



swisscham.org

Journal of SwissCham China 中国瑞士商会会刊 Issue 16 Summer Edition 2008 Beijing 北京 I Shanghai 上海 I Guangzhou 广州 I Hong Kong 香港



China: Knowledge Powerhouse of the Future?

中国:未来的知识领袖?

FC Doris Leuthard New SwissCham Shanghai Honorary Member - Interview 访谈中国瑞士商会—上海新荣誉会员—Doris Leuthard

Swiss Chairman Rolf Jetzer: "Turnaround Accomplished" 瑞士国际航空公司董事长Rolf Jetzer: "实现重大转机"

CEO Interview With Sicpa Boss Maurice A. Amon CEO访谈Sicpa总裁Maurice A. Amon

Art & Culture: Stones Collector Liu Jian Jun on "God's Art" 艺术与文化: 奇石收藏家刘建军的"上帝的艺术"





- René Arnoux, 7 times winner of F1 Grand Prix, Ambassador of LX Precision





The Swiss precision manufacturing specialist close to you 您身边的瑞士精密制造专家







罗信精密零件(上海)有限公司 Lauener China LX Precision Co., Ltd.

地址:中国上海市莘庄工业区元山路88弄8号厂房 电话:+862164422578

传真 +86 21 64422579 电子邮件 info@lauener.cn

Fluent across 140 countries?

Wherever you are in the world, whatever industry you're in, it's vital you truly know your market. We've built a team of 130,000 professionals to help. They understand the needs of businesses across 140 countries worldwide. And because they understand these markets and beyond, they are better placed to help you achieve your potential no matter where that potential lies.

What's next for your business? www.ey.com/ch

IFERNST & YOUNGQuality In Everything We Do





Executive Search Consultants www.stantonchase.com

Global Top 10; 58 offices in 37 countries. Top 5 in Asia-Pacific.

Email: greaterchina@stantonchase.com

Call: (+852) 2526-6319

Presidents' Page

总裁专栏



John Liebeskind Chairman of SwissCham China



Christian Gürtler President of SwissCham SHA



Marc Aeschlimann President of SwissCham GZ



Serge G. Fafalen President of SwissCham HK

ear Readers, Members & Friends

It has been an extraordinary second quarter for China and the Swiss business community in an already very special year 2008. The all overshadowing incident was and is the devastating earthquake in Sichuan province and its terrible aftermath. There are no words which can adequately describe the suffering and losses the people of the hardest hit region have to go through. In a compassionate fast and professional way the Chinese Government and people organized the emergency help and long term support for the people in need. The Swiss Government offered immediate assistance, Swiss companies in China donated generously and with the Swiss community project to build earthquake safe schools in the worst hit area we will further contribute to a sustainable recovery. Don't wait – donate!

Federal Councilor Doris Leuthard, Head of the Federal Department of Economic Affair (Swiss Minister of Economy), visited China for a second time within a year. A grateful audience welcomed her in Shanghai and Beijing and listened to her remarks and ideas how to further improve the bilateral Chinese–Swiss relations in commerce, trade and business environment. The intended free trade agreement between China and Switzerland is a mighty target, but one worth to fight for.

FC Leuthard's kind acceptance of becoming Honorary Member of Swiss-Cham Shanghai was enthusiastically applauded by the numerous business leaders attending a luncheon hosted by the Swiss Consulate General and SwissCham Shanghai. We are truly honored and encouraged in our commitment to support Swiss business in China and increasingly Chinese companies in Switzerland.

Swiss International Air Lines (LX) is back! For the first time in Switzerland's aviatic history Zurich and Shanghai are linked with a direct, non-stop and daily flight. During a festive Inaugural Party at the banks of the Huangpu River LX Chairman Rolf P. Jetzer could welcome Federal Councilor Leuthard and many other Chinese and Swiss dignitaries. He emphasized the importance of the new link for the Swiss business, trade and tourism. We cannot agree more!

After living and working in Hong Kong for 30 years and being President of SwissCham Hong Kong for the last four years, Hans-Ruedi Kunz decided to move back to Switzerland. We will certainly miss him as a professional and kind leader as well as a dear friend. We wish him and his wife Ruth all the best and are sure that he will remain an effective ambassador for the Swiss business in Greater China.

We are just a few days away from the long awaited opening of the Olympic Games 2008 in Beijing. We are sure that these games will be as grand, friendly and peaceful as the Chinese and the world are longing for. We are thankful that Swiss President and Federal Councilor Pascal Couchepin will attend the official opening ceremony. The specially built Swiss House in Beijing with its traditional hospitality will also help to build bridges between Chinese and Swiss, athletes and onlookers and ensure unforgettable moments.

Under the leadership of SwissCham Beijing a special edition of the Bridge Magazine was created to celebrate the Olympic Games in Beijing. Congratulations for this special effort!

Enjoy reading this excellent edition of the Bridge, have a restful summer and let's celebrate the Games!

Christian Guertler President SwissCham Shanghai



尊敬的读者、会员和朋友们:

2008年是十分特别的一年,今年第二季度对于中国以及在中国的瑞士商业团体都是非同寻常的。首先,发生在四川的破坏性地震以及其可怕的余震使我们触目惊心。没有任何语言可以充分描述地震重灾区的人们所忍受的痛苦和损失,中国政府和人民以一种迅速而专业的方式组织紧急救援并向需要帮助的人们提供长期支持。同时,瑞士政府也提供了紧急援助,瑞士在中国的企业纷纷慷慨解囊募捐,瑞士团体将为地震重灾区建设抗震学校,我们也将为灾区的可持续性重建工作进一步贡献力量。不要等待一现在就募捐吧!

联邦议员兼联邦经济事务部长(瑞士经济部长)Doris Leuthard女士在一年内二度访问中国。Doris Leuthard女士在上海和北京都受到了热烈欢迎,她就如何进一步促进中瑞商业、贸易和商业环境等方面双边关系的发展发表了言论和观点。正在进行中的中瑞自由贸易协定谈判是一个宏大而值得为之奋斗的目标。

联邦议员Leuthard女士亲切的接受了中国瑞士商会—上海的邀请成为我们的荣誉会员,她的加入受到了参加由瑞士总领事馆与中国瑞士商会—上海共同主办的午餐会的商业届领袖的热烈欢迎。我们也被这种荣誉激励着,将更加致力于支持瑞士企业在中国以及越来越多的中国企业在瑞士的发展。

另一件大事情就是瑞士国际航空公司(LX)恢复了与上海的直航!这也是瑞士航空史上首次开通苏黎世与上海的每日直飞航班。在黄浦江畔举行的直航开幕式庆祝派对上,瑞士国际航空公司董事长Rolf P. Jetzer先生得以欢迎瑞士联邦议员Leuthard女士以及其他来自中国和瑞士的官员,他强调了中瑞直航这种新的联系对于瑞士商业、贸易和旅游的重要性,我们也十分同意他的看法。

在香港生活和工作了30年并在过去四年中担任中国瑞士商会一香港主席的Hans-Ruedi Kunz先生决定返回瑞士。他不仅是一位敬业而和蔼的领导,还是一位可亲的朋友,我们肯定会想念他。我们坚信瑞士企业在大中华区发展的过程中,他仍将是一位有力的大使,我们也祝愿他和妻子Ruth一切顺利。

距离等待已久的2008年北京奥运会开幕只有很短的时间了,我们确信这次奥运会将像世界所期待的那样,如中国人般盛大、友好和平和。我们很高兴瑞士联邦总统Pascal Couchepin将参加本次奥运会的开幕式。为奥运会而专门在北京搭建的瑞士屋将一如既往的好客,它必将成为中国人和瑞士人、运动员和观众交流的桥梁,并给我们带来许多难忘的瞬间。

在中国瑞士商会—北京的领导下,我们专门为庆祝北京奥运会的举办而出版了《桥》的特刊。祝贺这次特刊的成功!

希望读者喜欢这期《桥》带给大家的精彩内容,在宁静而闲适的夏 天里和我们一起庆祝奥运会!

哥特乐 中国瑞士商会──上海主席











Issue 16 Summer Edition 2008 2008年第16期夏季刊

3	Presidents' Page By Christian Guertler
6	Cover Story From "Workshop of the World" to Knowledge Producer By Nicolas Musy
12	The Mission of Swissnex Shanghai By Lan Zuo Gillet
20	Leadership and Innovation By Joanna Barsh, Marla Capozzi, and Jonathan Davidson
27	Louis Palmer: "I Want to Inspire People!" Interview, Fabian Gull
29	Market Diffusion By Rolf Wüstenhagen
33	Smart Meters By Michael Raber
37	Tackling the Energy Challenge By Remo Luetolf
42	Andreas Widl: "Target Grid Parity by 2010" Interview, Fabian Gull
45	China's Pharma Industry Set to Take Off By Annette Ryser
50	Business and Economic News Doris Leuthard: "Feasible and Beneficial for Both Sides" Interview, Fabian Gull
54	Swiss Boss Jetzer: "The Crowning of the Turnaround" Interview, Fabian Gull
57	Legal Update Science and Technology Industries By Gigi Cheah and Matthieu Bonnici
60	CEO-Interview Maurice A. Amon: "Facing Counterfeiting Threats" Interview, Fabian Gull
64	Tax Update China Steps Up in Transfer Pricing
68	Case Study Kunming Firmenich Aromatics By David Polansky and Dawina Fahrni
72	Life & Culture Chinese Leader Interview Liu Jian Jun: "This is God's Art" Interview, Fabian Gull
76	Lorenz Helbling: "No Longer Exotic" Interview, Fabian Gull
78	Chinese Art Market Remains Buoyant By Karen Winton
81	Roger Pfund: "Every Bank Note is a Piece of Art" Interview, Batiste Pilet
84	Asia's Art Fairs By Meg Maggio
88	Swiss Chinese Cultural Explorations
93	Chamber News Reconstruction in Sichuan: School & Housing Sponsorship Project

95	Regional News Beijing
99	Shanghai
103	Hongkong
3	总裁专栏 中国瑞士商会—上海主席哥特乐
9	<mark>封面故事</mark> "从世界工厂"到"知识生产者" 作者:Nicolas Musy
16	描绘中瑞科技文化交流的未来 作者: 左岚
24	领导力与创新 作者: Joanna Barsh, Marla Capozzi和Jonathan Davidsor
28	Louis Palmer: "我要启发人类!" 访谈: 方必安
31	可再生能源创新的市场扩散 作者:Rolf Wüstenhagen
35	表计智能化 作者:Michael Raber
39	面对能源挑战 作者: 鲁道夫
44	Andreas Widl: "2010年实现光伏发电平价上网" 访谈: 方必安
48	中国制药行业扬帆启航 作者:Annette Ryser
52	商业经济新闻 联邦议员Doris Leuthard谈中瑞缔结自由贸易协定 访谈:方必安
56	Swiss Boss Jetzer: "巨大转机到来" 访谈: 方必安
59	中国商务法律知识 科技产业 作者:Gigi Cheah和Matthieu Bonnici
62	CEO专访/上海 Maurice A. Amon: "面对伪造威胁" 访谈: 方必安
66	税务新知 中国转让定价再迈进
74	文化生活专栏 中国领导者访谈 刘建军: "这是上帝的艺术" 访谈: 方必安
76	Lorenz Helbling: "不再奇异" 访谈: 方必安
80	中国艺术品市场保持活跃态势 作者:Karen Winton
82	Roger Pfund: "每张钱币都是一件艺术品" 访谈: 白松德
86	亚洲艺术展的未来 作者: 马芝安

中瑞创新艺术

90



SwissCham Members Carry the Olympic Torch By Violette Qin

94



Administrator: SwissCham Shanghai

主管:中国瑞士商会——上海 Publisher: SwissCham Shanghai 出版:中国瑞士商会——上海

Editor in Chief and Managing Editor: Fabian Gull

主编: 方必安

Editors: Batiste Pilet (Beijing) / Linda Yau (Hong Kong)

编辑: 白松德(北京) / Linda Yau (Hong Kong)

Editorial Committee: Christian Gürtler / Nicolas Musy / Liv Minder /

Fabian Gull / Irene Lo / Batiste Pilet

编委: 哥特乐 / 尼古拉·摩西 / 明德丽 / 方必安 / Irene Lo / 白松德

Marketing and Communication: Fabian Gull

行销企划: 方必安

English / Chinese Translations: Speed Technology Shanghai

英文翻译: 交大事必达翻译公司

Proof Reading: Cathrene Tarukwashak / Jina Sun

校对: Cathrene Tarukwashak / 孙继娜 **Printer:** Shanghai Sea Bird Printing Co., Ltd.

印刷: 上海海鸟印务有限公司

Circulation and Advertising Contacts:

发行及广告联络处:

Shanghai/上海:

Address: Room 1710-1711, No.1388 Shaan Xi North Road, Shanghai

地址: 上海市陕西北路1388号银座企业中心1710-1711室

Post Code/邮编: 200060

Tel/电话: +86 21 6149 8207; Fax/传真: +86 21 6149 8132

E-mail: thebridge@sha.swisscham.org

Beijing/北京:

Address: Suite#100, 38 Liangmaqiao Road,

Chaoyang District, Beijing

地址:北京市朝阳区亮马桥38号100室

Post Code/邮编: 100016

Tel/电话: +86 10 6432 2020; Fax/传真: +86 21 6432 3030

E-mail: info@bei.swisscham.org

Guangzhou/广州:

1807, 18/F Center Plaza Tower B, 161 Linhexi Rd,

Tianhe District, Guangzhou

地址:广州市天河区林和西路161号中泰国际广场B座1807号

Post Code/邮编: 510620

Tel/电话: +8620 3831 0021; Fax/传真: +8620 3825 1882

E-mail: info@gz.swisscham.org

Hong Kong/香港:

Address: 19/F, 167-169, Hennessy Road, Wanchai, Hong Kong

地址:香港湾仔轩尼诗道167-169号19楼

Tel/电话: +852 2524 0590; Fax/传真: +852 2522 6956

E-mail: admin@swisschamhk.org

Thank you to our Advertisers and Sponsors!特别感谢本刊所有赞助商

Lauener Inside front cover

Ernst & Young Page 1
Stanton Chase Page 2

Jura Page 6-7

Fracht Page 11

Swiss International Air Lines Page 19

IQAir Page 32

Oerlikon Page 36

ABB Page 41

Bystronic Page 51

DHL Page 53

Syngeta Page 63

Godrand Page 67

Sicpa Page 71

Regus Page 83

Omits Page 85

Geberit Page 91

UBS Page 92 SWISSeau Page 108

Lauener Inside Back Cover

Swissinfo Back Cover





We thank GO-TRANS(Shanghai)Ltd. and DHL Global Forwarding for sponsoring the distribution

我们感谢高章货运(上海)有限公司和中外运敦豪公司 赞助发行本刊

Design & Layout / 创意设计:

L & Associates Graphic Company Limited 上海凌形图文设计有限公司

Designer / 设计师:

Harley Zhang / Candy Tang

张建治 / 唐馨珺

E-mail: Lagra@yahoo.cn



N O T I C E

THE BRIDGE is a quarterly publication. Editorial and advertising are independent and do not necessarilly reflect the views of the Board, the members or the staff. Any article in the Bridge Magazine is for advertorial or information only. It does not reflect the view of the Swiss Chamber of Commerce in China and Hong Kong and Swiss Chamber of Commerce in China and Hong Kong will not be liable for it.







IMPRESSA J5 Pianowhite

The stylish all-round design and the use of top-quality materials lend the IMPRESSA J5 Pianowhite the elegance of costly porcelain. As a new feature, now not only the height but also the width of the coffee spout can be adjusted to ensure that a perfect crema is formed every time in all cups. The coffee quality, the milk foam, the Energy Save Mode (E.S.M.[©]), which, when activated, saves up to 40% of high power costs, and the intuitive operation also won the approval of the critical experts of the 'Stiftung Warentest' watchdog, who awarded the IMPRESSA |5 the title of 'best tested fully automatic coffee machine' in 'test' magazine 12/2007.

Shanghai HJ Coffee China www.cn.jura.com Tel: 021 62940690

IMPRESSA

IF YOU LOVE COFFEE

From Workshop of the World to Knowledge Producer

Three decades of structured development

By Nicolas Musy, SwissCham Vice-president and Coordinator in China for EPFL



hina's way to approach development has been a bottomup, though quite structured strategy, first liberalizing and developing the agriculture sector from the end of the 1970s, and then moving on to the industrial and service sectors. By the early 1990s, township enterprises had vastly expanded and developed China's export capability, utilizing the surplus agricultural population for the labor-intensive manufacturing of textiles, house-

hold appliances, toys, bicycles and all types of lower-tech consumer goods. By the end of the 1990s, multinationals were well established, with large-scale facilities to produce key technology-intensive consumer goods and infrastructure equipment for the domestic market, such as mobile phones, automobiles, pharmaceuticals, power generation and construction equipment.

Yet, while establishing their position in China, most multinationals discovered that "the world's largest market" was still very much a future market. As a result, they took advantage of the state-of-the-art facilities that they had built (which were mostly too large for the local market) to export to the rest of their group and benefit from of lower

production costs. This rapidly extended China's export industry to include sophisticated technology products.

Newly-affluent local market

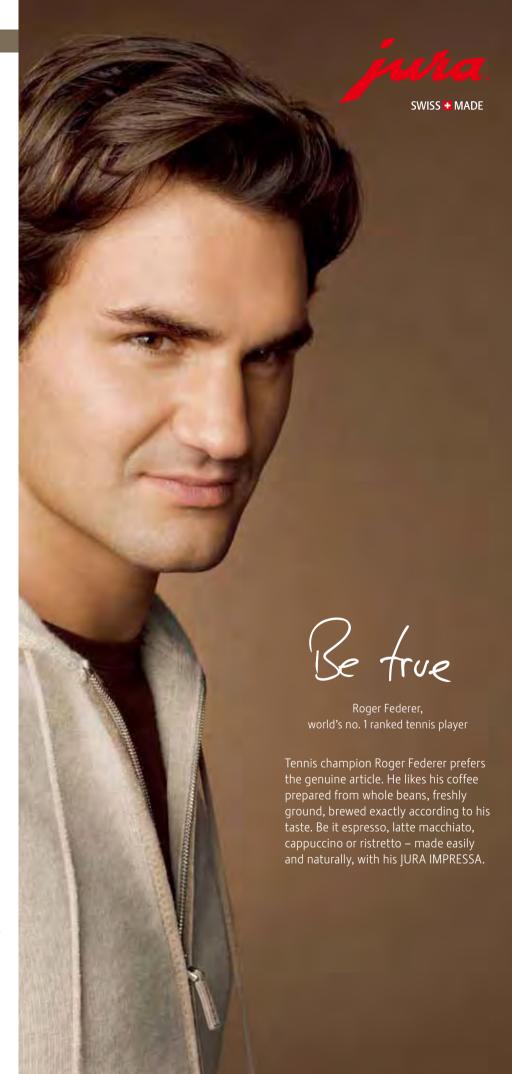
This development has not only turned China into the world's largest workshop of the 21st century, but it has also established the foundations for the country to become a knowledge producer. Indeed, experiences in the west in the last decades have shown that product development can be conducted most effectively when it is located close to where mass production occurs. The companies that experimented with standalone R&D centers soon realized that geographical proximity to production facilities and the engineers on the shop floors was essential for products to be rapidly developed and manufactured efficiently. As a result, product development moved to China, following on from product manufacturing.

Since the beginning of this century, China's development has naturally moved to provide the services needed by the newly-affluent local market: the 100 to 200 million office employees, professionals and managers that form the new Chinese middle class. In addition to catering, commercial and financial services, this tertiary sector now also includes rapidly-developing educational institutions and R&D centers attached to the large foreign companies. These centers are geared to producing the knowledge that enterprises need to adjust their products to the Chinese market and, increasingly, to develop new products for China and the Asian region, or emerging markets in general.

Ensuring continued development

Today, 200 new foreign R&D centers are established every year in China. They are set up for the same two reasons why multinationals originally came to China: to make the right product for the market in order to compete with increasingly competitive local companies on the one hand and to benefit from a pool of bright young engineers at a fraction of the cost to develop new products for the rest of the world, on the other.

In the meantime, China has also been pushing for local enterprises to forge ahead and become part of a new, knowledge-based economy. It has





sought to achieve this by encouraging them to develop their own technologies and innovative products. Although this is a natural step up in the value chain, the drive to develop has not only been for increased profits, but also for other reasons; reasons that are rooted in pure necessity.

The social disparities created by the economic development inequalities between the exporting coast and the poor inland regions can be addressed with development policies and government investment. The vast needs, in terms of energy and raw materials, of the country's industry, combined with the imperative to halt further deterioration of the environment (and ultimately, to improve it) while maintaining rapid growth is an issue of another dimension and complexity. It is a challenge that the country leadership believes will be tackled through locally-developed science and innovation to find novel technological solutions to current problems.

China's top leaders are engineers

Such an approach may appear unusual to foreigners used as they are to living in a mature environment where change is effected through gradual policy shifts. China's leadership has a characteristic that is often overlooked, but may explain this unusual and bold direction. China's top leaders are engineers. In fact, considering the members of the Standing Committee of the Politburo, one realizes that 7 out of the 9 members have an academic title of Engineer.

It is also a fact that, to give itself the means to solve its development issues, the leadership launched the "Medium and Long-Term National Science and Technology Development Program (2006 – 2020)", with the clear aim to use scientific research as a tool to generate technical solutions to the range of problems that China now faces due to its industrialization.

Bearing this in mind, one realizes that, indeed, developing home-grown technologies is a necessity: China's problems are (and always have been) in a class of their own due to the sheer size, expanse, diversity and density of its population. Swiss and other western environmental technologies will certainly fill a number of China's needs, but they will be far from being able to fill all of them. Besides this, westerners develop technological

solutions based on the production possibilities that prevail in their own countries. In China, low labor costs and the size of the market allow options that would be economically unbearable in the west.

Let us look at recycling, for example, Low labor costs allow manual treatment of waste and the recovery, potentially, of a higher proportion of raw materials. The development of technologies for electric motorcycles provides another interesting illustration: while we barely see any such devices in Europe, the potential market for electric bikes is so large in China that domestic companies are developing solutions to recover the energy normally lost during braking to convert it back into electricity to reduce consumption and extend the bike's range. This is a technology routinely applied in western economies to electric locomotive and trolleybuses that has recently been extended to cars (hybrid technology). While these applications have been hatched in the developed world, the energy-saving electric motorcycles will be a Chinese invention. Traditional Chinese medicine, also, is a very large field, virtually unexplored by western science, from which Chinese researchers may be able to devise new drugs and treatments.

Increased international cooperation

China's science and technology development program calls for, among other things, a very ambitious reform of its universities, which should bring a few of them to "first class in the world" or "first class in the nation and known in the world" levels. For this purpose, in addition to allocating funds to improve universities' scientific equipment and facilities, the government has taken a number of measures to leverage the research capabilities of Chinese scientists.

For example, every year, 6,000 scholarships (covering living expenses) are granted to the best students that want to pursue a doctorate degree (or do part of it) abroad. These students are required to come back and work in China for a number of years. The brightest, that will want to go on with their academic careers, will undoubtedly take positions in China's most renowned universities, naturally establishing links with institutions and the industry of the foreign country in which they have studied for their PhD degree. Not only will they have contributed to research in their host country, but they will also be in a particularly good position in universities to develop partnerships with other researchers and international companies to fulfill China's growing need for technology.

The Chinese push for scientific development also calls for increased international cooperation in order to make funds available for the joint development of relevant technologies. The need in the clean energy generation, environmental, recycling, energy saving and waste disposal sectors, to cite the largest ones, will grow tremendously. This new appetite for technologies will create large new markets for the companies that are prepared to adjust their products to the local market or develop new equipment. Technical solutions developed locally in cooperation with newly-energized universities, however, will also grow and generate a new breed of high-tech Chinese competitors. China's development challenge will eventually spur the rapid growth of the country's high-tech industry and, in turn, require that our own western industries become ever more creative and innovative.

从"世界工厂"到"知识生产者"

三十年的结构化发展

作者: Nicolas Musy, 瑞士商会副主席兼瑞士洛桑理工学院(EPFL)中国地区协调员



国走的是一条自下而上的发展道路(尽管是一种非常结构化的战略)。先是在二十世纪七十年代末实行农业的自由化发展,其后转向工业与服务业。截至二十世纪九十年代初,乡镇企业已得到大规模扩张并使中国的出口能力得到了发展,同时,将农场的剩余劳动力充分转移至纺织品、日用品、玩具、自行车等各种低技术含量的劳动密集型消费品生产中来。直至二十世纪九十年代末,跨国企业已完全确立了其市场地位,凭借大规模生产设施,为中国市场制造关键的技术密集型消费品和基础设施设备,例如手机、汽车、药品、发电机以及建筑设备等。

然而,在中国市场确立自身地位的同时,大多数跨国企业都发现"世界最大市场"在很大程度上仍是未来的主要市场。因此,跨国企业充分利用自身已经建立起的先进设施(绝大多数规模过大,超过了当地市场的需要),向本企业全球其他分支出口产品,并从更低的生产成本中获利。这样一来就为中国的出口工业增加了尖端技术产品,从而使其得到快速发展。

新兴的本地市场

这一发展不仅使中国成为 21 世纪世界最大的工厂,同时也 为中国成为"知识生产者"奠定了基础。诚然,西方国家近几十 年来的经验证明,当产品开发与大规模生产设施相邻时,就能达 到最高的效率。配备卓越研发中心的企业很快发现,在地理位置上接近生产设施和基层工程师对于产品的快速发展与高效生产具有重要意义。因此,继产品生产之后,跨国企业也将产品开发移入了中国。

自本世纪初开始,中国的发展自然转向为本地新兴市场提供服务:人数约1至2亿的办公室员工、专业人员以及管理人员形成了中国新一批中产阶级。如今,除了餐饮业、商业与金融服务业外,第三产业还包括了快速发展的教育机构以及大型外资企业附属研发中心。设置这些研发中心的目的在于为企业调整产品以适应中国市场的需求提供必要的知识,更重要的是为中国、亚洲乃至所有的新兴市场开发新产品。

确保持续发展

如今,每年都有 200 多个新的外企研发中心在中国设立。这些研发中心均是出于跨国企业最初踏入中国的两大原因而设立的:一方面,为市场生产合适的产品,从而与竞争力日益增强的当地企业展开竞争;另一方面,以少量成本,利用大量富有智慧的年轻工程师为其开发适用于世界其他市场的新产品,并从中获利。

与此同时,中国长期以来一直在敦促当地企业积极发展,从 而成为新型知识经济的一部分。中国也曾试图通过鼓励当地企业



发展自有技术和创新产品来实现这一目标。尽管这是价值链中的一个自然上升步骤,但发展的动力不仅只是利润的增加,同时也有着其他纯粹出于必要的原因。

大力发展出口经济的沿海地区与贫困的内陆地区之间的经济 发展是不平等的,而由此所引起的社会贫富差距则可通过发展政 策以及政府投资来解决。中国工业对于能源与原料的大量需求, 以及在保持经济快速发展的同时遏制环境进一步恶化(并最终改 善)的迫切需要,则是不同层面的另一个复杂问题。中国的领导 人相信,这一挑战可以通过发展本地的科学与创新,以及寻找当 前问题的新型技术型解决方案得以解决。

工程师出身的中国高层领导人

这样的方式也许在外国人看来是不同寻常的,因为他们的生活环境更加成熟,变革可以通过逐步的政策调整来实现。中国领导层所拥有的一种特征往往容易被忽视,但也许可以帮助人们解释这些不同寻常而大胆的指令。中国的最高领导层多是工程师出身。事实上,看一看中央政治局常务委员会的成员,你就会发现该委员会的9名成员中竟有7名拥有工程师的学术头衔。

实际上,为了提出解决自身发展问题的解决方案,中国领导人还启动了一项名为"国家中长期科学与技术发展规划(2006~2020)"的项目,旨在利用科学研究,为中国当前在工业化道路上所面临的各种问题开发出技术解决方案。

记住了这一点,你就会意识到,发展自有技术确实是非常必要的。鉴于人口规模、范围、多样性以及密度,中国的问题是(且一直以来都是)自成一派的。瑞士及其他西方国家的环境技术纵然能够满足中国的许多需要,然而要满足所有的需要却还远远不够。除此之外,西方国家是以其自身的生产能力为依据来开发技术解决方案的。而在中国,低廉的劳动力成本与巨大的市场规模则允许采用很多对于西方国家而言经济上不可行的方案。

就以循环利用为例,来看一看中国的情况吧。低廉的劳动力 成本允许在废弃物处理中使用人工处理,从而实现(潜在的)更 高的原料回用比例。电动摩托车技术的发展为我们提供了另一个 有趣的例证:尽管我们在欧洲很难看见这种交通工具,然而在中国,这种电动自行车却拥有巨大的潜在市场,以至于国内的公司纷纷着手开发回收能量的解决方案,试图将刹车时损耗的能量转化为电能,从而降低能耗并延长自行车的行程。这是一种西方国家常用于电气机车与无轨电车的技术,近来被推广至汽车(混合动力)应用。尽管发达国家已经孵化出了这种技术应用,然而节能型电动摩托车将会是一项中国的发明。传统的中医学也是一个非常广泛的领域。西方科学基本尚未对其进行开发。中国的研究人员也许可以从中开发出新型的药物与疗法。

日益密切的国际合作

在中国,科学与技术发展项目需要对大学进行大刀阔斧的改革。这将使其中的一些大学成为"世界顶级学府"或"享誉国际的国内一流学府"。为此,除了拨款改善大学的科研装备与设施外,中国政府还采取了一系列措施,以便充分发挥中国科学家的科研能力。例如,每年有6000项奖学金(包含生活费)被授予最优秀的学生,资助他们前往国外攻读博士学位(或完成部分学习内容)。这些学生学成后必须返回中国工作数年。其中最聪明的学生如果希望继续自己的学术生涯,则毫无疑问将在中国最负盛名的大学中任教,帮助所在学校与其攻读博士学位的大学建立起自然的联系。他们不仅将在研究领域为自己的祖国做出贡献,同时也将在大学内与其他研究人员及国际企业开展合作,为满足中国日益增长的技术需求做出特别重要的贡献。

中国在推动科学发展事业的过程中还需开展密切的国际合作,从而为相关技术的共同发展提供可用资金。清洁能源生产、环保、资源循环利用、节能以及废弃物处理领域的需求将会出现巨大增长。这些还仅仅是一部分最突出的例子。对于那些已将产品调整至满足市场需求或开发新设备的企业而言,这股全新的技术需求将为其开辟全新的市场。然而,与新兴大学合作开发的本地技术解决方案也将得到迅速发展,同时孵化出一批中国的高科技竞争者。中国的发展挑战最终必将刺激国内高科技产业的快速发展,并反过来要求西方工业在创造与创新领域做出进一步努力。

FRACHT (SHANGHAI) LTD. The name changed but not our service.



Sea Freight FCL, LCL, Consolidation · Air Freight, Consolidation, Full-and Part Charter Warehousing & Distribution · Turnkey Projects · Customs Brokerage · IT Consultancy



The Mission of Swissnex Shanghai

Shaping the future of Sino-Swiss cooperation in science, technology and culture

By Lan Zuo Gillet, Deputy Director of Swissnex Shanghai, Consul for scientific matters at Consulate General of Switzerland



witzerland boasts one of the highest numbers of Nobel laureates per capita in the world and is recognised as the global standard of scientific quality, for the overall impact of the scientific articles produced in its universities and for the excellence of its research facilities. However, although Switzerland is widely acknowledged in China as a nation that provides high quality services and produces innovative products, its world-class scientists, research facilities and educational system – the backbone of Swiss scientific culture - are less well-known to the Chinese people. After two years of planning and incubation, Swissnex has begun full operations in China at a time when many Swiss companies are sinking strong roots into Chinese soil.

Who we are

Swissnex is a network of science and technology outposts run by the Swiss State Secretariat for Education and Research (SER) in close cooperation with the Federal Department of Foreign Affairs. The SER currently handles five "knowledge" outposts - Swissnex Boston (2000), Swissnex San Francisco (2003), Swissnex Singapore (2004) and Swissnex Shanghai (2007) with Swissnex Bangalore set to open in 2008/09.

Swissnex has three primary goals: To foster scientific cooperation between Switzerland and host countries in areas of common interest; to brand Switzerland as a global scientific powerhouse; and to establish a network of brilliant Chinese and Swiss scientists for bottom-up initiatives of cooperation in the future.

Swissnex is a key component of the strategic policy set by the Swiss Federal Council for the promotion of education, research and innovation. In addition to Europe the United States, India, China, Russia and South Africa are priority countries for bilateral cooperation with Switzerland, given their proven potential for scientific and technological development. Brazil, Chile, Japan and South Korea



will get special attention as well.

Various visits

Early in 2006, the former Director of the Swiss National Science Foundation, Dr. Hans-Peter Hertig, was appointed by former State Secretary Charles Kleiber to be the project leader in setting up a Swissnex outpost in China. Mr. Hertig worked closely with the Swiss Embassy and with the Consulate General in Shanghai, conducted a series of studies of the Chinese education and research systems, and laid the cornerstone of a network of Chinese scientists and key people in charge of education and scientific research. By the time of its soft opening at the end of 2007, Swissnex was already an operating unit located in a brand new office of original modern design next to the Consulate General of Switzerland in Shanghai.

In the six months that followed, Swissnex organized visits of Swiss professors to major Chinese universities and received Swiss delegations representing various interest groups, including the Association of Swiss Science Journalists. Swissnex also initiated creative projects to promote the exchange of ideas and experience to help foster bilateral cooperation. Other major projects are in development.

This year, four new members will be joining the staff of Swissnex Shanghai:

- Our new director Mrs. Flavia Schlegel
- A deputy director covering Swiss universities who will be responsible for the Sino-Swiss bilateral cooperation programme
- A representative of the Commission for Technology and Innovation (CTI) who will cover universities with applied science and professional education departments
- •A new event and PR manager

Also being temporarily added to the team is a consultant from Switzerland who will conduct a feasibility study for a Swiss interdisciplinary centre to be established at a well-known Chinese university in Shanghai.

Why we are in China and why Shanghai

China has a large pool of well-educated workers. With 2000 universities and four to five million fresh graduates, the country seems to have an inexhaustible supply of top talents who are potential partners for Swiss scientists. China's R&D investment is expanding at a rate that offers unprecedented new possibilities within a rapidly diversifying portfolio. In 2006, spending on research in China reached 1.4% of GDP, up from 0.7% in 1998. As a result, the productivity of R&D activities has also risen rapidly. The number of new patents and patent applications has multiplied by nearly 600% in the past 10 years.

In a recent survey, Swiss universities were asked to comment on their future priorities in the field of international relations. China was clearly the number one choice of the newly-christened Swiss universities of applied science. Considering the fact that 90% of all research done in China is applied research, the potential for fruitful and rewarding cooperation between Swiss universities and Chinese counterparts is considerable.

Swissnex was established in Shanghai because of the city's exceptional dynamism and abundant resources. Shanghai is recognised worldwide as the centre of commerce and finance in China. It has been called the global city of the future and the centrepiece of the world's fastest-growing economy. Shanghai has become a nexus for artists, scientists, businessmen and politicians - a melting pot of new styles and a fusion of cultures.

Shanghai's municipal government strongly supports R&D activities by offering grants to universities and to research institutes in addition to those provided by other national funding agencies. From 2001 to 2006, the total amount of grants for encouraging basic research increased 300%, according to data from the Science and Technology Commission of Shanghai Municipality.

Shanghai and its environs are the home to four out of the top ten universities in China, attracting top talents from all over the country. The city also hosts a large community of returnees that have



graduated from some of the world's leading universities abroad and who bring new research ideas, styles and methods, thereby further facilitating scientific and cultural exchange.

What we do

NETWORKING. Networking is the key to connecting with elite local groups. It is also the most efficient way to gain access to the local science and business communities, as well as to decision makers. Getting connected means staying humble but alert, maintaining great interest in the activities of others and endeavouring to understand their culture, their way of thinking and their motivation. This requires a generous heart and a willingness to devote time to meeting and getting to know others and to building friendships. Swissnex also calls on the alumni of Swiss universities in China and on other well educated communities that are affiliated with various Swiss organizations. Whether Chinese citizens or foreign residents, they understand both the Swiss and Chinese cultures and they feel a profound affinity towards Switzerland. They are walking testimonials to the Swiss education and research systems and they can open doors into other communities and networks that are crucial to the fulfilment of the Swissnex mission.

EVENTS AND WORKSHOPS. Events and workshops are effective tools to highlight the reputation of Switzerland as a promoter of scientific knowledge and innovation. The themes and focus are usually in the areas of cutting-edge technology and innovation, or in the interdisciplinary sciences, combining natural and social disciplines. Swissnex events and workshops target high-level scientists and professionals, potential students and occasionally are open to the general public.

In April 2007, the "Inventioneering Architecture" exhibition was held by Swissnex at the Shanghai Urban Planning museum in partnership with Tong Ji University, the number one Chinese university in the field of civil engineering and architecture. The exhibition was an assemblage of the exceptionally creative graduate work of Swiss students from the Swiss Federal Institute of Technology in Lausanne, the Swiss Federal Institute of Technology in Zurich (ETHZ), and the University of Lugano, providing visitors with a view of the landscape of contemporary Swiss education in the fields of civil engineering and architecture.

"Play Time: Art Meets Technology" was conceived and organized by Swissnex Shanghai as part of the 2008 Shanghai Science and Art Exposition held by the Shanghai Science and Technology Association. Researchers and professors from the Computer Science Department of ETHZ created various devices that provided visitors a fun experience of advanced technology and edgy art from Switzerland.

In the coming months leading up to 2010, Swissnex will organize a series of "Swiss Science Days" on subjects closely linked to the main theme of the Shanghai World Expo 2010 - "Better city better life" - including urbanism, sustainable development, environment, modern transportation systems, clean energy, and sociological and psychological constraints in rapidly growing cities. The first workshop of the series will take place in October of this year with the participation of Swiss and Chinese scientists.

RESEARCH INTELLIGENCE. Gaining and providing research intelligence on trends and on the current focus and strengths of Chinese universities is another important component of the Swissnex mission with an aim to affording a clearer picture of the Chinese system of education and research.

An information database composed mainly of public information on Chinese universities and research institutes is being built to facilitate access to basic data such as Masters and Ph.D. programme opportunities, key laboratories, national ranking in particular fields, etc.

An intelligence network called "Swissnex Scouts", that will provide more in-depth knowledge of research trends in China is being developed. A group of top-level Chinese experts in areas of high interest to Switzerland will be identified and invited to become the main contributors of scientific input in their areas of expertise. They will also help us to identify the best talents and to conduct reference checks of Chinese scientists and institutions that wish to become partners of Swiss counterparts in bilateral cooperation.

The Sino-Swiss Science and Technology Cooperation Programme (SSSTC)

The SSSTC programme was established in 2003 following the signing of a memorandum of understanding between the SER and the Chinese Ministry of Science and Technology (MOST). The programme is one of the main China initiatives launched by the State Secretary of Education and is led by ETHZ together with the University of Zurich. The SSSTC programme encourages long-term partnerships and provides additional opportunities for funding of collaboration between Swiss and Chinese research institutions. Swissnex Shanghai serves as the project coordinator in China, helping to work out solutions with various Chinese ministries and authorities to implement programmes in China.

Following the successful completion of its pilot phase (2004-2007), the aim of the current phase of the programme (2008-2011) is to further encourage bilateral cooperation based on the principle of reciprocity. It also aims to further strengthen relationships with

other Chinese authorities in education and research, such as the Ministry of Education and the Chinese Academy of Science, and to work closely with national funding agencies such as MOST and the National Natural Science Foundation. In the current phase of the programme, four areas of priority and common interest have been identified for the conduct of joint research projects and institutional partnerships: Life Science, Material Science, Environmental Protection and Medicine.

In the SSSTC programme, Swissnex is actively contributing to clarifying the structure of the organization of various Chinese authorities that are in charge of education and research, national priority programmes, main funding sources and respective application procedures and deadlines. Swissnex also acts as a facilitator in the establishment of bilateral projects, matching scientists and institutions on both sides.

What we offer now and for the future

INTERNSHIP AND SHORT-TERM PROJECT. Swissnex Shanghai employs Swiss experts on a permanent basis, as do it's predecessors in the US and in Singapore. But Swissnex also offers working space to Swiss scholars spending short periods in China. In its effort to build a bridge to China in the fields of science, technology and culture, Swissnex offers a number of opportunities for Swiss students and faculty to participate in short-term internships or to conduct projects mandated by Swissnex. The internships will be available in areas of common interest and priority to Swissnex Shanghai as well as to the universities/individuals. The term of project mandates will be defined by Swissnex in response to its current and strategic needs. A typical example of an internship/mandate would be to conduct a feasibility study for further collaboration with a particular Chinese partner (i.e., to evaluate opportunities and risks, alternatives, costs, legal structure, etc).

It is also foreseeable in the mid to long term, that Swissnex will help to create internship opportunities at companies here in China for Swiss students willing to come for short periods of China immersion. Swissnex will explore its network of R&D centres at Swiss companies and identify those willing to provide internships. Once an agreement has been reached between a company and Swissnex, interested parties will be invited to submit applications directly to that company.

BRANDING AND ACTIVE COMMUNICATION. Swissnex will also offer advisory services on branding and active communication to Swiss universities. Using its knowledge of the local environment and its network of service providers Swissnex will advise mandating universities and institutes on the organisation of promotional tours and participation in educational fairs in China, it will prepare marketing materials in the local language and will place feature articles in local scientific magazines and newspapers, etc.

R&D, TECHNOLOGY TRANSFER AND PROFESSIONAL EDUCATION.

With the arrival of a representative of CTI to join its staff, R&D, technology transfer and professional education will soon become one of the key activities of Swissnex Shanghai. Swissnex will leverage the Swiss tradition of innovation and the expertise of Swiss SMEs and universities of applied science, along with its excellent reputation for professional education and its highly qualified workforce to more broadly promote Switzerland's education and research systems.

ADVISORY ON POSTGRADUATE STUDY. In addition to its main activities, promotions and projects, Swissnex Shanghai will advise on postgraduate study in Switzerland. Swissnex will provide information regarding Swiss universities to Chinese students or scholars ready to go to Switzerland for advanced study or research, will help recruit Chinese students, will organize summer courses or complementary programmes in China so that Swiss students may become better acquainted with Chinese culture and business practices.

Opportunities and Challenges

During this extraordinary time in history when China is attracting the attention of the world in terms of its economic, scientific and social development, Swissnex is receiving support from the Swiss government, from universities and certainly from the private sector. More and more Swiss scientists are expressing their eagerness to collaborate with Chinese counterparts and to come to China to experience firsthand the rapid pace of research and development and to reap the benefit of China's huge reserve of hard working, talented students.

The concept of Swissnex is quite original and has been met with great interest on the Chinese side. It also demonstrates the long-term commitment of the Swiss government to contributing to Sino-Swiss bilateral exchange, and to bridging the cultural distance between the two communities of scientists and students.

Inspired by its ambitious goals, Swissnex will encounter and overcome challenges as it moves forward. In the vastness of China there already exist organizations whose purpose it is to promote technology and cultural exchange. It is an environment within which competition for top talent is intensifying. In such an atmosphere charged with creativity and adventure Swissnex, too, must remain creative and adventurous in order to raise its visibility and to become known within the community of Chinese scientists. The calling of Swissnex Shanghai is not only to optimize its limited resources while working within its organizational limitations to achieve its goals but to venture beyond Shanghai in order to connect with the top quality universities and research institutes in the great hinterland of China as well.

In a speech at the Global Engineering Excellence Conference, MIT President Charles Vest was quoted as saying, "The global engineer must be technically adept, broadly knowledgeable, innovative and entrepreneurial, commercially savvy, multilingual, culturally aware, able to understand world markets, professionally flexible and mobile". As the representative of Swiss universities in China, Swissnex will employ all the means at its disposal to contribute to the development of the rapidly-expanding new community of global engineers, scientists, lawyers and economists.

Official opening

Official opening of Swissnex Shanghai will take place on August 7,2008, at the presence of the President of Switzerland, Federal Councilor Pascal Couchepin and the State Secretary for Education and Research Mauro Dell'Ambrogio. Various Chinese ministries in charge of education and research, leaders of key universities and research institutes, as well as local Swiss business communities will also join the party.

描绘中瑞科技文化交流的未来

瑞士联邦政府驻华科学中心的使命

作者: 左岚, Swissnex Shanghai副主任, 瑞士上海总领馆科技领事



士是按人口比例获诺贝尔奖人数最高的国家之一,以其 优秀的创新能力和高度的科研水准享誉世界。瑞士大学 发表的学术论文的影响度以及其科研设施都一直位居世 界前列。

在中国,更多为人熟知的是瑞士的高质量服务和各类创新型产品。它的主要科学实力一世界一流的科研人员,科研及教育体系 一却并不为很多中国人所了解。

像许多选择在中国创业的瑞士企业一样,Swissnex Shanghai,瑞士联邦政府驻华科学中心-瑞士联邦教育国务秘书处在中国设立的分支机构,在经历了两年的筹划工作后,现将全面启动。

我们是谁?

Swissnex 是由瑞士内政部教育研究国务秘书处和瑞士外交部共同创建的。其设立目的在于充分开发瑞士与相关国家在高等教育、科研文化等领域的合作交流。

瑞士教育和研究秘书处目前在世界各地设有五个姊妹机构: 波士顿(2000年建立),旧金山(2004年建立),新加坡(2004年建立),上海(2007年建立)和班加罗尔(筹备中)。

Swissnex 是由瑞士联邦委员会制定的关于促进教育、科研和创新领域里合作交流的战略政策里重要的一环。包括欧洲在内,美国、印度、中国、俄罗斯以及南非都是被瑞士列入优先发展双边科研合作的国家。巴西、智利、日本和韩国不久也将进入优先

国名单。

Swissnex 有三个目标。主要目标是发掘瑞士与相关国家间在科研领域的合作潜力,提升瑞士在科研领域之先进国家的形象。同时建立起一个中瑞学者间长期牢固的合作网络,为今后由下至上形成的各项合作计划奠定基础。

Swissnex Shanghai

由瑞士前教育研究国务秘书 Charles Kleiber 先生委任,前瑞士国家科研基金会主任何海德博士于 2006 年初来到上海创建 Swissnex Shanghai。何海德博士在与瑞士驻华使馆及驻沪领事馆保持紧密联系的同时,对中国教育及科研体系潜心研究,并构建了中国教育科研主要联络人网络的框架。

2007 底,Swissnex Shanghai 对外公布进入运营状态。选址于瑞士驻上海总领事馆旁边,一个有着现代设计的全新办公室。

在过去的6个月间,Swissnex Shanghai 邀请了瑞士专家参观访问了好几所中国高校,接待了瑞士记者联合会成员。 Swissnex Shanghai 还成功组织了一系列创意科技活动,和中国科学界增强交流以促进更多双边合作。其他一些项目正在酝酿中。

自今年起,4 名新成员已经 / 或即将加入 Swissnex Shanghai, 其中包括

- Swissnex Shanghai 的新任主任 Flavia Schlegel 女士
- 负责瑞士大学以及中瑞科研合作项目的副主任

Swissnex上海团队



- 负责应用科学大学及职业教育工作的瑞士科技创新委员会 驻沪代表
 - 公关及项目经理

除此之外,还有一位咨询专员负责一项短期项目, 探讨瑞士 在上海一所知名大学内成立瑞士研究中心的可行性。

我们为何来到中国?为何选址上海?

中国拥有 2000 多所大学, 4-5 百万大学生, 受过良好教育的劳动资源庞大, 对瑞士科研人员来说, 这无疑是一个能够提供一流人才和潜在合作伙伴的无尽的资源宝库。

中国每年的研发投入都以惊人的速度增长。2006年中国的研发支出从1998年占国内生产总值的0.7%上升到1.4%。因此,研发活动也迅速的增加。专利申请和专利的批准的数量在10年内已经增加了600%。

最近的一项调查显示,瑞士大学在被问及他们今后在国际关系领域里合作关系的优先次序:很显然,第一为中国。中国吸引了瑞士应用科学大学的眼球,事实上,90%在中国进行的研究是应用研究,应此,与中国科研者的合作,取长补短,是势在必行的。

上海,是一座有着特殊魅力和资源的城市,这也正是 Swissnex Shanghai 选址于此的原因。上海被公认为中国最重要 的商业和金融中心,并誉为全球性以及经济发展最快速的国家。 来自各方的艺术家,科学家,商人和政治家济济一堂,大展身手, 各类新兴学派和文化融合于一体。

除了国家科研基金会给与大学和研究机构一定的资助以外,上海市政府也给与了大力的支持和帮助。据上海市科学和技术委员会数据显示,自 2001 年到 2006 年,鼓励基础研究的拨款额已增加了 300%。

中国前 10 强高等学府,其中 4 所分别地处上海及其周边地区,吸引来自全国各地的人才。也有从国外知名学府学成归来的学者并带来全新的研究思路,方式和方法,以进一步促进科学及文化的交流。

我们做些什么

Swissnex Shanghai 将通过一系列措施以达到其既定的目标。

建立人脉 社交是与本地精英群体获得联络的最主要方式,这亦是最有效的同科研,商务以及机构的决策者们取得联系的方法。融入中国社会意味着需要谦虚和灵敏,对对方的活动持有极大的兴趣并设法了解他们的文化,他们的思维方式和他们的原动力。

同时也意味着需要有热情,愿意花时间去了解别人,建立关系。 Swissnex Shanghai 尽力与在瑞士大学毕业的中国校友和其他一 些曾在瑞士高等教育机构学习的群体保持联络。在这些人群中, 无论是中国还是来自其他国家的公民,他们都了解瑞士和中国文 化,并且对瑞士有着特殊的感情。他们是理所当然的瑞士教育和 科研系统的参照者。他们也是 Swissnex Shanghai 与其他机构联 络,交流的可靠的力量。这对 Swissnex Shanghai 履行其使命是 至关重要的。

举行活动和研讨会 这是一种有效的手段来简介瑞士的科技知识和创新。主题和重点通常是以尖端技术和创新为主,或综合自然科学与社会科学的跨学科领域。目标群体是高层次的科学家和专业人员的,有潜能的学生。 或者也可能是一般的人群体。

在 2007 年 4 月, Swissnex Shanghai 联手与当今土木工程和建筑学科中国排名第一的同济大学在上海城市规划馆举办了一次"瑞士创新建筑展览"。此次展览综合了瑞士洛桑联邦理工大学,苏黎世联邦理工大学以及卢加诺大学学生的毕业作品,展示了瑞士在教育领域突出的一面。

"玩乐时间: 艺术与科技的完美结合" 是由 Swissnex Shanghai 参与组织的另一个大型活动。'玩了时间'在上海科学技术协会举办的'2008 上海科技艺术展'上展出。苏黎世联邦理工大学计算机系的研究员和教授们通过多种电子产品以及与参观者互动的方式展示了瑞士先进的科学技术,同时也使参观者体验到高科技带来的艺术享受和无穷的乐趣。

在今后几个月,直到 2010年,Swissnex Shanghai 将以 2010年上海世博会主题"城市让生活更美好"为主旋律,举办一系列与学科紧密联系的"瑞士科学日",如城市化,可持续发展,环境,现代交通运输系统,清洁能源,应对城市迅速发展的社会心理等。今年 10 月将开始举行这一系列的研讨会,瑞士和中国的科研人员将会共同参与。

科研智能 科研智能指的是提供有关中国大学目前的学术动态和重点强项的信息。这也是 Swissnex Shanghai 另一项重要的任务。 从这两方面的切入,旨在使瑞士科研人员更清晰地了解中国的教育和科研体系,了解有关科学领域的最新发展。

Swissnex 正在建设中的一个数据库,主要提供中国大学和科研机构的公共数据,如研究生和博士生课程提供,重点实验室,高等学府按学科排名等等。

另一个是以" swissnex Scouts"命名的资源信息采集项目, 作为数据信息库的延伸。Swissnex 将通过一组资深中国专家,



了解在其擅长领域里的科技动态。 他们也将帮助我们寻找优秀的人才,为中国科研人员及机构成为瑞士科研机构潜在的合作伙伴给予意见或建议。

中瑞科技合作项目

中瑞科技合作项目是在 2003 年设立,之后瑞士教育研究秘书处与中国科技部签署了一项谅解备忘录。它是瑞士国家教育研究秘书处旗下的一个主要项目,由苏黎世联邦理工大学连同苏黎世大学共同合作。中瑞科技合作项目鼓励中瑞科研机构进行长期合作并为其提供资金帮助。Swissnex Shanghai 作为此项目在中国的协调人员旨在与中国教委以及各政府机构进行协调沟通,使此项目在中国得以顺利贯彻执行。

经过 2004-2007 年试点阶段,在今后的四年(2008-2011 年) 打算进一步在互惠互利原则的基础上鼓励双边合作。其目的还要 进一步加强与中国教育研究机构,如中国教育部和中国科学院的 联系 ,以及密切关注类似中国科技部和国家自然科学基金委员 会等机构 。在此计划的第二阶段, 以生命科学,材料科学,环 保和医药为主的四个项目将成为中瑞合作的首要选择。

为了实行这个计划,Swissnex Shanghai 积极主动与中国各教育科研机构保持联系,密切关注国家重点项目,主要资金来源以及各科研项目申请和终止期限。同时,Swissnex Shanghai 还尽力根据中瑞双方科研者及机构的要求帮助创建双边合作项目。

我们可以在目前或将来提供什么样的服务

提供短期实习和项目管理机会 与美国和新加坡的Swissnex Shanghai一样,Swissnex Shanghai不仅力邀瑞士专家长期任职,也为短期来华的瑞士学者提供工作平台。同时为两国在科技文化交流方面牵线搭桥,有选择的向瑞士大学提供短期实习和项目管理机会。实习内容将根据Swissnex Shanghai及大学或个人的实际需要确定。短期委托项目将符合Swissnex Shanghai阶段性、战略性需要。目前,一个非常典型的实习/项目委托实例就是对Swissnex Shanghai与一中国合作方之间为一项校际合作项目就风险评估,成本控制以及法律事务等一系列问题进行可行性研究。

从中长期来看,Swissnex Shanghai 会帮助寻找能接受瑞士学生实习的中国公司和驻华公司。同时 Swissnex Shanghai 会进一步加强与瑞士在华研发中心的合作,以便寻找到更多的实习机会。在 Swissnex Shanghai 与研发中心达成协议的基础上,后者将直接接受实习申请。

帮助创建大学品牌 Swissnex Shanghai将有针对性提升瑞士大学在中国学术领域内的认知度。并将凭借对本地区的深入了解建立起资源网络,为瑞士大学联合相关大学与研究所制定教育科研推

广计划,包括策划巡回展,制作中文宣传资料以及在专业的,本 地的媒体上发表介绍性文章等等。

促进技术研发转让,辅助职业教育 瑞士科技创新委员会也将派代表加入Swissnex Shanghai,推动研发、技术转让和职业教育。这 也将成为Swissnex Shanghai 主要的工作之一。我们准备借助瑞士的创新传统、中小企业和应用科技类大学的专业实力以及瑞士在职业教育方面的良好声誉和高质量人工,在更大的范围内进一步宣传瑞士的教育及研究体系。

便利双边学者交换 除了以上的主要推广活动及计划外,Swissnex Shanghai也将为有意前往瑞士继续硕、博、博士后研读的学生提供咨询服务。其中包括向中国学者提供瑞士大学相关信息、帮助瑞士大学选拔优秀中国学生;组织夏季研修班让瑞士学生更多的了解中国文化及商业环境。

机遇和难题

在目前中国成为全球经济,人文和科学关注焦点的时刻, Swissnex 得到了瑞士政府, 高等学府和企业的大力支持。越来 越多的科学家希望能来中国与其同行建立合作关系,亲身感受中 国的快速节奏,掌握研究和开发的第一手资料,同时利用中国资 源庞大的,聪明而又肯吃苦奈劳的学生群体。

Swissnex 新颖的架构理念赢得了中方的高度兴趣。它不仅展示了瑞士政府对中瑞双边合作长期投入的决心,也证明了它为缩短中瑞两国科学家群体的文化距离所做的承诺。

在宏伟目标的鼓舞下,Swissnex Shanghai 还需要面对几个重要的难题。在这个地域辽阔的国家,各类宣传和促进科技文化交流的机构众多,为争取到优秀学生的竞争也日益激烈。在这种充满创意和风险的环境下,Swissnex 要通过新颍和大胆的方式来增加它在中国科学界的知名度。它必须充分优化其非常有限的资源,在各种组织结构的制约框架下,找到可利用的自由度来完成它的使命。它也需要走出上海,面向全国,与全国一等学府和研究所建立长期合作关系。

麻省理工学院的校长 Charles Vest 曾在一次全球卓越工程设计会议的演讲中这样定义'全球化的工程师':他必须精通技术,知识渊博,创新而实干,有商业意识,通晓多种语言,有文化意识,能够理解全球市场,灵活机动而专业。作为瑞士大学在中国的代表,Swissnex Shanghai 将尽其所能参于培养全球化的人才,构建日益增长的新一代工程师、科学家、律师、经济学家人群。

有关作者 左岚



左岚,瑞士籍华人,毕业于上海交通大学,后在瑞士深造,获工学博士和工商管理硕士。在学术界工作数年后,她曾在瑞士一家著名手表公司任职,后受聘于一家瑞士私人银行负责运行策划和管理信息系统,之后从事中国业务发展。同时,她也为多家欧洲公司提供中国市

场相关咨询服务。现任 Swissnex Shanghai 副主任,瑞士驻上海总领事馆科技领事。

Swissnex Shanghai 正式开幕

2008年8月7日,瑞士国家主席,联邦参议员Pascal Couchepin阁下和瑞士国家教育科研国务秘书Mauro Dell'Ambrogio先生将来到上海为 Swissnex Shanghai 主持盛大的揭幕仪式。莅临贵宾包括:中国国家和地方负责科研与教育各部门领导、中科院和重点大学代表、瑞士在沪工商界代表等。



Let your energy flow to Switzerlain comfort daily.



EUROPE, SWISS MADE.

From May 10th enjoy daily nonstop flights from Shanghai to Switzerland. With Chinese menus, inflight entertainment in Chinese and our attentive service, we do everything to serve our guests and make them feel at home. With daily departures, you choose when to fly. And from Switzerland you have the best connections to more than 42 other European destinations. For information and reservations, call 400-882-0880, visit SWISS.COM or contact your travel agent.

Leadership and Innovation

McKinsey research reveals a wide gap between aspirations of executives to innovate and their ability to execute. "Change programs" are not the solution.

By Joanna Barsh (New York), Marla Capozzi (Boston) and Jonathan Davidson (London) of McKinsey



ike short skirts, innovation has traditionally swung into and out of fashion: popular in good times and tossed back into the closet in downturns. But as globalization tears down the geographic boundaries and market barriers that once kept businesses from achieving their potential, a company's ability to innovate - to tap the fresh value-creating ideas of its employees and those of its partners, customers, suppliers, and other parties beyond its own boundaries - is anything but faddish. In fact, innovation has become a core driver of growth, performance, and valuation.

Our research bears out this point. More than 70 percent of the senior executives in a survey we recently conducted say that innovation will be at least one of the top three drivers of growth for their companies in the next three to five years. Other executives see innovation as the most important way for

companies to accelerate the pace of change in today's global business environment. Leading strategic thinkers are moving beyond a focus on traditional product and service categories to pioneer innovations in business processes, distribution, value chains, business models, and even the functions of management (see "Innovative management: A conversation with Gary Hamel and Lowell Bryan").

No best-practice solutions

Our research also shows that most executives are generally disappointed in their ability to stimulate innovation: some 65 percent of the senior executives we surveyed were only "somewhat," "a little," or "not at all" confident about the decisions they make in this area. What explains the gap between the leaders' aspirations and execution? Even starting to build an organiza-



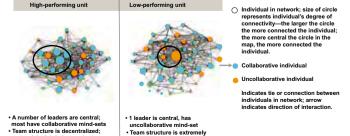
tion in which innovation plays a central role is often far more frustrating than most executives ever imagine it to be. Many of those who mimic the approaches of the most successful practitioners have found that path to be ineffective. Sustaining innovation to create real value at scale—the only kind of innovation that has a significant financial impact—is even harder.

There are no best-practice solutions to seed and cultivate innovation. The structures and processes that many leaders reflexively use to encourage it are important, we find, but not sufficient. On the contrary, senior executives almost unanimously 94 percent - say that people and corporate culture are the most important drivers of innovation.

Our experience convinces us that a disciplined focus on three people-management fundamentals may produce the building blocks of an innovative organization. A first step is to formally integrate innovation into the strategic-management agenda of senior leaders to an extent that few companies have done so far. In this way, innovation can be not only encouraged but also managed, tracked, and measured as a core element in a company's growth aspirations. Second, executives can make better use of existing (and often untapped) talent for innovation, without implementing disruptive change programs, by creating the conditions that allow dynamic innovation networks

Exhibit 1: The role of leadership mind-sets in networks

Network maps, disguised example of similar units in different geographies



to emerge and flourish. Finally, they can take explicit steps to foster an innovation culture based on trust among employees. In such a culture, people understand that their ideas are valued, trust that it is safe to express those ideas, and oversee risk collectively, together with their managers. Such an environment can be more effective than monetary incentives in sustaining innovation.

This list of steps is not exhaustive. Still, given the limited time and means - as well as the short-term performance pressures that executives constantly face - pursuing innovation with anything other than existing talent and resources often isn't an option. These three fundamentals are a practical starting point to improve an organization's chances of stimulating and sustaining innovation where it matters most - among a company's people.

Leading innovation

While senior executives cite innovation as an important driver of growth, few of them explicitly lead and manage it. About one-third say that they manage innovation on an ad hoc basis when necessary. Another third manage innovation as part of the senior-leadership team's agenda. How can something be a top priority if it isn't an integrated part of a company's core processes and of the leadership's strategic agenda and - above all - behavior?

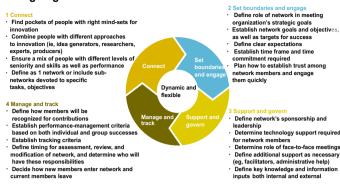
According to 19 percent of the senior executives, neither growth nor innovation is part of the strategic-planning process, which focuses solely on budgeting and forecasting. Just under half indicated that innovation is integrated into the process informally. Only 27 percent said that innovation is fully integrated into it. But these executives feel more confident about their decisions on innovation and say that they have implemented ways to protect it and to ensure that it gets the right talent.

Paying lip service to innovation

In a separate survey of 600 global business executives, managers, and professionals, the respondents pointed to lead-

Exhibit 2: Designing an innovation network

Designing an innovation network



ership as the best predictor of innovation performance. Those who described their own organization as more innovative than other companies in its industry rated its leadership capabilities as "strong" or "very strong." Conversely, those who believed that the ability of their own organization to innovate was below average rated its leadership capabilities as significantly lower and, in some cases, as poor.

As with any top-down initiative, the way leaders behave sends strong signals to employees. Innovation is inherently associated with change and takes attention and resources away from efforts to achieve short-term performance goals. More than initiatives for any other purpose, innovation may therefore require leaders to encourage employees in order to win over their hearts and minds. Our sample of 600 managers and professionals indicated that the top two motivators of behavior to promote innovation are strong leaders who encourage and protect it and top executives who spend their time actively managing and driving it.

Indeed, senior executives believe that paying lip service to innovation but doing nothing about it is the most common way they inhibit it. The failure of executives to model innovation-encouraging behavior, such as risk taking and openness to new ideas, places second. Rewarding nothing but short-term performance and maintaining a fear of failure also make it to the top of the respondents' list of inhibitors.

Practical advice: How to manage innovation

Our research implies that most senior executives do not actively encourage and model innovative behavior. If they did, they could give employees the support needed to innovate. They can also take a number of other practical steps to advance innovation.

- 1. Define the kind of innovation that drives growth and helps meet strategic objectives.
- 2. Add innovation to the formal agenda at regular leadership meetings. We observe this approach among leading innovators. It sends an important signal to employees about the value management attaches to innovation.
- 3. Set performance metrics and targets for innovation. Leaders should think about two types of metrics: the financial (such as the percentage of total revenue from new products) and the behavioral. What metrics, for example, would have the greatest effect on how people work? One company required that 20 percent of its revenue come from products launched within the past three years. Another established targets for



potential revenues from new ideas in order to ensure that they would be substantial enough to affect its performance. Leaders can also set metrics to change ingrained behavior, such as the "not invented here" syndrome, by requiring 25 percent of all ideas to come from external sources.

Senior executives say that the top three ways they spend time making decisions about innovation involve determining what types or strategies to focus on, who gets to work on the resulting projects, and how to commercialize the fruits. Few spend time on targets, metrics, and budgets for innovation. That is telling, since executives whose companies do have such targets and metrics feel the greatest confidence in their decisions.

Designing innovation networks

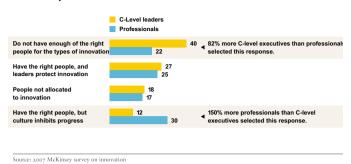
Chances are your organization has some people who are passionate about innovation and others who feel uncomfortable about any topic related to change. Recent academic research finds that differences in individual creativity and intelligence matter far less for innovation than connections and networks for example, networked employees can realize their innovations and make them catch on more quickly.

Since new ideas seem to spur more new ideas, networks generate a cycle of innovation. Furthermore, effective networks allow people with different kinds of knowledge and ways of tackling problems to cross-fertilize ideas. By focusing on getting the most from innovation networks, leaders can therefore capture more value from existing resources, without launching a large-scale change-management program.

Social-network analysis can help executives to diagnose existing networks in order to ascertain their characteristics, such as the frequency of collaboration and the degree of crossfunctional interactions among members, and to identify people who broker information and knowledge. This kind of information can also serve an essential role in the creation of effective innovation networks by clarifying the mind-sets of individuals and groups.

Exhibit 3: What inhibits innovation

% of respondents



Network Maps

In one company, for example, we found three groups with distinct perspectives on innovation. One believed that the company was innovative, but the other two, with 57 percent of its employees, thought that it wasn't - indeed, that it was actually bureaucratic, slow moving, inefficient, and stressful. A separately developed network map highlighted the company's hierarchical structure but also showed that cross-functional departments were well connected.

When we combined the analysis of personal perspectives on innovation with the network map, we found opportunities for improvement. Paradoxically, the analysis revealed that those employees, largely middle managers, with the most negative attitude toward innovation were also the most highly sought after for advice about it. In effect, they served as bottlenecks to the flow of new ideas and the open sharing of knowledge.

Making networks more decentralized is another way to improve collaboration and performance (Exhibit 1). Consider the case of two geographically separate units that undertake the same activities. A larger leadership group with an open and positive mind-set is a distinguishing feature of the higher-performing unit. Its information network is also more decentralized, with a larger number of connections. Hierarchy is still evident in the higher-performing unit, but its information and knowledge network is more distributed, and more of the members participate actively. The lower-performing unit has just one leader, who controls most of the interactions and has a negative mind-set about openness and collaboration, and there are far fewer connections. The network design is more centralized.

The four critical steps in designing, implementing, and managing an innovation network are presented in Exhibit 2. In addition, executives can fine-tune the network's goals by identifying the appropriate mix and balance of employees. Innovation networks, like cross-functional teams, require different skills and attitudes. In our experience, they include combinations of several archetypes:

- Idea generators prefer to come up with ideas, believe that asking the right questions is more important than having the right answers, and are willing to take risks on high-profile experiments.
- Researchers mine data to find patterns, which they use as a source of new ideas. They are the most likely members of the network to seek consumer insights and to regard such insights as a primary input.
- Experts value proficiency in a single domain and relish opportunities to get things done.

• Producers orchestrate the activities of the network. Others come to them for new ideas or to get things done. Producers are also the most likely members of the network to be making connections across teams and groups. This kind of staffing is clearly an inexact science. A team or network in need of more ideas might get additional idea generators to fill the gap. If the challenge is commercializing the right ideas, management might opt to add producers and experts. In our survey of professionals, respondents who regarded their companies as more innovative than competitors in the same industry were also more likely to work for companies that had larger numbers of producers.

Cultures of trust

Senior executives say that making top talent available for projects to meet innovation goals is their single biggest challenge in this area. Some 40 percent of them also believe that they do not have enough of the right kinds of talent for the innovation projects they pursue. A different view emerges from below, however. Employees are more likely to believe that their organizations have the right talent but that the corporate culture inhibits them from innovating (Exhibit 3).

There is also widespread agreement about the cultural attributes that inhibit innovation: a bureaucratic, hierarchical, and fearful environment. Such cultures often starve innovation of resources and use incentives intended to promote short-term performance and an intolerance of failure. Only 28 percent of the senior executives in the survey said that they are more likely to focus on the risks of innovation than on the opportunities, but only 38 percent said that they actively learn from innovation failures and encourage the organization to do so as well. Even more alarmingly, only 23 percent of the employees believe that their organizations encourage them to learn from failure. To make a corporate culture friendlier to innovation, managers must acquire new skills to engage and lead the staff. Many fall under the heading of leadership skills, such as coaching (as opposed to ordering) subordinates and facilitating collaboration across silos.

Change programs have limited impact

Corporate-wide change programs not only are daunting and time consuming but also often have only a limited impact. Our experience helping companies to change and become more innovative suggests that they can make progress without such programs. We have described a number of leadership role-modeling and formal organizational mechanisms to promote innovation. When top management reinforces them with commitment and energy to build capabilities for specific tasks, the combination can yield impressive results. Top teams can help build a more innovative culture in several ways:

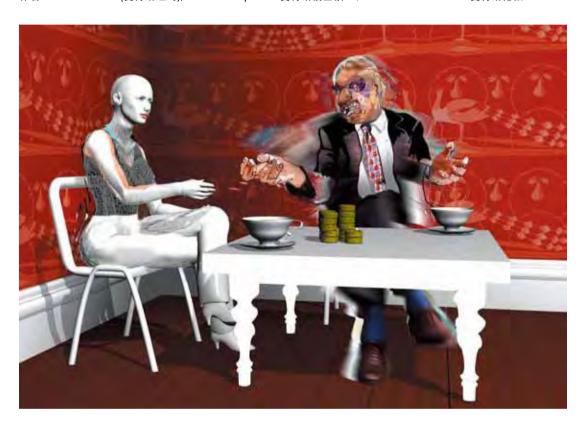
- 1. Embrace innovation as a top team.
- 2. Turn selected managers into innovation leaders. The goal: making networks more productive.
- 3. Create opportunities for managed experimentation and quick success. Not surprisingly, this approach is typically the best way to start any change effort in large organizations.

Innovation is a big idea with a big potential. But it is wise to approach it in small steps, implementing just one or a few of the ideas we propose and building from there. For many companies, the initial steps on this value-creating journey are the most critical of all.

领导力与创新

麦肯锡调研揭示了高管对创新的远大抱负与其执行能力之间的巨 大差距。"改变方案"不是解决问题的良方。

作者: Joanna Barsh (麦肯锡纽约), Marla M. Capozzi (麦肯锡波士顿) 和 Jonathan Davidson (麦肯锡伦敦)



短裙一样,创新也是有时大行其道,有时默默无闻:在经济景气时被捧上天,在经济衰退时被打入冷宫。随着全球化打破了曾经阻碍公司实现全部潜力的地域界限和市场障碍,公司的创新能力——借助公司员工、合作伙伴、客户、供应商和其他各方的创新增值思维——成为名至实归的时尚话题。实际上,创新已经成为业务增长、业绩提高和估值提升的核心推动因素。

我们的研究结果证明了这个观点。在我们最近进行的一项调查中,70%以上的高管表示,在未来3~5年内,创新将至少是公司增长的三大推动因素之一。其他高管将创新视为在当今全球商业环境中,公司加速发展的最重要手段。领先的战略思想家不仅关注传统的产品和服务大类,而且开始重视商业流程、分销、价值链、业务模式,甚至管理职能上的创新做法(参见"创新型管理——与加里•哈默尔和洛威尔•布莱恩的对话")。

没有最佳实践的解决方法

我们的研究显示,大多数高管对自身促进创新的能力普遍感到失望:参加调查的高管中大约 65% 对在创新领域所做的决定表示"多少有些"、"很少"或"完全没有"信心。公司领导的远大抱负与他们执行之间的差距说明了什么呢?即使在创新已经发挥重要作用的公司内进行创新,所经历的挫折要远比大多数高管

所想像的大。很多高管模仿最成功的创新实践者的做法,但是似乎效果不好。保持创新势头,创造大规模的真实价值的持续创新——唯一能够创造重大财务影响的创新——就更难。

对于播撒和培育创新种子,并没有最佳实践的解决方法。我们发现,很多领导偏好的结构和流程虽然重要,但还不够。另一方面,几乎所有的高管——94%——都认为员工和公司文化是创新最重要的推动因素。

我们的经验证明,不懈地重视员工管理的三大基本因素将为 包新型组织奠定基础。首先,要正式将创新工作纳入高管层的战 略管理议程中,但是很少有公司这样做。通过这个方式,创新不 仅得到提倡,而且还受到管理、监督和评估,成为公司增长愿景 的核心因素。其次,高管应该更好地利用现有(经常是被忽视) 的人才开展创新工作,要创造环境,让动态的创新网络生根发芽, 而不要实施破坏性太强的变革项目。最后,他们应该采取明确措 施,培养以员工信任为基础的创新环境。在这样的文化中,员工 知道自己的创意是得到重视的,员工也相信表达创意是被鼓励的 行为,并能与他们的经理们共同管理风险。这样的环境要比物质 激励更能够让创新持续发展。

可以采取的措施很多。但是由于时间和手段有限,加上高管 经常面临短期业绩的压力,开展创新时不利用现有资源和人才是 不可取的做法。这三个基本措施是很实际的着手点,尤其在最重



要的环节——人才——上着手,提高公司促进和维持创新工作的 成功机会。

领导创新

虽然很多高管口头表示创新是重要的增长因素,但他们很少明确领导和管理创新工作。大约 1/3 的高管表示,他们只有在需要时才不定期地管理创新工作。另外 1/3 的高管将创新工作作为管理层议程的一部分加以管理。如果一项工作不属于公司核心流程,不属于领导的战略议程,不能成为领导行为的一部分,它怎么可能成为公司的首要任务?

根据 19% 受访高管的反馈,增长和创新都不属于公司的战略规划流程,战略规划流程只关心预算和预测工作。仅有 27% 的受访高管表示创新已经完全纳入公司战略。不过,这部分高管对所做的创新决定较有信心,表示他们已经实施措施,保护创新成果,确保有合适人才来管理创新。

对创新工作敷衍了事

在另一项面向全球 600 位公司高管、经理和专业人士的调查中,受访者表示领导力是创新业绩最好的指标。将自己公司在创新领域打分较高的受访者中,他们认为公司领导力属于"强"或"很强"。与此相对,那些认为自己公司创新能力较低的受访者同时也认为公司的领导力较差,甚至糟糕。

与其他任何由上至下的措施一样,领导的行为对员工有很大影响。创新从本质上和变革紧密相联,需要从实现短期业绩目标的工作中抽出精力和资源。与其他目的的措施相比,创新工作可能需要管理层鼓励员工,赢得他们的信任和认同。我们面向 600 位经理和专业人员的调查样本显示,鼓励创新行为的前两大促进因素是鼓励和保护创新的强有力的领导,以及愿意花时间积极管理和推动创新的高管。事实上,高管认为,对创新工作敷衍了事,只说不做是最常见的创新杀手。排在第二位的原因是,高管不能以身作则,例如,不敢冒险,不乐于接受新创意。仅鼓励短期业绩,始终害怕失败也是受访者列举的最大的创新杀手之一。

实践意见: 如何创新

我们的研究显示,大多数高管不积极鼓励创新工作,也没有 在创新行为上起到示范作用。如果他们能够那样做,他们就能够 给予员工创新所需的支持。他们还可以采取一些其他实用的方法, 促进创新工作的开展。

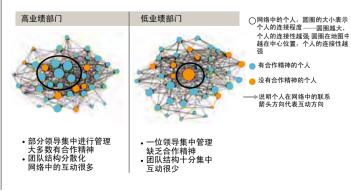
- 1. 定义能够推动增长和帮助完成战略目标的创新工作。
- 2. 将创新纳入定期领导会议的议程中。我们在领先的创新型公司中观察到这种做法。这向员工传达了创新工作价值管理的重要信息。
- 3. 设置创新的业绩指标和目标。公司领导应该思考两种类型的指标: 财务指标(例如,新产品收入占总收入的百分比)和行为指标。例如,哪个指标会对员工的工作方式造成最大影响?某个公司要求过去三年内推出的新产品所带来的收入将占到总收入的 20%。另一家公司为来自新创意的潜在收入制定目标,确保影响足够大,足以影响业绩表现。公司领导还设置指标,改变员工根深蒂固的行为,例如,改变公司要求 25% 的点子来自外部渠道,"不要在自己部门进行创新"的病态。

高管认为,他们进行创新决策的三个主要方法是花时间决定需要重视的战略类型,谁来负责后续项目,如何将项目成果商业化。很少有人把时间花在设定创新目标、指标和预算上。这很能说明问题,因为那些已有创新目标和指标的公司的高管对所做的决策更有信心。

设计创新网络

图1: 领导层思维定势在网络中的作用

网络地图,不同地理区域中类似部门的匿名举例



有可能贵公司内有些人对创新充满热情,而有些人对任何与变革相关的话题感到不舒服。最近的学术研究结果发现,个人创造力和智力水平的差异对创新的影响远远低于关系和网络的作用。例如,关系网广泛的员工能够实现创新目标,使其更快得到推广。

由于新鲜创意似乎能催生更多新鲜创意,创意的关系网络能够源源不断地创造创新。此外,有效的关系网络能让拥有不同知识类型和解决方法的同事共同酝酿点子。通过充分发挥创新网络的价值,公司领导能够从现有资源中挖掘更多价值,而无需推行大规模的变革管理项目。

社交网络分析可以帮助高管诊断现有网络,确定其特点,例如,合作的频率、员工之间跨职能互动的深度,并找到能够传播信息和知识的员工。这种信息通过理清员工和团队的思路,能在有效创新网络的建设中起到关键作用。

创新网络图

例如,在某家公司,我们发现三个团队对创新有着完全不同的观点。一个团队认为,公司有创新精神,但是另外两个团队(占公司总人数的 57%)持不同意见。他们认为,公司缺乏创新精神——官僚作风严重,行动缓慢、效率低下、而且令人压抑。一份单独绘制的网络图显示了公司等级严密的结构,但是同时也发现跨职能部门之间的联系非常紧密。

当我们将个人对创新的看法和网络图结合起来进行分析时, 我们发现了改善的机会。令人费解的是,那些对创新态度最为消 极的员工(大多数是中层经理)正是大家请教最多,要求提供创 新点子的人。事实上,他们成了新点子流动和知识共享的瓶颈。

降低网络的集中化程度是提高合作和业绩的另一种方法(图 1)。想象一下两个开展相同工作,但位于不同地理位置的部门。高业绩部门的一个重要特点是,领导层中大多数人思想开明,积极进取。高业绩部门的信息网络也是分散化的,有大量连接点。虽然在高业绩部门内也有等级差别,但是信息和知识网络的分布较为分散,有更多的成员积极参与。而低业绩部门只有一个领导,他控制大多数的活动,对公开合作持消极态度,网络连接较少,设计较为集中化。

设计、实施和管理创新网络有四大关键步骤(图 2)。此外,高管还可通过找到合适的员工组合和平衡点,对网络目标进行调整。就像跨职能小组一样,创新网络也需要不同的技能和态度。根据我们的经验,这包括几种主要类型人才的组合:

- 点子创造者喜欢出点子,他们认为,问对的问题要比有对 的答案更重要,他们较为愿意在重大试验项目中冒险。
- 研究型人才喜欢挖掘数据,找到规律,藉此找到新点子。 他们最可能是网络中寻找消费者洞见,并将其视为主要输入意见 的那些成员。
 - 专家型人才重视某个领域的效率, 并珍惜创造成绩的机会。
 - 监制型人才协调网络内的各种活动。其他人向其请教新点

图2:设计创新网络



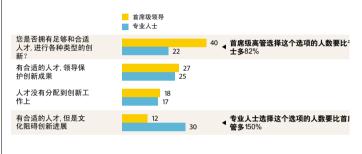
子,或求助完成工作。制作型人才最可能是网络中联系各个小组 和团体的成员。

这种人员安排是一种模糊科学。一个需要更多点子的小组或 网络就需要增加点子创造者的数量。如果一个网络面临的挑战是 如何将合适的点子商业化,则管理层可能需要考虑增加制作型人 才和专家型人才的数量。在我们对专业人士的调查中,那些认为 自己公司比同一行业竞争对手更具创新意识的受访者更可能到拥 有更多制作型人才的公司去供职。

信任文化

高管们认为,安排最好的人才参与创新项目,完成创新目标是他们在创新领域面临的最大的挑战。他们之中的 40% 还认为,他们没有足够的人才,不能满足创新项目的需要。但是,下面的图3: 阻碍创新的因素

受访者的百分比



资料来源: 2007年麦肯锡创新调查

意见有所不同。员工更加相信自己的公司有合适的人才,但是公司文化阻碍他们进行创新(图 3)。

对于抑制创新的文化因素,大家基本持相同观点: 官僚盛行、等级森严、压抑的环境。这样的文化经常对创新资源釜底抽薪,往往使用促进短期业绩的激励手段,且不能容忍失败的发生。在本次调查中,仅有 28% 的高管认为,他们更可能重视创新风险,而不是创新机遇,但是仅有 38% 认为,公司积极从创新失败中吸取教训,并鼓励全公司也这样做。令人感到更加不安的是,仅有 23% 的员工认为,公司鼓励他们从失败中吸取经验教训。要创造更加鼓励创新的环境,经理必须掌握新的技能,调动和领导员工。但是,很多领导缺乏领导技能,例如,缺乏辅导下属(而不是发号施令)并促进部门间沟通协作的技能。

改革效果有限的方案

全公司范围的变革方案不仅任务艰巨,耗时较长,而且经常效果有限。我们帮助公司变革和提高创新能力的经验显示,不通过全公司范围的变革方案也能取得进展。我们已经讨论了由领导层示范和正式的组织机制来促进创新的模式。如果高管层能够做出承诺,抽出精力来培养执行特定任务的能力,那么,这几方面努力的聚合所产生的效果将十分惊人。高管团队能够通过下列方法建立创新气氛较浓的文化:

- 1. 高管团队必须全体支持创新。
- 2. 将所挑选出的经理培养成为创新领袖。目标是:提高网络效率。
- 3. 为稳步试验和快出成果创造机会。这种方法无疑是大公司 启动所有变革工作的最佳方法。

创新是个孕育巨大潜能的大点子。但是,化整为零的做法是明智的,实施我们在本文中提议的一个或几个点子,然后由此做起。对很多公司来说,价值创造旅途中迈出的最初几步也是最关键的几步。

全文来自《麦肯锡季刊》

Solar taxi driver Louis Palmer tours around the world in 18 months

Interview, Fabian Gull





Swiss adventuror Louis Palmer (36) reached the Chinese border of Mengla on the 17th of April coming from Laos. After a warm welcome by the city government of Kunming, he then continued travelling to Guangzhou and Shenzhen. In Xinyu, he visited the world's leading manufacturer of silicon for the solar industry, LDK. "We were very impressed by how much effort China is putting on renewable energies. We haven't seen any other country with so many solar water heating installations on rooftops", Palmer says. He also visited the Solar Energy Show in Shanghai before reaching Bejing. Later on he shipped his "solar" car from Tianjin to South Korea. At this moment, Louis Palmer is recharging batteries in the "Sunshine State" California.

Louis Palmer, what's your mission, why are you doing what you are currently doing?

I want to show to the world that we have solutions against global warming like solar energy. And we have solar cars as solutions for transportation that don't rely on fossil fuels.

Do you expect anything concrete from this trip or is it just PR?

I want to inspire the people! I can not change the world, but I can show people

that we could have a better world with new technologies.

Solar cars aren't new, and they've been glorified since the eighties without a breakthrough so far. Will this be different in the future?

So far solar cars were predominantly racing cars made for desert races. My solar taxi proves that solar powered electric cars can even travel around the world and can be easily used in every day life. The technology is here – let's just do it! With the soaring petrol prices and the massive global warming, we are getting closer to a breakthrough every day.

Are you an ideologist or a realist? I am realist and an optimist.

Is solar energy the solution out of the energy crisis?

Massive investments are being made in this industry. Prices will go down drastically and very soon. Then everyone can have his or her solar cells on the rooftop to either use the electricity of your own or feed it into the grid and make money with it. I am convinced that solar energy will become cheaper than today's conventional energy. That is not science fiction. This is our nearby future.

Your solar taxi is a relatively long

vehicle. No problems to find a parking slot?

I always have to explain to people that I only need the trailer for the world tour to extend my range and be independent from the grid. I want to show that this car runs entirely on solar power. But for the every day use, the solar cells would be on top of my house, from where I can feed the electricity into my battery. The solar car of the future has no more solar cells on the car and won't need any trailer. And with a car of only 10 feet length, it is, in fact, very practical for finding a parking slot!

Any "China specific" experience you have?

Everywhere we met nice, friendly and helpful people and we had no problems at all in China. Except maybe for one thing. Often, we were not allowed to use the highways. Eventhough we travel faster than trucks, the toll gate people did not allow it, because three wheelers, electric cars, trailers and self made cars are not allowed. So we traveled on side roads and over the mountains. I was surprised to see that the solar taxi didn't have any problems to cross the high mountain passes of southern China. I guess, as a Swiss car, it likes the mountains.

www.solartaxi.com

"我要启发人类!"

太阳能的士司机Louis Palmer18个月环球行

访谈: 方必安



瑞士冒险家Louis Palmer先生于4月17日 自老挝抵达中国边境勐腊,受到了昆明市 政府的热烈欢迎。随后,他又向广州和深 圳行进。在到达新余时,他访问了世界级 太阳能硅片制造企业赛维LDK公司,并感 慨道:"中国在可再生能源方面所做到于了深刻的印象,我们看到下了深刻的印象,我们看到的绝对多屋顶都安装了太阳能热水器,这有会明的。"他还到上海参观了太阳能展览会,随后驱车前往北京,乘轮船从天津前往转国。目前,Louis Palmer正在"阳光之州"加利福尼亚为他的电池充电。

Louis Palmer,你为什么要驾驶太阳能的 士环球行,你的使命是什么?

我想向世界证明,我们可以使用太阳能这 样的能源来对付全球变暖,我们也可以使 用不依赖于石油的太阳能汽车来进行交通 运输方面。

你的环球行是单纯为了宣传还是有更具体 的目的?

我要启发人们!我不能改变世界,但是我

可以向人们展示:新技术可以使我们的世界变得更好。

太阳能汽车在20世纪80年代就已经存在并 受到了赞扬,但是至今没有什么突破性的 发展。未来这种情况会有所改变吗?

迄今为止,太阳能汽车主要是用于穿越沙漠比赛的赛车。我的太阳能汽车证明了用太阳能提供动力的电车可以环游世界,并在日常生活中轻松使用。技术就在这里,只需要我们的行动!随着石油价格上涨和全球变暖现象日益严重,我们每天都在向突破迈进。

你是一位理想主义者还是现实主义者? 我是现实主义加乐观主义者。

太阳能是解决能源危机的出路吗?

大量的资金正被投入到这个行业,价格很快就会大幅度下降。这样大家就可以使用自己屋顶上的太阳能电池,或供自己使用,或供入电网,或用来赚钱。我相信太阳能会变得比当前的常规能源更便宜,这不是科学小说,而是不久的将来就会发生

的事实。

你的太阳能的士车身较长,找停车位会不 会是个问题呢?

我总是要向人们解释的是,我的的士需要 后拖是因为我要走的更远并且不需要电网 的支持。我要让人们知道这部车完全依靠 太阳能,而且在日常使用中,太阳能电池 会放在我的屋顶上充电。未来的太阳能汽 车将不需要太阳能电池和后拖。事实上一 辆10英尺长的汽车是完全可以找到停车位 的。

你在中国有什么具体的经历吗?

在中国,我们一点问题都没有遇到,每个地方的人都很友好并愿意帮助我们。有一点就是,由于中国规定三轮车、电车、拖车和自造车不能上高速公路,尽管我们的 军比卡车开的还快,收费站的工作人员常常不允许我们上高速公路。因此我们要在铺路上行驶,有时还要穿山越岭。太阳能的士可以穿越中国南部的山岭让我感到很惊,我的猜测是我的瑞士车喜欢山岭。

www.solartaxi.com

Market Diffusion

The Chinese wind energy market is the sixth largest in the world

By Prof. Dr. Rolf Wüstenhagen, Assistant Professor and Vice Director at the Institute for Economy and Environment at the University of St. Gallen





oth China and Switzerland are facing significant energy and sustainability challenges. Over 90% of Chinese and more than 80% of Swiss primary energy demand is supplied by non-renewable resources. Both countries have recently started to address these significant risks to their energy supply. Switzerland has ratified the Kyoto protocol and is

currently discussing national CO2 legislation. More specifically with regard to renewable energies, the Swiss parliament has recently adopted legislation which provides long-term financial support for renewable energy.

Renewable energy law

Switzerland once used to be the world leader in installed photovoltaic capacity per capita in the early 1990s, but now lags Germany and Japan, where strong public policy support has led to dynamic market growth for renewable energy. China has implemented a new renewable energy law two years ago. The law provides a feed-in tariff (similar to the successful German model) and also supports rural uses of renewable energy. The new Chinese legislation takes a comprehensive approach to promoting renewables, including a long-term development plan, R&D, geographic resource surveys, technology standards, and building codes for integrating solar hot

water into new construction. The official target for the electricity sector is to supply 10% of capacity from renewables by 2010 and 20% by 2020. The 10% target translates into installation of about 60 GW of "new" renewables total by 2010, which is more than three times the total power generation capacity installed in Switzerland.

Given these ambitious targets, and against the background of the mixed success that countries around the world have had in facilitating market introduction of renewable energy, two workshops recently held at the University of St. Gallen with energy experts from China and Switzerland investigated some of the underlying drivers and barriers for diffusion of innovation in the energy sector. The differences and similarities between China and Switzerland, as well as the recent dynamic development in this sector in both countries and the strong economic linkages between them, provided a unique opportunity for fruitful exchange.

Hydropower traditionally important

Prof. Li Junfeng, Deputy Director of the Energy Research Institute of the National Development and Reform Commission, reviewed some of the highlights of the current status of renewable energy in China. Many different forms of renewable energy are currently supporting the generation of power, heat and transportation fuels. Similar to Switzerland, hydropower has traditionally had an important role in electricity generation in China, accounting for ap-



proximately 17% of the electricity mix. The renewable energy sector with the strongest growth rates in China is now wind energy. The installed capacity of wind turbines has doubled in 2006 to 2.6 GW, making the Chinese wind energy market the sixth largest in the world. As in other renewable energy technologies, China is also on its way to becoming an important manufacturing base for wind turbines, with more than 30 domestic manufacturers and subsidiaries of major international producers such as Vestas, GE, Siemens and Suzlon.

Solar energy is another important market segment. There are basically three ways of making use of solar energy: direct conversion of sunlight to electricity using photovoltaics (PV), thermal electricity generation in concentrated solar power plants (CSP), and the use of sunlight to produce hot water (solar thermal). China is the world market leader for solar hot water systems, with nearly two-thirds of global installed capacity. 40 million solar hot water systems provide enough energy to heat the water of 10 percent of Chinese households. In terms of electricity generation based on solar energy, more than 300 Chinese photovoltaics manufacturers have emerged, half a dozen of them publicly listed. Unlike with solar hot water systems, the focus of Chinese PV companies has been on exporting rather than supplying the domestic market so far. Within China, the focus currently is in the important off-grid market for rural electrification, especially in China's Western provinces.

Sugarcane wastes and rice husks

Another source for rural energy supply is biomass. As Prof. Xiliang Zhang, Deputy Director of the Institute of Energy, Environment, and Economy at Tsinghua University, points out, traditional forms of biomass (wood for cooking) are currently accounting for two thirds of the renewable energy used in China. At the same time, biomass is also used for power generation with an installed capacity of 2000 MW. Sources of biomass currently used for power generation are mainly sugarcane wastes and rice husks. With new policies, agricultural and forestry wastes will increasingly be used for biomass power generation.

A sector that has received increasing public attention, but is also subject to controversial debates, is the use of biofuels for transportation. So-called first generation biofuels, particularly ethanol from corn, are currently used in modest amounts. Like many Western governments, China wants to increase the share of biofuels to manage its increasing dependence from oil imports. To avoid conflicts between biofuel and food production, the most promising candidate is to use second generation biofuels, which utilize cellulose from agricultural and forestry wastes. It is estimated that these resources amount up to half a billion tons per year, which could make China a major ethanol producer after 2020.

Right incentives

While coal is still abundantly available in China, its dependence on foreign oil has become a major concern, particularly due to the strong growth in demand for transportation fuels. The Chinese government has realized that renewable energy can be part of the solution, but that at the same time an increase in energy efficiency is also crucial. Rising oil prices are probably one of the factors that can help achieve both objectives at the same time.

In many ways, the challenges facing China and Switzerland in ramping up their renewable energy industry is characterized by similarities. The primary challenge is to create the right incentives for new domestic capacities in the areas of electricity generation, heating and transportation fuels. At the same time, national governments are looking for ways to get a return on their renewable energy investment by facilitating export markets. Switzerland already has a flourishing supplier industry in areas like wind turbine components and solar cell manufacturing, while Chinese firms have a stronger presence in the downstream parts of the wind and solar value chains. Recent price spikes in the conventional energy market are providing an enhanced impetus for renewable energy development, as well as for renewed efforts to boost energy efficiency in the crucial housing and transportation sectors. And last but not least, an important factor is to broaden the skill base in this emerging industry. Education and training for future renewable energy engineers and managers is therefore high on the agenda of leading universities in both countries.

Further reading: Martinot, E./Junfeng, L. (2007): Powering China's Development: The Role of Renewable Energy. Worldwatch Institute, Washington DC, November 2007. www.iwoe.unisg.ch/china

可再生能源创新的市场扩散

中国是世界第六大风能市场

作者: Rolf Wüstenhagen博士,圣加仑大学经济与环境研究所助理教授及副所长





国和瑞士都面临着能源和可持续发展带来的巨大挑战。中国超过 90% 以及瑞士 80% 多的主要能源需求,都是由不可再生能源提供的。近来,两个国家都开始解决其在能源供给上存在的重大风险。瑞士批准了京都议定书并开始讨论关于 CO² 排放的立法问题。具体到可再生能源,瑞士国会

最近通过了为其提供长期财政支持的立法。

可再生能源法

在 20 世纪 90 年代初期,瑞士的人均光伏装机容量居世界领先地位。然而,德国和日本采取有力政策,使其可再生能源市场增长活跃,并超过了瑞士。中国在两年前颁布实施了一部新的可再生能源法,该法律采用进料关税制度(与德国的成功模式相似)并鼓励农村地区利用可再生能源。这部新的法律从全方位鼓励发展可再生能源,包括长期发展规划、研发、资源调查、技术标准以及将太阳能利用系统与新建筑结合的技术规范等。国家对于电力企业的目标是,使可再生能源在能源结构中的比例在 2010 年达到 10%,2020 年达到 20%。10% 的目标意味着在 2010 年总共要装机约 60GW 的新可再生能源,相当于瑞士发电总装机容量的 3 倍。

基于这些富有挑战性的目标和世界其他国家在将可再生能源 推向市场时的成功和失败经验,中瑞两国的能源专家最近在圣加 仑大学就能源部门创新的扩散中存在的重要动力和壁垒进行了研 究。中瑞两国间的差异与相似之处,以及两国近年来在可再生能 源领域的活跃发展和两国间牢固的经济联系,为这次交流的成功 创造了重要的机会。

水力发电历来重要

中国国家发改委能源局副局长李俊峰教授重点回顾了当前可再生能源在中国的地位。不同形式的可再生能源在中国被用于发电、取暖和交通燃料,与瑞士相似的是,中国的水力发电历来具有重要的地位,水力发电量已占到总发电量的约 17%。中国目前增长最快的可再生能源是风能。2006 年,风力涡轮装机量翻了一番,达到 2.6GW,使得中国成为世界第六大风能市场。正如其他可再生能源技术一样,中国仍在寻求成为风力涡轮机的重要制造基地,目前已拥有约 30 多家国内制造商和包括 Vestas, GE, Siemens 和 Suzlon 在内的主要国际制造商的子公司。

作为另外一种重要能源的太阳能,主要有三种使用方法:利用光伏技术直接将太阳光转换为电能,在聚光太阳能发电厂发火电,以及用太阳能热水(太阳能热利用)。中国的太阳能热水系统拥有将近全球三分之二的装机容量,居世界领先地位。4000万的

太阳能热水系统足够为中国 10% 的家庭提供热水。在太阳能发电方面,中国约有 300 多家光伏设备制造商,其中六家已公开上市。与太阳能热水系统主要供应国内市场不同,迄今为止,中国的光伏设备制造企业主要以出口为主。目前,中国国内集中发展的是为实现农村电气化一尤其是西部地区省份一的离网型市场。

甘蔗渣和稻壳

农村能源供给的另一个来源是生物质能。清华大学能源环境 经济研究所副所长张希良教授指出,目前传统形式的生物质能(如 煮饭用的木头)占中国所使用的可再生能源的三分之二。同时, 生物质能也被应用于发电,其装机容量已达到 2000MW。生物 质能发电主要使用甘蔗渣和稻壳,根据新的规定,农业和森林的 废弃物将越来越多地被用于生物质能发电。

将生物燃料用于交通运输业不仅受到了广泛的关注,同时也引起了许多争论。被称为第一代生物燃料,尤其是从玉米中提取的乙醇,目前其使用并不十分广泛。像许多西方国家一样,为了控制对石油进口越来越大的依赖,中国希望增加对生物燃料的使用。为了避免生物燃料与食物生产的冲突,最好的办法就是使用第二代生物燃料,也就是利用农业和森林的废弃物中的纤维。据估计每年这些资源累积起来可达 5 亿吨,这可使中国在 2020 年后成为主要的乙醇生产者。

适当的鼓励

尽管中国的煤炭资源丰富,但是由于交通运输业燃料需求增长迅猛,其对于进口石油的依赖已成为中国十分关注的一个重要问题。中国政府已经意识到可再生能源可以帮助解决这个问题,同时,提高能源利用效率的作用也不可忽视。而不断上涨的石油价格很大程度上是使这两个目标同时实现的因素之一。

中国和瑞士在发展可再生能源方面有许多相似之处。他们面对的首要挑战就是适量鼓励增加发电、供热和交通运输燃料方面的国内新容量。与此同时,政府也在拓展通过推动出口市场发展来收回对可再生能源投资的途径。瑞士拥有蓬勃发展的风力涡轮机零件和太阳能电池供应产业,而中国的企业在风能和太阳能的下游价值链具有很强的优势。近来传统能源价格上涨不仅推动了可再生能源的发展,还推动了对主要家用和交通运输业使用能源效率的提高。最后同时也是很重要的一点是扩大这个新兴产业的技术基础,两个国家的重点大学对于未来可再生能源工程师和管理者的教育和培训都十分重视。

更多的资料请参看: Martinot, E./ 李俊峰(2007): 助力中国发展: 可再生能源重任可堪。世界观察研究所,华盛顿,2007 年 11 月。 http://www.iwoe.unisg.ch/china



来自瑞士的空气净化器





IQAir® has been providing air cleaning solutions for more than 47-years. Swiss precision and technology go into every unit. With a guaranteed actual efficiency of 99.97%, our Health Pro Series has received more top awards than any other product on the market to date. It would be our pleasure to introduce you to IQAir® and the ways in which breathing clean air can greatly improve and protect your health and well-being.

IQAir®在空气净化领域拥有超过四十七年的历史,每台空气净化器 都体现着瑞士产品的精密与高超技术,创造了产品优秀的性价比。 由于对空气的实际净化效能高达99.97%, IQAir®HealthPro系列比 其他同类产品获得了更多的荣誉。现在我们非常荣幸的向您推荐高 端的IOAir®空气净化系统,一种提供洁净空气来最大改善并保护您 家人健康行之有效的方式。



IQAir® HealthPro 250

The **L** IQAir® Store

Certified 99.97% Efficient

经权威机构认证过滤效能高达99.97%

Smog

VOC's

Paint Fumes

Coal Soot

Cigarette Smoke

Ozone

• Viruses

• Racteria

Fine Dust

 Mold Spores Pollen

• Pet Allergens

病毒 细菌 微尘

油漆烟雾

烟草烟雾

煤烟

臭氢

挥发性有机化合物

霉菌孢子 花粉

宠物过敏源

Top-Rated Air Purifiers

世界顶级空气净化器

The 🚹 IQAir® Store

Beijing Head Office

Tel: 010 8447 5800 / 5488 Room 1107, Air China Plaza, 36 Xiao Yun Lu

Chao Yang District, Beijing 100027 北京市朝阳区霄云路36号国航大厦1107室 The 🚨 IOAir® Store

Beijing Seasons Place Mall Tel: 010 6622 0179

4th Floor #417 Financial Street 2 Jin Cheng Fang Street Xicheng District, Beijing 100032 北京市西城区金城坊街2号金融街购物中心四层417

The 1 IOAir Store

Shanghai Qingpu Showroom Tel: 021 5119 1310

618 Gaojing Lu., Xujing Town, QingpuDistrict, Shanghai 201702 上海市青浦区徐泾镇高泾路618号

Smart Meters

A smart solution for energy efficiency

By Michael Raber, Chief Executive Officer of Landis+Gyr Hong Kong and Taiwan





he threat of energy supply shortage is rapidly spreading. The global climate change through increasing green house gas emissions is a matter of fact accepted by governments, different industries as well as big oil companies. At the same time, fuel prices are soaring and oil prices are on record levels with no ceiling in sight. The need for practical solutions to use

energy more efficiently is becoming greater than ever before and is not only concerning politicians, organizations such as the United Nations and power providers, but also every consumer.

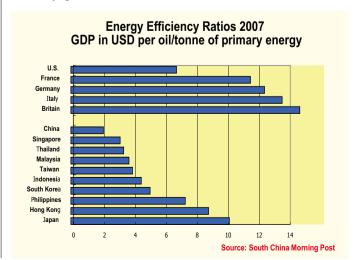
A lot of activities are happening in the energy supply side, such as usage of renewable energies, optimization of fossil fuel mixes and new technologies to reduce green house gas emissions of power plants. However, there is another enormous potential in the energy demand side to use less energy without sacrificing the level of service and comfort for consumers.

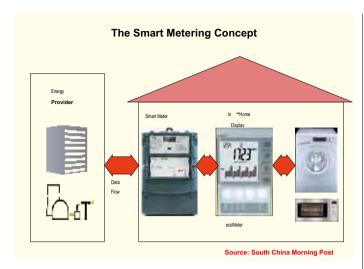
Top policy priorities

China has also made tremendous progress in the last 15-20 years in reducing energy consumption per unit GDP. With the 11th Five Year Plan in 2006, China made energy efficiency and sustainable energy its top policy priorities. In fact, China's target is to reduce energy consumption by 20% compared to the 10th Five Year Plan period. However, the actual figures indicated an increase in a range of 20-30% and China's installed power generation capacity is rapidly

increasing - by around 100GW per year in the last two years. This is more than the total installed capacity in Germany. Practical solutions are required to remain on track.

A rapidly increasing number of countries around the world have started to exploit the potential for the increase of energy efficiency by smarter ways of using electricity, gas, water and heat, particularly in the residential and commercial sectors. In the heart of these activities lies a technology called smart metering. Smart metering technology mainly consists of a utility meter to measure consumption of electricity, gas, water or heat, and a communication infrastructure





that allows the power utility to read or transmit data from and to the meter.

Currently, most of us have little incentive to use energy such as electricity or gas efficiently or to reduce our power consumption. The majority has their power consumption recorded by antiquated meters, which fail to provide real time consumption data and to support flexible tariffs. Through the use of smart metering technologies, consumers can enjoy real-time price information, at their homes or in their office. Energy providers can have the right data and tools for optimizing their operation and expansion of their systems. Smart Metering will empower consumers to make informed and accurate decisions regarding their usage by enabling consumers to have accurate data about their usage of energy and its costs at their fingertips. A residential consumer can determine that it would be more economical to run certain appliances, such as a dishwasher or washing machine, during off-peak hours, or to simply use home appliances more efficiently, resulting in a lower electricity bill.



The EcoMeter
In House Display

Cut peak demand

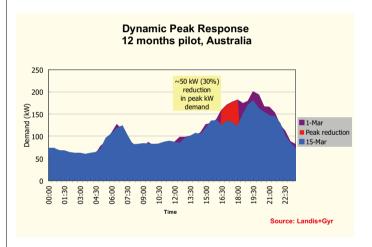
Through smart meters, utilities can set up a direct communication channel to their customers, thus enabling them to monitor consumer behavior. Its capability to display real time data is an effective tool to cut peak demand. This shift in power consumption by consumers to off-peak periods is indeed powerful: it will reduce the need to build new power generation and transmission facilities resulting in less green house gas emissions and financial savings.

An in-home display connected to the meter, such as the EcoMeter, now takes this smart metering concept to the next level. An in-home display is a device that delivers energy data from the smart meter in the basement to the living room. It displays real time information about electricity, gas and water consumption as well as greenhouse gas emissions. It provides statistics over hourly, daily and monthly power consumption. Wireless technologies allow to send and to display instant messages for the consumer such as information about peak, off-peak or critical pricing periods.

Dynamic tariff and price signals

Experiences and pilots in different countries have shown that smart meters can reduce peak demand from 5% up to 30%. The higher end of this range can be achieved if incentives are offered in connection with smart metering for consumers, such as dynamic tariff and price signals over the day. Such incentives motivate a larger group of users to participate.

 Countries such as UK and Germany are making the use of smart meters mandatory. By the end of 2010, energy suppliers in Germany have to introduce tariffs that encourage energy saving.
 Smart meters will become mandatory in 2010 for all new dwellings.



The UK government issued its White Paper on Energy including plans to provide in-home displays to all households and roll out smart meters. North European countries are currently installing smart meters to provide residential customers with exact billing data. In the US and Canada, California, Texas and Ontario are using smart meters in connection with flexible tariffs to cut the peak demand. Australia has already commenced roll-outs, having started with trials as early as 2003.

China has an enormous potential to increase energy efficiency through smart metering, not only because of its sheer size with around 370 million households, but also because new building construction allows for the implementation of these technologies at lower cost compared to developed countries, achieving the bigger "bang for the buck". China adds an estimated 1.8-2.0 billion square meter building space each year.

 Certainly, a number of issues have to be addressed before the start, such as regulations and mandates. However, China's centralized structure can help to create a framework and support the implementation of policies faster than in other countries. Smart Metering empowers us as consumers to use energy more efficiently and reduce green house gas emissions. Going ahead without smart meters is like driving under speed limit without speedometer.

表计智能化

提高能源使用效率的智能之道

作者: Michael Raber, Landis+Gyr香港与台湾地区首席执行官



球能源短缺正在加剧。由于温室效应 所引发的全球气候变化已在政府间、 工业部门以及大型石油公司之间成为 一种共识。 同时,原油价格疯涨,屡 创新高。"如何有效利用能源"变得比以往任何 时候都刻不容缓,这不单是对于联合国这样的 组织,也不单是对于能源的提供商,而且对于每 个能源的消费者而言,也是如此。

目前,在能源供应方面有许多新的举措,如使用可再生能源、优化混合燃料、引入新技术以减少由发电厂所带来的温室效应等。 然而,如何使消费者在不降低现在所享有的服务水平的前提下,减少能源消耗,这一课题将在能源需求方面大有可为。

政策上的重视



在过去的 15-20 年里,中国在降低 GDP 的单位能源消耗方面取得了巨大的进步。中国在 2006 年所制订的第 11 个五年计划中,把"能源效力及可持续发展"定为重要政策。并计划与第 10 个五年计划相比较,将能源消耗降低 20%。然而,有数据显示,能源消耗有 20-30% 的增长,中国在过去两年里已建成的发电能力也在以每年 100GW 的速度快速增长。这比德国现有的总发电能力还要多。有效使用能源的解决之道在哪里呢?

表计智能化技术,可以提高电、气、水和热等方面能源使用效率,特别是挖掘民用及商用方面的能源使用的潜能,成为越来越多的国家开始关心的焦点。"表计智能化"即是解决之道:它由计量电、气、水、热消费量的计量用表及可以在能源提供者与使用者之间传递和读取数据的通讯装置组成。

我们现在缺少对减少能源消费或有效使用能源的激励机制,

比如在用电或用气方面。现在对于能源消费的计量主要是老式计量读数而来的,这种方式既不能提供实时消费数据,也不能支持灵活的费率。应用表计智能化技术,消费者在家或办公室就可以获得实时的能源价格信息。能源提供商可以获取正确数据并使能源供应系统运行得到优化和扩展。智能化表计,不仅操作简单,而且能给用户提供用量和费用的准确资料,并可授权用户做出相关的报告和确认。据此,居民用户可以更加经济地使用某些家用电器,比如,在用电低谷时间使用洗碗机或洗衣机,由于用电低谷时电费便宜,从而减少了电费的支出。

降低用电高峰期的用电需求

通过智能化表计,公共事业管理者可以与用户建立直接的通讯渠道,从而监测用户使用能源的行为。能源数据的实时显示,





家用节能表



可以有效地帮助削平峰时的需求。改变能源消费习惯,让消费者在用电低谷时用电,存在巨大潜力:这将减少对新建电厂和输配电设备的需求,减少温室气体的排放,并节省财政支出。

以 EcoMeter 例,这种与计量表计相连接的家用显示装置已达到智能化水平。这种家用显示装置,可以显示出在地下室通过智能化表计采集并传输到客厅的数据。它可以显示出电、气和水的实时耗量信息,并同时显示温室效应的指标。它提供每小时、每日和每月电力消费统计。还可以利用无线技术为用户提供即时

信息如高峰期、非高峰期或紧急价格期间的资讯。

不同国家的经验和测试表明,智能化表计可以减少高峰时5%-30%的需求量。如果对使用智能化表计的消费者采用一些激励机制,比如使用动态费率和显示用户前一天的消费费用,可使这种在高峰时的需求量得到更大的降幅。

目前,英国和德国强制推行使用智能表计。在2010年底之前,德国的能源供应商必须对能源消费使用费率计量,以鼓励节约能源。到2010年,新的住宅将会被强制要求使用智能表计。英国政府所发表的《能源白皮书》指出,它将为所有的家庭提供使用智能化表计。北欧国家为住宅用户安装智能化表计,并可提供准确的能源消费帐单。在美国、加拿大、加州和安大略省推行了智能化表计,并使用多种费率,使高峰时需求得到削减。智能化表计在澳洲的推行最早开始于2003年,现已全面展开。

表计的智能化,对于中国提高能源使用效率将大有可为,不仅因为中国拥有 3.7 亿户居民用户,而且中国每年新增的建筑面积约在 18-20 亿平方米,与发达国家相比,中国可以很低的成本在新的住宅中推行智能化表计,达到"花最少的钱取得最大的效果"。

在推行智能化表计之前必须要有一些相关的政策和措施,中国集中式的行政体系有利于构建这样的架构,与其它国家相比,更加容易并可以快速推行。表计智能化技术,让我们更能有效地使用能源,也能减少温室效应。在当今能源环境下,使用能源却没有使用表计智能化技术,就好像驾驶车辆有限速要求但没有测速计而达不到限速效果一样,达不到节约能源的真正目的。

enabling high technology

Oerlikon is one of the world's most innovative industrial firms. Our products are represented in numerous sectors across the globe; from the textile, coating process and semiconductor industries, to solar energy and vacuum technology, to drive systems and the space industry – with over 19,000 employees at 170 locations in 35 countries, we are developing solutions and synergies for key industrial applications and future markets.

œrlikon

www.oerlikon.com

Oerlikon Textile

Oerlikon Coating

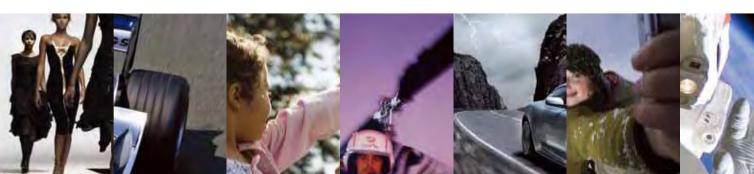
Oerlikon Solar

Oerlikon Vacuum

Oerlikon Drive Systems

Oerlikon Components

Oerlikon Space



Tackling the Energy Challenge

The greenest energy is energy saved

By Remo Luetolf, ABB (China) Ltd., Head of Automation Products Division North Asia



Electric motors (in the foreground) driving a metals rolling mill



arely a day goes by without talk of climate change. The latest scientific reports have shown it is happening and that human activity is responsible. If we are to move beyond talk and prevarication, we need urgent solutions. Renewable energy, carbon capture and biofuels are among the main solutions put forward

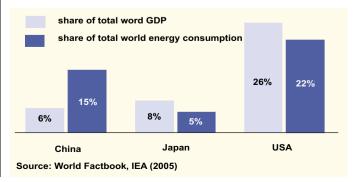
to mitigate climate change. They are valid methods and must be pursued but the truth is that most of the technologies are either not ripe, still too expensive or have unwanted side effects.

But there is a quicker, cheaper and more effective way of tackling the energy challenge that can be applied right now: energyefficient technologies that are commercially available and proven. Energy efficiency is the low-hanging fruit in the campaign to protect the environment because the technologies exist and we know the savings they will deliver.

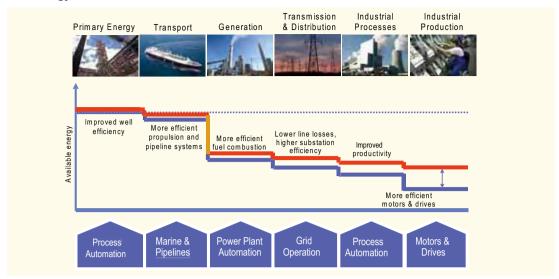
Comparing China's energy consumption and GDP with other countries such as Japan or even the United States (see illustration), there is a significant unbalance in China's energy performance which calls to be addressed now. Biggest potential for improvements are mainly in power generation and in running industrial processes more efficiently. To give one example, some two thirds

of electricity is consumed by industry, and 60 percent of that is used by electric motors. Devices to regulate the speed of a motor can reduce their energy consumption by 50 percent in many applications. Yet less than 10 percent of motors are equipped with such a device. "The greenest energy is energy saved." This slogan was launched by ABB in early 2006 and combines economy and environmental protection, ABB's mission and China's needs nowadays. The ABB approach is well in line with the country's target of sustainable development and building an economizing society.

China's unbalanced energy consumption



The energy value chain



Using variable speed

drives for motor control,

up to 50% of electric

energy can be saved.

Optimizing the energy value chain

ABB has solutions for raising the energy efficiency from the wellhead to the plug. Oil and gas producers as well as refineries and power stations operate with better combustion process, reduced emissions and higher efficiency thanks to power management systems and automation equipment. Technologies pioneered by ABB transport electricity with minimal losses while software, semiconductors, motors, drives, controls and power equipment help consumers in industry, rail transportation, offices and homes to keep down their energy bill.

Significant amounts of energy get lost from the raw energy, its transportation, power generation and subsequent transmission and distribution down to the industrial processes and production (see illustration). By application of state-of-the-art

technology and intelligent controls, energy efficiency can be substantially increased along the whole energy value chain. Let's have a look at a number of examples where ABB solutions can provide significant advantage, reducing overall losses up to 30%:

• **Primary Energy:** Automation solutions in oil and gas drilling,

pumping and compressing, mining and conveying ensure maximum possible efficiency.

- **Transportation:** High performance turbochargers and modular podded propulsion system can reduce fuel consumption of vessels considerably.
- Power Generation: Higher efficient fuel combustion with reduced emissions and minimum efforts in the operation of cooling systems and other auxiliaries are supported by sophisticated control systems and energy efficient motors and drives.
- Power Transmission and Distribution: High Voltage Direct Current (HVDC) and Flexible Alternating Current Transmission Systems (FACTS) allow transporting power over large distances at minimum losses, and well engineered transformers ensure maximum efficiency between the different voltage levels.
- Industrial Processes and Production: One of the most critical areas of energy usage and energy dissipation are industrial

processes and production. The problem often starts with the fact that no sufficient data is available on energy consumption and effective demand. Here sophisticated control systems help to maximizing productivity at minimum use of critical resources such as energy and raw materials, ensuring also constant level of quality and avoidance of scrap. Hundreds or thousands of data points from sensors and parameters continuously are monitored so production processes get controlled in an optimum way. While energy often is used for thermal processes, power used by electric motors for motion, including pumping, often takes the lion's share.

Effectiveness of electric motors and drive systems

As already indicated, some 60 percent of the electrical energy

in industry is used by electric motors. For their effectiveness, there are two main issues. Firstly, the efficiency to convert electric power into mechanical force and secondly the effective power required by the process. State-of-the-art electric motors of so called Efficiency Class 1 can save several percents of energy compared to old technologies, as they are still widely installed. Considering that the cost for the total energy consumed

by an electric motor during its lifetime typically is a hundred times more than its purchasing cost, it quickly pays off to invest in high-efficiency products.

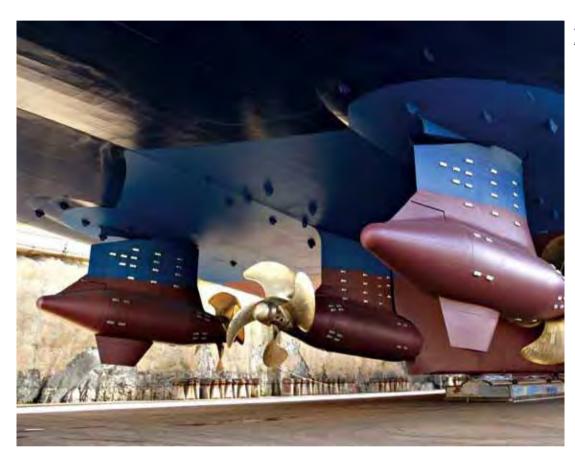
Even higher energy savings can be achieved by using variable-speed drives, which regulate the speed and torque of a motor. They can reduce their energy consumption by up to 50 percent and more, depending of the applications. Biggest saving typically can be achieved with fans and pump applications where frequently not the full speed is required. Yet less than 10 percent of motors are equipped with such a device. Applying state-of-the-art technology, the energy saving potential all around the world and especially in China is huge. It is good to see that China Government has taken up the topic of energy efficiency in the current five-years plan and that concrete targets have been set. Saved energy definitively is the greenest energy, and it highly pays off!



面对能源挑战

最绿的能源是节省下的能源

作者:鲁道夫,ABB自动化产品北亚区兼中国区总裁



吊舱式推进器可实现船舶效 率最大化及轻松操作



们几乎天天都在讨论气候变化的话题。最新的科学报告显示,气候正在发生变化,而人类活动正是罪魁祸首。我们无法回避这个话题,不能顾左右而言它,因为如何解决问题已经变得迫在眉睫,刻不容缓。

对此人类已提出诸多解决方案,如可再生 能源、碳捕获和生物燃料等。这些方案都很

有效,应该继续推行实施,但我们面临的现实却是,大多数技术尚不成熟,价格高昂,或者会产生负作用。

如今有一种更快捷、更经济、且更有效的解决能源问题的 途径,它已投入商用且经过实践检验。因为有现成的技术,而 且我们也了解节能效果,所以增效节能成为环境保护实践中一 种简单易行,行之有效的方式。

如果将中国的能耗和 GDP 与日本甚至美国(参见图表) 等国的指标进行比较,你可以看到,中国这两个经济指标的关 系极不平衡,亟待解决。解决该问题最有效的办法是提高发电 和工业过程运行效率。

统计数据表明,工业用电约占电力消耗总量的 2/3,其中, 电机的耗电比例高达 60%。一般情况下,配备调速装置电机的 耗电量只有普通电机的一半。而现在的情况是,配备这种装置的电机数量还不到 10%。

"最绿的能源是节省下的能源。"这句由 ABB 于 2006 年初提出的口号兼顾了经济发展与环境保护,阐释了 ABB 的使命和中国的需求。ABB 提供的增效节能解决方案契合了中国实现可持续发展,建立节约型社会的目标。





优化能源价值链

ABB 能为客户提供囊括了能源价值链各个环节的节能增效解决方案。由于采用了电源管理系统和自动化设备,石油和天然气生产商、精炼厂商和电站均提高了能源燃烧效率,减少了排放,提高了效益。ABB 首创的输电技术降低了传输过程中的损耗;而 ABB 提供的软件、半导体、电机、变频器、控制和电力设备帮助工业、铁路运输客户,以及办公和家庭用户削减了能源开支。

以下图表显示,一次能源大部分消耗在运输、发电、输配电、工业流程直至最终的生产过程中。而采用先进的技术和智能控制设备后,整个能源价值链的增效节能效果得到大幅度提高。我们现在来了解一下 ABB 解决方案的优势 (将总损耗减少 30%):



- •一次能源:油气钻探、抽吸和压缩、开采和运输自动化解 决方案大幅度提高了工作效率。
- •运输:高效涡轮增压器和模块化吊舱式推进系统能大幅降低船舶的油耗。

- 发电:由于燃油燃烧充分,因而减少了排放,缓解了冷却系统的压力,此外,其他辅助设备也得到了先进的控制系统、高效电机和变频器的支持。
- 输配电 高压直流 (HVDC) 和柔性交流输电系统 (FACTS) 支持低损耗远距离传输,设计精良的变压器可确保在不同电压电平之下都能实现最大效率。
- 工业流程与生产: 工业流程和生产是能源使用和消耗最大的领域之一。没有充足的能耗和有效需求数据常常是出现以上问题的原因。ABB 先进的控制系统可帮助用户最大限度提高重要资源(如能源和原材料)的利用效率,提高生产力,同时还可以确保质量,避免浪费。不间断监视传感器上的数据点和参数可优化生产控制流程。因为加热流程通常用电,所以电机在运行(包括抽吸)过程中耗费的电最多。

电机和变频器系统的效率

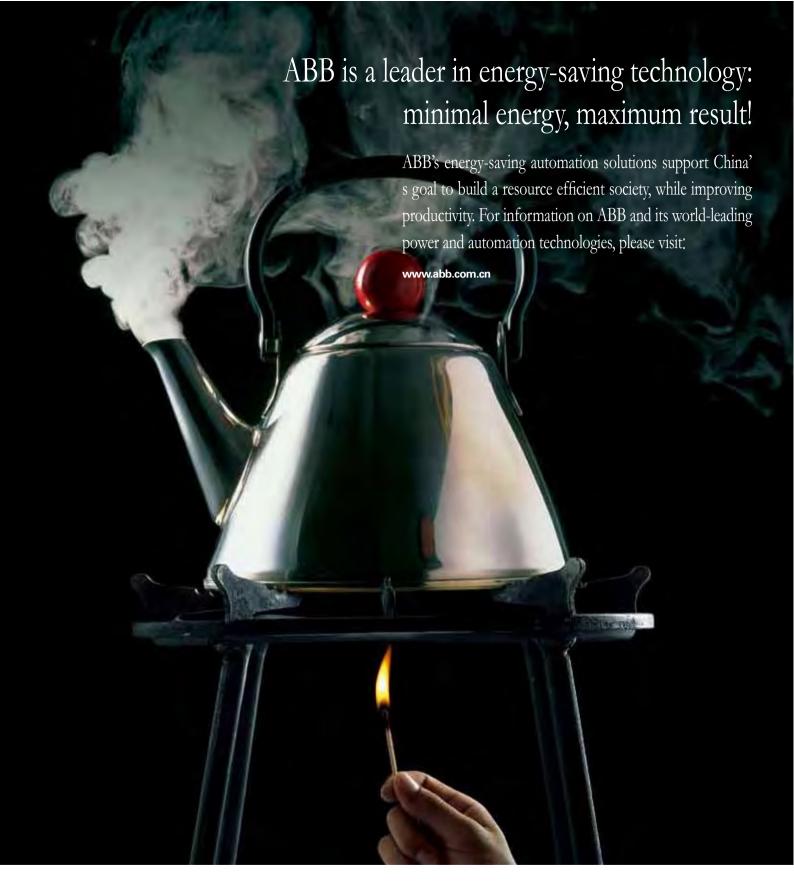
已有数据表明,工业生产中,电机用电量占到工业用电总量的 60%。提高电机能效需要解决两个重要问题:

- 1. 将电能转化为机械能的效率
- 2. 流程要求的有效功率

先进电机(一级能效)的能效比如今仍然广泛使用的传统技术高好几个百分点。一般情况下,电机在其生命周期内所消耗的能源总成本较购置成本高一百倍以上,鉴于此,我们推荐购买高效能产品,因为其可快速收回投资。

使用变频器(能调节电机的速度和扭矩)能达到更好的节能效果。变频器通常情况下能将能耗降低 50% 以上,当然,节能效果会因应用不同而有所差异。在风机和泵等不要求全速运转的情况下,使用变频器能达到最佳的节能效果。但现在的情况是,配备这种装置的电机数量还不到 10%。

先进的节能技术在全球,尤其是在中国拥有巨大的应用潜力。 我们很高兴地看到,中国政府已将增效节能纳入正在实施的五年 计划,并且已经制定了具体目标。节省下的能源就是最绿的能源, 它注定会带来丰厚回报!







"Target Grid Parity by 2010"

Solar energy will be a major energy source of the world, says Andreas Widl

Interview, Fabian Gull



Oerlikon is a company with more than a hundred years of history. A history of innovation, which just last year brought forth a new independent business segment - Oerlikon Solar. With locations in Truebbach, Switzerland, and Singapore, Oerlikon produces high tech machinery enabling its customers to manufacture silicon based thin-film solar modules. To date, Oerlikon customers have produced over 400,000 solar modules globally. Oerlikon Solar's routes evolved from the Display Technology division, which was in a money burning turmoil back in 2004, followed by global restructuring program with significant reduction of its workforce. But it was also the time when the management had enough trust in a small group of solar entrepreneurs and decided to go for the solar business full force. Today, Oerlikon Solar is the strongest growing business of the Oerlikon group. Last years sales were 309 Million Swiss Francs and this year a turnover of around 700 Million Swiss Francs is expected in relation to a group turnover of 5.6 Million Swiss Franks (2007). After globally restructur-

ing the Display business unit in '04 and '05, Andreas Widl became Oerlikon's Asia president and is today heading the companies global R&D activities as Executive Vice President. The 42-year-old physicist by education is married, has two children, and lives in Shanghai.

Andreas Widl, is solar energy the way out of the global energy crisis?

It will definitely be one important part of the solution, yes. According to a forecast of the German Scientific Advisory Board, and we share this view in principle, solar energy is going to be the most important energy supplier of the world by 2100, a significant contribution is already expected in 2050. So, long-term more important than nuclear energy and energy made of gas, coal or oil. And the best thing about it: solar energy is an unlimited source of energy. But the reality today is also that the share of solar energy to the global energy supply is still negligible. What also works in favour of solar energy is the fact that power supply needs to cover the consumption peaks during daytime when most of the energy is consumed. This reduces also the cost of having back ups. In case you consider installing solar panels on your rooftop, you can easily check out the light pattern for every location online and run a calculation of how long is it going to take you to amortize the investment. Overall, we expect massive changes to happen in this field!

Sounds convincing. What can stop this development?

I see mainly three difficulties or challenges. One is the political side. Once you decide to massively invest in large solar farms, a stable political and investment friendly environment should be given. This is not always the case, namely, in many sunny parts of the world in Africa, Latin America but also in Asia. Also, there are still a couple of technology hurdles to take, such as providing energy and storing energy. Because you don't necessarily need the energy where you produce it - storage is an issue. We speak of "mobile energy" in this regard. And we have to increase energy efficiency on a global scale. If we overcome these three challenges, and besides





there is no alternative, then I am very confident.

The idea of solar energy has been brought up by environmentalists already decades ago. Why did it take so long to get recognition of the industry?

I would say economies of scale are one of the main reasons. You need a tipping point to leverage an existing technology and apply it to mass markets.

How did the prices evolve?

From a manufacturing point of view – so called "Cost of Ownership" - a solar cell to produce 1 Wp (Watt peak) costs on average currently 1.5 USD. This is far beyond the goal: Grid parity! This means, that solar power can be fed into the public grid at the same price as provided by existing, non-renewable power sources, e.g. coal or nuclear. Our roadmap is to decrease the cost of ownership to 0.7

USD/Wp by 2010 - which would be grid parity and a major break-through. At this point, political subsidies would no longer be necessary.

The sun is always shining. But the weather is sometimes bad.

True. So speaking of Shanghai weather or London fog for example, there comes an interesting new technology into play. In perfect, blue sky conditions, conventional silicon crystal solar cells are highly efficient. But when the light is scattered and diffused due to a foggy environment dawn or sunset, the efficiency goes down rapidly. The amorphous Silicon thin film PV solar cell could convert visible light into electricity independent of weather conditions, We developed a new type of solar cells, the so called "Mircomorph Tandem Cells". Our technology enables us to also capture the invisible infrared part of the sun spectrum, increasing efficiency by 50% compared to standard

thin-film amorphous silicon cells and also exceeding the efficieny of crystalline cells in mentioned light conditions.

Where are your clients located?

Mostly in Europe in countries like Germany, Italy, Spain where subsidies are granted, but also in Taiwan & mainland China. America is still far behind.

How about solar energy in China?

China became the world's number one supplier of solar modules in 2007– production capacity wise. In 2006 they were ranked third. But the domestic market in China is still very small and 98% of the solar modules are exported. The government is well aware of the potential of solar energy. Should the government decide to really push solar energy for domestic use, the country will benefit from economies of scale effects one can just dream about in Europe! This will further accelerate the development.

"2010年实现光伏发电平价上网"

Andreas Widl认为太阳能将成为世界能源的主要来源

访谈: 方必安



欧瑞康(Oerlikon)是一家拥有100多年历 史的瑞士企业,它的创新历史使它在去年 成立了欧瑞康太阳能(Oerlikon Solar) 这个新的事业板块。欧瑞康太阳能在瑞士 的Truebbach和新加坡设立工厂,为客 户提供生产薄膜硅太阳能电池模块的高 科技设备。迄今为止, 欧瑞康的客户已在 全球生产了40多万块太阳能电池模块。 欧瑞康太阳能原先是数据显示部门,由于 2004年数据显示部门业绩很不理想,因 此对其部门进行了全球重组和裁员,但同 时部门和集团的管理层逐渐意识到太阳能 并对其发展充满信心, 因此决定全力发展 太阳能。今天,欧瑞康太阳能是欧瑞康集 团增长最迅猛的业务部门。它去年的销售 额是3.09亿瑞士法郎, 今年的营业额有望 达到7亿瑞士法郎。在2004和2005年对数 据显示部门进行全球重组后、魏安德博士 (Dr. Andreas Widl)提升为欧瑞康亚洲区 总裁,目前同时担任全球研发部门执行副 总裁。身为物理学家的魏安德博士现年42 岁,与妻子和两个孩子一起生活在上海。

魏安德博士,太阳能是解决全球能源危机 的出路吗?

是的,太阳能是解决全球能源危机的出路之一。根据德国科学顾问委员会的预测,到2050年太阳能会变得非常重要,到2100年,太阳能将成为世界最重要的能源,我们大体上也同意这种观点。作为一种用之不尽的能源,从长期来看,太阳能将变得比核变以及来自汽油、煤炭和石油的能源都更重要。尽管目前太阳能在世界能源供给中的比例仍是微乎其微。太阳能的另一点好处是,在日间能源消耗高峰期需要大量的能源,太阳能可以轻松解决这个问题。同时它也可以

降低相应辅助设备的成本。希望在屋顶安装 太阳能电池板的用户只要在网上检测各个地 方的日照状况就可以计算需要多久可以收回 投资。总而言之,我们期待着这个领域将发 生的巨大变化。

你的话听起来很有说服力,目前哪些因素 会阻碍太阳能的发展呢?

在我看来主要有三方面的困难和挑战。首先是政治方面。一旦决定要大规模投资建造太阳能工厂,稳定的政治和投资环境是很重要的。这一点往往很难得到满足,不仅在日照充足的非洲和拉丁美洲,在亚洲也有这样的问题。

另外,在能源提供和储存方面还存在技术障碍。由于需要能源的地方不一定在生产能源的地方,储存能源就是个问题。在这点上我们提倡的是"可移动能源"。最后,我们需要在全球范围内提高能源转换效率。如果我们能克服这三个挑战,而且没有其他替代物,我对太阳能的未来发展充满信心。

几十年前环保学者就已经提出了使用太阳 能的想法,为什么花了这么长时间太阳能 才得到人们的认同呢?

我认为规模经济是一个主要的原因,对现 有技术的推广和应用总是需要一个盈利点 来触发。

太阳能的生产价格是如何发展变化的呢?

从制造业的角度来看一所谓的"生产的单位成本"一平均花费1.5美元可以使一块太阳能电池产生1Wp的能量。这离我们的目标(平价上网)很远,平价上网指太阳能发电成本与现有的不可再生能源如煤

炭、核能等发电成本持平,我们的目标是在2010年将成本降低到每产生1Wp能量时只需要花费0.7美元,它意味着那时我们实现了平价上网,这是一个巨大的突破。到那时,使用太阳能将不再需要政府的补贴。

太阳光总是有的,但是天气不会总好……

是的。举例来说,对于上海的天气或是像伦敦那样多雾的地方,我们有新的技术。在天气晴朗时,传统的晶硅太阳能电池启为高效的,但是在雾天、日出和日落的时候,光会发散,太阳能电池的效率相能地可以在不受天气影响的情况下把太阳的可见光转化。同时我们研发了一种被称为"微非晶叠层式"的新型太阳光光谱的可以吸收太阳光的近红外线光谱,与标准非晶硅薄膜电池相比效率提高的临地效率要高。

你们的客户主要在哪些地方?

我们的客户大多在有政府补贴的国家,如 德国、意大利和西班牙,在台湾地区以及 中国大陆也有。目前在美国还没有。

中国在应用太阳能方面发展如何?

在2007年,中国从2006年的世界第三大 太阳能电池模块供应商一跃成为第一,具 有很强的生产能力。但是中国国内的市场 还很小,98%的太阳能电池模块出口到国 外。政府很了解太阳能的潜力,一旦政府 全力推动国内太阳能的使用,规模经济将 为中国带来如在欧洲般的好处!这将进一 步推动太阳能的发展。

China's Pharma Industry Set to Take Off

Academia-industry partnerships to propel innovation

By Annette Ryser. She leads a research project on the biopharmaceutical innovation system in Shanghai in collaboration with CH-ina (Shanghai), Swissnex Shanghai and the University of Geneva.





n the global landscape of the pharmaceutical industry, China has a poor record. None of the major drugs sold on the world market have been developed in China. In fact, the Chinese pharmaceutical industry is far better known for its fake drug scandals than for its achievements. Today, China repre-

sents less than 3% of the world's total pharmaceutical market and about 95% of the drugs manufactured in China are generics. Novel drug discovery and development are still relatively new to China, as Chinese pharmaceutical companies used to only manufacture generics until 1992, due to insufficient patent protection for drugs and chemical compounds.

Yet, China's drug industry has been undergoing fundamental changes over the past 10 years. The generic drug manufacturers have been complemented by an increasing number of biotech and pharmaceutical firms who engage in research and new drug development. Similarly to Western countries, albeit at a greater pace, China has also seen the emergence of contract research organizations (CROs). Offering R&D services on a contractual basis not only presents a less risky entry point to companies, but also allows them to generate short-term revenues in a still immature venture capital environment.

Shanghai - China's biotech hub

Many of these new innovation- or service-oriented companies are concentrated in Shanghai, where the country's first biopharmaceutical cluster has emerged. With a stable annual growth rate of 15% - 20% and revenues accounting for approximately 10% of the national total in this sector, Shanghai's pharmaceutical industry ranks in a top position in China.

Today, Zhangjiang High-tech Park located in Pudong District alone hosts more than 350 companies in the life science sector, with over 60 CROs and about 20 international and domestic R&D centers. Approximately 70% of the companies located in Zhangjiang's life science cluster are start-ups in biotechnology, chemical drugs, traditional Chinese medicine and medical devices. Being one of Shanghai's six key industries, the pharmaceutical industry has been strongly fostered by the municipal government through heavy, long-term investment and supportive policies for R&D and entrepreneurship.

"Start-ups are the key driver for cluster development", explains Hu Zhigang, Technical Director at Shanghai Pharma Engine, a government-invested incubator in Zhangjiang High-tech Park. Serving as a platform for the launch of the early stage local biotech industry, Shanghai Pharma Engine provides start-ups with laboratory facilities and equipment, CRO services, as



well as support and consultation for investment and financing. Since its establishment in 2004, Shanghai Pharma Engine has successfully incubated more than 50 start-up companies, most of them run by returnees.

Favorable environment

Over several years, a favorable environment for pharmaceutical R&D has been created in Shanghai that has not only spurred domestic industrial innovation, but also attracted overseas Chinese, along with the world's pharmaceutical giants. Noteworthy is the fact that since 2004, when the first foreign pharmaceutical R&D center in China was established by Roche in Zhangjiang High-tech Park, most of the big players in the field such as Novartis, GSK, Pfizer and AstraZeneca have set up an R&D unit in Shanghai. It is the advantages of an immense emerging economy combined with those of a modern knowledge-based society in a vibrant metropolis that make Shanghai an internationally attractive R&D location in the pharmaceutical sector (see box).

For Roche – the first multinational to bring its whole skill-set in both drug discovery and development to China – the long-term R&D commitment to Shanghai is clearly based on the potential of human capital. "If we came here just to take advantage of the large number of patients in China and for the market size, we wouldn't need such a big investment. Our primary motivation is the amount of local talents we can incorporate into the global R&D process", says Rae Yuan, Head of the Roche Global Pharma Development Center in China. Having spent many years abroad before coming back to China, Yuan adds: "I have been really impressed with how fast the young Chinese scientists and staff learn, and the high degree of commitment and the hunger to grow."

Committed government

Fuelled by the government's strong commitment to life sciences and a strong influx of returnees from the West, Shanghai's academic institutions have been able to move towards the forefront of science in a few research fields like proteomics or genomics, and today harbour great potential to improve the innovative capabilities of the local pharmaceutical industry. For historical reasons, however, Chinese academic institutions have generally few links to the industry and are little experienced in technology transfer compared to

Western countries.

Chinese professors commonly lack the industrial understanding and business mindset necessary to put their research achievements into practice. According to voices from the industry, professors in the field of life sciences do not show great interest in transforming their scientific discoveries into a pharmaceutical product. Much more important for them is the achievement of peer recognition through the publication of scientific papers.

Today, only Shanghai's most renowned institutions in the field, such as the Shanghai Institutes of Biological Sciences (SIBS), the Shanghai Institute of Pharmaceutical Industry (SIPI), or Fudan University, have a pro-active technology transfer system in place with enough qualified people to properly evaluate the commercial potential of inventions, monitor industrial R&D needs and seek potential licensees or collaboration partners.

"Run as administrative units"

"The problem is that many science and technology divisions and technology transfer offices are run as an administrative unit", explains Gordon Zong, Director of the Technology Transfer Office of SIBS. Rather than focusing on the quality and marketability of intellectual property, for instance, universities and research institutes have been vying for the number of patents. As a result, the vast majority of patents are never transferred to the industry; they just find their way into the statistics. Chen Guoqiang, Vice-Dean of the Medical School of Shanghai Jiaotong University, confirms the need for better-qualified personnel: "The bridge between universities and the pharmaceutical industry is not strong enough, but we are considering the recruitment of new talent to increase the value of our research results".

At present, collaboration between academic institutions and pharmaceutical companies is mainly focused on clinical trials in university-affiliated hospitals, which is a given in the drug development process. Cooperation in drug discovery research is far less developed overall — at least as far as the domestic pharmaceutical enterprises are concerned. Multinational pharmaceutical companies, by contrast, are quite strongly engaged in R&D collaborations with universities and research institutes in Shanghai.

Lack of interaction

Allan Liu, Business Development Director of the large Chinese

pharmaceutical group Fosun Pharma, attributes this lack of interaction to China's poor record in the pharmaceutical realm. "Since Chinese pharmaceutical companies are not so experienced in drug discovery, they are not so connected to basic research", Liu explains.

The reason behind domestic enterprises' general disinterest in early stage pharmaceutical research is two-fold: Firstly, they lack the required capabilities to transform scientific achievements from early drug discovery research into a product. Secondly, managers of large Chinese drug companies are typically little motivated to build up their R&D capabilities, as they do not attach much importance to original innovation. "Most Chinese pharmaceutical leaders make money because they have good opportunities in late stage drug development, manufacturing, and marketing", Liu maintains. Based on this mindset, R&D personnel are not necessarily considered as key people and are therefore not given reasonable compensation and opportunities. "A marketing director, for example, can easily get paid three times the salary of a head of R&D", acknowledges Liu.

For companies with advanced R&D capabilities like Fosun Pharma, however, the main barrier to exploiting the knowledge and technologies from universities and research institutes is the lack of technology assessment managers. As also experienced by Shanghai's leading academic institutions, multidisciplinary professionals who are able to evaluate new technologies are very difficult to find.

Innovation-driven Chinese start-ups

Innovation-driven Chinese start-ups, instead, tend to have closer relations to the local academic community. Due to entrepreneurs' integration in the scientific system, local start-up companies frequently engage in informal interactions with academics and attend conferences and meetings. "This creates a stimulating environment for drug discovery and development and helps you to learn about the newest scientific and technological achievements", says Wu Jun, co-founder of the drug discovery and development company Shanghai Genomics.

R&D collaborations, however, are quite difficult to establish, as start-ups usually lack the financial resources to make risky long-term investments in basic research. "For the local companies, it's very difficult to get a decent result from early stage drug discovery research. Even if universities invent something very novel, it still takes a long time for you to develop a product", explains Wu.

For this reason, existing R&D collaborations between academic institutions and the domestic pharmaceutical industry are basically driven by government funding. Shanghai Genomics, for example, is involved in research projects on drug target identification and compound discovery with prestigious local research institutes such as the Chinese National Genome Center at Shanghai and the Shanghai Institute of Materia Medica under SIBS within the scope of the central government's "863 High-tech Program".

Nevertheless, academia-industry cooperation is not limited to product development. A very common form of cooperation between local start-ups and universities are educational partnerships that allow students to be trained in advanced research techniques in an industrial setting, and provide companies the opportunity to recruit highly-skilled scientists. In the case of Shanghai Genomics, students have the chance to pursue a PhD from Shanghai Jiaotong University while working with the company.

Big pharma seeking R&D cooperation

While collaboration between Chinese academic institutes and

multinational pharmaceutical companies is not new, their way of interaction has experienced a shift from a predominantly transactional model towards a more cooperative model of collaboration in recent years. Research institutes like the Shanghai Institute of Materia Medica, for example, grew from mere suppliers of natural compounds to attractive cooperation partners of the big pharma. Multinational companies' strong interest in cooperating with Chinese academic partners is not only based on the local institutions' increasingly valuable resources, but also on their similar research interests.

Of particular importance is also the relationship-building aspect of R&D partnerships. Only with their integration into the local academic community and the establishment of long-term relations with outstanding universities and research institutes, can foreign R&D centers access China's large, much sought-after pool of highly-qualified scientists and successfully create a sustainable talent pipeline.

"The academic world can learn a lot in terms of new technology, research approaches and concepts through R&D cooperation with multinational pharmaceutical companies", says Liu Songkai from the China Novartis Institutes for BioMedical Research Co., Ltd. which recently set up a joint lab on liver cancer research with Fudan University. "The establishment of successful partnerships is much easier when both sides can yield significant benefits", he adds.

Outlook

While multinational pharmaceutical giants have been taking the lead in tapping the potential of China's academic institutions, domestic enterprises are forging ahead as well. Rae Yuan expects China's domestic innovative drug sector to grow very fast and continuously, along with a process of consolidation in the generics manufacturing industry. "I think you will see a lot more innovative products coming out of China in the next 10 – 15 years", she says. "Successful Chinese pharmaceutical companies are now also realizing that original research is essential. So they are going to work closer with universities, interact more with Western companies, and push the recruitment of talented people", predicts Wu Jun from Shanghai Genomics.

"Although Chinese pharmaceutical companies still have quite weak relations to basic research results, they are now gradually moving up the value chain towards lead identification and optimization" observes Allan Liu. "China still has a long way to go in the drug discovery system, but overseas scholars returning to China can supplement these deficiencies", he concludes. A country where higher education, scientific research and the industry have been strictly separated for decades, the gap between academic research and industrial R&D in China is still large, but the construction of the bridge from both ends is under way – and setting the stage for new opportunities of innovation.

Shanghai's locational advantages for biopharmaceutical R&D

- Rapidly expanding market potential given the sheer size of China's population and unmet medical needs
- · Large patient pool
- Cost advantages
- Increasing talent pool in life sciences
- Favorable financial environment

中国制药行业扬帆启航

学术界与业界的合作伙伴关系推动创新

作者: Annette Ryser



全球制药行业来看,中国起步较晚,实力不强。全球市场上销售的主要药品中没有一款是在中国研制开发的。事实上,中国制药行业假药丑闻的知名度远远超出其成就。今天,中国在整个全球制药市场上占据的份额不到3%,而在中国生产的药品中,约有95%属于非专利药品。新药的发现与发明对中国而言仍然是相对崭新的领域,因为直至1992年,中国的制药企业都习惯于生产非专利药品,而导致这一结果的原因是对药品与化学成分的专利保护不足。

然而,过去 10 年来中国的制药行业已发生了根本性的变化。 非专利药品生产商已被越来越多从事研究与新药开发的生物科技 与制药企业所补充。与西方国家类似(虽然其发展速度相对较快), 在中国也涌现了一批合同研究组织(CRO)。在合约的基础上提 供研发服务不仅为公司提供了一个风险较小的进入点,同时也使 这些公司能够在一个尚未成熟的风险投资环境中获得短期收益。

上海——中国的生物技术中心

作为国内首个生物制药集群的发祥地,上海集聚了诸多全新的创新或服务导向型公司。上海的制药行业以每年 15% ~ 20%的速度稳步增长,收入占到全国制药行业总额的 10% 左右,是中国制药行业的翘楚。

目前,位于浦东新区的张江高科技园区接纳了 350 多家生命科学领域的企业,其中有 60 多个 CRO 以及 20 多个国际与国内研发中心。张江生命科学集群内约有 70% 的公司是生物技术、化学药品、中药以及医疗设备领域的创业公司。制药行业是上海的六大行业之一,上海政府已通过对研发与创业活动的长期大力投资与扶持政策为制药行业提供了强有力的支持与推动。

"创业公司是集群发展的关键驱动力",位于张江高科技园区的政府投资孵化基地——上海张江药谷的技术总监胡志刚解释

道。作为本地生物技术行业早期的启动平台,上海张江药谷为创业公司提供了实验室设施与设备、CRO 服务以及投资与融资方面的支持和咨询。自 2004 年成立以来,上海张江药谷已成功孵化了 50 多家创业公司,其中大多数公司由海归人士运营。

有利的环境

多年来,上海已经逐步形成了药品研发的有利环境,不仅推动了国内行业的创新,同时也吸引了诸多海外华侨以及全球制药巨头。值得注意的是,自 2004 年罗氏在张江高科技园区成立中国首个外国制药研发中心以来,这一领域内的大多数巨头(诸如诺华、葛兰素史克、辉瑞和阿斯利康等)纷纷在上海成立研发部门。生机勃勃的新经济优势与活力四射的大都市所特有的现代知识社会的氛围,使上海成为制药行业颇具国际吸引力的研发所在地(参见方框)。

上海在生物制药研发领域的地理优势

- 中国人口的绝对规模与尚未满足的医疗需求赋予了市场 迅速 扩展的潜力
- 庞大的患者群体
- 成本优势
- 不断增加的生命科学人才储备
- 有利的金融环境
- 发展良好且安全可靠的基础设施

对于罗氏这个首家将药品发现与发明领域的整套技术带到中国的跨国公司而言,对上海的长期研发承诺显然建立在人力资本的潜力之上。"如果我们来到这里只是为了利用中国数量庞大的患者以及市场的规模,我们无需进行如此高额的投资。我们的最

初动机来源于上海本地的人才数量,意在将其整合到全球研发流程当中。"罗氏药品开发中国中心负责人原瑞华如是说。她还补充道:"中国年轻科学家与员工快速学习的能力、高度的承诺以及对发展的渴望给我留下了十分深刻的印象。"

全情投入的政府

在政府对生命科学的强大承诺的推动之下,随着西方国家海外留学人员的大量涌入,上海的学术机构已能够在蛋白质组学或基因组学等一些研究领域走向科学的最前沿,并且蓄积了大量的潜力以增强本地制药行业的创新能力。然而,出于一些历史原因,中国的学术机构通常情况下与业界的联系不多,而且与西方国家相比,其在技术转化方面的经验也较为缺乏。

中国的教授们通常并不具备将其研究成果付诸实践所必需的 行业理解与商业思维。从行业观点来看,生命科学领域的教授们 并未对将其科研发现转化为药品表现出很大的兴趣。对他们而言 更重要的是通过科学论文集的出版发行来赢得同行的认可。

时至今日,也只有这一领域内上海最知名的一些机构,如上海生命科学研究院(SIBS)、上海医药工业研究院(SIPI)或者复旦大学等,拥有主动的技术转化系统,并由充足的符合资质的人员合理评估发明的商业潜力、监控行业的研发需求,并寻求潜在的技术引进方或合作伙伴。

"作为行政单位开展运营"

"问题在于诸多科技部门与技术转化办公室作为行政单位开展运营",SIBS 技术转化办公室主任 Gordon Zong 解释道。举例来说,高校与研究机构就专利的数量展开竞争,而不是关注知识产权的质量与市场需求状况。因此,大量专利从未转化到业界,而仅仅被列入统计资料之中。上海交通大学医学院副院长陈国强证实了对更优秀人才的需求:"高校与制药行业之间的沟通还不够完善,但是我们正在考虑招募新的人才,增加我们研究成果的价值。"

目前,学术机构与制药企业之间的协作主要集中在高校附属 医院的临床试验方面,这是药品开发流程的特点。总体而言,在 药品发现研究方面的合作极欠发达——至少从国内制药企业的角 度而言的确如此。相反,跨国制药企业在参与上海高校及研究机 构的研发合作方面更为积极。

缺乏互动

中国大型医药集团复星医药商业发展部主任 Allan Liu 认为,缺乏互动是中国在制药领域表现较差的关键原因。"由于中国的制药企业在药品发现领域经验不足,因此与基础研究的联系也不是特别密切。" Liu 解释道。

国内企业对早期制药研究普遍不感兴趣的原因主要来自两个方面:第一,缺乏将科研成果从早期药品发现研究转化到产品所需的能力。第二,大型中国制药企业的管理人员通常不具备增强研发能力的动力,因为他们对原始创新并不重视。"大多数中国制药领先企业之所以能够赢利,是因为其在后期药品开发、生产与市场营销方面拥有良好的机遇,"Liu表示。基于这一思维,研发人员便不会被视为关键人物,因此企业也不会为其提供合理的薪酬与机会。"举例来说,一个市场营销总监能够轻而易举地拿到相当于研发负责人三倍的工资。"Liu肯定道。

然而,对于复星医药等拥有先进研发能力的公司而言,利用 高校与研究机构的知识与技术的主要障碍在于技术评估经理的缺 乏。正如上海的领先学术机构所面临的问题一样,能够评估新技 术的多领域专业人士十分难觅。

由创新驱动的中国创业公司

与之不同的是,由创新驱动的中国创业公司倾向于与当地学 术界建立更为密切的关系。由于企业家不断融入科研系统,当地 的创业公司频繁介入与学术界的非正式互动当中,并参与一些会议与会谈。"这为药品发现与开发营造了一个有激励性的环境,并且帮助企业了解最新的科研与技术成果。"新型的药品发现与开发公司——上海睿星基因技术有限公司的联合创始人吴骏如先生是说。

然而,研发方面的合作关系很难建立,因为创业公司常常缺乏对基础研究进行冒险性长期投资的资金来源。"对于本地公司而言,很难从早期药品发现研究中获得体面的盈利。即使高校发明了一些十分新颖的东西,企业仍需耗费大量时间开发一个产品。"吴解释道。

因此,学术机构与国内制药行业之间既有的研发合作关系主要是靠政府融资来推动的。举例来说,上海睿星基因技术有限公司与当地享有声誉的研究机构(诸如中央政府"863高科技计划"范畴内的中国国家基因组上海研究中心,以及上海生命科学研究院旗下的上海药物所)共同参与了药物靶标鉴定与化合物发现的研究项目。

尽管如此,学术界与业界之间的合作并不仅限于产品的开发。本地创业公司与高校之间的一种十分常见的合作形式便是教育合作关系,即让学生能够在一种行业背景下接受先进研究技术的培训,并为公司提供招募高技能科学工作者的机会。就上海睿星基因技术有限公司而言,学生能够有机会在为公司工作的同时攻读上海交通大学的博士学位。

大型制药企业寻求研发合作

中国学术机构与跨国制药企业之间的合作已不再新鲜,近年来,双方之间的互动模式也从显著的相互影响模式逐步转化为更 趋协作的合作模式。

举例来说,上海药物所等本地研究机构从天然化合物的供应商起步,已发展成为大型制药企业极具吸引力的合作伙伴。跨国公司在与中国学术界合作伙伴开展合作方面所表现出的浓厚兴趣不仅基于本地机构日益珍贵的资源,同时也基于各自相似的研究兴趣。

尤为重要的一点还包括研发合作关系的建立。只有通过融入 当地的学术界并与优秀高校和研究机构建立长期合作关系,外国 的研究中心方可接触到中国为数众多且颇受欢迎的高素质科研人 员,并成功建立起可持续的人才渠道。

"学术界可通过与跨国制药企业在研发领域的合作学到许多新技术、研究方法与理念。"诺华(中国)生物医学研究有限公司的 Liu Songkai 如是说(该公司近日与复旦大学共同成立了肝癌研究联合实验室。"如果双方能够产生显著的收益,那么成功合作关系的建立就更加简单了。"他补充道。

前景展望

跨国制药行业巨头领先一步挖掘中国学术机构的潜力,与此同时,国内企业也在稳步前进。原瑞华预计,随着药品仿制行业的整合进程,中国国内的创新药品领域也将飞速发展。"我想在未来 10 ~ 15 年内,中国将出现更多的创新产品。"她说。"成功的中国制药企业现在也已意识到创新研究的必要性。因此,国内制药企业将与高校进行更加密切的合作,与西方企业展开更多的互动,并推动人才的招募。"上海睿星基因技术有限公司的吴骏预言。

"尽管中国制药企业与基础研究成果的关系仍然十分薄弱,但是目前其正在逐步将价值链提升到药品筛查与优化方面," Allan Liu 评述道。"中国在药品发现系统方面仍然有很长的路要走,但是归国的海外学者们能够弥补这些不足。" 他总结道。对一个高等教育、科学研究与行业几十年来严格区分的国家而言,中国的学术研究与行业研发方面的差距仍然很大,但是弥补这一差距的桥梁正在构建当中,同时也会为全新的创新机遇建立良好的平台。

"Feasible and Beneficial for Both Sides"

Doris Leuthard on a possible Free Trade Agreement between Switzerland and China

Interview, Fabian Gull



Federal Councilor Doris Leuthard visited China on May 9th for a four day trip, arriving in Shanghai on the inaugural direct flight of Swiss Air Lines. After meeting up with representatives of the Swiss business community in Shanghai, the Swiss Minister of Economic Affairs and the new Honorary Member of SwissCham Shanghai continued her travel to Beijing - where the main reason for her visit stood on the agenda - her first meeting with the newly appointed Chinese Minister of Commerce, Mr. Chen Deming. After her visit "The Bridge" grabbed the chance to ask her some questions.

Madame Federal Councillor Doris Leuthard, what is the latest status regarding a possible Free Trade Agreement (FTA) between Switzerland and China?

First of all I would like to underline the excellent and longstanding bilateral relations Switzerland and China have. The ties between our two countries have never been as close as they are today. Bilateral trade and investment flow is growing quite rapidly. In 2002, China (including Hong Kong) became Switzerland's most important trading partner in Asia, and the potential for further intensifying economic relations is considerable. Concluding a Free Trade Agreement would allow both sides to make full use of the many opportunities for deepening cooperation and economic exchanges. Therefore, China and Switzerland agreed a year ago that both sides examine the feasibility of negotiating a Free Trade Agreement.

Will the new Chinese Minister of Commerce, Mr. Chen Deming, continue the politics of his successor?

I had a meeting with Mr. Chen Deming two months ago at the occasion of my most recent visit to China. We had a very constructive and open dialogue. Minister Chen Deming underlined the solid economic relations between the two countries. We exchanged information on the state of the research and assessment

Interview / 专访

under way in China and Switzerland regarding possible negotiations on a Free Trade Agreement. On the Swiss side, we have come to the conclusion that a Free Trade Agreement between China and Switzerland is feasible and would be beneficial for both sides, as the economies of Switzerland and China are highly complementary. Minister Chen Deming confirmed that the competent Chinese Ministries are working on the file as well. I am looking forward to learn about the findings of the Chinese side soon.

What would be some of the tangible benefits for the Swiss economy and the Swiss business community in China?

There is significant potential in bringing the economies of Switzerland and of China closer together! Switzerland, a high technology, high income, high value added hub in the centre of Europe has a lot to offer in many areas of industry and services. I would like to mention particular strengths of the Swiss economy in energy and resource efficient technologies and in many other innovative sectors. China on the other hand, an economic powerhouse and growth engine, is fast moving towards

a fully diversified economy - demanding and offering more and more sophisticated products. Taken together, there is a great number of complementary fields and unprecedented opportunities in economic cooperation, trade and investment to be exploited by domestic and international companies from both sides.

How many FTA has Switzerland concluded so far, and what do you expect to conclude in the future?

Switzerland has concluded 18 Free Trade Agreements to date. Experience shows that trade and investment regularly increase due to the improved framework conditions provided by Free Trade Agreements. This is true for the Free Trade Agreements concluded by Switzerland in example with the Republic of Korea or with Singapore. Presently, Switzerland is negotiating Free Trade Agreements with countries such as Japan, India and Thailand.

What is the hottest topic on the agenda? Is it Intellectual Property Rights?
Well, IPR is a necessity for every knowledge based economy. We maintain a

fruitful cooperation with the Chinese Authorities in this regard. The reliable protection is important for investors, especially in sectors where research and scientific work are needed.

How about a possible cooperation in the field of environment and infrastructure?

I had the opportunity to discuss our draft proposal of a Memorandum of Understanding for an enhanced cooperation with China on environment related issues in detail with Minister Chen Deming. We would like to cooperate more in three specific fields: Firstly, on institutional aspects of environmental protection and sustainable development. Secondly, on Industrial, technical cooperation and managerial assistance in environment-related issues and lastly, on climate change related issues. Minister Chen proposed that Switzerland concentrate its offers and efforts on a specific region or city. The State Secretariat for Economic Affairs (SECO) is currently assessing the potential for a possible cooperation concerning the transfer of environmentally sound technologies within the private sector.





高速的激光切割

人人都想获得成功。我们是您成功之路上的好帮手。 Bystronic (百超) 激光切割设备保证最高的加速度和最现代化 的切割技术,让您极速完成任务并实现目标。

Bystronic (百超) — 权威的切割和折弯合作伙伴 www.bystronic.com

"对双方均有利可行"

联邦议员Doris Leuthard谈中瑞缔结自由贸易协定

访谈: 方必安



联邦议员Doris Leuthard于5月9日乘坐瑞士航空公司首班直飞上海的飞机抵达中国,并进行了为期四天的访问。在与驻沪的瑞士商业团体代表会面后,作为瑞士经济部长及中国瑞士商会—上海的新荣誉会员,Doris Leuthard女士前往北京—她此次访问的主要目的地—会见了中国新一任商务部长陈德铭先生。在她结束正式访问后,中国瑞士商会会刊《桥》有机会与她进行了此次访谈。

Doris Leuthard女士,关于中瑞缔结自由 贸易协议的最新情况是什么?

首先,我想强调一下瑞士和中国长期友好的双边关系。我们两国间的关系从来没有像现在这么紧密,双边贸易和投资流动增长迅速,2002年,中国(包括香港特别行政区)已经成为瑞士在亚洲最重要的贸易伙伴,两国发展更紧密的经济联系的潜力巨大。缔结自由贸易协定将使双方更充分的利用各种机会深化合作和经济交流。因此,一年前,中国和瑞士一致决定开始调研双方达成自由贸易协定的可行性。

中国新一任商务部长陈德铭先生会继续其 前任的相关政策吗?

两个月前在我最近一次访问中国的时候与陈德铭先生碰了面,我们进行了一次很有建设性并

且很开放的会谈。陈德铭部长强调了中瑞两国间稳固的经济关系,我们就为进行自由贸易协定谈判而在中国和瑞士进行的研究和评估工作的进展情况进行了交流。由于中国和瑞士双方的经济是高度互补的,我们瑞士方面认为,中国与瑞士签订自由贸易协定是可行并对双方有利的。陈德铭部长也确认中国的相关部门正在进行关于双方缔结自由贸易协定的工作。我期待着尽快了解中国方面对于双方签订自由贸易协定的看法。

自由贸易协定的签订对于瑞士经济以及瑞 士在中国的商业团体有哪些切实好处呢?

目前仍有很大的空间可以使瑞士和中国的经济联系变得更紧密!作为高技术、高收入和位于欧洲中部的高附加值中心,瑞士可以提供多个产业多方面的服务,尤其是瑞士经济在有效利用能源和资源的技术方面以及许多其他创新领域的实力。另一方面,作为经济的动力源和增长引擎,中国正迅速的发展为一个全面多样化的经济体—既需求也供应更多的复杂产品。把两国放在一起,相互间互补的领域很多,经济合作的机会是空前的,而大量的贸易和投资机会更需要两国的国内和国际企业共同开拓。

迄今为止,瑞士已经缔结了多少自由贸易 协定,未来希望与哪些国家缔结自由贸易

协定?

至今,瑞士已经缔结了18个自由贸易协定。经验表明,自由贸易协定带来的框架条件的改进总会增加贸易和投资,比如瑞士分别与韩国和新加坡缔结的自由贸易协定就是如此。目前,瑞士也在同日本、印度和泰国等国家就缔结自由贸易协定进行谈判。

自由贸易协定谈判议程上最受关注的话题 是什么?是知识产权问题吗?

知识产权保护是任何一个知识型国家所必需的。我们与中国当局在这方面保持着富有成效的合作,可靠的知识产权保护对于投资者,尤其是科学研究领域非常重要。

双方是否考虑过在环境和基础设施建设方 面进行合作?

就我们提议的为提高与中国在环境相关领域合作的谅解备忘录草案,我与陈德铭先生进行了详细的讨论,我们希望在以下三个具体的领域进行合作:第一,制度层面的环境保护和可持续发展:第二,与环境相关的工业、技术合作和管理上的协助;第三,与气候变化相关的领域。陈部长建议瑞士将其提议和努力集中在某个具体的地区或城市。瑞士联邦经济事务司也正就在私人部门内转让声音环保技术的合作潜力进行评估。

MOVING YOUR BUSINESS FORWARD. GLOBALLY.



DHL Global Forwarding consistently meets the ever changing needs of businesses both large and small. As you'd expect from the market leader, our extensive product range lets you balance both speed and financial efficiency, enhancing your commercial advantage each and every day.

With unlimited service combinations including air and ocean freight, plus a host of value-added benefits from cargo insurance to complete security management, you can rest assured that however large your shipment, we'll always deliver a solution both locally and globally.

Move your business forward today - contact DHL on +41 61 315 96 96 / marketing_salesinfo@dhl.com or visit www.dhl.ch



"The Crowning of the Turnaround"

Intreview. Fabian Gull



Since May 9th 2008, Swiss International Air Lines is again offering direct flights to Mainland China. The morning after the big inauguration party in Pudong, The Bridge met up for a chat with Rolf P. Jetzer, Chairman of the Board of Directors of Swiss International Air Lines since 2005. Jetzer, an attorney at law, has an exclusive hobby – he designs and produces golden luxury time pieces. Besides Swiss, Jetzer also is on the Board of Directors of Julius Baer, Infrassure and Capital Dynamics. He is married and has one child.

Rolf P. Jetzer, what is Swiss Air Lines' Asia strategy?

Well, we just opened two new direct flights to destinations in Asia – New Delhi and Shanghai. For us, it was clear and mandatory early on that we had to return to these two destinations in Asia as soon as possible – meaning, also as soon as we could afford it. Mainland China is very important for business as well as for leisure travellers. Until 2002, Swissair, the predecessor company of Swiss, was serving Beijing with a direct flight and Shanghai via Hong Kong. We wanted to have the city back in our destination portfolio with the stronger growth – and this is Shanghai.

Why is Shanghai important for Swiss?

The whole region of Shanghai with its more than 20 million people is characterized by an astonishing breakup with double digit growth rates for more than 15 years. The spirit of optimism is comparable to the situation in the US half a century ago. Direct flights to important destinations are not only crucial for the success of Swiss but also for the success of the Swiss economy. The fast growing wealth of this region with its emerging affluent middle class also increases the propensity to travel – be it for business or leisure. Plus there is going to be the World Expo in 2010 which will create further travelling.

.



Airbus A340 over Swiss Alps.

How important is Asia for Swiss today? Asia with its strong growth is very important.

In numbers.

We do not communicate these numbers.

How important is Asia compared to the US, Africa or Latin America?

I want to make clear that first and foremost, we look "destination by destination" rather than at continents. We don't have a "continental strategy" nor a policy that emphasizes on Asia.

Nevertheless, our newly opened intercontinental destinations in recent years are all in Asia! Our growth strategy was first to increase the frequency of the existing flights. So, we went up from five to six weekly flights to Bangkok, and Tokyo went up from six weekly to one daily flight. And now, Shanghai and Delhi. I think this clearly shows the importance of Asia is for us.

What else is on your destination wish list?

The one on top is always the one we believe is going to be the most profitable (laughing). But this changes quite frequently. Beijing is definitely on our wish list, as well as San Francisco.

How long does it take form wishlist to the opening flight? When did you first decide to go for Shanghai and push it? Eight months ago. This is extraordinarily

Eight months ago. This is extraordinarily fast! The cooperation with the authorities was very efficient.

How do you proceed to get the slots you want?

First of all, you have to get the slots - which can be a difficult issue. Sometimes you have to start with a slot and move up over time into a better situation. In Shanghai, we took over the slots of Austrian Airlines, who gave up their slots here. As an airline, you can simply express your wishes. The decisions are entirely made by governments and airport authorities.

There are complaints about the departure times in Shanghai and Zurich during daytime. How happy are you with the slots you got?

Very happy! It perfectly fits! We can serve Boston and Shanghai with two aircrafts since both slots are complementary. We are in a costly business. A plane, therefore, has to be in the air as much as possible.

Your strongest competitor in Shanghai is Lufthansa, who owns Swiss.

Of course we somehow compete. Between two brands in a group providing similar products there is always competition. We discussed this also with Lufthansa and they saw the increasing demand in Europe and therefore supported the idea of giving Star Alliance customers more options to get to Shanghai or back to Europe. This is a very good expression of the "three hub strategy" of Lufthansa Group (Frankfurt, Munich, Zurich) in which we play an important role.

Does Swiss actually have a say within Lufthansa Group?

Of course! We are still an autonomous company and our ideas are understood as valuable contribution to the Group.

Speaking of valuable contributions, Lufthansa bought Swiss for as little as 340 Million Swiss Francs. In 2007, Swiss generated an operating profit of 571 Million Swiss Francs (around RMB 3.4 Billion).

This is true. But bear in mind that at the time we needed a partner nobody was willing to pay more for Swiss!

Is Swiss out of the woods?

Swiss is definitely back! Our direct flights to Shanghai mark the end and the crowning of our turnaround! We are confident that 2008 will also be a good year.

"巨大转机到来"

访谈: 方必安



2008年5月9日,瑞士国际航空公司再次开通了直达中国大陆的航班。当天上午在上海浦东举行了盛大的直航开幕仪式,随后,《桥》有机会采访了瑞士国际航空公司董事长Rolf P. Jetzer先生。自2005年任瑞士国际航空公司董事长的Jetzer不仅是一名法律代理人,还拥有很独特爱好一设计和生产金制华贵手表。除了瑞士国际航空公司外,他还是Julius Baer, Infrassure和Capital Dynamics的董事。Jetzer先生已婚并有一个孩子。

Rolf P. Jetzer先生,瑞士国际航空公司在 亚洲的发展战略是什么?

我们新开通了两班以亚洲为直达目的地的 航班—分别到新德里和上海。这两个市场 很重要,我们很早就清楚必须尽快在可以 负担的情况下,恢复直达这两个目的地的 航班。中国大陆不仅在商业上,而且在旅 游休闲上都很重要,

因此我们必须在适当的时间重新开通与中国的直航。瑞士国际航空公司的前身一瑞士航空,在2002年时就有直达北京的航班和经由香港抵达上海的航班。现在,我们将上海这个发展更迅猛的城市重新列入了我们的目的地之中。

上海对于瑞士国际航空公司为什么重要?

作为一个拥有2000多万人口的城市,15多年来,整个上海以两位数字的惊人增长速度脱颖而出,人们对于上海的乐观精神可以与半个世纪前的美国相比。向这种重要的城市开通直航,无论是对于瑞士经济的成功,还是对于瑞士经济管、展都很重要。同时,由迅速崛起的富裕的中产阶级推动的地区财富增长使得这个地区更适合旅游—无论是商务还是休闲。另外,2010年的世博会也将带来更多的旅游商机。

如今亚洲对瑞士国际航空公司的重要性如何? 增长强劲的亚洲对于瑞士国际航空公司来 讲很重要。

在数字上呢?

我们不做数字上的交流。

与美洲,非洲和拉丁美洲相比,亚洲对于 瑞士国际航空公司的重要性如何?

我首先想说的是我们最看重和首要考虑的是目的地,而不是它在哪个大洲上。我们没有"大洲战略"或是着重亚洲的政策,不过,近年来我们新开通的洲际航班都在亚洲!我们的发展战略首先是增加现有航班的飞行频率,如飞往曼谷的航班由每周5班增为6班,飞往东京的航班由每周6班改为每日一班,现在我们又有了到上海和新德里的航班,我想这已经很清楚的显示出亚洲对我们的重要性。

你们还希望与哪些地方建立直航呢?

我们最想建立直航的地方肯定是我们认为 最有利可图的地方(笑)。但是变化也很 快,如同旧金山一样,北京也是我们很想 建立直航的城市。

从希望开通直航到正式开通要花多长时间?你们第一次决定与上海建立直航并推动它的实现是什么时候?

是在8个月前。我们与相关当局的合作很有效,进展非常快,所花的时间不长!

你们是如何获得可用机位的?

要获得机位不是一件容易的事,有的时候 最开始只有一个机位,经过一段时间后机 位才会慢慢增加。在上海,我们使用的是 奥地利航空公司放弃的机位。航空公司一 般只表达自己的希望和要求,政府和机场 负责人会做出全部的决定。

有的乘客抱怨航班在上海和苏黎世的起飞时间是在白天,你们对于所获得的可用机 会是否感到满意呢?

我们很满意!现在的可用机位很合适!由于到波士顿和上海的可用机位是互补的,因此我们可以有两架飞机飞波士顿和上海,这也是很偶然的。我们的成本很高,所以飞机应该尽可能多的在天上飞。

你们在上海最强的竞争对手是德国汉莎航空公司,它收购了瑞士国际航空公司。

竞争是理所当然的。在提供相似产品的两个品牌间总是存在竞争的。就这个问题我们也与德国汉莎航空公司讨论过,他们看到了欧洲乘客的需求并希望为星空联盟的乘客提供更多往返上海和欧洲的选择。这是汉莎集团的"三中心战略"(法兰克福、慕尼黑和苏黎世),我们在其中扮演很重要的角色。

瑞士国际航空公司在汉莎集团中有发言权吗?

当然有!我们仍然是自治的公司,而且我们的意见对于汉莎集团来说是很有价值的贡献。

谈到有价值的贡献,汉莎集团仅用3.4亿 瑞士法郎就买下了瑞士国际航空公司,而 瑞士国际航空公司2007年的运营利润就达 到了5.71亿瑞士法郎(约34亿人民币)。

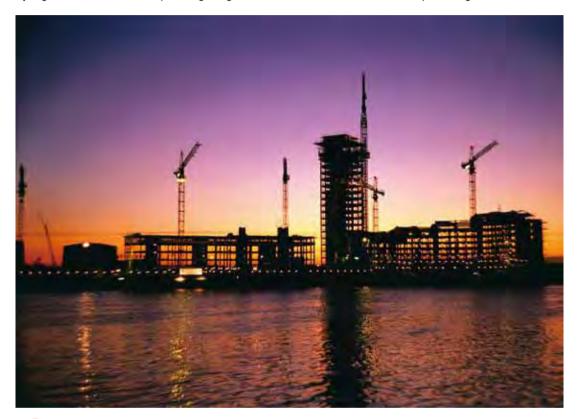
是的。但是我们也应该知道的是,在我们 需要合作伙伴时,除了汉莎集团没有人愿 意出更多的钱!

瑞士国际航空公司是否已经脱离困境了呢?

瑞士国际航空公司已经完全恢复了!我们 与上海的直航标志着困境的结束以及巨大 转机的到来!我们坚信2008年也将会是很 好的一年。

Science and Technology Industries

By Gigi Cheah, Partner DLA Piper Hong Kong and Matthieu Bonnici, Associate DLA Piper Shanghai



cience and technology industries are an increasingly important focus for the Chinese government. In a recent policy entitled The State's Program for Medium and Long Term Development of Science and Technology (2006-2020), the Chinese government identified several top priority areas for development, including energy, water and mineral resources, the environment, agriculture, manufacturing, transportation, information technology, social medicine, city developments, public safety and national defence.

Cross-border technology transfers

Both the import and export of technology (whether assigned or licensed) are regulated under the PRC's technology transfer regime. The main purpose of this regime is to prevent: (a) the indiscriminate import of foreign technology that is either unnecessary, has low energy efficiency, or pollutes the environment, and (b) the export of highly sensitive advanced technology. The regime classifies technology into three categories:

- 1. Unrestricted technology. Transfer of technology in this category only requires registration.
- 2. Restricted technology. Transfer of technology in this category is subject to Chinese governmental approval.

3. Prohibited technology. Technology in this category cannot be imported or exported.

The Ministry of Commerce (MOFCOM), together with its local counterparts, is the administrative authority responsible for administering and regulating cross-border technology transfers. Some of the technology-related industries that represent investment opportunities for foreign investors are specified in the Catalogue for the Guidance of Foreign Investment Industries ("Catalogue"). These industries include, among others:

Medical and Biotech Industry

In general, development in the medical and biotech sector in China (which covers, among other things, genetic engineering, commercial production of anticancer drugs and traditional Chinese medicine) falls under the "encouraged" category in the Catalogue. To bring drug production standards in line with international standards, the Chinese government has recently brought into effect new laws and measures to regulate the production of pharmaceuticals and health supplements (as well as their manufacturing, distribution, packaging, pricing and advertising). The State Food and Drug Administration (SFDA), is the government body that is responsible for monitoring and supervising



pharmaceutical products and medical appliances and equipment in China. The SFDA has implemented new Good Manufacturing Practice (GMP) standards for the manufacture of pharmaceutical products.

Clinical drug research activity in China is also becoming increasingly popular for foreign pharmaceutical companies due to lower costs and the availability of large pools of potential patients and high-quality hospitals to use as clinical study centres. Foreign pharmaceutical companies must contend, however, with lengthy approval processes to conduct their clinical trials. The SFDA is in the process of improving this process as well as developing and implementing more transparent regulations.

Software Industry

The Catalogue classifies the development and manufacture of software products as "encouraged". A foreign software company can easily establish a software development company anywhere in China in the form of a joint venture or a wholly foreign-owned enterprise.

Instead of establishing a business presence in China, foreign software suppliers may wish to sell software products directly to their Chinese clients. In addition to the aforementioned cross-border technology transfer regime that applies to the import of software products, foreign software suppliers should be aware that no person may deal with or sell software products in China that have not been properly registered with the Ministry of Information Industry (MII).

It is usually the local importer of the foreign-made software products (rather than foreign exporters/suppliers) that is legally responsible for the registration. Furthermore, due to foreign exchange controls in China, if a software licensing agreement is between a foreign licensor and a Chinese licensee, such agreement also needs to be registered with the National Copyright Administration, so as to enable foreign exchange payments to be remitted to the foreign licensor.

Additional restrictions also apply to the import and sale of foreign-made encryption products in China. Certain foreign-made commercial encryption products can be imported to China by foreign-owned entities for their self-use only and cannot be sold or resold in China.

Telecommunications Services Industry

Despite China's WTO accession commitments to allow foreign investors to hold strategic equity interests in Chinese telecommunications and Internet companies, telecommunications services in China remain in the "restricted" category and are heavily regulated by the government. For example, operating a website in China for commercial purposes, considered a telecommunications service, requires obtaining an Internet Content Permit. This permit will not be issued if foreign ownership in the company exceeds 50%.

• Television, Broadcasting and Media Industry

Dissemination of any media content is heavily regulated in China by the State Administration of Radio, Film and Television (SARFT). What is considered unlawful or inappropriate content under Chinese law is often very different from western standards.

Most broadcasting and media-related services in China are in the "prohibited" category of the Catalogue, though there are some exceptions. The operation of cinemas, for example, is under the "restricted" category, so that the majority of the equity interest in the entity must be held by a Chinese partner, whilst the import of digital TV technologies for use in China is actually "encouraged".

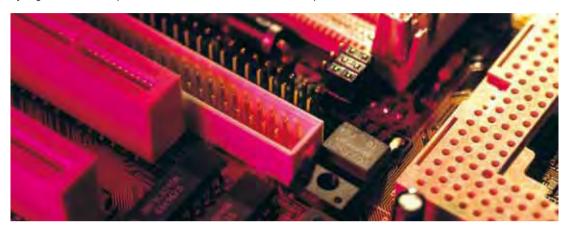
Personal Data Protection

Although China's laws or regulations do not specifically address data protection, the PRC Civil Law General Rules do contain references to the protection of individual personal rights. Additionally, there are various internal rules or administrative notices regarding data protection in specific industries.

Promulgation of a PRC Personal Data Protection Law (PDP) has been taken into consideration in recent years. A draft PDP was proposed to the Legal Committee of the National People's Congress on 29 December 2006 at the 10th Conference of the NPC committee. However, the time frame for implementation of the draft PDP is uncertain. The draft has not been officially published, but reports on the contents suggest that it will include mobile telephone numbers, residential addresses, medical records and career data. A specific government department will be created to administer and enforce the PDP.

科技产业

By Gigi Cheah, DLA Piper香港合伙人; Matthieu Bonnici, DLA Piper上海代表



技产业越来越成为中国政府重点关注的产业。在最近发布的"国家中长期科学和技术发展规划纲要"(2006年——2020年)中,中国政府明确了几个优先发展领域,包括能源、水和矿产资源、环境、农业、制造业、运输业、信息技术、社会医学、城市发展、公共安全和国防。

跨境技术转让

在中国,技术进出口(不论是转让还是许可)均受技术转让规定规范,其主要目的是防止: (a)不加区别地进口不必要的、能源效率低或污染环境的外国技术,及 (b) 敏感高新技术的出口。该规定将技术分成三类:

- 1. 无限制的技术。该类技术转让只要求登记。
- 2. 限制类的技术。该类技术的转让须中国政府批准。
- 3. 禁止类技术。该类技术不可进出口。

商务部及其地方机构为负责管理和监管跨境技术转让的行政 机构。

主要技术领域

"外商投资产业指导目录"("目录")规定了对外资开放的技术产业,这些产业包括:

• 医药和生物技术产业

一般而言,医药和生物技术领域(包括基因工程、抗癌药物的商业生产和中药的生产)属于目录中的"鼓励类"。

为使药物生产标准与国际标准接轨,中国政府最近颁布了新法律和管理颁发,规范药物和保健产品的生产(及其经销、包装、定价和广告)。国家食品药品管理局是负责监管药品和医疗器械、设备的政府部门。食品药品管理局实施了新的《药品生产质量管理规范》。

由于成本低且拥有大量的病患和高质量的医院用作临床研究中心,外国制药公司在中开展临床药物研究也越来越普遍。

但是,外国制药公司必须经过漫长的审批过程以开展其临床 试验。国家食品药品管理局正在改进该过程并制定、实施更透明 的监管制度。

软件产业

目录将软件产品的开发和生产列为"鼓励类"。外国软件公

司可在中国任何地方以中外合资或外商独资方式设立软件开发企业。

外国软件供应商也许希望直接向其中国客户销售软件产品而不在中国设立企业。除上述适用于软件产品进口的跨境技术转让规定外,外国软件供应商须知道,未经信息产业部登记的软件产品不得在中国销售。通常由外国软件产品的本地进口商(而不是外国出口商/供应商)负责进行登记。而且,由于中国的外汇控制,如果外国许可人与中国的被许可人签订了软件许可协议,该协议也须在国家版权局登记,从而获得向外国许可人支付外汇的许可。

向中国进口和销售外国加密产品还有其他限制。有些外国商 用加密产品只可由外资企业进口自用,不得在中国销售。

• 电信服务产业

尽管中国加入世贸组织时承诺允许外资成为中国电信和互联网公司的战略投资者,但中国的电信服务仍属于"限制类"产业,受中国的严格管制。例如,在中国为商业目的经营网站而考虑电信服务的,则需要获得互联网内容许可证。而如果外资比例超过公司资本的50%则不会签发许可证。

• 电视、广播和媒体产业

传播媒体内容受国家广电总局严格监管。而中国法律对非法 或不适当内容的认定与西方的标准非常不同。

在中国,大多数广播和有关媒体的服务属于"禁止类"产业,尽管有一些例外。例如,电影院的经营就属于"禁止类",因此电影院的多数股权必须由中方持有,而数字电视技术的进口则属"鼓励类"。

个人信息保护

虽然中国的法律法规未专门提到数据保护问题,但中国民法 通则的确规定了对人格权的保护。此外,还有关于特定行业如金融行业的数据保护的内部规章或行政管理通知。

近年来,中国正在考虑制定"个人信息保护法"。2006 年 12 月 29 日在全国人大第十次会议上向全国人大法律工作委员会提交了个人信息保护法草案。但是,草案的实施时间不确定。草案也未正式公布,但据报道内容涉及移动电话号码、住址、医疗记录和职业记录等。将成立专门的政府部门管理和实施个人信息保护法。

"Facing Counterfeiting Threats"

How little-known Swiss giant Sicpa contributes to a safer world

Interview, Fabian Gull



The CEO Interview 总裁访谈录 Mr. Maurice A. Amon

Maurice A. Amon is the Executive Co-Chairman of maybe the least known Swiss global leader – the Lausanne based Sicpa Group. The company was founded in 1927 and is owned and managed today by the third generation of the Amon family. Sicpa is the worlds leading producer of security inks for banknotes. In this industry, confidentiality is crucial and public exposure rather something to abstain from. To The Bridge, Maurice A. Amon speaks about trust, innovation and the security technology behind the money in your wallet.

Mr. Maurice A. Amon, Sicpa protects most of the world's currencies and billions of products. Why is the company hardly known to the public?

Most of Sicpa's customers and business relations are government organizations and currency authorities in charge of the banknote production as well as other government bodies monitoring consumables distribution and related tax collections. As such, the public or the man-in-the-street is not really aware of the security technology behind the money carried in his or her wallet, nor behind the packet of cigarettes purchased in a tobacco shop.

What precisely does Sicpa produce? We are the global leader for the pro-

duction and supply of security inks and solutions for banknotes for a majority of countries around the world. In addition Sicpa supplies similar products and technologies for the protection of value documents such as passports and other identity documents, tickets, certificates, vouchers, etc. We also capitalize on our experience of protecting banknotes and value documents, by offering product authentication systems for many goods facing counterfeiting threats.

This brand protection activity includes supplies of anti-counterfeiting solutions in the fields of food, wine and spirits, tobacco, pharmaceuticals as well as luxury products, all facing parallel counterfeits which put people's health at risk, damage brand



image and reduce legal manufacturer's revenues.

Sicpa has also developed a special Secure Track & Trace technology that allows the control of goods distributed and sold in a country. This system is based on an invisible but intelligent mark that is apposed on every product or packaging and enables remote tracking of a product from its manufacturing line to warehouses, retailers and end-users via a centralized data management base. This Secure Track & Trace system prevents illicit trade, diversion of goods and protects government tax revenues.

Please tell us more about your activities in China.

Sicpa has been involved in China for over 25 years. The first move was a transfer of security ink production technology, allowing the printing of banknotes on modern printing machines. For almost 10 years now, we have a joint-venture company in Beijing, producing "optically variable inks" which are applied on the current generation of banknotes in China. Lately, Sicpa has setup two new entities, being a Rep Office and Wofe company in Beijing, dedicated to the promotion and sales of brand authentication and track & trace systems.

Any good or bad experiences you've made in China?

We've had only good experiences with China! We are benefiting from a very trustful relation with our partners, which was built over many years, and based on mutual respect.

Are you contributing to a safer world?

We believe so! Our humble contribution to the protection against counterfeiting of banknotes, ID documents, certificates, food, pharmaceuticals, etc., prevents, to some extend, further development of criminality, terrorism and threats to public health!

Counterfeiting technology progresses rapidly

True! Thus, it is a must for us to always be well ahead of other commercially available technologies. This is why Sicpa has a dedicated team of more than 300 scientists and engineers located in our Swiss headquarter as well as in our affiliated organizations around the world, aiming at continuous developments of security inks technology and applications specific for every banknote or each product requiring protection against counterfeiting.

Who are your clients?

Our clients are government printing and issuing authorities for banknotes and value documents, as well as commercial security printers mandated by central banks. Other clients are security printers related to public security and tax authorities, as well as rights holders.

How do you manage technology and confidentiality in this very sensitive business sector of security ink and solutions? Are there special recruitment practices in order to ensure that

sensitive know-how stays within the company?

Yes, indeed! We have implemented strict security procedures and systems in all our affiliated organizations. Those procedures are in line with the relevant security rules and conditions imposed by central banks for example. Adequate skill and background screening is done for all new employees and much effort is spent on the training and coaching of our employees.

Is the cashless society a myth or reality? How do you see your business in 5 to 10 years?

The cashless society notion first appeared more then 20 years ago, but we have never had so many banknotes in circulation and it is still increasing! Indeed, some payments are done by card, via internet or mobile phone, but a majority of people prefer to see and feel real banknotes. What we foresee is the arrival of a new generation of banknotes that are intelligent, carrying secured information which allows easier and safer manto-machine transactions.

Any good news or scoops to tell us about?

Take a look at the Olympic Games entry tickets which are protected with our color shifting inks technology and be ready to grab a few new Olympic commemorative banknotes issued in China, for the first time in the history of the Olympic Games, and which includes a worldwide-first new security technology we have developed.

"面对伪造威胁"

鲜为人知的瑞士巨头锡克拜如何打造更安全的世界

访谈: 方必安



商品。这套系统利用置于每一产品或包装上的无形智能标记,通过集中数据管理库实现从生产线到仓库,从零售商到终端消费者的全程跟踪。防伪跟踪系统可避免非法贸易流通,保护政府税收。

钞票背后的信任、创新及防伪技术。

Maurice A. Amon先生,锡克拜为全球大
多数货币和几十亿产品提供防伪保护,可
锡克拜为何鲜为公众所知呢?

锡克拜集团可能是世界上最鲜为人知的瑞

士全球领先企业,公司总部位于洛桑,而

Maurice A. Amon正是该公司的执行副主

席。锡克拜公司成立于1927年、目前由

Amon家族的第三代继承人掌舵,并由其

管理。锡克拜是钞票用防伪油墨领域的世 界领先生产商。在这一领域,保密性至关

重要而公众曝光却必须避免。在桥杂志,

Maurice A. Amon与我们探讨了您钱包中

锡克拜的客户和业务关系大多是政府组织、管理货币发行的机构以及监督消费品分配和相关税收的政府实体。而公众和普通百姓并不会在意他们钱包中的钞票采用何种防伪技术,或是从烟草商店买到的香烟外盒采用何种防伪技术。

准确地说,锡克拜生产什么产品?

锡克拜还开发出了特殊的防伪跟踪技术, 便于生产商控制在一个国家销售和分销的

请您再谈谈贵公司在中国的一些活动。

锡克拜与中国的业务往来已超过25年。初次合作是防伪油墨生产技术的转让,使得现代印刷机能够用于钞票印刷。10年前,我们在北京成立合资企业,用于生产光学变色油墨。该油墨已应用于目前中国流通的人民币票面上。最近,锡克拜又在北京成立了两家新的公司,Rep Office和 Wofe公司,主要从事品牌鉴定和防伪跟踪系统的推广和销售。

贵公司在中国的经历如何, 很棒还是很糟?

我们在中国的经历非常棒!经过多年的努力,我们与合作伙伴建立了相互尊重、彼此信任的合作关系,双方均获益匪浅。

贵公司是否在为打造更安全的世界而努力?

我们认为是这样的!从某种程度而言,我们在钞票、身份证件、证书、食品、药品防伪领域作出的绵薄贡献也同样阻止了犯罪、恐怖主义的进一步发展,保护了人们的健康。

那防伪技术迅速发展……

的确如此!因此,我们必须始终走在商业化技术的前沿。锡克拜拥有一支由300名科学家和工程师组成的专业团队,这些科学家和工程师遍布瑞士总部及其全球附属机构。该团队始终致力于研发用于钞票和需防伪保护产品的防伪油墨,并不断拓展新的应用域。

15 th CEO Interview 总裁访谈录 Mr. Maurice A. Amon CEO of Sicpa

贵公司的客户都有哪些?

我们的客户包括负责钞票和有价证券印制 发行的政府机构、受中央银行委托的商业 防伪印刷商,与公共安全和税务部门相关 的防伪印刷商以及权利人。

在防伪油墨和防伪解决方案这一极为敏感的行业中,贵公司是如何管理技术,保护机密的?为避免这些机密专知外泄,公司是否有特别的员工招聘规定?

当然有!我们所有的附属机构都实行严格的安全程序和管理制度。这些程序符合相关的安全规定和条件,例如中央银行的规定和条件。对于所有新员工,我们需进行充分的技术和背景筛选,并对其进行充分的培训和指导。

无现金社会是神话还是现实? 您怎样看待 贵公司未来5到10年的发展?

无现金社会的想法早在20多年前就有。我们从未有过像现在这么多的流通钞票,并且其数量还在不断增加!实际上,有些支付是利用银行卡通过互联网或手机完成的,但绝大多数人还是更喜欢实实在在的钞票。

我们预测,新一代钞票很快就会出现。新一代钞票是携带安全信息的智能化钞票, 能够实现更方便、更安全的人机交易。

还有什么好消息或最新消息透露给我们的读 者吗?

看看采用我们的变色油墨技术印刷而成的 奥运门票,还有奥运会历史上首次发行的 纪念币,该纪念币即将在中国发行,这些 纪念币正是采用我们新开发的防伪技术印 制而成,而这也是该技术在世界范围内首 次使用。



syngenta

Syngenta is a world-leading agribusiness committed to sustainable agriculture through innovative research and technology. The company is a leader in crop protection, and ranks third in the high-value commercial seeds market. Sales in 2007 were approximately \$9.2 billion. Syngenta employs around 21,000 people in over 90 countries.

Syngenta brings a broad range of agribusiness solutions to China to benefit millions of Chinese farmers, partners and consumers in the food chain. With a total investment of US\$ 200 million, Syngenta has become the leading multi-national agribusiness in China.

先正达是全球领先的农业科技公司,致力于通过创新和科技为农业可持续发展做出贡献。先正达是全球领先的植保公司,并在高价值商业种子领域排名第三,在全球90多个国家拥有超过21,000名员工。2007年的全球销售额近92亿美元。

先正达将丰富的农业解决方案带入中国,造福亿万中国农民、合作伙伴和 消费者。先正达在华相关总投资已达2亿美元,成为国内领先的农化企业。



China Steps Up in Transfer Pricing

The rules of the game have changed

By Curt Kinsky (China), Kerstin Heidrich (Switzerland), Rainer Hausmann (Switzerland) of Ernst & Young

hile a number of drafts of transfer pricing compliance regulations have been put forward by the State Administration of Taxation ("SAT") over the past years, on 21 March 2008 the SAT selectively circulated a comprehensive final draft regulation entitled "The Regulation of Special Tax Adjustments (Provisional, Draft for Discussion)". This draft regulation (the "Draft Regulation") is largely, but not exclusively, about transfer pricing.

It is the third piece in the progression of tax law development in China. The Draft Regulation is a Guoshuifa, which is the SAT's administrative guidance to tax auditors and taxpayers. The Draft Regulation is in accord with the relevant articles of the Corporate Income Tax Law ("CIT Law") and Corporate Income Tax Law Implementation Rules ("CITLIR"). Both the CIT Law and CITLIR took effect on 1 January 2008. When the Draft Regulation is finalized, it will also have the same effective date, and China will finally be on par with its major trading partners insomuch as having detailed implementing regulations is concerned. The Draft Regulation has thirteen (13) chapters and one hundred twenty (120) articles:

- 1. General Principles (Articles 1 through 6)
- 2. Related Party Transactions (Articles 7 through 10)
- 3. Contemporaneous Documentation (Articles 11 through 21)
- 4. Transfer Pricing Methods (Articles 22 through 29)
- 5. Transfer Pricing Tax Audit Investigation and Taxable Income Adjustment (Articles 30 through 47)
- 6. Advanced Pricing Agreement (Articles 48 through 63)
- 7. Cost Sharing Arrangement (Articles 64 through 77)
- 8. Administrative Guidance Concerning the Controlled Foreign Corporation (Articles 78 through 86)
- 9. Administrative Guidance Regarding Thin Capitalization (Articles 87 through 94)
- 10. General Anti-Avoidance Principles (Articles 95 through 100)
- 11. Transfer Pricing Adjustment, Double Taxation, and International Treaty Obligations/Negotiations (Articles 101 through 107)
- 12. Legal Obligations, Fines, Interest & Penalties (Articles 109 through 115)
- 13. Supplementary Provisions (Articles 116 through 120)
- As an attachment, yet integral to the Draft Regulation, the SAT also circulated drafts of various forms that must be filed (if certain conditions are met) with an annual tax return. These include:
- Annual Reporting of Related Party Transactions Related Parties
- Annual Reporting of Related Party Transactions Transaction

Summary

- Annual Reporting of Related Party Transactions Purchasing and Sales
- Annual Reporting of Related Party Transactions Services
- · Annual Reporting of Related Party Transactions Financing
- Annual Reporting of Related Party Transactions Assets Transfer
- Annual Reporting of Related Party Transactions Thin Capitalization
- Annual Reporting of Related Party Transactions Foreign Remittance
- Annual Reporting of Overseas Investments
- Annual Reporting of Controlled Foreign Corporations

Additionally, attached to the Draft Regulation were other forms that will be used by tax inspectors at the provincial and local tax district levels when conducting a tax audit on transfer pricing as well as when communicating their findings within the tax authority and to the taxpayer.

Make no mistake about it, the Draft Regulation and its supporting forms are very comprehensive and detailed. As with most guidance throughout the globe on transfer pricing, there remain open issues and a continued need for clarity, but for the most part, the Draft Regulation puts forward a framework that taxpayers can understand and largely follow albeit with related administrative effort.

Immediate attention

Immediate attention should be paid by taxpayers to Articles 13 and 14 which outline the requirements concerning the preparation and maintenance of transfer pricing documentation. Taxpayers with related party transactions cumulatively in excess of RMB 100 million must prepare full scope documentation. Those taxpayers with cumulative related party transactions between RMB 20 million and 100 million can prepare simplified documentation. Certain taxpayers will be exempt from preparing documentation. In Article 14, a taxpayer that satisfies any one of the following criteria is exempted from the preparation, maintenance and submission of contemporaneous documents:

- 1. Annual related party transaction amount is lower than RMB 20 million;
- 2. The taxpayer is in a period covered by an effective Advance Pricing Agreement ("APA")
- 3. The taxpayer involved in related party transactions with do-

mestic related parties (excluding Hong Kong SAR, Macao SAR and Taiwan area).

Our detailed review of the Draft Regulation has revealed a number of matters that will affect all China taxpayers (both domestically headquartered companies and foreign invested enterprises). We focus in this Article on five of these matters which we hope will be addressed differently in the final Regulation.

1. 20% Ownership Threshold

The Draft Regulation sets the threshold for "related party definition" at 20%, which is lower than the stipulated ratios of other members of OECD. We believe that a higher ownership ratio would be appropriate (e.g., 25%) and aligned with practices in other major trading countries, or to grant exceptions to taxpayers under Mutual Agreement Procedure.

2. Criteria for Application of Advance Pricing Agreement ("APA")

According to the draft, for those taxpayers who do not fit the profile of encouraged applicants (e.g., at least 10 years of operating history), APAs are not accessible and therefore, they should not apply because the SAT will not permit them into the APA program. The reason for such a requirement is that the SAT would like to see the applicant's history before entrusting them with the APA opportunity.

We believe the APA should be applied to a larger scope of taxpayers to mitigate tax uncertainty in their operations, with perhaps the criteria for APA application being relaxed to e.g., 5 years of operating history. In addition, it would be helpful to have greater clarity around whether the specific taxpayer legal entity is required to have this operating history or whether the taxpayer group can rely on its history (i.e., the group has been operating in China for many years through other legal entities).

3. Contemporaneous Documentation [needs to describe the concept of "Contemporaneous Documentation"]

It becomes a must for taxpayers to prepare and maintain relevant contemporaneous documentation, regarding related party transactions for each taxable year, and submit them to the tax bureau when requested, probably within 15 days upon request. Detailed requirements on the transfer pricing documentation report are also provided and the corresponding rules on interest and penalties are also included. Based on the Draft Regulation, all documents must be in Chinese including any intercompany contracts.

We consider the 15-day preparation time to be too limiting for taxpayers. In addition, more clarification needs to be provided on several aspects such as the provision of guidelines on the quality of documentation, the contemporaneous nature, etc.

4. Transfer Pricing Adjustment Threshold

According to the current draft, if the profitability of a tested party is lower than the median of the comparable range, in principle the tested party should be adjusted up to a level not lower than the median.

The requirements of this article are tough. In other words, if a taxpayer uses the classical transfer pricing technique of an interquartile range of arm's length results and finds itself in that range, but below the median, then the Chinese tax inspector

can adjust to the median or above at his discretion. The Draft Regulation therefore only recognizes a range of arm's length results as a tool to find a median, not as a range per se where a taxpayer can legitimately find itself below the median. We believe the threshold of the adjustment should include points other than the "median" such as the "lower quartile" to upper quartile of an interquartile range, which has clearly become international standard. However, where a taxpayer has not prepared contemporaneous documentation, the SAT would appear well within reason to adjust that taxpayer to the median of a range thereby ignoring any points lower than the median (e.g., in the absence of transfer pricing documentation, then Article 42 applies).

5.Information Disclosure

Not only numerous tax-return disclosure forms are requested in the draft, but also certain offshore group-level financial data are required.

However, disclosure of excess information will be a burden on taxpayers. We consider that reducing the number of new forms and/or enhancing relevant ones of the current forms is a more efficient approach. As for overseas group-level data, information requests ought to align fully with information sharing articles in the relevant tax treaties. For foreign invested enterprises, it will not be easy to meet requirements for notarized financial statements from related parties outside China.

What to do to prepare for final regulation?

It is clear from our ongoing discussions with the SAT that there will not be any grace period for China taxpayers with regard to transfer pricing and the implementation of the CIT Law, the CITLIR and now the underlying administrative guidance. Hence, to be in full compliance, taxpayers in China will need transfer pricing documentation in place by 31 May 2009. This means that resources, internal and external, need to be marshaled now. Our experience with multinational groups operating in China is that those operations take place through multiple legal entities with transaction flows both purely domestic and cross border. The first step a taxpayer must do now is to determine the applicability of guidance to all of its Chinese legal entities; i.e., which entity requires no documentation versus limited or full scope documentation.

The second step is to determine the applicability of components of a global transfer pricing Master File to China and Chinese operations. Clearly, where a taxpayer can appropriately leverage documentation prepared outside China, it should to avoid expending valuable time and resources on redundant information gathering.

Third, a taxpayer needs to understand from a Chinese perspective what additional, China specific work needs to be done on an entity by entity basis. And last, the taxpayer needs to get that work done prior from now until Spring next year.

In summary, China has stepped up and with the pending release of the final regulation is now on par with global trading partners when it comes to a regulatory framework for transfer pricing. Given China's role in global trade, it is important to note that the CIT Law, CITLIR, and draft administrative guidance are, in fact, very reasoned and comprehensive. In many respects they draw upon best practice from other countries. As with most, if not all, tax law there remains uncertainty, but this is a great leap forward.

中国转让定价再迈进

游戏规则已经改变

作者: Curt Kinsky (中国), Kerstin Heidrich (瑞士), Rainer Hausmann (瑞士), 安永会计师事务所

让定价在中国方兴未艾,其游戏规则也在经历着不断地 • 控及其法规的执行列为税务工作重点。

尽管国家税务总局(简称"国税局")在过去几 年里草拟了多份有关转让定价文档准备之守则,但国税局依旧于 2008年3月21日在一定范围内下发了名为《特别纳税调整管理 规程(试行)一讨论稿》的最终而全面的草拟规程(简称"规 程")。规程中大部分但并非全部内容是关于转让定价的。

该规程是中国税法发展进程中第三部书面章程,属于国税发 文件,而国税发文件是国税局针对税务审计及纳税人的行政指 导。该规程是根据2008年1月1日生效的企业所得税法及其实施细 则的相关条款制定的。当该规程的最终稿公布时,其施行日期同 为2008年1月1日。这将会填补中国转让定价实施细则领域的空 白,从而使中国在转让定价方面具备与其主要贸易伙伴相对应的 法规依据。

该规程共计十三章一百二十条款:

- 1. 总则(条款1-6)
- 2. 关联申报与审核(条款7-10)
- 3. 同期资料管理(条款11-21)
- 4. 转让定价方法(条款22-29)
- 5. 转让定价调查及调整(条款30-47)
- 6. 预约定价安排(条款48-63)
- 7. 成本分摊协议(条款64-77)
- 8. 受控外国企业管理(条款78-86)
- 9. 资本弱化管理(条款87-94)
- 10. 一般反避税 (条款95-100)
- 11. 相应调整及国际磋商(条款101-107)
- 12. 法律责任(条款109-115)
- 13. 附则(条款116-120)

作为附件同时也是规程的组成部分之一,国税局同时下发了 在达到一定条件时需与年度企业所得税申报一同填报的各种表 格,包括:

- · 年度关联业务往来报告表 关联关系
- ・年度关联业务往来报告表一关联交易汇总
- · 年度关联业务往来报告表 购销
- 年度关联业务往来报告表一劳务
- · 年度关联业务往来报告表 融通资金
- ・年度关联业务往来报告表-资产转让
- ・年度关联业务往来报告表一资本弱化
- ・年度关联业务往来报告表一向境外支付款项
- ·企业年度对外投资情况报告表
- 受控外国企业年度报告表

该规程还另外附加了一些省级及地方税务审查人员在进行与

转让定价相关之税务审计时,以及与税务机关和纳税人沟通其调 查结果时所需要的填写的表格。

毫无疑问,该规程及其所附表格内容非常详尽而全面,尽管 与全球各转让定价指导文件一样,该规程仍有需不断明确的内 容以及实施压力,但其大体为纳税人提供了可以理解及遵循的框

纳税人应尤其注意该规程之13、14项条款,其中列出了转 让定价资料的准备及保存要求。年度关联交易金额超过1亿元人 民币的中方纳税企业,必须准备全面的关联交易同期资料。年度 累计关联交易金额在两千万元至一亿元人民币之间的中方纳税企 业可准备简易的同期资料。条款14则列出属于下列情形之一的企 业,可免于准备、保存和提供同期资料:

- 1. 年度关联交易金额在两千万元以下:
- 2. 在预约定价安排有效期内:
- 3. 仅与境内(不含香港特别行政区、澳门特别行政区和台湾地 区)关联方发生关联交易。

经安永中国转让定价小组(简称"安永"或"我们")的仔 细研究,我们发现会对中国纳税企业(包括总部位于国内的企业 以及外资企业)产生影响的一系列问题,本文重点列出以下五点 问题,并希望在该规程最终定稿时能得以解决。

1.将拥有20%股权作为界定关联方的标准

规程中将界定关联企业的股权比例标准设为20%,这一标准 大大低于大部分经济合作与发展组织成员国的相关标准。我们认 为可参考其他国家的做法适当提高比率(例如至25%),或者对 于涉及双边税收协定的企业给予例外。

2.申请预约定价安排的条件

根据现有的讨论稿,对于那些不满足申请预约定价安排条件 的纳税人(例如,实际经营期限少于10年),国税局不鼓励其提 出申请。对经营期限做出规定的原因是,国税局希望在给予企业 享受预约定价安排待遇之前能够事先了解该企业的经营历史。

我们认为预约定价安排应该运用于更广泛的纳税企业,以便 于其规避经营中的风险,如放松预约定价安排的申请条件至5年 经营期限。另外,可进一步明确此经营期限是适用于具体纳税人 的法律实体还是该纳税集团(例如,某集团通过其他法律实体在 国内经营多年的情况)。

3.同期文档的准备

纳税人必须按纳税年度准备并保存其关联交易的同期资料, 并且在税务局要求后15日内提交。法规也包括了转让定价文档的 具体要求以及相应的利息和罚款。根据规程,所有的文件包括关 联方合同,必须用中文记载。(下转第70页)



We have always been as global as we are today. And are still as personal as we have always been.

Gondrand is an international freight forwarder and logistics provider. Our network brings together experts from the most diverse countries and cultures. Their vast experience ensures tailored services for customers and personal attention that shows the way forward.

www.gondrand-logistics.com

GO-TRANS (HONG KONG) LIMITED Room 1001-1003, 10th Floor, Fullerton Centre No. 19 Hung To Road, Kwun Tong, Kowloon, Hong Kong, S.A.R., Phone 852-3423 1000 Fax 852-2796 8010, E-mail info@hkg.go-trans.com





Flavor Solutions

By David Polansky and Dawina Fahrni of CH-ina



s one of the three leading companies in the fragrance and flavor industry, Firmenich discovers and creates perfumes, flavors and ingredients for manufacturers in the fields of perfume, cosmetics, household products, food and beverages. Firmenich views human resources as its main asset. The company ensures that employees are recognized for their talent, behavior and integrity, and attaches great importance to selecting employees who will carry on the Firmenich tradition. By creating an environment in which employees are valued, motivated and encouraged to reach their full potential, and by rewarding them accordingly, Kunming Firmenich Aromatics (herewith known as Kunming Firmenich) has successfully managed to recruit, develop and retain talents in China's competitive HR market.

More than 110 years

Founded in 1895 in Geneva, Switzerland, Firmenich has been committed to its clients for more than 110 years. The company has remained a 100% family-owned business and preserves its financial independence through a low level of debt. Today, Firmenich is among the top three companies in the fragrance and flavor industry, and with a world market share of around 14% and over 4,800 em-

ployees worldwide, it is the world's largest private company in the sector. Firmenich is dedicated to creating high quality fragrances and flavors for its customers in their well-known consumer brands. with a number of bestsellers in world markets.

Since 1989, Firmenich has achieved an average annual growth rate of over 8%. This is in line with its long-term strategy of industryleading organic growth and targeted acquisitions that complete its product portfolio. With 57 operations and 19 agencies worldwide, the company is growing steadily, with sales increases in all geographic regions, and particularly strong growth in the Asia-Pacific, North America and Eastern Europe.

Firmenich in China

Number of employees in China	400
Presence in China	Shanghai, Kunming, Guangzhou, Beijing

Encouraging camaraderie

Like any company in China's competitive market, Firmenich



strives to be the preferred employer for qualified potential and current employees. This is not merely a matter of attracting and retaining the best talent, but of developing and motivating those talents within the company structure.

The company's 112-year tradition as a family-owned business reflects its HR philosophy and defines its recruiting, training and retention practices. Firmenich's legacy meshes well with Chinese business tradition, encouraging camaraderie among its employees, and treating personal relationships as the cornerstone of a successful company.

The group sets certain broad HR guidelines, but each location is given the leeway to tailor its specific practices to local realities, which is especially important in China.

Recruitment

Applied to recruitment, this philosophy initially favors promotion from within the company, whenever possible. When the desired talents are lacking, the next step is to recruit from the outside.

Being located in a smaller city like Kunming, Firmenich does not face the same stiff competition for talented managers. The flipside to this equation is that there are fewer high-skilled managers than in larger cities like Shanghai, Beijing or Guangzhou. Consequently, searches have to be more finely calibrated to find the talent that exists locally. As Kunming is a production location and is not involved in product development, local talents are usually sufficient.

Otherwise, potential employees in Kunming are often found lacking in the same desired skills as throughout the Chinese labor market: work experience, English language, technical expertise and flexibility

If engineering positions or other significant posts urgently need to be filled for a specific project, Firmenich may bring in expatriates from the HQ operation, as necessary. That said, out of 116 employees at Kunming, only two are expatriates (both managers). In almost all areas, local Chinese managers are preferred. As always,

offering competitive remuneration packages is a must.

Training

Of course, all hires will require further training upon entering the company. Much of this is basic on-site training, relating to the specific positions. This includes safety training and three months of on-the-job training during the initial probation period. There are also off-site training courses provided by a local training organization with which Firmenich has a yearly contract. Free English classes are available to all employees who wish to learn.

Employees with potential are encouraged to pursue higher education, whether a Bachelor's or Master's degree, when it proves beneficial to both the company and the individual. The cost is borne by Firmenich, provided that the employee passes the final exams and obtains the diploma. In the event of a failure, the employees must pay the cost themselves.

There is always a risk in China that employees will leave the company after intensive training periods, having increased their value at little personal cost. However, a specific provision in all contracts states that employees who leave within five years of receiving intensive training need to pay back the cost incurred at a rate of 20% per year remaining of the five-year limit. This provision has proven to be successful.

Retention

The most important and difficult factor for any company operating in China is employee retention. Besides the fact that companies with high retention rates are more cost-effective, maintaining stability in the ranks allows for stronger personal bonds within the company. This is particularly important when operating in a Chinese cultural framework.

In Kunming, Firmenich is fortunate to face a relatively low level of competition. Its practices have made it one of the top preferred employers in the area, and employee turnover is very low. Once employees make it pass the probation period, they usually remain for long periods of time. A mere handful of people have voluntarily left the company in the past 12 years, and all of them had been with the company for a minimum of five years.

Of course, much of the retention comes down to the package the company offers to employees, including:

- Housing
- Insurance
- Safe environment (including safety training)
- · Opportunities for advancement
- Competitive salary

Firmenich ensures that it pays above the market average for both regular base salary and social benefits, plus free living quarters for lower-salaried employees.

Motivation

The key to retention is motivation. Firstly, it is the glue that binds employees to the company, by helping them to seek personal satisfaction, at the same time giving them a stake in the success of the company. Secondly, motivation is what ensures that retention of employees is actually cost-effective for the company. It would not be desirable to retain employees who are not performing at the desired levels.

Motivation for Firmenich is based on encouraging employees to develop a sense of belonging to the company as wellas a sense of Case Study /案列分析

ownership. This means demonstrating to people that they are the company's most valuable assets.

This involves a variety of complex incentives, including:

Training

Firmenich offers continual training beyond the initial probation period, such as professional training classes and language classes to enhance employee skills.

Labor Union

Firmenich has established a Company Union in order to facilitate a number of transactions between management and staff, and to ensure smooth communication between the two. Employees are encouraged to seek out Labor Union representatives for problems they may have, whether work-related or private.

Staff Meetings

The Executive Committee holds quarterly staff meetings whereby employee questions are answered by the management and problems are brought to their attention. This also allows the management to keep the staff informed about local operations results and bonus system results.

Performance Evaluations

Firmenich evaluates the employees' performance twice a year under the Group's system – Managing and Appraising Progress and Performance (MAPP). The score is used to calculate the following year's pay raise, and for some eligible employees, their Company Performance Incentive (CPI).

(上接第66页)

我们认为15日准备时间过于紧迫,建议延长。另外,应该 规定更为详细的法规,例如对文档质量的指引,同期文档的性质 等。

4.转让定价调整的起点

根据该讨论稿,如果受测企业利润水平低于可比企业利润率区间中位值的,原则上按照不低于中位值调整。

该条款对于企业利润水平调整的要求十分严格。换句话说,如果纳税人用传统的转让定价方法计算出自己处于四分位区域中却低于中位值的,税务审查人员可自行调整为中位值或高于中位值,因此,该规程仅仅认为四分位区域是用来找出中位值的工具,而并非纳税人利润水平可合理的低于中位值的区域。我们认为调整点除了中位值之外,还可以包括从低分位至高分位的其他值,这也是国际标准。但当纳税人没有准备同期文件时,国税局则有理由将利润水平调整为中位值而不采用低于中位值的数值(例如,如果纳税人未准备转让定价文档,则根据第四十二条调整)。

5.信息披露

规程不仅要求各种税务信息披露申报表,某些条款还要求企 业披露相当多的境外集团层面的财务数据。

然而,过多的信息披露要求会给纳税人带来很大负担。我们 认为减少新表格的数量,并且/或者将现有的相关表格制定的更为 完备是更有效率的方法。至于境外集团层面的信息,信息要求应 该完全符合税收协定中有关信息共享条款的规定。外资企业则很 难达到境外关联企业公证的财务报表要求。

Performance-Based Incentives

Firmenich has a corporate bonus system based on the Group results of every quarter and a local bonus system based on the yearly result of the operation. On top of these are annual pay raises, determined by the performance reviews. Annual and quarterly bonuses and raises are complemented by regular internal promotions which are consistently favored over external recruitment.

Company Culture

Firmenich holds a number of events, designed to enhance company culture, including an annual Sports Day, an annual dinner with raffle prizes for all the employees and a variety of other social events to create a friendly environment.

Since employees remain for the long-term with Firmenich, they are encouraged to think of the company as a family. Firmenich tries to help employees with personal matters when they arise, either through the company Labor Union or directly through the HR department.

Conclusion

Firmenich's long tradition as a family-owned business continues to guide its HR practices today, even in China. These practices, which foster a close and familiar working atmosphere while providing incentives to employees, serve well in retaining and motivating talent. These factors, combined with its strong position within the local job market, are what have allowed Firmenich to attain its HRM success in China's complex business environment.

纳税人在规程最终定稿之前应做哪些准备?

通过我们与国税局的不断讨论,现已明确关于转让定价、新企业所得税法及其实施细则、以及该规程的实施,纳税人将不享受宽限过渡期,故纳税人需在2009年5月31日前准备好转让定价文档,这意味着从现在起需要调动安排内部及外部的资源。我们与在中国经营的跨国集团合作的经验是,他们通过多个法律实体经营,既有纯粹国内的交易,也有跨国的关联交易。

纳税人当前第一步需要确定该规程对其所有在华法律实体的 适用性,确定哪些实体不需要文档准备而哪些需要部分或全面的 文档。

第二步,纳税人需确定该企业全球转让定价主体文档之中国 部分的适用性,纳税人是否可以利用在中国以外准备的文档,以 免浪费时间及资源在重复的信息搜集上。

第三,纳税人需从中国的角度考虑其各实体是否有与中国相 关的其他工作需要落实。

最后,纳税人需在从现在到明年春天这段时间内完成这些工 作。

总之,中国在转让定价法规框架方面已经加速改革进程,随着该规程的最后出台,也具备了与其主要贸易伙伴相对应的法规依据。以中国目前的全球贸易角色而言,新企业所得税法及其实施细则与该规程事实上已非常详尽而合理,其很多方面都采用了其他国家的最佳方法,虽然与其他的税务法律法规一样也会有不确定性,但这已经是一次大的飞跃。

本刊物所载资料以概要方式呈列,旨在用作一般性指引,不能替代详细研究或作出专业判断。安永中国或安永全球机构中任何成员概不对任何人士根据本刊物的任何资料采取或不采取行动而引致的损失承担任何责任。阁下应向适当顾问查询任何具体事宜。

CREATING A CLIMATE OF TRUST IN A WORLD OF UNCERTAINTY

SICPA PRODUCT SECURITY PROVIDES LEADING SOLUTIONS AND TECHNOLOGICAL PLATFORMS TO DETER COUNTERFEITING AND DIVERSION IN EVERY FACET OF PRODUCT AND BRAND SECURITY, AUTHENTICATION AND SECURE TRACK & TRACE.







"This is God's Art"

"Stone appreciation" is not a mountain sport but an art form

Interview, Fabian Gull



He had been introduced to me as a former army instructor of the Chinese Army, with strategy and tactics as a special field, but whose "other" interest is in collecting stones. And there I was, standing in front of this huge wooden door on the fifth floor of a new and trendy building in Yang Pu District of Shanghai without really knowing what to expect. Mr. Liu Jian Jun (54) welcomed me and let me in. The sight before my eyes was just unbelievable. A huge showroom of 1800sqm filled with the most beautiful and impressive stones I have ever seen in my life. Not ground not polished "jewelrylike" stones, but stones which got their shape, color, smoothness and sometimes even transparency from being exposed to the forces of nature. These stones were created by water, wind and sun over thousands of years and I felt like I was looking back through time. Some stones appear with a little imagination - like animals. Mr. Liu calls it "his zoo". It features a for example panda, a frog, bull, baby whale and even Donald Duck.

Mr. Liu, this is not how I usually start interviews, but what I see is simply breathtaking!

Thank you. Most people's reaction is like yours when they first come here.

Is this a public museum?

No. This is just my private collection which is not open to the public. I love to spend time in this peaceful and quiet atmosphere just enjoying my stones, sometimes with other stone lovers, sometimes alone. On rare occasions I welcome small groups, this year only once so far. I welcomed a group of over 40 stone loving Generals and Admirals to appreciate my stones and a piano concert. This autumn for example, the former French President Jacques Chirac, showed his interest in visiting my collection.

How did this all start?

There is definitely my father's influence. He was a soldier. He fought the Japanese, then with Chiang Kai Shek and then the Americans in Korea. After coming back from Korea he spent a lot of time in hospitals. This is when he started

to appreciate nature and art, basically everything peaceful. He started collecting some ancient items and stones. So I also started collecting stones as a kid. Later on when I served in the army for 20 years I didn't have time.

And after you left the army?

Then I worked for American and European companies for seven years as their Chief Representative in China before I started my own business. I was fed up just following instructions. I started importing wood from all over the world to China, then doing wood items in our own factories here for the local market. Today, we don't sell anything in China anymore but re-export everything to the rest of the world. But let's talk about art! This is way more interesting!

Is collecting stones a Chinese thing?

Today it's a global thing. But it started in China more than 2500 years ago. Today, there are more than 5 million stones collectors in China. In Japan, "stone appreciation" became popular maybe 150 years ago.



A mother carrying her baby on her arm. What do you see?

Are you dealing with stones to make a living?

No, I am purely collecting for pleasure. I buy a lot of stones. I don't know anybody else in the world who spends as much money for stones as I do...

...and has a nicer collection?

People say so, yes. About 60% of all top stones in China are in my hands.

You must get a lot of offers from people who want to buy your stones.

Yes, I do. From friends or from other stone lovers. The values of these stones are sky rocketing at the moment. Compared to 8 years ago, their value is 25-30 times up. But I never sell any of my stones.

Never? Come on! You are also a successful business man!

I never do this.

Not even in exchange to get another one you would like to have?

No need. If I want one, I buy it. I love my stones as my "babies" and babies you don't sell (laughing).

So how big is your family?

I have about 5000 stones. What you see in this showroom are about 120 of my preferred ones. But the most beautiful ones I keep at home. Besides, do you know the difference between stock markets and stones?

No.

Shares go up and down. Stones only go up (laughing)!

Why do you collect stones and not let's say cars or paintings?

There is one big difference. Cars are men made. And so are paintings. I collect art created by God. Any kind of man made art cannot be compared with God's art. I might appreciate human arts for a moment, but I never get thrilled like when I look at stones.

Are you a religious person?

No. But when I became older I started to believe in God or Buddha keeping justice.

Do you also have a scientific interest in stones?

Not much, no. I think scientists collect boring stones.

Where are the best stones from?

The best river stones are from Guanxi province. The best desert stones are from Inner Mongolia.

And how do you get them?

I used to work with agents on site. But now I travel the world by myself.

You are also a detailed observer of politics. What's the biggest threat that could endanger China's future?

I don't see anything fatal. Of course we have problems, but they are all resolv-

able. I have not doubts that we will solve the pollution issue. Similar to Japan which had worse pollution problems in the seventies. The Chinese government is the strongest government in the world. This helps. The development in China also helps the Western world. What would a western lifestyle look like without products made in China?

No economic hype?

I can't see this. China is still growing up. Like a hungry teenager who can eat enormous amounts of food without having the negative side effect of gaining weight! Our government is setting the right priorities and the new leaders are more experienced than the ones some 15 years ago.

How do you feel about the way the West looks at China?

In Principle, the West does not understand China! They don't realize that freedom and democracy of their standards might be something good elsewhere but can also cause a lot of problems in a country like China! At the moment, democracy simply doesn't work here! It takes time. Even in the future, Chinese democracy and freedom will be different from the West. China has learned a lot from the West. But the West also has a lot to learn from China. This will help people to become a better understanding of each other in order to achieve a better development for the whole world.

"这是上帝的艺术"

"石头鉴赏"不是山地运动而是一种艺术形式

访谈: 方必安



朋友把他介绍给我的时候我只知道他是一位 专攻战场策略和战术的中国军队退役军事教 员,而现在他是一位收藏奇石的专家。我站 在上海市杨浦区一幢新式大楼的五楼,面前 是一扇巨大的木门,对于即将发生的事我一 无所知。54岁的刘建军先生很热情的欢迎我 的到来并请我进入屋内。随后,呈现在我眼 前的一切令我难以置信。我有生以来所看到 的最漂亮、最动人的石头摆设在这间1800平 方米的巨大展览室里, 这些未经雕琢的如珠 宝般的石头,无论是形状、颜色、光滑度还 是透明度,都是大自然的力量使然。经过上 千年的风吹日晒与水蚀,看到这些石头仿佛 看到历史。只要运用你的一点点想象力,你 就会发现一些石头看起来像动物,在刘先生 的"动物园"里有熊猫、青蛙、牛、幼鲸甚 至还有唐老鸭。

刘先生,我通常不是这样开始采访的。但是 我眼前的这一切都太不可思议了!

谢谢。很多人第一次来的时候都是像你这样 的反应。

这是一个公开的博物馆吗?

不是。这些都是我个人的收藏,不向公众开放。我喜欢一个人或与其他的奇石爱好者一起在这样安宁静谧的气氛中欣赏我的石头。也有很少的时候我会邀请一小组人来参观,但是今年还只有一次,有40多名奇石爱好者来到我的展览馆欣赏这些奇石和钢琴音乐会。法国前总统希拉克对我的收藏很感兴趣,希望在今年秋天来参观。

你是如何开始这一切的呢?

这与我父亲对我的影响是分不开的,我的父亲是一名军人,他曾与日本人、蒋介石以及在朝鲜的美国人作战过。抗美援朝之后,他很多的时间都在医院里接受治疗,也就是这个时候,他开始对一切平和的自然事物及艺术产生兴趣,并收藏了很多古老的东西以及石头。于是,在我还是一个孩子的时候就开始收藏石头,但是我在军队服役的20年间因为没有时间而中断了。

那么在你离开军队之后呢?

我曾担任美国和欧洲公司在华的首席代表,

随后,我就开始了自己的事业。我按照别人的指导,从世界各地进口木头,然后对木头进行加工以满足国内的市场需求。现在我们的产品不再提供给国内市场,而是反过来再出口到国外。我们还是来谈谈艺术吧,这个会更有趣!

收藏奇石是中国的传统吗?

现在全世界都有人在收藏石头,但是它开始于2500多年前的中国。目前中国有500多万名石头收藏专家,而在日本,"石头鉴赏"是从约150年前开始的。

你依靠买卖石头为生吗?

不,我收藏石头主要是因为爱好。我买了很多石头,不知道世界上有没有其他人像我一样在石头上花这么多钱······

……并且都是很好的收藏品?

人们是这么说的。中国60%以上的最好的石 头都在我这里。





肯定有很多人想买你的石头吧?

是的。有的是我的朋友,有的是石头爱好者。与8年前相比,现在这些石头的价值是天价,涨了约25到30倍之多。但是我从来不卖我的石头。

从来不卖吗?可是你是一位很成功的商人啊! 从来不卖。

甚至也没有为了得到另一块你想要的石头而 与别人进行交换吗?

没有这个必要,如果我想要就会买下来。我 像爱自己的孩子一样爱这些石头,没有人会 卖自己的孩子的(笑)。

那么你总共有多少块石头呢?

我有约5000块石头。你在这间展览室里看到的只是其中我比较喜欢的120块,最漂亮的石头我把他们放在家里。对了,你知道股票市场和石头的区别吗?

不知道。

股票价格会上下起伏,而石头价格只会往上 涨(笑)!

你为什么收藏石头而不是汽车或是油画?

有一个很大的不同是,汽车和油画都是人造的,而石头是上帝的艺术。任何人为的艺术都不能与上帝的艺术相比。我可能会短时间内喜欢人类艺术,但是他们带给我的震撼是远不能与这些石头相比的。

你信仰宗教吗?

不。但是当我慢慢变老的时候,我开始相信 上帝或是佛祖会主持公正。

你对石头有科学研究方面的兴趣吗?

没有。我想科学家收集的石头一定都很无趣吧。

最好的石头来自哪里呢?

河水里最好的石头在广西,沙漠里最好的石 头在内蒙古。

你是怎么得到这些石头的呢?

以前我会通过当地的代理人,现在我开始自己在全球各地寻找奇石。

你同时也是一位政府政策的观察员,目前威胁中国未来发展的因素是什么呢?

我没有看到很严重的问题。我们是存在问题,

但是他们都是可以解决的。如对于污染问题的解决我也毫无疑问,正如日本在上个世纪70年代有更严重的污染问题一样,中国政府作为世界上最强的政府,肯定会解决这个问题。还有一点不能不提的是,中国的发展也帮助了西方国家。如果没有中国制造的商品,西方人的生活方式会变成什么样子呢?

也没有经济上的炒作吗?

我没有看到。中国仍在不断增长,就像饥饿的青少年一样,吃再多的食物也不会引起如体重增加等负面的作用!我们的政府设定了正确的优先次序,现在的领导人比15年前的领导人更有经验。

对于西方人看待中国的方式你是怎么看的?

西方人不了解中国!他们不知道他们的民主和自由的标准在他们国家可能适用,但是在像中国这样的国家就会引起许多问题!目前民主在中国不起作用。即使在将来,中国的民主和自由还是会和西方不同。中国从西方学到了很多,同时,西方人也有很多要向中国学习。这样可以增强相互之间的了解,使整个世界有更好的发展。

"No Longer Exotic"

Swiss gallery owner Lorenz Helbling of Shanghart Gallery on contemporary Chinese art

Interview, Fabian Gull

How did the global recognition of Chinese art change in recent times?

People discover Chinese Art in waves. Important was the Venice Biennale 1993 which marked a kind of beginning of modern Chinese art abroad. Today, China has its clear share in the art world. Some ten years ago, Chinese art was something really exotic. This is no longer the case. And its' recognition will further go up. What did not really happen so far in the art world is a discussion of what Chinese art is about. Overseas, the awareness that China is not only a fascinating country - but also has a vibrant and broad art scene - increases faster in Europe than in the US. In Asia, Hong Kong has always been a centre for Chinese art.

How about contemporary art?

China is historically very strong in ink painting and landscaping. But nowadays, people get more interested in contemporary art. The art segments like painting, videos, and sculptures, overlap. In general, Chinese artists seem to be less fixed on just one segment. Plus, Chinese art develops in many different directions, which makes it very interesting.

Do prices go crazy?

Only for very few Chinese artists. I am talking about a bunch of 5-10 whose works reach international record prices. In earlier days, there were less people interested in Chinese art, but they had a deeper understanding. This has really changed. Buyers today can't even spell the names, and even worse – they don't even care about it.

Do affluent Chinese buy local art or are they more after foreign art?

Well, collecting is not really a big thing yet in China. But many are indeed interested in modern Chinese art. Also because it's easier to get. If you want to buy foreign art you have to go to Europe or the US.

Art as investment?

I never considered art as an investment.

That's difficult to believe. You make a living out of buying art and selling it at a higher price. This is a classic investment.

Yes, in a way. But the crucial question is: what is in the centre of attention? Is it business or is it affection for a piece of art? Business for me is just a means to an end. But never my key focus.

What is good art?

In contemporary art, it has be innovative, original. It has this link to the time - it's daring and surprising. And sometimes it even helps you to understand the world a little better.

"不再奇异"

瑞士香格纳画廊主人Lorenz Helbling谈论中国艺术趋势

访谈: 方必安



最近世界对于中国艺术的认知有什么样的变化呢?

中国艺术的发展有不同的浪潮。比较重要的有标志着中国现代艺术国际化的1993年威尼斯双年展。当前,中国已经开始在艺术世界里占有一席之地,而不再像10年前那么奇异。人们对于中国艺术的认知程度也在不断加深,人们现在开始讨论中国艺术到底是关于什么的,这在以前的艺术世界里没有发生过的。在海外,欧洲人比美国人更快的认识到,中国不仅是一个吸引人的国家,还是一个拥有充满生机且广阔的艺术背景的国家。在亚洲,香港是中国艺术的中心。

现代艺术呢?

中国历来在墨绘和风景画方面都很突出。但是现在人们对现代艺术更感兴趣,艺术种类有油画、视频和重叠浮雕等。总的来说,中国的艺术家并不专注于一种艺术种类。另外,很有意思的是中国的艺术正朝很多不同的方向发展。

中国艺术品的价格是不是贵的离奇?

只有极少数的艺术家的艺术品是这样。我说的是5到10个作品价格达到世界纪录的艺术家。在早期,除了个别对中国艺术有很深了解的人之外,很少有人对中国艺术感兴趣。这种情况发生了很大的改变,有的买家甚至不能读作者的名字,而他们也根本不在乎这些。

收入较高的中国人买本地画比较多呢还是更喜欢国外的艺术?

目前中国收藏画的人并不多,但是有很多人对中国艺术很感兴趣。当然这也因为中国画很容易买到,如果要买外国画就必须到欧洲或是美国。

你会把艺术作为投资吗?

我从不把艺术当成投资。

我不相信。你依靠低买高卖艺术品为生,这是很经典的投资。

从某种方式来说是的。但是很重要的问题是: 你关注的中心是什么? 是生意还是对艺术的爱好? 做生意只是我达到目的的方式, 绝不是我所关注的。

什么是好的艺术品呢?

在现代艺术里,创新、原创、时间关联、大胆、出奇等都是重要的因素。好的艺术品有时会帮助人们更了解世界。



The first Green Industries Cluster of 7.3 km2, is fully infrastructured and ready for occupation

WHEN P.

URBAN PLANNING - MUDI Shanghai

1 Guangfu Road, Shanghai, 200070 - Roland(Mr)Winkler Tel +86 21 6381 8852 Fax +86 21 6381 8852 Mobile +86 13764018692 Email : winkler@mudi.com

BUSINESS DEVELOPMENT - DIGIMEF Ltd

21 Bedford Square UK London WC1B 3HH - Andrea (Mr) Benazzo **SWITZERLAND** - Via Cantonale 27 - 6928 Manno (Lugano) Tel +41 91 9450476 Fax +41 91 9450478 Mobile +41 76 3906188

CHINA - Rm 401, 4F Jinyan Bdg, No. 847 Yanan(M) Rd, Shanghai 200041

Tel +86 21 62898659 Fax +86 21 62898572

Mobile +86 15800391590 Email : abenazzo@digimef.net

- The ideal spot for a Sustainable New City with Chinese Characteristics
- · The future China Sustainability Pole

SHANGYU, ZHEJIANG, CHINA 312369

TEL: 86-575-8273 3222 FAX: 86-575-8273 9933 www.hzwsyia.com



→ SYIA 浙江杭州湾上虞工业区



Chinese Art Market Remains Buoyant

Art market blossom makes Hong Kong the world's third most important auction hub

By Karen Winton



by international auctioneer Christie's are to be believed, then the market for Chinese art remains buoyant despite the uncertainty in global financial markets and economies. At the Christie's auction on 24 May, "Mask Series 1996 No.6" by Chinese artist Zeng Fanzhi sold for almost US\$ 9.6 million, a new world auction record for any Chinese contemporary artwork. This was the first time that Zeng's diptych of eight masked youths with red scarves linking arms had been offered at auction. Its ultimate price was more than two and a half times its estimate and made it the most expensive Asian contemporary artwork ever sold at auction.

Zeng wasn't the only Chinese contemporary artist to enjoy success at the Christie's evening auction. Yue Minjun's "Gweong-Gweong" sold for HK\$54.1 million (US\$6.9 million), and Zeng and Yue now belong to the exclusive group of

Chinese contemporary artists that includes Cai Guoqiang and Zhang Xiaogang whose works have sold for US\$6 million or more.

Fervour for Chinese contemporary art

Jonathan Stone, Christie's International Business Director for Asian Art, was quoted in post-auction media reports as saying that there is an international fervour for Chinese contemporary art. He said that of the top 10 buyers at the May auction in Hong Kong there were private buyers from both Asia and Europe. Indeed, the surge in international demand for Chinese art in recent years has made Hong Kong the world's third most important auction hub after New York and London. But will this fascination with the genre continue?

Hong Kong has been intertwined with the Chinese contem porary art scene since it first began to appear outside China in the early 1990s. For collectors, the art is controversial because





as a form of expression it was either suppressed or dictated, used as a propaganda tool to communicate with the masses.

The mainland artists who are currently setting auction records derive from the 1990s, a period during which the politically inclined art was very much subversive. Zeng and Yue are leading lights of this generation of Chinese artists. Misinterpretation of their art as criticism of the Chinese Government led to its becoming underground and many artists in China had no choice but to exhibit overseas. Hong Kong benefited because it is geographically so close to China. Even now, despite the fact that China is more open and its art market blossoming with hundreds of galleries in Beijing and Shanghai, Hong Kong galleries are still major players in the genre.

Dialogue between viewer and art piece

As one of Hong Kong's leading gallery owners and a proponent of Chinese contemporary art since her father established the gallery in 1992, Nicole Schoeni travels to China every two months to find new and young artists. But she says it is increasingly hard to find work that inspires her. "I go very much on intuition and emotion when it comes to art, and I think that what is really important is that there is a dialogue between the viewer and the art piece itself. A lot of the young Chinese artists - and it's totally natural with the environment now - can't help but think about the dollar sign," she says.

An artist has to constantly evolve to get onto the international platform, says Schoeni, and many of the young artists in China think it's possible to keep painting in the same style as the group of well-established Chinese artists from the 1990s who are reaching the highest prices at auction right now. "That generation of artists and the younger generation are worlds apart. The younger generation don't quite understand the older generation and how they suffered and struggled for a decade and only now are they really on the international platform. It's also a generational thing - the younger artists paint today and want the reward tomorrow. But reality is not like that; an artist's career is a slow process, a step-by-step process," she says.

The art of buying

Buying art is, or rather should be, an intensely personal experience. Given the recent record-setting auction prices,

however, Chinese contemporary art has become irresistible as much for its investment potential as its controversial nature. As a gallery owner who is in the business for the love of the artworks, being approached with the sole purpose of providing investment guidance can be overwhelming, says Schoeni. She also points out that buying this genre as an investment is much tougher than many people seem to perceive because there are no guarantees, especially for younger and emerging artists that haven't quite got established yet.

Unlike other galleries and artists, Schoeni says she won't follow auction prices as a benchmark because it's too risky. For example, two small works of 35 x 35 centimetres by Yu Chen, one of Schoeni's artists, sold recently at auction for HK\$420,000. That is Schoeni's price for Yu's larger works."If I then raise Yu's price in relation to that auction result there is a danger of her market dropping and I can't then reduce the prices. So I have to be very careful whom I sell to because someone could buy something from me today, put it in the auction, flip it and make the profit. One of my conditions of sale is that the buyer does not put the work in an auction for at least three years. But that's quite hard to control at the end of the day. I can only ask," she says, wryly.

Artist's background

For those who want to set aside five to 10 percent of their investment portfolio for a boutique investment in art, there are some key things to consider. First of all, make sure that you find out about the artist's background. What exhibitions has he or she has completed, what publications have their work appeared in, and more importantly, what is the respective gallery going to do for them in the future.

The Christie's auction in May showed just how hot the Chinese contemporary art market has become in the past couple of years. There are indications, however, that it might be heading for a slowdown. Schoeni says that some of her clients are being more selective but also notes that two years ago she thought the market had peaked. "When I look at prices in 1995 it is unfathomable. I remember when my father first started the gallery, he had to convince his friends to buy Chinese art. At the time, people questioned the art and its value."

中国艺术品市场保持活跃态势

艺术品市场的繁荣发展使香港成为全球第三大拍卖中心

作者: Karen Winton

日,国际拍卖行佳士得在香港进行中国艺术品的拍卖活动。从其结果不难看出,中国艺术品市场现今仍保持活跃态势——尽管当今全球金融市场和全球经济存在一些不确定因素。5月24日,在佳士得拍卖会上,中国艺术家曾梵志的《面具系列1996 No.6》以近960万美元的高价被拍下,创下中国当代艺术品拍卖最新世界记录。此为曾先生双连画的首度拍卖。画中,八人戴着面具并肩而立,脖子上都系着红领巾。其最终成交价超出了估价的2.5倍,因而成为有史以来拍卖会上成交额最高的亚洲当代艺术作品。

在佳士得夜场拍卖会上,曾先生并非唯一一位获得成功的中国当代艺术家。在此场拍卖会上,岳敏君的《轰轰》以5410万港元(690万美元)成交。曾先生和岳先生目前均为中国当代艺术家专家小组成员,其中包括作品售价均在600万美元或更高的蔡国强和张晓刚等艺术家。

中国当代艺术热情

佳士得国际商务亚洲艺术总监Jonathan Stone在拍卖会后的 媒体发布会上表示,中国当代艺术已激起了一股国际热情。他说 道,五月香港拍卖会的十大买家中不乏来自亚洲和欧洲的私人买 家。确实,近年来,国际社会对中国艺术品热情高涨,从而使香 港成为继纽约和伦敦之后的全球第三大拍卖中心。然而,对这一 艺术流派的热情会持续高涨吗?

香港艺术品于上世纪90年代早期首度在国外亮相,自此,一直与中国当代艺术联系紧密。然而,对于收藏家而言,此类艺术尚存争议,因为作为一种向大众宣传的舆论工具和表达方式,其作品往往或被禁止或被强制。

创下目前拍卖记录的大陆艺术家的作品均诞生于上世纪90年代。那时,艺术均被涂上政治色彩,此举危害性极大。曾先生和岳先生为这一时期中国艺术界的先驱。对这些艺术的误解(即将其视为对中国政府的批判)使其难见天日。那时,众多艺术家们别无选择,只好将其作品带往海外展出。香港因其靠近中国大陆而大为受益。即便在今天,尽管中国大陆对外更加开放,艺术品市场遍地开花,仅在北京和上海就开办了数百家画廊,香港画廊仍在这一艺术流派中发挥主导作用。

观赏者与艺术品间的交流

作为香港顶级画廊的经营者之一,同时作为中国当代艺术的支持者,Nicole Schoeni自其父于1992年开办画廊来,每两个月就会寻找新的和年轻的艺术家,更重要的是为了发现新的年轻艺术家。但是,她说道,如今要找到能够激起她灵感的作品已越来越困难了。她坦言:"从艺术角度讲,本人十分注重直觉和情感。我认为真正重要的是观赏者与艺术品本身间的交流。许多年轻的中国艺术家们会情不自禁地想到作品的售价,当然,从目前环境看,这也是很自然的。"

Schoeni 还说道,一名艺术家需不断提升自己,致力于在国

际舞台的发展。而在中国,许多年轻的艺术家们却认为能够与上个世纪90年代的知名的中国艺术家们(这些艺术家们在今日拍卖会上均创下最高成交额)保持相同的艺术风格已足以。她继续说道:"现在年轻的一代艺术家们与那个时代的艺术家们其实相去甚远。年轻的艺术家们并不十分了解老一代艺术家们的奋斗历程,不知道他们经历了多少艰辛,奋斗数十载,方才真正登上当今的国际舞台。同时,这关乎到一个世代问题——年轻一代的艺术家们于今日创作,心中却构想着明日的荣耀。然而现实往往事与愿违,艺术家的职业生涯是一个一步脚印,缓慢前进的过程。"

购买的艺术

购买的艺术是(或更确切地说应该是)一种强烈的个人体验。但是,从近期屡屡创下记录的拍卖价格来看,中国当代艺术已经因其投资潜力及具争议的本质令人无法抗拒。Schoeni说道,作为一名艺术品热爱者,继而成为一位画廊经营者,接近艺术仅为提供投资指导。她还指出,购买这一流派的作品作为投资,并不像许多人想象的那样简单,因为它不存在任何保证,特别是对羽翼未丰的新的年轻一代艺术家们而言。

不同于其它的画廊和艺术家,Schoeni表示她不会将拍卖价定为基准,因为这样做风险太大。举例而言,Schoeni 画廊的一个艺术家陈余的两幅35 x 35厘米的小型作品近期在拍卖会上以42万港元价格成交,此为Schoeni对陈余大型作品的定价。她不悦地说:"如果我根据拍卖会价格抬高陈余的作品定价,那她的市场欢迎度就有可能下降,但在那时我又无法降低其作品价格。因此,我必须十分谨慎小心地选择我的买家,因为有人可能在今天从我这里购买一些作品,随后会放到拍卖会上转手,从中获利。我的一个出售条件为:买家在购买后至少三年内不能将作品拍卖。但是,这到后来很难控制,我只能提出自己的这一要求。"

艺术家的背景

对于那些愿意将5%-10%的投资资产组合用于投资艺术经营行业的人来说,需考虑一些关键性问题。首先,须确保您能获悉艺术家的背景资料,如,他/她已经参加了哪些展会,其作品曾经刊登在哪些出版物上,更为重要的是,未来为其提供服务的相应画廊为哪家。

五月的佳士得拍卖会向我们展示了过去几年来中国当代艺术 品市场的繁荣景象。但同时也有征兆表明,其也有可能会走下坡 趋势。

Schoeni表示,她的一些客户现在变得更加挑剔,同时,她提到,两年前她就认为艺术品市场已达到顶峰。她说:"1995年,当我关注艺术品的价格时,它是深不可测的。我记得在我父亲最初开办此画廊时,他需要说服他的朋友来购买中国艺术品。那时的人们对艺术品及其价值均持怀疑态度。"

"Every Bank Note is a Piece of Art"

Interview, Batiste Pilet, SwissCham Beijing



"Money is an ambassador for a country, a culture and a social situation", says Swiss artist Roger Pfund.

With "Beijing 2008" at the Olympic Museum in Lausanne and "Roger Pfund" at the Today Art Museum in Beijing, Switzerland's most famous bank note and passport designer has a multi-faced rendezvous with China in 2008. The Today Art Museum organized an exclusive exhibition of Roger Pfund's art pieces on display for the first time in May of this year. The exhibition was an overview of his work in four domains: painting, graphic design, bank notes and architecture. It was also a first for Today Art Museum to dedicate the entire venue to one exclusive artist.

Roger Pfund, where does your passion for bank notes come from?

Well, once you have touched the world of bank notes, you get passionate! I think that it's one of the most popular printed materials and it is somehow an ambassador for a country, a culture and a social situation. It has a value, it is signed, dated and numbered. So each piece is an original! To take an example, if you like Salvador Dali, and you take one of his lithography pieces - it is also numbered, dated and signed and it has a value. The only difference is that the value is not written on it (laughing)! When I entered into the world of bank notes, I was a painter and had the opportunity to participate in the competition for the new Swiss bank note at the age of 25 way back in 1969. I was the only young designer among the 15 best designers in Switzerland, and I won the first prize. That's how I came into this job. However, I have always carried on my activites as a painter.

Are there many designers specialized in bank note design?

No, there are some in Germany and in Holland. In Switzerland, we are only two. But I am the most experienced because I am the oldest one (laughing). I started in 1969, and since 1971, I have been working for the Swiss National Bank up till now. Presently, I am part of the working group for the new series of Swiss bank notes for 2010. We chose a new artist - a lady - who will do the design, and we will coach her at the same time.

Isn't it frustrating to work under so many constraints and requirements?

Not at all! There is a design brief in which you have a lot of freedom. Imagine taking a football field and then you say each centimeter of the field is important; then you reduce it to the size of a bank note, and you see that there are plenty and enormous possibilities! Neither the colors nor the size are a constraint. And, the design brief concerning security is very exciting, because you have to find solutions - which is the most important factor in the working process.

How do you gather ideas for the design of official documents?

There is a huge amount of research to

be done before you start designing. You have to define what is possible to display on a bank note, what topic to choose since there is always a topic for each bank note and each series. Let's take the current Swiss series as an example, the topic is culture. Le Corbusier represents the 10 franc note, the 20 is a musician. the 50 is an artist, 100 is a sculptor, 200 a writer and the 1000 is a philosopher. You have to find a system and then start a very broad research about what document you can use to bring elements into the bank note which would be interesting for people to look at as well as to let them understand something.

In this process, do you usually work alone?

I have a studio in Geneva with 15 people. There are some graphic designers, some architecture designers, some art historians, intellectuals and economists. When we start working on a bank note, we get together to think about what we want to say.

What is your impression of Chinese contemporary art?

I try to see as many expositions as possible every time I am in Beijing. Even though there are some art pieces I cannot live with, that I cannot understand, that I just don't like, I am in general positively surprised by what I see here, especially paintings and sculptures.

"每张钱币都是一件艺术品"

访谈: 白松德, 中国瑞士商会-北京



瑞士艺术家普杰说:"钱币是 一个国家、一种文化和一种 社会形态的代表。"

在洛桑奥林匹克博物馆的"北京2008" 展览和北京今日美术馆的"普杰"作品展 上,这位瑞士最为著名的钱币与护照设计 师展示了2008年多彩多姿的中国。5月, 今日美术馆首次组织了一次普杰艺术作品 专场展会,全面展出了他在绘画、图形设 计、钱币和建筑等四个方面的作品。这也 是北京今日美术馆第一次将所有的展出场 地完全提供给一位艺术家。

普杰先生, 你对钱币设计的激情来自哪里?

一旦你进入到钱币的世界里,你就会获得 无尽的激情,我想它们是世界上最为流行 的印刷品,在某种意义上是一个国家、一 种文化、一种社会形态的代表。举例来 说,如果你喜欢萨尔瓦多•达利的话,你 就知道他的一种平版印刷术,作品上也有 编号、日期和签名,也有价值,唯一不同 的是其价值并没有写在作品上(笑)! 当初我进入钱币的世界时,我还是一名画 家,有机会于1969年参加了瑞士新钱币的 设计竞赛, 当年我25岁。我是15名最优秀 的设计者中唯一一名年轻的设计师,并获 得了第一名。我就是这样入行的,但是我 始终都没有忘记自己是一名画家。

是不是有很多专注于钱币设计的设计师?

并非如此,在德国和荷兰等国的确有一 些,但是在瑞士只有两位,我是其中最有 经验的,因为我年龄最大(笑)。我于 1969年开始这项工作,于1971年开始为 瑞士国家银行服务至今。现在,我是瑞士 2010年新系列钱币设计小组的一员,我们 还挑选了一位新的艺术家, 是一位女性, 她将进行设计工作,同时接受我们的指 류。

在很多限制与要求下工作,难道不令人沮 丧吗?

完全不会, 在设计大纲内你有很多自由, 想象一下如果你设计的是一个足球场,在 你看来每一厘米场地都是重要的,然后将 它缩小到一张钱币的大小,你就会看到自 己有很多设计可能,颜色和尺寸都没有限 制。而且设计大纲中关于安全性的部分是 非常令人激动的,因为你必须寻找解决方 案,这也是整个工作过程中最为重要的。

你是如何搜集设计官方文件理念的?

这是设计开始之前需要完成的研究工作, 工作量非常大,你必须明确可以在一张钱 币上展示什么,选择什么主题(每种钱币 和每个系列都有一个主题)。以目前的瑞 士钱币为例,其主题就是文化。勒•科布 西耶代表着10法郎,20法郎是一位音乐 家,50法郎是一个艺术家,100法郎是一 位雕塑家, 200法郎是一位作家, 1000法 郎是一位哲学家。你必须选择一个体系, 然后开始进行广泛的研究,决定可以在钱 币中使用哪些元素,激起人们的兴趣,也 使大家能够理解其中的意思。

在这一过程中,你通常是单独工作的吗?

我在日内瓦有一间15人的工作室,其中 有图形设计师、建筑设计师、美术历史学 家、知识分子和经济学家。当我们开始设 计钱币时,我们会聚到一起讨论我们所要 表达的内容。

你对中国当代美术的印象如何?

我每次到北京都会尽可能多地看展览,虽 然其中有少数艺术作品我不能接受,不能 理解或不喜欢,但是我对自己所看到的一 切感到认可和吃惊, 特别是那些油画和雕 塑。



New Business Centres in Greater China

Fully-equipped, ready-to-use Offices, Meeting/Conference Rooms with videoconferencing facilities, Virtual Office with phone and mail handling







Hangzhou EAC

Euro America Center (EAC) is located in Huanglong International Business-World Trade Core Region, within the core of the Hangzhou High-tech Development Zone. Many Global Fortune 500 companies also have offices in this area. EAC has a multilingual conference centre.

Shanghai Standard Chartered Lujiazui

Standard Chartered Tower is located in the central Lujiazui financial zone, adjacent to the Shanghai Stock Exchange Building, and across from the World Financial Center and Jin Mao Tower. Many multinational companies, especially those in the Financial industry set up their regional headquarters in this area.

Taipei Manhattan

Shin Kong Manhattan Building is located in the popular Xinyi District, a new business district where an increasing number of multi-national corporations choose to locate their offices. It is only a 5-minute walk to Taipei 101.

Call +86 21 6122 1005 or 800 819 0091 Visit regus.cn / regus.com.tw

Asia's Art Fairs

Art lovers will be very busy this autumn

By Meg Maggio, Director Pékin Fine Arts



hen will China have a contemporary art fair to rival a top fair like Art Basel? And if not China, then what other Asian venues will be most popular among international art world fair-goers? These are two typical questions over-heard at lively dinner table conversations in and among contemporary art circles in China and around the world. Art-lovers are well aware the Far East is jam-packed with art fairs, biennales, triennales, and the like. This year's challenge will be logistics and booking early travel arrangements, so that enthusiasts can get to as many events as possible over the short span of the first two weeks in September:

In early September, the two most important contemporary art fairs in Mainland China will run back-to-back. The most widely publicized is arguably Lorenzo Rudolf's SHContemporary08, opening 9 September in Shanghai (www.shcontemporary.info). Rudolf, formerly a director of Art Basel, partnered last year with Pierre Huber, owner of Geneva based Art & Public gallery. After one fair, the pair had a falling out and Lorenzo continued with a second fair, without M. Huber. Many of the first year fair goers are participating again this year.

In Beijing, Art Beijing 2008, opens just before SHContemporary offering fair visitors the chance to attend both. Beginning on September 5 (www.artbeijing.net) and operated by ex-Ministry of Culture official Mr. Dong Mengyang. Dong, a charismatic player in Mainland art circles, was responsible for running the Ministry's first art fairs back in the mid 1990's. This will be

Dong's fourth year for Art Beijing, and the fair venue at the historic National Agricultural Exhibition Hall, off of San Li Tun's 3rd ring road, is particularly popular because of its vast area inside a park, thus able to accommodate a large scale outdoor and indoor sculpture/installation exhibition, along with a newly inaugurated Photo Beijing fair in adjacent exhibition halls. The beauty of running these fairs back-to-back is the opportunity it affords serious collectors to attend both events easily.

Before gearing up for September, a few events are jumping the queue and starting early this year. The summer, traditionally a slow, "gone on vacation" moment in the art world is now filled with art fair options. There are interesting small-scale fairs of contemporary art such as Art Osaka (July 25-27, http://artosaka.jp), Asia Top Gallery Hotel Art Fair 08 in Tokyo (Aug 29 – 31, www.hotelartfair.co.kr) and Art Taipei 2008 (August 29- Sept 2, www.art-taipei.com). They are all well and worth seeing for a quick taste of current trends in local markets.

By mid-September there are even more fairs to attend. Seoul's annual KIAF (Sept 19-23, www.kiaf.org), is gaining quickly in popularity, largely due to the strong buying power of Korean collectors. KIAF is Korea's main annual fair, and takes place quite quickly after the Beijing and Shanghai fairs, in mid-September. KIAF has been very popular among new and younger collectors, and is increasingly attracting more regional non-Korean galleries.

The challenge for overseas enthusiasts is in allocating a full two weeks to Asian travel. Less time will result in missing many important events. September 2008 holds an embarrassment of riches, with too many choices and too little time. In addition to the end of the Olympics and the start of the Paralympics and the risk that fair goers' financial resources will be heavily drained by attendance at Olympic-related events, is that so many local regional biennales and triennales will be taking place at the same time, and vying for audience attention – and attendance.

China's has three important events: The 3rd Guangzhou Triennial "Farewell to Post-Colonialism", will open from Sept 6th Nov 16th (http://gztriennal.org), The Shanghai Biennale "Translocalmotoin" will open on 7 September (Sept 9-16, www. shanghaibiennale.org), followed by the 3rd Nanjing Triennale, "Archaeology of the Future: Reflective Asia" (www.njtriennial.org).

Opening on Sept 5th is the 7th Gwangju Biennale. It begun in 1995 in the southern Korean city of Gwangju, and claiming to be Asia's first contemporary art biennale, this year Gwangju's Artistic Director is Mr. Okwui Enwezor, arguably the most well known international curator of any Asia-based international art event this year.

Mori Art Museum director Fumio Nanjo curates the 2nd Singapore Biennale "Wonders" (Sept 11- Nov 16, City Hall, http://singaporebiennale.org) whereas the Yokohama Triennale "Time Crevasse" opens in Japan on Sept 12 (Sept 12- Nov 30) with an international team of curators headed by Japanese artistic director Tsutomu Mizusawa . How is one to keep up?

Looking ahead to post-September, if anyone has energy remaining, there are plenty of other regional fairs to attend. Bill-

ing itself as 'the only major art fair in Southeast Asia', ARTSingapore, the more established Singapore contemporary art fair running since 2000, will take place this year in mid-October.

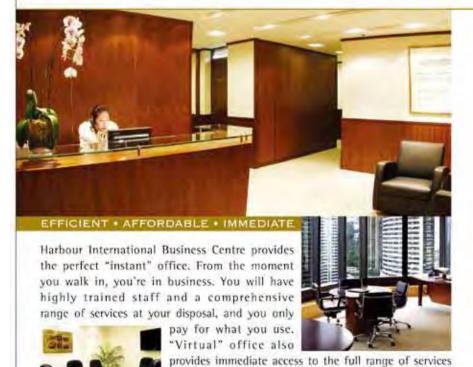
The trendiest and most maverick regional fair is no doubt Tokyo's GESAI#11 (Sept 14, 2008, at Tokyo Big Sight, www. geisai11.us), is an artists' fair sans galleries where artists apply to present their works in their own booths, one artist per booth.

In spring 09, ART HK, (See www.hongkongartfair.com), arguably one of Asia's most exciting new fairs will take place for the second time. The beauty of the Hong Kong fair is the logistic ease of operating and participating in the centrally located and still relatively new Hong Kong Convention and Exhibition Centre. This vast fair venue runs 100's of fairs with unrivalled precision each year, and the inaugural Art HKG enjoyed exceptionally high attendance figures, as were purported sale figures. ART HK 09 fair is expected to see even greater international gallery participation.

Overseas fairs are increasingly attractive to China-based galleries. In recent years, China-based galleries have participated in more established fairs in Art Basel, FRIEZE in London, The Armory Show in New York, FIAC in Paris, ARCO in Madrid, Art Basel Miami Beach, Cologne, Dubai, Berlin, and Milan. This is of course in addition to their active participation in local Asia regional fairs in Hong Kong, Seoul, Singapore, Tokyo and Taipei. And there is growing interest in dedicated Asian contemporary fairs.

From all of us in the Asian contemporary art world, "Hope to see you running from art event to art event this fall here in China and its neighboring regions!"

WORLD-CLASS OFFICES AT THE HEART OF HONG KONG



without the rental of office space. Whatever your

professional needs, Harbour International Business

Centre is the perfect solution for your gateway to China.

YOUR HASSLE-FREE BUSINESS SOLUTION



A member of Omtis Group Swiss Owned



2802 Admiralty Centre, Tower 1, 18 Harcourt Road, Hong Kong Tel: 3748 3748 Fax: 3748 3738 E-mail: hibe@omtis.com Website: www.hibc.com

亚洲艺术展的未来

亚洲艺术爱好者的金秋盛宴

作者: 马芝安 (Meg Maggio), 北京艺门总监



国何时才能有与"艺术巴塞尔"等顶级展会相媲美的当代艺术展呢?若不是中国,那么亚洲哪里的艺术展将最受国际艺术界展会参观者的青睐呢?这两个典型性话题是在中国和全球当代艺术界宴会上的热门话题。艺术爱好者们深知,远东地区不乏艺术展、双年展和三年展等。今年面临的挑战将来自物流和提前安排交通等事宜,以便会展爱好者们可在9月前两周的短时间内尽可能多地参观展会。

9月初,中国大陆两个最重要的当代艺术展将相继开幕。 宣传力度最大的当属Lorenzo Rudolf将于9月9日在上海开幕的08上海艺术博览会国际当代艺术展。(敬请访问www. shcontemporary.info)。Rudolf曾任"艺术巴塞尔"总监,于去年与Pierre Huber(一位日内瓦艺术与公共画廊经营者)合作,举办了首届展会。之后,双方解散,Lorenzo继续举办第二届展会。首届展会的参与者中有很多人会继续参加本届展会。

在北京,2008艺术北京将于上海艺术博览会国际当代艺术展前开幕,从而为展会参观者提供了两次参展机会。2008艺术北京由前文化部官员董梦阳负责举办,将于9月5日在京开幕(敬请访问www.artbeijing.net)。董先生在中国大陆艺术界颇有权威,早在上世纪90年代中期,他便开始负责文化部最早期的一些艺术展。2008年为董先生负责举办艺术北京的第四个年度。展会选址于三里屯三环路历史悠久的全国农业展览馆,因其位于公园内部、面积广阔而尤受欢迎。展厅能容纳大规模的室外室内雕塑/设施展出,同时在展厅旁还有新开幕的北京摄影展。此类展会相继举办的魅力之处,在于其为狂热的收藏家们提供了轻松愉快参与这两大盛事的难得机会。

在加速迈进9月之前,一些展会已提前于今年早些时分纷纷 开幕。在艺术界,夏季通常为缓慢的"休闲度假"季节,而这个夏季已满满地安排了各种各样的艺术展。今年夏季会举办一些有趣的小型当代艺术展,诸如在大阪举办的艺术大阪(7月25~27日,敬请访问http://artosaka.jp)、在东京举办的2008亚洲顶级画廊酒店艺术展(8月29~31日,敬请访问www.hotelartfair.co.kr)及2008台北国际艺术博览会(8月29日~9月2日,敬请访问www.art-taipei.com)。这些展会均具观看价值,可使您迅速把握当地市场的当前发展趋势。

9月中旬将会举办更多展会。首尔年度韩国国际艺术博览会(9月19~23日,敬请访问www.kiaf.org),其知名度因韩国收藏家强大的购买力而迅速提升。KIAF为韩国主要年度展会,继北京展会与上海展会后将于9月中旬在首尔紧锣密鼓地筹划。一直以来, KIAF深受新的年轻收藏家的欢迎,吸引着愈来愈多的地区性海外画廊前来参展。

海外会展热衷者面临的挑战为两周亚洲之行的日程安排问题。如时间不够,则将错失诸多重大活动。2008年9月,您将陷入为难的境地,因为选择太多而时间却很少。在奥林匹克运动会落下帷幕,残疾人奥运会拉开序幕之际,展会参观者的资金将大量花费在奥林匹克的相关活动上。同时,众多地区性的双年展和三年展将相继召开,竞相吸引参观者的关注与参与。

中国将举办三大艺术展盛事:第三届广州三年展"与后殖民说再见"将于9月6日开幕,11月16日闭幕(敬请访问http://gztriennal.org)、上海双年展"快城快客"将于9月7日开幕(9月9日~16日,敬请访问www.shanghaibiennale.org)以及第三



届南京三年展"未来的考古学: 沉思的亚洲" (敬请访问www. njtriennial.org)。

第七届光州双年展将于9月5日开幕。该展会于1995年在韩国光州市首度举办,为亚洲第一个当代艺术双年展。本年度光州双年展的艺术总监为Okwui Enwezor先生。众所周知,他是本年度在亚洲举办的所有国际艺术展中最为知名的国际管理人。

森美术馆馆长南条史生(Fumio Nanjo)先生将负责主办第二届新加坡双年展"惊奇"(9月11日~11月16日,政府大厦,敬请访问http://singaporebiennale.org),而横滨三年展"时间的裂缝"将于9月12日(9月12日~11月30日)在日本开幕,届时

由日本艺术总监水泽勉(Tsutomu Mizusawa)负责国际馆长团队的领导工作。如何才能不错过这些盛会呢?

展望9月末,如您意犹未尽,还可参加诸多其它地区性的展会。标榜为"东南亚地区唯一重大艺术展"的新加坡艺术博览会始办于2000年,为知名的新加坡当代艺术展,将于本年度十月中旬拉开序幕。

毋庸置疑,最时尚且最标新立异的地区展会莫过于东京的GESAI#11(2008年9月14日在东京国际展览中心举办,敬请访问www.geisai11.us)了,此为一个无画廊参加的艺术家展会。艺术家们可申请在各自展台中展示出自己的作品。每个展台由一名艺术家负责。

2009年春,将再度举办亚洲最为激动人心的新展会之一香港国际艺术展(敬请访问www.hongkongartfair.com)。香港国际艺术展的举办地位于香港会议展览中心。此展览中心地处市中心且相对较新,物流便利,此为香港国际艺术展的优势所在。这个巨大的展会地每年均以其无可比拟性成功举办100场展会。新落成的Art HKG更是吸引了无数观赏者前来参观,其销售额声称空前。2009ART HK展会有望吸引规模更大的国际画廊参与其中。

海外展会对中国本土画廊的吸引力也与日俱增。近年来,中国本土画廊已经参与了艺术巴塞尔、伦敦弗里兹当代艺术博览会、纽约军械库展、巴黎国际当代艺术博览会、马德里当代艺术博览会、巴塞尔迈阿密艺术博览会、科隆艺术博览会、迪拜艺术博览会、柏林艺术博览会以及米兰艺术博览会等诸多知名展会。当然与此同时他们还积极参加了在香港、首尔、新加坡、东京和台北等地举办的一系列亚洲当地的地区展会,且对专门举办的亚洲当代艺术展的兴趣也日渐提高。对亚洲当代艺术的界内人士而言,"我们希望这个秋季能够看到您忙碌奔波于中国及其邻近区域各大艺术展会的身影!"

Join SwissCham NOW!

swisscham.org

Because connections matter

SwissCham is the necessary partner to your business; we understand and represent our members' interests within the business community and towards governmental authorities.

Sign up today and enjoy the membership benefits!

- · Establish key contacts and new relationships
- · Reach access to business opportunities in China and Switzerland
- Tackle specific issues in focused committees
- · Gain access to government officials & representatives
- Experience our business setup intelligence
- . Enjoy free subscription to "The Bridge" magazine
- Get discounts at events and on selected advertisements
- Receive a free "Membership Directory" and more membership advantages on many occasions

Contact the Swiss Chinese Chamber of Commerce in Shanghai for more details and information about membership fees and benefit

SwissCham Sharighai.
Address: Room 1719-1711, No.1388
Shaan X North Road, Shanphai
Tei. 186 21 0149 6207
E-mail: theorioge@isha.swisscham.org

SwissCham Beijing:
Address: Suite#100, 3ft Liangmaglad
Road
Chaeyang District, Beijing
Tel: +86 10 5432 2020
E-mail: info@bei.lawisscham.org

SwissCham Guangzhou: 1807 18/F Center Plaza Tower E. 10/I Linheri Rd. Tranhe District, Guangzneu Tell +8820 3831 0021 E-mail: info@dz.wiisscham.org SwissCham Hong Kong, Address, 18F, 167-169, Herniessy Rosal, Wanchai, Hung Kong, Tell +852-2524-6590 E-mail admin@ewisschamik.org

Swiss Chinese Cultural Explorations

A programme of Pro Helvetia, the Swiss Arts Council, promoting exchange and cooperation with China



Jeffrey Huang & Muriel Waldvogel, «Newscocoons»

ro Helvetia, the Swiss Arts Council, has started a Cultural Programme with China that aims to develop a further rapprochement between the two countries on a cultural level. Emphasis is placed on a long-term exchange between artists and institutions in Switzerland and China. The idea is to generate Chinese-Swiss co-operations and coproductions that will be shown in both countries. By means of a call for projects, Pro Helvetia looked for Swiss artists wishing to realise new co-productions along with Chinese partners. 120 projects were submitted by the closing date. From now until 26 August 2008, a jury comprising Pro Helvetia representatives, as well as Swiss-Chinese cultural experts will select the most compelling projects. From 09 June to 03 July 2008, Switzerland was the official partner at the China International New Media Arts Exhibition «Synthetic Times» in Peking, where Pro Helvetia endorsed four Swiss productions in the field of new media art.

When laying down its international strategy in April 2004, Pro Helvetia, the Swiss Arts Council, decided to engage more intensively in Asia. As a first move, it set up a liaison office in India, subsequently intensifying cultural ties with China. With the programme «Swiss Chinese Cultural Explorations», Pro Helvetia has been preparing to encounter the Middle Kingdom and to build up its first networks there. This project coincides with the Swiss Federal Council's decision to take part in the World Expo 2010 in Shanghai and to launch a campaign to decide on how Switzerland is to be represented. Between the two major events, the Summer Olympics 2008 in Beijing and the Expo 2010 in Shanghai, Pro Helvetia will be present in China with its cultural programme under the auspices of Presence Switzerland.

Switzerland as an Official Partner

From 09 June to 03 July, the China International New Media Arts Exhibition 2008 in Beijing featured both established and emerging artists from approximately thirty countries. Over fifty media art works were on view along with performances, workshops and symposia.

Switzerland was one of the official exhibition partners and



Yves Netzhammer, «The Subjectivisation of Repetition», Project C

Pro Helvetia, the Swiss Arts Council endorsed four Swiss artists within productions in the field of new media, which were shown during the exhibition. The exhibition was curated by the local Zhang Ga and managed by plug.in in Basel, Switzerland.

This partnership has resulted in an additional project that provides a good overview of the Swiss electronic music scene and its crossovers with visual arts. Together, Shift and Miro China, the organisers of Switch On, invited artists from Switzerland and China working in comparable fields. In autumn 2008, the project will be situated at clubbing scenes in Beijing and Shanghai. This deliberate choice of location outside the institutional context of museums allows the artists to meet a wider audience and for many people, clubs are their first point of contact with media art. The project will be the first in a series of exhibitions and workshops in the field of electronic arts, which will take

place until the middle of 2010 as part of Pro Helvetia's overall project in China.

Spoerli ballet of the Zurich Opera

Switzerland will participate with a large, representational act at the renowned China Shanghai International Arts Festival (SHIAF) in November 2008. A performance of a joint Swiss-Chinese production of «A Midsummer Night's Dream» is planned. This coproduction between the Spoerli Ballet and Chinese partners provides an exchange platform for artists of both countries.

Further information regarding the programme can be found on the following:

www.prohelvetia.cn www.prohelvetia.ch/china0810

Event	Place	Swiss participation	Web
China International New Media Arts Exhibition «Synthetic Times»	09 June to 03 July 2008, National Arts Museum of China, Beijing	The four Swiss artists:	www.mediaart.org
Results of the Call for Projects for Cultural Exchange with hina	26 August 2008, Media information, Berne, Switzerland	Announcement of selected Swiss-Chinese projects	www.prohelvetia.ch/china
Crossing Festival Beijing	26-30 September 2008	Swiss Films, the filmmaking promotion agency, sends a documentary filmmaker to run a tutorial	www.ccdworkstation.com www.swissfilms.ch
Preview			
Switch on -	Autumn 2008	Various Swiss and Chinese	www.mediaart.org
clubbing scenes	Beijing and Shanghai	artists; organised by Shift and MiroChina	
Jan Schultz and the China	28 October 2008		
National Symphony Orchestra Beijing			
International Shanghai Arts Festival	15 / 16 November 2008	Co-production with the Spoerli Ballet of the Zurich Opera	www.artsbird.com

中瑞创新艺术

瑞士文化基金会为推动与中国的合作与交流而设立的一个项目



Knowbotic Research «Naked Bandit»

士文化基金会在中国发起了一个文化项目,旨在推动中 瑞两国文化间的友好关系,为两国艺术家和机构建立 长期交流。此项目将促进中瑞两国的合作、促进作品产 生,并将作品成果在两国展示。瑞士文化基金会通过合作项目申请的方式,寻求希望与中国合作伙伴创作新作品的瑞士艺术家,至截止日期已有120个项目递交了申请。至2008年8月26日,由瑞士文化基金会代表、中瑞文化专家等组成的评委会将 挑选出最具说服力的项目。于2008年6月9日至7月3日,"合成时代"国际新媒体艺术展在北京举办,瑞士作为此次展览的官方合作伙伴,瑞士文化基金会在展览期间向大家呈现了4 件新媒体领域的瑞士艺术作品。

瑞士文化基金会于2004年4月制定了国际发展战略,决定将在亚洲有更多发展。其首先在印度设立了第一个联络办公室,希望加强与中国的文化联系。随着"中瑞创新艺术"项目的开展,瑞士文化基金会来到中国并将初步建立起一个网络。此项目正契合了瑞士联邦委员会的决定:参加2010年上海世博会并开展一个展示瑞士的项目。在2008北京夏季奥运会和2010年上海世博会这两项主要活动中,瑞士文化基金会将在瑞士形象委员会的支持下在中国开展"中瑞创新艺术"项目。

瑞士作为中国国际新媒体艺术展的官方合作伙伴

于2008年6月9日至7月3日,2008中国国际新媒体艺术展将 在北京展现来自约30个国家的知名和新晋艺术家的作品,50多 件艺术作品将通过表演、研讨会和座谈会的形式呈现。瑞士是此次展览的官方合作伙伴之一,瑞士文化基金会在展览期间向大家呈现4件新媒体领域的艺术作品。作品由巴塞尔plug.in 及策展人张尕协调管理。

随着中瑞合作的发展,一个关于瑞士电子音乐及相关视觉艺术表演的项目诞生了。"接通"项目的组织者 Shift 及Miro China邀请了在该领域进行创作的瑞士和中国的艺术家们。于2008年秋季,我们将在北京和上海的俱乐部中开展该项目,较之传统的展览馆,艺术家将有机会接触到更广的观众群,另一方面而言,很多人往往是在俱乐部初次结识媒体艺术的。作为瑞士文化基金会在中国的系列项目之一,此项目为瑞士文化基金会至

2010年中期将在中国陆续举办的系列电子艺术展览及研讨会 拉开了序幕,旨在促进两国领域间的持久交流。

与苏黎世歌剧院芭蕾舞团的合作

瑞士将携具代表性的大型演出于2008 年11 月参与久负盛名的中国上海国际艺术节(SHIAF)。一场中瑞合作的表演《仲夏夜之梦》正在筹备中。本次苏黎世歌剧院芭蕾舞团与中方的合作将为两国艺术家提供交流的平台。

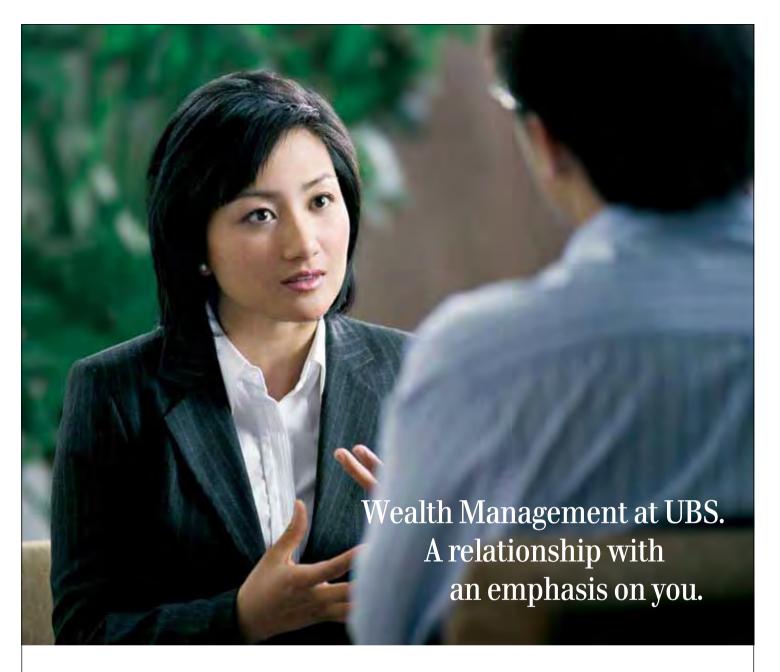
更多有关项目的信息,请浏览以下网站: www.prohelvetia.cn www.prohelvetia.ch/china0810



项目安排

活动	地点	瑞士参与者	网站
"合成时代"国际新媒体艺术展	2008年6月9日至7月3日,中国	4组瑞士艺术家:	www.mediaart.org
	美术馆,北京	• Etoy, «不朽的使命——石棺»	
		• Yves Netzhammer, «主观重述»	
		• Knowbotic Research, «飞艇攻击»	
		• Jeffrey Huang & MurielWaldvogel, «新闻茧»	
中瑞文化交流合作项目申请结果	2008年8月26日,瑞士伯尔尼新	公布入选的中瑞合作项目	www.prohelvetia.ch/china
公布	闻发布会		
北京交叉艺术节	2008年9月26-30日	瑞士电影协会作为推广瑞士电影的机构将组织一位	www.ccdworkstation.com
		瑞士纪录片工作者开展为期1周的研习班	www.swissfilms.ch
项目预览			
"接通"- 俱乐部现场表演	2008年秋季于北京、上海	多位瑞士和中国艺术家参与;由Shift 电子艺术节和	www.mediaart.org
		Miro China 共同组织	
Jan Schultz与中国国家交响乐团	2008年10月28日		
上海国际艺术节	2008年11月15-16日	苏黎世歌剧院芭蕾舞团演出	www.artsbird.com





At UBS Wealth Management, we dedicate ourselves to the financial issues that really matter. Yours. We know that today more than ever you want a financial advisor who devotes the time to understand your needs and goals. You deserve the benefit of more than 140 years of knowledge, and our commitment to be one of the best capitalised banks in the world. At UBS Wealth Management, our commitment to the relationship we have with you is unwavering. Your financial issues demand nothing less. You & Us.

Euromoney ranks UBS "Best Global Private Bank" for the fifth consecutive year.

To find out more about UBS Wealth Management, call Stephan Lickert at +852-2971 6883. www.ubs.com/hongkong

Wealth Management You & Us



Reconstruction in Sichuan: School & Housing Sponsorship Project



uring the devastating earthquake centered in southwest China's Sichuan province private housing, most of the school buildings and other facilities in these places collapsed or were drastically damaged, causing serious casualties among teachers and students. Based on calculations from Chinese news reports, the dead include at least 9'000 students and teachers whose schools fell or were buried under landslides.

The Swiss Business Community in China under an initiative of SwissCham Shanghai and in cooperation with the Swiss Embassy, the Consulates General in Shanghai and Guangzhou the Swiss Club in Shanghai and the Swiss Society in Beijing aims to help with the earthquake relief, meet local needs and provide the region with immediate support. We are glad to facilitate the wish of many members and friends who would like to show their compassion and solidarity with the countless people in need.

A special team has now evaluated the need and the possibility to set up an earthquake-proof school building in one of the worst hit areas. To make sure students can go back to school as soon as possible, we need your help to build up a permanent and safe school. Furthermore we target to support the construction of affordable housing, in addition to the school.

The project is under the patronage of the Ambassador of Switzerland to China, the Swiss General Consuls and Swiss-Cham Shanghai and already has the support of major Swiss businesses such as Syngenta, Oerlikon, Zurich Financial Services, Geberit, Rieter many more.

Our host country is suffering from the most devastating earthquake in 30 years, and now China needs all the help it can get! Let Swiss Business in China and the Swiss community at large join the effort.

How can you particpate?

If you wish to participate in the project and/or donate an amount of money please fill in the following form and fax it back to SwissCham Shanghai: Fax: +86 21 6149 8132 or contact Mrs. Liv Minder, Executive Director, directly at Tel: +86 21 6149 8208. Please note: All administrative and logistic cost which may occur will be borne by SwissCham Shanghai. The donations will go in full to the project

Any donation is welcome!

Donations can be paid to the following account with the

comment: Sichuan

Bank: Bank of Shanghai 上海银行营业部

Account Name: Swiss Chinese Chamber of Commerce

中国瑞士商会

Account No: 316007-03000572143

Bank Address: No. 585, Zhongshan Dong Er Road,

Shanghai, China

SwissCham Members Carry the Olympic Torch

By Violette Qin, SwissCham Beijing



Olivier Glauser Cyrill Eltschinger Carlos Cardenas

s the 2008 Olympics approach, China is getting prepared to host a truly international game for the world. Meanwhile, the international community finds itself more and more involved, among which Switzerland plays an important role. Since May 4th, as many as three corporate members of SwissCham, two of which used to be on SwissCham's Board of Directors, carried the torch on Chinese soil, passing on the flame and the Swiss spirit to the general public.

The Torch Relay

The 2008 Olympic Torch Relay in China started on May 4th, 2008 in Sanya, a picturesque city on the tropical island of Hainan in southern China. Olivier Glauser, a former member of the Board of Swiss-Cham Beijing, proudly carried the torch as the 100th torchbearer.

"I am very glad to be the torchbearer in the first torch relay in China", said Olivier Glauser. "I used to be the Secretary General in SwissCham, and I still recall those days from time to time. SwissCham works closely with local communities in China, and functions as a bridge to enhance mutual understanding between



Cyrill Eltschinger paid a visit to SwissCham Beijing's Office

China and Switzerland. My company is a member of SwissCham now, and we appreciate the platform SwissCham builds for us."

The route of the Olympic torch led northwards, bringing another SwissCham member on the stage of Swiss participation. On July 7th, 2008, Cyrill Eltschinger, former Chairman of SwissCham China carried the torch in Lanzhou (Gansu Province in Northwest China). He described the relay to a Swiss newspaper that followed him: "The local crowds were quite surprised to see a white European carrying the Olympic torch. They cheered

and applauded, offering a lot of support to me. I shall never forget this moment, which shows the authentic Olympic spirit."

On the same day, July 7th, 2008, Swiss national Carlos Cardenas, Vice President of Omega China, carried the torch in Lanzhou. He had the lucky number 8

On July 31st and August 7th, two other representatives from Swatch Group, Stephen Joseph Duff Urquhart, President of Omega International and Nicolas Hayek, CEO of Swatch Group, will bear the torch in Tangshan (Hebei) and Beijing.

Chamber News 商会要闻

Executive Changes

Early summer has been a period of transition for the staff of SwissCham Beijing. Between May and August, three new interns have joined the team: Yvonne Feng, student at Beijing Normal University replaces CHEN Jun as Membership Officer; Miranda Zhang, student at the University of International Business and Economics, was appointed Project Officer for the Olympics Special Publication; and finally, Violette Qin, student at the Central University of Finance and Economics, took over the position of Desk Officer and is also responsible for the implementation of the Committees.



Yvonne Feng ≢₁대



Miranda Zhang 张宇飞



Violette Qin 秦颐



MENG Lei 孟蕾

In addition, Office Manager Anna Dong-Ruf left the Chamber to dedicate more time to her family. Anna was highly appreciated by her colleagues and the Board of Directors. After more than one year of hard work, her proficiency will be a loss for everyone.

We wish Anna plenty of success in her future challenges and welcome at the same time MENG Lei to take over her position. MENG Lei graduated from the University of International Business and Economics with a Master of Business Administration and speaks Chinese, English and French.

Events Review 活动要闻

April 4 to April 6, 2008 – SwissCham Beijing at the Expat Show Beijing

SwissCham Beijing had a booth at the first Expat Show Beijing, presenting the chamber's services, activities, and publications to interested visitors.



April 9, 2008 – Business Golf Networking Event

SwissCham Beijing and other chambers of commerce invited their members for a game of golf accompanied by professional instructions and a unique networking atmosphere at "Bayhood No.9" golf course. The event was organized by Peach International.



Paul Jiang (Anjin & Partners, middle) and new member Stephen Hu (Pöyry, right) exchanging business cards



Introductory course for beginners

April 16, 2008 – Inter-Chamber Networking

100 guests joined us for the Inter-Chamber Networking in April, organized by Swiss-Cham Beijing, the Italian Chamber of Commerce and the Canada China Business Council at Zeta Bar in Hilton Hotel.





SwissCham Beijing's new interns Yvonne Feng (Membership Officer) and Miranda Zhang (Olympic Project Officer) during registrations



Stephen Knippenberg (Commune by the Great Wall) with Laurel Yang (PCCW)



Laura Hilber and Elsie Muellers (Credit Suisse) with Christian Wesse (Turntown)

Guangzhou 广州

April 28, 2008 – Seminar on E-Business in China

SwissCham Beijing and the French Chamber co-organized this seminar with special speaker Porter Erisman, Vice President of China's largest e-commerce leader, Alibaba Group. About 40 guests joined us to hear about how to successfully set up and run an e-business in China.



(From left to right): Nathalie Aniel (General Manager, CCIFC), Matthieu Cambounet (CEO, Crystal Science & Technology), Dr. Stéphane Grand (Managing Partner, S.J. Grand), Porter Erisman (Vice President, Alibaba Group), Chen Yu Xing (Board Member, SwissCham Beijing), and Michaela Scarpatetti (Executive Director, SwissCham Beijing)



May 15, 2008 – Swiss Community Day at Roger Pfund's Exhibition

Famous Swiss designer and artist Roger Pfund, supported by SwissCham Beijing, the Swiss Embassy and SSB invited the Swiss community and friends of Switzerland to the opening of his exhibition at the Today Art Museum.





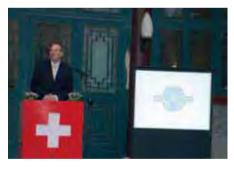
Gotthard Frick (UBC) with Eliane Hofmann (Swissôtel Beijing)

May 22, 2008 – Official Reception of the Solar Taxi in Beijing

SwissCham attended the Embassy's Reception on the occasion of the Solar Taxi arrival in Beijing at the WRSA Courtyard.



Terence Billeter (Head of Culture, Media and Environment Section of the Embassy of Switzerland) welcoming Louis Palmer, driver of the Solar Taxi.



Jürg Burri (Minister and Deputy Head of Mission of the Embassy of Switzerland) during his welcome words.



Louis Palmer demonstrating features of the Solar Taxi.

May 26, 2008 – Benefit Concert for the Victims of the Earthquake in Sichuan

SwissCham Beijing supported this benefit concert initiated by musicians of the Beijing Symphony Orchestra. Guests from the official Mountain Rescue Team talked about the situation in Sichuan, and the Red Cross collected nearly 150,000 RMB. The venue and all F&B were kindly sponsored by the Renaissance Beijing Hotel.





Micky Wrobleski (Beijing Symphony Orchestra) welcoming the guests



MCs Jack Sheppard (New Zealand Embassy) and Lu Yan (Beijing Joy FM Radio)

May 30, 2008 – Advertising and Media Challenges in China

SwissCham Beijing and BenCham welcomed 30 of their members and friends to this presentation by Mike Underhill (All Media Count) at the Capital Club.



June 17, 2008 - Francophone Inter-**Chamber Networking**

SwissCham Beijing's first Francophone networking event in over a year attracted 50 members and friends, joined by more than 50 guests from the French Chamber, the Canada-China-Business Council and the Benelux Chamber of Commerce.



SwissCham Beijing's new Office Manager Meng Lei and new Desk Officer Violette Qin



From left to right): Judy Chang and Jean-François Crignac from CIMCO with Laurianne Gidrol and Sophia Zhang from CISB





June 25, 2008 - International Interns and Young Professionals Evening

Already for the 4th time, Hutong School, SwissCham, BenCham and the newly ioined Young French Chamber (JCI) brought together more than 40 of Beijings interns and young professionals who had the chance to extend their networks and to meet other young professionals from around the globe at Club Obiwan.



Hector, student at Hutong School, with Laura and Sezen from BenCham



June 26, 2008 - Breakfast Seminar "The New Enterprise Bankruptcy Law" 25 members and friends joined us for this insightful seminar at the Capital Club, organized in co-operation with the Italian Chamber.



Kylie Kwok (PwC) during her presentation



Claudia Masüger (MQ Wines), Irene Frei (Embassy of Switzerland) and Samuel Fischer (UBS) after the seminar



Einat Tzur (left) and Mickey Mushinsky (right) from Israel-China Chamber of Commerce with Andrea Jacomelli from Nespresso

New Members 新会员

Corporate Members

3 Dragonduciel sa.

Ms. Xiaodong WANG

Company: Dragon Du Ciel

Address: Room 527, 5/F, QingLan Plaza, No.24 Dongsi Shitiao, Chaoyang District, Beiiina

王晓冬

名称: 瑞士天龙商旅集团

地址: 北京市朝阳区东四十条24号青蓝大

厦5层527室

Postcode/邮编: 100007 Tel/电话: +86 10 5129 6988 Fax/传真: +86 10 8404 0090 Website/网址: www.dragonduciel.ch

■ ERNST & YOUNG

Quality to Everything We Do

Mr. Andreas M. BODENMANN

Company: Ernst & Young Hua Ming

Address: Level 16, Ernst & Young Tower, Tower E3, No.1 East Chang'an Avenue,

Dongcheng District, Beijing

名称: 安永会计师事务所北京办事处

地址: 北京市东城区东长安街1号东方广场

安永大楼16层

Postcode/邮编: 100738 Tel/电话: +86 10 5815 3597 Fax/传真: +86 10 5811 4597

Website/网址: http://www.ey.com/china



Mr. Dirk PRIGOL

Company: Hilton Beijing

Address: 1 Dongfang Road, North Dongsanhuan Road, Chaoyang District, Bei-

jing

名称: **北京希尔顿酒店**

地址: 北京市朝阳区东三环北路东方路1号

Postcode/邮编: 100027 Tel/电话: +86 10 5865 5234 Fax/传真: +86 10 6465 3073 Website/网址: www.hilton.com



Mr. Dirk MEISSNER

Company: Mcon China Ltd.

Address: Unit 330. Landmark Tower II, 8 North Dongsanhuan Road, Chaoyang

District. Beijing

德克

名称: 埃蒙坎信息系统集成技术(北京)有限 公司

地址: 北京市朝阳区东三环北路8号亮马河

大厦II座330室

Postcode/邮编: 100004 Tel/电话: +86 10 6590 7670 Fax/传真: +86 10 6590 7701 Website/网址: www.mcon.com.cn



Mr. Eric LIN

Company: Shanghai HJ Coffee (JURA's master distributor, China)

Address: Room D, 3/F, Building No.1,

543 Xinhua Road, Shanghai

林修任

名称: 上海齐桀经贸有限公司

地址: 上海市新华路543号1号楼3楼D座

Postcode/邮编: 200052 Tel/电话: +86 21 6294 0690 Fax/传真: +86 21 6209 9143 Website/网址: www.cn.jura.com



Mr. David JACOBSON

Company: SinoFile Information Consulting Company, Ltd.

Address: Building 23, 85A Tonglinge

Street, Xicheng District, Beijing

杨达悟

名称: **塞上翁信息咨询有限公司**

地址: 北京市西城区佟麟阁路甲85号,23号大厦

Postcode/邮编: 100031 Tel/电话: +86 10 6605 9202 Fax/传真: +86 10 6605 9194 Website/网址: www.sinofile.net

SZYPURAARCHITECTS

Mr. Ronald SZYPURA

Company: Szypuraarchitects

Address: Room 2004, Building 5, Jianwai SOHO, 39 Middle Dongsanhuan Road,

Chaoyang District, Beijing

罗纳德・史普拉

名称: Szypura建筑事务所

地址: 北京市朝阳区东三环中路39号建外

SOHO5号楼2004室 Postcode/邮编: 100022 Tel/电话: +86 10 5869 8170

Website/网址:

www.szypuraarchitects.com

Corporate Affiliate Members



Mr. Andreas Thomas WECKHERLIN

Company: Nestlé (China) Ltd.

Address: Building 3, Universal Plaza, 10 Jiuxiangiao Road, Chaoyang District, Beijing

名称: 雀巢(中国)有限公司

地址: 北京市朝阳区酒仙桥路10号恒通广

Postcode/邮编: 100016 Tel/电话: +86 10 8434 7888 Fax/传真: +86 10 6438 9330 Website/网址: www.nestle.com



Mr. Stephen HU

Company: Pöyry (Beijing) Consulting

Company Limited

Address: Room 809, Silver Tower, 2 North Dongsanhuan Road, Chaoyang District, Beijing

胡定成

名称: **贝利(北京)咨询有限公司**

地址: 北京市朝阳区东三环北路2号南银大

Postcode/邮编: 100027 Tel/电话: +86 10 6410 6552 Fax/传真: +86 10 6410 6548 Website/网址: www.poyry.com



May 10th, 2008 – Luncheon with Federal Councilor Doris Leuthard

On May 10th, the Consulate General of Switzerland in Shanghai together with SwissCham Shanghai, were honored to welcome the Swiss Minister of Economic Affairs, Madame Doris Leuthard, on her first official visit to Shanghai for a "meet and greet" reception and luncheon with representatives of the growing Swiss business community. On this occasion, more than 50 CEO's and GM's gathered at the Le Royal Meridien. The Federal Councilor (who arrived in Shanghai on the inaugural direct flight of Swiss Air Lines to Shanghai only a few hours ago) gave an overview on the Sino-Swiss bilateral economic relations before facing up to a Q&A session with representatives of the Swiss business community to "feel their pulse". To finish off with some more good news, the announcement of Mr. Christian Guertler, President of SwissCham Shanghai, that Mrs. Leuthard accepted to become an Honorary Member of SwissCham Shanghai (to be confirmed at the General Assembly 2009) raised a spontaneous and hearty applause!

The cocktails were generously sponsored by the forwarding company Fracht, represented by Mr. Patrick Scheibli, who is also President of the Swiss Club Shanghai. On behalf of SwissCham and the Consulate General – thank you very much, Patrick Scheibli, for your kind support!

Also see interview with Doris Leuthard on page 50 in this issue.



Christian Guertler (SwissCham Shanghai) and Federal Councilor Doris Leuthard



Swiss Consul General William Frei



Federal Councilor Doris Leuthard with Christian Guertler (SwissCham Shanghai).



From left: Stephan Titze (Syngenta), Siggi Foehn (Rieter), Daniel Heusser (Virtuarch), Michel Lehmann (SIM), Mireille Koenig (Fiducia), Chris Guertler (SwissCham), Federal Councilor Doris Leuthard, William Frei (Consul General), Liv Minder (SwissCham).



From left: Patrick Scheibli (Fracht), Federal Councilor Doris Leuthard, Ruedi Steffen (MDC Daetwyler)



From right: Ambassador Monika Ruehl Burzi, Christophe Hans (Chef d'information EVD), Fabian Gull (SwissCham Shanghai)



From left: Kuno Kohler (Ciba SC) and Richard Shentu (SGS)

May 10th, 2008 – Official Launch Party of Direct Flights of Swiss Air Lines to Shanghai



Swiss Chairman of the Board of Directors, Rolf P. Jetzer, with crew members



Federal Councilor Doris Leuthard with crew members

On May 10th, Swiss International Air Lines held a big opening party on the banks of Huangpu river in Pudong on the occasion of the inaugural direct flight of Swiss to Shanghai. Special guest on board and at the party was Federal Councilor Mrs. Doris Leuthard and Mr. Zhou Hanmin, Vice Chairman of CPPCC Shanghai Committee and Deputy Director General of the Bureau of Shanghai World Expo Coordination. On this occasion, Christian Guertler of SwissCham Shanghai congratulated Mr. Jetzer and Swiss to open up this important direct flight which will support and facilitate the Swiss-Chinese business relations and tourism. Around 700 guests enjoyed cocktails, dinner and various performances

ranging from the traditional Chinese dragon dance to fabulous fireworks which took place on a wonderful spring night at an impressive and prestigious venue overlooking Huangpu river, the Bund and Pudong. "Having Shanghai in our destination portfolio marks the crowning of our successful turnaround of Swiss", said Mr. Rolf Jetzer, Chairman of Swiss, visibly touched.

Read the interview with Swiss Chairman Rolf Jetzer on page 54 in this issue.



From left: Christian Guertler (SwissCham) and Zhou Hanmin, Vice Chairman of CPPCC Shanghai Committee and Deputy Director General of the Bureau of Shanghai World Expo Coordination.





Crew of the Swiss inaugural flight to Shanghai.

May 15, 2008 – CFO Roundtable

On May 15th, the "Brainstorming on the Future of the CFO Roundtable", organized by SwissCham Shanghai, took place at the Sofitel Hyland. Unlike previous CFO Roundtables, the participants reflected on the success of previous roundtables, discussed ideas to improve the quality of presentations and interactions, with a view to take the CFO Roundtable to the next level. The discussions were facilitated by Dindo Sy Chu, Finance Director of Roche Pharmaceuticals China. CFO Roundtables of SwissCham Shanghai are meant to build a platform for CFOs/Finance Directors of foreign companies in Shanghai to exchange their views in a small, comfortable group as well as to discuss controversial issues in a private environment.



Kaspar Probst (Givaudan), Dindo Sy Chu (Roche), Karin Hug (EMS Grivory) and Rune Foldnes (DKSH)



Helen Yu (Daetwyler Urs Scheidegger Cable + Systems) (Schindler)

May 22, 2008 – How to Cope With Inflation in China

This lunch event was focused on the current hottest economic policy issue in China - Inflation. For the first time in years, the steadily increasing interest rates in China have showed an impact this April when inflation slightly decreased, but still remains on a high level. Andreas Odrian, Vice-President of Deutsche Bank China, showed a more pessimistic picture: "The risks of a situation with high inflation are more serious than most people in China think". Whereas the second speaker, on the contrary, Mr. Tu Songhua, a former Boston Consulting adviser and now private equity investor, is by far less impressed by soaring inflation in recent times. He is, in fact, considering inflation as part of a process to rebalance the US and Asian economies. "Inflation can be beneficial if it does not go crazy", he says. The stimulating event discussion took place at the Grand Hyatt Hotel in Pudong.



Andreas Odrian (Deutsche Bank)



Christoph Gressbach (Jansen) and Tu Songhua



The speakers: Private invesor Tu Songhua and Andreas Odrian (Deutsche Bank)

May 28th, 2008 - Trade Fair



Marc Sidler of Adcom (middle)

On 28th of May, Swisscham Shanghai - in cooperation with the CCBC and the Irish Business Forum - organized a Trade Fair at the Regent Hotel Shanghai. More than 30 companies and organizations joined the exhibition and took advantage of this special possibility to showcase and demonstrate their products or services to a broad audience.





June 19th, 2008 - Young Professional Gathering



From left: Lukas Zuest (Wenfei), speaker Pascal Berger (Playze), Florian Luethi



Mireille Koenig (middle) during her introductory

address

The first Young Professional Gathering organized by SwissCham Shanghai was held on June 19th at "Abbey Road" in Shanghai, Mr. Pascal Berger, a young Swiss architect, entrepreneur and cofounder of Playze, an architecture firm operating in Shanghai, Basel and Berlin, fascinated the participants with his views on how to establish your own company in China. Young Professional Gatherings of SwissCham Shanghai offer a networking platform for young professionals to discuss problems and share experiences. Swisscham Shanghai is planning to organize a monthly event and is also offering a special membership for young professionals.

June 25th, 2008 – Risk Management

With China's maze of rules and regulations and its constantly changing tax and legal environment, foreign companies can lose sight of the risks connected to their China business operations. This is why SwissCham Shanghai, in cooperation with CanCham, organized a lunch meeting on "China Risks - How to identify, manage and avoid them" at the Longemont Hotel in Shanghai. Kevin Chan and Mireille Koenig, both Senior Consultants at Fiducia Management Consultants lead with their presentations through this interesting luncheon.



Kevin Chan (Fiducia Management Consultants)





Liv Minder (SwissCham Shanghai) and Richard Choi (CanCham)

July 3rd, 2008 - Interchamber Summer Mixer

On the 3rd of July, AustCham and Swisscham arranged the Summer Inter Chamber Mixer. This event created networking opportunities for members of eighteen international chambers of commerce in Shanghai to connect in an informal cocktail setting.



Swisseau team. From left: Manuel Staerkle, Nicole Wang, Oliver Kay



Alfred Schenk (Zueblin)



From left: Ina Wu, Rachel Icantara (Swissotel),

Ferdinand Pillenstein (German Chamber)

New Member 新会员



Heinz D'Arsié

Company: Lenzlinger Sons Ltd. Shanghai Representative Office

Address: Room 2905, No.168-172 Yuyuan Road, Jing An District, Shanghai 地址: 上海静安区愚园路168-172号2905室

Postcode/邮编: 200040 Tel/电话: +86 21 6249 9527 Fax/传真: +86 21 6249 9580



Ricky Chan

Company: Steiger (China) Co., Ltd. Address: No. 4 Building, 879 Shen Fu Road, Xin zhuang Industrial Park,

Shanahai

Postcode/邮编: 200072 Tel/电话: +86 21 5442 9316 Fax/传真: +86 21 5442 9306



Diego Mario Rovelli

Company: Swiss Insurance & Financial

Advisors (SIFA) GmbH

Address: Muehlenbachstrasse 43, CH-8008 Zurich Switzerland Postcode/邮编: CH-8008 Tel/电话: +41 44 252 8115 Fax/传真: +41 44 252 8115



Xuan Liu

Company: Belimed Medical Equipment

(Shanghai) Co., Ltd.

Address: Room H, 5/F, No. 780 CaiLun Road, ZhangJiang Hi-Tech Park Shanghai 地址:上海市浦东张江蔡伦路780号5楼H座

Postcode/邮编: 201203 Tel/电话: +86 21 5137 0998 Fax/传真: +86 21 5137 0996



Shelly Liu

Company: EROWA Technology

(Shanghai) Co., Ltd.

Address: G/F, No. 24 Factory Building House, 69 Gui Qing Road, Shanghai 地址:上海桂箐路69号,24号厂房

Postcode/邮编: 200233 Tel/电话: +86 21 6485 5028 Fax/传真: +86 21 6485 0119



Baumer

Zhenyu Li

Company: Baumer (China) Co., Ltd. Address: Building 30. 2nd Floor, Section A. Minyi Road 201, Songjiang District,

Shanghai

地址: 上海松江区民益路201号30号楼二

层A区

Postcode/邮编: 201612 Tel/电话: +86 21 6768 7095 Fax/传真: +86 21 6768 7098

Corporate Associate Members:



Andries Diener

Company: Schindler (China) Elevator

Co. Ltd.

Address: No. 40 Wenshui Road Shanghai

地址: 上海市汶水路40号 Postcode/邮编: 200072 Tel/电话: +86 21 5665 0991 Fax/传真: +86 21 5665 2797



Luciano Poli

Company: Dow Chemical

Address: 24F, Aurora Plaza, 99 Fu

Cheng Road, Shanghai

地址: 上海市福城路99号震旦大厦2楼

Postcode/邮编: 200120 Tel/电话: +86 21 3896 1665



Jungiun Zhang

Company: Brugg-Cabels (Shanghai) Co..Ltd.

Address: Room 551, No. 800 Guoshun East Road, Yangpu District, 200433

Shanghai

地址: 上海市国顺东路800号五楼551室

Postcode/邮编: 200433

Tel/电话: +86 21 5506 2530/31/32 Fax/传真: +86 21 5506 2533

CBC

LiLy Zhang

Company: Charmer Business Consultina

Address: Building A, NO. 49 Wuyiroad, Changning District, 200050 Shanghai 地址:上海市武夷路49号A幢CBC大楼

Postcode/邮编: 200050 Tel/电话: +86 21 5155 2000 Fax/传真: +86 21 5118 0820



Christine Zhang

Company: Coni Executive Consulting

Co., Ltd.

Address: Room 4104, Tower II, Plaza 66, No. 1366 Nanjing Road, Shanghai 地址:上海市南京西路1366号恒隆广场II

楼,4104室

Postcode/邮编: 200040 Tel/电话: +86 21 6288 7793 Fax/传真: +86 21 6288 7933

Individual Membership



Philipp Wuest

Company: BraineX

Address: In der Weid 17, Postfach 19,

CH-8122 Binz Switzlerland Postcode/邮编: CH-8122 Tel/电话: +41 44 826 28 82 Fax/传真: +41 44 826 28 83



Board Member 2008



President Mr. Serge G. Fafalen



Vice President Mr. Enzo Cunico



Treasurer Mr. Stephan Lickert



Director Mr. Gerard Dubois



Director Mr. Ivo A. Hahn



Director Ms. Galina Lui



Director Mr. Markus Muecke



Director, Young Professional Representative Mr. Benjamin Mueller-Rappard



Director Ms. Susanne Sahli



Director Mr. George J von Burg II



Editor Ms. Linda Yau



Secretary General Ms. Irene Lo



Consulate General of Switzerland Mr. Hans J. Roth,



Deputy Consul General of Switzerland Mr. Johann U Mueller

Auditors Mr. Ruedi Bischof

Auditors Mr. Silvan Colani

Events Review 活动要闻

April 14, 2008 - Monthly Luncheon with the Swiss Association of Hong Kong and **Swiss Public Affairs Association**

Swiss Public Affairs Association, an official delegation from Switzerland composed of a number of high profile politicians, executives and academics visited Hong Kong on April 14. They had a breakfast seminar with Dr. Hans J. Roth, Consul General of Switzerland in Hong Kong followed by the monthly luncheon with Swiss Chamber and Swiss Association Hong Kong at The Hong Kong Club. Dr. Paul Aenishaenslin, Farner Consulting Ltd and Mrs. Gabriela Winkler, Member of the Parliament in Canton Zurich presented "Reflections on changes in the political landscape of Switzerland". This was a good opportunity for the participants to be updated on the recent political changes in Switzerland and their personal assessment of the new political landscape.



Hans J. Roth (Consul General of Switzerland in Hong Kong) made the breakfast presentation on managing business in China

Hong Kong 香港



Gabriela Winkler (Member of the Parliament in Canton Zurich) presented on the political changes in Switzerland



(From left): Anna-Marie Peyer, Kurt Schaerer of Universal Guardian (Systems) Ltd and Guido Cherubini



member's expectation towards Swiss

May 30, 2008 - 25th Annual General meeting of the Swiss Chamber Hong Kong Members were invited to attend the 25th Annual General Meeting and networking cocktail on May 30 at The Hong Kong Club. All agenda points were approved and new board members were elected. After the meeting, members were invited to a forum discussion on the topics of

Board Meeting



Paul Aenishaenslin (Farner Consulting Ltd)



(From Right): Markus Muecke (President of

Swiss Association Hong Kong) introduced Ja-

Jason Wordie (Speaker)





(From right): Serge G. Fafalen (President of Swiss Chamber Hong Kong) presented the farewell gift to Hans R. Kunz (Former President of Swiss Chamber Hong Kong)



(Left): Hans R. Kunz (Former President of Swiss Chamber Hong Kong) and (Right) Alfred Mueller (President of SPAG) and other members of the delegation

May 5, 2008 - Monthly Luncheon with the **Swiss Association of Hong Kong** Mr. Jason Wordie, a local historian and

writer, presented "Observations of a 'Street Walker': heritage in Hong Kong, issues and themes" at the monthly luncheon on May 5. Participants enjoyed the delicious lunch and an interesting presentation on Hong Kong's past.



(From right): Hans R. Kunz (Former President of Swiss Chamber Hong Kong) conducted the question and answer session for Jason Wordie (Speaker)



(Left to right): Walter Marthaler of Ricola (Asia-Pacific) Ltd, Enzo Cunico and George von Burg II of Swiss Chamber Hong Kong



(Left to right): Hans R. Kunz (Former President of Swiss Chamber Hong Kong), Susanna Lung (Commence Co Ltd) and Gisela Preinfalk (The Hong Kong Delivery Company Ltd)



(Left to right): Kilian Reber (Young Professional Member), Benjamin Mueller-Rappard (Director, Young Professional Representative of Swiss Chamber Hong Kong), Susanne Sahli (Director of Swiss Chamber Hong Kong) and Gabin Meier (True Colours Ltd)



Discussion Forum

June 2, 2008 - Monthly Luncheon with the Swiss Association of Hong Kong

Twins Mr. Johnny Kember and Mr. Paul Kember of K plus K Associates (a Hong Kong architecture firm) were invited to be the speakers on June 2 at the monthly luncheon. During the presentation, participants learned how to make a difference to the environment by building a Zero Energy house.



(From left): Niklaus Dali and Serge G. Fafalen (President of Swiss Chamber Hong Kong)



Markus Muecke (President of Swiss Association Hong Kong) made the introduction



(From left): Paul Kember and Johnny Kember (Speakers)



(From left): Serge G. Fafalen (President of Swiss Chamber Hong Kong) conducted the question and answer session for Johnny Kember and Paul Kember (Speakers)

June 5, 2008 - Joint Chamber Luncheon with Dr. Hans J. Roth

Swiss Chamber Hong Kong invited Dr. Hans J. Roth (Consul General of Switzerland in Hong Kong) to be the speaker for this joint chamber luncheon on June 5 at The Hong Kong Club. This luncheon was co-hosted by Chambers of Danish, Dutch, France, German, Norwegian and Singapore. It was full house with over 90 participants. Dr. Roth presented "Managing Business in China". During the presentation, Dr. Roth concentrated essentially on intercultural questions in business and management. As Dr. Roth has just published two books, "Managing China" and "Leitfaden China" relating to this topic, a lot of participants were delighted to have the opportunity to purchase these books after the presentation.



(From left): Guenther Rittner (President of German Chamber Hong Kong), Hans J. Roth (Consul General of Switzerland in Hong Kong) and Serge G. Fafalen (President of Swiss Chamber Hong Kong)



Serge G. Fafalen (President of Swiss Chamber Hong Kong) made the introduction



Hans J. Roth (Speaker) gave the presentation



Hans J. Roth (Speaker) answered questions raised by the participants

June 11, 2008 - 5th International Chamber Connecting People Cocktail

The 5th International Chamber Connecting People Cocktail co-organized by Swiss Chamber Hong Kong was held on June 11 at Club JJ's of Grand Hyatt Hong Kong. This event created a networking opportunity for members of all ages of the 27 International Chambers to connect at an informal cocktail setting, while supporting a worthwhile cause. Net proceeds would go to InterCham Scholarship Fund and UNICEF for victims of the Sichuan Earthquake. There were over 400 participants attended. Participants had a chance to win attractive lucky draw prizes.

June 12, 2008 - Joint Chamber Luncheon with Mr. Jonathan Anderson

This joint Chamber luncheon was held on June 12 at Club Lusitano. Members enjoyed the presentation of Dr. Glenn Frommer of MTR Corporation, Mr. Fred Brown of The MVA Group and Mr. Turloch Mooney of SCA Publications. After the presentation, members engaged discussion with the panelist on the topic of "Transportation".

June 18, 2008 - Joint Chamber Breakfast with Mr. Billy Yan Yu Ngok

This joint Chamber Breakfast was held on June 18 at The Foreign Correspondents' Club. Mr. Billy Yan Yu Ngok (Chairman of Hembly International Holdings Limited) presented "From details to retail, From factory halls to shopping malls, From workmanship to flagship: The success of Hembly". During the breakfast, participants learned how this Chinese company has gradually developed its value chain and has progressively fulfilled its vision to become one of the first few Chinese international brand owners in the affordable luxury industry.



Irene Lo (Secretary General of Swiss Chamber Hong Kong)



(From left): Linda Yau (Editor of Swiss Chamber Hong Kong) and Billy Ngok (Speaker)



(From left): Billy Ngok (Speaker) and Hans-Peter Naef (German Swiss International School)



Billy Ngok (Speaker) made the presentation

Upcoming Events 活动预告

Swiss National Day Celebration Dinner will be held on August 1, 2008 at the Hong Kong Jockey Club in the Happy Valley Club House, Shan Kwong Road, Hong Kong. Invitations will be sent out to all members of the Swiss community who are welcome to bring along friends to commemorate this event. There will be a lucky draw with attractive prizes and all revenues will be given towards charity.

Joint Monthly Luncheons with the Swiss Association is usually held on the first Monday of each month.

For details of events, please contact Ms. Irene Lo at tel no. (852) 2524 0590, fax no. (852) 2522 6956; email: admin@swisschamhk.org

Member News 会员新闻

Zurich International Life Ltd

New Address: 24/F, One Island East, 18 Westlands Road, Island East, Hong Kong

New Tel: +852 3405 7101 New Fax: +852 3405 7268

website:http://www.zurichhkfunds.com http://www.zurichintlife.com http://www.zurichintsolutions.com

Hong Kong Delivery Co., Ltd is the sponsor for the delivery services of Bridge Magazine and Membership Directory/ Olympic Publication in Hong Kong.

Schenker International (HK) Ltd was nominated as logistics provider of the 2008 Beijing Olympic and Paralympic Games – Hong Kong Equestrian Events by The Hong Kong Jockey Club. The scope of services includes the venue logistics planning and implementation as well as movements inside the two competition venues – the Hong Kong Sports Institute (HKSI) in Sha Tin and Beas River venue.

Caran d'Ache, founded in Geneva, Switzerland in 1924, has been providing the world with the most prestigious writing instruments and accessories for over 80 years. On June 12, 2008, a cocktail reception was organized to celebrate the opening of the new boutique of Caran d'Ache at IFC Mall, Hong Kong.

Farewell Party of Mr and Mrs Hans R Kunz

Hans J Roth (Consul General of Switzerland) held a farewell party for Ruth Kunz and Hans R. Kunz (Former President of Swiss Chamber Hong Kong) at his residence on June 2, 2008. Committee Members and their spouses of the Swiss Chamber Hong Kong and Swiss Association Hong Kong were invited.



Group photo



(From left): Hans R. Kunz, Irene Lo, Linda Yau, Galina Lui with her spouse



(From left): Linda Yau, Ruth Kunz, Irene Lo, Anne-Marie Muel



(From left): Markus Muecke, Hans R. Kunz, Andrea Capol and Serge G. Fafalen



(From left): Hans R. Kunz and Hans J. Roth

Young Professional after-work cock-

You are welcome to join our monthly Young Professional after-work cocktail with good old friends and nice new faces! The Swiss Young Professionals and their friends meet for a casual after-work cocktail every first Thursday of the month. If interested please contact Benjamin Mueller-Rappard at bmrbmr@gmail.com.

New Member 新会员

Corporate Members



Andrea Marco Benenati

Company: Julius Baer (Hong Kong) Ltd

Address: 18/F, Two Exchange Square, 8, Connaught Place, Central, Hong Kong

Tel/电话: +852 2899 4788 Fax/传真: +852 2899 4789 Email/电邮: jbhk@juliusbaer.com Website/网址: www.juliusbaer.com



Company: Hong Kong Science & Technology Parks Corporation

Address: 8/F, Bio-informatics Centre, No 2 Science Park West Avenue, Hong Kong Science Park, Shatin, Hong Kong

Tel/电话: +852 2629 6893 Fax/传真: +852 2664 2481 Email/电邮: ken.hui@hkstp.org Website/网址: www.hkstp.org



Jimmy Chan

Company: RJP Ltd

Address: Suite 2203-2206, Office Tower, Langham Place, 8 Argyle Street, Mong

Kok. Kowloon

Tel/电话:+852 2771 1762 Fax/传真:+852 8343 1802 Email/电邮: mail@rjp.hk



Mark Engler

Company: SCM Strategic Capital Management Asia Ltd

Address: Unit 7, 16F Cheung Kong Center, 2 Queen's Road Central, Central,

Hona Kona

Tel/电话:+852 2297 2210 Fax/传真: +852 2297 2220 Email/电邮: engler@scmag.com Website/网址: www.scmag.com



Frank T. Filser

Company: Asia-Suisse Medmat Ltd Address: Units D, 12/F, 9-23 Shell Street, Seabright Plaza, North Point, Hong Kong

Tel/电话:+852 6624 9797 Fax/传真: +852 3153 2003

Email/电邮:

frank.filser@suisse-medmat.com

Website/网址: www.suisse-medmat.com

Peter Frauchiger

Company: Custom Products Ltd

Address: 20F, Central Tower, 28 Queen's Road East, Central, Hong Kong

Tel/电话: +852 6022 5406 Fax/传真: +852 2576 9833

Email/电邮: peter@customproducts.cn

Individual Members

Christoph Aebischer

VP, Head of Siemens Building Technology

Tel/电话: +852 2870 7888 / 9183 8328 Email/电邮: christoph.aebischer@siemens.com

Peter Chan

Managing Director, Standard Chartered

Bank (HK) Ltd

Tel/电话: +852 2821 1575 Fax/传真: +852 2524 3244

Email/电邮:

peter.chan@standardchartered.com

Young Professional Members

Stefan Basler

Tel/电话: +852 9236 1722

Email/电邮: stefan.basler@srtechnics.com

Hermine De Vliegher

Tel/电话: +852 9335 9401

Email/电邮:

hermine.devliegher@hotmail.com

Dagmar Winkler

Email/电邮: dagmar.winkler@gmx.ch

Georgina Lee

Tel/电话:+852 9376 7570

Email/电邮:

georgina.lee@incisivemedia.com

Mauro Sciuchetti

Tel/电话: +852 9025 8617

Email/电邮: mauro.sciuchetti@ubs.com



Pure. Refreshing. Natural.

Swiss Alpine Spring Water.





The art of preserving what is important to you.

Over generations. As an experienced partner for wealth management and succession planning, we provide peace of mind for you and generations to come.



The Bank of the Princely House of Liechtenstein

LGT Bank in Liechtenstein AG Hong Kong Representative Office Phone +852 2523 6180, lgt.hk@lgt.com

LGT Bank in Liechtenstein (Singapore) Ltd. Phone +65 6415 3800, lgt.sg@lgt.com

www.lgt.com

