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Journal of SwissCham China 中国瑞士商会会刊

Issue 19 2009

Beijing 北京 | Shanghai 上海 | Guangzhou 广州 | Hong Kong 香港



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CEO-Interview with Felix Muntwyler of Gate Gourmet
CEO专访Gate Gourmet 公司Felix Muntwyler 先生

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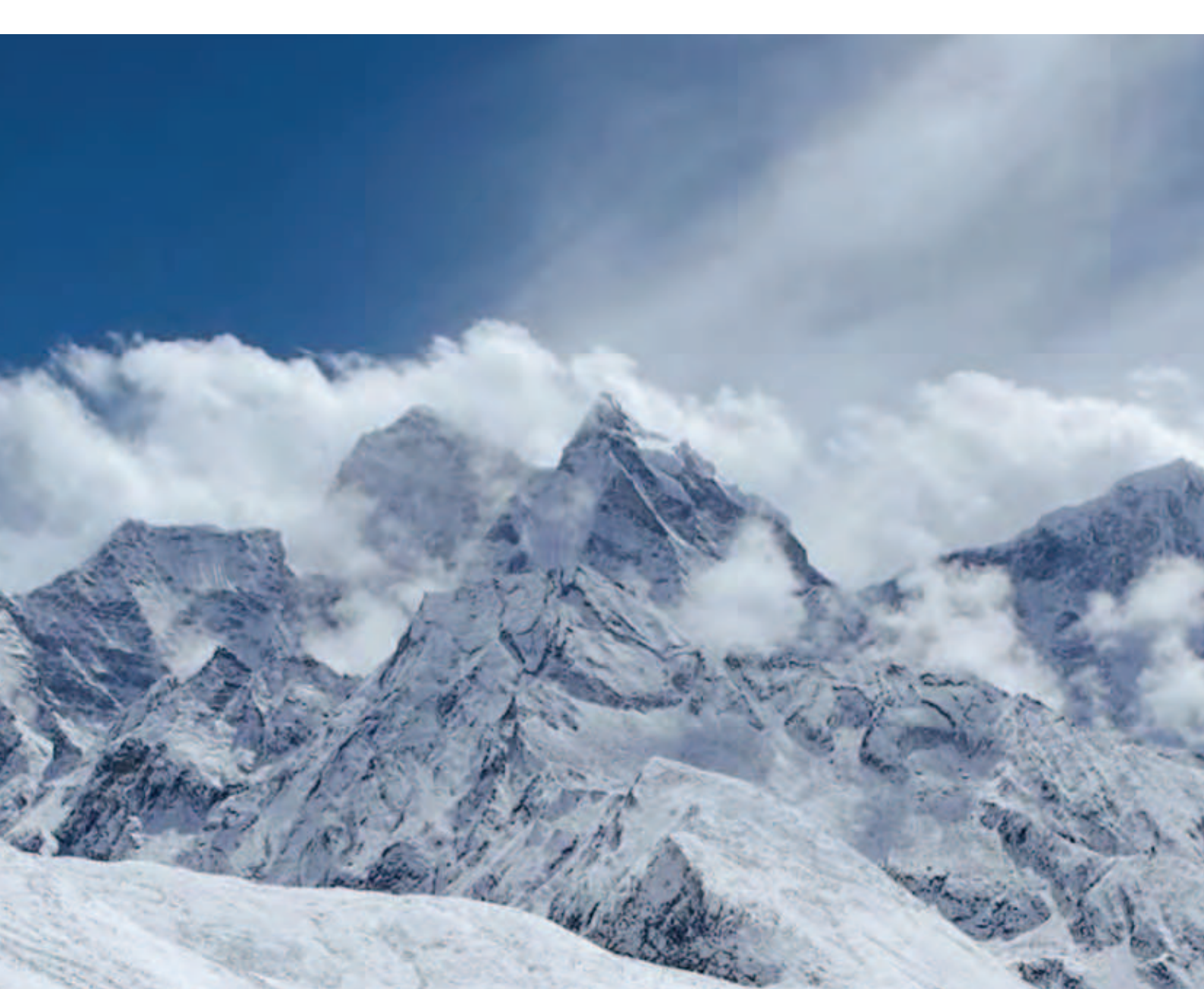


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Dear Readers, Members & Friends

Welcome to this summer edition of the Bridge. Thank you for supporting our magazine with your contributions and articles. Our magazine is a platform for all and we count on your inputs to make it as lively and as relevant to you as possible. The Bridge magazine, as well as the SwissCham membership directory, which will be presented to members in digital form for the first time this year, are perfect platforms for you to reach a qualified target audience.

Spring brings renewal and new beginnings. So it happened as well with SwissCham China and its Beijing, Shanghai, Guangzhou and the Hong Kong regional organizations. New boards of directors have been constituted, Christian Guertler has been elected as Chairman of SwissCham China and being confirmed as President of SwissCham Shanghai. Also, two new Presidents, Urs Calonder in Guangzhou and myself in Beijing, have been chosen to lead the respective regional chambers.

I take this opportunity to thank John Liebeskind, the outgoing Chairman of SwissCham China and former President of SwissCham Beijing for his dedication and un-paralleled investment of personal time. Jean-Christophe, merci beaucoup!

The topic of this Bridge is "China on the way to recovery". Are we already on the up-slope? We are definitely in for an economic adventure, in comparison, read as well the interview with Federal Councilor Moritz Leuenberger who signed a memorandum of understanding with the Chinese Ministry of Water that strengthens Sino-Swiss cooperation in water management and hazard prevention.

The concept of a Swiss platform was introduced in Beijing. Swiss business representatives, the Swiss Embassy and Osec Swiss Business Hub delegates as well as Kurt Haerri from the Swiss Chinese Chamber of Commerce in Zurich, representatives of the Swiss chambers in China have agreed to define action steps for a close cooperation between all stakeholders of Swiss interests in China. SwissCham Beijings' website will link all institutions to ensure all member and other inquiries will be coordinated and handled by the parties concerned.

Let us know your opinions and ideas, make SwissCham truly inter-active!

Peter Troesch
President, SwissCham Beijing

尊敬的读者，会员和朋友们：

欢迎阅读本期的《桥》杂志。衷心感谢您对本刊的支持与贡献。作为一个交流平台，正是依靠您的投入，我们的杂志才能如此生动和贴近您的生活。同时，中国瑞士商会会员名录今年将会以数码形式与各位会员见面。无论是《桥》还是会员名录，都是您接近高质量目标人群的完美平台。

春天带来重生和新的开始。中国瑞士商会在北京、上海、广州和香港地区也迎来了新的开始。新的董事会已经建立，哥特乐先生被选举为中国瑞士商会主席。同时，广州的Urs Calonder和北京的我被选举为新的总裁，领导各自所在的地区商会。

借此机会，我要感谢李剑先生。作为离任的中国瑞士商会主席和前任北京地区的总裁，他为商会鞠躬尽瘁，奉献了大量的时间和精力。非常感谢！

本期《桥》的主题为“中国经济已走上恢复之路？”。形势已经开始转好了吗？毋庸置疑，我们正在经历一场经济探险，作为对比，本期还介绍了联邦议员Moritz Leuenberger与中国水利部就加强中瑞水资源管理及风险规避的合作而签署了备忘录。

瑞士平台的概念被引入北京。瑞士商务高级代表、瑞士大使馆和商务促进中心代表、苏黎世瑞中经济协会的Kurt Haerri、中国瑞士商会的代表一致同意制定行动计划，以更加紧密地联合与瑞士利益相关的团体和个人。中国瑞士商会——北京的网站将与其他机构的网站形成链接，以保证所有会员的问题和疑问都能够得到相应机构的解决。

让我们了解您的意见和想法，使瑞士商会做到真正的“互动”。

赵彼德
中国瑞士商会-北京总裁

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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

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行销企划: 方必安

English / Chinese Translations: Speed Technology Shanghai and Jina Sun

中英文翻译: 交大事必达翻译公司、孙继娜

Proof Reading: Jina Sun

校对: 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:

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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:

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China on the Road to Recovery

Signs of domestic demand-led recovery have become more apparent

By Wang Tao, Head of China Economic Research, UBS



RAISED FORECAST.

As GDP grew by 7.9% year on year in the first half of 2009, driven by faster-than-expected credit expansion and investment growth, UBS raises its GDP forecasts from 7.5% to 8.2% (2009) and 8.5% (2010), respectively.

Lapra Database

Summary and overview - Data from the past couple of months show:

- Economic activity continued to recover following the quarter to quarter (q/q) rebound in GDP growth, helped mainly by stimulus-related investment demand. Exports continued to decline sharply in May, but sequential momentum has stabilized and orders have increased slightly. New bank lending decelerated in the second quarter (Q2) but remain at record highs and more than sufficient to support our estimated 8.2% GDP growth in 2009.
- With the strong push in fiscal stimulus and bank credit, fixed asset investment (FAI) in infrastructure and other government-related sectors accelerated, however private and housing investment remained weak.
- A rebound in property sales is consistent with our outlook for a recovery in housing investment later in 2009. Retail sales appear to be resilient, as consumption is supported by falling food and commodity prices.

Signs of domestic demand-led recovery

Exports continued to fall in May, suggesting persistent weak external demand. While we do expect exports to stabilize in line with global credit conditions and demand in the coming months, we think export-related manufacturing investment will decline this year. Meanwhile, the government stimulus package, accompanied by strong credit growth, has led to increased fixed investment, production (some of it ahead of final orders), and a consistent rebound in PMI (purchasing managers' index). A pick-up in housing and auto sales and construction activity has buoyed the market.

Rapid push on fiscal stimulus and bank lending

The funds related to the fiscal stimulus package have been disbursed quickly, but more importantly credit expansion has far exceeded expectation. Expansionary monetary policy, coupled with a strong desire for growth and investment by local governments, helped to push new bank lending to RMB5.8 trillion in the first five months of the year and probably 7 trillion for the first six months of 2009. While market-based economic activity remains weak and investment demand likely dormant, we expect this increase in bank lending to translate to rapid fixed investment growth, albeit in government-related sectors and



Leyra Database

projects. We expect strong FAI growth to push second quarter growth above 14% q/q. The focus on infrastructure investment and other construction has led to an early recovery of metal production, even as final demand has just started to recover. While the government has increased social spending on health-care and transfer payment to the poor, we do not expect consumption growth to become the lead growth engine this year.

The upside and the risks of the recovery story

With continued strong bank lending growth and an expected recovery in domestic housing investment, GDP growth may have some upside from our forecast if global demand starts to rebound later this year. Nevertheless, at the micro level, we expect corporate earnings to fall in light of excess capacity and downward pressure on prices. While strong bank lending is necessary for domestic demand growth, we think new lending this year may exceed 8 trillion RMB and be more than sufficient to support growth. Consumer price index inflation is likely to be contained by weakness in commodity and food prices and by a decline in core manufacturing prices, but the excess liquidity in the system increases the risk of resource misallocation and an asset market bubble. A lack of market-based real demand could also lead to a “double dipping” in growth later on.

Outlook in the coming year

We expect the economic recovery in China to continue, supported not by a strong turnaround in the external situation, but by continued government stimulus and bank lending. The recent optimism about the economy may have also been accentuated by the flood of liquidity into the system, which we think is unsustainable. In the coming months, investors should look out for the following:

- (1) a tapering off in new bank lending, but sufficient liquidity to support an economic recovery and FAI in government-mandated sectors;
- (2) a rebound in housing construction activity in the second half of 2009 (2H09), which would provide comfort for sustained underlying loan growth outside of infrastructure;
- (3) both exports and imports starting to stabilize in the coming months, with trade surplus likely rising again;
- (4) China not actively diversifying its FX reserve holding and the RMB kept stable against the USD, but seeing increased trade friction with major trading partners.

China By The Numbers (June 2009)

Chart 1: Transport and Energy

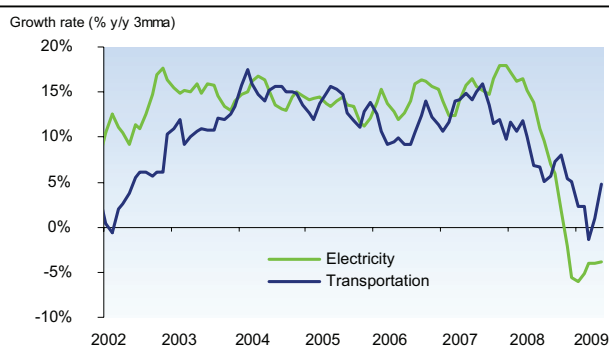
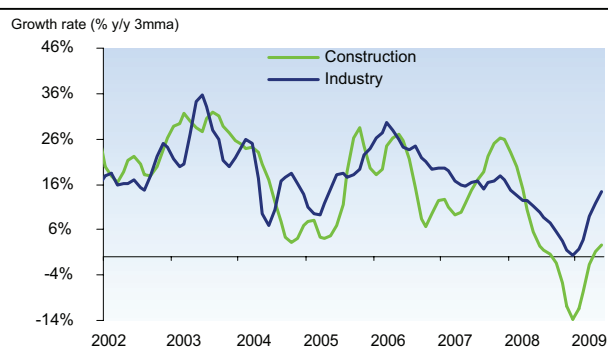


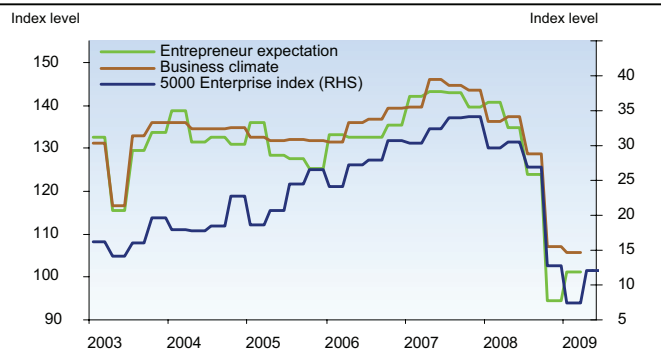
Chart 2: Industry and Construction



Economic activity rebounded due to the rebound in production, construction and transportation, whereas power production also seems to have bottomed.

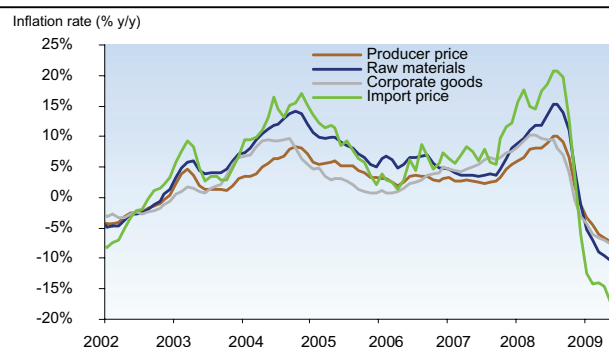
All charts and sources: CEIC, UBS estimates

Chart 3: Business Climate Indices



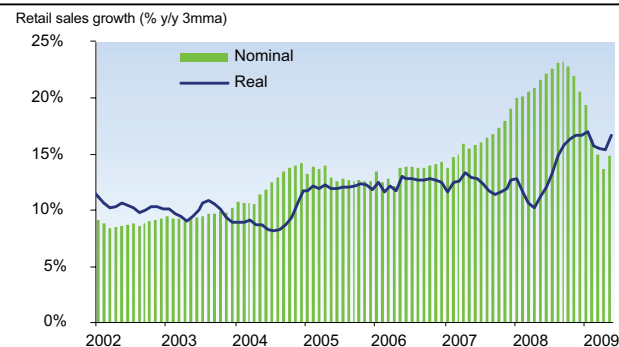
Most leading indicators are rebounding.

Chart 5: Upstream Price Indices



Upstream prices collapsed. And so did inflation.

Chart 7: Real Retail Sales y/y



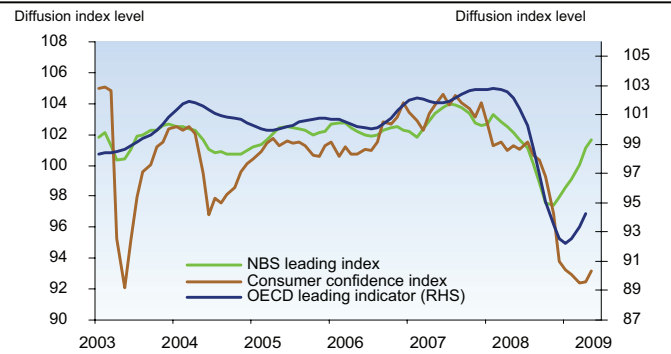
Retail sales growth picked up in May.

Chart 9: Export prices



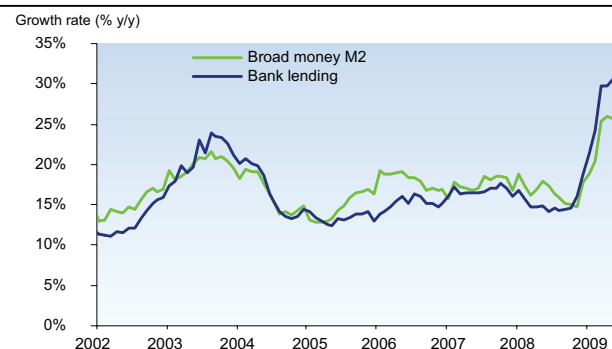
Upstream prices and export price indicators collapsed.

Chart 4: Leading Indicators



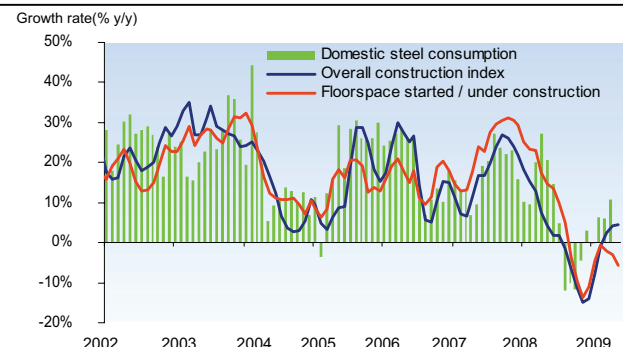
Most leading indicators show signs of recovery.

Chart 6: Money and Credit Growth



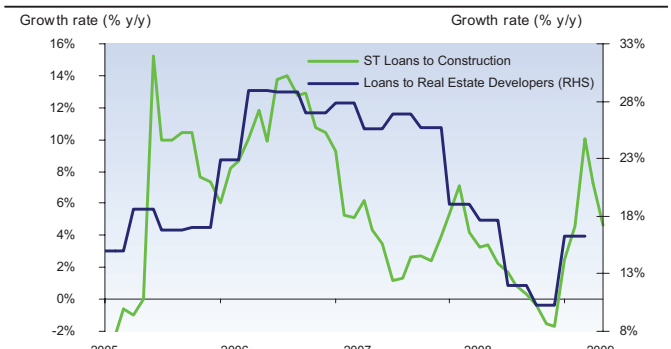
Both credit and broad money growth surged.

Chart 8: Construction vs. Steel Demand



The construction index matches domestic steel and materials consumption swings well.

Chart 10: Property Lending



Loans to developers and construction rose strongly.

All charts and sources: CEIC, UBS estimates

What is Driving China's Growth Recovery and Can This Last?

By Wang Tao, Head of China Economic Research UBS



"Only a strong pull from external demand can lift GDP growth rate back to 10%", says Wang Tao.

Chart 1: Exports Remained Weak in May

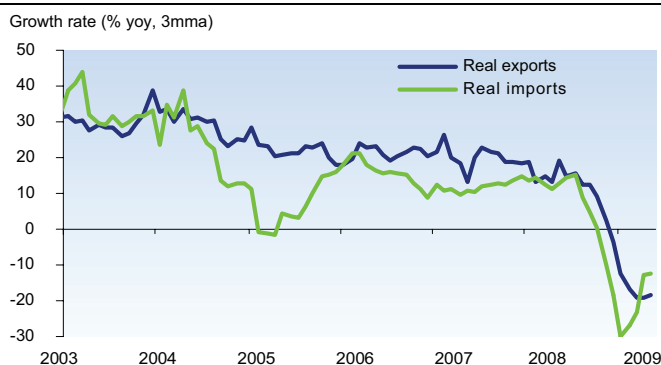
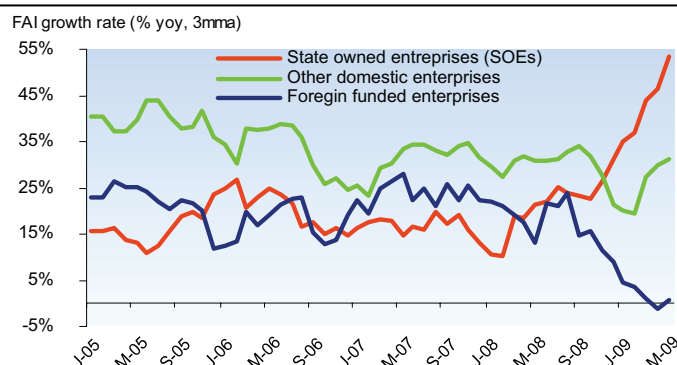


Chart 2: Investment by SOEs Has Taken the Lead



China's exports declined by 26% y/y in May, larger than expected, yet growth of industrial production picked up. There are other pieces of positive news too – fixed asset investment accelerated, imports of commodity rose in volume, and housing and auto sales were strong.

Clearly the recovery is not coming from the export sector. Exports declined by more than expected in May (Chart 1), with ordinary exports such as steel and machinery particularly weak. Even though we do expect export growth to stabilize and recover later in the year, we do not think the rebound will be strong enough to lead to increased investment in the related sector. We think the weak global outlook and over-capacity will weigh on investment for much longer.

Investment driven recovery

Domestic investment, which has been stimulated by the government and financed by both fiscal funds and more importantly, bank lending, is clearly the most important driver of the recent recovery. Growth of urban fixed asset investment accelerated to 39% y/y in May, with investment by state-owned enterprises and in infrastructure leading the way (chart 2). We highlighted back in April that the rapid growth in bank lending in the first few months of the year will result in rising fixed investment in subsequent months, and this is now being confirmed by more data.

However, with monthly new bank lending now tapering off, does that mean fixed investment will fall off and the recovery will not last? We do not think so, at least not so soon. First, the front-loading of bank lending does not mean that all the funds get spent right away - it takes at least a good few months. Sec-

ond, the initial investment spending by the large state-owned enterprises will gradually spill over into other sectors through the purchase of construction materials and equipments, and payments to construction companies. In fact, although with a lag and still relatively weak, we have seen investment in the non-state owned enterprise (SOE) sector starting to rebound. Even with new bank lending slowing to RMB 300 billion a month for the rest of the year, we would see total new loans reaching RMB 8 trillion in 2009, sufficient to support our estimated 8% nominal GDP growth.

Policy tightening?

Another recent concern from investors has been policy tightening in light of the rapid lending growth. Although new bank lending in May reached RMB 660 billion and was more than expected, we do not think it will trigger any policy tightening, especially when GDP growth is still below the government's target and inflation is not yet a concern. In fact, with much of the latest new lending going into medium and long term projects, a bigger risk may be the difficulty in taming investment and lending in the future than a premature tightening at present.

Further out, if external demand stay depressed in the next year or longer, the sustainability of the stimulus-driven recovery will become a serious issue. Here we would like to point out once again that the key to lasting domestic recovery in China is the property sector. Regular readers of our reports may remember our optimistic outlook on the recovery of property investment in H2 09. We are not convinced that the recent strong sales in the existing (high-end) market will lead to a quick

recovery in housing starts and construction, but we continue to expect that the construction of low-end public housing and mass market property will help to offset the weakness in the existing residential market later this year.

Estimated real GDP growth of 8.2%

What the strong growth in housing sales has done, we think, is helping to push up sales of automobile, and decoration and construction material in the retail market. Of course auto sales may have been mostly helped by the tax cuts and the drop in oil prices. The strong growth in the production of transport equipments, cement and other construction material is the biggest reason behind the rebound in industrial production growth in May (8.9% y/y).

In sum, the recent growth recovery in China has been mainly driven by policy stimulus and financed mostly by bank lending, which is helping to offset the negative impact from falling exports. With investment activity picking up, we have seen demand for construction material starting to rebound, which could lead to a more sustained recovery in industrial production in the coming months. We do not expect any monetary tightening soon and see enough bank lending to support our estimated real GDP growth of 8.2% for the year. Looking forward, the sustainability of the domestic demand growth lies importantly with the development of the property sector. We are optimistic about property investment picking up later this year, but we would also like to point out that our 2010 GDP forecast is 8.5% – we do not see growth returning to 9-10% without a strong pull from external demand.

All charts and sources: CEIC, UBS estimates

Swiss Quality, Chinese Price



We provide the professional sourcing, technical support, quality assurance with our clients.

Sultex Shanghai representative office was build up at the end of 2005, aim to in China source the mechanical parts, technical supporting and quality assurance for Sultex Limited in Switzerland and ITEMA weaving groups in Italy.

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“Balancing on a Knife’s Edge”

17th CEO Interview
 总裁访谈录
Mr. Felix Muntwyler
 CEO of Gate Gourmet

“The weight of a potato is a success factor”, says Felix Muntwyler

Interview, Fabian Gull



"At the beginning I was having difficulties to acclimatize in China after 17 years in Argentina", says Felix Muntwyler.

Photo by Hanley Zhang

Felix Muntwyler, we know airline food doesn't necessarily have the best reputation. Why is this?

This is true, but not always justified! The rather negative reputation has been created during past years, but food quality and variety on board have clearly improved. We also know from food tasting that the same food being served in a restaurant on regular plate's scores much higher notes compared to being served on a food tray inside a narrow aircraft tube. We are dealing with some sort of a "negative placebo effect". As a matter of fact, airline food will never taste the same way as freshly prepared food, the food has clearly suffered in the process undergoing all food safety procedures before being served.

I see a WHO bulletin on swine flu on your desk...

Yes, I am checking the latest swine flu figures on a daily basis as the pandemic precautionary measures do affect our business. Let me explain it to you: Firstly, we are only allowed to de-cater the aircraft after the swine flu inspectors have cleared the plane. Once all trolleys are off the plane and back to our unit, we have to park them in a designated area where they are disinfected and have to sit for two hours. Garbage can no longer be separated on a conveyer belt; it has to be done manually and must be packed into plastic bags. Each plastic bag goes into another bag and these two bags go into a third bag which has to be sealed with a label containing the origin of the

garbage, date and airline. Our employees have to wear disposable uniforms, shoe covers and facemasks which make this already unpleasant work even less attractive. After every operation the dish wash area has to be cleaned and disinfected and employees have to change uniforms. All these additional cost have to be absorbed by Gate Gourmet Shanghai. We cannot pass it on to the government nor do we want to pass it over to our clients. This would be against my philosophy of bringing solutions to clients and not problems.

What situation did you face upon arrival in Shanghai in 2001?

At that time Pudong International Airport was not very busy as most airlines still

operated out of Hongqiao Airport. So Gate Gourmet Shanghai only had two customers to serve, Turkish Airlines and Air Canada, with each only one flight a day. The few other airlines operational in Pudong were catered by our competitor. With 27'000sqm floor space and a daily production capacity of 30'000 meals we operate one of the biggest units in our company. In 2001 we only produced an average of 600 meals a day and very few employees spoke English. So you can imagine this place was sort of a depressive, massively oversized place which didn't really help me acclimatize and feel comfortable.

How do things look today?

Quite different (smiling). We have a very good, self responsible and stable team in place. People are eager to learn and progress. Some are now even in key management functions. Our staff turnover rate is below 3% per annum. This clearly shows that the efforts and hard work pay off and this is extremely satisfying. Today we cater 12 international airlines (all long haul), 12 cargo airlines, three domestic airlines as well as four airport lounges. The unit operates 24 hours per day and 365 days a year.

How many meals do you produce today?

On average we produce 8000 meals per day. As a reference, our local competitor China Eastern Catering produces around 30'000 meals per day. Gate Gourmet Zurich dishes out around 60'000 meals a day.

You are operating drastically below your maximum capacity. Why are your facilities so oversized?

Well, that's a funny story. The structure had been built by our joint venture partner – the Shanghai Airport Authority Group. There was a tender for this joint venture which Gate Gourmet International initially lost to an American competitor. Then, by accident, the Americans bombarded, during the Balkan war, the Chinese Embassy in Belgrade and American companies were no longer desired partners for a joint venture. So the Airport Authorities came back and asked Gate Gourmet whether we would still be interested. Of course we were.

Getting back to your question. By then, this unit was already completely fin-

ished and equipped and we only had to move in. Size is one aspect, practicability another. If Gate Gourmet had a say, we would have built a one floor unit with a clear production and goods flow. Now we have a three floor unit, which makes the catering process very complicated. The catering flow has to start on one side, run through the building, always moving forward, never crossing, turning back to ensure a safe and efficient flow. By operating a multi level unit, distances are getting longer and there is an increased risk of moving goods backwards. From an efficiency point of view, this is not ideal at all and more labour intensive than a compact single floor unit. It's a real nightmare to be honest.

Gate Gourmet Shanghai is also into de-freezing and cleaning airplanes...

Not quite. But the umbrella company, Gate Group, indeed is. It is the most complete airline service provider "above the wings" of the world. Gate Gourmet is an entity of the group and is responsible for airline catering. Other entities such as Gate Safe (Security Services) or Gate Aviation as just to mention a few, all provide services to the airline industry. So the group has expanded its activities and has gone into fuelling, de-icing, cabin cleaning, airline crew training, concept development for airport lounges, and so on. But in China, Gate Gourmet Shanghai is the only entity of the Gate Group.

How important is the China business for the group?

Despite our growth over the past years, insignificant. Our contribution to the group turnover is below 1%. Despite this Gate Gourmet is committed to China and it is one of the key regions for further growth.

Why is that? Aren't passenger volumes huge in China?

Yes and no. Our competitor, China Eastern Catering, for example serves about 150-200 flights per day, the majority operated by China Eastern. However, a large amount of these flights are domestic flights, but that's not our key market. Almost 90% of our business comes from international long haul flights, 6% from cargo flights and only 4% from domestic airlines. All in all, we serve about 40 flights a day. In addition, it is virtually

impossible as a foreign service provider to cater Chinese airlines on international flights because there is a pretty closed alliance of support amongst Chinese carriers. As you can see, these staggering numbers and growth rates of passenger volume which predominantly come from the domestic market do not affect us that much. But of course, we generally

“Our staff is not required to be creative but to follow instructions”

also benefit from exploding passenger volumes and we have been growing steadily since 2004. In 2008 we virtually doubled in size by adding some new key accounts to our customer portfolio, which was not only a quantum leap but a also a big challenge for the unit. If we look at the market share of Gate Gourmet Shanghai then we can say that about 50% of international airlines choose us and 50% choose China Eastern Catering. There is a long way to go for our unit and we have to win many more customer accounts to fill up the unit.

In hard times like these, do airlines try to save money on meals?

Not just in hard times. We are continuously under massive cost pressure from all our customer airlines. As an example, one of our big European customers just recently requested a price reduction of 10% without affecting the product. It is thus absolutely necessary to have good systems and a very efficient operation in place in order to cope with this kind of requests and demands. We want to keep our customers happy but also need to protect our margins and so we are constantly balancing on a knife's edge.

How does the amount of money airlines spend on food differ?

There are big differences between airlines. Some airlines have bigger trays, for example serving in economy class a salad or appetizer, a choice of two main courses, dessert, bread, cheese and some chocolate - whereas others only serve a half tray with a salad, dessert, bread and one main course.

How much do you charge airlines for, lets say, a dinner in economy class?

An average dinner tray can go for as little as USD 1.50 and up to about USD 3.00.

And in business and first class?

Again depending on the airline and its concept, most prices range from USD 6 to 10. First class is only slightly higher but of course offers more variety and more individual service. All these prices do not include beverages.

These numbers are unbelievably low! How can you still be profitable?

This is only possible with exact and tight calculations, efficiency and continuously improved processes. Our margins are very low and we have to constantly monitor our cost drivers to avoid negative surprises. Airline catering is a very cost driven business and there is no room for big errors.

Everything we use and produce is clearly specified and photographed. The size and weight of a poultry item, of a carrot, onion or green pepper etc. are clearly specified based on our specific yield tests. Even small divergences get costly! Imagine if the weight of a potato is as little as 10 grams above specification – this is 10 grams times 200 meals multiplied by 40 flights a day! This adds up to 80kg for one single item in one day! To avoid this we conduct daily random weight checks.

The cost consciousness in our unit is driven from top to bottom and is our key to financial success in such a low margin business. Control of all key cost drivers is a daily key management function. We also have a tight control on the use of heating and air condition in our building, in winter our offices are seldom warmer than 14 degrees centigrade.

Also in your office?

Yes. The rules are the same for everybody. The margin between good and bad in this business is so thin. We operate on very thin ice.

Gate Gourmet was also the biggest supplier of Pizza Hut in South-East China.

Correct. We were supplying an average of eight tons of goods every day! We prepared soups, salads, pizza toppings, pre-cooked pasta, deserts, salad dressings

and so on. We had to bid every year for the renewal of the contract. And every year we were supposed to have productivity and efficiency gains, improved purchasing prices due to higher volumes etc. But in the end it all came down to reduce our margins if we wanted to maintain the business. So in 2007, after six successful years we decided to stop.

How do you lead people?

I believe in participative management. This may sound outdated to many, I know (smiling). I have a passion for developing people, see them grow and taking over new functions and responsibilities. This is the most rewarding thing in the life of a manager. It is of course not always an easy task, as many Chinese shy back from assuming responsibility and decision making. The doors to my office are always open to everybody.

How much are you personally involved in operational details?

Most of the times 100%. Our main income is generated by food sales and so the production department is the heart piece of our unit. Therefore a lot of time is spent with food related issues, this can include the consistency of sauces and tastes, evaluating whether a fish can be reheated or not, checking why a pasta may dry out on the edges during the reheating process etc. I work closely with our Product development team in menu re-engineering projects and the creation of new menus. For example searching for and selecting a more economic vegetable - carrots instead of spinach – if required. Recently we had to find a supplier who could produce smoked trout fillets for one of our customers. In order to get the product I had to explain to the supplier how to smoke it, how to cut and present it, test the first samples, further improve it and so on. If I don't do it myself, I don't have anybody to do it. I know it's not good that I have to be in these details but it's the only way.

The aviation business is volatile, and so is yours I guess.

Yes. Our efficiency makes it difficult for us to further cut costs in a downturn situation. With the new labour law, we are less effective in downsizing. We take advantage of bad times to consolidate so that we survive and get ready for the next upturn.

There is not much room for your employees to be creative.

Not at production and operation level, there we don't want creative people. This is not disrespectful to creativity – it simply does not work in our business. We need employees able to follow clear specifications / manuals and to produce every day thousands of dishes in the same way. Nothing can be done incidental or acted on instinct, every step is pre-determined. Our employees are not required to be creative but to follow instructions to satisfy our customers.

What is your signature dish?

I don't cook anymore. I did it extensively in my former life. But my wife is an excellent cook and I enjoy eating her meals.

Felix Muntwyler

Felix Muntwyler (60) has been living abroad for 35 years and is looking back to an extensive career in the food industry. He kick started his career in 1964 with a chef apprenticeship in Zurich. At the tender age of 26, the executive chef was leading a brigade of 90 chefs in London. Muntwyler worked in top hotels in St. Moritz, Lucerne, Gstaad, Paris and London. In 1974 his love affair with South America started when he joined Swissair's' former luxury restaurant chain in Buenos Aires. South America at that time was still revolutionary and the Muntwyler's had to live under police protection day and night. The former world championship gold medallist (discipline "cold buffet display") then gave his career a new direction in taking classes in HR-Management, Finance Management, Quality and Productivity Management at Cornell University in New York before going back to Argentina where he stayed for 17 years, lastly as Director of The Bue Trainer's, Gate Gourmets own Culinary Training Centre. He also founded and managed one of South Americas' biggest party and event caterer and set up and managed the first officially recognized Culinary training centre in the southern hemisphere, where young chefs were trained to obtain an official chefs certificate. In 2001, he took over the position of General Manager Gate Gourmet Shanghai. He is married and has one daughter and a son.

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“刀刃上的平衡”

17th CEO Interview
总裁访谈录
Mr. Felix Muntwyler
CEO of Gate Gourmet

Felix Muntwyler: “每个土豆的重量都是决定成败的因素之一”。

访谈：方必安



“在阿根廷呆了17年后到中国，在刚开始的时候感到非常困难”，Felix Muntwyler说。

Photo by Harley Zhang

Felix Muntwyler先生，据我所知，飞机上的食物并不一定能够得到人们的赞许，这是为什么呢？

你说的很对，不过这种负面的声誉在过去几年里已经形成，现在飞机上食物的质量和种类都有了明显的改善。我们也知道从食物品尝来说，相同的食物在一家餐厅的普通的盘子里食用比在窄小的机舱里的盘子里要好吃的多。我们要应对的是这种“消极的安慰剂效应”。事实上，飞机上的食物永远都不会像新鲜准备的食物那样美味，因为在供应给乘客之前，这些食物要经过层层的安全检查，食物的鲜美之味在此过程中必定被减弱。

我看到你的桌子上这份来自世界卫生组织关于猪流感的公告……

是的，我每天都会查一下最新的猪流感数据，因为疫情的预防对我们的业务有很大的影响。首先，只有当猪流感检查员对航班上所有的乘客进行过检查后，我们才可以卸下机舱上的食物。当所有的手推餐车从飞机上卸下并运回我们的公司后，我们需要把他们放在一个指定的地方消毒两个小时。垃圾也不能像以前那样由传送带分拣，而必须由人工进行分拣之后装入塑料内。每个袋子外面都要再套一个袋子，装在两层袋子里的垃圾又被装入第三个注明垃圾来源、日期及航班班次的袋子里。

我们的员工要穿一次性的工作服和鞋套，还要戴面罩，这使得本来已经十分令人不愉快的工作变得更加令人讨厌。在所有的程序进行完后，我们会对洗盘子的区域进行清洁、消毒，

员工会更换工作服。所有的额外成本都要Gate Gourmet上海自己来承担，我们不能把成本转嫁给政府或客户，因为这有悖于我们为客户解决问题而非制造问题的宗旨。

2001年你们刚到上海的时候面对的是什么样的状况呢？

在那个时候，浦东国际机场并不十分繁忙，因为大多数航班还是在虹桥机场运营。因此，Gate Gourmet上海只为两个客户服务，就是土耳其航空和加拿大航空，每个客户每天都只有一趟航班。当时在浦东运营的其他航班的食物都是由我们的竞争对手提供的。我们是公司里面最大的部门，占地达27,000平方米，每天的产能可达30,000份食物。在2001年我们平均每天只生产600份食物，大部分员工都不会说英语。你可以想象当时这个让人沮丧又太大的地方让我感到多么的水土不服和难以适应。

现在情况怎么样呢？

现在大不相同了（笑）。我们现在拥有一个很好的、有责任心的和稳定的团队，我们的团队成员都十分好学并渴望进步，一些员工已经进入了公司较关键的管理职能部门。我们每年的员工流动率在3%以下，这足以证明我们的努力和勤奋取得的效果是十分令人满意的。现在我们为12条国际航线（都是长途航线）、12条货运航线、3条国内航线以及4个机场休息室提供餐饮服务。我们公司全年365天、每天24小时营业。

你们现在每天准备多少份食物呢？

我们平均每天供应8,000份食物。作为对比，我们在当地的竞争对手中国东方航空食品有限公司每天供应约30,000份食物，而Gate Gourmet苏黎世每天供应60,000份食物。

你们现在的生产量离最大的生产能力相差甚远，为什么你们会用生产量如此大的设备和设施呢？

这后面有一个很有趣的故事。我们在上海公司的结构是由我们的合资伙伴—上海机场（集团）有限公司帮我们建设的。这个项目最初在竞标中Gate Gourmet国际输给了美国的竞争对手。后来，一次偶然事件，就是在巴尔干半岛战争中美国轰炸了中国驻贝尔格莱德（南斯拉夫首都）大使馆，使得中国与美国的合资成了泡影。因此，上海机场（集团）有限公司找到了Gate Gourmet，问我们是否仍然有兴趣。我们当然很有兴趣。

回到你的问题上，在那个时候，这个厂房已经建好了，设施也已经准备好了，只等我们搬进去。规模只是一方面，实用性是另一方面的因素。如果Gate Gourmet有发言权的话，我们就会建设一个只有一层的厂房，并规定明确的产量和流通量。现在我们的厂房是三层的，这其实使我们的食物加工程序变得很复杂。食物的加工流程应该是从一端开始经过整个车间，并且为了保证安全高效应该总是向前方的程序进行而不是转弯或回头。在一个多层的厂房运行，距离拉远了，并且使食物回到已经经过的

程序的风险变大。从效率角度来说,这样并不是最理想的,并且比集中在一层的操作需要更多的人力。事实上这样很糟糕。

Gate Gourmet上海也为飞机除霜和清洁……

并不是这样的。我们的总公司Gate Group有这样的服务。这在世界“翼上”服务提供者中是最全面的服务。Gate Gourmet是这个集团的实体之一并主要负责航班餐饮。其他的实体如Gate Safe(保安服务)或Gate Aviation都是为航空产业提供服务的。集团的业务范围不断扩展并且已经触及到了燃料、除霜、机舱清洁、航空人员培训、机场休息室理念发展等等。但是Gate Gourmet是集团在中国的唯一实体。

中国业务对于集团公司的重要性如何?

除了我们在过去几年的增长之外,在中国的业务并不十分重要,我们对集团收入的贡献只有不到1%。尽管如此, Gate Gourmet专注于中国,并把它作为带来未来增长的重要地区。

为什么?难道在中国的客流量不大吗?

是也不是。我们的竞争对手中国东方航空食品有限公司每天要为150-200次航班服务,已经包括了在中国东部运营的大部分航班。不过,这些航班中的一大部分都是国内航班,而他们并不是我们的目标市场。我们90%的业务来自于国际长途航班,6%来自货物航班,4%来自国内航班。总而言之,我们每天为约40次航班服务。另外,作为一个外国的服务提供者,要想在中国航空的国际航班上提供服务是不可能的,因为中国的航班与为他们提供支持性服务的公司有着紧密的联合。正如你所知的,主要来自国内市场的巨大的客流量及其惊人的增长速度对我们的影响不大。不过,我们也多少从爆炸性增长的旅客数目中获益,自2004年以来我们一直保持稳定的增长。2008年由于客户组合的更新,我们的规模扩大了一倍,这不仅仅是数量上的跨越,也是对于我们车间的巨大挑战。在市场份额说,应该说50%的国际航班选择了我们,50%选择了中国东方航空食品有限公司。我们还有很长的路要走,也需要更多的客户订单以使我们的厂房利用达到最大化。

在目前的困难时期,航班是否也试图从餐饮上节省开支呢?

不仅仅是在困难时期,我们一直都面对着来自所有客户在成本上的巨大压力。例如,我们的一个欧洲大客户最近要求在影响产品的情况下把价格降低10%。应对这样的要求,我们绝对需要一个很好的系统以及十分有效的运营。我们希望满足客户的要求,但是也要保住我们的利润,因此我们总是要在刀刃上进行权衡。

航空公司在食物上的支出有什么不同呢?

不同的航班各有不同。一些航班的餐盘较大,如经济舱有沙拉或开胃菜、两道可选的主菜、甜点、面包、奶酪和巧克力,而一些其他的航班可能只提供半盘食物,如沙拉、甜点、面包

和一道主菜。

比如说在经济舱的一顿晚餐,你们对航空公司的收费是多少呢?

一份平均大小的晚餐大约在最低1.5美元到最高3美元之间。

商务舱和头等舱呢?

还是一样根据不同的航空公司及其理念有所不同,大部分的价格在6美元到10美元之间。头等舱的价格稍微贵一点,不过也提供更多的选择以及更多的私人服务。另外这些价格都不包括饮料。

这些价格低的让人难以置信!你们怎么能盈利呢?

只有在精确的计算、高效率以及不断改进程序的情况下才可能做到。我们的利润十分低,我们不得不经常检查我们的成本以免出现惊人的亏损。航空餐饮是低成本导向的,大错误是不能容忍的。

我们所使用和生产的都有详细的规定,并且拍照留存。我们所使用的家禽的重量、胡萝卜的重量、洋葱的重量以及青椒的重量等,都是在产品测试基础上进行详细规定的。因为很小的差异都可能增加成本!比如说规定中土豆的重量是10克,也就是每天10克乘以200份食物再乘以40趟航班!也就是每天要使用80公斤的土豆!为避免过量使用我们每天都会对重量随时抽查。对成本的意识是我们车间从上到下的原则,它对于我们在如此低利润空间的业务中取得财务上的成功是十分关键的。在我们的厂房里对于暖气和空调的使用也有严格的控制,在冬天我们办公室的温度很少会超过14摄氏度。

在您的办公室也是这样吗?

是的,规定对于所有人都是一样的。这个行业好与坏的差距很小,我们是步履薄冰。

Gate Gourmet好像也是中国东南地区必胜客某些食品的提供者。

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你如何领导员工呢?

我相信参与式的管理。这对于很多人来说可能已经过时了,这个我也知道(笑)。我十分希望能够帮助员工发展,看他们成长、到新的职位拥有新的责任。我认为这是一位管理人生里最大的成功。不过这也不是一件容易的事,因为很多中国人不愿意承担责任和做决策。但是我办公室的大门总是为每个人开着的。

你本人对运营的参与层度有多大呢?

大部分时间我都是100%参与。我们的主要收入来自于食物的销售,因此生产部门是我们这个团体的核心。大部分时间都用于处理与食物相关的事情上,包括酱料和味道的一致性、评估鱼是否能够被再次加热、看看通心粉的边缘部分在加热的过程中为什么会变干等。我在菜单改建项目及建立新的菜单上都与我们的产品发展小组紧密合作。如果需要的话,还要寻找和选择更经济的蔬菜,如使用胡萝卜替代菠菜等。最近我们为满足不同客户的需要要找一家生产烟熏鲑鱼片的厂商。为了得到这样的产品,我要向提供者解释如何进行烟熏、如何切、如何摆放,并测试样品、进行改进等。如果我不亲自去做的话,就没有人可以这样做。我也知道过于关注细节并不太好,但是这是唯一的办法。

航空行业是多变的,我猜你们这个行业应该也不稳定吧。

是的。我们的高效率已经使得在经济萧条的情况下进一步降低成本变得十分困难。在新劳动法的规定下,我们想减少员工也并不容易。我们只能在逆势中巩固基础生存下去并为下一轮的增长做好准备。

似乎你的员工具有创造性的空间不太大。

在生产和运营上不大,那里不需要具有创造性的员工。这并不是不尊重创造力,只是在我们这个行业不需要它。我们只要员工能够明确的按照规定和手册每天以同样的方法生产上千份食物。在我们这里,没有任何事情是可以偶然完成或是依靠直觉完成的,每一步都是预先设定好的。我们的员工不需要具有创造性,只要按照说明满足顾客的需要即可。

Felix Muntwyler

Felix Muntwyler (60岁), 已经在国外生活了35年,并且希望回国后继续在餐饮行业发展。他1964年在苏黎世以厨师学徒的身份开始了职业,在26岁时,已经成为主厨的他在伦敦带领着90名厨师工作。Felix Muntwyler曾在圣莫里茨、卢塞恩、格斯达、巴黎和伦敦的顶级酒店工作。1974年他加入了瑞士航空之前在布宜诺斯艾利斯(阿根廷首都)的奢侈连锁餐厅,并与南美结缘。当时的南美仍在革命之中,Muntwyler一家每天都要在警方的保护下生活。获得世界冠军金奖(“冷餐展示”)后,他改变了职业方向,在回到他生活了17年的阿根廷之前,他在纽约的康奈尔大学学习人力资源管理、财务管理、质量和生产力管理等,随后成为Gate Gourmets的厨艺培训中心--The Bue Trainer's的管理人。他还在南非成立和管理着当地最大的派对和活动的用餐,并正式设立和管理在南方地区第一家被承认的厨艺培训中心,年轻的厨师在这里通过培训获得厨师资格。2001年,他接受了Gate Gourmet上海的总经理职位。Muntwyler已婚,并有一个女儿和一个儿子。

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“Source of Life, Poverty, War and Migration”

Federal Councilor Moritz Leuenberger on the versatile role of water

Interview, Fabian Gull



“A water crisis would hit the world more severely than the current economic crisis”, says Federal Councilor Moritz Leuenberger.

© UVEK/Barbara Davinas

Federal Councilor Moritz Leuenberger, you say water is the source of life. Its deficiency causes poverty, war and migration, as you explained this in your speech at the 3rd Yangtze Forum in Shanghai. What can Switzerland learn from China regarding water management?

When it comes to water management, we are globally facing the same goal-conflicts, albeit in completely different dimensions. But the core questions remain the same, no matter how big a state is. This is why small and big countries can work very well together on this matter, which is in fact, what China and Switzerland do, with several years of benefiting from each others' experience. Switzerland is benefiting from China in dealing with natural disasters like earthquakes, but

also when it comes to nature-orientated traditional strategies of cultivating soil in water deficient areas. China also enables us to study the biodiversity of its astonishing landscapes.

And vice versa? What can China learn from Switzerland?

Conversely, China got inspired by our strategies in dealing with water, our legislation, and our philosophy of sustainability. Chinese experts and scientists are traveling to Switzerland, Swiss experts travel to China. Last year, the Chinese minister of water visited Switzerland. Then a Chinese delegation of experts just visited the project of the third Rhone-correction in the canton of Wallis and discussed the issue of melting glaciers with Swiss experts in Grindelwald.

You also visited the Three Gorges Dam in the Province of Hubei – a project that has been massively criticized in the West. What were your impressions?

The political discussion about advantages and dangers of this huge project exemplarily disclose the prior mentioned aim conflicts. On the one hand, the dam protects millions of people from flood-water which previously regularly caused thousands of deaths and devastated entire cities. On the other hand, around 1.3 million people had to be relocated. About half of the 360'000 rural people will continue to work in the agricultural sector. For the others, new industrial jobs need to be created.

The dam allows for the production of renewable energy. The annual energy production is 84.7 TWh. Having the

global climate in mind, the dam certainly contributes to a reduction of carbon dioxide emissions. It also makes the area of Chongqing (with its 30 million inhabitants) accessible to shipping, which is more environmentally friendly compared to the transportation of goods by trucks. On one hand, the dam allows a regular irrigation of rice fields and other agrarian fields. On the other hand, land has been flooded. But bear in mind, also in Switzerland, villages have been irreversibly set under water when dams were built. Still, now that the dam is built, the goal conflicts remain. In all following related decisions, the three pillars of sustainability have to be taken into consideration: Economy, environment and social compatibility.

What is the current role of hydropower in China's energy policy and where do its limits lie?

To date, the percentage of coal amongst China's total energy consumption is still above 70%. And due to limited resources and the economic dynamism of the country, this figure won't change anytime soon. But hydropower with a current

share of 20% is on the upswing.

The potential capacity of hydropower in China reaches an estimated 694 millions kW, whereof about 400 million kW could be used for economic purposes. The existing hydropower production today reaches a 170 millions kW which makes China the biggest hydropower producer of the world.

The fact that a huge part of the reclaimable reserves are high up in the mountains in South West China (where transportation conditions are difficult and relatively few people live) further complicates the matter. A huge expansionary potential lies in the field of small powerhouses. Till 2020, energy consumption in rural areas of about 28 million households and 104 million people shall be covered by eco-friendly small powerhouses.

What concrete steps might be made possible by signing of the memorandum of understanding between China and Switzerland?

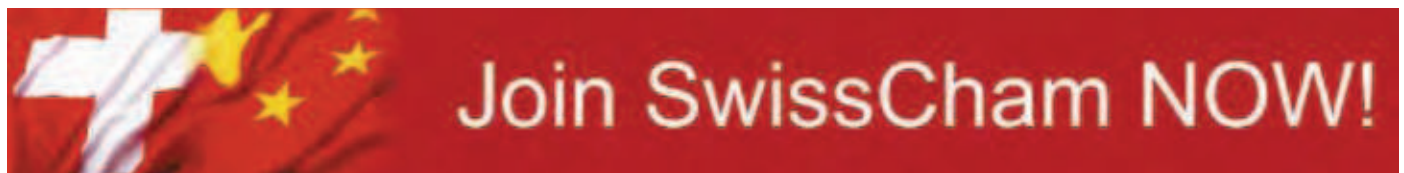
The treaty formalizes and deepens the long lasting cooperation in the fields of water management and threat prevention. As such, it is the basis for an even

more intense exchange - also regarding the consequences of climate change on the water balance. This exchange will be accompanied by a work group aiming to strengthen the cooperation in the fields of economy, trade and research.

What is the role of water management in the climate debate?

Today, even when assuming a stable climate, the water deficiency in certain regions requires long transportation ways of water in order to ensure a minimal supply. I fear that global warming has way more implications on the water balance than all previous manmade actions together. Melting glaciers alone can change the supply and demand of water significantly within decades. A possible water crisis could hit us much worse than the current economic crisis.

To soften the negative consequences of climate change on water, measures should be taken on a global level and executed on a local level – according to a states' room for maneuvering. We all need to take the remaining chances. And we have to do it swiftly, because a halt is equal to a setback.



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“生命、贫困、战争与人口迁移之源”

联邦委员莫里茨·洛伊恩贝格(Moritz Leuenberger)论水的多重角色

访谈：方必安



联邦委员莫里茨·洛伊恩贝格说，水资源危机带给世界的冲击比正在肆虐的经济危机更为严重。

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联邦委员莫里茨·洛伊恩贝格，正如您在第三届上海长江论坛上所谈到的，水是生命之源，水资源短缺会造成贫困，引发战争，并导致人口迁移。关于水资源管理，瑞士可从中国汲取哪些经验？

谈到水资源管理，全球都面临着同样的目标冲突，只是程度不同而已。无论国家大小，核心问题依然未变。这就是大国和小国在这一方面能够齐心协力原因所在，事实上，瑞士和中国自数年前便开始了这方面的互利合作。瑞士不仅从中国应对地震等自然灾害中汲取经验，而且还从中国在水资源缺乏地区实行的、面向自然的土壤培养传统战略中汲取经验。中国广袤土地上的生物多样性也同样值得我们研究。

那反之又如何呢？中国可以从瑞士汲取哪些经验？

反之，中国受到了我们处理水资源的战略、可持续发展立法和理念的启发。中国专家和科学家与瑞士专家都分别到对方国家进行了访问。去年，中国水利部长访问了瑞士，一个由中国专家组成的代表团前不久参观了瓦莱州的第三期罗纳河改造工程，并在格林德瓦尔德与瑞士专家就冰川融化问题进行了讨论。

您也曾参观过湖北省的三峡大坝，这项工程曾受到西方的大肆批评，您对此有何看法？

对这项浩大工程的优点和危险的政治讨论恰恰

揭示了前面提及的目标冲突。一方面，这项工程使上百万民众免受洪灾，而此前洪灾经常造成上千人死亡及整个城市损毁。另一方面，还须对大约130万人进行重新安置。36万农民中约有一半人将继续从事农业生产，而对于其他人而言，则必须提供新的工作岗位。

大坝的建设考虑到了可再生能源的生产，年产能达84.7千瓦时。关于全球气候问题，大坝必定有助于减少二氧化碳的排放。这项工程也给重庆地区3000万居民带来了航运便利，与卡车运输相比更为环保。一方面，大坝使水稻田和其它农田的定期灌溉成为可能，另一方面，部分土地被水淹没。不过需谨记的是，在瑞士建设大坝时，村庄被水淹没的情况也是不可避免的。

直至目前，尽管大坝早已建成，目标冲突却依然存在。在接下来的相关决策中，必须将可持续性发展的三大支柱纳入考虑：经济、环境和社会兼容性。

水力发电目前在中国能源政策中扮演何等角色，其局限性何在？

到目前为止，中国整个能耗体系中煤炭的比例仍然在70%以上。由于国内的有限资源和经济活力，该数字近期不会发生改变，不过，现占比例为20%的水力发电正处于上升趋势。

中国水力发电的潜能预计可达到6.94亿千瓦，其中4亿千瓦直接用于经济方面。水力发电产能达1.7亿千瓦，从而使中国成为世界上最大的

水力发电生产国。

中国西南部拥有大量可利用储备资源，那里交通不便、人烟稀少，这进一步加剧了情况的复杂性。小型电站具有巨大的扩展潜力。到2020年，农村2800万个家庭和1.04亿人口的能耗将由小型环保电站提供。

中瑞两国签署谅解备忘录后将可能带来哪些具体举措？

该条约使两国之间在水资源管理和危机防范中的长期合作得以正式化和深化。由于其是气候变化对水资源平衡的影响方面进一步加强交流的基础，所以该交流会由一个工作组陪同，旨在加强两国在经济、贸易和研究方面的合作。

水资源管理在气候问题方面发挥着怎样的作用？

今天，即使假设气候稳定，但为了确保最低供水量，某些水资源短缺的地区仍需对水进行长途运送。我担心，全球变暖对水资源平衡的影响比之前所有的人为行为更加复杂，单单就冰川融化而言，其在几十年内就可能显著改变水资源的供求情况。潜在的水资源危机带给世界的冲击可能比正在肆虐的经济危机更为严重。

为缓解气候变化对水资源的负面影响，我们应该在全球采取措施，并在当地执行措施——根据国家的操作空间予以执行。我们需要抓住剩余的机会。而且我们必须对此迅速加以应对，因为不进则退。

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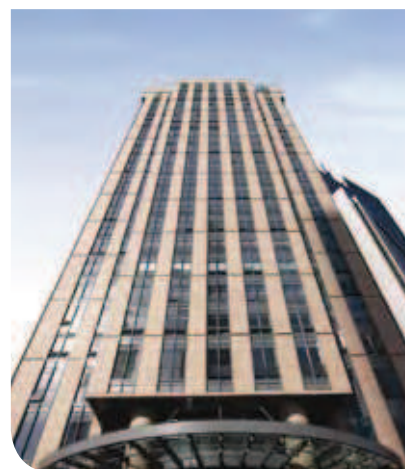
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ETH Zurich and swissnex Shanghai: A Fruitful Collaboration



ETH Zurich, the leading technical university in Mainland Europe, has recently defined its internationalization strategy in order to be fit for the long-term positioning in a globalized world. According to this strategy, all ETH activities abroad shall serve two main objectives: strengthening its role as a first-rate institution in higher education and enforce its position as a world-class research university in engineering and natural sciences. Acting as the leading house for Sino Swiss Science and Technology Cooperation (SSSTC) gives ETH an excellent opportunity to serve the Swiss community through executing the program. Beyond that, it also creates chances for ETH to explore potential partnerships with Chinese universities, funding institutions, and industry for its own purposes. The embedding of SSSTC within swissnex Shanghai enhances the probability of a fruitful cooperation and the sharing of knowledge, experiences, and contacts. The following article describes the SSSTC program in detail. To promote public private partnership, we will focus on specific SSSTC research projects relevant to industry in the next issues.

Dr. Margrit Leuthold, Director International Institutional Affairs, ETH Zurich



21 NOBEL LAUREATES. Main building of ETH in the heart of Zurich.

ETH Zürich Key Figures

- Founded 1851 • 16 Departments • 21 Nobel Prize Winners
- Nr. 24 Shanghai Ranking • Number of Students: 15'745
- Faculty staff: 368 • Research staff: 5'077

Sino-Swiss Science and Technology Cooperation: Status and Outlook

By Dr. Maio Chen, SSSTC Program Coordinator in Switzerland

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Since the mid-1990s, Chinese expenditure on R&D has been growing rapidly. This emphasis on home grown innovation has led to a steady and drastic increase in Chinese patent applications. In contrast to China, Switzerland, though a small country based on its landmass and population,

has a tradition of scientific and technical innovation in modern history. It's pharmaceutical and electronic industry, for example, have been competitive worldwide for decades. To take advantage of the strength of both countries, and based on the principle of equal partnership, the Swiss (Secretariat of Education and Research, SER) and the Chinese government (Ministry of Science and Technology, MOST) have launched a science and technology cooperation program (Sino Swiss Science and Technology Cooperation, SSSTC) in 2004 as a pilot program to address the mutual interest and concern in education and research.

2008 marks the progression of SSSTC into an action phase (2008-2011). In contrast to its pilot phase (2004-2007), where workshops and symposia were the main focus of the program, the action phase SSSTC underscores a bottom up approach of research collaborations and academic exchanges. The four funding instruments reflect this emphasis: JRP (joint research projects), IP (institutional partnerships), FE (faculty and staff exchanges), and SE (student exchanges). (For detailed program information and further questions, please go to: www.china.ethz.ch.)

One year after the launch of the action phase SSSTC, we

are pleased to announce that the program has successfully identified 25 JRP, 6 IP, and 5 FE/SE proposals to be funded. All 36 projects enjoy both Chinese and Swiss funding, with MOST and CAS (Chinese Academy of Science) being the main funding agencies on the Chinese side and SER, the Swiss side. So far about RMB 14 millions and CHF 6 millions have been committed for these projects.

In the coming years, SSSTC will focus on two tasks: (1) Acknowledging the benefit of a broad-ranged contact between the two cultures, SSSTC would like to include all fields of disciplines in its scope of cooperation. This is in contrast to the current emphasis on 4 different technology fields. (2) Reflecting on the needs of the society, SSSTC will endeavor in including private industry in the program. Given the tradition of close ties between Swiss universities and private industries, we look forward to an expanded participation from industrial partners in the near future.

Furthermore, in order to pool resources and create synergy between different Swiss federal offices, discussions are now under way with the Swiss Federal Office for Professional Education and Technology (OPET) on how SSSTC and OPET can join forces. We foresee an enlarged program in the years to come.



Your contact in China:

Dr. Lan Zuo Gillet, SSSTC Program Coordinator in China

Lan.ZuoGillet@SwissnexShanghai.org

swissnex Shanghai presents: New Sino Swiss Science Update

By Flavia Schlegel MD MAS, Executive Director swissnex Shanghai

Swissnex Shanghai is fostering partnership between China and Switzerland in the areas of science, technology, innovation and higher education. swissnex Shanghai initiates and facilitates cooperation between researchers, university professors and students of both countries. Among other services swissnex coordinates the Chinese part of the Sino-Swiss Science and Technology Cooperation program, we provide council to individuals and institutions which want to explore options of cooperation with the other country and we organize workshops and seminars for better understanding of each country's strengths and challenges.

At the beginning of any scientific endeavor there is a question. To find a good answer and a creative solution that can be applied efficiently a strong link between researchers in University labs and in R+D divisions of private companies is key. With the new Sino Swiss Science Update swissnex Shanghai is reaching out to the business community to talk about Sino Swiss developments and initiatives in science and technology. I would like to thank the Bridge team for their offer and effort to integrate the Science Update in the Bridge magazine and ETH Zurich for making this contribution possible.

瑞士联邦驻华科技文化中心(swissnex Shanghai)呈现: 中瑞科学新动态

作者: Flavia Schlegel 女士, 上海Swissnex科技中心执行主任



瑞

士联邦驻华科技文化中心 (swissnex Shanghai) 致力于构建中国和瑞士在科技创新和教育领域的伙伴关系, 并且发起

和推动两国科研人员、大学教授和学生之间合作。此外, swissnex 协调中瑞科技合作项目, 为寻求和其他国家合作的个人和

机构提供咨询, swissnex 也主办学术研讨会, 以增进对两国的优势和面临挑战的了解。

任何一个科学事业的初期皆源于一个问题。为了找到完美的答案和一个有创意、易于应用的解决方案, 大学实验室的研究人员和私人企业研发机构的密切合作是关键。中瑞科学新动态将面向企业界, 讨论中瑞的科技发展和新举措。在这里, 我想感谢《桥》团队, 他们在杂志中采用了新动态, 也感谢苏黎世联邦理工学院的支持。

Impact of the Economic Crisis on Science and Education

By Markus Reubi, Science and Technology Counsellor, Swiss Embassy in China

As companies are closing their doors or turning down their recruitment activities due to the economic slow-down, students in China and all over the world worry about their future on the job market. At the beginning of 2009, it is reported that among the graduates of 2008, about 1 million had not secured a job in mainland China. This summer, they will be joined by an estimated 6 million fresh graduates to fight for jobs. Dealing with this challenge is one of the top priorities for the Chinese government.

There is little doubt among policy advisors, that vocational education is crucial to economic development and job-creation. In China, vocational school graduates are less paid and less respected than university graduates. Switzerland is often cited as one of the leading countries, which managed to upgrade vocational education and to establish a so called "dual system" of vocational and academic education.

Looking at science, the question of course remains whether the financial crisis will also haunt the laboratories in China. China's gross expenditure on R&D (GERD) as % of GDP has

increased from 0.95% in 2001 to 1.49% in 2007. Will the targets (2.0% by 2010, 2.5% by 2020) be reached? While the credit crunch is shredding R&D budgets inside many institutions and corporations, some in the research community are seeing opportunities amid the crisis. While production lines with out-of-date technologies are being shut down, the government is investing more and more into innovation, which in turn is creating more jobs for R&D personnel.

Whether the economic crisis will have negative effects on students' and researchers' mobility or not, remains to be seen. According to the Ministry of Education, the number of foreigners studying in mainland China exceeded 220'000 in 2008, 14% up from 2007. Those who study in China expect to be better positioned to compete for jobs in their home countries as well as in China. Every year China provides more than 13'000 scholarships to foreign students (48 to Switzerland) and the National Natural Science Foundation has started an attractive research fellowship scheme for international young scientists – an interesting opportunity to discover for Swiss students and researchers.

苏黎世联邦理工学院(ETH)与瑞士联邦驻华科技文化中心(swissnex Shanghai): 富有成果的合作



作 为一所在欧洲大陆处于领先地位的科技大学，苏黎世联邦理工学院近期明确了其国际化战略，以适应它在全球化世界中的长期定位。根据这个战略，ETH 的所有海外活动都必须为两个主要目标服务：巩固其作为一流高等教育机构的地位；加强其在工程和自然科学领域世界一流研究型大学的位置。ETH 是中瑞科技合作项目 (SSSTC) 的瑞方首要合作高校。这一角色为它提供了服务瑞士社区的良好机会，并且为它自身探索与中国的大学、资助机构和产业界的合

作创造了机遇。而把 SSSTC 项目置于 swissnex Shanghai 之下更是增强了取得良好的合作成果和知识、经验、交流共享的可能性。下文将详细介绍 SSSTC 项目。为了促进公共事业和私人企业的合作，我们将在下一期详细介绍与产业界相关的 SSSTC 项目。

Margrit Leuthold 博士，
苏黎世联邦理工学院国际机构事务部主任

中瑞科技合作: 现状和前景

Chen Maio博士，中瑞科技合作项目瑞士协调员

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自 20 世纪 90 年代中期开始，中国的研发支出迅速增长。这种对于自主创新的重视使中国的专利申请有了稳定和迅猛的发展。与中国相反，瑞士是一个土地面积和人口数量较小的国家，但在现代历史中，它却有着科技创新的传统。比如，瑞士医药和电子产业历来具有世界竞争力。为充分利用两国的优势并秉承公平合作的原则，瑞士（国家教科秘书处，SER）和中国政府（科技部，MOST）早在 2004 年就推出了一个试验性科技合作项目（中瑞科技合作项目，SSSTC），旨在解决双方在教育和科研领域双方共同感兴趣和关心的问题。

2008 年标志着 SSSTC 进入了实施阶段 (2008-2011)。在以学术讨论会和座谈会为主的试验阶段相比 (2004-200)，SSSTC 的实施阶段更强调从下至上的研究领域的合作及学术领域的交流。以下四个资助方式反映了这个侧重点：联合研究项目 (JRP)、机构伙伴 (IP)、教师交流 (FE) 以及学生交流 (SE)。(若有任何问题，请访问 www.china.ethz.ch 了解更多项目信息)。

在中瑞科技合作项目进入实施阶段一年后，我们很高兴地宣布，25

个 JRP、6 个 IP、以及 5 个 FE/SE 已被确定得到资助。所有 36 个项目都得到中国和瑞士双方的共同资助，分别由中国科技部和中国科学院、瑞士国家教科秘书处提供。迄今为止，确定的项目资助额将达 1400 万人民币及 600 万瑞士法郎。

在未来的几年里，SSSTC 有两个主要任务：(1) 双方都认识到了跨文化大规模接触带来的益处，SSSTC 会把合作学科拓展到所有领域，不仅限于现阶段的 4 个科技领域。(2) 为反映社会需要，SSSTC 将致力于将私有产业界包含入该项目。瑞士大学与私营产业界一直有密切联系的传统，我们期望在不久的将来看到产业界伙伴更广泛的参与。

此外，为了获得大量资源并争取瑞士联邦机构之间的合作，我们正在和瑞士联邦职业教育和技术办公室 (OPET) 讨论 SSSTC 和 OPET 如何合作。可以预见，中瑞科技合作项目在未来的几年中将不断扩大。



Lan Zuo Gillet 博士，中瑞科技合作项目中国协调员
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经济危机对科学和教育的影响

作者：Markus Reubi，瑞士驻华大使馆科技顾问

由 于经济衰退，许多公司纷纷倒闭或减少人员招聘，中国以及全世界的大学生都在为他们今后的就业前景感到担忧。在 2009 年初，有报道称在 2008 年的毕业生中，大约有 100 万名中国大陆的毕业生无法找到工作。而今年夏天，又会有预计 600 万应届毕业生加入他们来竞争工作岗位。中国政府目前首要的工作就是应对这一挑战。

没有一个政策顾问会怀疑职业教育在经济发展与创造就业中的关键地位。在中国，职业学校的毕业生比大学毕业生的收入和地位都低。而瑞士总是被称为在职业教育升级和建立所谓的职业教育和学术教育“双重体系”上具有领先地位的国家。

在科学研究方面，金融危机是否会影响中国实验室的发展上仍未可知。中国在研发上的总支出占整个国民收入的比例已经从 2001 年的 0.9

% 增长到 200 年的 1.49%。那么 2010 年能否实现 2.0% 的目标，2020 年能否达实现 2.5 % 呢？当信贷危机不断减少许多机构和公司的研发预算时，一些研究领域的人却在危机中看到了机遇。许多技术过时的生产线被关闭，政府将投入越来越多的资金用于创新，这样就为更多的研发人员创造了就业机会。

经济危机是否会影响学生及研究人员的流动还有待进一步观察。来自教育部的数据显示，2008 年到中国大陆学习的外国人已经超过 22 万人，比 2007 年增长了 14%。这些在中国学习的学生希望在中国和自己的国家都获得更好的就业机会。每年，中国都会向 1.3 万多名外国学生提供奖学金（包括 48 名瑞士学生），而国家自然科学基金委员会也为外国年轻科学家们启动了一项十分具有吸引力的科研资助计划 -- 这对于瑞士学生和研究人员来说都是一次有意义的机会。

“Treaty Provides Legal Security to Investors”

Swiss investors among the first foreign investors in China to benefit from an enhanced protection under international law

Interview, Fabian Gull



Lukas Siegenthaler:
“Growing “patchwork” of
bilateral investment treaties”.

Lukas Siegenthaler, Head of International Investment and Multinational Enterprises Division at the State Secretariat of Economic Affairs (SECO) talks to The Bridge about the new Investment Protection Agreement between Switzerland and China.

Lukas Siegenthaler, Switzerland and China already signed an agreement on mutual promotion and protection of investments (APPI) back in 1986. Why concluding this new agreement?

Since the conclusion of the first investment protection agreement – more than twenty years ago – investment flows have strongly increased, in particular in the form of Swiss direct investments in China. Well aware of the increasing importance of the Chinese market, Swiss companies have established a broad presence in China and the stock of Swiss direct investments in

this country is close to USD 5 billion today, which makes Switzerland one of the most important countries of origin for foreign investments. Therefore, on the occasion of the visit of State Secretary Jean-Daniel Gerber (SECO) to Beijing in December 2007, both countries expressed their commitment to further enhance their economic ties, particularly with regard to investments, and agreed to review the existing investment agreement with the objective to bring it up to today's international standards.

What gaps did you have to fill?

Several improvements have been reached. Among other important issues, the inclusion of the principle of national treatment, which guarantees foreign investors the same treatment as national investors, and the settlement of investment disputes between an investor and the host country could be mentioned.

What are the main contents of the new agreement?

The core discipline of the agreement is non-discrimination, which guarantees foreign investors the same treatment as the one provided to national investors (national treatment) or investors of third countries (most favored nation treatment). The agreement also includes specific provisions on general treatment, free transfer of payments and capital in relation with an investment and dispute settlement procedures. Furthermore, direct and indirect expropriations are only allowed on a non-discriminatory basis, in the public interest and against full, prompt and effective compensation.

What will be concrete benefits for Swiss investors in China? Can you take an example?

The main objective of the agreement

is to provide legal security to investors. Investments, in particular direct investments, are normally made in a long-term perspective. Therefore, several disciplines protect investors from arbitrary, unreasonable or discriminatory treatment by the authorities of the host country. From a practical point of view, an important improvement has been reached with respect to the procedures for the settlement of investment disputes between an investor and the host country. The new agreement will give the investor the right to submit every kind of investment disputes to international arbitration, while the 1986 agreement recognized such right only for disputes concerning the amount of compensation in case of expropriation or nationalization. This will place Swiss investors among the first foreign investors in China to benefit from an enhanced protection under international law.

When will the agreement enter into force?

As soon as both contracting parties have notified each other that they have concluded their internal approval procedures according to national legislation. Switzerland will submit the agreement, which was signed by both parties on 27 January 2009, to the Federal Parliament for its approval before the end of 2009. Probably at the beginning of next year, Switzerland will be in the position to submit its notification. According to our information, also China should be in the position to conclude the approval process before the end of this year.

There is a multitude of agreements all concerning investments. There are multilateral investment regulations (ie. WTO), investment rules of groups of states (ie. OECD, ASEAN), free trade agreements and bilateral investment agreements. How can investors keep track and what counts?

The lack of a comprehensive universal order for investments – comparable, for example, to the order provided by the WTO agreements for international trade in goods and services – can indeed be seen as a permanent challenge for international investors. In the past, attempts were made – for example in the framework of the OECD – to replace the growing “patchwork” of bilateral investment treaties by a multilateral instrument

covering the complete investment cycle (market access as well as investment protection). But these efforts failed. Therefore, Switzerland continues to conclude bilateral investment protection agreements to protect Swiss investments established abroad. In addition, market access commitments for investments are covered by the WTO agreements (for services sectors only) and our free trade agreements. In this respect, a possible future free trade agreement between China and Switzerland would perfectly complement the existing contractual links.

Switzerland is the 15th largest foreign investor in China. How do you expect Swiss foreign direct investments (FDI) to be influenced by the new agreement?

Since the pioneering work of the Schindler company – the very first joint venture created between Chinese and

“The lack of a universal order for investments is a permanent challenge for investors”

foreign partners almost 30 years ago – Swiss investors are firmly engaged in the economic development of China. With the update of their bilateral investment agreement, both states have acknowledged the ongoing importance of their contractual ties in attracting foreign investment. This strong commitment on both sides will undoubtedly send out a reinforced positive signal to Swiss and Chinese enterprises and have a positive impact on investment flows.



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“为投资者提供法律保障”

瑞士商人将成为第一批从提升的法律保障中受益的外国投资者之一。

访谈：方必安



Lukas Siegenthaler: “对双边投资协定的修补”。

瑞士联邦政府经济事务部（SECO）国际投资与跨国企业处处长Lukas Siegenthaler先生与《桥》谈中瑞投资保护新协定。

Lukas Siegenthaler先生，早在1986年瑞士和中国就已经就共同提升和保护投资签订了协定，为什么又达成了这一新协定呢？

自20多年前达成的第一次投资保护协定以来，两国间的投资流动尤其是瑞士对中国的直接投资已大规模增加。出于对中国市场日益增强的重要性的了解，瑞士企业广泛出现在中国，迄今瑞士对中国的直接投资已达近50亿美元，使得瑞士成为中国外资的重要来源之一。

因此，在2007年瑞士联邦经济事务部部长兼国务秘书Jean-Daniel Gerber访问北京之际，两国均表达了致力于进一步提高经济联系尤其是投资方面联系的想法，并一致同意以符合当今国际标准为目标重新审定当时的投资协定。

新协定对哪些方面进行了修补呢？

主要在几个方面取得了进展。在众多重要的问题上，保证外国投资者获得与本国国民同等待遇的国民待遇原则，以及投资者与东道国间投资纠纷的解决等均在新协定中有所涉及。

新协定的主要内容是什么？

协定的最核心的原则就是无歧视，即保证外国投资者享受与本国投资者同等的国民待遇或与

其他国家投资者同等的最惠国待遇。协定还包括关于普通待遇、与投资相关的费用或资金免费转帐及争端解决程序等的具体条款。此外，直接或间接征用没收必须在无歧视的基础上，应为公共利益，且应给予足额、及时和有效的补偿。

在华瑞士投资者可以得到哪些具体好处？您能举例说明吗？

协定的主要目标是为投资者提供法律保障。投资尤其是直接投资都是长期的，因此，协定中的一些条款是保护投资者不受东道国权力部门的专断、不合理或歧视性对待。

从实践方面来看，我们在投资者与东道国间投资纠纷解决程序方面取得了重要的进展。新协定赋予投资者将所有投资纠纷诉诸国际仲裁机构的权利，而在1986年的协定中只有与为免征用没收或国有化的补偿额相关的纠纷才有这样的权利。这将使瑞士在华投资者成为首批享受国际法保护的外国投资者之一。

新协定什么时候开始生效呢？

只要协定双方互相声明已根据国内立法完成相关审批程序，协定即开始生效。瑞士会将双方在2009年1月27日签订的协定于2009年底提交联邦议院审批。估计在2010年初，瑞士将发布声明。据我们所知，中国也会在年底完成相关审批程序。

关于投资有许多协定，如多边投资规定（如WTO）、某些地区国家间的投资规则（如经合组织、东南亚国家联盟等）、自由贸易协定和双边投资协定等。投资者如何才能完全了解这些协定，以及哪些协定是适用的呢？

与适用于国际货物与服务贸易的WTO协定相比，在投资方面缺乏一部全面且综合适用的规定对于国际投资者来说确实是一种长期的挑战。过去，在如经合组织框架下等也做出过用一个包涵整个投资领域在内的多边规范（市场准入及对投资的保护）取代目前对双边投资协定修补的尝试，但是这些尝试都失败了。因此，瑞士只能通过双边投资保障协定来保护瑞士在外的投资。此外，对于投资的市场准入承诺在WTO协定（仅对服务行业）和我们的自由贸易协定中均有所涉及。在这方面，中国和瑞士未来可能达成的自由贸易协定将更好的完善现有的协议联系。

瑞士是中国第15大外国投资者，你认为新协定对瑞士外商直接投资会带来什么影响？

在约30年前中国和外商合资成立了第一家合资企业——迅达公司作为先驱后，瑞士投资者一直坚决参与中国的经济发展。双边投资协定的更新，也使得双方都意识到两国之间在吸引外资方面的契约联系的重要性。这种来自双方的强有力的承诺将毫无疑问向瑞士和中国的企业发出强有力的积极信号，也将对投资流动带来积极的影响。

Planning Ahead

Having a closer look at pension planning for expats

By Diego M. Rovelli, MSc.M and Managing Partner, Swiss Insurance & Financial Advisors (SIFA), Zurich (Switzerland)



RELAXED.

Early worries about financial security can pay off after retirement.

For any person or family moving to or living in a foreign country, a number of important issues with regard to insurance/provision must be taken into consideration. In issue 17 of "The Bridge" we visited the Swiss government sponsored programs, such as AHV/IV (OASI/DI). In issue no 18 the focus was on the selection of a suitable health insurance cover. Now we have a closer look at pension planning.

When preparing for this article, I held a workshop with young business professionals in Shanghai. I also talked to a number of seasoned executives of European nationality which are presently planning their (early) retirement and interviewed retirees in Europe. The aim was to get their views on the topic and learn from their experiences and mistakes.

The topic is challenging for everybody, but in particular for the expatriate. Whereas an employee in Switzerland participates in the 2nd pillar with the employer financing at least 50% of the savings capital, the foreign delegate might not get such fringe benefits. Also tax privileged savings under the 3a pillar are not available. Furthermore, a person working under a local employment contract or a self employed person quite often does not save diligently during his expats years in order to finance a decent life long annuity. So, let's see what is on stake:

Changing financial world

The pension plan law (BVG) was introduced in Switzerland in 1985. At that time, the performance of Swiss government

bonds was in around 5%, thus a minimum interest rate of 4% for the pension plan money was mandatory. Today we see a different picture. The world's population gets older and the longevity rate in Switzerland increases by three to four years. What is the reaction of the politicians and the collective foundations which manage the pension plans? Interest rates are down at 2%, with our Minister of Economic Affairs, Mrs. Doris Leuthard, forewarning us that a zero interest round could be imminent. The pension plans reduce the pension conversion rate (mandatory part only) from 7.2% to 6.8% and a further reduction to 6.4% is in the planning. Taking as an example a capital of CHF 100'000, this means a reduction in yearly pension benefits from CHF 7'200 to CHF 6'800, and 6'400 respectively. Retirement age for ladies is going to increase to 65 with the option to work up to age 70 for all. Whereas a Swiss employee could assume that the benefits of the 1st and 2nd pillars would offer him a decent retirement life, we see a dramatic change. With interest rates (also called the third premium payer) down, many retirement dreams are going to be postponed or must even be cancelled.

Life phases

In financial terms, our life evolves in various phases.

Phase 1: From age 25 to retirement, a savings capital should be earned which ideally was acquired in a tax optimized way.

Phase 2: Uncertainty when working phase ends. The question arises whether a regular retirement or an early retirement is



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desirable. Questions come up about lump sum benefit or pension, repayment of mortgage, availability of annuities etc.

Phase 3: Start of the dissaving phase. How long will the assets last, questions such as long-term care savings, will, inheritance are to be answered.

The challenging questions for expatriates are the following:

- Am I on track job wise?
- Do I stay in Asia, resp. overseas? For how long?
- Tax improvement
- Personal budget. Which currencies do I invest into?
- Do I buy real estate? Where do I retire?
- Future form of living
- Flexible retirement
- Health issues
- Volatile stock market – low interest
- Tax and Estate planning

However, with clever pension planning many of the above mentioned life challenges can be controlled, and answers found for ease of mind respectively.

Savings process for a pension capital

Assuming that at age 65 you would like to profit from a life long annuity of annually CHF 80'000 (including surplus), you need to save approx. CHF 24'000 per year during 40 years, based on an average interest rate of 2%. Ideally the employer participates in contributions, which should also be tax deductible. If not, you have to bear the entire savings part on your own.

It is quite simple - each savings plan starts with a budget. You will then have to decide on the savings vehicle. Although the banking community will not like my comments, I feel that pension plan money must remain 100% safe and should neither be invested in the stock market, nor in funds, derivatives etc. Also, a scheme which supports me in my savings plans is advisable. Therefore, an insurance vehicle such as a deferred annuity with refund (in case of death) seems to be a quite convenient tool. The advantage of an insurance solution is that in

such a plan the premium waiver can be included, which assures that my target pension planning is reached even in case of a disability. Of course you can also place your money in a savings account, in the money market or buy government bonds. Important is, that you save in a planned, safe and controlled way.

Summary

My numerous discussions with either young professionals, executives close to retirement or retired people have affirmed me in my conclusion, that pension planning cannot start early enough. Retirement can only be enjoyed, if in addition to good health, a decent and lifelong income is at one's disposal. In order to assure this, substantial funds must be saved during long years of work, unless an inheritance provides for the funds. For most of us, this is not the case.

Pension Planning Checklist

- If delegated by an employer overseas, check whether you are covered in a pension plan, understand what the benefits are at age 65
- When participating in the local social security system and pension plan: what is the impact on your future pension benefits? Will you be able to benefit from the system?
- As a localized expat you should try to get equivalent benefits on a private funded basis; start funding of a private pension plan
- Don't give up easily your voluntary participation in the AHV/IV
- If real estate is part of your pension planning, understand the market cycles
- Review your plans regularly with a professional and adjust your planning accordingly, also taking the aspect of tax planning into consideration

Do you have questions, comments, or suggestions for topics to be discussed? Please send an email to info@sifagmbh.ch.

退休养老金计划——

是否一切都在掌控之中？

作者：Helen Huang-Senn, 工商硕士，瑞士保险和金融顾问公司

就

如我们在近期的《桥》期刊里阐述的，任何移居在国外的个人或家庭，都应应对有关保险 / 防护加以考虑。在 17 期我们讲述了由瑞士政府赞助的养老退休 / 残障保险（AHV/IV），在 18 期我们重点讨论了医疗保险。现在我们将着重于退休养老金计划。

在准备这篇文章时，我曾与上海与年轻的职业人士们展开了一次座谈会，也曾与几位资深的并正在准备提早退休的欧洲籍的主管人士，以及在欧洲的退休人士商谈了这个问题。我们的目标是从他们的经验或错误中得到应有的认识。

以上的标题是对每个人的一个挑战，但是实际上更针对在国外工作的外籍人士。在瑞士的雇员在其保险第二支柱中会享有由雇主提供的 50% 的储蓄资本，而国外工作的人士可能不享受这类利益。在税收上也将不会享有在瑞士的第三支柱提供的减税优惠。另外，一个在当地受雇或自由职业者通常不在他们的国外工作期间努力地储蓄以用于支付一个合适的永久性的保险年金。现在让我们看看以下的情况：

一个变化中的金融世界

退休养老金计划法（BVG）是在 1985 年时在瑞士实施的，在那时，瑞士政府的国债利率表现在 5% 的幅度内，一个最低养老金的利息被强制在 4%。今天我们看见一幅不同的画面。世界人口正在老化，瑞士的人均寿命平均增加了 3 至 4 年。政治家们和集体基金管理者又是如何回应这个问题的呢？利息降至 2%，而我们的经济部长 Leuthard 警告我们零利息也正在逼近。退休养老金计划将其强制性的折换率由 7.2% 降至 6.8%，甚至降至 6.4% 也正在计划中。以 10 万瑞士法郎来举例，这意味着由年金 7200 法郎降至 6800，或 6400 法郎。女士的退休的年龄正在由 65 岁增加至 70 岁。

假设一个瑞士的雇员希望由其第一支柱和第二支柱的政府赞助性保险来保障他的舒适的晚年，我们看到了一个悲剧性的改变。由于利息的降低（第一和第二保险支柱的养老金利息等同于除雇主和雇员自己以外的第三保险金支付者），许多退休梦将推迟或取消。

生命的不同阶段

在经济积累的过程中，我们会经历多个过程。

过程 1：由 25 岁至退休，一个储蓄的资本应在有利的税收途径中积累。

过程 2：不知是否应停止工作。是否在通常的年龄退休还是渴望提早退休。这个问题的回答将应同时考虑到是否一次性的提取养老金还是支取年金，是否还有住房贷款和保险的年金需支付等。

过程 3：开始了一个不再储蓄的过程。当类似长期的医疗储蓄（在患病时提供生活所需的经济来源）、遗嘱、遗产等问题出现时你的财产是否还足够？

对国外工作的人员有以下的挑战：

- 我的工作状况是否在轨道上？
- 我会在亚洲或国外停留吗？多久？
- 税收的理想程度
- 个人的预算，哪种货币用于投资？

- 会否购买地产？我会在哪里退休？

- 将来的生活模式
- 有弹性的退休
- 健康的问题
- 反复无常的股票市场-低利息
- 可遗留的财产的计划

无论如何，在理智的计划了你的养老退休计划后以上的大多数问题将得以轻易地控制或回答。

养老金资本的储蓄

如果你设想在 65 岁时享有年金 8 万瑞士法郎，你必须每年储存 2.4 万瑞士法郎，共 40 年。理想上是如果你的雇主也参与储蓄，并由此可享有减税。如果不，你将承担所有的费用。

这是非常简单的，每个储蓄计划都是由预算开始的。你需在储蓄过程中决定。尽管银行人士将不会赞成我的评论，我坚持养老金的储蓄必须 100% 的安全，他不可以被用来投资在股票，期货等投机的项目中。这个方案也被推荐并支持着我的储蓄计划。所以，一个类似可退回未使用保额的可推迟的年金保险（如死亡发生）是比较可取的方案。保险的优点更在于当你在计划时可将免除年金条款包括在内，在我的养老金计划中甚至当我残废时，我的退休金目标也是得到保证。

当然，你也可以把钱存在储蓄户口，金钱市场或购买政府国债，重要的是你有计划地、安全地并可控制地储蓄。

总结：

与年轻的职业人士，资深的近退休的管理人员或已退休的人士的讨论都证明了我的观点，养老金的计划将永远不会开始得太早。只有当你由始至终正确处理你的财产收入才可以充分的享受一个舒适的退休生活。为了保障这点，必须在你长期的工作过程中做足够的存储，除非你有获得可观遗产的可能，对大多数人来说，这并不可能。所以，咨询你的可信的经纪顾问或与我们联系以获得有关的信息。

自我检查有关退休养老金计划的目录：

- 如果你是公司外派，请察看你是否拥有职工的养老金计划，并了解在 65 岁时的可获得利益。
- 如果你参与当地的社会保险计划和退休养老金计划，看是否会对你的养老金计划有所影响，你是否会从这个体制中受益？
- 作为当地外国人，你应尝试由私人的理财来获得与你的养老金计划同等的利益。
- 不要轻易的放弃你自愿的幸存和残障保险组合（AHV/IV）
- 如果房产是你的养老计划，请懂得市场是循环性。
- 在职业人士的帮助下重新回顾你的养老金计划并作出调整。

如果你对以上文章有任何问题，意见或建议，请发邮件至 info@sifagmbh.ch



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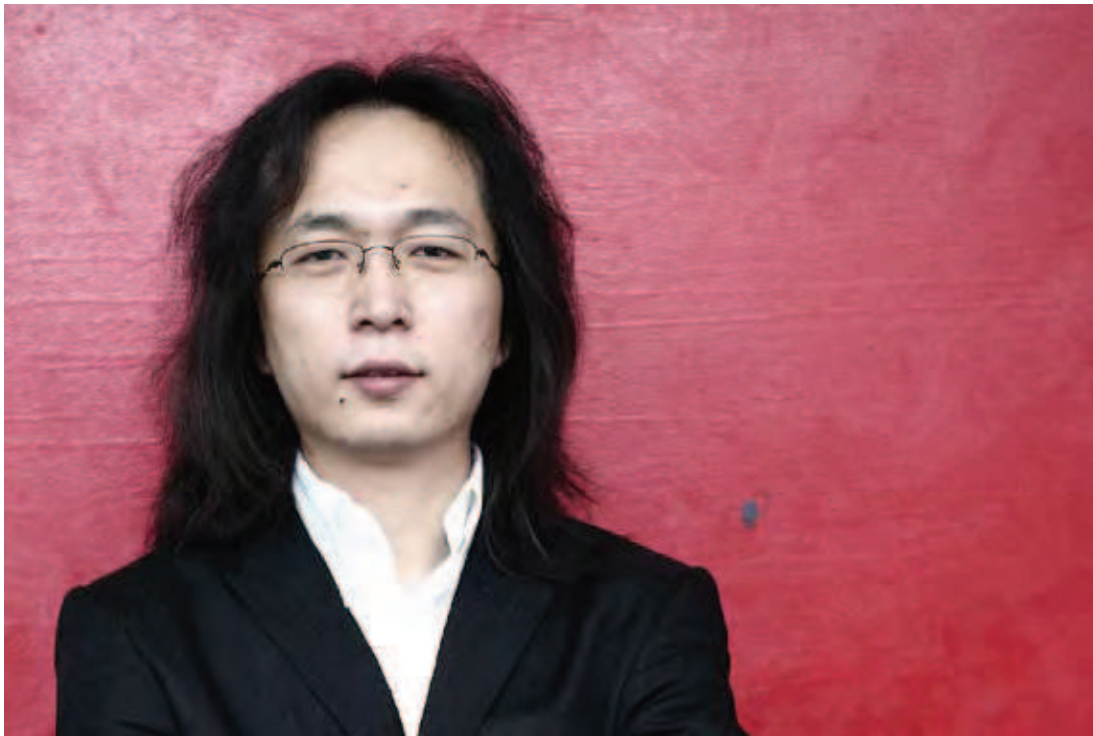
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“The ‘Soul’ of Brands Are Inimitable”

Chinese design is on the upswing, says Xie Jianjun,
President of Beijing Dongdao Design Company

Interview, Batiste Pilet, General Manager SwissCham Beijing



Xie Jianjun: "In the age of the information explosion, you have to communicate your brand information in the simplest and clearest manner."

Xie Jianjun, what are the main challenges faced by foreign companies concerning branding when entering the Chinese market?

I think they face four main challenges: The first challenge is the specificity of the Chinese society compared to other countries, especially with Western countries. This means that the target group and positioning of these brands are not necessarily relevant in China. After entering the Chinese market, they must find a positioning appropriate to the Chinese market. This requires a quite deep understanding of the Chinese society and economy.

Second is the cultural aspect. Chi-

nese have their own vision of tradition and value. Even though Chinese do not reject external influences, but foreign companies must have a certain understanding of its values and a full respect of its culture. This is the only way to obtain a cultural recognition from the consumers and optimize the brand communication. Another challenge are the relatively poor regulations of intellectual property rights. Brands are very much exposed to imitation. If the opponent is an “elephant”, it is very easy to deal and solve the problem, but if the opponent is a multitude of omnipresent “ants”, it becomes quite difficult. Foreign companies in China should at least register each of their products

and promote actively their brand culture and experience. The “soul” of these brands are inimitable. Lastly, I would like to mention the problem of localization. More often, companies should not think whether they should be more local or not, but should think of the degree of localization. This is strongly related to the brand’s positioning and its industry.

Dongdao Design has a record of co-operation with major Chinese authorities and state-owned enterprises . What are the main expectations towards corporate identity and branding by these clients compared to private companies?

Compared to private companies, large state-owned companies face less competition and have fewer requirements for a differentiation branding in China. When confronted with international competition, they have more confidence and are therefore more willing to show or even stress their "Chinese" identity. Their style of expression is based generally on "representing the country, solemn, generous and grandiose". When they choose a specialist for their branding, they focus more on the partner's proficiency level and influence. On one side, this is due to careful and exigent requirements. On the other side, these organizations or companies need increased involvement in the specific application of the design. They hope to establish long-term cooperation and receive all-around services. For example, our cooperation with Air China, the Water Cube or China National Petroleum always included interdisciplinary branding services such as identity design, brand environment, brand communication, product design, etc.

“Property rights are a problem. Fighting a multitude of omnipresent ants is difficult”

More and more Chinese design companies are going global. What main influences will these companies bring to the global market in terms of branding?

Actually, this is a bidirectional process. With the increasing number of international branding design companies entering the Chinese market, we have begun to expand globally. Many of our international partners in the industry or their clients want to enter the Chinese market. They often want to learn from our experience or partner with us and as a result of this cooperation, we are better in touch with international design ideas and working methods.

At the current stage, we think that the main mission of Chinese branding or corporate identity design companies is to

“Chinese design and branding have the potential to reach advanced global recognition within 10 years.”

help Chinese companies and brands to become competitive in the global market.

What is the most difficult in getting your message across?

If we had time for lengthy explanations, I believe that it would not be difficult to make people understand what we want to communicate. But in the age of the information explosion, you have to communicate in the simplest way and transmit your brand information in the most exact way. This is simple to understand. For example, a joke or a comic book might amuse Germans, while people from other nationalities or cultures might not understand the humor. Similarly, in China, you have to understand the people and the culture in order to win their laughs!

What do you think of the development of Chinese brands in the future?

Nowadays, many Chinese companies possess a branding consciousness. Even though this consciousness is still relatively basic, and the process of acquiring a brand design often chaotic and unpredictable, they have at least started to move.

No matter in which country or region, a brand always needs to be adapted. I believe that pushed by the economic environment and the efforts of branding design companies like ours, Chinese companies have the potential to reach an advanced level in the global market within 10 years.

It is perhaps unexpected for many, but I think that the Chinese brands that are currently boosting their development are the government and the cities. On the companies' side, those who are confident enough to claim that they are "made in China" are only a few. However, China itself is the best representative of

China! The Beijing 2008 Olympic Games was an excellent brand. It promoted not only the Olympics, or the City of Beijing, but also a brand new image of China. We were very honored to take part in this project. From the cities perspective, travel destination should come first, like the good example of the City of Hangzhou, which is one of our projects.

Which recent work of your company are you most proud of?

Every project we have done is like our child. It has been developed with passion and brings us pride.

Hanwang Technology is a famous producer of graphics tablets and micro-pressure sensor technology is a basic appeal of Hanwang's top-level products. We worked around the products' technology and strategy to provide logos and packaging for products. New visual identity and a packaging with a clear differentiation led the sales of Hanwang triple in a short term. The new package design also boosted their international line.

The German Association of Industrial Designers (VDMA) is an important service association in Europe and provides a large network of people in the machinery manufacturing industry. We designed the logo for their event "Choose the Original - Choose Success!" which was largely praised at the Hannover Industrial Fair. But more than our accomplishments, I am mostly proud to have a team featuring the best designers in China. They are young, talented and influencing China's design world.

Xie Jianjun

Xie Jianjun, was born in 1973 in the coastal city of Qingdao. He obtained a master degree at the China Central Academy of Fine Arts (CAFA). Xie Jianjun found Dongdao Design in 1997 which has grown into a leading design company in China. He also performs in a multitude of positions such as deputy secretary of the Beijing Industrial Design Promotion Organization, visual consultant of the Water Cube and Executive Chairman of International Logo Biennial Awards China. Xie is an outdoors person, enjoying mountain climbing and hiking in his spare time which gives him "infinite energy for working".

独特是品牌的灵魂

东道设计公司的总裁解建军说，中国的设计正在发展中

访谈：白松德，中国瑞士商会-北京总经理



解建军说：“在这个信息爆炸的时代，你必须用最简单的表达，向人们准确的传达你的品牌信息。”

您认为，外国企业在进入中国市场时，主要面对哪些品牌形象方面的挑战？

我认为他们面临的挑战主要在四个方面：首先，中国的整个社会人口特点与其他国家，尤其是西方国家存在着很大的差异。这就使得这些品牌原来的目标人群和定位在中国不一定成立，进入中国市场后，他们必须找到适应中国市场的定位，这要求对中国社会和经济状况有比较深入的理解。

第二点是文化方面。中国人有自己的传统观念和价值观，虽然中国人并不排斥，甚至是欢迎和推崇洋玩意儿，但外国企业必须对中国的价值观有一定理解，并充分尊重中国文化，才能在中国赢得消费者的文化认同，以便更好的进行品牌传播。

还有一点挑战是中国的知识产权意识和法规都相对薄弱，品牌非常容易受到恶意的模仿。如果对手是一头大象，那是非常容易对付的，但如果对手是千万只蚂蚁，无处不在而又难以防范，就比较难办了。外国企业最起码应该做的是在中国对各种品牌资产进行注册保护，并积极的推广自己的品牌文化并强调品牌体验。这些品牌的“灵魂”是无法被模仿的。

最后我想提的就是本土化问题。更多的情况下，企业要考虑的不是是否需要本土化，而是本土化的程度问题。这与品牌的定位、所在行业等都有很大关系。

东道设计在与中国重要的政府机构和大型国有企业的合作上，有非常出色的业绩。与民营企业相比，这些特别的客户对于CI和品牌形象的主要期望是什么？

相比民营企业，大型国企面对的国内竞争压力较小，对于品牌差异化的需求也就相对低。在面对国际竞争时，他们更有自信，因此也更愿意表现甚至强调他们“中国”的身份。他们在表现风格上，一般突出“代表国家、庄重、大气”的风格。而他们在选择品牌方面的专业合作伙伴时，也更注重对方的专业程度和整体实力，一方面是由于谨慎和高品质要求，另一方面也是由于大型机构和企业通常在品牌的应用部分设计方面涉及广泛，他们更希望与服务项目全面的公司建立长期的合作关系。像我们为国航、水立方、中国石油，都提供了涉及品牌视觉识别、品牌环境、品牌宣传、产品设计等跨领域的品牌服务。

越来越多的中国品牌或CI设计公司正在走向世界。在品牌方面，这些公司将带给国际市场什么样的影响？

其实这是个双向的过程，越来越多的国际品牌设计公司走进中国市场，而我们自己也在走向世界。我们的很多品牌业界的国际合作伙伴希望进入中国市场，或者他们的客户希望进入中国市场，他们常常向我们取经和寻求合作，我们也通过和他们的交流，更多的接触国际设计理念和工作方式。在现在这个阶段，我们觉得中国品牌或CI设计公司更重要的使命是帮助中国企业和中国品牌在国际市场上进行竞争。

如果我们可以对人们进行长篇大论的介绍讲解，我相信让任何一种文化背景的人理解我们要传达的信息都不是一件难事。但在这个信息爆炸的时代，你必须用最简单的表达，向人们准确的传达你的品牌信息。这就使得品牌需要结合本地的文化背景，去找到表达和传播信息的最佳方式。这其实不难理解，比如一个笑话，或者一幅漫画，可能所有德国人看了都会“会心一笑”，而其他国家的人却不明白他们为什么笑。因此在中国，你必须懂中国人和中国文化，才会博得他们的“会心一笑”。

您如何看待中国品牌未来的发展，以及中国国际品牌的前景？这些中国国际品牌包括哪些？

现在，很多中国企业已经具有了品牌意识，虽然他们对品牌的认识多数也还处于比较初级的阶段，在进行品牌建设时做的工作也比较凌乱无计划，但至少他们已经动起来了。

品牌在任何一个国家地区都不是一蹴而就的，我相信中国品牌在中国经济大环境的带动以及我们品牌设计公司的努力下，在未来十年内是能达到国际先进水平的。

可能出乎很多人的意料，我认为现阶段最可能有突破性发展的中国品牌，是政府和城市品牌。在企业方面，有足够自信大声宣布“中国制造”的企业还比较少。而最代表中国的，是中国自己。2008北京奥运就是一个非常好的品牌，它突出的不止是奥运，也不止是北京这个城市，而是一个全新的中国的形象。我们非常有幸参与其中。而城市方面，旅游城市应该走在前面，像我们服务的杭州城市品牌就是很好的例子。

最后，在近期的CI或品牌作品中，您对哪个作品最自豪？

我们所有的作品都像是自己的孩子一样，个个都能让自己爱不释手、引以为豪。汉王科技是国内著名的绘画板生产商，微压精密压感技术是汉王顶级产品诉求的原点，东道设计围绕核心技术和产品策略设计出了产品标志和包装。

新的VI和鲜明差异化的包装使得汉王的市场销量短期内翻了3番，全新的包装设计也为汉王的国际化路线提供了巨大动力。除此之外，许多国际客户也对我们的服务十分满意。德国工业设计联合会（VDMA）是欧洲重要的服务性组织，他提供欧洲最广的机器制造业人际关系网络。东道设计为其设计了“推行正版”活动的标志，该标志在汉诺威工业博览会上一经亮相就受到了各方的好评。

比起许许多多成功的作品，更让我自豪的是我们拥有一支全中国最优秀的设计团队。他们年轻、富有才华，他们正影响着中国设计界。

解建军简介

解建军，1973年，出生在美丽的中国海滨城市——青岛。上世纪90年代他从中央美术学院毕业，并获得艺术硕士（CAFA）学位。1997年解建军创办了东道设计，并一直发展到今天，已过去了12个年头。东道已成为中国国内最著名的设计公司。解建军同时还兼任北京工业设计促进会副秘书长、奥运场馆水立方视觉顾问、国际商标双年奖执行主席、CCII首都企业形象研究会常务理事等多项职务。解建军爱好登山、远足等户外活动，强健的体魄给了他工作无限的动力。

Book now a [Calendar 2010](#) and support the School Reconstruction Project in Sichuan!



The twelve month special calendar for the year 2010 contains 24 beautiful portraits of Swiss and Chinese school children taken by the famous Swiss photographer Petri de Pita. On each picture the children holding self-made drawings to express their future dreams and wishes. By buying this calendar you will directly support the project and help to finalize the school project in Sichuan. The price for each calendar is 300 RMB or 50 CHF (excluding postage fee).

Book your calendar today: info@sha.swisscham.org

Donations still needed— Help us to finalise the school project in Sichuan

Swiss Community Project Reconstruction in Sichuan: School & Housing Sponsorship Project



On May 20, 2009 the groundbreaking Ceremony of the school took place and the construction work of the school has started. The new kindergartens design is inspired by a traditional Chinese garden. A dragon-shaped covered corridor is additionally used to create a feeling of learning and exploring inside the school.

With an area of 6,500 square meters, the school can host over 300 students and will be suitable and accessible for disabled children too.

We are still looking for individuals and organisations to join in and assist 'The Swiss Business Community Reconstruction Project'. Funding and non-financial resources are greatly welcomed to help the community of Long Xing Town to reconstruct their schools and homes.

Donations still welcome!

For more information please visit: www.swisscham.org/sha/news/sichuan.php

If you would like to make a donation or have further enquiries, please contact
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Alternatively, donations can be paid to the following bank account with the reference "EARTHQUAKE RELIEF"

Bank: UBS AG Beijing Branch
Account Name: SWISS CHINESE CHAMBER OF COMMERCE
Account Number: 2701450101
Bank Address: 12/F Winland International Finance Center,
No. 7 Finance Street, Xicheng District, Beijing 100140, China
+ 86 (10) 5832 7000
General Line:

swisscham.org

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