alan Yam (right) with Ren Zhanbing, President of SwissCham Shanghai (middle)
照片: 普华永道发言人Titus von dem Bongart先生(左)及Alan Yam先生(右), 中国瑞士商会——上海主席 任占并先生(中)



4

4. Date: May 15, 2005
Topic: "The recent history of China" presented by Urs W. Schoettli---Correspondent for China and Japan for "NZZ Neue Zürcher Zeitung"
Venue: JC Mandarin 地点: 上海锦沧文华大酒店
Speaker: Mr. Urs W. Schoettli
日期: 2005年5月15日
主题: "NZZ Neue Zürcher Zeitung"驻中国及日本通讯记者 Urs W. Schoettli先生所作的关于的演讲



6

5. Date: April 15, 2005
Topic: SwissCham Shanghai Training Workshop: "Writing as a Managerial Skill"
Venue: Golden Jade Sunshine Hotel 地点: 上海瀚海明玉大酒店
Speaker: Mr. Winter Wright
时间: 2005年4月15日
主题: 中国瑞士商会培训工作坊: "管理写作技巧"
演讲者: Winter Wright 先生

6. Date: April 8, 2005
Topic: Swiss China Survey presented by Shanghai SwissCham
Venue: Howard Johnson 地点: 古象大酒店
Speaker: Mr. Patrick Schaufelberger Mr. Nicolas Musy
日期: 2005年4月8日
主题: 中国瑞士商会——上海: 瑞中专题调查
演讲者: Patrick Schaufelberger先生
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Swiss Architects attracted by China ...and vice versa!

China is recently regarded as the promised land for architects. The booming mega-cities do re-shape their urban fabric with a staggering speed. And since in the western world projects are getting rare and cities have been completely built, hopes are pinned on China. The more so as the interest for high-quality architecture is growing. Judith Klostermann has a glance on recent achievements.

Swiss modern architecture attracts worldwide attention and Swiss architects are at this very moment active in China. But what is it that makes the Swiss architecture in China so Swiss? The aim of this article is to give a small insight into the exacting nature of the Swiss character found in recent Swiss architectural projects in China, as well as a look into the experiences these Swiss architects made in China so far.

Swissness in form, style and material

Yet under construction, the well known *Olympic Stadium* or so called '*Birds Nest*' for the Olympics 2008 in Beijing was won in an international design competition by HdM (Herzog & de Meuron, Basel) at the beginning of 2004. Together with the Chinese artist Ai Weiwei, in an intensive teamwork, the award winning preliminary design of the Olympic Stadium has been followed up, detailed and specified.



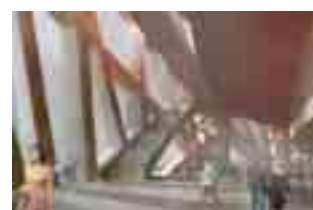
Night view of the 'Birds nest', for the Olympics in Beijing 2008



Entrance level



Stadium inside view



Internal walkway

The Olympic Stadium will be an iconic form and is set up to become a new landmark in the Chinese capital. The concept behind the design is to create a form that is pure structure with an almost archaic quality. The elements for the facade and roof mutually support each other to create an integrated structure that blurs the line between primary and secondary elements. The apparent chaotic pattern is governed by a series of rules that generates the nest-like structure. The overall elliptical base ensures that all of the 100,000 spectators seated around the athletic track and field are within the same radius of view.

The project had been stopped during construction stage for a couple of months in order to follow up the critics of the client; in consequence parts of the roof structure had been re-designed.

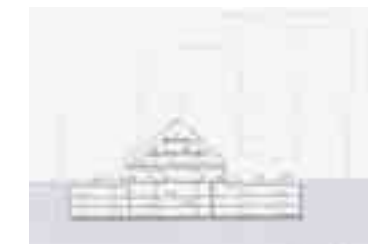


Perspective view of the TPT towers, on 3rd ring road in Beijing



Wax model

Impression of facade



Cross section

By order of the Beijing Topeak Group, HdM developed a design for the office and commercial building *TPT Three Partnership Towers* in Beijing, in teamwork with Huan Yang Century International Architects and Engineers.

These three towers combined into one sculptural volume appear to be anchored firmly in the ground at the third ring road in Beijing. They create an impression of being a self-evident part of their surroundings. An intriguing monolithic structure, that catches and refracts every change of light and weather with its prismatic facade system. The sparkling crystalline effect will be supported by a warm red color integrated in the outer building skin.

To what extent the essentials and thus the Swissness in form, style and material in these projects can be kept upright will be shown in future, when architectural demands will be turned into constructive reality.

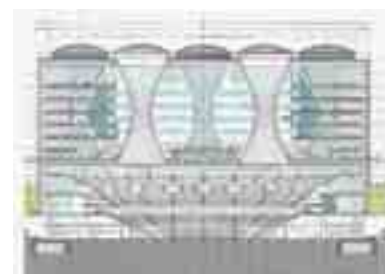


View of Media-facades, of the Wukesong Cultural and Sports Centre, for the Beijing Olympics 2008

The innovative design of the High-Tech-Cube for the Wukesong Cultural and Sports Centre, hosting the basketball arena for the Beijing Olympics 2008, from B+P (Burckhardt + Partner AG, Zurich) was rewarded with the first prize in an international competition in 2003. It was the first big project won by Swiss architects in China and received great public attention. Up to that time Swiss architecture was limited into boundaries of industrial parks or embassy ground.



The cube located in midst a large green park



Section and floor plans

The basic idea was to facilitate as much green space for the people of Beijing as possible, B+P stapled the manifold functions on top of each other. As a consequence the proposed sheer cubical volume is located as an omnipresent landmark in midst a new public park. Media-facades shall televise the Olympic games to all those who could not afford a ticket. The simple outer form is contrasted by its organic internal structural appearance. Gently curved floor layouts open and offer a balcony-like view to the basketball arena. Upwardly twisted rotundas penetrate the total building and provide the basketball arena with fresh air and natural daylight.

The contract negotiations at the beginning had been demanding for B+P, not only did they spend days and nights in a hotel in Beijing in never-ending meetings; finally they had to bail all copyrights to the city of Beijing. After the handover of the schematic design drawings to the state-controlled general contractor, the initial design proposals of B+P faced tremendous modifications. The cube will be reduced since the functions stapled on top of the basketball arena, such as hotel, commercial space, restaurants and museum will be relocated as separate buildings in the park area.

Further on, the idea of the media-facades, each of the gigantic dimensions of 130x55 meters has been altered into one eventual super large screen, in order to keep down construction costs. Through these measures the vision of the High-Tech-Cube as a whole got spoiled.

The general contractor with its local design institute, now playing the leading role in the project, has invited B+P as consultant for 3 workshops, which regrettably plainly focused on problem solving in the building structure. At this time the basketball arena is under construction, but as it seems it lost its Swissness already.



Twisted rotunda



Basketball arena



The Initial skyscraper design for the Urban Planning Bureau in Nanjing

For the *Urban Planning Bureau* in Nanjing, a transparent skyscraper in a prevailing slice-like form was suggested by AGPS (Angélil, Grahm, Pfenninger, Scholl, Zurich) in an invited competition end of December 2003. As the concept was regarded to be a good one, AGPS was assigned for the realization of the project. However, the concept was good but not seen as a successful plan. The client requested two further design proposals for comparison and options to be handed in. Additionally the two Chinese architects Zhang Lei and Ding Wowo have been appointed to work together with AGPS during the planning phase of the project, which was finally a lucky draw as Ding Wowo and Zhang Lei already experienced the Swissness during their exchange semesters in ETH Zurich. Three presentations and variations later the client decided to go for the 6 storey high alternative proposal of AGPS.

A low-rise building, which inherits all necessary functions in a compact conglomerate, will host the Urban Planning Bureau in future. Meandering units, which consist of different room sequences, generate the dense cubical volume. The different characters of the functional spaces are projected into the outer skin of the building, also by means of materialization. As a result the coiled up layout can be clearly read in the outline of the facade. *'The Snake'* as project name was established from that moment up onwards. The language spoken in this design approach goes back to the idiom form follows function.

As the overall budget in China is a third of the total construction costs as for an equal building in Switzerland a further conceptual task is simplicity in detail. Fair-faced concrete will reveal the aesthetic character of the primary construction and structure, thus abandoning the expensive wall claddings, based on the philosophy less is more.



Model of the present planning status

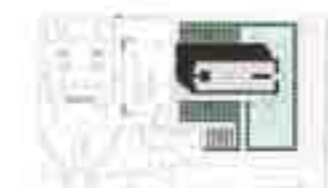


Elevation of the present planning status

The design for the new *Museum of Art* in Beijing's prestigious Qinghua University by Botta (Mario Botta, Lugano), is also an offspring of an invited competition in 2003. Botta's rational style is reflected throughout in this captivating monumental building design. The combination of strict geometric and simple formal vocabulary with the virtue play of the elements light and shadow generates a solid and dense composition, nevertheless in its appearance light and elegant.

The great mass necessary to cover the programmatic requirements of the museum is ingeniously broken into three structural parts: the round columns creating a public place, covered by the squared patterned main exhibition hall located in the roof structure, which also gives shelter to the compact volume of the smaller exhibition hall with a triangular shed roof. These three different parts, which remain connected as a whole, appear as separate pieces in the main facade.

Their rhythm and form are the key elements that accomplish the strong presence for the museum building. Currently the project is put on hold and it is unsure when the construction is about to begin, as the urge to build a new school, which also was linked to the competition of the museum, is of primary interest to Qinghua.



Overview of the new Museum of Art, Qinghua



Sections



Detail view of formal elements



Model

Botta, who regards architecture as an abstraction, believes that architecture is an ethical discipline before it is an aesthetic one. Led by this principle he is confident that achievements have already been made during the cooperation with the Chinese architects accompanying him and his team in the planning phase of the museum. Exchange of experiences in general terms and specific architectural topics have been made on both sides, the Chinese and the Swiss. For sure the necessary know-how to carry out the construction of a high western standard building is existing in China, hence Botta and his team are positive when it comes towards the realization.

Swissness in the smallest detail

Chen Xudong (DAtrans, Shanghai), holding an additional architects degree of TU Berlin (Technical University Berlin, Germany) and former staff member of Herzog de Meuron, proves in his projects the experience made in Europe and Switzerland. Minimalism and a passion for the true character of materials are his work principles, as well as thorough analysis of the given surrounding and context of his projects. Dealing in so far in a small scale he is enabled to directly communicate and discuss his ideas and concept with the client, the final user of his work. The design is being developed step by step, taking various aspects into consideration. In this way he is generating architecture of unique charisma. Taking out the Chinese hyper-speed in the planning process, his projects gain in quality till the very detail.

In his first projects he faced the nature of the vernacular building material wood as an interior decoration material in its bare nature. Here the pragmatic and cost-efficient properties of wood, its versatility emphasize the raw structure of the existing building. In the Art Deco Gallery plane and simple wooden divisions create an appropriate surrounding and background for the exhibited furniture. The separating walls are getting a skin-like impression because this soft material is used. In his office the wooden paneling becomes an exhibit itself. An original volume is abstractly reconstructed by using the altering slits, which are penetrated by light changing constantly during day and nighttime. The different ways in which Chen Xudong treats the inherited character of the material wood, bares the role, which makes the quality of these spaces.

Swissness in high-technology and sustainable thinking

The project *Rainbow Land* of a real estate developer in Beijing with four 18-floor towers and two 8 floor towers for 105,000 sqm of living area or 705 apartments went into operation in March 2003. Not the architecture made it a tremendous success, but the building technology, which got implemented by Prof. Dr. Bruno Keller from KT (Keller Technologies GmbH, Switzerland).

Partly the towers had been already built when the real estate developer approached KT with the request to improve the



Entrance of DAtrans office, Shanghai



Wooden panel



Entrance of the Art Deco Gallery, Shanghai



Stairway and wooden wall

building quality. For the first half of this project the insulation and sun protection standard could be enhanced to the European level, but the HVAC equipment had to be kept as already planned due to the short schedule. It was possible to implement the full spectrum of KT building technology in the second half of the real estate. Publicity was developed, the people were lining up for more than a day over night to get such apartments. In the time since then, all inhabitants are very happy with the high comfort they experience and with the very low energy consumption they have to pay for. Especially during the SARS period, these buildings have proven

their superiority, since no re-circulating air is used, only fresh air and thus no danger of infection spread exists, contrary to the traditionally operated buildings with the worn out American technology. As a further result, several new projects are now in planning and partially already under construction. In teamwork with Prof. Dietmar Eberle, these buildings will be developed not only in regards of high comfort and low energy, but also in terms of a modern architecture.

As the KT technology is new to the Chinese market it needs confidence and enough courage to show that things can work different and even better, as the Chinese are open to new solutions if the possibility of it and the gain is shown. Introduction of the knowledge behind these technologies not only have to be communicated to the client, the user and the planner, but also the many unskilled workers on construction site putting these ideas finally into reality.



View of Wulong development Zone, Kunming



Various sketches

Research of urban structure

Research of traffic routes

Swissness in research, analysis and urban strategy

Chenggong of Kunming, P.R.China; The Regulatory Plan of Wulong Zone is a research and town-planning project since 2001. The longtime relation of Zurich and its sister town Kunming made this project possible. Under the leadership of Matthias Wehrli (Atelier Wehrli, Bern) a team of various experienced specialists⁵ has been set up and is working together with the KUPDI (Kunming Urban Planning and Design Institute). The exceptional challenge in here is to create towns and residential districts, which are not only functional, but which also possess their own identities and uniqueness. As historical towns attract visitors, it is shown that modern Chinese society expects these attributes, thus the project team regards it as its duty to create modern towns, which compare favorably with the historical towns.

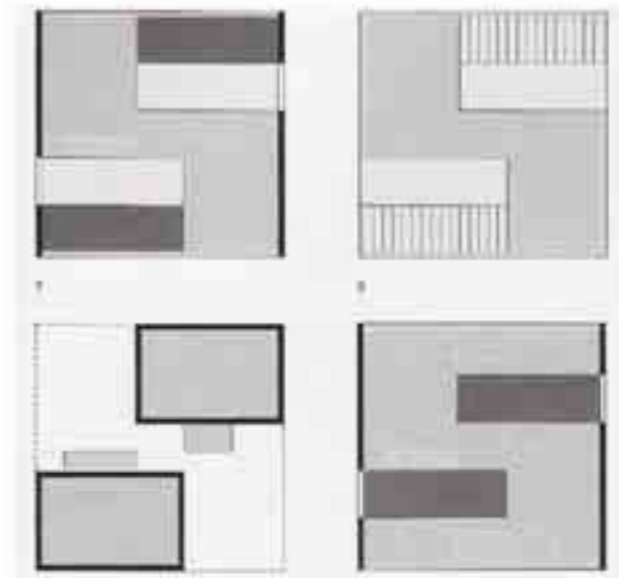
The primary task is to blend newly developed areas with existing elements, to enrich and create distinctive places. Necessary for the success of this aim is a thorough analysis on a broad spectrum of urban related topics. Existing structures, historical landmarks, geographic location, sport, leisure and free time, as well as traffic, open spaces and strategy for villages, farmland and sustainability have been studied and explored. The qualities of each of these fields have been presented in a report. Based upon these individual characteristics various strategies for the new planning of the Wulong area have been developed. Currently the plans are being further detailed in order to pass authority approval.



Schematic floor plan



Case study for apartment houses in Beijing



Top view of various housing types

The Chinese investor Capital Group commissioned BS (Burkhalter Sumi Architekten, Zurich) to make a case study for apartment houses in Beijing. BS developed three types of compact volumes, which adapt the style of traditional Chinese courtyard houses. Following the constructive basic principles of the Shikumen Long and Hutong Houses, the proposed prototypes show a basic grid of 5x3.5 meters. Taking the nowadays needs of modern life into consideration the daily living space is lifted off the ground to provide space for car parks.

Analyzing the traditional houses in regards of sustainable design and layout BS suggests a quiet similar solution for the modern apartment houses; the external elevations are mostly solid walls without big sized windows, whereas the internal elevations facing towards the courtyard are completely open, anyhow protected by the impact of wind and sun. Furthermore the case study points out that the total energy consumption of each apartment house can be reduced at least around 60% if SHAC and controlled air-conditioning will be used.



Pink meeting room in Steiger workshop, Shanghai;
Virtuarch provides interior design and project management

Swissness in bridging between east and west

Daniel Heusser (Virtuarch, Shanghai) is a Swiss architect working in China for more than 10 years. Mostly dealing with western clients, who are outsourcing, expanding, localizing or simply settling down in China the Swissness to be found in his *various projects*, can be seen as bridging between cultures in the first line or as Swiss hospitality outside Switzerland.

The approach to put the requirements of the client first, in trying to understand his needs and then to come up with creative and smart solutions is the philosophy of Virtuarch. As different as the needs of the various clients are as different and sometimes inventive the approach has to be.

In the *Eurocampus Project* Virtuarch acts as Client's Representative. The original design has been won by the German architect Dietmar Berner (Bauwerk, Muenster) in 2003. Together with the German and French School, an international consultancy and engineering group (DHV, Netherlands) and the local design institute (Haisum, Shanghai) the preliminary design has been further developed. The challenge in this project is to implement and guarantee the high-standard European requirements in design, quality and safety. The new school will open its doors by the beginning of the new school term, autumn 2005.

Swiss architecture was always attractive because it succeeds in combining traditional values and progress, while maintaining visible tension and excitement. The 'Swissness' in architecture is to rely on its own qualities and fully exploit its own potential. A quality based on creativity and careful attention to history, context, resources and technology. These considerations produce sustainability, capability of abstraction, and, ultimately, an impeccable reputation.

Through this Swiss architecture has the continuing ability to play a significant role in the future. As well as to set up a new standard of architecture and its understanding, inspiring a new generation of designers, architects and planners in China and abroad.

Judith Ellen Klostermann, Dipl. Arch. ETH Zurich, is working at Virtuarch in Shanghai, China.

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Translation by Antonia Guo, working at Virtuarch in Shanghai, China

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Illumination in Steiger workshop, Shanghai



Yellow Office in Steiger workshop, Shanghai

Unfortunately it was not possible to arrange an interview with Vincent Zhen (Swissleman, Shanghai), who experienced Swissness during his architectural studies at EPF Lausanne and with the Swiss architect Bernard Vichet, who built for the Swiss company Firmenich an industrial plant in Shanghai. Thanks to all architects interviewed.

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瑞士建筑在中国

近年来，中国成为了建筑师们的“乐土”。快速发展的大都市以惊人的速度在改造其建筑格局。随着西方国家工程项目的不断减少和城市建设的逐步完善，希望也随之寄托在了中国。同时，人们对高质量建筑投入的关注也正日益增长。

瑞士的现代建筑吸引了全世界的目光，与此同时，瑞士的建筑师也积极活跃于中国。但是什么使得瑞士建筑在中国依然能保持瑞士的风格呢？通过这篇文章，我们可以对瑞士建筑师设计在中国的建筑项目所体现出来的苛求瑞士特征的本质略见一斑，同时可以对目前为止这些瑞士建筑师在中国的成就有一定的了解。

瑞士的建筑形式、风格和材料

正在建设中的建筑，比如著名的被称做“鸟巢”的2008北京奥林匹克体育馆”是HdM(Herzog & de Meuron, 巴塞爾)在2004年初国际设计竞赛中的获奖作品。HdM和中国艺术家艾未未一起，通过紧密的团队合作，把获奖的北京奥林匹克体育馆的初步设计进一步深化、细致和详细说明。

奥林匹克体育馆将成为中国首都北京的标志性建筑和新里程碑。隐藏在设计背后的理念体现的是创造一种纯粹原始工艺品质的结构形式。外立面和顶部的基础相互支撑，体现出完整统一的构造形式，使得主结构和次结构融合为一体。看似混乱的外观，其实是通过遵循一系列的规则才形成鸟巢状的结构形式的。整个椭圆形基础能够确保在田径运动场的四周同时容纳10万名观众，并且在运动场上能具有相同大小的观看范围。

在建造过程中，为了解决一些投资人的挑剔而使得此项目暂停了数月，并致使部分屋顶结构需要重新设计。

应北京Topeak Group 的邀请，HdM同环氧世纪国际的建筑师和工程师共同设计了北京办公商业楼TPT三联大厦。

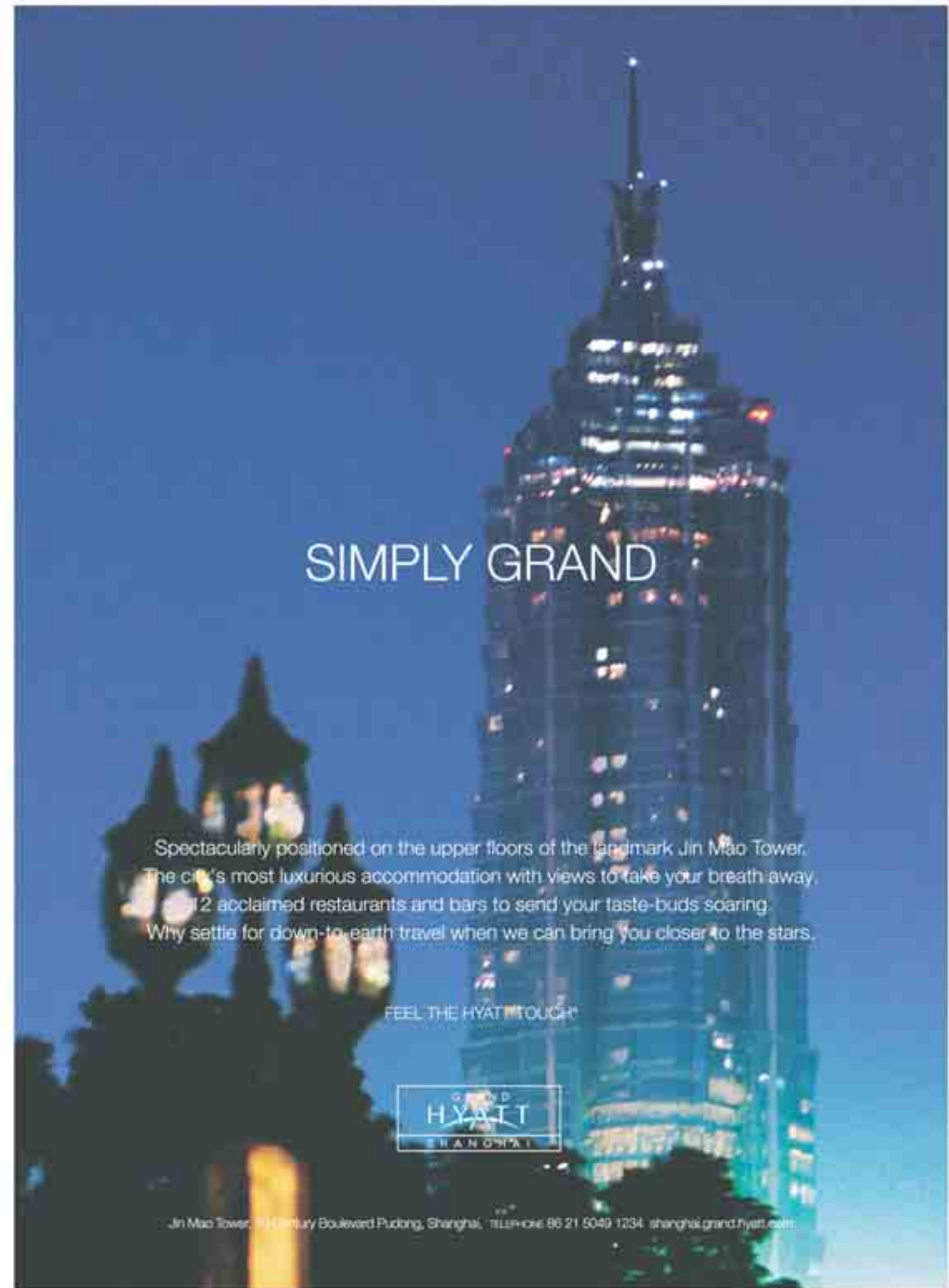
这三座大楼以相同的雕刻式形态和体积，稳固的屹立于北京三环路沿线。他们在周围的环境中形成了亮丽的风景线。由于棱形镜面的外立面结构体系可以捕捉并且折射每一瞬光线和天气的变化，从而形成了一种迷人的整体结构。建筑物外表面那层温暖的红色完美的呈现出闪闪发光的水晶般的效果。

瑞士的形式、风格和材料的精髓在这些建筑中得到了升华，建筑需求转变成成为现实，所有的一切在将来都会得到很好的证明。

在2003年的国际比赛中，由B+P (Burckhardt + Partner AG, 苏黎世)设计的在五棵松文化体育中心内的2008奥林匹克篮球比赛场，以其新颖的设计和高科技获得第一名。他是第一个在中国获此殊荣的瑞士建筑师，并赢得了广泛的关注。在此之前，瑞士建筑局限于工业园区和大使馆这些方面。

B+P通过各种形式把尽可能扩大北京绿色空间的基本理念体现得淋漓尽致。最后这个纯粹的立方体作为一个标志坐落在新的公共公园中央。多媒体体的外立面将为那些没有买到票的观众播放奥运会的比赛。其外部简单的设计与内部规则的结构连接形成鲜明对比。地面设计使用流畅的弧形，敞开并且构成包厢的形式——就如同篮球赛场的情形一样。直立向上的螺旋状的圆形大厅为球场提供新鲜空气和自然光线。

合同协商的前期，B+P 被苛求不分昼夜的在北京的宾馆里面参加无休止的会议，并且保证北京拥有最终的版权。在示意性的设计图纸移交给政府控制总承包商后，B+P 的原始设计面临巨大的更改。原本加附在篮球赛场顶部的功能，比如宾馆、商业区、饭店和博物馆在公园内以单独建筑物的形式被重新部署后，这个立方体被简化了。随后，为了降低工程费用，每个尺寸为130x55米的多媒体外立面也被改成一个超大的屏幕。通过这些举动不难发现，高科技立方体的视觉效果被完全破坏了。总承包商和地方设计院现在在这个工程中起主导作用，他们邀请 B+P 担任三个工作室的咨询工作。





Night view of the 'Birds nest', for the Olympics in Beijing 2008



Entrance level

集中解决显而易见的建筑结构方面的问题。与此同时，篮球场也投入建设中了，但显然它已丧失了瑞士设计风格的初衷。

南京城市规划局，流行的层次感外形内是醒目的摩天大楼，它是由AGPS(Angélil, Grahm, Pfenninger, Scholl, 苏黎世)在2003年12月末的一次邀请比赛上的作品。当时这个设计被认为是“一个很好的想法”，因而AGPS被委派建设实施这个项目。但是，好的理念并不等于是“一个成功的方案”。客户要求提供两个深化的设计方案以备“比较和选择”。之后有两个中国建筑师张磊和丁我我(音译)被分派与AGPS一起加入工程准备阶段的工作，幸运的是他们曾经在苏黎世ETH7的交流学习期间感受过瑞士的建筑风格。客户在随后的三种介绍展示和变化中选择了AGPS的二选一建议中6层楼高度的这个方案。一个集所有需求功能于一体的低层建筑，将成为未来的南京规划局。由不同的房间排列组合成的蜿蜒的单元，构成了密集的立方体。不同功能区域的特征被运用到建筑物的外表面，同样也意味着更具体化。这样使得向上盘绕的设计在外立面的轮廓中能被清楚的认出来。“蛇”作为项目的名字从这一刻起就确定了。这个设计所表达的内涵套用一句成语就是“形式取决于功能1”。

同样规模形式的建筑在中国的工程总预算平均是在瑞士总工程费用的1/3，更难得的尝试是细节方面更加简洁。清水混凝土



Stadium inside view

展现出建筑物的原始结构和构造所体现的美感，基于哲理“少一点就是多一些2”，舍弃了昂贵的墙面装饰方法。

北京享誉盛名的清华大学的新艺术博物馆是由Botta (Mario Botta, 卢加诺)设计的，同样也是2003年邀请赛的产物。Botta的理性风格反映并贯穿于这个迷人而不朽的建筑设计当中。严谨的几何图案与简朴的外表将光和影相结合形成一种纯粹而浓密的整体，使其外表充满了明亮而优雅。为了符合博物馆的设计需求，设计师明智的插入了三个结构：圆形的柱子排列构成一个公共区域，覆盖满方形图案的主展示厅，以及三角形单面倾斜的屋顶给体积紧凑的小展厅提供庇护。这三个不同的部分相互联接得完美无暇，可是从主外立面来看却又是单独分开的部分。他们的韵味和外形使博物馆给人留下深刻的印象。目前这个项目已经搁置，至于什么时候能够开始建造还不确定，因为与此次设计竞赛有关的建造一个新学校的计划，是目前清华最关心的事情。

Botta将建筑看作是一种升华，他相信“建筑在成为艺术品之前是一种民族艺术”。根据这一原则，他自信在他和他的团队与中国的建筑师合作的博物馆项目的计划阶段已经成功了。中瑞双方就总体协商内容和详尽的建筑话题进行了交流。在确知把握好资金来源就可以在中国建造欧洲标准的一流建筑的窍门后，Botta和他的团队在更加积极的推动计划的实现。



Internal walkway

瑞士风格在最微小细节方面的体现

陈旭东 (DAtrans, 上海)，持有都柏林的建筑师学位(德国柏林技术大学)并且从前是Herzog de Meuron的工作人员，他在欧洲和瑞士参与完成的工程项目体现了他的成就。

他的工作原则是掌握和发挥材料本身具有的保守和热情的特质，彻底分析建筑项四周的环境和相互之间的关联。在此范围内，他会积极地同他的客户和那些最终的使用者们直接沟通和讨论自己的想法和观点。设计是通过各方面的思考，逐步完成的。通过这种方法，他赋予建筑物独特的魅力和感召力。除了工程进行时中国人员的宣传速度，他对不断提高工程质量的要求体现在每个小细节上。

在他的第一个项目中，他用裸露的天然木材作为室内装饰材料饰用于建筑表面。在建筑物中体现木头的实效和其自身价值，着重强调其功能性。在上海凹凸库艺术画廊简单自然的木质隔断为展示家具营造出一种和谐自然的氛围和背景。因为使用了这些软质材料，隔断墙给人像皮肤一样的感觉。在他的办公室，木头隔板其本身就成为了一种展示。通过改变木板间缝隙的大小来调节白天和晚上穿透光线的强弱。陈旭东灵活运用木材本身特质最特别的地方就是把能体现工程质量的转角裸露展现出来。

瑞士风格在高新科技和谨慎思考方面的体现

北京房地产开发项目彩虹园地拥有4座18层高度大楼和2座8层高度大楼的楼群，占地面积105,000平方米，包含了705个单元，在2003年3月投入使用。不是建筑物的本身使得其获得巨大的成功，而是通过KT3 (凯勒技术股份有限公司，瑞士)的Bruno Keller教授博士使用的高新建筑科技来实现的。

在房地产商与KT接触并请求提高楼宇的建筑质量时，部分楼宇已经建造好了。工程的前半阶段，他们把绝缘和防辐射的要求提升到了欧洲标准，可是由于时间紧张，空调系统设备的方案不得不维持原样。工程的后半阶段在KT的建筑科技的帮助下，实现了全反射辐射。

在大型的公开展示活动的帮助下，人们通宵达旦排起了长队抢购公寓。在此之后，所有的居民对非常舒适的居住环境和由于低能耗而降低了开支感到满意。尤其是在非典时期，这些楼宇的优点得到了很好的验证。不使用空气再循环方式，不断注入新鲜空气，确保了没有感染、传播和滋养病菌的危险，这与传统上所选用的随处可见的美国技术相反。从长远利益考虑，一些正在规划的新项目采用了相同的形式，部分已经开始建造了。在和Dietmar Eberle4教授的合作中，这些楼宇不仅具有很高的舒适性和很低的能量消耗，同时也是一栋摩登的时尚建筑物。

KT技术对于中国市场而言是陌生的，需要足够的自信和勇气来展现它的与众不同和更优秀的地方，同样中国人民是欢迎能够体现出其可行性和自身价值的新方案的。在技术背后的学问是不仅要和客户、使用者、规划者进行沟通，更加重要的是和许多能最终把这些想法变为现实而又不专业的工作人员进行交流。

瑞士风格在研究，分析和城市规划方面的体现

2001年开始的在中国昆明市呈贡县五龙开发区的调整计划是一个研究和规划城镇的项目。由于苏黎世和其姐妹城市昆明长期的友好关系，促使这个项目最终能够实现。在Matthias Wehrlin (Wehrlin工作室，伯尔尼)的领导下，各种经验丰富的专家5被聚集在一起，与昆明的城市规划设计院一同工作。这次不同寻常的挑战是建设城镇和居住区，使其不仅具有完善的功能而且同时具有与众不同独特的特点。作为吸引游客的历史古镇，它显示出中国社会对这些需求的期盼，工程队把贴切历史古镇气息作为建设现代城镇的责任。其首要任务是将现有原理运用到新的开发区中，使其浓缩形成一个与众不同的地方。要想成功实现这个目标必须彻底分析城市周边及相关的问题。现已存在的建筑、历史遗迹、地理位置、运动、休闲，同样交通、村子的公共场所、农田还有长远问题都已进行了规划测试和研究，所有这些规划的结果都在一个报告中陈述出来了。基于这些各式各样的特性和策略，五龙开发区的计划已经开始了。为了通过权威认证，他们现在正在深化细节。

北京金融投资集团委托BS (Burkhalter Sumi 建筑所, 苏黎世)对北京的公寓进行调研。BS总结出三种基于中国传统四合院风格基础的高密度形式。遵照北京石窑门弄堂胡同的建筑原则用5*3.5米的基础格作为设计原型。由日常生活空间考虑到现代生活的需求就是通过提升地面来提供停车的场地和空间。分析得出了传统观念的房屋注重基本的设计和规划，BS规划的现代公寓与之有异曲同工之妙。外立面大多数是没有大窗的墙体，然而面对庭院的内立面却是完全敞开式的，此举降低了风和太阳对其的影响。此外，这个研究重点指出如果使用SHAC6和控制式空调，每栋公寓的总能耗至少可以降低百分之六十。

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Pink meeting room in Steiger workshop, Shanghai;
Virtuarich provides interior design and project management



Illumination in Steiger workshop, Shanghai

连接东西方文化的瑞士建筑

候德宁(德建建筑设计咨询(上海)有限公司)是一位瑞士建筑师，在中国已经工作了十余年。其主要客户都是那些为了在中国拓展其业务而设立新公司或子公司的外国企业或公司。瑞士建筑风格在他的各个项目中都有所体现。可以被看作是连接中瑞文化的桥梁，也体现了瑞士人的好客情怀。德建建筑设计咨询(上海)有限公司的设计理念是：客户至上，尽全力的满足客户提出的需求，并提供给客户创新、优秀的方案，根据不同客户的要求进行不同的设计，或提出创造性的建议。

德建建筑设计咨询(上海)有限公司在上海德国和法国学校项目中，是客户代表，原始的设计是德国设计师Dietmar Berner (Bauwerk,门斯特)在2003年的获奖作品。德建建筑设计咨询(上海)有限公、国际项目管理公司(德和威，荷兰)和当地设计院(海城，上海)深化和完善了学校的设计。德国和法国学校项目的设计是按照欧洲的设计质量和安全为标准的。新学校将在2005年秋季开学。

瑞士建筑赋有吸引力，因为它融合了传统和发展且不断进步和超越。瑞士风格的建筑有其自身的特质并能充分展示其潜力。这种风格是基于对创造力的认同、对历史内容的审视、对长远利益的关注。基于这些考虑，瑞士建筑具有深思熟虑、升华和完美无暇的风格。

瑞士建筑在将来还有很大的空间发展，还需建立一套新的建筑体系的标准，以此激励新一代的国内外的设计师、建筑师和规划者。很遗憾没能安排和张万桑(瑞士LEMAN驻上海的首席代表)，他曾在瑞士洛桑EPF学习，并与瑞士建筑师Bernard Vichet工作，经验丰富。Bernard Vichet现在在为瑞士Firmenich公司在上海建筑一栋工业厂房。感谢所有建筑师们的接见。所有的图片的所有权属于每个照片的拥有者。



Yellow Office in Steiger
workshop, Shanghai

作者Judith Ellen Klostermann(高级建筑师,毕业于ETH7
苏黎士，现在德建建筑设计咨询(上海)有限公司工作)
本文翻译：德建建筑设计咨询(上海)有限公司员工

1. 形式取决于功能。引自美国建筑师Louis Henri Sullivan，于30年代到50年代被广泛引用，直到今天任被争议。它的意思是形式和功能在精神上要合而为一。功能最终决定形式。
2. 少一点就是多一些。引自德国建筑师Ludwig Mies van der Rohe。他的哲理“少一点就是多一些”，在二十世纪中叶做为建筑师的指导原则。这个理论把将简单应用于设计，将理性主义和简单抽象主义理想化的带到一个新的高度。
3. Bruno Keller博士教授目前在苏黎士ETH的建筑系教授建筑技术。KT附属于ETH，KT技术的原则是分析周围已有的环境和气候，然后结合不同的技术给出合适的解决方案。比如说，建筑物的绝缘保护，遮阳措施，地热，可控制的通风系统，建筑结构的柔和制冷和制热。
4. Dietmar Eberle教授是奥地利的建筑师，非常熟悉基本建筑。自2001年起任教于ETH苏黎士建筑系。
5. 团队成员的责任和工作范围：
Atelier Wehrli 伯尔尼--城市规划和美化景观
Electrowatt Infra (苏黎世)股份有限公司--交通和公共运输规划
Moeri und Partner 股份有限公司 伯尔尼--环境规划
Strupler Sport Consulting, 伯尔尼--休闲，保健和运动设施的规划
Dr. Beat Reidy, Zollikofen--农业的咨询和规划
6. SHAC =柔和制热和制冷(soft heating and cooling)，很多的构筑原理，例如：屋顶和地面内层布置使用水管来制冷或制热，形成了一种舒适的室内环境。
7. ETH(Eidgenoesische Technische Hochschule)和EPF(Ecole Polytechnique Federale)是两个瑞士的联合技术学院，位于苏黎世和洛桑。



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The Flying Walls of Shanghai

Swiss Artist Philipp Krebs has made a name for himself with his intriguing, monumental, free-floating balloon sculptures in Europe and Africa. His most recent work brings him to Shanghai, where he has plans for the 468 meter tall Oriental Pearl TV Tower in Pudong Park.

A characteristic shared by all of Philipp Krebs' works of art is a dramatic contrast between their lightness, almost weightlessness, made visible by the power of the wind, and their impressive size. This unique feature was already evident in his first cycle of work, a series of bridge installations. However, while these needed to be fastened securely to existing structures, his new FlyingWalls concept is a step in an entirely different direction: these vast balloon walls are autonomous, free-floating wind sculptures, through which visitors can stroll.

Events in Europe, Africa...

The first FlyingWalls were created by Philipp Krebs to celebrate Swiss National Day in the German capital of Berlin on 1 August 2001. They were set up in front of the Swiss Embassy, in the immediate vicinity of the Reichstag and the new German Federal Government buildings. 127 helium-filled balloons, each with a diameter of 3 meters, had been arranged in the form of an enormous three-dimensional Swiss National Flag with its white cross on a red background.



On the occasion of the International Art Expo ARCO 2003 which took place in Madrid, Spain, during February 2003, Switzerland, as the host nation, exhibited a representative cross-section of contemporary Swiss art. At the beautiful Templo de Debod, a venue that is actually more famous for its spectacular sunsets, Philipp Krebs second FlyingWalls was shown, consisting of 268 red, yellow and white balloons, which rose up into the sky like rising suns.

During June of the same year, Krebs installed a 19 meter high and 48 meter long FlyingTunnel in one of the popular pedestrian malls of the City of Amsterdam. The red, white and blue helium-filled balloons, depicting the intermingling of the two national flags of Switzerland and the Netherlands, symbolised the coming together of these two countries, in anticipation of the planned state visit by the Swiss President.

In South Africa, Philipp Krebs temporary new home, his artworks included a more socially-committed dimension, with the conceptualisation and realisation of his HIV/Aids Awareness Project Umbono Cape Town. Instead of using balloons, as with his FlyingWalls, he used a number of 7 meter tall inflatable figures, which were set up at more than forty different venues in and around Cape Town. In a light-hearted and humorous way, these brightly-coloured figures told a serious story in a series of images, intended to stimulate discussion about the all-pervasive Aids epidemic in Africa.

...and in Shanghai

Now this Swiss artist is intending to spread this message of HIV / Aids Awareness to the East. The planned venue for his very first art installation in Asia is the 468 meter tall Oriental Pearl TV Tower in Pudong Park. Philipp Krebs and his team will be working in close collaboration with the Shanghai Municipal Centre for Disease Control & Prevention. Further details about this project can be found on the inner back page of this magazine, as well as on the website www.flyingwalls.com.

1. "Flying Walls" in front of the Reichstag in Berlin, Germany
德国柏林国会大厦前“飘动的汽球幕墙”
2. Netherlands: The Flying Tunnel in front of the famous Beursplein in Amsterdam
荷兰：阿姆斯特丹著名的Beursplein购物中心前的汽球长廊
3. Spain: Madrid's Skyline at night with a hint of "Flying walls"
西班牙：“飘动的汽球幕墙”点缀着马德里的夜景
4. The HIV/AIDS figures promoting health protection and awareness in Cape Town, South Africa
南非开普顿，艾滋病病毒图形推广健康和保护意识

“飘动的汽球幕墙” 在上海

在欧洲和非洲，瑞士艺术家Philipp Krebs创作的巨大而妙趣横生的气球作品广为人知。如今，他的最新作品将他带到了上海，计划在浦东468米高的东方明珠塔下展示。为此，他希望能得到企业和个人的赞助。

Philipp Krebs 的作品有个共同点，就是其材料的超大尺寸和借助风力飘动的轻盈感所产生的强烈对比。这一特点在他最初的一系列作品中就已突显。但那时，所有的展示装置基本上都必需紧紧地固定在其他物体上。而现在，他的“飘动的气球幕墙”已向一个新的概念迈进：巨大的彩色气球依靠风力悬浮在空中，轻柔摇曳，反射着阳光并产生折射，特别引人入胜。在过去的10年中，艺术家Philipp Krebs 在世界各地展出他的独特作品，吸引了广大参观者，并因此而闻名。

2001年8月1日，为庆祝瑞士国庆，Philipp Krebs在德国首都柏林展示了第一个“飘动的气球幕墙”，作品被陈列在瑞士大使馆门前，也就是德国国会大厦和德国联邦政府新大楼附近。127个直径为3米的氦气气球被排列成三维立体的红底白十字的瑞士国旗形状。



2003年2月，在西班牙马德里举办的"ARCO 2003"国际艺术博览会上，瑞士作为主办者之一展示了具有代表性的跨领域的瑞士现代艺术。美丽的Templo de Debod以欣赏日落而闻名，Philipp Krebs的第二个气球幕墙便在这里展出，由268个红、黄、白色气球漂浮在空中，与太阳相映成辉。

同年6月，Krebs 在阿姆斯特丹最繁华的商业街上树立起一个19 米高48米长的气球长廊。融合了瑞士和荷兰两国国旗颜色的红、白、蓝色氦气气球象征着当时瑞士总统即将对荷兰进行的国事访问。

在Philipp Krebs 的第二故乡南非，为了唤起人们对艾滋病预防的重视，他创作了名为"Umbono Cape Town"的艺术作品，并在开普敦的40多个地方展出，这一作品涵盖了更深层次的社会意义。与以往不同，该作品没有用气球，而是运用一些7米高，色彩鲜艳的充气造型，以轻松幽默的排列方式叙述因果关系，从而激发人们对肆虐非洲的传染性疾病——艾滋病预防工作的关注和讨论。就是在南非的那段日子，Philipp逐渐意识到作为艺术家的社会责任。从此以后，他积极地关注着非洲大陆的艾滋病问题。

现在这位瑞士艺术家希望将这一种关注带到东方。他计划将自己在亚洲第一个艺术作品的展示地点设在上海浦东468米高的东方明珠广播电视塔下。届时，Philipp Krebs 和他的工作小组将和上海市疾病预防控制中心就这一紧密合作。由于该项目涉及许多技术要求，而达到这些要求，必不可少的要素就是来自企业和个人的赞助。若要了解该计划的最新动向和详细情况，请参阅本杂志封底，或浏览网站 www.flyingwalls.com。

1. Spain: Madrid's Skyline at night with a hint of "Flying walls"
西班牙：“飘动的汽球幕墙”点缀着马德里的夜景
2. Netherlands: The Flying Tunnel in front of the famous Beursplein in Amsterdam
荷兰：阿姆斯特丹著名的Beursplein购物中心前的汽球长廊
3. The HIV/AIDS figures promoting health protection and awareness in Cape Town, South Africa
南非开普敦，艾滋病病毒图形推广健康和保护意识

Leadership in the 21st Century – Fireworks or Fire?

Is leadership a learned behaviour? And if so is it the same everywhere? Alan Babington-Smith of LMI International takes a look on the global importance of leadership and assesses the leadership potential in China.

Leadership and leadership development is on the lips of every senior person in every walk of life, as well as in the mind of masses of academics and on the shelves of all bookshops. Leadership is also on the training schedule of all advanced organizations; indeed you can judge an organization - even predict its success - by its attention to leadership - but beyond lip-service, what are you doing about it? Are you treating it as more than just the current fashion? How are you preparing to meet the leadership needs of the 21st Century? Are you looking for fireworks or fire?

At the outset, please consider these three framework points:

- First, the change of environment is accelerating and to survive you must change faster than your environment
- Second, leadership needs to change at least as fast as anything else
- Third, leadership talent is the world's scarcest resource

The Essential Meaning of Leadership

Please now consider a definition of a leader that recognizes the need to accommodate differences in style and circumstance:

A leader

- Leads beyond (leads himself and others, by example, beyond the horizon- literal or metaphorical, physical, mental or spiritual helping all to become more of what they can be)
- Leads change (helps anticipate and introduce change, helps others adapt)
- Creates leaders (you measure the success of a leader not by the number of his followers, but by the number of leaders he creates, by the number of people that he empowers).

These are tough definitions - how many leaders meet all three? Most fail the third for example Alexander, Napoleon, Mao..., but isn't it the most important? This definition is intended to encompass the usual range of characteristics, such as 'charismatic', 'quiet', 'decisive', 'trustworthy', and to recognize two kinds of leadership: hierarchical or formal and informal or personal.



Chinese Culture as an Obstacle to Leadership Development

	Integrity	Accountability Commitment	Passion	Communication
Guai				
Moderation				
Ren				
Humble				
Indirect				
Mistrust				
Self-protection				

Leadership is often distinguished from management. In many ways this is the distinction between the 20th Century and 21st. 20th Century was about Management: control organization and measurement of physical production for maximum efficiency. 21st Century will be about Leadership: empowering, inspiring, motivating, and aligning teams of 'intrapreneurs' and individuals, about creating a compelling vision, and inspiring others to follow it. Already, as business increasingly becomes knowledge-based and service-oriented, an organisation's success increasingly depends on its learning ability. The organization must focus on being able to adapt to change, while the individual will work so long as you help him develop.

The distinction between management and leadership supports the myth - that leaders are born not made - by implying that while management can be taught, leadership has to be innate. This seems implausible. Biologically, while DNA has put a new slant on the whole nature/nurture discussion, a heritable leadership gene seems unlikely, and certainly was not evident for most historical leaders. Practically, even 'born' leaders need continually to be reborn, as circumstances change, and other people are continually developing into leaders. Perhaps one reason for the myth is that until recently, there has been no really effective way of learning leadership.

The Importance of Leadership for Any Organisation

Leadership is the software that brings the hardware to life. It defines the culture of the organization and ultimately determines success or failure. It determines how you meet mechanical standards (such as 6-Sigma) or how you continually improve performance, how you satisfy your customers, how you stay ahead of the competition, how you attract, retain and develop your people, which, after all, usually are your most important asset and your biggest expense.

Leadership in China

How easily can western concepts of leadership apply in China? Perhaps surprisingly - quite easily. The figures show where how some key features of traditional Chinese culture fit with some key characteristics of leadership.

Chinese Culture as an Obstacle to Leadership Development

	Boundaryless Teamwork	Initiative	Excellence
Guai			
Moderation			
Ren			
Humble			
Indirect			
Mistrust			
Self-protection			

The coloured areas indicate a misfit. *Guai* for example - passivity, reactive - argues against initiative. *Ren* - the capacity to endure - tend to limit communication, as does the preference for Indirect. *Ren* however, as *Guai* and *Moderation*, should facilitate teamwork.

In more modern terms, the Chinese word for Leader 'Lingdao' carries a lot of baggage distinguishing it from the western concept. Its immediate associations are with senior officials exercising power and privilege without responsibility. Also China generally remains very hierarchical, stratified and class-conscious. Staff expect to receive precise orders and to be closely managed. Spontaneously collaborative teamwork and initiative - two key behaviours that leadership fosters - are still unnatural.

In my experience however, the inhibitors are as much the result of totalitarian rule everywhere - for example in all Communist Europe - where any kind of initiative was dangerous, and knowledge was too precious to be shared.

Therefore, it is not altogether surprising that, in our direct and wide experience, the new generation of Chinese executives is keen to break the mould and adopt what seems to work internationally. Once they are aware of and understand the alternatives, they enjoy being empowered, with freedom of choice, and adopting individuality for the needs of their company. They respond to responsibility. Most of China's heroes are individuals: Confucius, Mother Meng, Zhu Bohu, Sun Tzu. Attitude to leadership is perhaps among the areas of culture that is adapting the fastest.

Such leaders already exist, but businesses with their own culture - (and if you don't yet have it you need to start creating it!) - would better recruit people with the right potential in areas such as initiative, creativity, team spirit, and develop them.

How Can I Develop Leadership?

It is true that Leadership cannot be taught - but it can be learnt by experience. Anyone - everyone - can learn it. Everyone has leadership potential - waiting to be realized through successfully meeting personal



二十一世纪的领导能力 ——是烟火还是烈火？

领导能力学得来吗？如果可以学，是不是无论在哪里都一成不变呢？LMI国际的Alan Babington-Smith关注领导能力在全球范围内的重要性，并对领导能力在中国发展的潜能作出了评估。

challenges, and so acquiring leadership behaviour. Leadership is just a type of behaviour, and behaviour is the action that results from habits - both mental and physical. So new behaviour is just new habits - and adopting new habits is simply displacing old habits. But changing habits takes time, needs reinforcement, requires investment of effort and will-power - isn't it unfair that bad habits are so much easier to get into than good ones. In fact it takes a process of practice and repetition. You can change behaviour only by doing something often. You can get started by motivation, but you need habits to keep you going.

Organisations that are serious about developing leadership should look for a process that takes long enough to change behaviour, and combines the motivational, experiential and instrumental. People need to get the habit of confidently identifying and dealing with their own personal challenges in the workplace, and setting and achieving their own measurable leadership goals within the framework of an organisation's wider goals. Organisations get a measurable ROI.

Fireworks or Fire?

The conventional series of 2-day seminars, or a 1-week leadership program will do fine for those satisfied with the transitory illumination of fireworks. Case studies and generalizations, or outdoor adventures, are rarely relevant to the real gaps or day-to-day needs of the individuals or the organisation - and without direct application to daily work are little more than entertainment.

Those who want lasting fire need to find the specialists who have the special skills, programs and track record in leadership development. In China, the really exciting aspect of Leadership development is that it is only one aspect of personal development - and this new possibility of personal development is arguably China's most fundamental revolution - this is the real new frontier.

The new generation of Chinese are responding very keenly to international leadership concepts, indeed are generally at least as open to change as Westerners, and they recognise that international leadership practices significantly help them meet their goals and realise their potential in the new global environment.

Internationally, evidence shows that Leadership can be learned. In this area also China is going global. Those in leadership positions have the opportunity -some might say the responsibility- to make a huge difference at this new frontier. Can you afford not to? Do you want fireworks or fire?

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领导能力，以及领导能力的发展，是各行各业的高层人士经常挂在嘴边的字眼，是大批学者念念不忘的课题，也是书店里的畅销书。并且所有的高级机构都将领导能力列为培训项目；从领导能力受重视的程度，您可以判断，甚至预言一家机构的成败。可是除了口头上的空话，您还做了什么与领导能力切实相关的事情了吗？或仅仅把它当作一种流行时尚？面对21世纪对领导能力的要求，您在做着怎样的准备呢？您所期待的，是烟火的昙花一现，还是烈火的熊熊燃烧？

首先，请考虑以下三条框架性要点：

- 第一、环境变化的速度正在加快，您必须做到“环境未变我先变”，才能够适者生存
- 第二、领导能力的变化，不能落后于其他事物的变化
- 第三、领导才能是世界上最稀缺的资源

领导能力的内涵

现在，请您界定一下，一位意识到需要调整风格与环境的领导人该是什么样的领导人：

- 引领超越(引领自身及其他人，例如从身体上、思想上和精神上超越现有水平，帮助所有人尽展所能)
- 引领变革(预见变革，并引发变革，帮助其他人适应变革)
- 造就领导者(评判一个领导人的功绩，不是看他有多少追随者，而要看他造就了多少领导人，以赋予多少人权力)这些条件是非常苛刻的，有多少领导人能够完全符合这三条呢？他们中大多数(如亚历山大大帝、拿破仑、毛泽东……)

都达不到第三条的要求。然而这正是最重要的一条。

这样的定义试图涵盖一些常见的领导人特征，如“魅力十足”、“从容镇静”、“坚决果断”、“值得信赖”等，同时区分了两种不同类型的领导人：一种是等级观念强、严肃的；一种是不拘小节、随和的。

领导能力经常要与管理能力区分开来。从许多方面来看，两者的区别便是20世纪与21世纪的区别。20世纪是“管理能力”的世纪，管理能力指的是通过控制机构与物质生产的测量以获取最高效率。21世纪将是“领导能力”的世纪：具有授权、鼓舞、激励、指引性质的“内企业家”或个人组成的团队，创造出引人注目的图景，并激励他人去实现它。随着业务越来越倚重知识、注重服务，一个机构的成功也就越来越与其学习能力密切相关。该机构必须有能力适应转变，这样只要您帮助员工自身发展，他就会乐于为您工作。

“管理能力”与“领导能力”的区别印证了一种看似荒诞的说法：领导人是天生的，而不是后天造就的，这意味着管理能力可以传授，但领导能力是与生俱来的。听起来似乎难以置信吧。从生物构造上来说，DNA的说法偏向于先天的作用，但是遗传性的领导能力基因还是无稽之谈，而且确实从大多数历史上的领导人身上看不出此类基因的端倪。事实上，即便是“天生的”领导人，也必须随着处境的变化，不断地经历“重生”，而同时其他人也会不断地发展成为领导者。这种“天生领导人”的说法之所以存在，原因之一可能是因为到目前为止，还没有发现学习领导能力的真正有效的方法。



领导能力在一切机构中的重要性

领导能力是“软件”，能够催化“硬件”发挥作用。领导能力决定着一个机构的文化，并最终决定其成败。它能决定您是否达到机械标准(例如6-Sigma)、是否不断地改善表现、是否令顾客满意、是否在竞争中领先、是否能够吸引、挽留并发展您的工作人员，这些，往往是您最重要的资产以及最大的花销。

领导能力在中国

在中国，是否能够轻易地运用西方的领导能力理念呢？结果也许会让您大吃一惊，简直易如反掌。

右面这些图表明：中国传统文化中的某些重要思想是与领导能力的重要特征相契合的。有颜色的区域表明不契合。比如说“乖”，指被动、对其他事物作出反应，是与主动相对的。忍，指忍耐的能力，可能会限制交际，间接的倾向也会产生同样的后果。但是，忍和乖、适度一样，会对团队协作有帮助。

如果用比较现代的说法，汉语中用的“领导”这个词本身便包含了许多与西方领导理念不同的因素，它很容易与肆意行使权力与特权的高官联系起来。而且总的来说，中国的等级观念、阶层、阶级意识还比较强，员工希望能得到确切的指令，并得到集中的管理。与此同时，团队合作和主动性这两种对于领导能力形成至关重要的行为还比较鲜见。

但是，以我的经验来说，这种抑制性的存在大多是因为随处可见的极权主义作怪，就像在共产主义的欧洲国家，一切主动行为都是危险的，一切知识都要敝帚自珍，绝不轻易示人。

因此，从我们广泛的直接经验来看，新一代的中国领导人热衷于打破固有模式，采取国际方式，也就不足为奇的了。他们一旦意识到并且理解了其他的选择，他们就会喜欢上这种通过自由选择的授权方式，以及为了公司的需要重视个性。他们会负起责任。中国的许多英雄人物都是单个的个体，如孔子、孟母、Zhu Bohu, Sun Tzu等。对于领导人的看法或许属于文化中变化最快的部分。

有一些这样的领导人确实存在，但是具有自身文化(如果现在还没有，您有必要创建一个)的业务宁愿招收一些在主动性、创造性、团队精神方面具有潜力的人员，再帮助他们进行发展。

中国文化阻碍领导能力发展

	正直	责任心	热情	交际能力
乖				
适度				
忍				
谦卑				
间接				
猜疑				
自我保护				

我该如何发展领导能力？

确实，领导能力是无法教授的，但是可以通过经验来学习。每个人都可以学习领导能力。每个人都具备领导能力的潜能，只不过需要通过正确处理个人挑战来实现，并且由此获得领导行为。

领导能力只是一种行为，而行为是习惯性的行动，而且是身心兼顾的。因此新的行为即新的习惯，形成新的习惯便是改变旧的习惯。但是改变习惯需要时间，需要坚持，也需要力气和意志的投入。形成坏习惯远比形成好习惯容易，岂不是很不公平？实际上，这是一个练习与巩固的过程。要改变你的行为，您只需经常做一些事情就行了。您可以依靠冲劲开始从事某事，但要持续下去，还需要习惯的力量。

重视领导能力发展的机构应当选择一种历时较长，能够改变行为并且结合冲劲、经验与仪器的过程。人们需要养成习惯，自信地认识并处理工作中遇到的个人的挑战，以及在机构的较为广阔的目标框架内，设立并达到各自相应的领导能力目标。机构将会获得相应的投资回报。

烟火还是烈火？

常规的为期两天的会议，或者为期一周的领导能力项目，对于那些满足于烟火的昙花一现式的美景的人们，是相当不错的。

中国文化阻碍领导能力发展

	协同合作	主动	优秀
乖			
适度			
忍			
谦卑			
间接			
猜疑			
自我保护			

案例分析、概括论述或户外冒险，与实际的差距以及日常的个人或机构的需要几乎毫无关联，而对于日常工作没有直接的应用价值，就意味着仅仅是娱乐而已。那些向往烈火持久燃烧的人们则需要找一些专家，他们懂得领导能力发展所需要的特殊技巧、项目和记录。在中国，领导能力发展上最振奋人心的是，这仅仅是个人发展的一个方面，而且这种个人发展的新趋势无疑是中国最根本的一场革命，这是一个全新的阵地。

新一代中国人对国际领导能力理念作出了积极的回应，而且基本上在面对变革时是与西方人同样地开明。他们认识到国际领导能力的做法能够有效地帮助他们在新的全球环境中实现目标、挖掘他们的潜能。

在世界范围内，有证据证明：领导能力是可以学习的。在这里同样可以-中国，正在走向世界。在领导职位上的人有机会，或许也有人说是有责任，在这个新的阵地上开拓一片新天地。

您能不这么做吗？您想要烟火还是烈火呢？

Alan Babington-Smith是开疆咨询(上海)有限公司北京办事处的经理，开疆咨询受美国领导管理发展中心LMI的许可，在中国开办。Alan衷心感谢上海AmCham提供关于中国文化的图表。LMI在世界各地60个国家培养发展领导人已有40年的历史。在中国的北京、上海、深圳、天津等城市，LMI拥有一支30多人的全职专业队伍，为中国的领导人发展贡献力量。

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Understanding the Legalese: Chinese Labour Law

Basic knowledge about Chinese Labour Law and the compulsory content of a contract are essential for employees and employers. Four points from the working contract law are key ingredients of every contract and must be followed. Matthias Schroeder, advisor for Guo & Partners Law, has a look at the essentials.

What appears to be a new insight for some expat HR managers is the fact that Chinese Labour Law does not differentiate between foreigners and nationals. It is applicable to all employees having a working relationship within the territory of the People's Republic of China. [1] Basic knowledge of Chinese Labour Law is the key to successful strategic Human Resources management and a crucial part of any business activity in China. The following outline will enable you to avoid mistakes when recruiting personnel, when drafting working contracts, or when dealing with authorities in the respective field.

The legal basis for labour relations is an individual contract, an agreement that establishes the labour relationship between an employee and an employing unit. According to case law, an employer is legally bound to fulfill the obligations of Chinese Labour Law, even if no contract has been signed but the employee can prove an actual 'labour relationship' with the employer. That would cover all the 'ayi' working for Foreign Invested Enterprises cleaning the offices or cooking for staff.

Even though many FIEs are engaging HR service agencies to deal with the employment matters related to local personnel, it is necessary to know Chinese regulations, since the service agencies are bound by Chinese Labour Law and thus the regulations will have an effect on employees and employers.

The Essentials

An excerpt of the compulsory content of a working contract, according to Article 19 of Chinese Labour Law [2], will serve us as a guideline through our legal thread:

[1] Term of a labour contract

[2] Working conditions

[3] Labour remuneration

[4] Conditions for the termination of the labour contract

First: Fix the Term of a Labour Contract

In China, all forms of working contracts are permissible; fixed-term contracts, non fixed-term contracts, and contracts stipulating the completion of a specific assignment as a term. At present, it is common practice for FIEs to conclude annual renewable contracts in general. This does not prevent the inclusion of articles concerning long-term benefits and the like, which become effective once the contracts are renewed.

After ten years of annual renewal of an employment contract, the labourer is entitled to request a labour contract with a non-fixed term. A probation period is also provided for in the Labour Law. It is, however, limited to a period of six months. For short-term contracts, special regulations stipulate a much shorter probation period, depending on the term of labour contract. For a contract under 6 months, the maximum probation period is 15 days. Between 6 months to less than 1 year, the limit is 30 days. From 1 year upwards to within 2 years, the limit is set at 60 days.

Second: Establish the Working Conditions

It is obvious that the employer must strictly implement the rules and standards of the State with regard to occupational safety and health. Charged with the task of drafting the respective regulations is the State Administration of Work Safety (SAWS).

The normal working hours are eight hours a day and not more than 44 hours a week on average, with at least one day off a week. Working hours may be extended as necessitated by the business operation, after consultation with the trade union and labourers. In general, the extension shall not exceed one hour per day and in exceptional cases, three hours per day.

Be that as it may, when exceeding working hours, the employing unit has to pay labourers at a rate higher than that for normal working hours. If an extension of working hours is arranged, the employer has to pay not less than 150% of the normal wage. If the work is arranged on a normal day off, it is 200% and on statutory holidays, 300% . In the case of work on normal days off, the employing unit is allowed to substitute additional remuneration with time off .

Take the example of a Mr. Gu, who won compensation from his former employer, a clothing manufacturer in Shanghai, for outstanding overtime pay over a period of several months, despite two appeals by the employer. Besides one-month's wage compensation for the company's failure to issue a 30-day dismissal notice, Gu's compensation for overtime was calculated according to 150% of his normal salary for overtime performed on regular working days, and 200% for overtime performed on weekends.

The gap between praxis and theory could not be greater when it comes to overtime work. In contrast to the Labour Law, most contracts expressly exclude any payment for exceeding working hours. It is due to a lack of awareness of this contravention of Labour Law that claims from employees are hardly ever seen.

If the employee has worked for the company for more than one year, the Labour Law grants an annual vacation with pay, for which no minimum is prescribed. In practice, 7 to 15 days are commonly given to Chinese employees. In addition to that, the employer must grant holidays with pay for New Year's Day, the Spring Festival, International Labour Day and National Day.

Third: Identify the Labour Remuneration

The State has implemented a system of guaranteed minimum wages set by local governments, who base their calculations on local conditions. The divergences from minimum wage levels are spectacular and testament to the dramatic regional variation in wealth. In Shenzhen, the minimum wage is more than double that of Gansu . In Beijing, the minimum salary is currently 495 RMB per month, while in Shenzhen it is 610 RMB.

The average salary increases constantly, owing to the fast growth of the Chinese economy. In 2003, the average salary of an employee in cities reached 14,040 Yuan per annum. That figure is more than 20 times higher than the average salary in 1978.

What is of increasing importance for FIEs is the principle of payment according to work and equal pay for equal work, from Article 46 of China's Labour Law. There is a trend of replacing (expensive) expatriates in management positions with local personnel. If exactly the same position is taken over by local personnel, it could give rise to a claim requesting the same pay or at least not remarkably less than that of the predecessor.

Another feature of the Chinese salary system is the incentive system. For many employees, salaries are divided into a base salary and a part as individual remuneration for work performed.

Often, employee remuneration comprises additional benefits like meal allowances. The main reason for this is to save income tax and social security payments. As a matter of fact, ways to save on taxes are very limited. There are certain allowances which reduce the taxable income of employees. They are stipulated differently in different regions. For Beijing, there are seven altogether. These include a 'one-child allowance', 'baby-sitter allowance', 'business travel allowance', 'meal outside the company allowance', 'allowance for non staple food for the family', 'heating allowance', and 'allowance for children's milk'.

Some FIEs contribute to these allowances with the incentive of reducing taxes and providing a better income for their employees. In most cases that is an error. These allowances are subject to specific criteria.

The heating allowance, for instance, requires the employee to have his own flat. To draw the money from this allowance at the end of the year, the employee has to show a certificate of house ownership and proof of heating expenses. They will then receive what the employer paid in during the year (a maximum of 120 RMB).

Employers are sometimes not aware that their employees never get a cent of what they provide for in the contracts they sign with HR service providers. The same applies to the other benefits mentioned. All of them are restricted in their amount

The most common allowance is the meal allowance. In Beijing, it is limited to 3.2 RMB per meal and is subject to other requirements. A meal allowance of several hundred RMB will not reduce taxes at all but could lead directly to fines or to retroactive payments.

Fourth: Configure the Exit-Conditions for the Termination of a Labour Contract

Dismissals are dealt with in two forms: summary dismissal and dismissal by notice. Be that as it may, the common practice of having annual

renewable contracts takes a lot of pressure off HR officers. Even if there is the need to end a working contract earlier, the Labour Law allows this and employees are not greatly protected. Grounds for a summary dismissal could be that the employee:

- has not proved to be up to the requirements of the position during the probation period
- has seriously violated labour discipline or the rules and regulations of the employing unit
- has caused great losses to the employing unit through gross neglect of duty or malpractice for personal gains
- has been investigated for criminal responsibility in accordance with the law

A dismissal on 30 days notice is possible when the objective conditions taken as the basis for the conclusion of the contract have changed so greatly that the original labour contract cannot be carried out or where the labourer is unqualified for his work and remains unqualified after training. Finally, there is always the possibility of a cancellation of the contract by agreement of both parties. Cancellations other than summit dismissals are subject to economic compensation (Art. 28).

In certain cases, termination of the contract is not possible. This applies to employees who have lost the ability to work due to occupational disease or work-related injuries or who are receiving medical treatment for disease or injuries, or to female staff members during pregnancy, puerperal, or breast-feeding periods.

Conclusion

Both a lack of detailed understanding of Chinese Labour Law on the part of employers and a general lack of awareness of rights on the part of employees have led to inconsistencies between Labour Law theory and practice. Understanding the implications of this law enables employers to draft the necessary protections and avoid

labour disputes, while employees stand to benefit by seeking enforcement of the labour rights granted to them under this law. Basing recruitment and drafting of working contracts on a solid comprehension of these four essentials can help recruitment managers give proper effect to their remuneration and hiring policies.

[1] Art. 2 Labour Law of the People's Republic of China effective as of January 1, 1995

[2] All Articles mentioned refer to the Labour Law of the People's Republic of China effective as of January 1, 1995 if not otherwise stated in the text.

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了解中国劳动法

了解中国劳动法的基本知识和劳动合同的基本条款对用人单位和劳动者都至关重要。劳动合同法规定的四点要素是每个合同的重要组成部分，也是必须遵循的原则。北京天睿律师事务所顾问，马思德先生，对劳动合同的四个基本要素有相当的认识。

中国劳动法在对外国人和中国人同等对待这一点上对不少外国人力资源经理来说都是新鲜的。中国劳动法适用于在中华人民共和国境内一切有劳动关系的劳动者。¹了解中国劳动法知识对成功地进行人力资源战略管理和在中国开展业务都有非常重要的意义。下面的内容将有助于在招聘人员、起草劳动合同、与劳动管理部门交涉时避免出现错误。

建立劳动者和用人单位之间劳动关系的个人劳动合同是劳动关系的法律基础。根据判例法规定，用人单位和雇员之间即使没有签订书面劳动合同，只要雇员能够证明其与用人单位之间已经形成实质性劳动关系，用人单位就应根据法律规定履行法定义务。据此，在外商投资企业里承担清洁或烹饪工作的“阿姨”也被包括在劳动法保护范围之内。

尽管许多外商投资企业委托人力资源服务机构来处理本地雇员事宜，但由于这些服务机构受中国劳动法制约，这使得外商们也必须了解中国劳动法。因此，中国劳动法对用人单位和劳动者都有制约力。

基本条款

根据中国劳动法19条²，劳动合同的基本条款如下：

- (1) 劳动合同期限
- (2) 劳动条件
- (3) 劳动报酬
- (4) 劳动合同终止条件

第一， 确定劳动合同期限

在中国，各种形式的有期限的劳动合同都是被允许的，包括：固定期限劳动合同，不固定期限劳动合同以及以完成某件特定事项为期限的劳动合同。目前，每年更新劳动合同是外商投资企业的通行做法。这并不妨碍一些关于长期福利以及类似内容的条款在合同更新之后生效。连续为一用人单位服务10年以上的劳动者有权在任何时候请求终止劳动合同。

劳动法也规定了试用期，其期限不得超过6个月。对于一些短期合同，依据合同期限规定更短的试用期。期限在六个月以下的合同，试用期最长为15天，在六个月至一年的，试用期不超过30天，一年至两年的，试用期不超过60天。³

第二，确定劳动条件

用人单位应该严格遵守国家有关劳动安全和卫生的规定和标准。各类有关劳动安全与保障的规则由国家劳动安全与保障部(SAWS)起草。

正常的工作时间是每天8小时，平均每周工作时间不超过44小时，一周至少休息一天。若由于业务发展需要，确实需要加班，需与行业协会和劳动者协商。一般来说，加班时间每天不超过一小时，特殊情况下每天不超过三小时。

对于加班时间，用人单位必须支付高于正常劳动时间的工资。一般的加班，用人单位必须支付不少于正常工资的150%，在休息日加班，必须不少于工资的200%，在法定节假日，则为原工资的300%。用人单位可以不支付额外工资的唯一情况是：加班时间在休息日，而用人单位能够安排其他时间以弥补劳动者休息日。

以谷先生为例，他曾工作过的上海某制衣厂，虽然两次遭员工控诉，但仍连续几个月要求加班且支付高额加班费。被这家单位解雇之后，他除了获得一个月工资作为单位未提前30天通知解雇的补偿外，还获得一笔加班费。正常工作日加班以原工资的150%支付，周末加班以原工资的200%支付。⁴

在加班问题上，理论和实践的距离相去甚远。与劳动法悖悖，许多劳动合同中特地避免有关加班费的条款。导致这一现象的主要因素是劳动者缺少向用人单位索要加班报酬的意识。

根据劳动法，为用人单位工作一年以上的劳动者享有带薪年假的权利。实践中，中国员工带薪年假时间为7－15天。此外，用人单位还必须准予员工下列带薪节假日：新年、春节、国际劳动节和国庆节。

第三，确定劳动报酬

国家贯彻执行最低工资保障制度。最低工资是由地方政府依据地方生活条件计算出。各个地方的最低工资标准和财富差距相当大。深圳最低工资高于甘肃最低工资两倍。⁵目前北京最低月工资是495元，深圳是610元。

由于中国经济的快速增长，平均工资增长很快。2003年，城市员工年均工资达到14040元，比1978年高出20多倍。

中国劳动法46条规定的按工作支付工资和同工同酬的支付原则对外商投资企业有非常重要的意义。雇佣本地员工从事管理工作以代替外国员工（外国员工成本太高）成为一种趋势。若一个本地员工接任一个以前由外国人担任的职务，他很可能要求被支付与前任一致或至少不明显低于前任的工资水平。

中国工资体系的另一个特色是激励体制。很多员工的工资由基本工资和绩效工资两部分组成。工资通常包括其他一些诸如餐补的福利。以补贴的方式支付工资的主要目的是减少个人所得税和社会安全费用的支付。事实上，减少个人所得税的方法很少。通常通过补贴的方式减少个人可征税收入。不同地区的规定也有所不同。北京一共有七种补贴，即独生子女补贴、托儿补助费、外埠差旅费补贴、市内误餐补贴、家庭副食补贴、煤火费补贴、奶粉补贴。

一些外商投资企业出于减少税收的目的支付这些补贴，以此来提高员工的实际收入。但在很多情况下这并不可取。支付这些补贴有特殊条件限制。以取暖补贴为例，取暖补贴要求员工有自己的房子。年底领取取暖补贴（一年最多120元）时，员工必须出具房产证明和取暖费用证明。有时，用人单位并没有意识到在其与人力资源服务者签订的合同中所涉及的员工待遇，其员工并没有享受到。以上提到的同样适用于其他福利。所有福利待遇在数目上都有严格限制。饭补是最通常的补贴。北京饭补严格限制在每顿3.2元以下，同时还有其他一些要求。几百元的饭补根本不能减少税收，反而可能直接导致罚款或者至少是滞后税。

第四，劳动合同终止条件

解雇分为随时解雇和通知解雇。每年更新合同给人力资源部带来很大压力。即使有提前结束劳动合同的必要性，且在法律允许的情况下，劳动者仍没有得到很好的保护。

在下列情况下用人单位可以即决解雇劳动者：

- 试用期内被证明不能适应工作要求；
- 严重违反用人单位的规章制度和劳动纪律；
- 由于疏忽大意或为个人私利而玩忽职守对用人单位造成巨大损失；刑事犯罪。
- 客观条件发生变化致使原来合同无法履行，或劳动者不能胜任工作且经过培训之后仍不能胜任工作。

在上述情况下，用人单位可于30日之前发出书面通知，解除劳动合同。最后，合同双方可以通过协商方式解除劳动合同。根据劳动法28条，除即决解雇以外的解除劳动合同，用人单位需向劳动者支付经济补偿。

下列情况下，劳动合同不能解除：

劳动者因职业病或工伤丧失劳动能力；
接受疾病或工伤治疗期间；
妇女在怀孕、分娩和哺乳期间。

小 结

用人单位缺少对劳动法具体知识掌握、员工缺乏劳动法权利意识导致劳动法理论和实践的矛盾。深入理解劳动法内涵，有助于用人单位事先制定必要的保护措施以避免出现劳动争议，而员工则借助于实现劳动法赋予的权利而获益。在深入理解劳动法这四点要素的基础上进行招聘和签订劳动合同对招聘经理制定薪酬制度和招聘政策非常有效。

Notes for Labour Law:

1. 《中华人民共和国劳动法》于1995年1月1日生效。
2. 文中若没有特别说明，本文中涉及到《中华人民共和国劳动法》条款，生效日期为1995年1月1日。
3. 劳动仲裁与诉讼网，2004年8月1日，
<http://www.ldzc.com/law/alfx/225226.html>
4. 上海第二中级人民法院，劳动仲裁与诉讼网，2004年7月9日，
<http://www.ldzc.com/law/ldbc/0229.html>。
5. 陈约翰，《中国劳动法反思》载于《亚洲劳动快讯》
(www.amrc.org.hk/4603.htm)

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Stock Options, a More Tax-Efficient Incentive

Gus Kang and Vincent Pang from Deloitte Touche Tohmatsu Beijing evaluate the advantages of shareholder remuneration in China.

Stock options have been used as long-term incentives in compensation plans in China for many years. The inclusion of stock options was first introduced by multinational companies. Today, many Chinese companies have adopted stock options as one of the most effective incentives in attracting and retaining employees, especially at the pre-IPO stage. Seven years ago, the State Administration of Taxation (SAT) issued a circular, Guoshuifa [1998] No.9 (circular 9 to administer the taxation of income from stock options. However, many taxpayers have indicated that the tax provision in Circular 9 may not have achieved the goal of making stock options attractive from a taxation point of view.

Thus, on March 28, 2005, the Ministry of Finance and SAT jointly issued circular Caishui [2005] No.35 (circular 35 with the effective date of July 1, 2005. In addition to the provision of more detailed guidelines on the taxation of stock option income and other related income, it also stipulates a different methodology in computing IIT, which may result in substantial decreases in the Individual Income Tax (IIT) burden to taxpayers. Under Circular 9, it was necessary to add stock option income to monthly employment income when computing the respective IIT. If the amount of stock option income was too large the taxpayer had the option of spreading the stock option income over a period of 6 months when computing IIT.

Now, under Circular 35, IIT on stock option income is computed separately. As such, the IIT cost is not affected by the monthly salary amount and the taxpayer may enjoy the lower tax bracket for stock option income. In addition, stock option income may be divided by a maximum of 12 months when determining the applicable IIT rate.

Monthly salary (RMB)	IIT Under Circular 35 (RMB)	IIT Under Circular 9 (RMB)	Percentage Decrease in IIT cost
10,000	43,500	60,000	28%
30,000	43,500	72,000	40%
50,000	43,500	84,000	48%
80,000	43,500	102,000	57%
100,000	43,500	108,000	60%

Big Impact

To illustrate the impact of Circular 35, we have provided below a sensitivity analysis on the IIT on stock option income at different monthly salary levels by assuming a stock option income of RMB 240,000 and that the stock option income may be divided by the maximum of 12 months:

As the figure shows, Circular 35 provides a significant tax break and an increase in tax savings with higher salary levels. In addition, it is worth noting that Circular 35 does not prohibit the number of times employees may exercise their tax options within the tax year. As such, it appears that IIT cost can be further reduced by exercising stock options multiple times within the tax year. With the availability of the above tax breaks, stock options have become an even better incentive tool than before.

Even though Circular 35 provides employees with great news, it also stipulates more detailed reporting requirements for employers and emphasizes penalties for non-compliance.

As such, Circular 35 also serves as a signal to the general public that the Chinese tax authority is paying closer attention to the tax administration of stock option income.

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股票期权 --更有效的税务激励手段

德勤华永会计师事务所有限公司北京分所的康成守先生、彭晓峰先生评估在中国实行股东酬劳的优势。

在中国，股票期权作为一种长期激励员工的手段已有多数。它首先为跨国公司所采用，现在，许多中国公司也采用股票期权计划，并将其看成是吸引和保留高端人才的最为有效的激励手段之一，尤其是在公司处于上市前的阶段。七年前，国家税务总局曾颁布了国税发[1998] 9号文(以下简称“9号文”)，用以规范股票期权收入的税收征管。然而，据众多纳税人反映，从税务角度来看，9号文的条款也许并没有达到股票期权激励的目标。

因而，财政部和国家税务总局于2005年3月28日联合颁布了财税[2005] 35号文(以下简称“35号文”)，该文自2005年7月1日起开始执行。35号文除了对股票期权收入和其他相关收入的税务问题提供了详细的指引外，还规定了不同的计算个人所得税的方法，这个方法将大大降低纳税人的个人所得税负担。依据9号文规定，在计算个人所得税时，股票期权所得需要并入员工的当月工资薪金所得中计税。如果股票期权所得数额一次收入“较多”，纳税人在计算个人所得税时，可以在不超过6个月的期限内将其平均分月计入工资薪金所得中计缴个人所得税。

现在，依据35号文的规定，股票期权所得的个人所得税将单独计算。因此，个人所得税负担就不会受员工每月工资薪金所得数额的影响，纳税人的股票期权所得可以再次享受低档税率的优惠。此外，股票期权所得最长可以分摊到12个月并以分摊后的数额确定个人所得税的适用税率。

股票期权产生的影响

为更好地阐述35号文的影响，我们将用以下图表来分析不同月薪水平下股票期权所得的个人所得税数额。假定股票期权所得为RMB240,000，该股票期权所得可以摊足12个月：

月薪 (人民币)	依据35号文规定计算的 个人所得税 (人民币)	依据9号文计算的 个人所得税 (人民币)	个人所得税负担 降低百分比 (人民币)
10,000	43,500	60,000	28%
30,000	43,500	72,000	40%
50,000	43,500	84,000	48%
80,000	43,500	102,000	57%
100,000	43,500	108,000	60%

正如上面的数字显示，35号文提供了相当可观的节税效果，随着每月工薪水平的增加，获得的节税数额也随之增加。此外，值得注意的是35号文并没有限制在一个纳税年度内股票期权的行权次数。因此，在一个纳税年度内多次行权可以获得进一步的节税效果。鉴于可以获得上述节税利益，与以前相比，股票期权会成为更好的激励手段。

尽管35号文对雇员来说是一个好消息，但是该法规对雇主规定了更为详细的申报要求，强调如果不遵守这些申报规定将会受到相应的处罚。因此，35号文也向公众发出了一个信号，即中国税务当局对股票期权所得的税收征管问题将更为关注。

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人才留用在中国

翰威特咨询(上海)有限公司的费杰诗女士解释人才去留的缘由及最佳雇主的运作方式

自加入WTO开始,中国逐渐成为了全球商业舞台上的一个重要的角色。WTO的加入,不仅使中国在经济上获得了巨大的外商直接投资,同时也带来了国内和国外公司之间日益激烈的竞争。简单的在中国市场上露一下面已经不能再发挥其曾经的竞争优势,现在成为行业领袖已经变得越来越重要。同样地,格言所说的"员工即公司"被一再证实。然而,或许很难相信在竞争越来越激烈的中国,这个拥有13亿人口的国家存在人才短缺的现象。

Eric Fiedler, 翰威特咨询公司---全球领先的人力资源实施管理和人力资源管理咨询公司亚太区总裁解释说: "中国近年来已经经历了惊人的增长, 但是企业仍然认为寻找拥有足够经验、有才能并能帮助企业持续发展的员工变得越来越困难。必须依靠组织的力量发展和留用高技能的员工才能获得持续的成功, 并且企业想要在未来的发展中保持持续增长, 那么留用关键人才变得日益重要。"

Fiedler先生的观点是有据可查的。翰威特咨询公司近来进行了第三次中国最佳雇主的研究活动, 此项活动继续探究企业的经营业绩与企业内部人力资源管理实践之间的关联性。在研究过程中, 参与研究企业的首席执行官们都强调员工的吸引和留用将会是企业今年或未来三年增长的挑战。今年的获胜企业---最佳雇主---都关注于维持一个高敬业度和受激励的员工群体帮助推动企业的未来。我们能从这些企业中学到很多关于员工吸引、激励和留用方面的经验。

高度的员工敬业度

高敬业度的员工比其他员工对企业更为忠诚。最佳雇主们采取一切方

法保持员工敬业度, 保证他们对企业的积极态度, 并使他们的员工主动地要求成为企业的一员, 愿意帮助企业完成目标。2005中国最佳雇主研究中的平均员工敬业度达到了令人瞩目的75%而其他参与研究的企业此项数值仅为50%。最佳雇主的员工很少会想离开企业, 并且相信未来成长和发展机会的存在。

波特曼丽嘉酒店已经连续三次被评选为"最佳雇主"企业, 并且始终能理想地把员工流动率保持在16-18%。丽嘉酒店的人力资源总监Lawrence Chi, 解释了为何他们能保持这样低的员工流动率: "我们一直坚持把最适合的人放在最合适的岗位, 并且在员工踏上岗位时就要保证他们是高度敬业的。激励和留用员工重要的一条就是让员工知道他们是团队中价值的一部分, 而且我们始终强调每一位在丽嘉酒店工作的员工都为酒店的成功作出了贡献。从基层员工到高级管理人员-我们对每一位员工做出的成绩表示感谢-我们让员工看到我们对他们作出的努力表示感谢。我认为这就是为什么员工一直留在酒店工作的原因之一。"

研究还发现参与研究公司中最普遍的三大员工敬业度驱动力。首先是薪酬。员工对薪酬跟他们的贡献相匹配与否对他们的敬业度起到很大作用。最佳雇主们保证他们的员工能获得公平的报酬, 无论是通过固定薪酬或浮动薪酬。

其次, 员工敬业度能从合理的组织结构中得到提高。最佳雇主们保证企业的组织结构, 规章和流程能帮助员工做他们的工作, 提供必要的工具和资源以提高生产力, 创造一个理想的工作环境, 能帮助公司完成目标。

第三点, 员工敬业度受员工对职业发展的看法所影响。最佳雇主们懂得使员工发挥最大价值必须让他们觉得在企业中有未来的发展。雇主对员工发展进行投资, 提供他们在任务和挑战中的发展机会; 以及提供培训帮助他们学习有用的技能。

强有力的领导

领导力在人员留用中起到了一个关键作用: 领导的工作方式、他们的想法怎么影响自身的行为, 以及他们怎么在员工中创造激情和自豪感。今年的最佳雇主表现出与其他企业在领导力经验, 关注点和质量上的巨大不同。最佳雇主的领导者有激励员工的能力, 并且是以开放的, 平易近人的和可信任的方式进行的。最佳雇主的员工相信他们的领导能够帮助他们平衡个人与公司之间的利益并且愿意留在企业工作。

大力关注发展

最佳雇主们懂得要解决人才短缺的问题, 他们必须从企业内部着手。这些公司能够合理构建、利用系统和组织结构, 支持学习和发展, 从组织内部培养未来的人才。当公司需要吸引和留用低流动和高潜能的员工时, 企业可以通过

导师计划和轮岗委派的方式。但是最佳雇主们不会仅仅通过这些方法; 他们通过一个正式的绩效管理流程让领导者对人才发展负责。最佳雇主们知道要在竞争环境中取得领先, 他们必需培植自己的员工, 而不是完全依靠市场提供。同样的, 尽管传统的直接晋升机会很少, 波特曼丽嘉酒店在这方面依然做得很出色。Chi解释道: "作为在中国大陆地区唯一的一家丽嘉酒店, 通常的内部晋升机会就会非常少。为了解决这点, 我们将员工的培训重点放在专业宽度上而不是深度上。也就是说我们的员工能在酒店体验不同的职位, 以帮助他们发展不同的技能。员工能在职业道路上不断提高, 发展多种技能, 并且在酒店需要的时候能担当不同于他们平时工作的角色。"

以上三点对公司而言不仅是能否赢得人员留用竞赛的关键, 同时也是任何企业获得长期成功的关键。Fiedler说道: "我们多次在全球范围内的最佳雇主研究中发现: 激励和留用员工, 企业必须创造让员工能获得价值感的工作环境和完成工作的成就感, 以及能获得他们需要的指导和支持。员工能看到在公司内他们有明确的未来发展, 并且从内心里他们感到这是他们所需要的。当失去这些前提时, 企业将很难留用好的员工。"

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Goodbye China Price?

There has been an increase in the price of raw materials, wages and land-use rents, and at the same time increasing competition has resulted in a decline in prices for products. This leads to a cut in profit margins for multinationals. It is now necessary for them to relocate their profit areas. Journalist, Mr. Wang Yiding states the facts.

LG is a Korean multinational company which has been running its business in China for over 10 years. Mr. Lu, who was in charge of the Chinese market during its first 10 years, adopted the slogan 'Become the Chinese enterprise that the Chinese people like', and turnover increased in that period by 50% annually. The LG brand is popular because of its wide selection of goods, ranging from home electrical appliances to cosmetics and raw chemicals. China has become the largest production market from the OEM basement of LG, with a 10% share of LG's global market share. The Chinese market has become LG's most robust production, distribution and research location.

However, LG is now facing problems it has never encountered before. Mr. Sun Jinbang, the current managing director in China, told us that 2004 was a "shaky" year for LG. He said: "The impact on the export sector will be neutral, because of a lower tax rate for local firms, while the EU and the US are imposing higher tariffs on Chinese imports. Meanwhile, the increase in the price level for oil and basic materials will put a strain on the exports of Chinese domestic electrical appliances. There is also an ongoing anti-dumping

investigation into LG being conducted by the EU. Threats come not only from deterioration of the market environment, but also on brand downgradings. It is the redefinition of the Chinese market that is behind the change for multinationals. In the past 20 years, the multinationals have closely linked the

Chinese market to the global economy. UBS Asian Pacific Chief Economist Jonathan Anderson showed, in his investigation, that the average return on foreign investment in mainland China is 10.4%, and GE China made a profit of \$437 million in 2003. As for Volkswagen, almost two-thirds of its profit came from the Chinese market.

But things seem to be turning around now. Not long ago, the China operations directors of the two big auto companies, Volkswagen and GM, quit their jobs for a simple reason: profits were declining too rapidly. GE said its profit in the Chinese market in 2004 declined by over 50%, to 222 million Euros (287 million dollars), while market share in China has dropped in the past four years from over 50% to 11%. In the first two months of 2005, the Chinese market for Volkswagen fell by nearly 70%; however, the managers of

the German automobile giant attributed it to statistical reasons. An analyst from Goldman Sachs forecasted early this year that Volkswagen would make a loss of 411 million Euros in China this year, which led Goldman Sachs to downgrade the earning per share of the parent company by one-fourth.

Right now, products with only the "China price" advantage are losing their edge, as more and more Chinese consumers are starting to say 'No' to cheap products. Moreover, the appreciation of the RMB and the increase in Chinese labour costs are going to challenge the advantage of the 'China price'.

Multinationals in China have to create new methods to play the game. They are adjusting market strategies to raise technological content, with faster reaction and clearer orientation of brands.

LG's new aim is to record a profit growth of 50%. Meanwhile, Sony-Ericsson brought forth more than 50 kinds of new mobile phones in half a year. More companies are thinking about shortening the product cycle, speeding up the IPO, decreasing prices, and more importantly, focusing on value management

GE Medical China has become an important global production and exporting base; while at the same time; more companies are rebuilding their high-class brands.



Siemens has consistently brought out its new LCDs and clothes dryers on the Chinese market at the same time as for the global market.

Changeover

LG has cornered the Chinese market for quite some time, due to the advantage of the "China price". Same quality, lower price has helped the Korean company handle everything smoothly. Meanwhile, LG makes up any loss of local market share with great export volume. In the Tianjin production base, 2 million out of 3 million air-conditioners every year are exported; the export price is 4 to 5 times as much as in China. However, its competitor Galanz experienced problems in 2004, with a profit of 0.05% on the sale of each air conditioner.

On the other hand, competition is now a massive challenge for LG. One employee from LG claimed that both LG and Galanz attempted to seize the market with their 200 yuan microwave oven. The low price messed up the price system when the microwave market quickly arrived at the saturation point.

However, it is not easy to sell high-profit products. Multinationals have made great profits in the mobile phone, auto and home electrical appliances fields since their entrance into the market, but profit levels have dropped sharply because of fierce competition with local rivals. By looking at pricing charts for front-loading washing machines for the past four years, it is clear that the increase in market volume is based on decreasing prices.

Haier dropped its price from 3170 yuan to 2900 yuan, Siemens from 4000 to 3000, Samsung from 3700 to 2800, a range from 500 to 1000 yuan. At the same time, the market for home electrical appliances in large Chinese cities tends to be saturated;

the diffusion rate is over 40%.

More multinationals have plans to bring their advanced technology into China, yet the issue of intellectual property rights continues to be a sore point. In reality, the cost of theft of intellectual property rights has been an important factor in weighing how the multinationals will proceed in China.

While Haier depends on customer service, Gree tries to control the sales channel using franchises, and LG relies on design to increase the price of products. CES awarded LG monitors 16 prizes at the Creative Design Awards 2005. Recently, LG launched the 360 degree solid refrigerator, applying a Yateli panel in rose red and diamond blue which goes well with many home interiors. Chinese consumers are sometimes inclined to care about the design more than the product itself, e.g., the light and thin Nokia mobile phone was once on top of the market for this reason.

Besides paying attention to products, LG is also making changes in its sales channels. The merit system changed volume assessment to profit assessment, while in stock management, the stock term was cut to 15 days, and franchisees are given no credit, so that the lost franchisees are reluctant to cooperate with LG.

On the other hand, LG began to run a customer relations management system, which is considered as an important trend for multinationals competing in China in the future. This means, offering high value configuration services instead of expensive retail products. In LG's customer management system, there are the customers who are already using LG products and may continue to do so; while another group are potential customers who have never used LG products before. The customer information databank has accessed 4.5 million people so far, and LG distribution plans to arrive at 30 million by the end of 2005, which means that one out of

every ten families in China will be using LG products.

Who is the leader?

In fact, the complicated China market has offered an immense arena for multinationals to extend their product lines and regulate structures. Kodak brought a strategy of "heading West" to advance against the secondary market. Meng Xianguang, the manager from Hong Kong, is working in Chengdu in the west of China, and introduced a camera for 99 yuan is especially promoted for the market with additional present of 4 Kodak roll film. Meanwhile, Kodak brought its film processing to mountainous areas in China. In recent years, P&G, Coca Cola and Universal have taken steps in the secondary market, after facing the competitive first market.

However, multinationals have no experience in this market. L'Oreal announced its purchase of the local brand "Xiao Hu Shi", making use of the "Xiao Hu Shi" brand and sales channels.

Who's going to win the "China price" race? There is a popular saying in the household appliances industry that, "You cannot be a master of everything, but at least be a master for a little thing still will bring you profit." Gree is good at channel control, and forming joint ventures with local major franchises; Galanz, Aux won over the market by fairly low price; while Haier depended on customer service and its own brand.

Among all the multinationals, Siemens is no doubt the biggest winner. Behrens, head of Siemens China, has always kept a low profile, but at the International Household Appliances Exposition in Oct. 2001, he announced that all Siemens enterprises have made profits. Furthermore, Siemens has not only given the market a picture of high-class home electrical appliances but a distribution analysis by Zong Yikang showed that Siemens's market share in Beijing and Shanghai is around 45%, and is among the top brands for market share in washing machines, with an average price that is 1000 yuan higher than its competitors.

Why are they still smiling?

7 years ago, Siemens entered the Chinese market. However, companies like Whirlpool of the USA, and Arisitun of Italy have already exited the Chinese market, while Electrolux is still in a transitional period.

A manager from a Siemens branch said, "Making every effort focus on production with a strong product strategy is the key factors which make sure Siemens gets ahead." Actually, Siemens has taken a similar path to certain multinationals like Sony and Samsung, which are all leading the race with high-class brands and trying to get out of the trap of the cheap "China price".

However, there is greater risk in the intellectual property field. Until two years ago, Sony was frequently trapped in patent issues, leading to the company moving its two monitor product lines back to Japan in 2003.

There is a popular TV advertisement for LG shown in Korea. On a summer afternoon, a beautiful girl is undressing after doing sport, which attracts a group of guys playing basketball who crowd around the window. At the same time, the LG air conditioner is turned on and the window starts to freeze, blocking off the men's view.

In reality, in the changeover to high-class products in the China market, these advertisements are extremely effective in creating brand awareness. More LG advertisements will be shown in China in synchronization with the rest of the world.

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再见!“中国价格”?

原材料价格在上升，工人工资在上升，土地租金在上升，而动辄血拼的竞争对手也在增多，而产品价格却在一路跳水，在华跨国公司不得不再次审视自己的利润池。

本刊记者 王亦丁



LG是在中国市场经营超过的10年的跨国公司。在第一任总裁卢庸岳上任的10年中，这家公司以“做中国人喜欢的中国企业“为口号，实现了每年超过50%的高速增长；它的产品从家用电器到化妆品和化工原材料，“中国LG”的品牌形象家喻户晓；不仅如此，凭借中韩毗邻的优势，LG从最初将中国作为出口加工基地，如今中国已经成为LG全球最大的产品市场，占到LG全球市场份额的10%，在LG的全球布局中，中国市场集采购、生产、销售、研发于一身。

然而，这家公司在去年却遇到了前所未有的困难，刚刚接手一年的LG中国区总裁孙晋邦坦言2004是“风雨飘摇”的一年，“国内企业出口退税率降低对出口的影响将持续，而欧盟、美国等市场仍将不断提高非关税壁垒。

此外，全球范围内石油和基础原材料价格上涨，也将对中国家电出口不利”，事实上，欧盟针对LG空调反倾销的调查仍然在进行中。不仅是市场环境的恶化，更大的威胁来自于品牌低端化。

转型的背后是跨国公司对于中国市场的重新定义。在过去的20年间，跨国公司将中国市场和全球经济紧紧咬合在一起，来自瑞银(UBS)亚太区首席经济学家乔纳森·安德森(Jonathan Anderso)的调查报告显示，在1993年至2003年，在中国大陆的外国投资的平均回报率是10.4%，而仅通用中国公司一家在2003年就赚了4.37亿美元。而大众2003年接近2/3的利润是中国市场提供。

但好运看来转瞬即逝。不久前，通用和大众两大汽车公司的在华业务主管离职，理由很简单，业绩下滑太快。这家汽车制造商表示，与前一年度相比，中国业务2004年的利润缩减一半以上，至2.22亿欧元(合2.87亿美元)。公司在中国的市场占有率已从四年前的逾50%下降到11%。在今年前两个月，大众在中国的销售下滑了近70%，但大众汽车的管理人员将这一结果归咎于统计原因，称公司第一季度的降幅将接近三分之一。高盛(Goldman Sachs)分析师本月早些时候预测，今年大众在中国业绩大幅下滑，将出现4.11亿欧元亏损，导致高盛将其母公司的每股收益估值调降四分之一。

仅仅生产“中国价格”的产品已经不够了，越来越多的中国消费者开始对除了价格便宜再无特色的“老三样”说不。而更大的威胁在未来，人民币汇率的升值和中国劳动力价格的上涨正在挑战“中国价格”的优势。

面对蜂拥而止的本土竞争对手，跨国公司必须拿出新的玩法。为了不被淘汰，跨国公司开始迅速调整其市场策略，更高的技术含金量，更快的反应速度，更明晰的品牌定位。LG的新目标是实现有利润的增长50%。索尼爱立信半年内推出了超过50款手机，缩短产品周期，提高上市速度、降低产品价格；而更多的公司开始在价值管理上做起文章，作为全球普及型医疗产品的生产制造基地，GE医疗(中国)已经成为全球重要生产和出口基地；另一方面，更多的公司开始利用高价值的配套服务，树立其高端品牌形象。西门子在不到半年的时间里连续推出了LCD、干衣机两款与全球同步的新品上市。

转型

长期以来，LG凭借“中国价格”的优势占领市场，“相同的质量、更低的价格”让这家韩国公司左右逢源。另一方面，这家公司长期利用巨大的出口来弥补国内销售的亏损。在LG空调的天津生产基地，每年300万台空调的产能中有超过200万台直接用于出口，出厂价格同等型号的一台空调出口的价格相当于国内的4至5倍。而竞争对手格兰仕在2004年也陷入前所未有的窘境，每卖一台微波炉可能只有0.05%利润。

不仅如此，当LG将自己放到与中国对手面对面竞争时，对手显然比自己想像的更可怕。“与格兰仕微波炉低价竞争，两家都没有挣到钱”，LG的一位内部人士称，2003年前后，LG、格兰仕先后推出了200元上下的微波炉争夺市场。当中国微波炉市场趋于饱和时，低价格竞争搞乱了产品的价格体系。

然而，在中国销售高利润的产品并非易事。在移动手机，汽车领域，家电领域，跨国公司在进入市场之初获得了巨额利润，但是因为本土竞争对手的竞争而导致利润剧减。如果回头看看过去4年滚筒洗及机的市场价格，市场容量的增长是以价格的走低为基础的，海尔的滚筒洗衣机从3170降到2900元，而西门子从4000到3000，三星从3700到2800，价格下降幅度从500至1000元不等。要知道，中国一级城市家电市场的需要已经趋向饱和，空调的普及率就已经超过40%。

在中国市场消费层次逐渐拉开之后，更多的跨国公司计划将其技术领先的产品带到中国市场，但因此而产生的知识产权问题仍然令他们头疼，事实上，因为知识产权被盗窃而损失的成本一直是跨国公司衡量中国收益的重要因素。

LG另辟蹊径，海尔依靠售后服务，格力利用捆绑经销商控制渠道，LG寄望于提升产品附加价值——设计创新来吸引中国消费者，仅LG显示器就在2005年获得美国CES创新设计16项大奖。2005年最新推出的360度立体制冷冰箱中，采用了韩国进口的雅特丽面板、玫瑰红、宝石兰将冰箱的颜色和现代家居设计融为一体。而中国消费者对于设计的关注往往超过产品本身，轻薄的诺基亚手机曾经一度独领风骚。

如果产品是LG转型高端的一翼，那么渠道的力量来实施转型则是LG的另一翼。LG加大了液晶、双开门冰箱等高端产品在一类市场的投放数量，事实上，一台液晶电视的利润相当于上百台普通29寸彩电的利润；此外，对于一线销售人员的业绩考核，由过去的数量考核转变为利润考核；而在库存管理上，现在的分公司库存提前至15天，经销商现款现货，亏损的经销商将很难与LG合作。

另一方面，LG也开始建立“客户关系管理”系统，而这被认为是未来跨国公司在华竞争重要趋势——“提供高价值的配套服务，取代高价格的零售产品”。在LG的顾客管理系统中，一种是已经在使用LG产品的顾客，通过管理并开发使这些顾客再次购买LG的产品；另一种是没有使用过LG产品的待开发客户。LG目前的客户资料已经超过450万，按照计划，到2005年，估计LG在中国的产品销售将达3000万台，中国有接近1/10的家庭将使用LG的产品。

谁来支撑“中国价格”

事实上，中国市场的复杂结构为跨国公司延伸其产品线，进行产品结构的调整提供了广阔的空间。2002年前后，柯达提出了“西进”战略，香港职业经理人孟宪光坐镇成都，柯达开始了向二级市场的进军，柯达专门为这个市场推出了99元的相机，同时附赠4卷柯达MAX胶卷，与此同时，柯达将自己的柯达彩色冲印店开进了中国山区；不仅是柯达，在最近的两年间，面对竞争

激烈并日趋饱和的一类市场，宝洁，可口可乐，联合利华都开始了其向二类市场推进的步伐。

跨国公司对此类市场并无经验，以LG为例，韩国市场接近程度很高，大卖场是其主要渠道，大面积跨省多层资渠道都是全新的课题。2003年，欧莱雅宣布收购中国本土牌小护士，利用小护士在二类市场的品牌和原有渠道，欧莱雅利用此番收购补充了其中低端产品线并掌握了进入二类市场的必要技能。

谁将最终是未来后“中国价格”时代的领跑者？以家电业为例，流行的说法是，“你可以不是样样精通，但只要精通一点也可以在中国赚到钱”。格力精于渠道控制，与当地大经销商组成合资公司来控制市场；而格兰仕、奥克斯则凭借低价格赢得市场；而海尔依靠的是强大的售后服务和多年的品牌积淀。

而在跨国公司中，西门子无疑是最大的赢家。7年前，西门子进入中国市场，如今，与其同时代、同档次的竞争对手惠尔浦、阿里斯顿已经退出中国市场，而伊莱克斯仍然处于转型之中。集中精力打磨产品，强大的产品策略是西门子保持领先的重要因素。事实上，西门子的路径代表了更多跨国公司的路径，诸如索尼，三星，凭借行业领先的扮演市场领跑者的角色，集中打造高端品牌形象，摆脱中国市场价格低廉、产品同质化的“中国价格”陷阱。

与其它跨国公司不同，西门子坚持了对中国市场世界同步水平的生产和技术投入。1999年，在与扬子合资三年仍然亏损后，西门子卖掉了全部的旧设备，引进了母公司的全新生产线，并于2000年宣布独资，并率先在中国市场推出电脑温控冰箱。而此后，西门子一直在中国市场扮演了技术领跑者的角色，中国市场的循环冰箱是从西门子开始的，而由它引发的“模糊潮”成为中国冰箱升级的主要途径，而去年，西门子面向市场推出干衣机和LCD滚筒洗衣机。两款产品的更新周期是5个月。通过全球统一技术标准（Worldwide Technical Standardization），西门子中国的研发机构与全球研发网络实现了联网和资源共享。

不仅如此，更大的风险来自于知识产权保护。过去两年间，索尼频繁地陷入了与中国公司关于专利的纠纷中，2003年，索尼将其两条显示器生产线搬回日本。

当LG陷入与中国对手在促销手段的竞争时，西门子却避免了大规模促销而导致的品牌损失。在西门子内部，海尔仍然是一个值得尊敬的对手。在滚筒洗衣机领域，两个品牌占据了接近46%的市场份额，而海尔的平均售价在3000元上下，“两个一线品牌相互咬合，没有像其它行业跳水价，才守住了这个行业的利润”。

在韩国，LG有一则相当流行的电视广告。夏日午后，宽敞的房间内一个美少女在运动后开始脱衣服，吸引了窗户外一群正在踢足球的小男孩，男孩子们挤在窗户前，此时，LG空调开启，窗户开始结冰，孩子们的视线被结冰的玻璃逐渐挡住了。事实上，中国市场面向高端的转型中，广告是最直观的品牌塑造者，那么，未来更多的LG全球同步的广告将在中国市场播放，而不仅仅是金喜善一个面孔。



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Real Estate: Important Policies 2005 and Possible Repercussions

Kitty Tan names the major changes in real estate regulations and the impact on the Shanghai market

In order to stem short-term speculation and the negative effects it has on the market, the Central Government has introduced a series of macro-economic control policies to regulate land auctions, property sales, mortgages and tax rates. These measures have been geared towards decreasing the financial risk faced by banks and creating a more healthy and balanced market.

Each municipal government has been allowed to interpret the policies according to their own circumstances. Shanghai policies focus on the mortgage transfers of residential property, the levying of business taxes, increasing the stock of affordable housing and toughening requirements for mortgages on second homes.

Market changes - Decrease in Number of Transactions

According to data provided by the Shanghai government, the number of new homes sold in May dropped to 290 a day, compared with 450 in April. Possible reasons for this drop include a decrease in short-term speculation and potential investors, who are concerned about the future of the market and the possibility of more policies being introduced, and are being cautious about entering the market. The decrease in number of sales transactions, however, is much more obvious when looking at the second-hand market which experienced a decrease of between 30 to 50% in May compared to April.

House Prices Fall

In April, the average transaction price was RMB 8,327 per square meter, a drop of 7.8% when compared with March. Two of the main reasons for this drop in the average transacted price include limited new supply of mid to high-end residential properties and large amounts of affordable housing coming onto the market.

Although some short-term investors have sold their properties in a hurry and made a loss, the majority of owners are holding on to their investments to see what will happen next. May average transaction prices for second-hand properties fell by 5 to 10% compared with the month before. Along with the fall in prices there has also been a decrease in the rate at which properties are being sold.

This is in stark comparison to last year when, 10 days before the launch of Golden Bund Garden, thousands of people turned up to be first in line for the opportunity of buying a new apartment. This level of interest in new developments has not been seen since the implementation of the new policies.

Comments

At the beginning of 2005, the market possessed some froth created by short-term speculation. However, since the new regulations were introduced, both buyers and sellers have been waiting to see what will happen next. It is believed that, after a certain amount of time, the market will recover and continue to improve.

The introduction of the new regulations has had a limited impact on commercial and retail markets, which are both expected to continue to grow. Grade A office vacancy rates are continuing to decrease and prices are continuing to rise. In addition, strong demand and limited future supply is expected to create a lot of investment opportunities before the end of 2007.

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房地产市场： 2005年主要调控政策及出台背景

Kitty Tam分析了有关房地产的政策变化及其对上海房地产市场的影响

2005年以来，出于对房价过快上涨及市场短期投机行为增多的担忧，同时为了平衡银行系统的金融风险，令房地产市场更为健康平稳的发展，中央政府从土地，商品房供应，银行信贷及税收等方面陆续出台系列宏观调控政策。各地政府根据区域的实际情况出台了相应的政策，就上海市而言，这些政策主要包括：提高中低价房的供应比例，第二套住房以上的信贷审批门槛提高，住房转按揭政策，征收住房交易营业税等。

市场反应：成交量减少

受调控政策影响,部分购房者采取观望心态。此外,开发商推迟新盘,特别是中高档楼盘的面市时间,从而令近期市场供应缩量。2005年5月上海一手住宅日均成交量为290套左右,较3月份500-700套的日成交量而言有所下降。作为对比,2004年住宅市场日均成交800-1000套。二手房市场交易量下降幅度更为明显,5月降幅估计在30%-50%之间。

整体价格略有下降

由于高档住宅楼盘供应量的缩减，及郊区中低价房的上市，拉低了近期市场整体成交均价。4月份一手住宅成交均价为8327元/平方米，较3月下降7.8%。5月份市场继续延续观望气氛，部分短期投机性客户开始抛售所持楼盘，二手住宅成交价格较4月下降5%-10%左右。

与价跌量减相对应的是，各楼盘的销售速度下降明显。对比于2005年初金外滩花园等楼盘在开盘前10天几千人抢购之场面，近期新盘销售市场抢购场面难以再现。

评论

2005年以来,上海房地产市场存有一定的泡沫,其表现集中在短期投机行为较为频繁,房价上涨速度过快。在本轮调控的影响下,短期内买卖双方均会抱有观望心态,但上海的宏观经济运行层面依然良好。相信一段时期后,市场会恢复原有的活跃态势。中长期来看,上海房地产市场仍具有广阔的发展潜力。

此外，本轮调控较少涉及写字楼和商铺零售市场。在住宅市场面临理性调整的时机下，可以预计商用物业市场将持续走旺。目前上海甲级写字楼市场的空置率持续走低，与之对应的是租金不断升高。而由于旺盛的需求和有限的供给，预计上海写字楼市场在2007年之前将会有较多的投资机会。

谭文红 小姐
第一太平戴维斯上海办事处
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"We definitely want to upgrade our assets here"



Kuno Kohler, Regional President Asia North of Ciba Specialty Chemicals, Ltd. talks with Martin Regnet and Peter Bachmann about further steps in building up assets in China, price-competition and the Chinese prospects in future R&D.

In late April, Ciba Specialty Chemicals opened its first Chinese research and development center in Shanghai's Cao Hejing Hi Tech Park. You already have two R&D centers in Asia (in Amagasaki, Japan and Mumbai, India). What are your main objectives with this new R&D center?

We believe that the Chinese economy and the Chinese market will become much more important for us in the future. It therefore makes sense to do research where we expect much of our growth opportunities. While we focus mainly on coating effects in India, the R&D center in Japan centers its activities on electronics (optical information storage and color filters/photo initiators for liquid crystal displays). In Shanghai, an important research focus is on organic pigments, especially effect pigments used industries such as packaging and paints; and coatings for the automotive industry.

The Intellectual Property Rights Situation is sometimes described as difficult for foreign enterprises operating in China. Which protective strategies do you pursue and how much patents do you own in China?

Technology and know-how protection are likewise, issues of concern for our company. It may not be as dramatic as in the consumer industry, but certainly an area to watch. Although the legislation in place is definitely of good standard, the implementation is still in its development phase. We have had some minor Intellectual Property cases, but they were not major issues. To keep problems at such a low level, we carefully select reliable partners and joint ventures we work with in order to safeguard the transfer of high-technology. Moreover, some sensible processes are protected as they are under intensive surveillance and we train our employees to be sensitive in that issue. This clearly indicates that our presence in respect to high technology is constantly increasing.



Will China be the main R&D site in future?

Overall we spent a relatively conservative part of our global R&D budget here. The major part of that budget is concentrated on the head office and this will remain as is for the moment. However, we entered the Chinese market to tap on local resources: we believe there is an immense knowledge potential, as huge numbers of chemistry graduates enter the labor market on annual basis. To develop and train these people, on the other hand, we still need at least 5-10 years. In China alone, we have 288 patents in force and 424 pending patent applications. Without a doubt, research will play a much stronger part in our China activities.

What is the main driver behind your investments in China? Do you want to gain market access or do you want to use it as a sourcing hub?

There are various drivers behind our investments to participate in China. As an example, Asia-Pacific accounts for 27% of our global sales but we only have 9 % of our assets in this continent. Thus, we need to geographically better match our global assets with sales and at the same time be closer to the market. That is why we gradually expand our capacities in Asia. China in particular, has a strategic priority, as any plan for a new investment elsewhere will first be compared with an alternative investment in China. We definitely want to upgrade our asset base further here.

You are operating in quite different segments within China. How do you integrate this in your overall operations? Which segment is currently the most interesting to you?

Regarding to our product portfolio, we are quite focused compared to other companies. In China, the textile market is to us the most important, considering the global leadership of China's textile industry. Moreover, we focus on the growing plastics industry: The chemical industry as such is growing tremendously, but still there is a huge need to import because self-sufficiency is still not present. Our additives factory in Shanghai has just doubled its capacity. Finally, the paper industry has good prospects in the near future. We've acquired the Finnish company Raisio Chemicals in 2004 and with this acquisition, we are now one of the top-tier paper chemicals manufacturer in the world. Parts of this acquisition were 2 paper chemical plants, one in Zhenjiang and one in Suzhou. But to keep our activities in the different markets well integrated, our company's philosophy is to run it as one group and not as different segments. We have centralized all

functional departments, and the different segments focus on production and sales. This company approach allows us to use synergies wherever possible. For example, we have regionalized and created two corporate organizations in Asia. Singapore is now the regional headquarter for South Asia, Australia and Southeast Asia, and Shanghai is the centre for the North Asian market.

In November 2004, Ciba announced in the media that it wants to double its sales in China by 2009 to \$ 1 billion. Are you on track for this ambitious goal?

Yes, we are. Last year, high raw material prices and some other external factors had an impact on our growth in the short run, but in the long run, we are optimistic that we will achieve our goal.

How do you want to achieve this? Your competitors have probably the same intention.

We need to gain market share, this is obvious. We have to fight not only our well known foreign competitors from Europe, Japan and the United States in the high-end market, but also strong domestic competition in the middle-end market. Most of those Chinese companies are family-run businesses. Those SMEs usually position themselves in the commodity market. At the same time, they manage to keep their costs extremely low and manufacturing capacities high, allowing for economies of scale production and aiming just for a positive cash flow rather than a high profitability.

Many people in Europe may believe money can be easily made here in China. On the contrary, it is not that easy to be successful at all. It takes time and you cannot just jump in a market and rush out with your hands full of cash. Chinese clients care much more about the price than people elsewhere. We have to convince the locals, that quality matters, and not only the price. Too often we see prospective customers running away because they found a cheaper offer somewhere else. I am quite sure; the quality of those products can not match our standards but then again, that standard is mostly good enough to compete with well established MNCs. So we have to work hard to convince them that our cost effective, high quality and innovative products and solutions pay off in the end.

China is already the 3rd biggest market for Ciba, after the United States and Germany. Is your company running the risk that you will depend too much on this market? Why not?

I don't think our strategy is that risky. Our investments in China are moderate compared to chemical giants like Bayer or BASF. Both invested several Billions of Dollars in the Chinese market. These leading chemical companies wouldn't invest so much capital if there would be an incalculable threat, and nor would we.

In fact, I think Ciba could invest much more in China. The \$20 Million for our new R&D center is just the beginning of our local research activities, and we will also continue to expand our production capacities. As our competitors we want to take advantage of what China can offer: Economies of scale production and a certain number of well educated and trained employees.

However, while there are many who are well educated in the fields of chemistry, biology and so on, there aren't many who meet requirements of a globally active company: Be it experienced in a certain field, have worked for an international company, have leadership skills and so on. Those employees are difficult to find. When magazines or newspapers report about China having an unlimited workforce, this is true in reference to the unskilled labour.

Finding and retaining the right people is a serious concern for a company like us. If China has a problem, then it is definitely the human resource issue. As a result, we need to invest much more in China specifically in management development and management training to give them the right skills and also retain them in our company.

According to China Daily, 60 % of China's consumption of chemicals is covered by imports. At the same time, 50 % of finished chemical products are exported to foreign markets. What do you think about those figures?

This is a dilemma for the chemical industry. The government wants to be self-sufficient, hence it favors domestic production. On the other hand, China depends heavily on crude oil imports from the Middle East. I think in order to lower imports; China needs much more production facilities.

However, it will take time, say years, to build them up. But

basically, there is no way out. I don't think self-sufficiency can be achieved in this business within the next few years.

Ciba Specialty Chemicals relies as well on imports; and we export at the same time to regional and global markets. As pointed out before, there is a need for us as a company to increase its production facilities in China so that we can serve our clients better.

You have been educated in Switzerland and the UK and you have worked in several Asian countries in a leading position. How do you see China and the Chinese business environment in contrast to your previous experiences?

Every country is unique and if one wants to get along with the local people, one needs to accept their culture while adhering to the company's global values. I see China going through the very same economic development as Taiwan and South Korea did in the previous decades. I can not see much of a difference there. Often, China is compared with India. The Indians have a clear advantage when it comes to human resources. Finding well educated people with experience is much easier there.

On the other hand bureaucracy and the labor unions are strong and hinder further business development. China is in this respect much more open for change.

You live now for one year in China. So far, what are the most important experiences you made in this country?

I have the greatest respect for the Chinese culture, I am impressed by the drive and determination of the people to catch up and connect with the developed world. China is growing very rapidly and I am hopeful that it will find the right balance of growth in terms of environment, economy and people. I left Switzerland 20 years ago to work overseas and no longer try to compare my host country with my country of origin. Adapting to different culture, location and people is part and parcel to living overseas and I find the Asian continent very diverse and fascinating at the same time whether we talk about culture, politics or the economics.

Kuno Kohler is the Regional President Asia North of Ciba Specialty Chemicals. He is located in Shanghai, the Regional Headquarter of Asia North, covering Mainland China, Hong Kong, Taiwan, Japan and Korea. He is a Swiss Certified Accountant and holds a Masters Degree in Asian Studies from the University of Leeds in the UK. Having held a succession of Finance positions within Ciba-Geigy from 1984 to 1994 in Australia, Taiwan and Indonesia, Kuno Kohler returned to Taiwan to head the Group Company in 1994. After the spin-off from Novartis, he joined Ciba Specialty Chemicals and moved to Singapore to be the Regional President of Asia South Region, overseeing the operations in South East Asia, Australia, New Zealand and South Asia before moving to China in 2004.



执行总裁访谈录 (1) – 柯龙 汽巴精化



4月底, 汽巴精化在中国的首个研发中心在上海漕河泾开发区揭幕。贵司在亚洲已经有了两个研发中心(一个在日本, 一个在印度), 这个全新的研发中心的主要目标是什么?

我们相信, 未来中国经济和中国市场将变得愈来愈重要。因此, 在我们期望具有增长机遇的地方做研究就变得格外有意义。在印度, 我们侧重于涂料应用方面的研究, 在日本的研发中心主要投身于电子材料(光学信息储藏和光过滤/液晶显示光引发剂)方面的研究。在上海, 我们的研究重点是有机颜料, 特别是运用在包装和涂料工业的效果颜料以及汽车工业涂料。

一些外资企业对中国的知识产权状况很难适应。贵司执行的是哪种保护性策略, 在中国你们有多少专利?

技术和知识的保护同样也是我们公司所关注的问题。它可能不像消费品工业那样引人注目, 但也是我们所关注的一个部分。尽管立法已逐步完善, 但是执法仍旧处于发展中阶段。我们有个别的知识产权的案例, 都不是很大的问题。为了把问题控制在一个较低的水平, 我们谨慎地选择我们的合作伙伴, 以护卫我们高新技术的转移。此外, 一些

"我们当然要在这里升级我们的资产"

汽巴精化北亚区域总裁柯龙与任天翔和博贤伟谈进一步增强在中国的资产价格竞争和未来研发方面的前景

敏感的工艺在严密的监视之下, 我们培训员工要在这个问题上具有敏感性。很明显, 我们在高新技术方面的实力正在不断加强。

未来中国会成为主要的研发点吗?

整体而言, 中国的研发经费占我们全球研发预算的很小部分。预算经费主要集中在总部, 就目前而言还会继续这样的分配。尽管如此, 我们还是要进入中国市场以利用本地资源: 我们相信这儿有巨大的知识潜力, 因为每年都会有许多化工专业毕业的大学生进入劳动力市场。从另一方面讲, 要发展和培养这些人才至少需要5至10年的时间。仅在中国, 我们就有288项有效专利, 424项待审批的申请。毋庸置疑, 研发在中国的经营活动中将扮演越来越重要的角色。

在中国投资的主要动力是什么? 贵司是想赢得市场准入机会还是把中国当作采购中心?

促使我们在中国投资的动因有许多。举例来说, 亚太区的销售额占全球销售额的27%, 但是我们在亚洲的资产只有9%。因此, 我们需要更好地把资产与销售额相匹配, 与此同时, 更加接近市场。这就是我们逐步扩大亚洲产能的原因所在。特别是中国具有战略优先地位, 若在其它地方有新的投资计划, 那么首先就将此与在中国的投资选择作一番比较。我们当然要在这里进一步升级我们的资产。

贵司在中国有4个不同的业务部门。你如何将这4大业务部门纳入整体的运营当中? 目前你对哪个业务部门最感兴趣?

与其它公司比较而言, 我们的产品组是相当集中的。鉴于纺织工业在中国的领导地位, 纺织品市场对我们是最重要的。此外, 我们还关注增长的塑料工业: 此类化工工业增长十分迅猛, 但是仍旧不能自给自足, 部分需求还有赖进口。我们在上海的添加剂工厂的产能已经扩大为原来的一倍。再者, 造纸工业亦有良好的前景。我们在2004年收购了瑞升化学品公司, 现在我们是世界顶级造纸化学品制造商之一。在镇江和苏州的两个造纸化学品生产厂是此次收购的组成部分之一。为了确保我们在不同市场的运营活动能够融为一体, 公司的价值观是以一个集团的形式运行而不是分不同的业务部门。我们集中所有的职能部门, 而不同的业务部门则专注于产品和销售。这种方式让我们无论在何种情况下都可以增强协作。举例来说, 我们在亚洲创建了两个集团的区域性组织。新加坡是南亚、澳大利亚和东南亚的区域总部, 而上海是北亚市场的中心。

2004年11月, 汽巴在媒体上宣布到2009年公司在中国的销售额要达到10亿美金。你们是否正循着这个目标前进?

是的。去年, 较高的原材料价格和一些外部因素对我们的短期运营有一些影响, 但是从长远看, 我们对实现这个目标保持乐观。

贵司要如何实现这个目标? 你们的竞争对手可能有同样的目标。

很明显，我们需要赢得市场份额。我们不仅要与高端市场的知名跨国公司竞争，还要与中端市场的强大的国内竞争对手竞争。国内很多的公司都是以家族形式运行的。 那些公司通常定位在日用品市场。同时，他们把成本控制得很低，制造能力强大，能够进行规模化生产，他们的目标仅仅是确保手头可支配的现金流，而不是实现盈利。

很多欧洲人可能认为在中国赚钱很容易。其实不然，要获得成功根本没那么容易，这需要时间。你不可能跃入市场之后就马上双手捧着现金奔出市场。中国客户比任何地方的客户都更介意价格。我们必须说服客户质量是关键，而不仅仅是价格。经常有预期中的客户与别家签订了合同，就是因为他们找到了更便宜的价格。我很肯定，那些产品的质量不能与我们的标准相提并论，而我们的标准是足够与优秀的跨国公司进行竞争的。所以我们必须努力地让他们相信成本的绩效性，优秀的品质、创新的产品和解决方案最终是会得到回报的。

中国对汽巴而言是继美国和德国之后的第三大市场。贵司是否会因为太依赖这个市场而承担一定的风险？为什么不会？

我认为我们的策略不会有很大风险。我们在中国的投资相对拜尔或者巴斯夫等化工巨头实属中等水平。拜尔和巴斯夫在中国市场投资了几十亿美金。如果有不可预计的风险，这些化工巨头不可能作巨额投资，我们也不会投资。

事实上，我认为汽巴可以在中国追加投资。投资2000万美金的新的中国研发中心仅是我们研究活动的开始，我们还将继续扩大产能。作为竞争者，我们要利用中国的资源：规模化生产和相当比例的优秀人才。

尽管如此，许多有良好化学、生物等专业背景的人才还是不能完全满足跨国公司的要求：在某领域有丰富的经验、有在跨国公司工作的经历、具有领导力等。要符合以上要求的员工很难找。一些杂志和报纸报道说中国有无数的劳动力，这指的是无技术含量的劳动力。发现并留住适当的人才是我们这样的公司所关注的一个问题。如果在中国发展有问题，那必定是人力资源的问题。所以，我们必须在管理层发展和管理层培训方面作更大的投资，以帮助员工具备合适的技能，同时能够留住人才。

据中国日报的报道，中国有60%的化学品消耗依赖进口。与此同时，有50%的化学成品出口到海外市场。你如何看待那些数字？

这是化工行业一个两难的境地。政府希望能够自给自足，所以支持国内生产。另一方面，中国对原油依赖进口。要减少进口，中国需要增加生产设施。但无论如何，这需要几年的时间建造。但基本上没有其他的出路。我认为该行业的自给自足要在几年内实现是不可能的。

汽巴精化也依靠进口，与此同时我们也向区域和全球市场出口。正如我们以前所指出的，我们需要增加在中国的生产性设施，这样才能更好地服务客户。

你在瑞士和英国受的教育，而一直在亚洲国家担任领导职务。对照你以前的经历，你如何看待中国和中国的商业环境？

每个国家都有他的独特之处。如果你想要与本地员工融洽相处，你需要接受当地的文化同时坚持公司的全球性价值观。我发现中国正经历的经济发展阶段同台湾和韩国曾经历过的非常相似，没有很大的差别。中国还经常被与印度相比较。在人力资源方面，印度有比较明显的优势。在印度要招募有相关行业经验并具备良好专业背景的人才相对比较容易。但另一方面，行政官僚制度和工会组织的强盛又阻碍了业务的发展。中国在这方面更易于接受改变。

你现在在中国生活了1年。到目前为止，你在中国最重要的经历是什么？

我非常尊重中国的文化。中国人民要赶超世界发达国家的勇气和决心让我印象深刻。中国正在飞速发展，我希望中国在环境、经济和人民方面可以找到适当的平衡。我离开瑞士20年，一直在海外工作，我不再试图拿东道国和我的祖国作比较。地方和人是海外生活的重要部分，以适应不同的文化。无论我们讨论文化，政治还是经济，亚洲都是个多姿多彩又令人着迷的地方。



柯龙现任汽巴精化北亚区域总裁。汽巴精化北亚区域总部设在上海，覆盖了中国大陆、香港、台湾、日本以及韩国。他拥有瑞士注册会计师协会授予的瑞士注册会计师资格和英国利兹大学的亚洲研究硕士学位。1984年至1994年期间，他分别在汽巴 - 嘉基的澳大利亚、台湾和印度尼西亚公司的财务部门任职。1994年他重返台湾，出任集团公司主管和财务行政部门主管。在汽巴精化脱离诺华之后，他移居新加坡，出任南亚区域总裁，负责东南亚、澳大利亚、新西兰和南亚地区的运营，直到2004年，他被委派至中国出任北亚区域总裁。

Useful Contacts in Beijing 北京 重要联络机构

Central Government Offices 中央政府办公室

China Insurance Regulatory Commission (CIRC) 中国保险监督管理委员会	+ 86 10 6621 0188	
General Administration of Customs 中国海关总署	+ 86 10 6519 4114	
General Administration of Quality Supervision, Inspection and Quarantine (AQSIQ) 国家质量检验检疫总局	+ 86 10 6419 1114	
Ministry of Foreign Affairs (MOFA) 中国外交部	+ 86 10 6596 1114	www.fmprc.gov.cn
Ministry of Commerce (MOFCOM) 中国商务部	+ 86 10 6519 7325	www.mofcom.gov.cn
Ministry of Information Industry (MII) 中国信息产业部	+ 86 10 6601 4249	www.mii.gov.cn
Ministry of Science and Technology (MOST) 中国科学技术部	+ 86 10 6851 5544	www.most.gov.cn
National Bureau of Statistics 国家统计局	+ 86 10 6857 3311	www.stats.gov.cn
National Development and Reform Commission (NDRC) 国家发展和改革委员会	+ 86 10 6850 1240	www.sdpc.gov.cn
State Administration of Foreign Exchange (SAFE) 国家外汇管理局	+ 86 10 6840 2255	
State Administration for Industry and Commerce (SAIC) 国家工商行政管理局	+ 86 10 6803 2233	
State Administration for Taxation (SAT) 国家税务总局	+ 86 10 6341 7114	
State Asset Management Commission (SAMC) 国有资产监督管理委员会	+ 86 10 6319 3569	
State Intellectual Property Office (SIPO) 国家知识产权局	+ 86 10 6209 3114	

Chinese Government Websites 中国政府官方网站

Beijing Foreign Economic and Trade Commission 北京市外经委	www.tpbjc.gov.cn
Beijing International Investment Promotion Council 北京国际投资促进委员会	www.fdi.beijing.org.cn
China Economic Information 中国经济新闻	www.cei.gov.cn
State Economic and Trade Commission, PRC 国家经济贸易委员会	www.setc.gov.cn

Swiss contacts

SwissCham Beijing 中国瑞士商会--北京

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Photo source: WICO.

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Fax 传真:	+ 86 10 6532 4353
Email 邮件:	Vertretung@bei.rep.admin.ch

Switzerland Tourism 瑞士旅游局

Tel/电话:	+ 86 10 6512-5427
Fax/传真:	+ 86 10 6512-0973
Website/网址:	www.MySwitzerland.com

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www.swissinfo.org
www.myswitzerland.com.cn
www.admin.ch (Swiss Government website 瑞士政府网站)
www.sinoptic.ch



FLYINGWALLS SHANGHAI
AT THE ORIENTAL TV TOWER

25 NOV - 5 DEC 2005
SWISS ARTIST
PHILIPP KREBS

I am proud to introduce to you a very unusual project. It is not only a visually enchanting balloon project, but its deeper message is a very important one that relates to the deadly disease of HIV/AIDS.

I am greatly honoured to present this Project in Shanghai.

The HIV/AIDS Figures were originally designed in Cape Town, South Africa, and were exhibited on more than 40 occasions at venues all around Cape Town. They were very successful in conveying the intended message, and I am pleased to say that I am sure that my art has actually saved lives.

I would now like to introduce this message in Shanghai too, so that we can prevent an epidemic such as that which is presently ravaging Africa.

Although this is not an easy task, the people here are willing to help. With your support and assistance, we can make a positive difference. I thus invite you to participate financially in this artistic project, whose primary goal it is to convey a very serious message in a humorous and easy to understand way.

The FlyingWalls Project is fully supported by the Shanghai Municipal Center for Disease Control & Prevention, and they will place my Project at the top of their Events Calendar for the year.

Please have a look at the previous FlyingWalls Projects on my website: www.flyingwalls.com or email philipp@flyingwalls.com



我很自豪地向大家介绍这个不寻常的项目。它不仅是一个在视觉上富有吸引力的气球艺术品，同时它蕴涵了一个十分重要的信息，即艾滋病的预防。

现在我很荣幸地能有机会把这个项目带到上海来展示。

传递艾滋病预防信息的充气造型最初是在南非开普敦设计的，然后在开普敦的40多个地方展出。这样的展示在传递预防艾滋病信息上是很成功的。我可以肯定地说我的艺术作品确实挽救了一些人的生命。

众所周知，艾滋病这个传染性疾病现在正在非洲肆虐，因此我希望把我的作品介绍给上海市民，来帮助大家共同提高预防艾滋病的意识。虽然在上海要展示这么一个作品并非易事，但是我很高兴地看到许多人愿意提供帮助。相信在你的支持和协助下，我们一定能实现计划。

用幽默且简单易懂的方式来表达一个严肃的主题是我的创作目的。在此，我诚挚地邀请你参与到这个项目的准备工作中来，给予经济上的支持。

飘动的气球幕墙项目得到了上海市疾病预防控制中心的全力支持，并且将被视为其年度重要活动之一。若要更多地了解我过去所完成的气球幕墙艺术作品展示，请参看网站：www.flyingwalls.com





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