



# Foreign R&D:

## New Impulses for the Chinese Economy?

### 在华外资研发活动是否能给中国经济带来动力?

CEO-Interviews: Mettler-Toledo and Roche CEO访谈: 美泰乐 托利多和罗氏  
Case Study: Schindler Elevator 个案研究: Schindler电梯

#### Life & Culture: Ghosts and Superstition in Chinese Business

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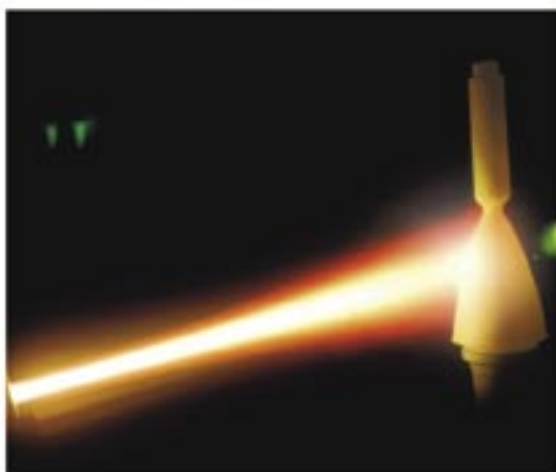


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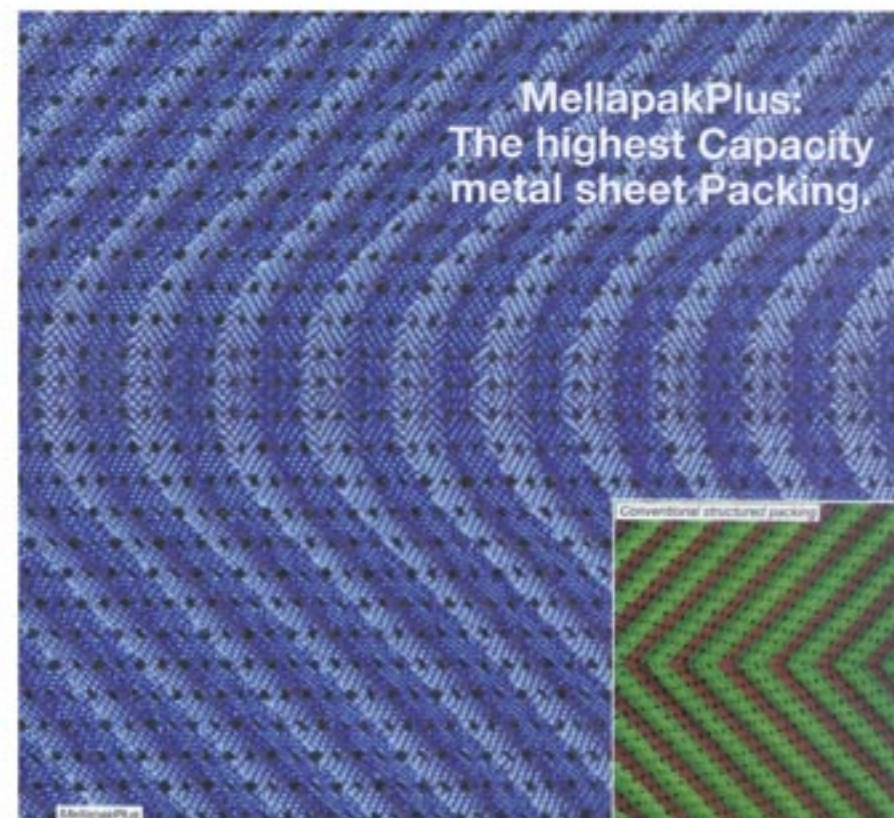


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## 主席致辞

亲爱的会员和读者们：

我相信诸位都度过了一个美好平和的圣诞。现在我代表中国瑞士商会董事会祝愿大家在新的一年里身体健康，事业蒸蒸日上！

临近年末，商会组织了一些颇有意义的活动来庆祝新年：瑞士商会（北京）在瑞士巧克力球的甜蜜中结束了2005年，而瑞士商会（上海）则举办了一场较为严肃的关于品牌战略的商务活动，不过与会者会后还是享用了一顿丰盛的晚餐来庆祝这一特别的时刻。

同往常一样，年初商会正忙于准备全国大会。请参考以下举办日期：中国瑞士商会（北京）——二零零八年一月十八日

中国瑞士商会（上海）——二零零六年四月十二日

中国瑞士商会——二零零六年四月十二日（本次大会将在上海举行）

我希望大家能够积极踊跃的参加这一盛会，因为您的出席是对我们董事会工作的最大肯定。

我非常高兴地向大家推荐我们最新的由中国瑞士商会和中国OEM中心联合出版的“二零零六年度中国瑞士商会会员名录”。在今后的几周内，您将会收到刊登广告及更新信息的邀请函。

“桥”于二零零六年第一期的主题为在研发活动，这一话题在近几年来一直被广泛而热烈地探讨着。真正的创新力对抗落后的工程技术，知识产权保护，应用度，工作积极性以及聘用高学历高技能的科学家的成本都是一些正被热烈讨论的关键问题。

伴随着中国科技部与瑞士科学局于二零零三年共同签署了谅解备忘录以及从一九八九年起中瑞两国在这方面陆续达成的协议，两国之间在各研究领域中的合作现在正是蓬勃开展的时候。

二零零六年七月，瑞士科学院将在上海成立。新任命的院长Angelo Delgado先生将于二零零六年一月开始他在这里的工作。在此，我们对他到任表示欢迎并衷心祝愿他一帆风顺。

从全球各地的工作坊到实验室？祝您阅读愉快并能够从中找到您所需要的信息。

中国瑞士商会主席  
哥特乐



## A Word from the Chairman

Dear Members & Readers,

I trust you spent some peaceful days over Christmas and wish you in the name of the Board of SwissCham China a prosperous and healthy 2006!

The Chambers certainly understood how to celebrate the year end: SwissCham Beijing ended 2005 on a sweet note with the bashing Swiss Chocolate Ball, whereas SwissCham Shanghai was all about business with an event about branding, but followed by a more than sumptuous dinner to mark the special occasion.

Inevitably the first few months of the year are busy with General Assemblies. Here are the dates:

SwissCham Beijing	18.1.2006
SwissCham Shanghai	12.4.2006
and SwissCham China	12.4.2006 (this year to be held in Shanghai)

I encourage you to actively participate and to honor the work of your Board with your presence.

With great pleasure may I announce the updated "Swiss Business in China/SwissCham China Membership Directory 2006", jointly published by SwissCham China and OSEC Swiss Business Hub China. In the next weeks you will receive with separate mail an invitation for advertising and updating your information details.

The first Bridge edition of 2006 is dedicated to Research and Development in China - a much and heatedly debated topic in recent years: true innovative power versus merely backward engineering, protection of intellectual property, availability, motivation and cost of highly educated and skilled scientists are some of the key issues in question.

Following a Memorandum of Understanding signed in 2003 between the Chinese Ministry of Science and Technology and the Swiss Science Agency and based on a previous agreement from 1989, co-operative research activities should be promoted. As a result, Joint Symposia on R&D were held in 2004 and 2005.

2006/07 will see the opening of the Swiss Science House in Shanghai. The newly appointed head, Mr. Hans Peter Hertig, commences his work in January 2006. We welcome him and wish him all the best for his endeavor.

From the workshop of the world to the laboratory of the world? Enjoy your reading and judge yourself.

Yours truly,  
Christian Guertler  
Chairman SwissCham China



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The Editorial Team of “The Bridge” wishes you a happy New Year 2006!  
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# Foreign R&D in China: New Impulses for the Chinese Economy?<sup>1</sup>



Production-oriented foreign investments have been one of the main drivers for the renaissance of the Chinese economy. Yet, new impulses are emerging through rapidly increasing R&D activities of multinationals in China. The success of foreign R&D depends strongly on a realistic long term strategy and thorough management of the risks. By Dr. Max von Zedtwitz and Dipl. Wirtsch.-Ing. Zheng Han.

The rise of the People's Republic of China as a new economic power over the past decade has stunned the world: China accounted for one third of the global economic growth during the last three years, and has been the only other leading force of global growth next to the U.S.<sup>1</sup> While much of the growth is associated with production-based FDI, foreign companies have now discovered China as a source of R&D. By 2005, the Ministry of Commerce estimated the number of foreign R&D centers in China at over 700, with the bulk of them being established mostly in 2004.<sup>2</sup>

## How important is foreign R&D in China?

By 2004 more than 4 billion USD has been invested into R&D by foreign companies overall. Most of it comes from the information, computer and telecommunications industries,<sup>3</sup> and goes to primarily two locations: Shanghai and Beijing. With an estimated 200 R&D locations each they may soon be the leading R&D cities in the world. As a consequence, competition for talents in those cities has gone up and attention from the local governments has gone down. To side-step these challenges some companies are starting to locate new R&D establishments in so-called second-tier cities such as Nanjing, Hangzhou, Shenyang, Suzhou, and Xian, where costs are lower and the talent pool less exploited.

Foreign R&D centers have usually one or several of three typical missions in China:<sup>4</sup>

- 1) Support of local markets, customers, and product development
- 2) Long-term research and understanding of China-specific technologies
- 3) 'Show-case' R&D, giving face to local stakeholders and facilitating the business of the parent company

These missions are often coupled in the same R&D center. A large amount of R&D clearly falls into the first category, mostly as a consequence of following a major customer or with the intent to develop or adapt products for local markets (even companies operating in dominant design industries must localize products for local languages and local customer behavior). However, the basic research laboratories are usually the ones that garner more of the media attention, as they are considered signposts of China's technological ascendancy (e.g., the research centers of IBM, Microsoft, Lucent, Roche, etc.). 'Show-case' R&D is a not to be underestimated motivation for foreign companies to support local business proceedings and establishing a 'good local citizenship' image with the Chinese authorities and people. It has to be said that most of those R&D centers are small in size and number just a few dozen researchers each. Large R&D labs of a few hundred researchers are rare. As a consequence, the overall extent of foreign R&D in China is still limited, and estimated at less than 2 billion USD a year – much smaller than what a single large multinational would invest in R&D globally per year (e.g., Novartis invested around 4.3 billion USD in 2004). However, the strategic options (which are difficult to quantify in financial terms) created for foreign multinationals are huge.

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## Examples of foreign R&D

Locating R&D activities in China allows MNCs not only to adapt and tailor their products and services to the local culture and market needs, but also to engage in standard setting and definition of industry regulations. A typical example is adapting IT user interfaces, telecommunication or car infotainment products for the Chinese language. Microsoft Research Center in China is tackling problems associated with computing in Chinese due to the difficulty in inserting Chinese characters on a Western keyboard. Besides the improvement in software suggestion and error-checking system, researchers also examined data entry methods such as speech and handwriting recognition. The result will make computers more user-friendly in Chinese, but finally will also benefit all computer users. Cell phones from Motorola, Nokia, etc. also develop and use Chinese user interfaces, including manually-written Chinese character recognition. Moreover, specific local conditions in which products are operating require appropriate modifications and redevelopment. A leading European specialist in sanitary technology had difficulties selling its products at the beginning of their China engagement because of completely different construction layouts in China compared to Europe.

Also, many suppliers follow their main customer when they decide to open a new manufacturing plant in China. The large automobile manufactures such as Volkswagen, GM and others have brought in their wake a host of automotive parts suppliers, and many of them have been asked to develop local product development and technical service capabilities as well. For pharmaceutical companies such as Novartis and Roche, the availability of large patient pools in all therapy areas and rapid and uncomplicated patient recruitment for clinical trials enable them to accelerate their drug research and development processes.

## The context of foreign R&D in China

Although much of the foreign R&D operations in China still happen in relative isolation in comparison to the highly networked R&D integration in the US and Europe, foreign companies benefit from a number of contextual factors in China. For one, typical for super-fast emerging economies, Chinese customers are perhaps more willing to experiment than Western customers. The Government's use of remote municipalities to test alternative forms of government is a telling example. In 2003 Schindler conducted a field study for a new web-based personalized infotainment system in the elevator cabin – an advanced experiment that would be less likely to be accepted in Europe or the USA. Based on that study Schindler planned to multiply the system requirements for the product launch worldwide.<sup>5</sup>

The lower cost structure of doing R&D in China is a major attraction factor for MNCs. Running similarly structured R&D facilities in the US are estimated to cost 5-10 times as much. Although wages of highly qualified Chinese R&D staff are high and soaring fast compared to Chinese domestic levels, they are still between one third to one fifth that of R&D staff salaries in the US and Europe. Not included in this calculation, however, are higher training costs, higher management costs, etc. As China is almost obsessed with closing the international technology gap as quickly as possible, Chinese policy makers have enacted a series of preferential policies to encourage the establishment of foreign R&D activities, such as (under certain investment conditions) free rent, low tenancy costs, favourable lease terms, customs and tax relief.

The Ministry of Education has also focused on expanding and improving higher education. Many top-flight universities such as Tsinghua, Beijing, Zhejiang and Fudan produce highly qualified graduates in disciplines such as mathematics and natural sciences. In 2002, 14,000 PhDs graduated in China, ranking

third behind the USA (approx. 40,000) and Germany (approx. 30,000).<sup>6</sup> In 2005, more than 20 million students were enrolled at over two thousand Higher Education Institutions (HEIs).<sup>7</sup> Besides domestic students, more than half a million young Chinese have been studying in over one hundred countries worldwide between 1978 and 2002.<sup>8</sup> In recent years, more and more Chinese scientists and graduates have been attracted to return due to the continued economic growth and improved opportunities in China. These overseas returnees represent an additional pool of uniquely qualified people, and bring experience and knowledge from around the globe.

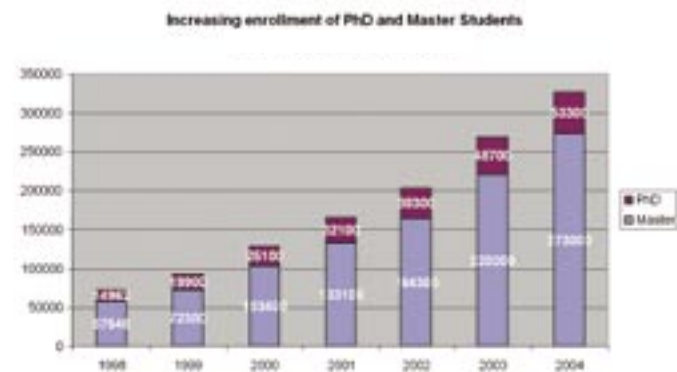


Figure 1: In China, the Number of Graduate Students is Increasing Fast  
Source: Ministry of Education, www.moe.edu.cn

Last but not least, a local R&D centre helps a company building and maintaining informal networks – the frequently cited 'GuanXi', with universities, local scientific communities, customers, politicians, and administrators, all of whom are either sources or potential roadblocks of good business in the future. As China's industrial development is at an emerging level and the economy is undergoing a transition from a planned to a market based system, changes in industrial regulations, legislation and policies are more dynamic. Local R&D and proximity to the government, state research institutions, universities, industry associations and standard-setting authorities, help MNCs to keep pace with and even influence changes in the dynamic Chinese environment, while also allowing them to obtain critical competitive advantages.<sup>5</sup>

## Difficulties of doing R&D in China

### Managing R&D professionals

As an emerging economy China (particularly the big cities) also offers many emerging opportunities for qualified employees. Many R&D units in China are plagued by high staff turnover rates, which is particularly damaging in R&D where the crucial know-how resides mostly within people. In the worst case – from the perspective of the employer – is if the employee leaves to work for a competitor. Contractual non-competition clauses are difficult to enforce. Involuntary turnover rates are particularly high between the third and the fifth year employees, as it becomes more difficult to climb the experience curve and it becomes more attractive to seek new challenges with a different company. The most promising remedy is to take international career development seriously and apply this principle to the most promising Chinese employees as well. It is worth mentioning that there is a lower turnover rate among researchers than there is among development engineers, due to greater specialization effects in basic research. Thus, losing a researcher is often more damaging than losing an engineer.<sup>9</sup>

The majority of local MNC R&D staff is recruited from China's leading universities. Chinese graduates are said to have a solid education and are highly skilled in solving certain

well-defined tasks. On the other hand, Chinese graduates seem to lack practical experience and individual initiative. The culprit for this phenomenon has been sought in the Chinese education system and in Chinese culture, which is characterized by a narrow curriculum design and very little development of individual initiative.<sup>5</sup> To a greater extent, an R&D staff member's individual initiative is decisive for creativity and innovation. Developing a more innovative mindset among Chinese staff is a primary concern of foreign R&D managers at this stage.

Given the general lack of experienced locally-groomed R&D managers, a great portion of top R&D managers are foreign expatriates. As the overall English language skill of Chinese graduates is continually improving, the language barrier is becoming less significant. Nevertheless, cultural differences such as communication style and 'face saving' – to name just a few – remain a large obstacle for Western managers during daily interactions. Lack of experience and sensitivity to the Chinese mentality and culture will usually result in managerial inefficiency, poor decision-making and inadequate leadership.

## Risks of IPR infringement

China started to build up an intellectual property (IP) protection system literally from scratch less than 25 years ago. China's WTO accession and the country's ambitious goal to become one of the leading economies through advancement in science and technology have paved the way for a swift development of the IP protection system in China. Still, the Chinese environment reveals comparatively serious deficits in various areas of IPR protection. For instance, more than 90 percent of software used in China is counterfeit.<sup>10</sup> According to estimations, foreign pharmaceutical companies lost 10-15 percent of annual revenues in China due to increasing counterfeit products.<sup>11</sup>

Managing IPR is thus a major concern for the R&D activities of a MNC in China. One core problem is that despite a well-formulated "on-paper" IP system, IP protection is only unsystematically enforced – if at all. Patent-related litigation in China is extremely difficult and sensitive, and definitely very time and energy consuming. Patent application procedures are long and there is a common lack of public acceptance of IPR legislation.<sup>12</sup> Some of the underlying reasons are weak social awareness, lack of IP related experience, insufficient IP personal, loopholes in IP administration and legislation systems, protectionism and corruption – all of which are beyond the control of MNCs. Nevertheless, the number of foreign applications for patents in high tech industries has risen. This is mainly due to increased competition and a governmental policy that transfers technology to China. Management of IP in China is intricate but necessary, and it requires a substantial amount of effort and resources.

## Fast regulatory changes

Due to a lack of transparency in Chinese policy-making to foreign parties, China's industrial, political, legal, technological policies and strategies are sometimes difficult to understand. This provides more uncertainty for foreign R&D activities in China.

For instance, in the automobile industry, China sees Europe as a role model with regards to industry norms and regulations. As a result, the Chinese Government ambitiously follows the European automotive norms. No less than twelve policies concerning the automotive industry have been issued by the Chinese government since 2004, which never happened in this industry's 50-year history. This kind of unpredictability makes doing automotive R&D in China more challenging.

## Conclusion

Foreign R&D in China is a recent phenomenon and will probably grow even, particularly in mid-tech industries, pharma, and SMEs. The Chinese Government has made many attempts to accelerate foreign R&D investment in China through political and fiscal means. The main attraction factors, however, are business opportunities in China, and the expected support that local R&D can deliver both locally and globally. The many operational and managerial challenges are assumed to be outweighed by the strategic option to become a long-term presence in a future technology powerhouse. The more immediate success of R&D in China depends strongly on a realistic assessment of opportunities, and on the awareness and the proper handling of identified risks such as human resource management, IPR protection and regulatory changes. MNCs intending to establish R&D sites in China should cautiously set local R&D activities in accordance with their overall strategy of R&D internationalization and, more importantly, with their long term corporate strategy towards China.

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# 中国的国外研发机构 侵国经济的新动力吗？

生产型国外投资已经成为中国经济复苏的主要力量。然而，随着在华跨国企业（MNC）研发活动的迅速增长，一股新的动力正在形成。国外研发机构的成功很大程度上有赖于现实可行的长远战略，以及全面的风险管理。文 冯泽威教授、韩政

在过去十年中，中华人民共和国作为经济大国的崛起，震惊了整个世界：过去三年的全球经济增长，有1/3来自中国，而且中国已经成为仅次于美国的第二大全球增长主导力量。虽然中国的大量经济增长来自生产型的外商直接投资（FDI），但现在中国又成为了国外公司建立研发机构的理想之地。据商务部估算，到2005年为止，中国的国外研发中心约有700家，其中大部分成立于2004年。

### 跨国企业在中国研发机构的重要性

截止到2004年，国外公司总共在研发机构中投入了40多亿美元，其中大部分来自信息、计算机和通讯产业，并且主要流向上海和北京两地。上海和北京的研发机构都在200家左右，很有可能成为世界上研发机构最密集的城市，因此，两地的人才竞争日趋激烈。为了避开这些不利因素，一些公司开始在所谓的“二级城市”，如南京、杭州、沈阳、苏州和西安等地，建立新的研发机构，这些地方的成本相对低廉，而且人才资源有待进一步开发。

国外研发中心在中国一般具备以下三项使命中的一种或一种以上：

- 1）支持当地的市场、客户和产品研发
- 2）对中国使用的技术进行长期的研究与认识
- 3）“展示型”研发机构，结识当地的利益相关者，协助总公司的业务

这三项使命通常并存于同一个研发中心。许多研发机构属于第一种，基本上是为了追随主要客户，或者意在为当地市场研制或改进产品（即使是处于主导设计产业的公司，也有必要根据当地语言和当地客户行为对产品进行本地化处理）。但是，基础研究实验室通常更容易吸引媒体的注意力，因此它们便被看作是中国技术优势的路标（如IBM、微软、Roche的研发中心等）。“展示”研发机构的作用也不容小视，国外公司可以由此支持本地业务进程，并且在中国政府和人民面前建立起“良好的当地人”形象。值得一提的是，这些研发中心大都规模较小，一般只有数十名研究人员，拥有数百名研究人员的大型研发实验室为数不多。因此，在华国外研发机构总量仍然有限，每年投资不足20亿美元—远比不上一家大型跨国企业每年对其全球研发机构的投入（如2004年Novartis约投资了43亿美元），但同时也为国外跨国企业创造了巨大的战略选择空间（这是难以用金融数字来衡量的）。

### 国外研发机构实例

在中国实行研发机构本地化意味着跨国公司不仅要根据当地的文化与市场需要对它们的产品进行改变与调整，而且要参与产业规则的制定。举一个典型的例子来说，如将IT用户界面、通讯与信息娱乐产品转换为中文。中国的微软研究中心的一个主要课题是

计算机的中文输入，因为用西式键盘来输入汉字是十分困难的。除了改进软件提示与查错系统以外，研究人员还试验了语音与手写识别等输入法。这方面的研究不光能使计算机的中文输入及用户界面更方便中文使用者，并且最终将使所有的计算机用户受益。摩托罗拉、诺基亚等手机也研发并采用了中文用户界面，还提供汉字手写识别功能。此外，当地特定的产品使用条件要求对产品进行适当的更改和二次研发。例如，由于中国与欧洲的建筑格局迥异，欧洲一家权威的卫生技术公司在刚开始与中国合作时，遭遇了产品难以售出的窘境。

还有，许多供应商追随着它们的主要客户来到中国，然后就决定在中国开设新的制造厂。大众、通用和其他汽车制造巨头就引发了大量汽车配件供应商的进入，而且要求其中许多供应商开发当地产品研发和技术服务能力。对于Novartis和Roche等制药公司来说，由于具有遍布各个治疗领域的庞大的病人群体，以及能够快速方便地找到病人进行临床试验，使它们的药品研发过程得到了加速发展。

### 中国国外研究机构的背景

虽然与美国和欧洲高度网络化的研发组织相比，中国的许多国外研究机构处于相对孤立的状态，但国外公司也利用了中国的一些背景因素，因此收获颇丰。比如说，作为超速发展经济的典型特征，中国的客户比西方的客户更愿意进行尝试。中央政府用边远的自治区来测试政府的替换制度，就是一个很好的实例。2003年，Schindler展开了一项新的关于电梯内网络个人信息娱乐系统的实地研究，这种先进的试验，若在欧洲或美国，恐怕不会那么容易的到客户的支持。Schindler打算，在这项研究的基础上增加系统需求，以便将产品投入全球市场。

在中国进行研发的低成本结构是吸引跨国企业的一个主要原因。在美国运营类似结构的研发机构的费用大约是中国的5-10倍。虽然一些专业的中国研发人员薪酬较高，并且与中国国内水平相比，薪酬增长速度较快，但这仅相当于美国和欧洲研究人员薪水的1/3到1/5，姑且还不提国外额外高昂的培训费用和管理费用等。由于急于填补国际技术的空缺，中国的决策者制定了一系列优惠政策，鼓励国外研发活动，如（在一定投资环境下）免租、低租、优惠租借条款、海关税费减免等。

中国教育部也在重视扩展和改进高等教育的状况。清华、北大、浙大、复旦等许多一流大学在数学和自然科学学科中培养出了大量高素质的学生。2002年，中国有1.4万博士生毕业，位列世界第三，仅次于美国（约4万）和德国（约3万）。2005年，全国2000多所高等院校（HEI）共招收了2000多万名学生。除了在本国读书以外，在1978年到2002年间，共有50多万中国年轻人到全



世界100多个国家留学。近年来，中国经济的持续增长和良好的机会吸引了越来越多的中国科学家和学生回到祖国。这些海外归来人员也代表了一个具有独特才能的人群，并且他们从全世界各地带回了先进的经验和知识。



最后说一点，本地研发中心可以帮助公司与大学、地方科学团体、客户、政治家和管理者们建立并维持一个非正式的网络，即通常所说的“关系”，这些机构和这些人可能是未来业务发展的来源，也有可能是潜在的绊脚石。由于中国的工业发展尚处于起步阶段，而且中国经济处于从计划经济向市场经济的转型时期，因此工业规则、法令和政策的变化较为频繁。MNC如果拥有本地研发机构，以及与政府、国家研究所、大学、产业联合和标准制定机关的良好关系，将有助于公司在中国急剧变化的环境中立于不败之地，甚至有可能改变环境，而且这也是一项重要的竞争优势。

## 在中国从事研发的难点

### 管理研发专业人员

处于经济起步阶段的中国（尤其是中国的一些大城市）也为许多有才能的雇员提供了脱颖而出的机会。中国的许多研发单位都为人员更新过快所困扰，由于专业技术与知识是随人而行的，所以对研发机构来说，人才流动过快是非常不力的。从雇主的角度来看，最糟糕的是他的雇员被对手挖走，而合同规定的非竞争条款实际上难以实行。在工作了3到5年的雇员中间，人员更新率居是高峰。因为此时技术人员既往的经验已难以超越，向另一家公司寻求新的挑战及更高的薪酬便成为一个不错的选择。对于这个问题，最好的解决办法就是加强国际职业生涯的发展，并且将这个原则运用到很有前途的中国雇员身上。值得一提的是，研究人员的更新率比研发工程师要低，原因是基础研究中的专业分工更明显经验积累需要更长的时间。但是研究人员的流失造成的后果也更为严重。

大多数本地MNC研发人员是从中国的名牌大学中招募来的。中国的学生具有扎实的学识，并且非常善于处理一些明确的任务，然而另一方面，中国学生却欠缺实际经验和个人主动性。有人将这种现象归咎于中国的教育体系和中国的文化，因为中国的课程设置范围十分狭窄，严重限制了个人主动性的发展。在很大程度上，一名研发人员的个人主动性决定了他的创造力和创新能力，因此

在当前阶段，培养中国员工的创新思维便成为了国外研发经理的主要任务。

由于普遍缺少经验丰富的本地研发经理，大部分高级研发经理都是外国人。同时由于中国学生的整体英语水平不断提高，语言障碍已经不再是大问题。然而在日常交流中，交际方式和文化差异，对西方经历而言仍然是一个很大的障碍。由于缺少经验以及对中国式思维和文化的认识不深，文化上的差异及障碍常常会造成管理效率低下、决策困难和领导能力不足等问题。

### 侵犯知识产权（IPR）的风险

中国从25年前开始建立知识产权（IP）保护体系，然后中国加入WTO，决心凭借先进的科学技术成为经济强国，都为中国IP保护体系的快速发展奠定了良好的基础。然而，中国的环境显示出IPR的多个领域存在相对较为严重的缺陷。例如据估计中国使用的软件，有90%是盗版。由于假药增多，国外制药公司每年在中国的损失高达年收入的10%到15%。

因此管理IPR便成为中国的MNC研发机构的一项主要任务。核心问题是，虽然中国拥有明确的“书面”IP体系，但却没有系统地执行IP保护。在中国，与专利相关的诉讼极其艰难、极其敏感，而且费时又费力。专利申请程序较长，而且IPR立法通常缺乏公众接受。其根本原因是社会意识薄弱、缺乏IP相关经验、IP人员不足、IP管理和立法体系存在漏洞、保护主义和腐败等—这些因素都是MNC难以控制的。但是，跨国企业在高科技领域的专利申请开始增加，这主要是因为竞争的激烈化以及政府有关政策的影响。中国的IP管理十分复杂，但同时也十分必要，还需要跨国企业投入大量的努力和资源。

### 迅速的规章变化

由于中国制度于政策变化缺乏透明度，所以中国的工业、政治、法律、技术方针和战略优势显得难以理解。这给中国的国外研发机构带来了更多的不确定性。例如在汽车产业，中国将欧洲视为产业标准与规则的典范，因此，中国政府积极地推广欧洲的汽车标准。自2004年以来，中国政府颁布了不下12条关于汽车产业的新政策，这是在汽车产业50年的历史中，前所未有的。快速的规定及政策变革使得在中国从事汽车研发变得更加有挑战性。

## 总结

在华跨国企业（MNC）研发活动的迅速增长是近年来出现的新现象，尤其是在中端科技产业、制药和中小型企业（SME）方面这个趋势将继续延迟。中国政府已经做出许多努力，通过政治和财政手段来加速中国的国外研发投资。但最具吸引力的因素还是中国的无限商机，以及研发机构给予跨国企业本地和全球的技术支持。对跨国企业来说这些在华研发机构战略上的意义远远超越了操作上和管理上的风险。跨国企业研发活动在短期内的成功有赖于准确地把握机遇、以及对于人力资源管理、IPR保护和规章变化等确定的风险具有良好的意识和应对方法。跨国企业在华成立研发中心的战略应当不光要于研发国际化的整体战略保持一致，更为重要的是要与跨国企业在华的长远战略保持一致。



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# Chinese Science moves ahead

China's development is a hot topic around the world. However, the most popular focuses of its development's fields are its large market growth, its competitive production, etc. But in fact, China is also developing impressively in science and technology.

China is already one of the world leading countries in terms of its number of research publications. From 2002 on, China's number of scientific and technical theses has become the 5<sup>th</sup> largest in the world, after the United States, Japan, the UK and Germany. Such statistics include domestic and foreign publications. In terms of the number of quotations, it is growing fast year after year and reached the 14<sup>th</sup> position.

The Chinese government supports research and innovation. In the 11th Five-Year Plan (2006-2010) for economic and social development, it is one of the key fields of policy, boosting innovation for the market and making proper use of global resources of science and technology. Furthermore, the Ministry of Science and Technology will soon publish a strategy until 2020. 2000 researchers have been asked to submit their proposals of development plans for their fields until 2020.

The development of China's science and technology research also includes strengthening international cooperation. A large number of Chinese researchers are based abroad, and more and more are coming back. In fact 81% of the members of the Chinese Academy of Sciences and 54% of those of the Chinese Academy of Engineering are returned overseas scholars.

## Cooperation with Switzerland

There are also a growing number of foreign researchers spending time in China, either in universities and research centers, or private R&D centers. Switzerland is one of the strongest research countries in the world, and with traditional international cooperation. 15% of all students in Switzerland come from abroad. 50% of postgraduate and 36% of all professors are foreigners. Companies—Swiss or foreign—finance 67% of R&D in Switzerland.

Regularly, new foreign companies set up their own R&D centre in China. For example, many Swiss companies, large or medium, conduct research in China. Many large Swiss multinationals have R&D centers in China, in various fields such as pharmacy, engineering, chemistry, etc.

The Swiss State Secretariat of Education and Research has selected China as one of the top strategic cooperation countries. Two years ago, a Memorandum of Understanding has been signed with the Ministry of Science and Technology, in order to quick-off cooperation in strategic fields. The fields of biotechnology, environment and sustainability have been launched with the organization of successful symposiums. Next year, a strategic symposium of the field of materials is planned.

Follow-up symposiums, under the initiative of the researchers themselves, are financed by the Swiss National Science Foundation (SNSF). Researchers can apply to ETH Zurich, which has been appointed Swiss Institutional Leading House for China. Follow-up cooperation includes the exchange of researchers, fellowships: in the next two years (2006 and 2007) there will be up to 15 research fellowships per annum available for application (details can be found on [www.china.ethz.ch](http://www.china.ethz.ch)).

At the same time, the creation of a Swiss Science House in Shanghai takes place. The objectives will be to facilitate cooperation, contacts and further develop the image of Swiss science. The development of the project plan starts in 2006.

Finally, Swiss and Chinese research cooperation is also strengthening in multi-lateral cooperation projects, for example the European Union's 6<sup>th</sup> Framework Program (FP6), where both Switzerland and China benefit from the financing of joint projects ([www.euresearch.ch](http://www.euresearch.ch)), and Marie Curie fellowships ([mc-opportunities.cordis.lu/results.cfm?ot=VAC&ct=CH](http://mc-opportunities.cordis.lu/results.cfm?ot=VAC&ct=CH)).

It is noted that FP6 projects should in principle include companies' researchers, besides academic ones. Two recent examples of fields of multilateral cooperation including Switzerland and China are space (Galileo) and physics (at CERN in Geneva or at the Center of Theoretical and Computational Physics of the Hong Kong University). The latter is headed by a Chairman from the Swiss Federal Institute of Technology in Zurich.

Patrick Freymond  
Councillor  
Science, Technology,  
Environment and Project Financing  
Embassy of Switzerland in China



# 中国科技的突飞猛进

中国近来的发展引起了全世界的关注，其中最引人瞩目的要数巨大的市场增长、具有竞争力的产品等等。然而事实上，中国的科学技术也同样在突飞猛进。

中国发行的研究型出版物的数量居全球领先地位。从2002年起，中国科学技术论文的发表量在全球排名第五，仅次于美国、日本、英国和德国。这一数据包括国内外的出版物。引证数量也是逐年增长，达到了世界第14位。

中国政府大力支持研究与创新，在第11个5年经济社会发展计划中，促进市场创新、充分利用全球科技资源被赋予了政策中的重要位置。此外，科技部不久将出版现阶段到2020年的战略决策，其中包含了2000名研究人员对各自研究领域到2020年的发展规划所提交的提案。

中国科技研究发展还包括加强与世界的合作。在国外有很大一批华裔研究人员，他们中越来越多正回到中国。事实上有81%的中科院院士和54%的中国工程院院士是海外归国的学者。

## 与瑞士的合作

另外，越来越多的国外研究人员来到中国的各大高校、研究中心或私人研发中心从事研究活动。瑞士是研究强国，并一贯重视同国际上的合作。在瑞士有15%的外国留学生，50%的硕士和36%的教授是外国人。本国与外商投资的企业的研发费用占到所有支出的67%。

经常会有新的外资企业在中国在中国建立他们自己的研发中心。比如有许多瑞士大中型企业在华进行研究活动。许多大型瑞士跨国企业在华拥有研发中心，其涉及到制药、工程及化学等众多不同领域。

瑞士联邦教育与研究秘书长已将中国定为最重要的战略合作伙伴之一。两年前，为了加快在战略领域的合作，瑞士与中国科技部签署了谅解备忘录。成功召开了多届有关生物科技、环境和可持续发展领域的研讨会。明年将计划召开一届有关材料领域的战略研讨会。

由研究人员自身发起的一些后续研讨会是由瑞士联邦科学基金会（SNSF）出资举行的。研究人员可以申请去苏黎士的ETH，ETH已被指定为对中国开放的瑞士领先研究中心。后续合作包括两国研究人员交流：今后的两年中（2006–2007年）每年可申请的人数将会达到15名研究人员。（详细信息请登陆网站：[www.china.ethz.ch](http://www.china.ethz.ch)）

与此同时，瑞士科学研究院将在上海创建，其目标定为促进合作与交流以及进一步改善瑞士在科学领域的形象。此项目计划于2006年开始。

除此之外，多边合作项目同样起到了加强瑞中研究合作的作用。例如，欧盟第六次框架方案（FP6）中瑞中两国都从联合项目中获益([www.euresearch.ch](http://www.euresearch.ch))；玛丽居里研究项目同样取得了良好的效果([mc-opportunities.cordis.lu/results.cfm?ot=VAC&ct=CH](http://mc-opportunities.cordis.lu/results.cfm?ot=VAC&ct=CH))。

须注意FP6项目在原则上除了学术研究者外，还应包括企业的研究人员。最近包括中瑞两国在内的多边合作领域的两个项目为天文（伽利略）和物理（位于日内瓦的CERN或香港大学的理论与计算机物理学中心），后者的主席来自位于苏黎士的瑞士联邦技术学院。

瑞士驻中国大使馆 Patrick Freymond供稿

# Swiss R&D Activities in China

It is estimated that there are over 300 Swiss companies registered in China by the end of 2005 (newest figures from 2004: 270). A good number of them have chosen this place in order to take advantage of the low labor costs and the growing market potential.

However, in recent years, labor intensive activities have been increasingly accompanied by research and development facilities.

Since 1993, when Motorola set up the first foreign R&D center in China, many western and Asian companies have joined and account today for more than 700 foreign R&D centers.

According to sources of the Swiss Embassy in Beijing and a study of Bank Julius Baer in Zurich, it is estimated that approximately 14 Swiss companies have chosen this way as well.

A recent Swiss investment in this field was done by Micronas, one of the leading semiconductor companies in the world with headquarters in Zurich. According to Peter Weigand, Chairman of Micronas China, his company had little choice but to be present in China. Micronas' situation mirrored the case of many hi-tech firms, which had to decide whether to set up R&D facilities in China or not.

Swiss Companies with R&D Activities in China		
ABB	Logitech	Sandoz
Basilea Pharmaceutica	Mettler Toledo	Schindler
Ciba SC	Micronas	Serono
Firmenich	Nestle	Syngenta
Geberit	Roche	
Source: Bank Julius Baer in Zurich, Swiss Business Hub in Beijing and SwissCham in Shanghai		

## Micronas' Choice

Micronas opened its first Chinese R&D center last spring in Shanghai. Chairman Peter Weigand wants to see his company in a favorable position when the Chinese market will be ready for the giant step from analogue to digital transmission for TV sets. As a result, the Zurich based semiconductor firm plans to more than double its workforce in China until 2007.

As of 2004, Micronas maintained six R&D centers in the world (five in Europe, one in the United States). In spring 2005, the company opened its newest research center in Shanghai. China is on the way of becoming a core market for the Swiss company. This for several reasons: While the size of the population can be named by any firm as a tempting entry reason, Chairman Peter Weigand points to the fact that the Chinese market "is currently starting to take the crucial step from large scale analogue to digital transmission for TV broadcasting."

According to market research reports today, there are about 3 million digital cable subscribers but more than 100 million analogue cable subscribers in China. "We believe that the number of digital cable users will grow significantly in the next years, especially in anticipation of the 2008 Beijing Olympics." When this happens, Micronas wants not only to be present but also well positioned in the Chinese market and plans to extend its partnership with foreign and domestic TV makers and support them with its sophisticated products.

## Expansion plans

Peter Weigand and his team focus mainly on the design of integrated circuits (or so-called chips) as well as other hardware and software developments related to these core products. Those high tech creations are used in digital entertainment applications such as TVs or PCs or in advanced products such as mobile TVs in cars, trains or busses. The company intends to hire more researchers in the coming years. While Micronas does not disclose the exact amount of its investment in China, the company invests usually 13 to 16 % (of net sales) in R&D.



## Ready for the digitalization

Peter Weigand says that there are two main reasons why Micronas decided to open up and R&D Center in China: "First, we have to be close to this promising market. Many of our major B2B clients (which include the leading electronic goods producers from Europe, the United States, Japan and China) are already present here. Second, we take advantage of the growing number of well educated researchers, who have the ability to do the work efficiently and with knowledge of the local market."

Then, why did Micronas not set up an R&D Center already some years ago? Why now? Peter Weigand believes that the time was just right in 2005. "So far, our customers in China have been and will be well supported by our sales team in Hong Kong, but five years ago, the market opportunities in China for our digital products were limited. Furthermore, we would have had difficulties to find enough well qualified and experienced researchers."

However, there is still a problem: The market is not as easy to conquer as it may seem. "We



have various technical solutions, different in each of the major cities and regions since the cable operators work independently.” Local governments and the involved companies currently specify the hardware and software requirements of cable set boxes. This results in a fragmented pattern of different set top boxes and limits high volume growth. Peter Weigand calls for a joint effort of content providers, broadcasters, technology suppliers and government representatives in order to accelerate the development. This would eventually lead to more production efficiency and fewer costs for the manufacturers, while end-consumers would profit from lower prices.

pb

MICRONAS SUMMARY

Micronas is a globally active Swiss semiconductor company with sales of CHF 963 million in 2004. The company opened its first Chinese R&D Center last spring in Shanghai. Micronas is a leading independent supplier of innovative application-specific semiconductor solutions for consumer and automotive applications such as TVs, PCs, set top boxes and car dashboards. The Zurich headquartered firm employs about 40 people in Shanghai and has plans to further increase its workforce in 2006. According to Peter Weigand, Chairman of Micronas’ R&D in Shanghai, the main reasons for moving R&D facilities to Shanghai are twofold: Being close to the developing Chinese market and cost advantages in the long run.

Global Government R&D Spending

	GDP 2004*	R&D as % of GDP	R&D 2004*	R&D in 2005* F	R&D in 2006* F
United States	11,200	2.7	301.5	312.2	320.7
EU	12,164	1.9	231.1	232.7	239.2
China (Mainland)	7,262	1.5	108.9	125.5	139.6
Japan	3,745	3.2	119.8	123.3	126.4
India	3,319	1.4	46.47	52.88	57.64
Switzerland	252	2.6	6.55	6.66	6.78

\* in Billions \$ F = Forecast  
Source: R&D Magazine, Battelle, OECD, World Bank, EuroStat

Global Private R&D Spending 2004

	R&DSpending*	% Change 2003/2004	Ratio of R&D/Net Sales
United States	138,770	6.7	4.5
EU	120,886	0.7	2.9
China (incl. HK, Taiwan)	3,003	13.6	4
Japan	80,714	3.5	4.6
Switzerland	13,828	11.1	8.3

\* in Billions \$  
Source: Company Reports, EU Scoreboard 2005, SwissCham China

瑞士企业在华研发活动

据估计到2005年底瑞士在华注册企业将超过300家（2004年为270家）。低劳动力成本和不断增长的市场潜力是他们中的绝大多数选择这里的主要理由。

然而在最近几年中，劳动密集型活动正越来越多地被各种研发设施所补充。

自摩托罗拉于1993年建立起在华的首个外资企业研发中心后，许多来自西方及亚洲的企业加入了此行列，累计到今天已建有700多家外资研发中心。

根据瑞士驻北京大使馆及苏黎士Julius Baer银行的研究所提供的信息，大约有15家瑞士企业已在华建立了研发中心。

总部设于苏黎士的世界领先半导体制造商Micronas最近也在研发领域投资。Micronas中国区主席Peter Weigand称其公司除了投资研发别无选择。Micronas的境遇也折射出了众多尚未决定是否在华投资研发的高科技公司的境况。

有研发活动的瑞士在华企业

ABB Basilea Pharmaceutica Ciba SC Firmenich Geberit	Logitech Mettler Toledo Micronas Nestle Roche	Sandoz Schindler Serono Syngenta
-----------------------------------------------------------------	-----------------------------------------------------------	-------------------------------------------

来源: 苏黎士Julius Baer银行, 北京瑞士商业中心及中国瑞士商会(上海)

微开半导体股份有限公司

2005年新年伊始，瑞士微开半导体股份有限公司于上海成立了自己在中国大陆的第一家研发中心。今年是中国广播电视行业由模拟电视广播向数字电视广播整体平移关键的一年，更是市场成熟度迅速提升的一年，微开半导体上海研发中心执行主席魏彼德先生宣布，为进一步更好地服务于中国市场，公司苏黎世总部计划将上海的研发队伍拓展两倍以上的规模。

截至到2004年底，微开半导体在全球范围共有6个研发中心（5个分布于欧洲，1个在美国）。2005年春，微开在中国上海成立自己新的研发中心。中国市场正逐步成为微开继欧美市场后最重要的核心市场，原因是显然的，巨大的中国数字电视市场对任何业内公司而言，都是重中之重，更为关键的是，如魏彼德先生所言：“中国广播电视行业大规模从模拟向数字的转变正在步入至关重要的阶段”。

根据现有的众多市场分析报告，目前中国大约有3百万数字有线电视用户，但背后是庞大许多的1亿模拟有线电视用户。“我们坚信在今后几年，数字有线电视用户数量将显著地增长，2008年北京奥运会更是推动这个进程的巨大动力。”为了刚好抓住中国数字电视大发展的契机，微开半导体正积极地拓展和国内外电视机制造商的业务合作，用自己精湛的产品更好地服务于中国市场。

发展计划

魏彼德先生和微开上海团队的工作中心是集成电路芯片设计，并开发基于这些芯片的硬件参考设计方案和应用软件。这些消费电子产

品主要应用于数字多媒体领域，如数字电视、个人电脑、以及车载（汽车、火车和公交车）移动电视等等。微开计划在2006年招纳更多的优秀研发人员，尽管微开没有公布在中国用于研发的具体投资金额，但是公司研发经费通常是年销售额的13% ~ 16%。

为数字化准备就绪

如魏彼德先生所说：“微开半导体在中国成立研发中心有两条重要的原因：第一，我们需要贴近中国这个全球最有活力和潜力的巨大市场，很多微开的传统大客户（其中很多是欧洲，美国，中国和日本）的领先电子产品生产商）都在中国落户生根；第二，我们充分发挥中国越来越多受过良好教育的研发人员的创造力，公司的研发队伍不仅具有扎实高效的研发实力，而且熟谙中国本土市场。”

那么，为什么微开半导体不在几年前就在中国成立研发中心？魏彼德先生的答案是2005年恰恰是最佳的时间：“一直以来，公司在香港的销售团队为微开在中国的所有客户提供售前、技术支持和售后服务，因为在五年前，微开的数字电视产品在中国市场的商机有限，而且也比较难找到足够、经验丰富的优秀研发人员。”

需要清醒认识到一个现实：想在中国的数字电视市场取得好成绩，并不是看上去得那样容易。由于中国有线电视广播体系的特殊性，迄今为止，有线电视机顶盒的生产和销售都必须由运营商定制，全国众多的有线电视运营商提出自己对机顶盒的软硬件需求，这就导致机顶盒市场分割的局面，造成机顶盒制造商无法大规模生产的瓶颈。魏彼德先生认为解决这个问题需要内容提供商、网络运营商、设计开发商和政府的共同努力。解决制约机顶盒制造商大规模生产的瓶颈不仅能提高制造商的生产效率和降低成本，也给机顶盒用户带来实惠。

小结

微开半导体是一家全球知名的瑞士半导体公司，2004年公司的净收入达9.63亿瑞士法郎（约63亿人民币）。公司在2005年春成立在上海成立了自己的第一个中国大陆研发中心。微开半导体的集成电路芯片产品主要用于消费电子行业（如电视、个人电脑、机顶盒、录像机和无线电设备）以及汽车电子工业，在半导体应用市场占有重要的市场地位。目前，微开半导体研发（上海）有限公司约有四十名优秀的研发人员，并计划在2006年进一步拓展公司的研发团队。

微开半导体研发（上海）有限公司魏彼德主席表示：公司的宗旨是研制开发满足中国市场需求的尖端数字电视和汽车电子产品，并为广大中国客户提供即时的技术服务。



年度全球政府研发支出					
	2004年国内生产总值*	研发所占地内生产总值百分比	2004年研发开支*	2005年研发开支* F	2006年研发开支* F
美国	11,200	2.7	301.5	312.2	320.7
欧盟	12,164	1.9	231.1	232.7	239.2
中国(大陆)	7,262	1.5	108.9	125.5	139.6
日本	3,745	3.2	119.8	123.3	126.4
印度	3,319	1.4	46.47	52.88	57.64
瑞士	252	2.6	6.55	6.66	6.78
* 亿美元 F = 预测 来源: 研发杂志, Battelle, OECD, 世界银行					

2004年度全球企业研发支出			
	研发开支*	2003-2004 百分比变化	研发与净销售比率
美国	138,770	6.7	4.5
欧盟	120,886	0.7	2.9
中国(包括香港、台湾 )	3,003	13.6	4
日本	80,714	3.5	4.6
瑞士	13,828	11.1	8.3
* 亿美元 来源:企业报告,2005年欧盟记分板,中国瑞士商会			

# Shanghai focuses on R&D in Pudong

The Pudong New Area belongs to the most important special economic zones in China. It has attracted almost half of all foreign R&D centers in the Shanghai region. Wei Chen, Senior Official of the Economic & Trade Bureau, believes that his region will play an even more significant role in the future for domestic and foreign companies.

The numbers of the Pudong New Area are impressive: It is the home to 27,000 companies from all over the world, hosting 138 domestic and foreign R&D centers. 13,000 foreign companies have invested in Pudong during the last years and have brought 89 R&D centers to this zone.

The global view and the international atmosphere in regard of R&D had been initiated in 2000, when the Pudong government decided to actively promote its four main functional areas to foreign MNEs and SMEs. Before that, Pudong's government focused particularly on domestic R&D with merely several dozen firms. Those enjoyed governmental support and mostly used and applied domestic know how to research, develop and produce new goods and products.



## Support attracts R&D diversity

According to Wei Chen, Senior Official of the Economic & Trade Bureau of Shanghai's Pudong New Area, the last five to six years have changed about everything. He trusts that more and more foreign but also domestic companies will choose Pudong as their home in the future. The Director thinks that foreign MNEs will gradually upgrade their sites and move additional white collar jobs and R&D facilities to his region.

Indeed, the government support is remarkable: It provides assistance in terms of human resources and free funds (up to RMB 5 million) and offers tax breaks for several years.

Wei Chen said that the present 89 foreign R&D centers represent almost half of all foreign R&D centers in the Shanghai region and a major part of the total number within China.

Despite the fact that the vast majority of the 13,000 foreign firms do everything but R&D, the Director is pleased to say that the variety in research and development ranges from cosmetics to healthcare, information technology and new materials research; including companies such as Estee Lauder, Roche, Alcatel, Bayer, Dupont and Honeywell.

Statistics reveal that foreign companies have invested over \$ 160 billion in the Pudong New Area from 1990 to 2005. Over \$ 170 billion was spent by the government for infrastructure such as communication and transportation during the last 15 years.

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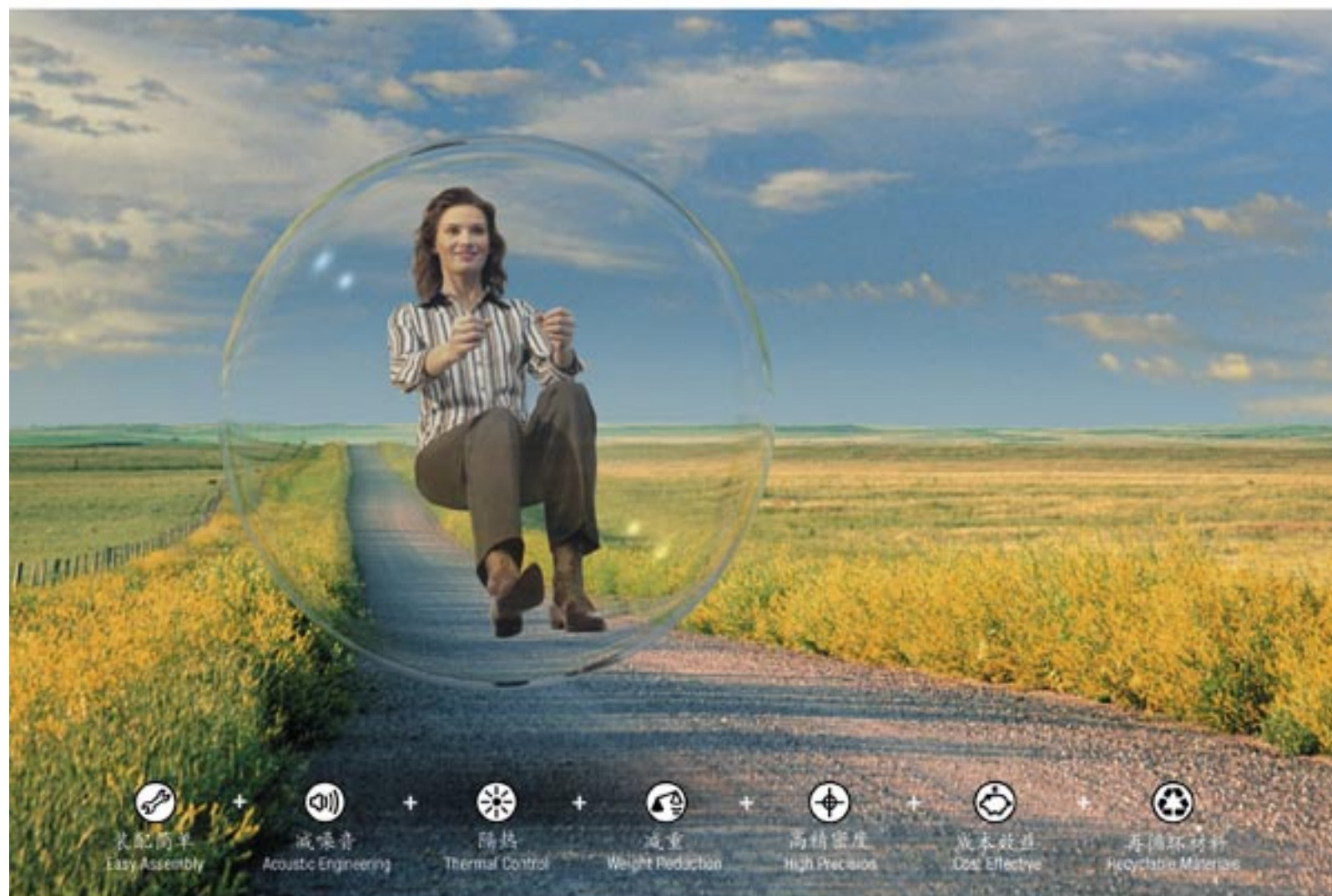
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## 上海聚焦浦东的研发中心

浦东新区是中国最重要的经济特区之一。它吸引了上海近一半的外资研发中心。陈炜——浦东新区经济贸易局综合发展处负责人，相信浦东在国内外企业未来的发展中将扮演更加重要的角色。

关于浦东新区研发机构发展的几个数字让人印象深刻：它吸引了世界各地27000家企业来此落户，拥有138家内资或外资研发中心。在过去数年中，已有13000多家跨国公司在浦东投资，并在这个区域中设立了89家研发中心。

浦东新区开始用全球化的眼光审视研发机构，营造“研发经济”发展的国际化环境始于2000年。当时，浦东新区政府决定更加主动地向跨国公司和中小企业推广它的四大开发区。此前，浦东新区政府主要关注的还是国内企业的研发，当时仅有几十家企业获得支持。得到政府支持的大部分是国内企业，这些企业找到如何研发并制造出新的产品。

### 政府支持吸引研发机构多元化发展

根据浦东新区经济贸易局综合发展处负责人——陈炜的观点，过去的5、6年中事情发生了根本的改变。他相信未来越来越多的国内外企业会选择在浦东落户。他认为，外国跨国公司将逐步升级它们的生产基地并将更多的白领业务和研发机构迁入浦东。

事实上，浦东新区政府对研发机构的支持力度是很大的：它为企业提供人力资源支持，财政奖励（最高可达500万元人民币），并在一定年限内给予税收上的优惠。

陈炜指出浦东新区现有的89家外资研发中心占到上海外资研发机构总数的近一半，同时也占到全国总数的相当大的部分。

尽管目前浦东的13000多家外资企业在研发上的投入还不高，但是陈炜非常高兴地指出，目前浦东企业的研发已经涉及化妆品、保健产品、信息技术和新材料等多个领域，其中包括雅诗兰黛、罗氏、阿尔卡特、拜尔、杜邦和霍尼维尔等国际知名企业。

统计数据显示，1990年到2005年间，跨国公司在浦东新区投资了超过160亿美元。过去15年间，浦东新区政府在通讯、交通等基础设施上的总投资超过170亿美元。



# Direct selling again allowed in China

## Legal Update

This new section provides first hand information about legal issues and new governmental regulations in China.

This service is provided by CMS Bureau Francis Lefebvre, Shanghai.

## NEWSECTION

It is the common idea that direct selling begun in the middle of 1940's in the US with some "desperate housewives" organizing private house parties during which they sold Tupperware or some make up products. In China, direct selling developed in an ambiance of suspicion since it was considered as a way to sell smuggled, fake, or low quality products at exorbitant prices. It conducted to consumer losses and social disorder. Following to these troubles, the Chinese government forbade direct sales in China in 1998 with the Circular on the Prohibition of Direct Selling Activities, which imposed Foreign Invested direct sales Enterprises (FIE) to operate through fixed stores. After 1998, only 10 direct selling FIEs were allowed to continue operating in China such as Avon, Amway or Mary Kay.

In order to comply with the World Trade Organization commitments, the Chinese government finally promulgated the Regulations on the Administration of Direct Selling (on August 23, 2005 and effective as of December 1, 2005), the Procedures on the Administration of Training of Salespersons and the Regulation on the Prohibition of Pyramid Selling (effective from November 1, 2005).

According to the new regulation, direct selling means a "method of sale whereby a direct seller recruits direct salespersons and the direct salespersons promote products directly to end consumers somewhere other than in a fixed place of business" and the term direct salesperson means a "person who promotes products directly to consumers somewhere other than in a fixed place of business".

The new regulation is considered as one of the most restrictive in the world since it lays down very stringent conditions not only regarding the conditions for a company carrying out this activity but also the individuals authorized to be a direct salesperson. Hence, a FIE engaging in direct selling shall have at least a registered capital of RMB 80 million (\$ 9.9 million) fully paid in and a RMB 20 million (\$ 2.5 million) bond fully paid in at a designated bank. This bond shall serve as a security deposit covering any future disputes and complaints. Further, a direct selling FIE is only allowed to sell products it manufactures itself and those manufactured by its parent or holding company. An application to carry out direct selling activities shall be made by the distribution FIE to the Central Ministry of Commerce in Beijing. If such activity is approved, a subsequent modification of the business scope of the company shall be undertaken with the Administration of Industry and Commerce.

Regarding salespersons, the new regulation provides notably that they shall be over 18, and recruitment of full time students, teachers, medical personnel, civil servants or active military personnel is forbidden. Only a direct selling FIE and its branches are allowed to recruit direct salespersons. Those who are eligible to become a direct salesperson shall obtain a Direct Sale Promoter License issued by the FIE after having participated in a special training provided by the FIE. Moreover, the direct selling FIE shall execute a sales promotion contract with the salesperson it recruits and the latter may only engage in direct selling in the region where a service outlet has been established.

Another restriction consists in the fact that the remuneration paid to direct salespersons shall be calculated by reference to products directly sold to the customers and such remuneration (commission, bonus, various rewards and economic gain) shall not exceed 30% of the total revenue generated by the sale of the products. This element mostly distinguishes the direct selling (zhi xiao "直销") from pyramidal selling (chuan xiao "传销"), which is expressly forbidden. Pyramidal selling refers to multi-level selling, which concern cases where the remuneration of the participants is based on the number of people being recruited into the organization rather than from the sales products. Subsequently, any organization or individual conducting pyramid selling activity commit an offence that may incur the following sanctions: confiscation of the gain, and penalty amount from RMB 500,000 to RMB 2 million. Individuals participating in pyramid selling activities will also be subject to a penalty to a maximum amount of RMB 2,000. Although the conditions for direct selling are very restrictive, the new regulation seems to pave another way for foreign investors to enter in the distribution sector in China.

Ji Yuan  
CMS Bureau Francis Lefebvre, Shanghai

## 新栏目

## 法律信息更新

这档新设立的栏目将提供有关中国法律问题和新的政府规章的第一手资料。

这项服务由CMS上海办事处Francis Lefebvre提供

# 在中国，直销再次被允许

众所周知，直销始于20世纪40年代中期的美国，当时一些“绝望的主妇”组织私人聚会，并在聚会上出售特百惠家用塑料制品或化妆品。在中国，由于直销被认为是一种以高价销售走私货、假货或劣质货的手段，因此，直销在充满怀疑的环境中发展。直销给消费者造成损失，给社会带来混乱。由于产生了这些问题，1998年，中国政府出台了《关于全面禁止直销经营活动的通知》，禁止在中国进行直销，并要求外资直销企业通过固定的商店开展经营活动。1998年后，仅雅芳、安利、玫琳凯等10家外资直销企业被批准在中国继续经营。

为遵守入世承诺，中国政府最终于2005年8月23日颁布了《直销管理条例》，该条例于2005年12月1日起生效，同时还出台了《直销员业务培训管理办法》和《禁止传销条例》，于2005年11月1日起生效。

根据新法规，直销是指“直销企业招募直销员，由直销员在固定营业场所之外直接向最终消费者推销产品的经销方式”，而直销员是指“在固定营业场所之外将产品直接推销给消费者的人员”。

由于新法规不仅对开展直销活动的公司，还对被委派为直销员的个人规定了严格的条件，因此新法规被认为是世界上最具限制性的法规之一。今后，凡从事直销活动的外资企业的实缴注册资本应不低于人民币8000万元（即990万美元），并应在指定银行足额缴纳人民币2000万元（即250万美元）作为保证金。该保证金用于解决今后产生的纠纷和投诉。另外，外资直销企业只能销售本企业生产的

产品以及其母公司或控股公司生产的产品。外资直销企业应当向北京商务部申请开展直销活动。若获得批准，应向工商行政管理总局办理变更公司经营范围登记。

关于直销员的资格，新法规规定，直销员应年满18岁，并且不得招募全日制在校学生、教师、医务人员、公务员或现役军人为直销员。只有外资直销企业及其分支机构被允许招募直销员。想要成为直销员的人员应参加外资直销企业提供的业务培训，并获得外资直销企业颁发的直销员证。此外，外资直销企业应与其招募的直销员签订推销合同，直销员只可在已设立服务网点的地区开展直销活动。

另一项限制性规定是：支付给直销员的报酬只能按照直销员直接向消费者销售产品的收入计算，报酬总额（佣金、奖金、各种形式的奖励及经济利益）不得超过直销员向消费者销售产品总收入的30%。这是直销与传销之间最明显的区别，传销是被明令禁止的。传销是指多级别销售，参与者是根据加入组织人员的人数为依据计算并给付报酬，而不是根据产品销售的情况。任何组织或个人组织策划传销活动的，将被予以处罚：没收所得，并处以人民币50万元以上人民币200万元以下的罚款。个人参加传销活动的也将被处以人民币2000元以下的罚款。尽管开展直销活动的条件非常苛刻，但是新法规似乎为外国投资者进入中国销售领域提供了另一种途径。

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CMS 联盟在长达 25 年的时间里，通过在香港、上海和北京的代表处为客户在中国开展业务提供法律服务。主要服务领域为：外商直接投资、兼并收购、商业重组、项目融资、技术和知识产权、分销、争议解决、劳动雇佣、国际贸易和税务。

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The CEO Interview 4  
总裁访谈录  
Karl. M. Lang of Mettler Toledo CEO  
美泰乐 托利多—Karl. M. Lang

## "The Gaps in the Market are our Opportunities"



Moving quick and growing fast with the market: Since its market entry in 1987, Mettler Toledo has developed to a successful player in the testing and analysis equipment sector as well as in the market for high-quality balances. Karl M. Lang, Head of Asia Pacific and South America, met "The Bridge" and explained what makes the company successful and why China impresses him.

**Mr. Lang, which aspect of the Mettler-Toledo philosophy would you consider as typically Swiss?**

Mettler Toledo has Swiss roots. It was founded by a Swiss inventor and contains to a certain extent Swiss culture. But the company has grown organically and via acquisitions, the second part of our name, Toledo, comes from an American company which merged with Mettler back in 1988. Thus, we have 2 very strong roots. Our culture is at least binational, but the Swiss element, a certain type of understatement and modesty, the clear drive for quality and the attention for details are still strong in there.

**After China being the "Factory of the World", media reports focus increasingly on China's R&D potential. How strong is your domestic R&D?**

We started with our first Joint Venture back in 1987 by transferring technology and manufacturing locally. In the first place, we have been convinced by China as manufacturing base and by the opportunity of cost-savings in the production. Meanwhile, our R&D operations in China became quite significant, comprising 150 employees already. The expression "Factory of the World" is not entirely true in our case, since some of our products are heavy and large and shipping is not feasible, thus components are produced centrally but for example steel structures and the respective assembly is done locally, in the country of the customer. Moreover, certain technologies do require a very specific set of know-how, which is not found in China yet. In China, we sell locally manufactured but also imported products. The products manufactured in China are for China but also for the global markets.

**Can an increase of R&D be sustained by a sufficient number of researchers?**

So far, yes, it can. But this is indeed a critical issue to us. We have to pay attention to the retaining of these people. There is

an increased demand for qualified engineers in the market. Trained and qualified people are in general a bottleneck in China. That's why we provide a good training for our staff as well. The reason I am in China right now is because we conduct a kind of "Mini MBA" program for our managers from China and from other Asian countries.

**You produce a full range of testing/analysis equipment, balances and weighing instruments throughout very different sectors, such as laboratory, industry and retail. Which is your most successful product in the Chinese market and why?**

Basically, we are strong in every sector. Within the Chinese market, our first products were vehicle scales, which are used for factories, highways and in the transport of bulk goods, especially. In the retail sector, Mettler-Toledo came rather late but caught up very quickly to become No. 2 in China, after a major Japanese company. In general, our local R&D is connected very well with our manufacturing and our sales & marketing, which is significantly contributing to our success. We also offer complete solutions to our clients with an intensive after-sales service.

**Who are your typical domestic clients?**

We have very strong relationships with State-owned Enterprises, and of course with MNEs, which we usually know already from other projects overseas. Now, we are focusing on the domestic private sector to penetrate this market further.

**What is your experience with domestic manufacturing?**

We are extremely happy with what is happening here with our total Chinese operations. In Changzhou we are manufacturing products for the industrial and the retail market, in Shanghai for scientific and product inspection applications. To us, China is the third largest market currently after the US and Germany. Probably in 2006/2007, China will be the second largest. Thus success



here is crucial to us; of course, we are a NYSE-listed company. Sales figures amount currently to 120 million USD in China. We currently employ more than 1,200 people in China out of 8,500 worldwide.

#### What do you consider as threats and opportunities within the Chinese market?

Currently, we are focusing very much on the market analysis. Are we covering all markets we could cover? Do we have differences in penetration? Do we serve all potential clients? If we find gaps, of course there are the opportunities for us. Market screening and market analysis play a crucial role on which we focus considerable resources. Of course, a key opportunity is the growth of trade in goods and the growth in general. Infrastructure development also creates new business opportunities for us and foreign-invested enterprises investing in the Chinese market need to equip their production sites. However, in such a situation, there is always the question whether we grow fast enough to keep our position in the market, which is creating a constant pressure. One of the answers to this pressure is to permanently look out for good people.

#### What impresses you the most in China?

I am impressed by the speed. Of course, you can read about it in the newspapers. But what we see in our own company is how fast our Chinese colleagues can move. This is a huge competitive advantage. Some projects go much faster than anywhere else. I am also impressed by the business-minded attitude of the authorities in giving their support, for example in the process of building a new factory.

Interview: Martin Regnet Photos: provided by MT



## 市场差距 就是我们的机会

与市场一起快速进步和成长：自1987年进入中国市场以来，梅特勒-托利多已发展成为一名检测和分析设备领域及高质量天平市场的成功企业。梁嘉（Karl M. Lang），梅特勒-托利多亚太及南美区总裁接受了THE BRIDGE的采访并向我们讲述公司成功的秘诀及中国震撼他的原因。

#### 梁先生，您认为梅特勒-托利多文化中哪个方面可以算得上是典型的瑞士风格？

梅特勒-托利多的根在瑞士。她由瑞士籍投资者创建，在某种程度上蕴涵了瑞士文化。然而，梅特勒成长迅速，并于1988年兼并了托利多一家美国公司，梅特勒-托利多品牌的后半部分。从而，我们的品牌强烈地扎根于至少两种文化之中。但是，其中的瑞士元素-内敛和谦逊-一种明晰的、关注质量和细节的驱动力依然强烈当A粮拧

#### 当中国成为“世界工厂”后，媒体报导逐步聚焦于中国的研发潜力。在今后5年内，贵公司在中国的研发能力将发展到怎样一个程度？

早在1987年，我们就通过技术转让及本地制造的方式建立起了在中国的第一个合资企业，中国作为制造基地及生产成本低廉的优势令人信服。同样，我们在中国的研发团队的表现可圈可点，规模也扩大至150人。我们的情况与“世界工厂”的说法还有些不同，因为我们有些产品又重又大，运输不方便，所以我们会集中生产元器件，而钢结构件及相应的装配工作会在客户所在国就地完成。再者，某些技术确实需要非常专业的经验，而目前中国尚不能满足这个要求。在中国，我们销售的不仅有本地生产的产品，还有进口产品。中国制造的产品不仅内销，还行销全球市场。

#### 通过足量的研发人员是否能够持续增强研发能力呢？

就目前而言，能够。但这对我们来说确实是个重要问题。我们必须把注意力放在留住这些人才上。人才市场对优秀工程师的需求一直在增长。受过良好培训的优秀人才在中国普遍是个瓶颈，这就是为何我们也为员工提供良好培训的原因。我目前这趟中国之行就是专程为中国及亚洲其他国家的经理级人员实施的一种“迷你MBA”培训项目而来。

#### 贵公司制造一系列各种领域用的测试/分析设备、天平及衡器，如实验室、工业及零售业。在中国，哪个是贵公司最成功的产品？为什么？

我们基本上在每个领域都很强。在中国市场，我们第一位的产品是车辆衡，适用于工厂、高速公路、散货运输等领域。在零售业领域，梅特勒-托利多进入中国市场较晚，但已迅速上升为第二位，仅次于某个日本品牌。总体而言，我们本地的研发团队与生产、销售和市场合作非常紧密，为我们的成功作出了显著的贡献。我们同样为客户提供完整的、细致深入的售后服务解决方案。

#### 贵公司在中国有哪些典型客户？

我们与中国的国营企业保持着非常良好的关系。当然跨国企业亦然，而我们通常在许多国外项目中已与它们接触很多。目前，我们很关注国内的私营企业以期更深入的市场渗透。

#### 贵公司在国内有哪些制造经历？

我们非常高兴看到在中国的机构中所发生的一切。在常州，我们生产应用于工业及零售业的产品，在上海则生产科学仪器及成品包装检测系统。对我们来说，中国是目前仅次于美国和德国的第三大市场。到2006/2007年，中国很可能会成为第二大市场。因此，这里的成功对我们很关键；当然，我们是纽约证券交易所的上市公司。目前在中国的销售业绩是1.2亿美金，雇员超过1200人，而全球雇员则为8500人。

### INFO BOX



Active in China since: 1987  
International Headquarters in Greifensee, Switzerland  
Headquarters for Region China in Shanghai

#### Key figures

Annual sales 2004: RMB 1.3 billion (USD 160 million)  
Cumulative FDI from Switzerland: USD 28.6 million (registered capital)  
Factories: 6  
Legal entities: 8  
Regular employees: 1,200



**Karl M. Lang** is the Head of Asia/Pacific within METTLER TOLEDO since the year 2000. He is Swiss National, holds an electrical engineering degree from ETH Zurich as well as a Master of Science in Computer Engineering from the Georgia Institute of Technology in Atlanta, Georgia, USA. Working for Mettler Toledo since 1971 he was assigned to several functions in R&D, sales and marketing, and served as well as Head of the Laboratory division from 1987 to 1991 and 1995 to 2000. He gained extensive experience in building businesses in Asia. He was based in Japan between 1991 and 1994 and again from 2002 to 2003



您认为中国市场中的威胁和机会会有哪些？

目前，我们非常关注市场分析：我们是否覆盖了应该覆盖的所有市场？我们的渗透是否有差异化？我们是否服务了所有潜在客户？如果我们找到差距，自然就存在机会。市场筛选和分析在我们聚焦大量资源时扮演着关键角色。当然，最重要的机会是产品销售的增长和总体成长。同时，基础建设为我们创造了新的业务机会且外资企业对中国的投资也需要为它们的生产厂购置设备。然而，在这种形势下，始终有个问题一直在给我们压力，即我们的发展是否快得足以保持我们的市场地位？其中一个答案便是不停地放眼搜寻优秀的人才。

中国给您最深的印象是什么？

我印象最深的是速度。当然，你在报纸上也会看到这个。但是，我们在自己公司里所看到的是我们的中国同事进步得如此之快，这是个相当大的竞争优势。有些项目比任何其他地方都进展迅速。我还对政府官员在提供支持时体现的商业意识印象深刻，如在建造一家新工厂的进程中深有体会。

## INFO BOX



中国开展业务时间：1987年  
集团总部：瑞士格莱芬塞  
中国区总部：上海

**中国区重要数据：**  
2004年实际销售额：13亿人民币（合1.6亿美金）  
累计外商（瑞士）投资：2860万美金（注册资本）  
工厂数量：6个  
法人数量：8个  
正式雇员数量：1200人



**梁嘉（Karl M. Lang）**先生自2000年起担任梅特勒-托利多亚太区总裁。梁先生，瑞士籍，先后毕业于苏黎世瑞士联邦技术学院（ETH Zurich），获电子工程学位，及美国佐治亚亚特兰大佐治亚工程技术学院，获计算机工程理科硕士学位。自1971年起他一直服务于梅特勒-托利多，曾在研发、销售和市场部门任职，并分别于1987至1991年、1995至2000年间担任实验室部总裁。他于1991至1994年和2002至2003年两次被派驻日本，从而积累了在亚洲开展业务的丰富经验。

## The CEO Interview 5 总裁访谈录

Andreas Tschirky of Roche CEO  
罗氏—Andreas Tschirky

# Full Confidence, Full Access

With the first patent in place, Roche's R&D center in Shanghai is making a contribution to the success of the company's global research and development network. Andreas Tschirky, Head of Roche R&D Center (China) Ltd. (RRDCC) met "The Bridge" and gave an overview of the prospects for Roche's R&D activities in China and explained why the best researchers are eager to work in Roche's R&D team.



**Dr. Tschirky, what do your Chinese operations contribute to your global R&D operations?**

In Shanghai we have been in operation for one year, as part of the global Roche Pharma network, in addition to the other four Pharma R&D centers in Basel, Nutley in New Jersey, Penzberg, and Palo Alto in California.

We invested around \$ 11 million here, and are just at the starting point. Our operational budget doubled within this year of operation.

Our focus is to develop in-house operations and to cooperate and develop partnerships with our Chinese institutions, namely in the academic field, with research organizations and also with major hospitals directly. Our partner hospitals are, besides giving medical care, also committed to research, especially in molecular biology, such as the Beijing Union Medical College in Beijing. It is a win-win situation for both sides.

**You chose Shanghai as a hub for your R&D operations. What was your motivation to do so?**

The major point is definitely people. We came here to tap into a human resource pool, as a front runner and pioneer among multinational companies, with people from the best universities and institutions joining our operations. The number of graduates in sciences like chemistry and others in the USA and Europe has become smaller. In China, we have a large and committed pool of science students. These are the smartest people and we have the opportunity to choose among them. This circumstance has already contributed to our first success: we have already filed our first patent within the very short period of only one year and two other patents are on the way. It is remarkable that we have already achieved this kind of success so quickly, with an average workforce of around 40 scientists.

Besides HR, another reason to be here is the governmental support from the national level down to the Pudong government.

We enjoyed a lot of help through all the steps in the setup of our R&D center. This strong commitment from both sides resulted in a very cordial relationship.

And of course, we should not forget that the Chinese economy is expanding. This means that the market is providing a lot of opportunities for Roche to develop. We produce and market our innovative medicines, and this also applies to the Roche Diagnostics division.

**What kind of patents did you register?**

Of course I cannot disclose every detail. But basically, what we do is in-house research. We have validated targets of certain biological mechanisms and we can design and synthesize molecules that can activate or inhibit certain biological processes. Meanwhile, we have developed a successful family of molecules which can be associated with certain biological defects, and now we have to protect this intellectual property and file the patent.

**Intellectual property is seen as an important issue among multinationals operating in China. How do you safeguard your intellectual property?**

For all patents worldwide we file centrally in Basel (Roche Headquarters). They then decide where to file next. This is also part of the agreement with domestic authorities. They understand that this is the best way for multinationals to do research according to their global strategy.

IP rights are a big topic when you conduct R&D in emerging markets. But we are confident, since the government has been committed to IP protection in law and enforcement for more than 10 years already. We have strong support here and understand that this is an ongoing process. The Chinese government has an interest in ensuring this, since the acceleration of the development of several high-tech sectors is crucial to China. Thus, we have the same interests; we are sitting in the same boat, so to speak.

Advertisement



CH-ina  
Integrated China Entry  
Solutions & Operations



### Preparation: Strategies & Concepts

- Research, Concepts & Scenarios, Business & Action Plans
- Executive Visits: meet representative stakeholders for a direct feel and hands-on research
- Financing & Funding Solutions



### Implementation: Project Management

- Due Diligence, Partner Audits, Document Preparation and Legal Incorporation
- Human Resources Search, Assessment & Selection, Employment Contracts
- Technology Transfer, IP Protection and Key Staff Training
- Sales, Marketing & Distribution, Network Structure: search & selection
- Budgeting, Accounting, Reporting, Controlling & IT systems set-up
- Factory and Office Installation: equipment selection, purchasing, interior design



### Operations: Management Support

- Management Coaching and Supervision
- Management Information Systems Support: internal reporting forecasting & controlling, Tax optimization, customized ERP systems & automation of reporting, ERP system & network maintenance
- Strategic Management

### Your Success: CH-ina Experts with unique Experience

- Team of 25 project managers and consultants led by one Chinese and two Swiss partners combining 30 years of experience in starting and running businesses in China
- More than 60 Swiss companies successfully served in 3 years, including 10 complete factory set-ups and 50 local managers hired

## Integrated China Entry Solutions and Operations



### How large do you expect your operations to grow?

Led by Dr. Franz Humer, the CEO and Chairman of Roche Group, the Roche Board of Directors came to China in September 2005. They visited the different Roche sites here. They expressed great confidence about Roche's progress and business in China. We, as an R&D center, are developing well. We expect to grow to a staff of 200 to 300 people some time between 2010 and 2015. Roche is leading in virology and transplantation and we are No. 1 in oncology.

We believe that regions in China, such as Shanghai, have the potential to develop into biotech valleys. San Diego or Boston in the United States are already such valleys, with clusters of multinationals, universities and hospitals conducting research and biotech enterprises as well. If Shanghai becomes such a valley, there will be many possible cooperation partners for us in the future. We really believe that China is the right place to be. I would like to encourage other Swiss companies to consider China as an R&D base.

The major business hubs are along the Chinese coastline. If the central and western parts are taking a similar path of development, you have a huge opportunity in the medical market. More and more areas develop and can afford high-level medical products.

### Are you specifically focused on the Chinese market in some projects?

We are a global research organization doing research for the global market, including China. However, we are looking for domestic universities and also monitor specific potential cooperation, for example in the field of Traditional Chinese Medicine (TCM). Currently, we are looking into cooperating with different high-level academic and healthcare institutions in China.

We emphasize taking advantage of all opportunities related to innovation. Scientists from different fields speak certain "languages", as do TCM and conventional researchers, while using different approaches. This R&D center here may be of help in the future to help overcome such gaps with a complementary approach.

### Do you contact potential partners or do they contact you?

It goes both ways. We have a good reputation and are considered a reliable and fair partner. The Roche corporate culture is "to walk the talk", being committed to realizing our promises. At the beginning of 2004, we announced the concept of this center, having the same top quality as our other global research sites. Within the same year, we started construction and operation. This commitment helps us in building contacts with research partners.

### Is this a kind of Swiss philosophy?

(Laughing) I hope so. Swiss values are certainly not a bad thing. But it applies everywhere in the world that if you are reliable, you are an appreciated business partner.

### As a top-notch player, you attract a lot of people. What are the strategies to keep people committed to the company?

We welcome the best people and give them a sophisticated environment with world-class infrastructure. What differentiates us from other R&D centers of multinational companies? We give full access to all our databases available globally. Compared with the work a researcher had before in searching different libraries, this database is an outstanding tool, which saves our researchers a lot of time, bringing us a competitive edge. Moreover, we have a core team of about 10 returnees coming back from the US and Europe, having worked in research institutes and pharmaceutical or biotech companies. They help train the new staff coming from Chinese research institutions and universities. For example, as some fields are very different, new researchers may know a lot about synthetic chemistry at the beginning but not know medicinal chemistry, where you also need to understand the relationship between molecules and their associated biological and pharmacologic effect. This kind of thing can only be learned in major pharmaceutical companies.

These points have an immense impact on how we operate. It strengthens two things: confidence and top-notch research, because we have full access. On the other hand, it helps us to attract the best people. We can do research on the same level as in our other global operations. People are excited about doing top-notch R&D, which is why we were able to put together an excellent team within such a short period of time.

### Who are your competitors?

Several other major companies are interested in doing medical and clinical research in China as well. However, we are extremely interested in cooperating with them. We are innovative and research-based. We are looking for very specialized products, so we do not have a lot of competitors. We are also usually the ones who choose new fields and do not wait to follow the mainstream.

### What impressed you the most in China?

The people! To see the commitment in such a young organization is very exciting to me. We can achieve a lot together. To share the creativity, entrepreneurship and satisfaction for what we are doing here is a delight to me.

Interview: Martin Regnet    Photos: Claudia Brazzola



## 踌躇满志 四通八达

首张专利在手，罗氏位于中国上海的研发中心为其全球研发网络的成功又贡献了一大力量。罗氏研发（中国）有限公司总经理安德利博士做客《桥》杂志，为我们介绍了罗氏研发在华业务的开展情况并阐述了为什么最优秀的科研人员都渴望加入罗氏研发团队的原因。

### 安德利博士，罗氏在中国的研发中心对罗氏全球研发做出了哪些贡献？

一年前在上海，我们的研发中心正式投入运营，它是陈巴塞尔，新泽西州的纳特利，潘茨堡和加州的帕洛阿托以外的罗氏全球药品研发网络的又一个组成部分。

我们对此研发中心的初期投资额大约一千一百万美元，而这仅仅是一个开始。我们的运营预算在今年翻了一番。

我们在注重发展内部研发的同时，也非常重视在学术领域与中国的研究机构的合作，不断开发新的合作伙伴，也会直接与各大医院开展合作。我们的合作伙伴医院不仅提供医疗服务，也注重基础研究，尤其是分子生物学，比如说北京协和医院。这对合作双方是双赢的。

### 是什么驱使罗氏选择上海作为其一个研发基地呢？

最重要的原因毋庸置疑是人才。作为跨国企业的领跑者和先驱者，我们来到这里是为了能够深入中国的人才库，邀请来自中国顶尖大学和研究所的人才加入我们的研究工作。美国以及欧洲的基础科学如化学和其他学科的研究生人数已越来越少。而在中国，我们有一个庞大的基础科学人才库，我们可以在这些最优秀的人才中进行挑选。这一条件已帮助我们首战告捷-我们在短短一年间注册了首个专利，另有两个专利目前也正处在申请过程中。仅依靠现有40个左右的研究员能在如此短的时间内取得这样的成果，这是令人瞩目的。

除了人才资源，另一个我们选择这里的重要原因是源于政府的支持，在研发中心筹建的全过程中我们得到了从中央政府到浦东新区政府的大力支持。这种双向的承诺使得我们之间有着非常良好的合作关系。

### 知识产权被在华营运的跨国企业视为一个重要的问题。你们是如何保护你们的知识产权的？

当然，还值得一提的是中国经济的飞速发展。这意味着中国市场正带给罗氏许多的发展机会。我们生产并销售创新药物，罗氏的诊断部门也同样受益匪浅。

### 你们注册的是何种类型的专利？

当然我不便透露所有细节。但是基本上，我们所从事的是内部研究。我们已验证了特定的生物机制的靶点，并且我们能够设计并合成那些能够激活或抑制生物学过程的分子，同时我们已成功开发了一个能与特定生物学缺陷相结合的分子群。现在我们必须确保我们的知识产权并申请专利。

我们所有的专利都从瑞士巴塞尔（罗氏总部）统一注册。总部会决定接下来在哪里注册。这也是我们和国内当局达成的协议的一部分，他们理解这是跨国企业根据其全球策略开展研究的最佳途径。

在新兴市场开展研发工作，知识产权是一个重大的话题。但是中国政府十多年来一直致力于在立法和执法上对知识产权进行保护，因此我们充满信心。我们在这里得到了有力的支持，也充分理解这是一个持续进行的过程。高新技术产业的快速发展对中国非常重要，所以中国政府也有强大的意愿去确保知识产权得到保护。这是我们的共同点，因此同舟共济。

### 能预计一下你们研发机构将来的发展规模吗？

今年九月，罗氏首席执行官兼董事会主席胡沫博士率罗氏全球董事会成员来华，访问了罗氏在华的不同业务部门，表达了他们对罗氏在华业务取得更大进步的巨大信心。我们研发中心正蓬勃发展，预计2010年到2015年间我们的员工人数将达到200至300人。罗氏在病毒学和移植学领域皆处于全球领先地位，在肿瘤学更是名列第一。



Andreas Claudius Tschirky is the Head of Roche R&D Center (China) Ltd. He is Swiss National and holds a PhD of the Paul-Scherrer Institute (ETH Zurich) in pharmacy. After several assignments in interdisciplinary public research and studies of the Chinese language, he conducted his post doc research at the China Pharmaceutical University in Nanjing at the Department of Traditional Chinese Medicine. Mr. Tschirky joined Roche in 1999 as research coordinator and was then assigned as Head of R&D China for Roche in 2002. Since 2004, he is the Head of Roche R&D Center (China) Ltd. and is based in Shanghai.



我们坚信，上海大有潜力发展成为生物科技谷。像美国的圣地亚哥或波士顿的药谷已颇具规模，汇聚了大量跨国公司，大学，医院和生物技术公司开展研发在那儿工作。一旦上海也形成这样的药谷，在不远的将来我们会拥有大量的合作伙伴。这也将帮助我们解决专利权转让问题。我们坚信我们选择中国是正确的。我愿意鼓励其他的瑞士公司考虑选择中国作为他们的研发基地。

中国的主要商业都集中在沿海一线。如果中西部地区也能以同样的方式发展，医药市场就大有可为。越来越多的地区发展起来后就可以购买高端的医药产品。

**在一些项目上，你们是否特别专注于中国市场？**

我们是一个全球性的研发组织，所做的研究惠及全球市场，包括中国。然而，我们正寻求与国内大学开展合作，并关注一些特殊的合作可能性，比如在传统中医领域。目前，我们正在和几所在国内享有盛名的学术和医疗机构进行合作。

我们强调抓住一切与创新有关的机会。来自不同领域的研究员用不同的“科学语言”进行沟通，传统中医领域的研究员也是如此。我们的研发中心将来会帮助克服不同研究方法间的差别，融合不同的领域。

**通常是你联络你的合作伙伴们还是他们联络你？**

这是双向的。我们有着很好的信誉，被视为可靠的公平的合作者。罗氏的企业文化精神是“言行一致”，兑现承诺。2004年初，我们宣布了建立研发中心这个想法，它将和我们全球其他的研发中心一样高规格，高品质。同年我们就开始了工程建设并实现了运营。这个承诺帮助我们与研发合作伙伴建立了联络关系。

**这是瑞士的一种哲学理念吗？**

(安德利博士露出了笑容) 希望是。瑞士的价值观挺不错的。但这也是放之四海皆准的道理，如果你是可信赖的，你就是受欢迎的合作伙伴。

**作为一家顶尖的公司，罗氏吸引了大批的人才。你们采取什么策略留住人才？**

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## Roche 药品

安德利博士，瑞士人，现担任罗氏研发（中国）有限公司总经理，安德利博士持有Paul-Scherrer Institute药理学博士学位。曾任职于各交叉学科的公共研究机构并在习得中文后在南京中国医药大学传统中医系从事中药复方的博士后研究。安德利博士1999年加入罗氏，曾先后在罗氏中国、巴塞尔和罗氏其他研究机构担任研究协调工作。2002年，他被任命为罗氏中国地区研发总监。2004年，他被任命为罗氏研发（中国）有限公司总经理。

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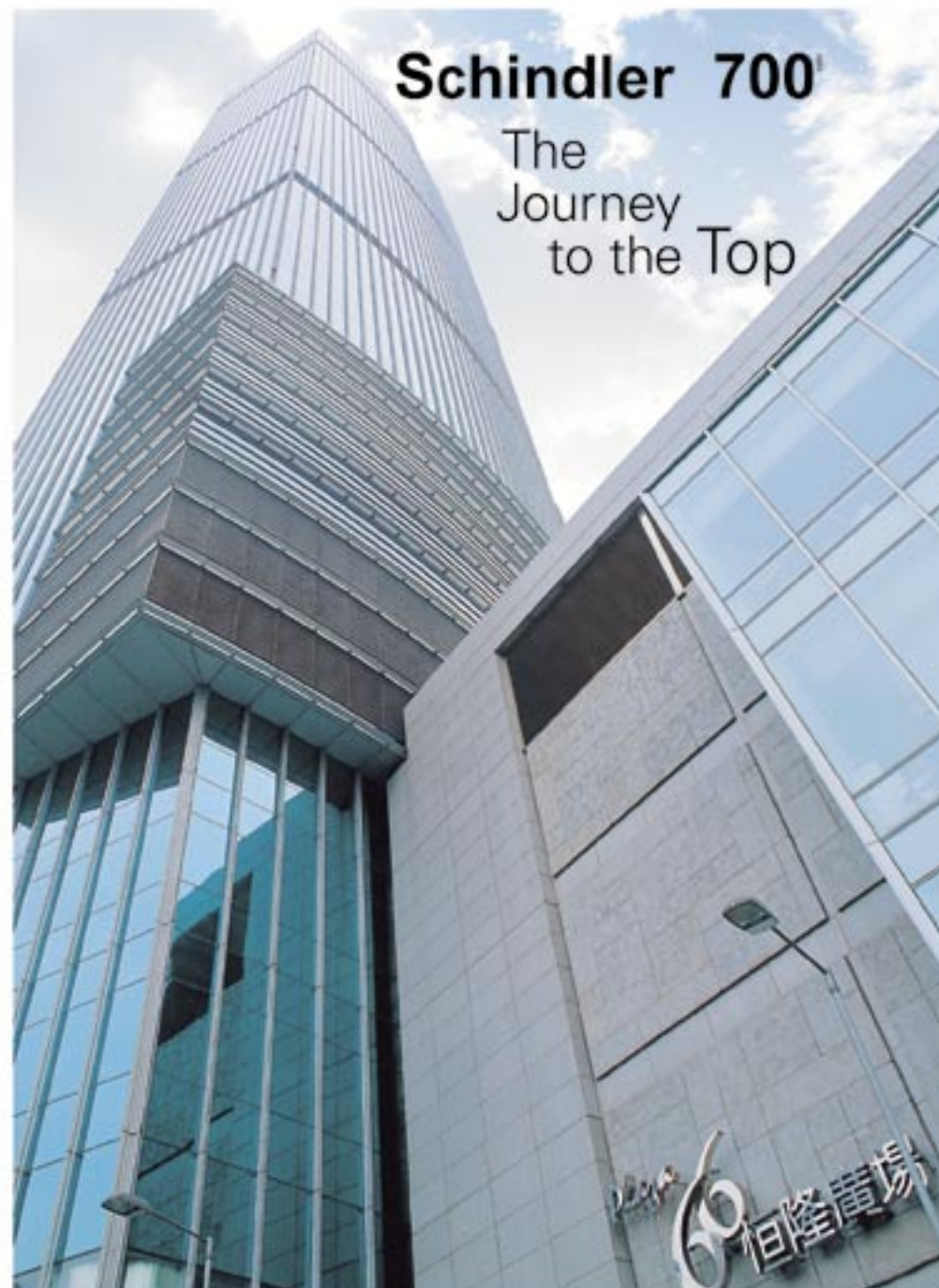
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**Schindler**

The Elevator and Escalator Company

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Schindler

## SWISS CHINA SURVEY

This case study is an excerpt from **Behind the China Kaleidoscope: A China Entry & Operations Guide**, to be published in January 2006.

It contains expert contributions case studies and results of the Swiss China Survey.

For more information kindly visit the project website: [www.chinaguide.ch](http://www.chinaguide.ch).

This case study is published in "The Bridge" with kind permission of Mr. Bernard G. Schwegler, Vice President and General Manager of the Top Range Team of Schindler Elevator China.

# Case Studies: SCHINDLER (China) ELEVATOR Co., Ltd. Elevator and Escalator Industry 个案简介

## 迅达（中国）电梯有限公司 电梯和电动扶梯工业

### 摘要

迅达（中国）电梯有限公司生产和销售高层建筑所需的高速电梯和商务和住宅楼所需的手扶电梯，通用电梯和电梯主要部件，并提供相关的售后服务，保养和维修。

本文阐述了迅达的市场策略，针对高速电梯市场以及其在中国的主要成功因素。

### 市场早期策略

一体化的研发程序以确保更有竞争力的销售价格  
 客户管理和对本土项目的风险分析  
 雇员管理以保证高士气和低流失率

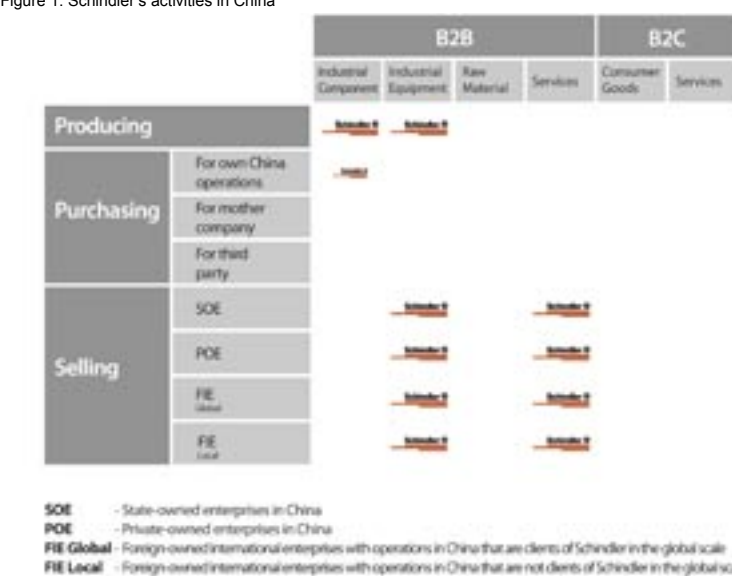
## SUMMARY

Schindler (China) Elevator Co., Ltd. manufactures and supplies high-speed elevators for high-rise buildings, escalators, commodity elevators and their key components for the commercial and residential structures in China. The company also provides after-sales services for elevator and escalator maintenance and repairs.

This case is about Schindler's market strategies, focusing on the high-rise elevator segment and highlighting the following factors for its success in China:

- early market entry
- streamlined research and development processes for more competitive selling prices
- customer management and performing risk analysis of local projects
- managing employees to ensure high motivation and minimize staff turnover

Figure 1: Schindler's activities in China



Source: Swiss China Survey 2005



Figure 2: Elevators and moving stairways -industry revenue growth and forecasts

YEAR	Historical Growth(%)	YEAR	Forecasted Growth(%)
1999	7.90%	2004	8.00%
2000	11.50%	2005	5.20%
2001	11.70%	2006	4.10%
2002	-10.10%	2007	4.30%
2003	-2.10%	2008	4.00%

Source: Integra Information. (2005). Industrial Elevators, Hoists and Lifts - SIC 3534. JT Research LLC - www.industryresearch.com.

GLOBAL INDUSTRY TRENDS and OUTLOOK

The elevator and moving stairways industry growth is supported by several inter-related factors such as demographic and socio-economic development, the desire for efficient use of space, increasing movement of people and goods through major gateways (i.e. airports, metros, etc.) and stricter safety requirements.

The industry worldwide grew at an annual average rate of 3.8%<sup>1</sup> from 1999 to 2003. The average annual growth is estimated to reach 5.1% from 2002 to 2008<sup>2</sup>. In 2004, the global elevator market size was estimated at USD37bn; 40% of which consists of new sales and 60% of maintenance and modernization of existing systems<sup>3</sup>. Approximately 7.4 million elevator units were in operation by the end of 2004 worldwide — out of which 335,000 were installed in the same year<sup>4</sup>. Meanwhile, the escalator market is estimated to have reached a global market size of USD1.85bn<sup>5</sup> in the same year, excluding after-sales services.

China is purchasing 25% of all new elevators and 50% of new escalators worldwide. It is very close to Europe in installation of new elevators and by far the most important of regions in escalators.

Figure 3: Elevators in operation vs. new elevator market in 2004 by region

Elevators in Operation in 2004 (%) Total: 7.4 million units		New Elevator Market in 2004 (%) Total: 335,000 units	
REGION	PERCENTAGE	REGION	PERCENTAGE
Europe	51%	Europe	29%
Americas	17%	Americas	12%
Japan	8%	Japan	10%
China	8%	China	26%
Korea	3%	Korea	7%
RoW	13%	RoW	16%

Source: Kone Corporation. (2005). Business Environment - Elevator Market. www.kone.com.

The maintenance and modernization business (after-sales service) is more stable than the new equipment sales segment (new sales). The five leading elevator companies — Otis (USA), Schindler (Switzerland), Thyssen-Krupps (Germany), Kone (Finland) and Mitsubishi (Japan) — generally make a significant portion of their profits from after-sales activities. These companies, along with other strong Asian players — Hitachi (Japan), Toshiba (Japan), LG (South Korea) and Fujitec (South Korea) — account for nearly 80% of the global elevator market<sup>6</sup>.

Figure 4: Escalators in operation vs. new escalator market in 2004 by region

Escalators in Operation in 2004 (%) Total: 328,000 units		New Escalator Market in 2004 (%) Total: 28,000 units	
REGION	PERCENTAGE	REGION	PERCENTAGE
Europe	23%	Europe	13%
Americas	18%	Americas	7%
Japan	17%	Japan	9%
China	24%	China	51%
RoW	18%	RoW	20%

Source:Kone Corporation. (2005). Business Environment-Escalator Market. www.kone.com.

The demand for elevators and escalators follows the general economic growth and developments in the construction industry. The global construction and engineering industry — excluding homebuilding — is estimated to reach a market value of approximately USD1.3tr by 2008, a 25.2% increase from 2003<sup>7</sup>. Growth is expected to be driven by the recovery of Western economies, the continued expansion of the developing markets in the Asia Pacific and eastern Europe, and the world's growing population.

MOTHER COMPANY  
– SCHINDLER Holdings Ltd.

Figure 5: Schindler Group structure



Source: Schindler Group. (2005). Schindler Group Annual Activity Report 2004.Schindler Holdings Ltd.

Company background and current situation

Robert Schindler founded the company in 1874 in Lucerne, Switzerland. From its modest beginnings as a small family-owned mechanical engineering workshop, Schindler has matured into a global enterprise that is now one of the industry's biggest elevator and moving stairways companies. For the past 125 years, the company has concentrated on the elevator and escalator business making it today's leading supplier of escalators and the second largest elevator manufacturer in the world after Otis.

Business divisions

Schindler Group has two major business divisions and is legally structured under the umbrella of Schindler Holdings

- The Elevator & Escalator Division (E&E) is a worldwide operation that supplies elevators, escalators and moving walkways worldwide through subsidiaries in all major markets of the five continents.

- ALSO Group is the leading Swiss company active in the wholesale, distribution and logistics services of information technology and consumer electronics.

Company size and structure

Schindler Group's consolidated operating revenue rose by 6.9% to CHF8.26bn (USD6.56bn) in 2004 from the previous year. The Elevator & Escalator division contributed CHF6.40bn (USD5.09bn) or 77.5% of the Group's overall revenues and ALSO generated CHF1.85bn (USD1.47bn) or 22.5%<sup>8</sup>.

Schindler has 97 subsidiaries around the world and a total of 39,443 employees (end of 2004), grouped as<sup>9</sup>:

- Elevator & Escalator Division – 38,841 total personnel
  - Switzerland – 3,720 (9.6%)
  - EU countries – 14,680 (37.8%)
  - Rest of Europe – 1,298 (3.3%)
  - Asia, Australia, Africa – 7,127 (18.4%)
  - (China – 2,000 employees from all segments with 35 staffs working in the high-rise division)
  - North, Central and South America – 12,016 (30.9%)

- ALSO Group – 602 total personnel
  - Switzerland – 392 (65.1%)
  - EU countries – 210 (34.9%)

Competitors and competitive advantage

Otis, the largest elevator company in the global scale, has the most market share with 22%, followed closely by Schindler and Kone with 15% and 10% shares respectively<sup>10</sup>. Schindler (Elevators & Escalators) remains competitive with the following advantages:

- an extensive range of custom-made vertical transportation solutions for the whole market — from basic transport needs to residential and commercial structures to high-speed systems for high-rise buildings
- reliable and very affordable products benefiting from the latest technology that enhances elevator efficiency and performance
- research and development focused on:
  - advanced software that drives a logic program for intelligent traffic management

- unique and innovative control systems that guarantee reduced traveling time and discomfort
- built-in, dependable fault detection security system that allows for instant problem detection and timely preventive maintenance
- ride quality solutions for high-speed elevators that assures quiet, gentle, comfortable and smooth ride
- environment-friendly products and economical in the use of energy which contributes to minimizing operating expenses

- skilled technical employees who are highly trained for installation, maintenance and service to ensure maximum availability and minimum down time of Schindler elevators and escalators

CHINA INDUSTRY TRENDS and OUTLOOK

With new building (residential, commercial, business, hotels and retail spaces) taking place across the country, China presents a significant market for elevators and escalators. The major markets for elevator business in China are the booming cities of Beijing, Shanghai, Chongqing, Guangzhou and Shenzhen.

China became the largest elevator market in the world in 1996, set off by the soaring construction industry that followed the country's open-door policy in the 1980's. Even so, there is still one elevator for every 2,000 people in China today compared to one elevator or escalator for every 700 to 750 people in the rest of the world<sup>11</sup>.

Owing largely to its growing domestic demand for vertical transportation solutions for high-rise buildings, the country is believed to be one of the largest elevator-manufacturing nations globally. The Chinese elevator market is characterized by new installations and after-sales activity with demand for services growing faster than new sales as the country develops. Currently, half of the business volume in the Chinese elevator market is generated by after-sales services.

SCHINDLER in CHINA

Subsidiary background and current situation

Established in 1980, China Schindler Elevator Co., Ltd. (CSE) was China's first industrial joint venture with a Western company, set up after the founding of the People's Republic of China in 1949. The subsidiary has evolved into the present wholly foreign-owned enterprise Schindler (China) Elevator Co., Ltd. (based in Shanghai), after the Schindler Group acquired its Chinese partner's shares in 2002.

Schindler China's operation companies manage sales, installation and after-sales services through a distribution network, covering China geographically in the north, east, central and south. The subsidiary has approximately 2,000 employees country-wide — 35 of which work in the Top Range (high-rise) Division.

Figure 6: Schindler's historical milestones in China



Source: Swiss China Survey 2005



## Subsidiary size and branches

Schindler has more than 80 authorized distributors and branches that manage sales, installation, maintenance and repair services in the following major cities and provinces: Beijing, Shenyang, Xián, Shijiazhuang, Harbin, Qingdao, Jinan, Wuhan, Chengdu, Chongqing, Urumuqi, Suzhou, Hangzhou, Nanjing, Fuzhou, Kunming, Guangzhou, Hainan, Shenzhen, and Zhejiang. To date, the company has established in China the following:

- one wholly foreign-owned company (Schindler [China] Elevator Co.) that manages sales and services headquartered in Shanghai and produces escalators for the Asia Pacific region
- one joint venture based in Suzhou (Suzhou Schindler Elevator Co., Ltd) that has become a major production base of elevator components in Asia, as well as managing domestic sales and services
- two wholly owned component plants; one for escalator steps (Suzhou Esca Step Co., Ltd) and moving walk pallets and another for elevator components and control system software (Schindler Electronics [Suzhou] Co., Ltd) both based in Suzhou
- an R&D center (R&D-AP) located in Shanghai that develops that latest elevator technologies
- a training center also in Shanghai (Shanghai Schindler Elevator Technology Services Co., Ltd) that delivers managerial and technical training to sales, installation, maintenance and management personnel of Schindler China

## Supply chain

Part of the key components of Schindler's high-rise elevators produced in China are imported from the mother company in Switzerland or are bought from its own component facility in Suzhou. For basic high-rise elevator components, the subsidiary purchases from five main suppliers in China.

Schindler Electronics (SEL), the company's own component production facility in Suzhou, was set up in 2000. SEL is a wholly-owned subsidiary of Schindler Group that manufactures electronic components and develops software for the control systems of Schindler elevators and escalators. In 2005, the facility began producing controllers and safety components for high-rise elevators and it has been supplying Schindler China directly. Finished elevators and escalators are sold to foreign, government and local private investment construction projects all over the country. Installation and maintenance of the equipment is administered by Schindler China's own technical staff.

## FACTS and ANALYSIS

### Timing and motivation to enter China

Schindler entered China early through a joint venture with a local company before the country opened its doors to wholly foreign-owned companies. As a result, the subsidiary managed to gain a considerable share of the market and expand its activities (from selling commodity elevators to specialized high-rise/high-speed elevators) prior to the influx of international elevator companies that are now competing for market share. Presently, Schindler China is building up a strong market base for its high-speed elevators in the high-rise segment and managing the shift of production of key high-rise elevator components from Europe to China.

### Targeted market segments

Schindler elevators, both commodity and for high-rise buildings, are often perceived to have the highest quality with the corresponding steep prices. But, Schindler China believes that this marketing strategy may not be effective in the long run, since

it is difficult to sell high-priced products in China. Therefore, contrary to the common perception that Swiss-branded products are expensive; Schindler's Top Range high-rise elevators are reasonably priced for the mid-level market segments.

To sustain, and in the long term, advance its position in the market, Schindler China is continuously improving the quality of its products and services. Also, now that well-known international brands are present in China, the company is working on making the overall cost of its products even more competitive. Schindler notes that Chinese customers perceive major elevator brands like Otis and Mitsubishi almost equally and, unlike in Europe, local customers are not as loyal to a specific brand. In the end, therefore, the deciding factor in selecting elevators is cost.

Schindler China offers premium quality products and services at very competitive prices to business-to-business customers comprising:

- government entities or government-funded projects
- local privately-funded building projects
- overseas Chinese investments (from Hong Kong, Macau and Taiwan)
- oreign-funded constructions

### Local competitor and competitive advantage

Competition in the elevator and escalator industry in China is growing increasingly strong since most of the biggest global players have now entered the market and begun setting up here. China's high-rise elevator market segment is dominated by international producers mainly from Europe, the USA, South Korea and Japan. In 2003, there were only five international elevator companies in the market; in 2005, there are at least eight of these companies vying for market share.

- Schindler China captured a majority of the market upon its entry with a joint venture in 1980, earning a profit of USD4m in its first year. However, in the late 1980s, the Chinese economy retrenched due to substantial state budget deficit and high inflation rate. In 1989, the construction and elevator industry in China posted a 25% drop in sales compared to 1988. All these, on top of the fierce competition among major global elevator companies that entered China in succession by means of joint ventures (Otis in 1984, Mitsubishi in 1987 and Hitachi in 1988) made Schindler China lose some of its market share. In the early 1990s, Schindler China slowly regains its foothold by employing several business strategies:
- reshaping its major joint ventures in China from production-oriented companies to service-oriented companies
- constantly improving the quality of its products and services
- making its manufacturing facilities more focused and specialized
- reinforcing its R&D in China
- strengthening its employment training

At present, Schindler China does not face strong competition from local companies in the high-rise field. The high-speed segment starts from 2.5 meters per second and goes up to as high as 8 to 10m/sec. Some smaller local companies may manufacture elevator units capable of 2.5m/sec., but higher speed specifications are produced mainly by international companies. Schindler China believes that local companies are unlikely to be able to make big investments in the development of high-speed technology in the short term; therefore, the company does not perceive competition from the local manufacturers in the high-rise segment as an immediate risk.

Schindler China's competitive advantages against its competitors are:

- engineering capacity to develop cost-effective elevator solutions specific to the high-speed requirements of high-rise buildings
- proximity to its customers
- proximity of its facilities (i.e. R&D, training center and key components manufacturing sites) to the market
- the technology to develop innovative products with simplified processes

### Supplier relationship management

Three out of Schindler China's five main suppliers are privately-owned Chinese companies and two are foreign suppliers. As a prestigious Swiss brand, Schindler lends its suppliers its premium image to aid their advertising and marketing activities. In turn, this helps the subsidiary secure its suppliers' loyalty and high levels of service.

Schindler China evaluates and selects its suppliers not only according to the price and the quality of their products, but also on their service levels and timely delivery of supplies. Schindler makes certain to obtain the best possible price and quality in purchasing components by encouraging internal competition among its suppliers.

### Customer assessment and management

Schindler China appoints business agents who interface between the customers and the company and ensure that good relationships are maintained through direct contact, after-sales service and steadfast follow-up even after the sales have been concluded. Customer management is very important especially since Schindler's projects in China have long lead times. It normally takes 18 to 36 months from the discussion of agreements to the awarding of contracts and finally to the completion of the project. Some projects even take as much as eight years to complete (some are either discontinued or delayed).

It is a common occurrence in China, especially in some areas outside the main developing cities, for building constructions to be halted midway when investors run into financial problems. To prevent losses or unfinished construction projects in the future, Schindler China invests time in performing a project risk analysis prior to signing up an agreement with a local customer. Schindler also investigates the potential customers or investors of a project to:

- review their business history
- assess the current condition of their entire business
- check the availability of their resources

By carefully examining these factors, Schindler can analyze and measure the likelihood that the investor will not be able to complete a construction halfway through the project.

### Product and R&D

Schindler has set up its own R&D center in Shanghai to cater to China's domestic market and the entire Asia Pacific region. As China becomes an increasingly important market, it was essential for Schindler to obtain direct input from this market for future development of products intended for the Chinese and Asia Pacific customers. Likewise, having an R&D site in the country (as opposed to relying on the R&D center in Europe) minimizes the distance and the risks of making mistakes in designing products intended for this region.

Schindler China is able to offer very competitive prices for their high-rise elevators without diminishing the quality of its products by making the development and production processes more straightforward, efficient and cost-effective. For example, in

developing a component of a high-speed elevator, Schindler China's R&D center uses the observations and feedback of the technicians that handle the equipment installation and servicing in the field in terms of how specific high-speed elevator components may be simplified. If development and production of a mechanism is streamlined it can also simplify the production process, thereby reducing costs and enabling the subsidiary to offer more attractive end user prices.

In addition to streamlining existing products, Schindler's R&D engineers are continuously developing innovative elevator designs and functionalities. Schindler believes that the company's access to an outstanding R&D center and highly-skilled engineers help it facilitate the development of reliable, functional, user-friendly and aesthetically attractive elevators.

### Recruitment and people management

China offers plenty of employment opportunity to skilled individuals. Schindler China observes that with the country's growing job market, especially in the metropolitan cities, the local employees don't find it difficult to find companies that offer good employment benefits. The company has implemented the following employee management measures to help secure staff loyalty and lower the turnover of its skilled employees:

- providing progressive staff training (through the company's own training center in Shanghai)
- offering attractive career development plans
- unbiased performance evaluation
- providing very competitive compensation and benefits package
- entertaining staff and organizing leisure time and other social activities for team building purposes
- ensuring that employees learn continuously and are properly recognized for their efforts by promoting them to higher positions based on their highly satisfactory performance

## FACTORS FOR SUCCESS, RISKS and OPPORTUNITIES

### Opportunities

#### New sales

With a booming construction industry, huge population and increasing number of gateways (i.e. metro stations, airports, railway stations) in its developing cities, China has become the biggest and most important market for Schindler. In 2004, the commercial and office building market accounted for over 40%<sup>12</sup> of all construction expenditures in China. Residential building construction expenditure, meanwhile, is expected to climb at over 11% annually through 2009<sup>13</sup>, driven by government efforts to further increase average per capita living space and privatize home ownership. The replacement of many poorly constructed housing units built during the 1980s and 1990s will also spur growth in residential construction spending.

In the high-speed elevator segment, the worldwide market is around 6,000 units and 60% of these are sold in the Asia Pacific region with China holding a two-thirds share of Asia's total. The market in China for high-speed elevators is now growing at approximately 10% faster per year than two or three years ago. All these factors point towards an opportunity for Schindler China to improve its sales figures in the high-rise new equipment segment in this market.

### After-sales services to meet increasing safety standards

Although the requirements for maintenance and services in China are yet to become comparable to Hong Kong's and Europe's





Schindler Top Range elevators for high-rise buildings

levels, changes are expected to happen within the next five years as standard levels for service, quality and safety increase. China has begun implementing stricter standards and requirements for safety measures of vertical transportation equipment. Similar to the trends observed on the global level (where maintenance and modernization business is looking more lucrative than new sales), an opportunity is therefore, presented to Schindler China to strengthen and build up its after-sales services to meet maintenance and modernization needs of elevators.

### Risks

Local investors and business entities alike are striving to take advantage of China's economic upsurge while they can. Owing to this, it has become a common occurrence in China that local investors run into problems and are rendered incapable of sustaining construction projects financially before they are completed. Without properly investigating and doing the necessary assessment of potential local customers to guarantee the stability of an investment, Schindler China will run the risk of ending up with many unfinished projects.

Competition in China's elevator and escalator industry among the international players is fierce and the technology for manufacturing these products is not difficult to replicate as long as they have access to the know-how and development skills. Despite Schindler's head start in developing innovative elevator control systems, it is not unlikely that its competitors — both international and local — will manage to catch up and develop the same technology. Without incessant innovation and an immediate, dedicated R&D team situated in China, Schindler risks losing its foothold in this market.

The attraction of better compensation packages from elevator companies that have just arrived in the market present Schindler China with the risk of losing its skilled staff and the knowledge of these individuals (from years of training with Schindler) to the newcomers who have the advantage of counter-offering higher remunerations to win over experienced elevator company employees. To address this threat, Schindler China needs to

implement stronger HR retention programs to win the skilled staff's loyalties and retain them.

The current construction boom is credit driven and may end with a sudden decrease (or even a crash) as the government tries to cool down the economy and stop real estate speculation. In such a case, elevator and escalator sales may suddenly drop considerably which will lead to price wars.

### Difficulties

In keeping with the Schindler Group's global culture of minimal investment on advertising and marketing, the Schindler brand is not as strongly established or promoted in China as that of its competitors'. In China, the local customers respond better to brands with bigger presence in the market. It is a challenge for Schindler China to persuade and influence its mother company in Switzerland that the subsidiary may have to implement a somewhat different marketing strategy in this particular market.

### Success factors

The following factors have been identified as the elements that have supported Schindler's success in China.

#### • Early market entry

Schindler's early entry to China through a joint venture enabled the company to understand the Chinese market ahead of all the other international competitors. Schindler obtained a fair share of the market and managed to strategize accordingly by re-structuring its operations from production-focused to service focused. To further strengthen its position in the market, Schindler China has worked out a series of aggressive business strategies by setting up its own R&D center and key elevator and escalator components manufacturing facilities in the country. At the moment, Schindler China establishes a strong market base for its Top Range division and is one of China's top suppliers of high-rise elevators.

#### • Streamlined local R&D for more competitive product costs

Schindler China counteracts fierce competition in the market through its technology and innovation to achieve better quality price ratio. Presented with equally renowned elevator brands, customers will look into costs as the overall deciding factor. Schindler China's capacity to develop well-designed, reliable and innovative products at very competitive prices gives it the winning edge against strong competition. The subsidiary has achieved this by establishing a local R&D, simplifying its processes and minimizing costs through immediate input and feedback directly from the market.

#### • Customer management and project risk analysis

Schindler China's complete knowledge of the market enables it to deal with Chinese customers, aided by constant and direct communication with clients through its appointed agents before, during and after the implementation of a project. This strategy is implemented in all of Schindler China's several branches located throughout the country which ensures that all of Schindler's customers anywhere in China obtain the best pre- to post-sales services.

Despite the frequency of halted building projects in China due to the investors' inability to sustain the investment, Schindler, thus far, has been successful at signing up profitable and successful projects. This is due mainly to the thorough potential customer examination and project risk analysis procedure that the company performs prior to signing agreements with the clients.

#### • Employee management

Notwithstanding new elevator companies entering China that offer higher compensation and better benefits packages to employees, Schindler China has so far maintained a low employee turnover rate. Schindler continuously motivates its employees by providing them with adequate training and support in terms of career advancement. In the end, the company benefits from the expertise and skills of its dedicated employees and lowers the risk of losing these talents to the competition.

Information on Schindler (China) Elevator courtesy of: Bernard Schwegler - General Manager, Schindler Top Range Team, China Interview conducted by: Marco Schueep, Luca Bortolani and Patrick Schaufelberger Case Study written by: Maria Luisa Dacera Approved for publication on: October 2005

<sup>1</sup>Integra Information. (2005). Industrial Elevators, Hoists and Lifts - SIC 3534. JT Research LLC - [www.industryresearch.com](http://www.industryresearch.com).

<sup>2</sup> Ibid.

<sup>3</sup> Kone Corporation. (2005). Business Environment - Elevator Market. [www.kone.com](http://www.kone.com).

<sup>4</sup> Ibid.

<sup>5</sup> Kone Corporation. (2005). Business Environment - Escalator Market. [www.kone.com](http://www.kone.com).

<sup>6</sup> International University of Japan. (2005). The Elevator Industry and Schindler in China. [www.iuj.ac.jp](http://www.iuj.ac.jp).

<sup>7</sup> Kone Corporation. (2005). Business Environment - Elevator Market. [www.kone.com](http://www.kone.com).

<sup>8</sup> Schindler Group. (2005). Schindler Group Annual Activity Report 2004. Schindler Holdings Ltd.

<sup>9</sup> Ibid.

<sup>10</sup> International University of Japan. (2005). The Elevator Industry and Schindler in China. [www.iuj.ac.jp](http://www.iuj.ac.jp).

<sup>11</sup> Kone Corporation. (2005). Business Environment - Elevator Market. [www.kone.com](http://www.kone.com).

<sup>12</sup> Freedonia Group. (2005). Report: Construction Outlook for China. [www.the-infoshop.com](http://www.the-infoshop.com).

<sup>13</sup> Ibid.

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# Ghosts and Superstition in Chinese Business



Chinese people have a strong belief in traditions and in what Westerners would consider superstitious thoughts. This belief influences Chinese people's daily life and even business decisions. Margrith A. Lin-Huber writes about Chinese superstitions, ghosts and old traditional beliefs and how they influence the lives of Chinese, still today.

Although they live in the modern, enlightened world of the 21st century, most Chinese are still strongly influenced by the tradition, even people with high education. One of the most evident phenomena of this aspect is "superstition" (as it would be considered by Western people). Daily life is sometimes so determined by traditional rules or sayings of superstition, that these become a habit, and seem totally natural. Many of these superstitions could directly influence business peoples' behavior. You may have experienced this, but without taking note or asking for an explanation.

Some business people depend on 'fortune tellers' to increase their business, to improve their career or with a view to enhance their luck. Chinese business people are not bashful to hide this kind of instruction, such as to wear something, which they obtain from their fortune-teller. If you enter an office, you may discover some very special decorations, such as a tiny mirror high on the wall. You may allow your curiosity to ask why and the office owner would be pleased to explain this to you.

## Lucky days, bad days

The Chinese Lunar-Calendar or Farmers' Calendar, (also called Yellow-Calendar because of the cover colour of the calendar booklet) is rather popular. People consult it to decide many things: the almanac gives a table of suitable or unpropitious days for weddings, the exact hour of entering a honeymoon's room after a wedding ceremony, store opening and funeral times, or just to find out a lucky day for normal activities of life. To manage this kind of situations, Chinese always say: "It is better to believe than just to ignore", so they just follow the rules of tradition. It is never too complicated to carry out all the required details and there is no need for thinking of a way how to avoid them. Some people think that following the rules of tradition may even be only for a better sleep, and for that worth.

## Ghost belief

Ghosts are a central theme when talking about superstition in China. From various sources, such as the Romans, wall painting in temples, story telling and motion-pictures, Chinese people get their illusion of

ghosts from childhood on, and share the universal belief in ghosts. There is a wide collection of ghost stories in the Chinese popular literature, and telling a Ghost story to a group is one of the common amusing and scaring part of a camping night, especially with kids and young girls. Ghosts and superstition are inseparable. The 7<sup>th</sup> month of the Chinese Lunar-Calendar is called the "Ghosts-month", because in this month ghosts are released from hell and wander everywhere. They could attack at any moment, during day and night. The external invisible power is very big; therefore, people should be careful while doing anything. In fact, Business people with strong traditional sense will not open a new shop, make new investments or sign any contract, if they can do it at a later time. If your Chinese partner comes with an excuse to postpone a business appointment, but without a far-reaching reason, that could be a compromise with the tradition. You should not insist. Perhaps some weeks later everything will be smooth. For some businesses, such as wedding party agencies, it is the lowest month of income in the whole year; it is a "small month", as Chinese business people use to call it.

## Protection from ghosts

There are different ways to get protected from ghosts. One way is by means of the color "red". This is the reason, why many buildings have red columns. Or you may pass a bridge in a typical Chinese garden and see that the bridges are not straight, but zigzag. This is because ghosts can't turn off left or right, so they cannot follow. Also, to prevent a ghost from entering in a house, people used to make a high threshold at the main entrance. Sometimes it could be so high that one has to raise their leg to get in.

## Chinese Valentine's Day

But in the 7th month there are not only days with fear. The 7th night of the month is the night of lovers. According to an ancient tale, two lovers, one weaving lady and a cow herder, meet each other only once a year in this very special night over a birds bridge, which is made by bird wings and bodies of crows and magpies. People nowadays would call this day the Chinese Valentine's Day.

Margrith A. Lin-Huber has done comparative research on the acquisition of language in different cultural environments. Some of her main findings and other useful stories and explanations about Western contact with the Chinese culture can be found in her book "Chinesen verstehen lernen". The second edition was published in November 2005 by Verlag Hans Huber, Bern, Switzerland.

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# 中国商业行为中存在的 迷信思想

中国人非常相信传统习俗以及在西方人看来是迷信的思想，这对中国人的日常生活乃至商业决策都产生了影响。Margrith A. Lin-Huber在此探讨了中国人的迷信观念、鬼怪说和一些传统思想以及它们是如何影响中国人的现代生活的。

尽管生活在现代、文明的21世纪，许多中国人、甚至高学历人士都仍深深地被传统思想所影响。其最为明显的表现形式就是“迷信”。有时传统观念和迷信说法太过主导人们的日常生活以至于成为了习惯，习惯又成了自然。许多迷信思想能直接影响到商人的行为。你以前也许也遇到过这样的事，只不过没有追根究底。

一些商人依赖“算命”来帮助其发展业务和个人事业并指望它能带来好运。中国商人们对于遵照算命的指示这一行为并不羞于承认或者有所忌讳，例如他们会大大方方地穿着算命先生指示他们穿的衣服。当你走进一个办公室，你也许会发现一些非常特殊的装饰品，例如在墙上高高挂着一面小镜子。出于好奇心的驱使，你也许会问为什么然后老板就会乐于向你解释这样做的原因。如果后来你们的生意取得了成功，你可能会觉得你的合作伙伴这样做也不无道理。

## 幸运日，倒霉日

在中国，阴历或农历日历（由于日历的封面通常是黄色的所以同样也被称为黄历）颇受欢迎。人们在决定一件事前会首先参照阴历上的说法。阴历上会提供合适或不宜嫁娶的时日、婚礼过后进入洞房的良辰、开业及丧葬的吉时或者仅仅是一个平常走运的日子。中国人对于这些总是抱着“宁可信其有，不可信其无”的态度，所以他们仍遵照着这些传统习惯。为了给自己带来好运，他们对于那些烦琐的要求——照办且丝毫不想法儿来避免。有些人认为这样做其实仅仅是为了睡得安心，但那样也值。

## 鬼神论

说起中国人的迷信思想，不能不谈鬼神。中国人从小时候起就从各种各样的渠道中形成了他们对鬼神的印象；这些渠道包括神怪小说、寺庙墙上的壁画、老人们口中久远的故事以及电影。在中国通俗文学中可以找到大量神怪故事集；在野营的晚上对着一群人，尤其是小孩子和年轻女孩讲鬼故事是一个颇受欢迎的保留节目。鬼神与迷信之间有着密切的联系。中国农历七月（7月29日——8月27日）被称为“鬼月”，因为在这个月里鬼怪们被阴曹地府释放并到处游荡。不管白天黑夜它们都会突然袭击。这种无形的力量是巨大的因此人们必须谨慎行事。事实上，有着强烈传统意识的商人会推迟开业、投资或签定合同的时间以避免恶运。如果你的中方商业伙伴想要推迟一项商业计划却给不出有说服力的理由，这也许就是由于某些传统思想所造成的。这时你最好不要坚持。也许过了这几个星期所有的事都会一帆风顺的。这个月对于像婚庆机构这样的行业来说无疑是收入淡季。中国人过去称此月为“小月”。

## 防身措施

有各种各样的方法来防止鬼怪近身。其中一种是“红色”。这就解释了为什么中国的许多建筑都有着红色的柱子。另外，你也许会发现一些中国式古典园林中的桥是曲折而非笔直的，这是因为鬼怪不能转弯，所以这种桥能阻止它们通过。除此之外，过去人们还会在大门口造一道高高的门槛以防止鬼怪进屋，有时门槛过高以至于人们必须抬高他们的腿才能跨入房间。

## 七夕节

然而这个月中也并非尽是恐怖的日子。农历七月初七之夜是恋人们的节日。根据古老的传说，一年只有在这天晚上天上的牛郎和织女这对恋人才得以在鹊桥上相会，据说此桥是由乌鸦和喜鹊的翅膀与身体搭成的。这就是七夕节——中国的情人节的由来。

Margrith A. Lin-Huber对不同文化背景下的语言习惯做了大量的研究和比较。在她的著作《学会了解中国人》（由德国Verlag Hans Huber, Bern,出版发行）中可以了解到她关于西方人接触中国文化的一些研究成果和实例说明。

# Events Review 商会活动点击

BEIJING 北京



## September 16, 2005 - Billboard for SwissCham for 10 Years of Dedication in China

As part of the dedication to the promotion and growth of Sino-Swiss trade and economic relations for over 10 years in China, the People's Government of the Beijing Municipality, Chaoyang District, has provided SwissCham in China with a complimentary billboard.

2005 marked not only the 10th anniversary of its activities and presence in China, making SwissCham one of the oldest foreign chamber of commerce with activities in China, but also constitutes the 55th year anniversary of Sino-Swiss Trade and Economic Relations with the People's Republic of China.

The 20 x 8 meters billboard will be located along the East 3rd Ring road, a prime location on the freeway between China World - the Central Business District (CBD) and the Lufthansa Center and will last for two to three months. This generous gesture by the Chaoyang Government, and in particular Governor Chen Gang, constitutes great value and exposure for SwissCham and for Sino-Swiss trade.

Today, SwissCham also signed a strategic partnership agreement during the 6th Beijing Chaoyang International Business Festival, at the China World Trade Center. This agreement is the first of its kind and aims at expanding business cooperation, investment promotion and communications channels between SwissCham and Beijing Chaoyang.

The Agreement, signed by SwissCham President Mr. Cyrill Eltschinger and H.E. Dr. Chen Gang, Governor of the People's Government of Beijing Chaoyang, includes reciprocal services as well as improved SwissCham access to Beijing's top business district, which also holds the Central Business District (CBD) of Beijing.

## 2005年9月16日 北京 瑞士商会喜获朝阳区政府表彰

在瑞中经贸关系建立10周年之际，北京市朝阳区人民政府给中国瑞士商会颁发了荣誉榜，

鼓励中国瑞士商会在促进瑞中经贸关系中所作出的贡献。

2005年标志着瑞士商会在中国成立和发展的第十年，也是瑞中经贸关系建立的五十五周年。中国瑞士商会是最早在中国成立的外国商会之一。

这个20米长8米宽的荣誉榜将置于北京东三环高速公路上，并保留两到三个月。荣誉榜位于东三环的主要干道，该地方连接国贸—中央商务区 and 燕莎中心。朝阳区政府，尤其是朝阳区区长对中国瑞士商会的这种嘉奖将进一步扩大瑞士商会在中国的发展并促进瑞中经贸关系的发展。

今天，中国瑞士商会与北京市朝阳区人民政府在国贸举办的第六届朝阳国际商务节上签署了一项战略伙伴协议。此项协议开创了类似协议之先河，目的在于扩大中国瑞士商会和北京朝阳区之间的商务合作，促进投资，扩大沟通渠道。

此协议由瑞士商会总裁埃尔钦汗先生以及北京朝阳区人民政府区长陈刚签署。协议包括双边互惠服务，以及对瑞士商会更大程度地开放包括中央商务区(CBD)在内的北京高级商务区。

## 1 October 17, 2005 - Business Talk: Visit by Swiss Parliamentarian Delegation

Luncheon with Swiss Parliamentarians, headed by National Councillor Pierre Kohler, and accompanied among others by the listed government representatives above. The delegation was looking at issues such as Swiss trade relations with China, investment environment in China for years to come, trade issues affecting Swiss companies, and many other matters.

Photo Credit: Mr. Richard Liu, SwissCham BD Manager

## 2005年10月17日—商业会谈“瑞士国会议员代表团访华”

与由瑞士国会议员Pierre Kohler带队的瑞士国会议员代表团共进午餐。同时，以上所列政府官员也出席了晚宴。代表团就瑞中贸易关系，中国未来几年的投资环境，瑞士公司在中国发展贸易的有关事宜等与中方进行了会谈与磋商。

摄影：中国瑞士商会商务发展经理刘念祖先生







**2 October 19, 2005 – NETWORKING 33**

SwissCham held an exclusive monthly networking event on the third day of the third week - 33 - at Brasserie FLO, for sophisticated exchange and chic socializing.

Photo Credit: Mr. Richard Liu, SwissCham BD Manager

**2005年10月19日-联谊活动 33**

在第三周的第三天，瑞士商会在福楼餐馆举行了每月一次的联谊活动。活动期间安排了许多精心设计的社交节目，所有与会者感到不虚此行。

摄影: 中国瑞士商会商务发展经理刘念祖先生

**3 October 25, 2005 – China Converting its Weaknesses into Strength**

An analyst and author living in China for 18 years, Eric Meyer presented a talk on aimed at newcomers with comprehensive and hard facts about China, to provide them with a clearer understanding of China in 2005. Six key subjects were broached, such as the legal framework, health and the Chinese language functions, and the consequences to be drawn from the perspective of business negotiations.

**2005年10月25日-中国化弱为强**

Eric Meyer是一位在中国生活了18年的分析家和作者。他针对对中国还不甚了解的新移民或国外新来投资商发表了演讲，使他们对2005年的发展有一个全面清晰的认识。Eric Meyer就中国的法律框架，语言，卫生以及商务会谈的结果等6个方面做了深刻的剖析。

摄影: 中国瑞士商会商务发展经理刘念祖先生

**4 November 10, 2005 – OMEGA Unveils Olympic Count-Down Clock in Beijing**

Prestige Swiss watchmaker OMEGA, Official Timekeeper of the Beijing 2008 Olympic Games, unveiled the new Olympic Countdown Clock located at Beichenqiao in Beijing, with the officials from BOCOG, the People's Government of Beijing Municipality and People's Government of Chaoyang District.

**2005年11月10日 北京欧米茄启动北京朝阳区奥运倒计时牌**

在全球享有盛誉，作为北京2008年奥运会正式计时的瑞士著名手表品牌欧米茄，于今日与北京奥组委官员、北京市政府及朝阳区政府相关领导在北京隆重揭幕了位于北辰桥的奥运倒计时牌。这座最新启动的倒计时牌将从今天上午11时开始正式计时，与位于天安门广场东侧由北京奥组委官方设立的奥运倒计时牌一起，同步见证北京2008奥运会开幕前最后的1000天，与世人一同翘首期待2008年8月8日20点0分0秒那一振奋人心的光芒时刻。北京市副市长孙安民，北京奥组委执行副主席蒋效愚，朝阳区区委书记、区长等政府领导及奥运吉祥物西部小使者观摩团，奥运冠军等社会各界400多人，共同参加了盛大的揭幕典礼。

**5 November 16, 2005 – NETWORKING 33**

SwissCham held the exclusive monthly networking event on the third day of the third week - 33 – at the Sino-Chu Bar.

**2005年11月16日- 联谊活动 33**

在第三周的第三天，瑞士商会在Sino-Chu Bar举行了每月一次的联谊活动。

摄影: 中国瑞士商会商务发展经理刘念祖先生



**6 November 22, 2005 – The European Automotive Aftermarket**

The business talk will focus on the European Automotive Independent Aftermarket, its distribution channels as well as the role KRAUTLI plays in it. KRAUTLI is a warehouse distributor in the automotive, truck, marine and Industrial field. Mr. Markus Krautli is not only the General Manager of KRAUTLI AG in Zurich, but also the majority owner and President of the KRAUTLI Group, and the founder of KRAUTLI Portugal Lda.

Photo: Left to Right: Mr. Markus Krautli, President, Krautli Group, receiving the well-known SwissCham lantern from Mr. Cyrill Eltschinger, President of SwissCham  
Photo Credit: Mr. Richard Liu, SwissCham BD Manager

**2005年11月22日-欧洲汽车配件市场**

商务会谈将重点关注欧洲汽车独立配件市场，其分销渠道以及KRAUTLI公司在此行业扮演的角色。KRAUTLI公司是一个仓储式经销商，经营范围涉及汽车，卡车，船舶和工业领域。Markus Krautli先生不仅仅是苏黎世KRAUTLI AG的总经理，也是KRAUTLI集团的大股东和总裁，以及KRAUTLI 葡萄牙公司的创始人。

摄影: 中国瑞士商会商务发展经理刘念祖先生

**7a November 26, 2005 – CAT**

CAT "Creativity, Artistic and Trendy" – SwissCham is proud to support the opening of Star City's new CAT Shopping Centre

Photo Credit: Courtesy of Star City

**2005年11月26日-CAT “创新，艺术，时尚”**

CAT “创新，艺术，时尚” – 瑞士商会非常荣幸地为星城国际CAT购物中心的开幕式提供赞助。(20051126\_CAT.jpg)

摄影: 星城国际CAT购物中心

**7b November 26, 2005 – The Swiss Chocolate Ball**

Co-organized by SwissCham and the Swiss Society, guests were treated to an evening of exploring the senses and indulgence of fine wine and chocolate, a fine four-course coco-dinner, and live music entertainment at the Kempinski Hotel Beijing. Our Master of Ceremonies was Mr. James Chau, host from CCTV 9, which brought flavour to the evening and even some daring decadence on the dancefloor.

Photo Credit: Mr. Richard Liu, SwissCham BD Manager, and Beijing Tatler Magazine

**2005年11月26日-瑞士巧克力舞会**

舞会由瑞士商会和瑞士协会共同举办。嘉宾欢聚在凯宾斯基饭店，沉浸于美酒佳肴，巧克力，现场音乐表演等带来的喜悦气氛中。来自中央电视台第9套的新闻主播詹姆士周建成先生作为本次舞会的主持人，给晚会更添了几分绚丽和激情。

摄影: 中国瑞士商会商务发展经理刘念祖先生 及 娱乐世界杂志

**8a December 02, 2005 – Beijing Junefield SOGO Swiss Festival**

Organized by Switzerland Tourism

The chilly winter air has even engulfed Beijing in Christmas joy. To welcome the grand western festival and allure customers to Christmas shopping, Swiss Tourism and Beijing Junefield SOGO celebrate Swiss Festival from December 2 to 25. The opening ceremony was held on the afternoon of December 2 at Beijing Junefield SOGO. Besides the organizers, representatives from Embassy of Switzerland, China National Tourism Administration, Government of Xuanwu District, among others, were also present at the ceremony.

Located in central Europe, Switzerland boasts the country with highest income per capital and standard of living. It is also famous for its watches, sabers, chocolates, ski and so on. "Made in Switzerland" has





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long been enjoying the fame of high grade. Many renowned brands from Switzerland exhibit their products at the Swiss Festival and they offer the most attracting discounts during this period. You cannot only buy Swiss products at the Festival, but also enjoy Swiss coffee and the beautiful scenery of Alps.

Photo Credit: Swiss Tourism

2005年12月02日-2005北京庄胜崇光瑞士节开幕典礼

进入12月，冬日的北京圣诞气氛渐浓。为了迎接圣诞，为顾客增加更多的购物乐趣和异国文化氛围，瑞士国家旅游局、北京庄胜崇光百货将于12月2日至25日期间举办瑞士节活动。12月2日下午，2005北京庄胜崇光瑞士节在崇光百货店内举行开幕典礼。瑞士驻华使馆、中国国家旅游局、宣武区政府等派代表与此次活动的主办方瑞士国家旅游局、崇光百货一起出席了瑞士节的开幕典礼。

瑞士位于西欧中部，是世界上人均收入和生活品质最高的国家。瑞士的手表、军刀、巧克力、咖啡、雪板等产品都举世闻名。瑞士制造更是高品质的象征。此次瑞士节有多家瑞士知名品牌参展，并且都在活动期间提供销售折扣。在此期间购物既可享受店内优惠，有叉机会赢得瑞士制造的产品，还可到瑞士节现场感受瑞士咖啡和瑞士阿尔卑斯山的美丽风景。

摄影：瑞士国家旅游局北京办事处

8b December 02, 2005-Switzerland Mount Titlis Ski Cup-China Races and Miyun International Ice & Snow Festival 2005/2006

Skiing has undergone vigorous development in China in recent years, but it is still in its incubation period. The industrialization of skiing is just underway in China, while it has already flourished in Switzerland. The exchange between the two countries in this regard will promote the development of skiing and cultivation of skiers in China. Supported by Swisscoffeer, Switzerland Mount Titlis Ski Cup-China Races was organized by Swiss Tourism, Mount Titlis and UTS Travelution.News Conference for the event was convened several days ago in Beijing. Swiss embassy to China, Regional Director Asia, Switzerland Tourism, representatives from China Tourism Administration, among others, were present at the conference. The Races include three matches in China and one final in Switzerland. The matches in China were hold on Dec. 10 and 17 respectively in Qiaobo Ice & Snow World, and another one will be hold on the Christmas day in Miyun. The final, the most wonderful one, will be hold at Mount Titlis in Swezerland on Feb.3,2006, when it is traditional Spring Festival in China.

For more details, please click [www.MySwitzerland.com.cn](http://www.MySwitzerland.com.cn) and [www.sports.sina.com.cn](http://www.sports.sina.com.cn).

Photo Credit: Swiss Tourism

2005年12月02日-瑞士铁力士山杯中国滑雪赛2005/2006

中国滑雪运动近年虽蓬勃发展，但总体上仍处于培育市场，产业化经营的早期阶段。加强中国与国际上在此领域领先国家的产业和民间活动的双向交流，将对推动中国滑雪产业的发展和滑雪市场和滑雪人群的培育起到非常重要的作用。日前，由瑞士国家旅游局、瑞士铁力士山、北京众信国旅主办，瑞士咖啡人公司独家赞助的瑞士铁力士山杯中国滑雪赛在京举行新闻发布会。瑞士驻华大使、瑞士国家旅游局亚洲区主任、中国国家旅游局代表等出席了新闻发布会。铁力士山杯中国滑雪赛将由3场国内赛和1场瑞士总决赛组成，面对中国的大众滑雪爱好者。国内赛将分别于12月10日和17日进行两场乔波室内赛和12月25日在密云佛山进行圣诞大比拼。最后，最精彩的总决赛将于2月3日中国传统新年期间在瑞士铁力士山举行。具体详情请登陆瑞士国家旅游局的官方中文网站：[www.MySwitzerland.com.cn](http://www.MySwitzerland.com.cn)，和大赛的指定信息发布网站：[sports.sina.com.cn](http://sports.sina.com.cn)

摄影：瑞士国家旅游局北京办事处



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9 December 11, 2005 – A Euro-Asian Christmas

Co-organized by SwissCham, MayCham and SingCham, brought together an evening of Christmas joy; traditional carols; live entertainment and a very nice buffet by Hard Rock Café; with plenty of gifts and prizes for the entire company team, family, friends; and Mr. Magic Santa Claus. Participants also had the chance to win the Grand Prize of one return ticket to any destination with Lufthansa Airlines.

Left to Right: Ms. Katherine Tan (SingCham); Ms. Lucie Lau (SingCham); Mr. Chek Lin Kuok (MayCham); Ms. Ruby Liu (MayCham); Mr. Andrew Loo (SingCham); Mr. Richard N. Liu (SwissCham); Mr. Loh Wee Keng (MayCham); Ms. Christine Chen (SwissCham); and Mr. Alan Ye (SwissCham)

2005年12月11日 硬石咖啡厅

欧亚圣诞节由瑞士商会，马来西亚商会和新加坡商会共同组织举办。晚会充满了圣诞的欢乐气氛，有传统的圣诞颂歌，坚石咖啡（Hard Rock Café）的现场表演和丰盛的自助餐。另外，神秘的圣诞老人还为公司所有员工，员工家属及朋友准备了礼物和奖品。与会者还有机会赢取大奖 – 德国汉莎航空的一张往返机票。

照片01：从左至右：卡特琳陈小姐(中国新加坡商会)；刘国煥小姐(中国新加坡商会)；郭泽仁先生(中国马来西亚商会)；刘书娟小姐(中国马来西亚商会)；罗德新先生(中国新加坡商会)；刘念祖先生(中国瑞士商会)；罗维坚先生(中国马来西亚商会)；陈鹭婷小姐(中国瑞士商会)；和叶连靖先生(中国瑞士商会)

10 December 19, 2005 "Swiss Fest" To Kick-Off "The 2006 Ri Tan International Cultural Fest Series"

Today, Mr. Cyrill Eltschinger, President of SwissCham and Mr. William Lai, General Manager of Red Group Corporation, signed a cooperation agreement with Beijing Ri Tan Park, for "Swiss Fest" to launch "The 2006 Ri Tan International Cultural Fest Series". The Red Group Corporation, with SwissCham, will coordinate in preparing a series of events which will promote a trade, social and cultural exchange for Switzerland and China during "Swiss Fest". "The 2006 Ri Tan International Cultural Fest Series" will help build a rich colourful cultural atmosphere for the Beijing Olympic Games 2008 and beyond. This will allow the Chinese public to see and understand the rest of the world, and let the world to see and understand China.

2005年12月19日"相约北京—世界文化交流系列活动" 第一弹 "品味瑞士"

今天“相约北京世界文化交流系列活动”将在此签定合约。瑞士商会主席埃尔钦汗先生和红旗公司总经理赖伟林先生将与北京日坛公园签定合作协议，“品味瑞士”将在“2006年日坛国际瑞士文化节系列”执行。在此次“品味瑞士”活动中，红旗公司和瑞士商会为协调、促进中国与瑞士的商业、社交、及文化交流而做的一系列的准备活动。“2006相约北京世界文化交流系列活动”为2008奥运会前夕的北京营造一个丰富多彩的文化氛围，让中国了解世界，让世界走进中国。



# Events Review 商会活动点击

SHANGHAI 上海



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## 1 October 22 & 23, 2005 - Business and cultural visit to Changzhou

Over the weekend of 22-23 October, a business and cultural visit to Changzhou in the Jiangsu province initiatively organized by the SwissCham Shanghai in cooperation with the British and Korean Chambers. About 48 participants were introduced to Changzhou and its development.

Participants were mainly members of the Swiss, British and Korean chambers, although there were also a significant number of participants from the German chamber and other none affiliated. In general, participants regarded the visit as a great opportunity and a new style of chamber event to exchange contacts and meet people as well as learning about the area of Changzhou.

Firstly, the delegation met the Wujin Hi-Tech Industrial Zone (WIZ) to be introduced to one of the most important region in the "Shanghai Economic Sphere". The development area of Wujin aims at developing the zone further, by promoting investment.

Participants to the event were welcomed by the WIZ administrative committee and were given a presentation about the key aspects of the WIZ project.

### The key points of WIZ

Wujin Hi-Tech Industrial Zone was established in 1996 ratified by Jangsu Provincial Government and covers an area of 100 square kilometers. WIZ counts on key points that give the region a strong competitive advantage and benefits for foreign investors: ideal location, integrated planning, cost advantages, human resource pool and comfortable living conditions. Mr. Shi Xuyong, Director of the Administrative Committee of WIZ, presented two investment options: renting existing facilities in Jinton International Industrial Park (JIIP) or building ad hoc facilities in other areas of WIZ.

### Jinton and the University Town

Mr. James Gong, President of JIIP, presented the 100 hectares wide park to the delegation. With its international building standards it aims at providing all services that small and medium enterprises need to develop business internationally (R&D centers, logistics centers, cafeteria for personnel, IT infrastructure, support services). The concept behind is 'one-stop shop operation facility'. The group visited one building of JIIP, and the nearby University town, manpower pool for the companies in the development zone.

### Two foreign companies in Changzhou: Mettler Toledo and Rexroth Bosch

Before the Buffet Seminar at the Changzhou Grand Hotel, the President of SwissCham Shanghai, Mr. Ren Zhanbing, welcomed all participants to the event, followed by Mr. Han Jiuyun, Deputy Mayor of Changzhou. During the banquet, Mr. David Kuo, GM of Mettler Toledo Shanghai and Mr. Ton Bielderman, GM of Bosch Rexroth (Changzhou) Co., Ltd, introduced their business operation activities to event attendants. In the afternoon, one group visited their operations facilities, whereas a second group visited the cultural attraction of the Dinosaur Park in Changzhou.

Mettler Toledo produces high precision instruments, such as balances and scales, and operates in two buildings in Changzhou. Their high precision scales are sent all over the world with the guarantee of high quality products for several industries.

Bosch Rexroth is a specialized company in the field of drive and control. BR Changzhou was established in 1996 and since then, it has worked in close cooperation with different industries and their design counterparts in China for serving its hydraulics market.

The committee of WIZ arranged a luxury dinner in the WangGe YuCun restaurant at an ancient city with over 2000 year history background, where the event attendants had the opportunity to taste delicious typical food from the region and were welcomed again by WIZ Deputy Director, Mr. Shi Xuzong, and JIIP President, Mr. James Gong.

On Sunday, last program of this trip, the visit to the Taning Temple of Changzhou gave a cultural conclusion to the event.

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## 联合商会活动-常州商务文化观光行

10月22日23日正逢周末，一支由瑞士商会（上海）联合英国商会和韩国商会共同组织的代表团来到位于江苏省的常州市进行一次商务及文化的观光活动。大约有48人参加了此次活动并兴致勃勃的参观了常州这座美丽的城市。

此次活动的参与者主要由来自瑞士、英国和韩国商会的会员构成，除此之外还有众多来自德国商会及其他组织的参与者。总得说来，参与者们一致认为此次活动一方面为他们创造了与他人认识并互相交流的绝妙契机，一方面又提供了了解常州这座城市难得的机会，是商会活动的一次全新尝试。

代表团一行首先来到了武进高新技术产业开发区（WIZ）参观。这一工业区将在“上海商业圈”杂志中作为最重要的地区之一来介绍。武进开发区志在通过促进投资来带动其整个区域的发展。

代表团成员受到了武进高新技术产业开发区管委会的欢迎并聆听了关于武进高新技术产业开发区项目的几个重要方面的演讲。

### 武进高新技术产业开发区

武进高新技术产业开发区于1996年由江苏省政府批准建立，占地100平方千米。武进高新技术产业开发区自身具有强大的竞争优势；依靠其理想的地理位置、综合规划、价格优势、人才资源以及舒适的居住环境为国外投资者提供了一处理想的投资胜地。开发区管委会副主任石旭涌先生为大家介绍了两条投资途径：在进通国际工业园区（JIIP）租借现有的设施或者在开发区其它地方建造专门的厂房。

### 津通国际工业园区与大学城

津通国际工业园区主席James Gong先生为代表团介绍了占地100公顷巨大的工业园区。园区按照国际标准建造，旨在为中小企业在全球范围内发展扩大其业务提供全方位的服务（研发中心、物流中心、员工餐厅、IT设施、支持服务等）。其背后是“一站式服务经营理念”。代表团随后参观了工业园区的其中一座大楼以及毗邻的为开发区中企业输送劳动力和人才的大学城。

### 常州市内两家外资企业：美泰乐和博世

中午，代表团一行来到常州大酒店用餐。在冷餐会开始之前，中国瑞士商会（上海）会长任占并先生以及常州市副市长韩九云先生分别致词欢迎各位来访代表。席间，美泰乐（上海）总经理David Kuo先生及博世（常州）总经理Ton Bielderman先生分别介绍了各自企业的商业营运活动。下午，代表团兵分两路，一路去以上两家公司参观运作设施，另一路到常州恐龙园体验那里的人文景观。

美泰乐制造高精度仪器，例如天平和标尺，在常州有两处工厂。他们的高精确度标尺被送往全球各地，为各行各业提供高品质的产品。

博世是一家专门制造驱动和制动装置的企业。博世（常州）建立于1996年并自此与中国不同的行业及其设计部门紧密协作，为中国的水利学市场服务。

武进高新技术产业开发区管委会在旺阁渔村饭店为代表团安排了一顿丰盛的晚宴。旺阁渔村饭店坐落于拥有两千年历史的古城内。在此，各式各样当地的美味佳肴以及开发区管委会副主任石旭涌和津通国际工业园区主席James Gong的祝酒辞再次让在座的宾客感受到了宾至如归的感觉。

星期天上午，代表团在动身回上海之前最后参观了常州天宁寺，为此次活动划上了一个圆满的句号。



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## 2 November 23, 2005 – Informative Dinner Event on the Topic of Bird Flu

SwissCham Shanghai organized a dinner event at the Hilton Hotel on the topic of Bird Flu, a subject that has created great interest all over the world. Dr. Kurt Matthaeus, a French MD working in Shanghai as a physician since 2003; was invited to present the topic, focusing on what kind of measures can be taken to protect against bird flu and the potential outbreak of a new pandemic. He explained what flu actually is, its historical outbreak in 1918 and the differences with SARS. Dr. Matthaeus presented the current expectations from WHO experts as well as the reasons why Asia has a certain probability to be the source of a next outbreak. The topic raised considerable interest since many questions were posed to the speaker after the presentation. Interesting discussions continued during the dinner.

### 2005年11月23日-主题为“禽流感”的晚宴活动

中国瑞士商会（上海）在上海希尔顿酒店举办了一次主题为“禽流感”的晚宴活动。这次活动围绕着“禽流感”——这一引起全世界广泛关注的课题展开。Kurt Matthaeus医生是一名来自法国的医学博士，他从2003年起开始在上海工作，主治内科。此次活动邀请他做主题发言，除了介绍对禽流感的防范措施以及新一轮流行爆发的潜在可能性，Matthaeus医生还解释了什么是流感；其在1918年的爆发；流感与非典型性肺炎的区别；来自世界卫生组织专家的最新预测以及亚洲可能成为新一轮流行爆发的源头的原因。这一主题引起了在座参与者的广泛兴趣，他们在发言结束后提出了众多的问题，并在接下来的晚宴中继续有趣的讨论。





### 3 November 29, 2005 – Developments in Shanghai's Transportation System

Shanghai's transportation system is developing and changing constantly. With a population of 17 million today and with an estimated 20 million by 2010, the city faces a big challenge to avoid a collapse. Simon Babes, Managing Director at Colin Buchanan, has looked at the findings of a recently undertaken review of the 2001 White Paper's implementation to identify policy changes that could be required for the coming years. The speaker pointed out that traffic flow and safety have to be top priorities for Shanghai, since the city has a high death rate per 10,000 vehicles (besides a low air quality). Additional bus lines, the creation of new tunnels and bridges and the metro expansion program will have positive effects on those issues. Simon Babes also sees the creation of transport hubs and pedestrian priority zones as suitable ways to face those problems. The Joint Chamber Event was held in the Hilton Hotel and was organized in cooperation with the British Chamber of Commerce and the Canada China Business Council Shanghai.

### 2005年11月29日-上海交通系统的发展

上海的交通系统正飞速发展着。这座城市现有人口一千七百万，预计到2010年这一数字将达到两千万，这对于上海的正常运行是一个巨大的挑战。Colin Buchanan的执行董事Simon Babes先生研究了最近有关2001年白皮书实施情况的报告并预测了今后几年可能发生的政策变动。发言人指出由于上海的机动车死亡率近0.01%，（排除空气视觉度差的状况），交通流量和安全因素必须成为上海交通系统发展过程中的第一重点。新增公交线路，新隧道和高架的建设以及地铁延伸工程都将为解决这些问题起到积极作用。Simon Babes还认为上海应建立更多的公交枢纽站以及步行街以应对以上的问题。此次联合商会活动是在上海希尔顿酒店，与英国商会及加中经济理事会（上海）联合组织并举行。

### 4 December 1, 2005 - European Christmas Party

On the night of December, 1<sup>st</sup>, the European Christmas Party took place at Paulaner, the well-known beer house in a building with more than 70 years of history, for the occasion decorated in Christmas style. Led by the European Chamber and the German Chamber, this event was in cooperation with the British, Benelux, Italian, French, Swiss, Swedish, American and Canadian chambers. The event was very successful as more than 1000 people participated, enjoying the food buffet in German fashion.

### 2005年12月1日-欧洲圣诞派对

12月1日晚，欧洲圣诞派对在本市著名的Paulaner啤酒屋举行。Paulaner位于一座具有70年历史的老建筑中，现在那里已被装点得颇具圣诞气氛。此次活动由欧盟商会和德国商会主办，联合英国、比荷卢、意大利、法国、瑞士、瑞典、美国和加拿大商会共同协办。活动非常成功。超过1,000人参加并享受德国美食所带来的美妙体验。

### 5 December 7, 2005 – The 2005 Hewitt Expatriate and Returnee Compensation and Benefits Results Presentation

On December 7<sup>th</sup> 2005 the Shangri-La Hotel in Pudong hosted the presentation lunch about the 2005 Hewitt study on compensation and benefit programs for expatriates in China. The event was attended by a great number of concerned people. Participants were interested in the study presentation by Jean Lin, with particular attention to the trend analysis for expatriates' salary and benefit programs for the coming years resulting from the study on more than 150 international companies in China. Mainly organized by AmCham Shanghai, the event was in conjunction with the British Chamber of Commerce, China Australia Chamber of Commerce Shanghai, the French Chamber of Commerce and SwissCham Shanghai.

### 2005年12月7日---2005年度Hewitt公司关于外籍人员和海归人员在华薪资福利调研结果报告会

2005年12月7日，一场Hewitt公司关于2005年度在华外籍人员薪资福利调研结果的午餐汇报会在上海浦东香格里拉酒店举行。众多相关人员出席了此次活动。与会者对Jean Lin所做的研究报告十分感兴趣并特别关注对今后几年外籍人员薪资福利发展趋势的分析。这一分析结果是经对150多家在华跨国公司的调查后得出的。此次活动由美国商会主办，英国商会、中国澳大利亚商会（上海）、法国商会以及瑞士商会（上海）共同协办。



### 6 December 14th, 2005 – Construction and Property Mixer

The event gave the architects, engineers, designers and town planners the opportunity to exchange their experiences. Roughly 50 people exchanged name cards and took the opportunity to network. Representatives of the involved Chambers (Australia, Britain, Canada and Switzerland) informed the participants with presentations, slide shows and information material about their current work and impressions of the Shanghai market. The event was exceptionally organized for members of the Chambers only.

### 2005年12月14日-建筑与资产讨论会

本次活动为建筑师、工程师、设计家以及城市规划者们提供了交流经验的机会。大约50人参加了此次活动并进行互相交流。来自澳大利亚、英国、加拿大和瑞士商会的代表们相互交流了最近在上海的工作情况及对市场的看法。本次活动仅对商会成员开放。

### 7 15 December 2005 – Branding and Christmas & New Year Dinner

Sasha's Restaurant hosted the SwissCham Dinner Event to celebrate Christmas and New Year. Dinner was preceded by an informative talk by Angie Eagan, Vice President of Young & Rubicam Brands China, about achieving brand leadership in

China. Angie described the characteristics of the Chinese market and gave examples of some successful brands and of some less successful ones, using the BrandAsset® Valuator, a powerful tool developed at Young & Rubicam to define brand actual value and to plan the moves to reach a certain position.

The event drew great interest as the participants appreciated Mr. Eagan presentation and took the opportunity to ask several questions. After the presentation, guests were served the fine four-course Christmas & New Year dinner.

### 2005年12月15日-品牌战略与圣诞、新年晚宴

中国瑞士商会（上海）为庆祝圣诞和新年的到来在Sasha举办了一次晚宴活动。晚宴由Young & Rubicam Brands（中国）副总裁Angie Eagan精彩有趣的发言拉开序幕。发言的主要内容是为在中国创立著名商标的战略。Angie描述了中国市场的特征并举了几个有关品牌成功和失败的例子。这些品牌的成功与否是根据BrandAsset® Valuator来判定的。BrandAsset® Valuator是Young & Rubicam Brands（中国）成功开发的用来衡量品牌的实际价值及制定下一步战略的有力工具。

此次活动引起了位参与者的广泛兴趣，他们均十分欣赏Eagan先生的演讲，并趁此机会向他提问。演讲过后，客人们尽情享受了丰富的圣诞、新年晚宴。



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Member News 会员信息

November 25, 2005 Nestle supports Harbin with clean water supplies

As reported in the media, the Songhua River, in northeast China, was polluted with benzene as a result of an explosion in a petrochemical plant in Jilin Province. This accident caused the recent suspension of water supply to Harbin, the capital city of Heilongjiang Province. On hearing from the media of the severe water shortage in Harbin, Nestlé on November 23 immediately commenced to donate bulk shipments of up to 240 tons a day of potable water to help mitigate the emergency situation. Nestlé has also donated bottled Nestlé drinking water to the patients of large hospitals in Harbin.

Regarding the Nestlé water donation, Mr. J. M. Mueller, Head of Nestlé in the Greater China Region, said: "Friends in need are friends indeed. This is why the Harbin people and authorities can always count on our support. At Nestlé, caring for people has always been and will continue to be an essential part of our corporate culture and we therefore are working with the Harbin authorities to do what we can to help supply the people of Harbin with essential water supplies during these exceptional circumstances."

2005年11月25日

正如媒体报道，东北松花江因吉林石化厂爆炸而受到苯污染，导致黑龙江省会哈尔滨市暂停供水。当从媒体报道得知哈尔滨缺水情况以后，雀巢在11月23日立即启动，每天向哈尔滨无偿运送240吨左右可饮用水以解燃眉之急。雀巢还向哈尔滨市大型医院的病人捐赠了雀巢瓶装饮用水。

关于雀巢捐赠饮用水活动，雀巢大中华区总裁穆立先生说：“困难之中见真情，雀巢将一如既往地支持哈尔滨市政府和人民。在雀巢对人的关爱始终是我们公司文化中必不可少的一部分。我们将在这一特殊时期竭尽全力协助哈尔滨市政府向哈尔滨市民提供必要的补给水。”



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瑞士驻上海总领事馆 / 瑞士商务促进中心 上海

22F, Building A, Far East International Plaza, No. 319, 200051Shanghai

上海市仙霞路319号远东国际广场A幢22楼, 200051 上海

Opening hours/工作时间:

Mo – Fr 9 – 12 am /周一至周五上午9点至12点

Phone/电话: + 86 21 6270 0519 – 21

Fax/传真: + 86 21 6270 0522

Email/电子邮件: Vertretung@sha.rep.admin.ch





## Other Contacts

### International Health Care / 国际医疗中心



#### Global Health Care / 上海全康医疗中心

Shanghai Kerry Centre, Room 301, 1515 Nanjing West Road,  
Shanghai 200040, China

上海南京西路1515号上海嘉里中心301室

Phone/电话: 5298 6339

Fax/传真: 5298 6993

Email/电邮: info@ghcchina.com

#### CanAm International Medical Center Shanghai

##### 新源国际医疗中心

966 Huaihai Zhong Lu, by Shanxi Nan Lu

淮海中路966号徐汇区中心医院

Phone/电话: 5403 9133/800 820 4020

Fax/传真: 5403 8978

Email/电邮: pat.sullivan@imcclinics

#### Chiropractic-ESI Spinal Clinic 上海东方国际医院

551 Pudong Nan Lu 浦东南路551号

Phone/电话: 5879 9999

#### Huadong Hospital-Foreigners Clinic 华东医院国际诊所

221 Yan 'an Xi Lu 延安西路221号

Phone/电话: 6248 3180\*30106

#### Emergency numbers

Police/报警: 110

Fire Fighters/火警: 119

Ambulances/救护车: 120

Police(English speaking)/报警(英文): 6357 6666

#### Useful numbers

Tourist Information/旅游信息: 6439 8947

Hong Qiao Airport(English)/虹桥机场咨询: 6268 8918 - 2

Pudong Airport(English)/浦东机场咨询: 3848 4500 - 2

Price complaint (Chinese)/消费者投诉热线: 12315

## Useful Contacts Worldwide 全球 重要联络机构

### Swiss Business Council in Hong Kong

G.P.O. Box 9501

Hong Kong

香港邮政总局信箱9501号

Tel 电话: + 852 2524 0590

Fax 传真: + 852 2522 6956

Email 电子邮件: swissbiz@netvigator.com

### Swiss Chinese Chamber of Commerce--Switzerland

中国瑞士商会--瑞士

Hoeschgasse 83,

CH-8008 Zurich, Switzerland

Tel 电话: + 41 1 421 38 88

Fax 传真: + 41 1 421 38 89

Email/电子邮件: info@sccc.ch

www.sccc.ch

### Swiss Consulate General in Hong Kong 瑞士驻香港总领事馆

Suite 6206-07, Central Plaza, 18 Harbor Road, Wanchai

Hong Kong

香港湾仔港湾道18号中环广场6206-07室

Tel/电话: + 852 2522 7147

Fax/传真: + 852 2845 2619

Email/电子邮件: swisscg@hon.rep.admin.ch

or 或者 Vertretung@hon.rep.admin.ch

#### Opening hours Consulate/ 领事馆工作时间

From Mo - Fr. 9 - 12 am/ 周一至周五上午9点至12点

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Fax//传真: +852 2845 2619

Email/电邮: Vertretung@hon.rep.admin.ch

### General Information 简介

- www.admin.ch  
(Swiss Government Website 瑞士政府网站)
- www.switzerland.com.cn  
(Swiss Tourism Website 瑞士旅游局网站)
- www.swissinfo.org  
(Information website about Switzerland, available in Chinese language 瑞士相关信息网站, 中文版)
- www.sinoptic.ch  
(Website dedicated to Swiss-Sino Relations 瑞中关系网站)

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