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中国瑞士商会

Mission Possible_ 封面故事

“China Market Entry: Ready For the Big Jump?”

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——你准备好了吗?

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Dear Members and Readers

The first quarter of the Year has been a very busy one for all Chambers. At the Regional Annual General Assemblies new Boards have been elected and in Shanghai and Guangzhou also new Presidents: Please join me to congratulate all elected board members and in particular the Presidents Ernst Roth (Shanghai) and Rene Forster (Guangzhou), for being elected and Peter Troesch, Beijing, for being re-elected.

At the Swiss Ball 2011 in Shanghai, 400 guests witnessed the awarding of the CEO of the Year 2011 title to Stephan Titze, CEO of Syngenta China. The jury selected him from a very strong field of contenders based on his outstanding performance in delivering profitable growth catapulting Syngenta into the clear number one position in the China market, implementation of a new strategy and go-to-market approach and excellent relationship with the relevant Chinese authorities. Congratulations and well done! Please refer to the detailed interview on page 42 of this issue.

On April 8th at the Annual General Assembly of SwissCham China, Urs Calonder was elected as new Chairman of SwissCham China. With this election the Chairmanship went for the first time to the youngest regional organization of SwissCham China. SwissCham Guangzhou has developed steadily over the last five years, has now a solid membership base and plays an important role in the Swiss Chinese business community of the Pearl River Delta region. I wish Urs Calonder much success and joy in his important role. The assembled members also appreciated the very positive reports from all regional Chambers, including the growth of the membership base to almost 400 (excluding Hong Kong) and the excellent financial results.

With these lines I say farewell to you. After ten years of service to the Chamber I stepped down by end of last month. I wish to express my sincere thanks to all members, especially to my fellow board colleagues, as well as the Embassy, the Consulates General, Swissnex, OSEC Business Hub and the Swiss Club's for their support, cooperation and friendship.

Christian Guertler

亲爱的会员和读者朋友们：

第一季度是所有商会都十分忙碌的季节。在瑞士商会区域年度大会上，我们选举产生了新的董事会成员，另外上海和广州地区还选举了新一任总裁。在这里，请大家和我一起祝贺新当选的董事会成员，尤其是在上海和广州地区当选新总裁的 Ernst Roth 和 Rene Forster，另外还要祝贺北京地区的 Peter Troesch 成功连任总裁。

在上海举行的 2011 年瑞士舞会上，400 名嘉宾见证了先正达中国首席执行官 Stephan Titze 荣获 2011 年年度 CEO 这一殊荣。他凭借推动先正达成为中国市场的行业老大、执行新的市场战略和与中国当局保持良好的关系等突出业绩在众多实力雄厚的竞争对手中脱颖而出。祝贺 Stephan Titze！关于他的详细介绍请参见第 42 页。

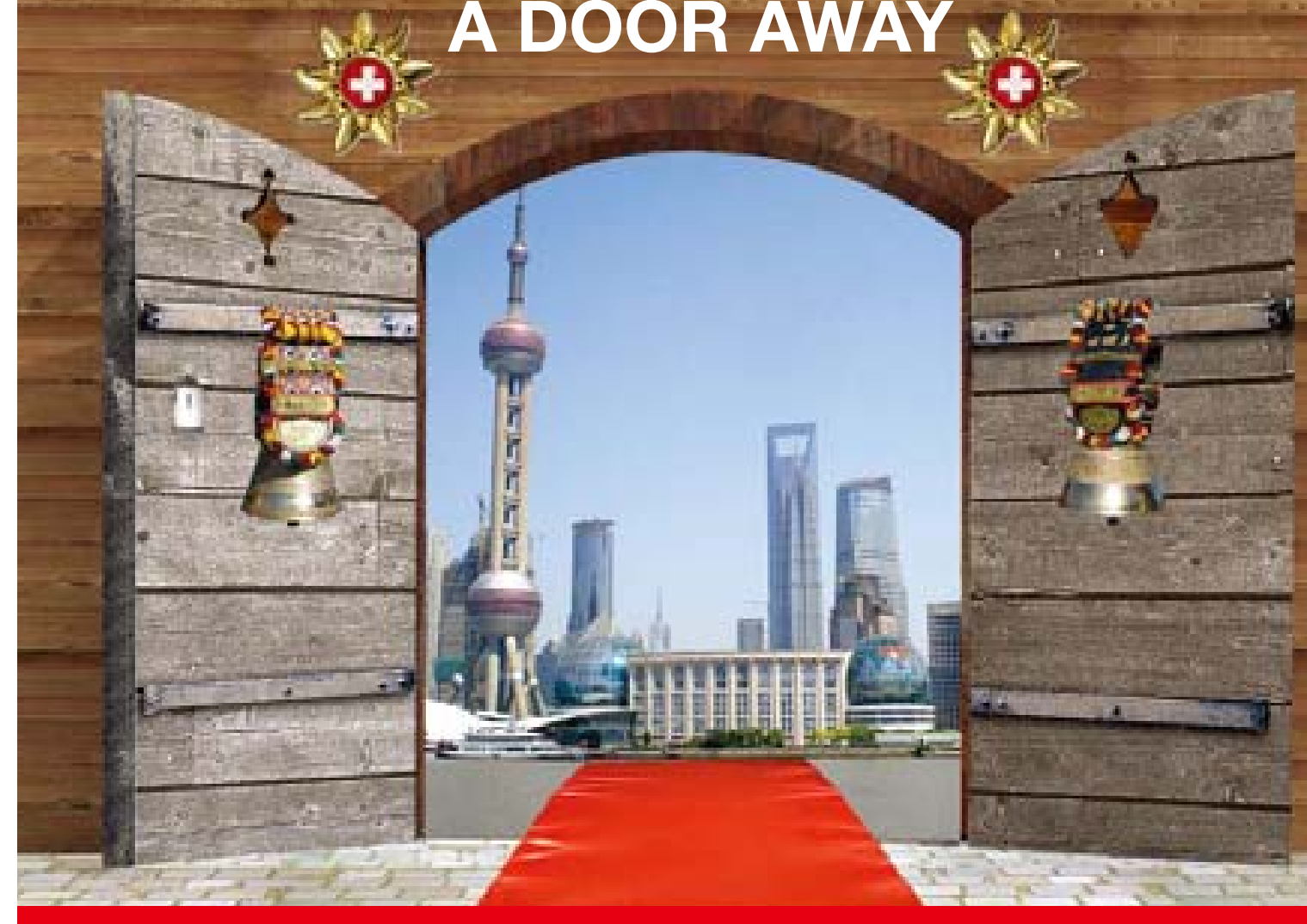
在中国瑞士商会 4 月 8 号举行的年度大会上，Urs Calonder 当选中国瑞士商会新一任主席。随着 Calonder 的当选，中国瑞士商会的主席一职首次由来自它在中国最年轻的分支——中国瑞士商会广州分会的领导担任。在过去五年里，瑞士商会广州分会发展十分稳定，形成了稳固的会员基础，在珠江三角洲的在华瑞士企业中扮演着重要的角色。我希望 Calonder 在这一职位上取得更大的成功。参加大会的会员还对各个区域商会的报告结果表示赞赏，其中包括会员数目增长到 400 名（不包括香港地区）以及十分乐观的财务报告等。

在这里，我也要跟大家说再见了。在为商会服务了 10 年后，我在上个月底正式退出了董事会。衷心感谢所有的会员、董事会的同事以及大使馆、领事馆、瑞士科技中心、瑞士投资促进署（OSEC）商务中心以及瑞士俱乐部的支持、合作和友谊。

Christian Guertler

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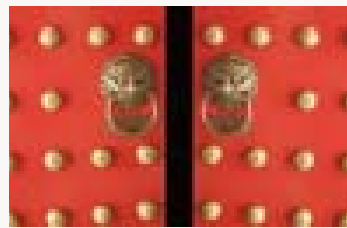
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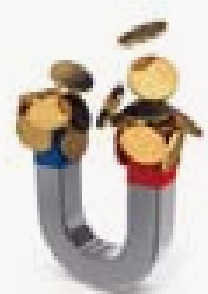
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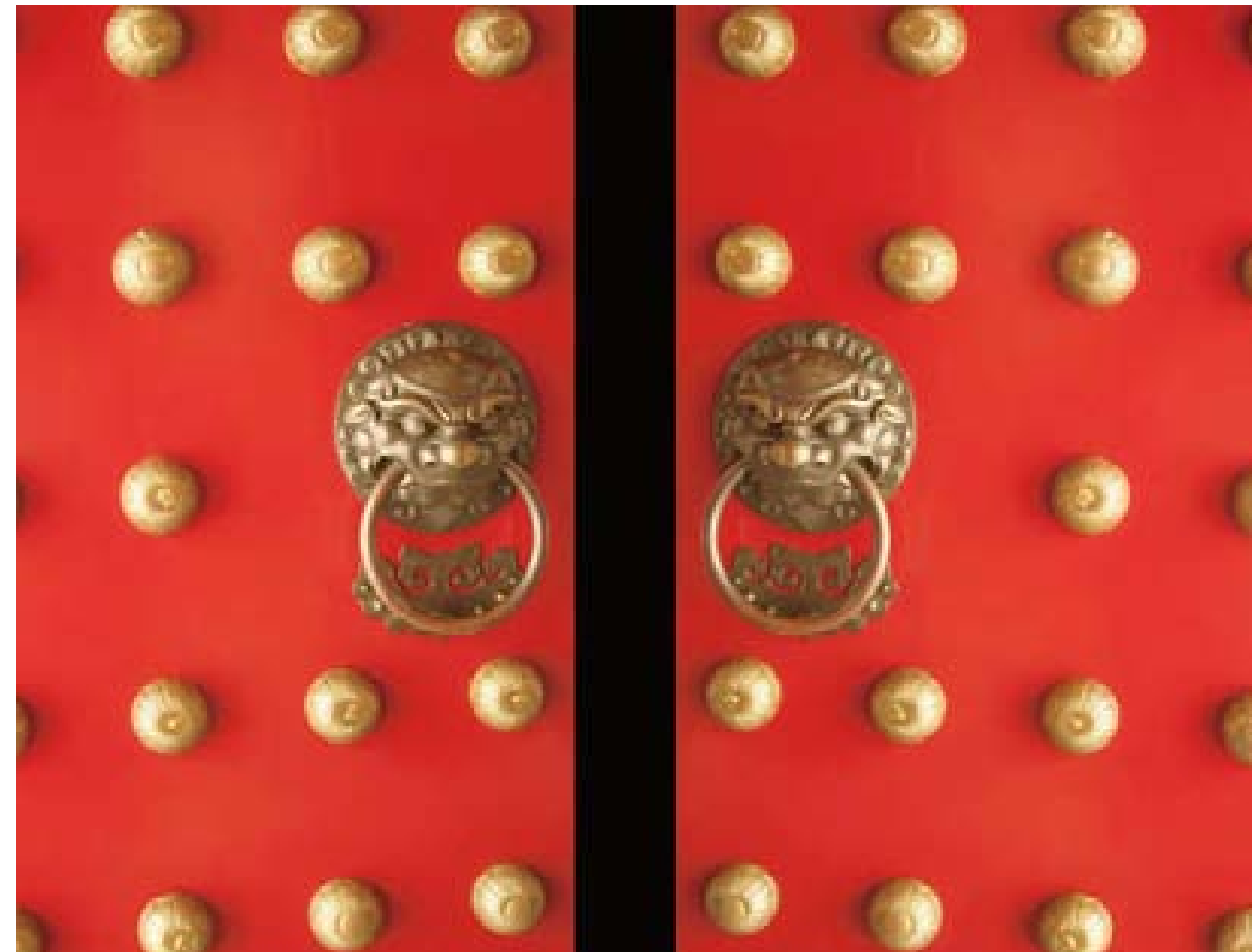


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The Big Jump to China – Are You Ready?

大步迈进中国市场——你准备好了吗?

The China market is highly competitive and complex to enter, says Swiss export promotion expert Claudio Mazzucchelli of OSEC. Here is his advice to newcomers.

Written by **Claudio Mazzucchelli**, Head of Swiss Business Hub in China

The Chinese market is developing rapidly and offering more and more opportunities to Swiss SME's. Massive investments are being done in the infrastructure (transports, health, etc.), and the purchasing power of the Chinese is also growing swiftly. By the year 2020, 600 million people - nearly half of the total population - will live in urban areas. Already now there are over 160 cities with more than 1 million inhabitants. But the market is also highly competitive and rather complex to enter. Before starting an activity in this country, proper homework should be done. Here are some tips:

Do Your Homework

1 Get as comprehensive as possible a picture of the market and market potential for your products or services. As China in itself is a huge market and the consumer habits and price levels in the different provinces can be very heterogeneous; in the beginning you might want to focus your activity in one region only. Therefore, an analysis taking into account the peculiarities of the different areas or cities should be done.

2 Unless you have a very particular niche product, you will probably not be the first to enter the Chinese market. Get a clear picture of what your competitors are doing and identify your USP (unique selling proposition) in China. In the consumer goods sector it is often recommended to adjust your product (packaging, pricing, etc.) to the Chinese culture and taste.

3 Consider carefully all legal aspects and eventual barriers: services and some products often have to comply with a number of authorisations, certifications, regulations etc. Also consider possible IPR issues: despite the regulatory progress that has been done in this area in the recent years, the implementation is sometimes lagging behind.

4 Consider carefully the resources needed to enter the Chinese market. Frequent visits to China, also with financial implications, are probably needed. The resulting consequences for a small company should not be underestimated, and it might be necessary to shift resources from other markets. For instance, the crucial research on the proper local partners requires a considerable investment of time in order to build up the necessary trust among the parties.

5 Evaluate, with the help of experts, the different possibilities (legal forms) before setting up a legal entity in China, depending of your strategy and business plan.

A good preparation is imperative and the Swiss Business Hub China can help you in evaluating many of the aspects mentioned above.

Taking The First Hurdles

Once you have taken the decision to enter this market, and you have already started your activity, one cannot rest and should also focus on the following issues:

1 Maintain a good relation with your local partner (agent, distributor, etc). Frequent visits, training on the spot and in Switzerland etc. are generally of great importance.

2 The same is possibly valid for your clients: maintaining good relations is most important.

3 In China, it is often important to have good relations with local authorities (at city or provincial level) in order to get their support. Maintain or build up these relations. In case of a problem it can be very helpful to have the right contacts.

4 Constantly follow the development of the market, and if needed, make the necessary adjustments to your structure or legal setup in China.

5 Closely monitor the development of the legal aspects: in many cases, regulations tend to change or be adjusted frequently, and this can also have implications on your everyday business.

Unless you have a very particular niche product, you will probably not be the first to enter the Chinese market. Get a clear picture of what your competitors are doing and identify your unique selling proposition.



瑞士投资促进署 (OSEC) 出口促进专家 Claudio Mazzucchelli 认为中国是一个竞争激烈且十分复杂的市场。以下是他给新进入者的忠告和建议。



Swiss Business Hub in China:

The Swiss Business Hub helps Swiss and Liechtenstein companies in evaluating the above issues. We work in close cooperation with a network of experts (www.poolofexperts.ch) in order to be able to give the most professional but also pragmatic information, tailored to the needs of the companies. www.osec.ch

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撰文 Claudio Mazzucchelli, 瑞士商务促进中心主任

中国市场正以极快的速度发展, 也给瑞士的中小企业提供了越来越多的机遇。中国在基础设施建设 (交通、医疗保健等) 上投入了巨额资金, 中国人的购买力也在迅速增长。到 2020 年, 中国的城市人口将达到 6 亿, 占总人口近一半。目前, 人口达到 100 万的城市已经有 160 多个。不过, 中国同时也是一个竞争相当激烈而且十分复杂的市场。在进入中国市场前, 应该做好充分的准备和调研工作。以下是我总结的一些注意事项:

做好准备和调研工作

1 对你所要进入行业的情况进行较全面的了解, 对你的产品或服务在中国的市场潜力有一定的认识。中国是一个庞大的市场, 因此不同省市的消费者消费习惯和价格水平也是多种多样; 对于初进入者来说最好先从某一个区域开始发展。所以, 就需要对不同地区或城市的特点进行分析。

2 如果你的产品不是十分特殊的小众产品, 那么在你之前基本上已经有其他的公司进入这个领域。你需要做的就是清楚地知道你的竞争对手在做些什么, 并找到你在中国的独特销售主张 (USP)。对于要进入消费品领域的企业来说, 建议按照中国的文化和消费者的品位对你的产品进行调整 (包装、价格等)。

3 仔细考虑所有的法律因素和可能的障碍。在中国, 提供服务和某些产品往往需要获得某些批准、证书, 并遵守相关规范等。此外, 还要考虑可能发生的知识产权 (IPR) 问题: 尽管中国政府近年来在这一领域的规范上有很大进展, 但在执行上常常有些滞后。

4 仔细考虑进入中国市场所需要的资源。你可能需要经常访问中国, 这就涉及到财务问题。我们不能忽视这可能带给小企业的影响, 你可能需要从其他的市场调配资源。比如, 对当地合作伙伴的了解很关键, 这就需要花费大量的时间使双方建立共同信任。

5 最后, 根据你的发展战略和经营计划, 你需要在专家的指导下评估在中国成立法律实体的各种可能 (法律形式)。

充分的准备是很重要的, 瑞士商务促进中心可以帮助你评估以上提到的几点。

跨过第一个难关

一旦你决定进入中国市场并开始采取行动, 那你就应该紧接着注意以下事项:

1 与当地合作伙伴 (代理商、分销商等) 保持良好的关系。经常访问合作伙伴, 并对他们进行现场培训, 有可能的话在瑞士进行培训等都是很重要的。

2 上面提到的一点对你的客户来说也是适用的: 保持良好的关系是最重要的。

3 在中国, 与当地政府 (市级或省级政府) 保持良好的关系以获得他们的支持也是非常重要的。你应该建立并保持这种关系。在遇到问题的时候, 与政府间良好的关系是很有帮助的。

4 要总是跟随市场的发展, 如果需要的话, 应该对你在中国的经营实体进行必要的结构或法律调整。

5 紧密了解最新的法律发展和变化: 有的时候法律变化或调整很频繁, 这可能会给你的日常经营带来影响。

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HAVING PROBLEMS FINDING YOUR WAY IN CHINA?



THE SWISS BUSINESS HUB CHINA

is located on the grounds of the Swiss embassy and consulates, is a network partner of OSEC Business Network Switzerland as well as the official authority for Swiss trade promotion in China. The goal of the Hub is to help strengthen business relations of Swiss SMEs with China through:

- Market and product analysis
- Local company background checks
- Search of distributors, representatives and import partners
- Individual consulting and coaching of SMEs
- Reports on presentations and trade fairs in various Chinese cities
- Organization of events and fact finding missions for Swiss companies
- Finding the right local partner for company set-up as well as legal and tax issues

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He views the positioning of unknown brands in China as his main challenge: Swiss entrepreneur Philippe Gaydoul.



Ready to 准备进军中国市场 Start China Conquest

In the luxury industry, one cannot afford to ignore China anymore, says China newcomer and entrepreneur Philippe Gaydoul

Interview **Fabian Gull**, Hong Kong

He has plenty of spending money. Swiss entrepreneur Philippe Gaydoul (39) is one of the youngest Swiss billionaires. He was formerly known as "Mr. Denner" (a top three Swiss retailer), where he became CEO at the tender age of 28 and later on sold it to Migros in 2007. Since then, being quite fashionable himself, the accessible investor keeps himself busy with buying companies and building up his own small fashion and lifestyle emporium. The Gaydoul Group, of which he is President, today consists of four brands: Navyboot (shoes and accessories), Fogal (legwear and knitwear), Jet Set (sports fashion) and Hahnhart (watches). With Navyboot, Gaydoul is now on the brink of gaining ground in China. A big step for the China newcomer with limited experience in overseas markets. Why he is still of good cheer, he told The Bridge over a cup of coffee at Mandarin Hotel in Hong Kong.

▣ The Swiss companies owned by Gaydoul Group are predominantly selling in the German speaking parts of Europe. Now you target China. A big step!

Gaydoul: Yes, it clearly is. China supposedly will overtake the U.S. and become the world's largest luxury goods market by 2020. So it is clear to us: If you want to expand internationally in the luxury industry, you can't do without China sooner or later.

▣ How big is the risk you are taking?

Gaydoul: We are taking calculated risks - and we believe in our success.

▣ Will you bring all your brands to China?

Gaydoul: Yes, that is our mid term plan. But we take it step by step.

▣ Did you develop a Chinese name for Navyboot?

Gaydoul: Yes. We will communicate the name in due course.

▣ In which set up phase are you in China?

Gaydoul: We will open our first five stores in the upcoming eighteen months. We are now having final talks with landlords and shopping malls. We are also trying to secure locations in malls that are not built yet. Generally, we are well received by landlords, also because we are not a single actor but represent a group of four brands.

▣ Which cities are you looking at?

Gaydoul: Various cities all over China. Finding a suitable location is most difficult in Shanghai. Our first store will most likely be in Hong Kong. But also second tier cities like Chongqing or Chengdu will be of interest to us in the mid run.

▣ All your brands are completely unknown in Mainland China.

Gaydoul: Mostly they are, yes. Fogal is already present in Hong Kong and Japan and very successful there. From this experience we can learn.

You have to understand, when I was on the lookout for buying opportunities, I wasn't eyeing internationally established brands. But I was looking at companies which have the potential to succeed internationally.

▣ How big is your purse to finance your China endeavours?

Gaydoul: We have adequate financial resources to get us started while we count on the improved returns from our investments made over time.

▣ How important is Asia, and China in particular, for Gaydoul Group today?

Gaydoul: Insignificant, as we just started our Asia conquest. We are clearly not where we want to be. Hence, we worked out an ambitious plan for the next 5-10 years to make this change.

▣ How did you approach the conquest of China?

Gaydoul: Gaining a foothold in a new market is always a multilayer approach, and we used a combination of different tools. First, we had to make sure we generated enough profit elsewhere so we can

afford to invest in China. Then we set up an office in Hong Kong some 18 months ago. The four employees are a mixture of Hong Kong Chinese and Europeans. They bring in a lot of China knowledge. In addition, I was making use of my personal network talking to many experienced China businessmen.

Q In your previous position, as CEO of Denner, did you have any interaction with China?

Gaydoul: Not at all. Our purchasing managers bought some cans from China. That's it.

Q What difficulties did you encounter?

Gaydoul: On an operational level, none so far as we just started (smiling). Strategically, the biggest difficulty is clearly the positioning of new and unknown brands in as vast a country like China. Also, making the right contacts is not always easy.

Q Creating brand awareness is difficult and terribly expensive.

Gaydoul: True. And nobody is waiting for us. Brand and image building is a lengthy process and takes at least 2-3 years. And for each of our brands, we have a different game plan. Of course, physical presence with stores is important. We will try to create a buzz and go on new, innovative paths of doing so - always having the particularities of Asian consumers in mind.

When I repositioned Denner in Switzerland, what I did was also brand and image building through building trust. In essence, these basics are the same in China and Switzerland, I believe.

For a guy with my background, cost sensitivity and optimization of processes is everything. And that is not a bad thing to have in any industry! I grew up in a low margin industry where every penny counted. Premium luxury has not developed that sense yet!

Q What are the particularities of Chinese consumers you mentioned?

Gaydoul: Asian consumers in general are very open minded and curious, but also very critical and price sensitive.

Q Price sensitive? In the luxury goods industry, one gets the impression that price matters the least.

Gaydoul: Be careful. The phenomenon you relate to applies only to a handful of well established, usually globally known brands. This is not who we are and how we think. We want to deliver content, add value and create emotions.

Q How important is “Swissness” as a marketing tool?

Gaydoul: It is important for Navyboot, as it is largely Swiss made. We will emphasize on Swissness - as it is globally associated with trust and quality - but not too much.

Be aware that quality is a basic consumer requirement and



“Sanity, cost control and good people are key success factors”
Philippe Gaydoul

nothing to brag about even in the discount foodstuff industry! Hence, by no means can quality be a USP in the luxury goods industry!

Q What is next? Huge advertising campaigns, a flagship store?

Gaydoul: No. Advertising and PR are important, but again, we have to act reasonable and clever. So many luxury brands have burnt gigantic sums with questionable results. We are neither here to show off, nor do we aim for 200 stores in five years.



Q When will you reach break even in China?

Gaydoul: In 3-4 years.

Q That is very ambitious!

Gaydoul: We think it is feasible, if you spend smartly.

Q For Navyboot, did you do market research in China in order to gain information about consumer behaviour, willingness to pay or taste preferences?

Gaydoul: We did our homework. We did competitor analysis and looked at some macro data. But I primarily believe in experience rather than statistics. I believe in working with skilled people having a sense for consumer trends who view the world with open eyes and have a deep understanding of the market - such as our Creative Director at Navyboot who has extensive Asia experience.

Q Will there be product lines tailored to Chinese?

Gaydoul: No. Only the shoe sizes will be different.

Q Any plans for South East Asia?

Gaydoul: One by one (smiling). Our focus in Asia is on China now.

Q What are the similarities with your previous job at Denner?

Gaydoul: (Thinking) Pretty much everything is radically different, except for the family ownership. Denner was foodstuff, discount and uniquely operational in Switzerland. Now we are expanding internationally with fashion and lifestyle brands in the premium luxury segment.

Q What role are you playing?

Gaydoul: I do not interfere operationally. All of our brands have their respective CEO. But I follow the operations up close and I am personally interested in new markets and cultures. In the end, the Gaydoul Group carries my mother's and my name, so whenever it is needed, I am giving a face to the group.

Q As you do right now.

Gaydoul: Exactly. I am just a marketing tool (laughing).



访谈_方必安，香港

他拥有许多财富——瑞士企业家 Philippe Gaydoul (39 岁) 是瑞士最年轻的亿万富翁之一。之前他以 “Mr.Denner” (瑞士排名前三的零售商) 而为人们所知，他在 28 岁的时候就已经担任了该公司的 CEO，并在 2007 年将公司卖给 Migros 公司。此后，Philippe Gaydoul 开始忙碌于收购公司并建立自己的时装和生活商场。Gaydoul 集团目前由四个品牌组成：Navyboot (高档皮鞋及配饰)、Fogal (袜类)、Jet Set (奢侈运动服装) 和 Hahnhart (腕表)，他担任集团总裁。Gaydoul 集团即将开始借助 Navyboot 品牌进入中国市场，这对于在海外市场拥有较少经验的新进入者来说将是很大的一步。为什么他还能如此悠然自得呢，他在香港的文化酒店边喝咖啡边向《桥》娓娓道来。

Q Gaydoul集团旗下的瑞士企业以欧洲的德语区为主要市场。现在你们准备进入中国，

正准备进入中国市场的企业家 Philippe Gaydoul 认为，在奢侈品行业企业再也不能忽视中国市场的重要性。

这将是很大的一步！

Philippe Gaydoul：

是这样的。到 2020 年，中国应该会取代美国成为世界最大的奢侈品市场。因此摆在面前的事实是：如果想在国际奢侈品行业扩张，你迟早要进入中国市场。

Q 你们所承担的风险有多大？

Gaydoul：我们承担着适度的风险——我们对成功充满信心。

Q 你会把所有的品牌都带入中国吗？

Gaydoul：是的，这

是中期计划，不过我们会一步步的进行。

Q Navyboot有没有中文名字？

Gaydoul：有，我们将在适当的时候推出。

Q 你们现在处于进入中国的哪个阶段？

Gaydoul：我们将在未来的 18 个月里开设 5 家店铺，现在我们正在跟房东和当地的商场敲定最后的事宜，同时我们还在争取正在筹建中的商场里的店面。总的来说，房东对我们的反应不错，这也因为我们代表的是一个集团下的四个品牌。

Q 你们主要针对哪些城市呢？

Gaydoul：我们将针对中国不同的城市。在

上海找到合适的店面最困难，估计我们的第一间店会开在香港。从中期来看，像重庆和成都这样的二线城市也是我们的兴趣所在。

Q 你们的品牌对于中国内地消费者来说是完全陌生的。

Gaydoul：大部分是这样的。袜子品牌 Fogal 已经进入了香港和日本市场，并取得了很大的成功。我们可以从这些经验中学习。另外你应该了解，我在寻找收购机会的时候，往往并不是着眼于那些国际知名品牌，而是那些拥有潜力在国际市场取得成功的企业。

Q 在资金上，你们为进入中国市场做好准备了吗？

Gaydoul：我们有充足的启动资金，而后续将依靠前期投入不断带来的回报运营。

Q 目前对于Gaydoul集团来说，亚洲市场尤其是中国市场的重要性如何？

Gaydoul：并不是很重要，因为我们才开始进入亚洲市场，离目标还很远，因此，我们制定了未来 5 – 10 年实现这些目标的雄伟计划。

Q 准备进入中国市场，你采取了哪些措施？

Gaydoul：在一个新市场站住脚需要多种方法，我们也结合采用了不同的工具。首先，我们必须保证在其他市场的盈利，这样才能有资本进入中国市场。其次，我们一年半前在香港成立了办公室，并雇佣了 4 名员工，他们分别来自香港和欧洲。员工帮助我们更了解中国。此外，我还利用我的关系网跟许多中国生意通请教。

Q 在你担任Denner的CEO期间，你跟中国有过接触吗？

Gaydoul：没有。那个时候唯一的接触就是从中国采购过一些罐子，仅此而已。

Q 你们在进入中国市场的过程中有没有遇到什么困难呢？

Gaydoul：从运营的层面来看，还没有碰到

什么困难，因为我们才刚刚开始（笑）。从战略的层面来看，最大的困难是在中国这样巨大的市场定位一个全新的、不为人知的品牌。另外，建立有用的关系网也并不容易。

Q 建立品牌认知很困难而且十分昂贵。

Gaydoul：是的。没有人在等着我们进入中国。树立品牌和形象是一个长期的过程，需要至少 2 – 3 年时间。对于各个不同品牌，我们都有不同的计划。当然，在中国市场通过门店等方式的实体存在很重要，我们将吸引市场的注意，并不断通过创新的方法实现目标——始终谨记中国消费者的特点。

当我在瑞士定位 Denner 时，我做的也是通过建立信任树立品牌和形象。基本上，我认为在这些方面中国和瑞士是一样的。

对于拥有我这样背景的人来说，成本控制和生产过程优化就是一切，并且这在每个行业都不是一件坏事！我所成长的行业是每个便士都很重要的低利润率行业，高级奢侈品行业还没有形成这种意识！

Q 你所指的中国消费者的特点是什么？

Gaydoul：亚洲消费者总的来说都很开放并对新事物充满好奇，不过他们也很挑剔，并且对价格也很敏感。

Q 价格敏感？人们对奢侈品行业的印象是价格最不重要。

Gaydoul：下这个结论时必须十分小心。你所说的这种现象只适用于一小部分拥有市场地位的全球知名品牌。我们并不是这种品牌，而且也不这么认为。我们要传递内容、为顾客增值并创造情感。

Q “瑞士”是一个很重要的营销工具吗？

Gaydoul：对于 Navyboot 来说很重要，因为它的商品大部分是在瑞士制造的。我们将强调瑞士制造——因为它在全球都代表着诚信和质量——但不会过多宣扬这一点。

我们应该知道，质量是消费者最基本的要求，因此即使是在折扣食品行业也没有什么理由来过份宣扬这一点！因此，质量根本就不应该成为奢侈品行业的独特卖点！

Q 进入中国后的下一步是什么呢？是大型的广告活动、开一家旗舰店吗？

Gaydoul：不会的。广告和公关很重要，但是我们必须理智和运用智慧。许多奢侈品牌

都在这些方面花了很多钱，但是效果却差强人意。我们这儿的目的既不是为了炫耀，也不是为了在未来 5 年里开 200 家店。

Q 你预计你们在中国需要几年的时间可以实现收支平衡？

Gaydoul：估计 3 – 4 年。

Q 这是一个雄心勃勃的目标！

Gaydoul：这是可行的，只要你精打细算。

Q 为了帮助Navyboot进入中国，你们有没有专门在中国进行调研来获得关于消费者行为、消费观念以及消费品位方面等信息？

Gaydoul：我们做了准备工作。进行竞争对手分析并收集许多宏观数据。不过跟这些相比，我们更重视经验。我们相信那些对消费者趋势感觉灵敏、以开放态度看世界并对市场有深刻认识的有经验的人才——比如我们 Navyboot 的创造总监就拥有许多亚洲经验。

Q 你们会针对中国消费者建立生产线吗？

Gaydoul：不会，只在鞋码大小上有所差别。

Q 你们有没有计划进军东南亚市场呢？

Gaydoul：我们会一个一个的来（笑）。目前在亚洲的重心是中国。

Q 你目前的工作跟你在Denner时的工作有什么相似之处？

Gaydoul：（思考）除了它们都是家族企业之外，基本上没有什么相似之处。Denner 的商品是食品，并只在瑞士运营。现在我们要在国际上扩张的是顶级奢侈类服装和生活品牌。

Q 你的职责是什么？

Gaydoul：我并不会在运营上进行干预。我们的每个品牌都拥有各自的 CEO。不过我会密切关注公司的运营，而且我个人对新市场和文化也十分感兴趣。不过，Gaydoul 集团有我和我母亲的名字，因此，不管集团什么时候需要，我都会随时站出来。

Q 就像你现在所做的。

Gaydoul：是的。我现在就只是一个营销工具（笑）。

Background

F1 superstar Michael Schumacher, who is a testimonial for Navyboot (and Jet Set), gave the starting shoot for the Swiss shoemakers' China endeavor. Schumacher is also involved in product development. The first of products resulting from this partnership is a sneaker line that was presented in Shanghai in April.

The Gaydoul Group consists of three business lines: Invest, real estate and asset management. His mother, the daughter of Karl Schweri (founder of Swiss retailer Denner) acts as a board member but is not operationally involved. Gaydoul likes to emphasize the long term orientation of his investments. And he would be happy if one day his son would take over from him. Currently, there are rumors that Gaydoul might get politically active in Switzerland.

F1 赛车巨星 Michael Schumacher 参加了他所代言的瑞士名鞋品牌 Navyboot (他也是 Jet Set 的代言人) 在中国的首发仪式。Schumacher 不仅是公司的品牌代言人，同时还参与了 Navyboot 的产品开发，他们共同携手推出的第一个运动类产品线，已于四月份登陆上海。

瑞士 Gaydoul 集团的业务范围包括三种：投资、房地产和资产管理。Gaydoul 的母亲，也就是 Karl Schweri (瑞士零售公司 Denner 的创始人) 的爱女，是公司的董事会成员，不过她不参与运营管理。Gaydoul 总是强调他对投资的长期定位，他也很希望他的儿子可以继承他的事业。现在，社会上也有一些传言说 Gaydoul 可能参与到瑞士的政界中。

“我们循着客户的脚步来到中国， “We Follow our Custome



Swiss HR giant Adecco joins forces and pools its global staffing know-how with Chinese partner Fesco. The Bridge talked to Group CEO Patrick De Maeseneire, a Belgian national who was granted the title of Baron by King Albert II of Belgium, about the newly set up Joint Venture – the first of its kind in China.

拓展中国客户群” mers to China”

Written by **Fabian Gull**, Shanghai

One way of establishing your presence in China, or speeding up your expansion plans is to look for a local joint venture (JV) partner. This is also Adecco's strategy. The Swiss global leader in human resource services has set up a joint venture in Shanghai with Fesco, one of the leading HR service companies in China.

“Pooling our global staffing know-how with a Chinese partner is an important step forward to take advantage of the growth potential in China”, says Patrick De Maeseneire, a Belgian national, who joined Adecco Group as CEO in 2009. Previously, De Maeseneire, who was granted the title of Baron by King Albert II of Belgium in 2007, served as CEO of Barry Callebaut, the world's largest chocolate manufacturer.

▣ Patrick De Maeseneire, what does Adecco bring into the JV?

De Maeseneire: Adecco places daily 725'000 people worldwide, excluding the additional 100'000 placements we get with the JV. We select those out of a pool of more than 10 million people. So you can see, the process of 'recruiting and matching' is our core competence. Combining Fesco's local know-how and well-established branch network with Adecco's global presence in over 60 countries and broad portfolio of services, the JV is well positioned to support Chinese companies not only locally, but also in their global expansion.

▣ What will Fesco's benefits be?

De Maeseneire: The JV will not only introduce the latest managerial concepts and exchange platforms to Fesco, but also help Fesco attract and expand its international client base within China.

▣ What is the importance of emerging markets for Adecco?

De Maeseneire: They are very important for our future growth. In India, to give you an example, we have grown in six years from zero to 100'000 associates. In China, now with this JV, we already have more than 100'000 associates to start from. India and China are top priorities amongst major markets because these are the countries where our customers from Western Europe, the U.S. or Japan are investing the most at the moment. So we follow our customers.

▣ According to your annual results (2009), global turnover contribution of emerging markets is 7%. How much of it is China? And where will it be in five years?

De Maeseneire: China will be about a third of this 7% in five years' time. So before the JV, it was a much smaller part, as we mainly concentrated on fixed recruitment in China. And this part, globally only accounts for about 2% of our revenues. But, this 7% of our revenues represent 30% of our volume – in terms of numbers of hours we are selling!

▣ How do you explain this difference?

De Maeseneire: Salaries and margins are a lot lower in emerging markets. But if you look at wage inflation, which is at least 8-12%, and our growth of 60% in India compared to the group growth of 17%, it is clear that emerging markets will soon be more important. We expect revenues in emerging markets to double within five years.

▣ Are you planning any further acquisitions in China?

De Maeseneire: No, we now focus on organic growth. We are very happy with this JV with a top three (rank) staffing and human resources company in China.



What is specific to China in your industry?

De Maeseneire: Well, the margins are, as in every emerging market, lower than in developed markets. What drives pricing is skills and scarcity. So far, you cannot really see labour scarcity in emerging markets. As long as this is the case, margins will stay lower. Our processes and models we apply in China are basically the same as elsewhere.

What can a small specialized headhunter do better than you?

De Maeseneire: What do you mean by better?

Well, there must be something...

De Maeseneire: Let me clarify. We actually don't position ourselves as a headhunter. Headhunters do recruiting. Our main objective worldwide is being a staffing company. That means that we are selecting, recruiting and having the people on our payroll. So they work for our customers, but they are on our payroll. This is different from what headhunters do. We are a kind of outsourcer to our customers. Contrary to many headhunters, we don't go after top positions, for example, neither do we have any intention to do so.

Do you see any talent scarcity on the Chinese labour market?

De Maeseneire: At present, we don't see the kind of talent shortage in China that we encounter in mature markets. IT know-how and engineering skills are abundantly available. One reason we are in China is because we see there is an important source for mobility and recruitment in the future of skilled labour. Look at the different educational systems' output. There are 70'000 engineering graduates every year in North America, 420'000 in India, 250'000 in China. Educational systems in some emerging markets deliver a lot more skilled workers than more developed markets.

“For Adecco, it is serving our multinational customers in China. For Fesco, it is serving their multinational clients abroad” Patrick De Maeseneire

An increasing number of Chinese companies are expanding abroad...

De Maeseneire: ...which has been an important argument for the JV of Adecco and Fesco, as Fesco also sees more and more Chinese companies going abroad and wants to be with a partner in those countries to serve them locally. So for us, it is serving our multinational customers in China. For Fesco, it is serving their multinational clients abroad.

How about wage inflation in China, and how does it compare to other countries in Asia?

De Maeseneire: Salary inflation is higher in China. Consequently, for basic manufacturing, we see companies moving from the east coast into the Mainland. But also to other countries like Vietnam or the Philippines. This is what I call a natural move. Looking at the textile industry in the past 50 years, exemplifies what I mean. At first, companies moved from Western Europe to Southern Europe like Italy or Portugal because of increasing wages. Later, they moved on to Turkey, Tunisia and then to Asia where they moved around even further. This implies increasing GDP and a shift of the economy towards higher value added goods. These are positive moves for the global economy.

The Shanghai-based JV “Fesco Adecco” began its operations as of January 2011. Under the terms of the joint venture, Fesco and Adecco hold 51% and 49% of the equity respectively. The newly formed JV today already has over 100'000 associates on assignment, and has access to a network of more than 100 branches throughout China, with a large and established local and multinational client base. Fesco Adecco will mainly provide clients with general staffing, professional staffing and outsourcing services including the management of payroll and benefits administration; with a scope to enhance its offerings, benefiting from Adecco's multinational expertise in the HR services industry.

撰文_方必安_上海

进入中国市场或加速扩张计划的途径之一是在本地找合伙人成立一家合资企业，这也是 Adecco 的发展的战略。作为瑞士人力资源服务行业的领头企业，Adecco 已经在上海与中国领先人力资源服务公司之一 Fesco 合作成立了合资企业。“与中国合伙人共有我们的全球人力资源知识是我们为利用中国的增长潜力而跨出的重要一步”，Patrick De Maeseneire 说。De Maeseneire 来自比利时，2009 年开始出任 Adecco 集团 CEO。此前，被比利时国王阿尔伯特二世授予男爵称号的 De Maeseneire 曾担任世界最大的巧克力生产商 Barry Callebaut 公司的 CEO。

Patrick De Maeseneire，Adecco为合资企业带来了什么？

De Maeseneire: Adecco 在全球每天为 725,000 名员工安排就业，不包括我们合资企业的 100,000 个就业安排。我们从一个拥有 1000 万人的人才库中挑选人才，因此，招聘过程和企业与员工之间的搭配是我们的核心竞争力。将 Fesco 的本地知识和 Adecco 在全球 60 多个国家建立的分支关系网和广泛的服务种类结合，不仅为中国本土企业提供支持，还在其全球扩张战略中起着重要作用。

Fesco能获得哪些益处呢？

De Maeseneire: 合资企业不仅为 Fesco 引入最新的管理理念和交流平台，还帮助 Fesco 吸引和拓展在中国的国际客户群。

新兴市场对于Adecco的重要性如何？

De Maeseneire: 新兴市场对我们未来的增长十分重要。在印度，我们在六年时间里已经发展了 100,000 万个关联人。在中国通过合资企业已经拥有超过 100,000 个关联人。在新兴市场中我们最关注印度和中国，因为这里是来自西欧、美国和日本的客户投资最多的地方。我们循着客户的脚步来到这里。

你们的年度报告（2009）显示，新兴市场对全球收入的贡献率为7%，中国能占到多少？五年后中国又能占到多少呢？

De Maeseneire: 五年后中国的份额将占到这 7% 里面的三分之一。在成立合资企业前，中国的份额很小，因为我们在中国的业务主要是固定招聘，而从全球来看，这一块业务

“对于我们来说，合资企业使我们可以为在中国的跨国客户服务，而对于 Fesco，则是为海外的跨国客户服务。”

只占我们总收入的 2%。不过，虽然新兴市场只占总收入的 7%，却代表着 30% 的业务量（从我们销售的小时数来看）。

你怎么解释这一差别呢？

De Maeseneire: 新兴市场的工资和利润水平较低，不过这些地区的工资水平已经上涨了 8-12% 以上，比如我们整个集团的增长率为 17%，而来自印度市场的增长率可达 60%。我们希望在未来五年内来自这些市场的收入实现翻倍增长。

你们在中国有继续兼并的计划吗？

De Maeseneire: 没有，我们现在的任务是集中精力增长。我们对目前与中国排名前三的人力资源公司联手成立的这家合资企业感到十分满意。

在你们这个行业，中国有哪些特殊之处？

De Maeseneire: 与其他新兴国家一样，在中国的利润水平比发达国家低。推动价格上涨的主要动力是技能和短缺，而迄今为止，在新兴市场基本没有真正的劳动力短缺问题。只要没有短缺出现，那么利润就会维持在低水平。我们在中国推行的模式基本与世界其他国家一样。

相对于你们，规模较小的专家化猎头公司的优越性在哪里呢？

De Maeseneire: 你指的优越性是什么意思？

应该总有一些比你们优越的地方……

De Maeseneire: 我想先澄清一点，我们的定位实际上不是猎头公司。猎头公司的主要业务是招聘，而我们在全球的主要目标是成为一家员工管理公司，也就是通过筛选、招聘，最终替员工管理工资发放。这与猎头公司做的并不相同，我们为客户提供外包服务。与众多猎头公司相比，我们处理的不是高级职位，也不打算这么做。

你在中国劳动力市场有没有发现人才短缺的问题？

De Maeseneire: 目前，我们在中国还没有

遇到像在其他成熟市场一样的人才短缺问题。大部分人才都具有 IT 知识和工程技能。我们来到中国的原因之一是这里将是未来熟练人才流动和招聘的重要来源。看看世界不同的教育体系，北美每年培养 70,000 名工程专业毕业生，印度是 420,000 名，而中国是 250,000 名，这表明许多新兴国家的教育体系为社会提供了比发达国家更多的熟练工人。

越来越多的中国企业正寻求进军海外……

De Maeseneire: 这是 Adecco 和 Fesco 成立合资企业的一个重要原因，他们也发现越来越多的中国企业正在走向海外，希望通过与当地企业合作进入当地市场。因此，合资企业可以帮助我们为在中国的跨国客户服务，而 Fesco 则是为海外的跨国客户服务。

与亚洲其他国家相比，中国的工资上涨情况进行得怎么样？

De Maeseneire: 中国的工资上涨幅度更高。结果就是，我们发现基本制造型企业正从东部沿海地区向中西部内陆地区以及越南和菲律宾转移。我认为这是一种自然的转移，在过去 50 年里纺织业的发展可以说明我的意思。由于工资上涨，纺织企业首先从西欧转移到意大利、葡萄牙等南欧国家，后来，又进一步转移到土耳其、突尼斯等国家，后来来到亚洲。这暗示着 GDP 的不断增长以及经济向高附加值产品的转型，这对于全球经济发展来说是很积极的。

合资企业“FESCO Adecco”位于上海，于 2011 年 1 月开始运营。在设立合资企业的条款中，Fesco 和 Adecco 分别持有公司 51% 和 49% 的股份。迄今为止，这家新成立的合资企业共签署 100,000 份人才派遣合同，通过全国 100 多家分支机构网络为一大批本地和跨国客户服务。FESCO Adecco 主要为客户提供基本人力资源、专业人力资源以及包括工资与福利管理在内的外包服务，公司将不断提高服务范围和质量，整合 Adecco 拥有的跨国人力资源服务专业知识。

Linking Concepts and Consumers Through Information

Gathering market information is vital in the set-up phase

信息连接创意与消费者 在企业成立阶段获取市场信息十分重要

Written by **Charles Merkle**, President and CEO of CBC Marketing Research

Market research is - as many other industries in China - a fast growing business. Twenty years ago, China was a country that did almost no commercial research. This has changed dramatically. With the exception of 2009, the market research industry is growing with double digits for many years. China's market research size is around USD 1 billion, while the global market accounts for USD 30 billion. Currently ranked 6th worldwide, China is said to overtake Japan this year.

The reasons for the increase in market research spending are numerous: How does market research follow advertising trends, what is the potential market size for a specific good or service in China? If we look at the top five mature market research markets ahead of China (United States, UK, Germany, France and Japan), market research makes up 9.5% on average of the total advertising market size in these markets. And in China today - market research is a mere 1.6% of the advertising market size. Even if China achieves only half of these markets, the upside potential is 300%.

With more foreign direct investment pouring into the country, foreign multinationals and small- and middle-sized companies realize the need for analyzing their markets and products in China. Not too long ago, spending money for market studies and promotion was considered a "waste of time and money". Today, many Chinese companies changed their attitude towards marketing research and marketing in general.

The markets have changed, too. Some years ago, all what counted

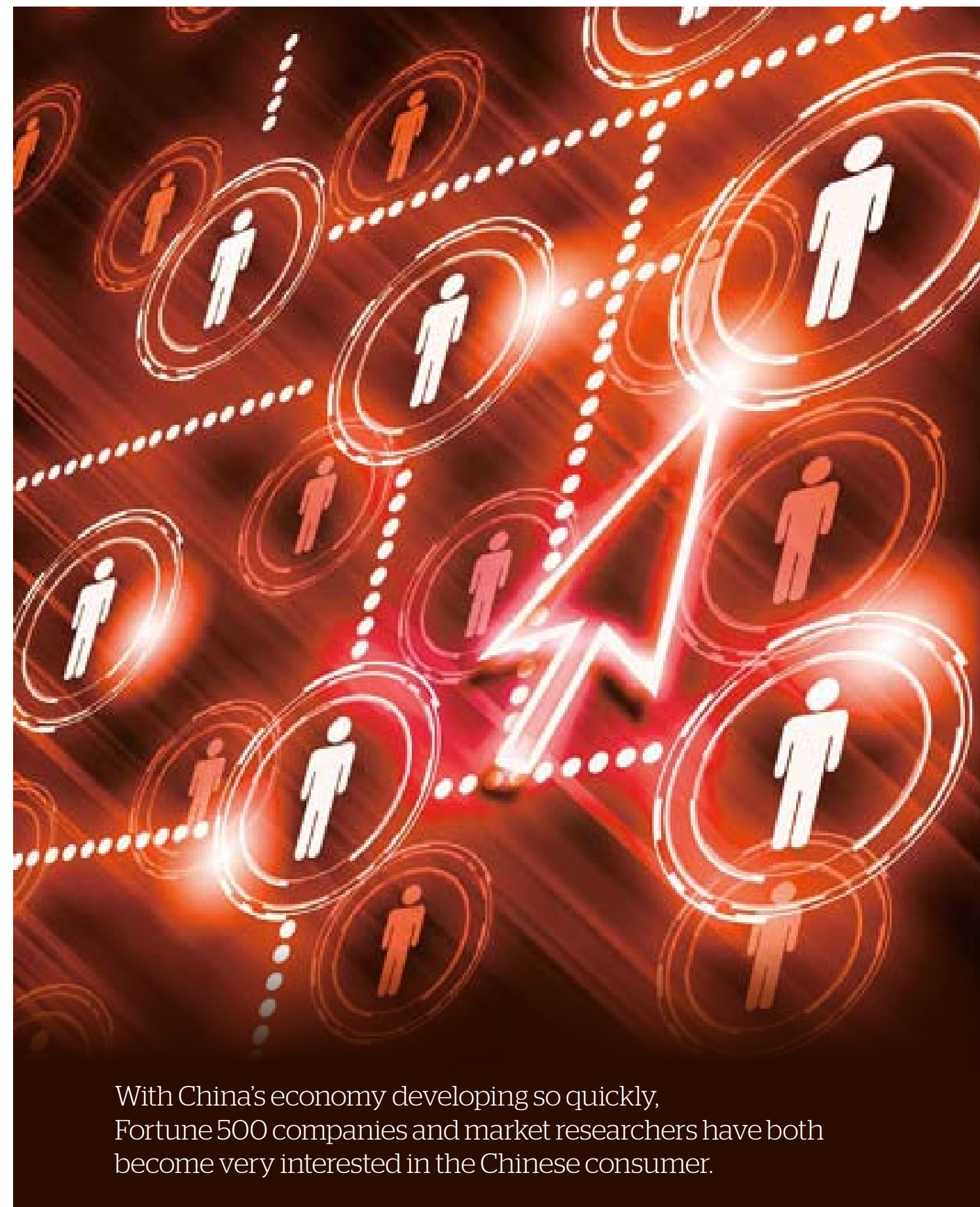
were the first tier cities of Beijing, Shanghai, Guangzhou and Shenzhen. Today, second, third and even fourth tier cities are of great importance to companies in the automobile, FMCG, retail and pharmaceutical industry.

With China's economy developing so quickly, Fortune 500 companies and market researchers have both become very interested in the Chinese consumer. With 1.3 billion consumers, the Chinese market has the potential to influence and change trends on a worldwide basis. We could even say that what happens in China will influence markets in other countries similarly as the American way of life did in the last 60 years.

The last point is a very challenging one. How can China become a trendsetter? After all, it is a developing country with an annual average income of RMB 48,500 (USD 7,400) and with 20% of the working population earning RMB 24,000 (USD 3,660) or less per year.

Here's the answer: The trends will be set by the one million Dollar-millionaires and the 400 million strong middle class, numbers that grew exponentially in the last ten years. No country in the world can match these numbers. The fact that more and more multinational companies set up their R&D centers within its borders proves that China is a key market for so many products and services.

We will see cars, white goods, modern furniture and other products being tailored to the Chinese market and these preferences will influence other markets in Asia and elsewhere. Market research will play a major role in these exciting developments by detecting worldwide trends that are... made in China.



With China's economy developing so quickly, Fortune 500 companies and market researchers have both become very interested in the Chinese consumer.

撰文 **Charles Merkle**, 总裁, 佳瑞咨询

同中国许多其他的行业一样, 市场研究是一个迅速增长的行业。20 年前, 中国还是一个几乎没有任何商业研究的国家。而现在的情况已经发生了巨大的变化, 除 2009 年外, 多年来中国的市场研究领域每年都以两位数的速度增长。中国的市场研究规模约 10 亿美元, 世界总市场研究规模为 300 亿美元, 目前中国排名第六, 据说今年将超过日本。

引起市场研究支出增长的原因很多: 如市场研究如何跟随广告业的趋势、某种商品或服务在中国的潜在市场规模有多大等? 如果我们看一看排名在中国前面并且在市场研究领域较成熟的 5 个国家 (美国、英国、德国、法国和日本) 的情况, 就会发现其市场研究占到整个广告市场规模的 95%。而在中国, 目前市场研究只



占到广告市场规模的 16%。因此, 就算中国的这一数字增长到成熟国家一半的水平, 那也意味着 300% 的增幅。

随着越来越多的外商直接投资进入中国, 这些跨国企业和中小型外资企业意识到分析中国市场和产品的必要性。就在不久前, 人们还认为在市场研究和促销上花钱是在“浪费时间和钱”, 可是现在许多中国企业都改变了他们对市场研究和营销的整体态度。市场也在变化。几年前, 人们所说的市场主要是北京、上海、广州和深圳这些一线城市。而现如今, 二、三线甚至四线城市对于汽车、快速消费品、零售和医药行业来说都是极其重要的。

随着中国市场的迅速发展, 财富 500 强企业和市场研究公司都开始对中国消费者产生了浓厚的兴趣。中国拥有 13 亿消费者, 这么大的一个市场具有影响并改变全球

市场趋势的潜力。我们甚至可以说中国的变化会影响到其他国家的市场, 就像在过去 60 年里美国人的生活方式对全球市场的具有很大的影响一样。

最后一点很具有挑战性, 那就是中国怎么能成为一个趋势设定者呢? 不管怎么说, 它还是一个发展中国家, 年均收入只有 48,500 元 (4,700 美元), 还有 20% 的人口年均收入只有 24,000 元 (3,660 美元) 或更少。

答案是: 市场趋势将由中国近 100 万名千万富翁和 4 亿中产阶级来决定, 这些数字在过去十年都呈指数倍增长, 没有任何国家能与这种增长速度相比。事实上, 越来越多的跨国企业在中国设立研发中心也证明中国是许多产品和服务的关键市场。

我们将看到汽车、白色商品、现代家具和其他商品按照中国市场的偏好设计, 这些偏好将影响到亚洲其他市场和全球。通过研究在中国产生的全球市场趋势, 市场研究将在这些令人兴奋的发展中扮演重要的角色。

Critical for a Successful Start in China:

Selecting the Right Location

正确的企业选址对于成功开启中国市场至关重要

Written by **Nicolas Musy**, China Integrated Founding Partner

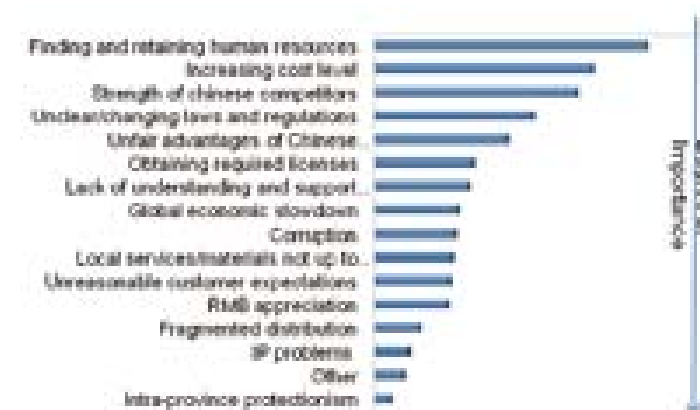
When approaching China, we have a tendency to see it as a country, centralized and under the central control of a strong government. In practice, China is actually extremely diverse, be it with respect to mentalities, education, revenues, industry clusters, logistics, laws or quality of government. In fact, China is certainly more diverse than is Europe, from Bulgaria to Finland. As a result, selecting a location in China makes a lot more difference for the success of a set-up than one expects.

This critical aspect is best illustrated when looking at the concerns of foreign firms:

The overarching concern, Human Resources, is mostly dependant on location. Most skilled people are available in big centers and very reluctant to move to places they perceive as inferior, if only because they want to ensure the best possible education for their child.

Looking down the list, costs obviously also depend on location.

Participants Biggest Concerns In China



CEIBS - Chambers Survey Fall 2010

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As well, the quality of law enforcement and the stability of the regulatory environment vary also enormously in China. Another survey shows how concerns are differently ranked in specific locations. Strikingly, "Changes of Laws & Regulations" is the top concern in Beijing but is close to bottom in Shanghai.

Chinese competition, high on the list, is not directly affected by location. Yet, locating close to potential clients allows frequent visits, close relations and good service: all competitive advantages.

Keeping the above in mind, here is a list of criteria to consider when settling down in China. Their importance is different depending on strategy and the type of operation to be set-up. A plush toy production needs very average labor, while a machine-tool after sales office can only use skilled staff.

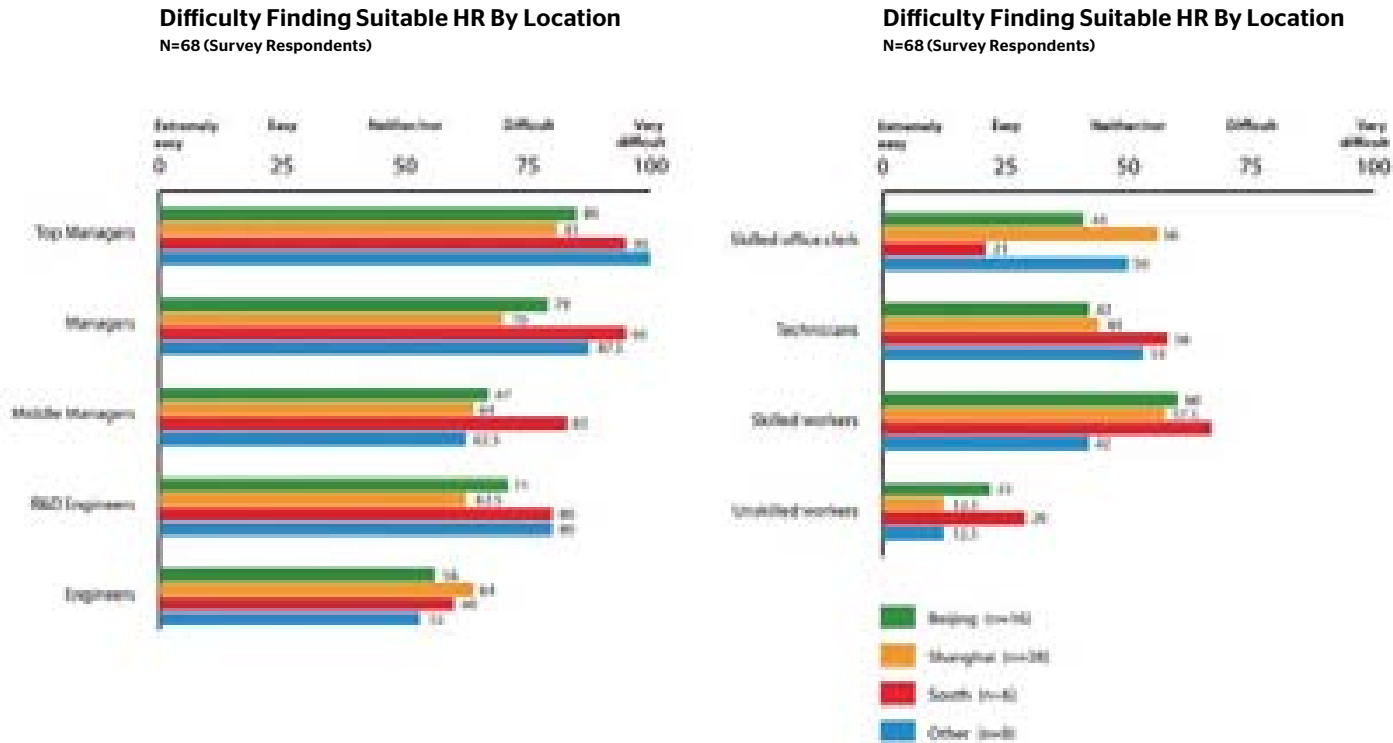
For any sort of quality operation (which are those that Swiss firms mostly set-up since quality is often the only way to compete against Chinese), the No.1 criteria defining location should be the availability of the right human resources. In this respect, the Shanghai and Beijing areas are best, with Shanghai on top for managers, which can be seen in the two charts on top of the next page.

Setting up in a smaller city and training staff is usually a more costly alternative: trained people are easily poached by competitors or move to more sophisticated locations where they see better

education or more opportunities. As a result large resources are spent on training and development is slow.

Other critical items are:

- Location of main potential clients
- Access and quality of infrastructure
 - in addition to utilities, public transport is critical as Chinese employees still rarely own cars
- Quality of services
 - Maintenance for technical equipment, local administration (customs, tax, labor and other bureaus), banks, legal & other counseling, IT, graphics design ...
- Fairness of the court system and its ability to enforce decisions
 - This has a large impact on the ethics of the local population. Employees, in particular, will better respect know-how and trade secrets. The legal seat of a company will often be the location where a contract will be brought to court: better local rule of law increases chances of success in legal conflicts.
- Support of local authorities for troubleshooting
- Visibility and prestige
- The related ratio of quality/costs of the above aspects



撰文_Nicolas Musy

当谈到中国的时候，我们总是倾向于把它看成是一个在政府高度统治下的集中国。实际上，中国是一个在思维方式、教育、收入、产业集群、物流、法律和政府管理等方面十分多样化的国家。中国事实上比从保加利亚到芬兰的欧洲还要多样化。因此，对于初进入中国市场的企业来说，正确选址比想象中要重要的多。

通过了解外资企业在中国经营所面临的担忧可以很好的理解这一点：

企业首要的担忧是人力资源，而人才的获得在很大程度上取决于选址。大多数人才都集中在大型的商业中心，他们不愿到较差的地方工作，因为他们希望自己的孩子可以接受到最好的教育。

继续往下看，企业的另一个主要顾虑是成本，成本很明显也由地段决定。同样，执法的质量和法律规范环境的稳定性在中国各地的差别也很大。我们的另外一个调查 揭示出在不同的地区企业所担忧的主要因素也不

尽相同这一事实。比如，我们的一大显著发现是“法律和法规的变化”是在北京的企业的主要担忧，却是在上海的企业所最不担心。

位于担忧因素清单上方的竞争虽然不会直接受到选址的影响，可是，公司设在距离客户较近的地方的话，公司将可以更频繁的访问客户，与客户建立更好的关系并提供更好的服务：这些都是竞争优势。

考虑以上各点，我们列出了企业在中国选址需要考虑的一些重要标准。这些标准按照企业的发展战略和经营方式不同，其重要性也各不相同。比如，绒毛玩具生产企业需要低成本的劳动力，而机械设备售后办公室则更需要有熟练技能的员工。

不管是哪种类型的质量经营（瑞士企业进入中国市场并与中国企业竞争的唯一方法就是质量），企业选址首先要考虑的因素是人才。

在这方面，上海和北京都是最好的选择，而在管理者上，则上海更优：

在较小的城市建厂并培训员工是一个成

本较高的选择：经过培训的员工很容易被竞争对手挖走或迁往可以使他们获得更好的教育或机会的城市。因此，在培训和发展员工上大量投入是一个较慢的选择。

其他关键要素还包括：

- 主要潜在客户的所在地
- 基础设施建设是否齐全、质量如何
 - 除公共事业设备外，公共交通也很关键，因为大多数中国人还没有汽车
- 服务的质量
 - 设备维修、当地行政管理（关税、税收、劳动局和其他管理部门）、银行、法律及其他咨询、IT 与绘图设计……
- 法庭体系的公平性与执法能力
 - 这对当地居民的道德规范有很大的影响，尤其是员工是否遵守技术和商业秘密。公司理想的法律选址是当法律纠纷发生而需要上法庭的时候，法规严格的地方会增加企业在纠纷中胜诉的可能性。
- 有问题发生时是否能获得当地政府的支持
- 市场曝光率与威望
- 与以上因素相关的质量 / 成本比率

The CEO of AFG China, Felix Aepli, looks back at 20 years of Asia experience, two start-ups and two turnarounds in different industries

“Quick Money in China? Forget about it!”

“在中国赚点快钱? 打消这个念头吧!”

AFG 中国首席执行官 Felix Aepli 回顾 20 年亚洲工作经历及帮助企业进入中国市场和转型的实战经验

Written by Fabian Gull, Shanghai

Sitting alone in an empty office with no staff and just a handful of brochures - Felix Aepli knows only too well that starting a new business in China isn't just fun. Aepli held General Manager positions in different industries like jewellery, foodstuff and construction. All start-ups he established or turn-around situations he inherited were in Asia, whereof two in Mainland China (Geberit and AFG), one in Hong Kong (Midas) and one in Singapore (Hiestand). His latest business venture was the operational China set-up of AFG, a Swiss construction conglomerate, which only recently opened its China Competence Center in Shanghai. Aepli will move back to AFG headquarters in summer 2011. For The Bridge, he comments on crucial issues, and as he looks back at his 20 years of Asia experience, shares his essentials on a successful China market entry.



“Listen to your gut feeling, but only if it is based on solid China experience”

Felix Aepli

Strategy

I believe it is not ideal if your motivation for coming to China is because of a slow down of your business in other parts of the world. China cannot compensate for losses generated elsewhere. On the contrary, it will create further losses for quite a while. Solid funding and persistence are needed. You should come to China from a position of strength, not desperation. China business can only be built up with a strong home base. If this is not the case, then better forget about it. Your chances (for success) will be minimal.

The role of HQ

Once the decision to gain a foothold in China is made, continuous and clear support from the headquarters is a necessity. The people in charge of the company set-up need to feel that backing and reassurance from the top. This support is essential in order to have the confidence to really go full force with your China activities. It is also crucial, that the key driver behind the market entry is not a department manager or the like. This person needs to come from the top. Not everything will go smoothly - you will lose money for some years and find yourself in difficult situations. Then, a renewal of the China commitment from the top is needed.

Freedom

In the various set-ups I have executed for Swiss SMEs over the years, I highly valued enjoying a lot of operational freedom. Freedom,

notably, which is based on trust. Constant approval policy from headquarter slows down your China business and it is both time and energy consuming.

Market Research

Evaluating whether there is a market for your products and how big it eventually will be, can be a useful complementary tool. But it is not an absolute necessity in my view. My approach is the following: Listen to your gut feeling, but only if it is based on solid China experience! If you don't have any China experience, hire somebody or get good advice.

When I started at AFG, I did a market analysis again, to check assumptions that had been made before. We did it with local Chinese consultants, under our strong supervision. And we did it "quick and dirty" within two months.

It would be a mistake though, to rely 100% on the findings of any market analysis. Bear in mind, that particularly in China, it is often extremely difficult to gather accurate market intelligence. Plus, often the findings are based on assumptions. Market research is a tool to get a general feeling and understanding of whether there is a market and take off is realistic or not. Besides, finding a suitable market researcher who understands your specific situation is very difficult.

Break Even

Making quick money in China? Forget about it! Reaching break even is a lengthy and painful process which can take much longer than initially planned. Take that into account. Even reaching “Chinese Break Even”, which means that your losses equal the turnover, has to be considered as a first milestone (smiling) since many markets are highly competitive. With Geberit, it took us seven years. With AFG, we want to be faster. We are now in our third year in China. Thanks to my prior experience, I was not tempted whatsoever to make unrealistic promises to my superiors.

Biggest Headache

Frankly speaking, we were suffering the most from what had been done before. I am thinking of a quick-fix here or an exclusive contract there, without clear targets and open-ended.

Local Presence

It is illusive to think one can manage a business in China out of Switzerland. A temptingly wrong and cheap way of doing business with China is working with travelling salesmen from Europe. In my industry, it simply doesn't work. Customers need a permanent contact in China. However, it might work for some consumer goods. But even there, I would like to put a question mark. Reason: One needs to permanently keep a watchful eye on the market situation, partners and the daily developments on the ground.

Distributor

If you work with distributors, make sure they really understand your products and the market. The building up of distribution channels is so essential, it cannot be done by just flying in for a week.

Especially if you have no physical China presence, but do have - let's say, an International Sales Director or the like, you are vulnerable to fall for the temptations of giving away an exclusive dealership! You will be captivated... and it is both expensive and time consuming to get out of these contracts.

People

Is the absolute key success factor - or deal breaker. Finding suitable talent was very difficult at the beginning as all I had to show candidates was an empty office and some brochures. This really makes it hard to convince them that you are offering them an excellent opportunity.

When I hire people, I focus on their character. I believe in people development. Degrees and testimonials are secondary to me. And: I do not believe in “hire and fire”. Chose carefully and then be a reliable partner to your staff. How can you build a solid business with no solid people base?

Localization

In the construction industry, I only work with Chinese staff in key sales positions. They know best how to deal with China's market particularities. As a foreigner, you are lost.

Network

I benefit tremendously from the network I have built up over the years. I was normally on my own and could not seek for assistance in Switzerland when facing specific problems, since my unit represented the “China know-how” of the company. Business associations like SwissCham or other social institutions are also an ideal platform to informally exchange views and compare - let's say, on HR policies or the latest salary developments.

Homework

Out of Switzerland, there is not much you can do, I believe. Chambers of Commerce can be a first useful contact. Do research trips and talk to China experts. Get as much real information as you can before you eventually decide to come over. Also, beware of the more and more Chinese contractors cavorting at European fairs. Not all of them are trustworthy.

Incentive and Trust

I trust my people, but it needs clear targets and a permanent open discussion about the market development. I need to be certain to have given them the right incentive packages so they give their best without my having to baby-sit them. Choose people you can trust. Honestly, I have no idea what my Beijing staff is doing at this very moment (laughing).

Chinese Language

Knowing the language is never a disadvantage, this is obvious. But don't overestimate its importance. Language is not the all determining success factor. I don't need to speak Chinese, but my heart needs to be Chinese - absolutely!

Patent Infringement

If you are afraid of getting copied, stay out of China. But even then, you still might get copied. Be alarmed if you are not getting copied, it might be a signal that your product does not work in China. Some of our products are relatively easy to copy. But what most infringers cannot do, is offering system solutions, broad overall views, advisory services and solid after sales service.

撰文_方必安，上海

Felix Aepli 坐在一间没有员工、只堆着一些宣传册的办公室里，他很清楚的知道在中国设立公司并不只是一件令人高兴的事。Aepli 曾在珠宝、食品和建筑等不同行业的企业内担任过总经理的职务，他接手的帮助企业设立公司和转型的工作都在亚洲市场，其中两家在中国大陆（Geberit 和 AFG），一家在香港（Midas），一家在新加坡（Hiestand）。他最近的一次商业冒险是帮助 AFG 在中国设立经营实体，AFG 是一家瑞士建筑集团公司，最近才在上海设立了中国技术支持中心。Aepli 将在 2011 年夏天调回 AFG 总部工作。此次，他向《桥》回顾了 20 年的亚洲经验以及碰到的问题，并讲述了他成功进入中国市场的要点。

战略

“如果你来中国的动机，是在世界其他国家的经营增长放缓的情况下，想到中国来找弥补的话，那么我想你恐怕很难实现最初目标了。因为在中国的经营并不能弥补你在

其他国家的损失。相反，在一段时间内，它还会进一步扩大你的损失。进入中国市场需要稳定的资金和长久的坚持。企业应该在强大的时候来到中国市场，而不是在绝望的时候。在中国经营需要在本国拥有强大的经济基础，如果你不具备这一条件，那最好放弃进入中国市场这个念头，因为你成功的机会很小。”

总部的职责

一旦公司决定进入中国市场，那么总部就需要准备好将来必须提供的持续性和明确的支持，这样在中国区的负责人才能感觉到来自总部和上层的支持和保障。这种支持是公司有信心真正全力以赴在中国有所作为的基本要求。另外很关键的一点是，公司进入中国市场的主要推动力不应该是一位部门经理，而应该是来自于公司上层的推动力。在初进入市场的过程中，不可能所有的事情都一帆风顺，公司可能在几年的时间里都处于赔钱的状态，并会经历许多其他的困境。在这种情况下，公司上层对中国计划的更新就十分必要了。



自由

过去许多年里，在我所进行的瑞士中小企业来华设立公司的案例中，我对经营自由都具有很高的评价和要求。显然，自由要建立在信任的基础之上。如果事事都需要总部批复的话，那么就会放慢公司在中国的发展速度，耗费很多不必要的时间和资源。

市场研究

对目标市场是否需要你公司的产品、目





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标市场有多大等进行评估是一个十分有用的补充工具。不过我认为市场研究并不是必须的。我的方法是：在拥有足够的中国经验的条件下，跟随你内心的感觉！如果你还没有任何中国经验，那么就应该找顾问来帮你。

我刚开始来 AFG 工作时，我对市场重新进行了分析，检验之前公司所做的研究和假设是否还成立。我们请当地的中国顾问帮我们进行了市场分析，并对研究过程和结果进行了严格的监督和验收。这样我们在不到两个月的时间里就完成了对市场的重新研究。

但是 100% 的依赖所获得的市场分析结果的做法我却不能认同。企业应该谨记的是，在一个像中国这样的市场，获得准确的市场信息往往是相当困难的。此外，许多研究发现都是以假设为基础。因此，市场研究只是把握和理解市场的大致走向的工具。另外，要找到了解你的具体需求的合适的市场研究公司也并不容易。

收支平衡

在中国赚点快钱？如果你有这样的念头，那么趁早打消它吧！在中国实现收支平衡是一个漫长而痛苦的过程，这个过程所需要的时间可能比你最初的计划还要长，因此企业必须考虑到这一点。甚至可以把实现“中国的收支平衡”——也就是损失跟营业额相等——作为公司的第一个里程碑（笑），因为中国许多行业的竞争都已经十分激烈了。我在 Geberit 的时候花了十年的时间才实现了收支平衡，AFG 的计划是在更短的时间内实现，今年是我们在中国的第三年。多亏了我的这些经验，我才能做到不对上级做出不切实际的许诺。

最头疼的事

坦率的说，我们最头疼的事是公司以前曾经做出的一些决定，比如之前签署的一些目标不明确的独家代理协议等。

“在拥有足够的中国经验的条件下，跟随你内心的感觉！”

Felix Aepli

本地业务

想在瑞士管理中国业务是不切实际的想法。雇佣来自欧洲并可以经常出差的销售员听起来似乎是一种有效又低廉的办法，其实这种策略并不一定有效。至少在我这个行业，这种策略就完全不适用，因为客户需要一个固定在中国的长期联系人。也许它对于某些消费品行业适用，不过我还是存有疑问。原因是：企业总是需要密切关注市场的变化、合伙人以及在中国发生的其他变化等。

分销商

如果你通过分销商的渠道销售，那么你需要确保分销商对你的产品和市场有足够的了解。建立起分销渠道是最基本的，它不可能是在中国待上一个星期就能完成的。尤其是你在中国没有实体经营的情况下，比如对于国际销售主管来说，你很可能接受独家代理商的诱惑！但是在这种情况下你就会被困住，而摆脱这些合同往往是要付出很大的代价的。

员工

员工是企业成功的重要因素——或者是失败的因素。在企业发展初期要找到合适的人才是很困难的，因为我能给应聘者看的只有这间空办公室和这些宣传册，这样其实很难说服应聘者你所提供的是一个很好的机会。我在招聘员工时，总是首先了解他们的个性。我相信员工发展，学历和证

书对于我来说都是次要的。另外，我并不赞成“雇佣后发现不合适就炒掉”这种做法，我认为管理层应该谨慎选择员工，一旦选定就要成为员工可靠的伙伴。如果你没有稳定的员工的话那稳定的经营发展又何从谈起呢？

本地化

在制造行业，我只跟关键的中国销售人员接触。因为他们最了解怎么应付中国的市场特点，外国人却不懂这些。

关系网

这么多年来我所建立的关系网使我受益匪浅。当遇到具体问题的时候，我往往只能靠自己，而不能从瑞士总部寻求帮助，因为我的部门代表着公司的“中国知识”。像瑞士商会或其他一些社会商业机构也是企业非正式的交流观点和比较如人力资源或最新的工资薪酬等政策的理想平台。

准备工作

我想企业在瑞士所能做的不多。商会是第一个有用的关系网，但是多次的商务旅行以及与中国专家的对话也必不可少。在你最终决定进入中国市场前，应该搜集尽量多的信息。另外，越来越多的中国承包公司开始活跃在欧洲的展会上，要注意的是他们并不都可靠。

激励与信任

我信任我的员工，不过信任是建立在明确的目标和对市场的长期探讨的基础上的。我需要做的就是给员工正确的激励措施来使他们在不受监视的情况下尽最大的努力工作，这就要选择你信任的员工。坦白说，我根本不知道我在北京的员工现在都在做什么（笑）。

语言

很明显，会讲中文肯定不是一件坏事。不过也不要高估其重要性。虽然我不会讲中文，但是我的心必须是一颗中国心！！

专利侵权

如果你害怕产品遭人盗版，那最好远离中国市场。但即使你不接近，它还是有可能被盗版。如果没人盗版你的产品，那很可能是产品不适合这里的信号。我们的一些产品相对比较容易复制，不过盗版者往往不能提供系统的解决方案、咨询服务及稳固的售后服务等。

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Chinese Leader Interview

In the Spotlight - the Chinese Consumer

位于关注下的中国消费者

"Good stamina is needed to succeed", says Vincent Chan, Head of China Equity Research at Credit Suisse, on the country's booming consumer goods market.





Vincent Chan

Vincent Chan is Head of Equity Research at Credit Suisse for all stocks being listed in Mainland China and Hong Kong. Prior to his current engagement as Managing Director at Credit Suisse, he was heading the Chinese A-shares related research at UBS. Previously, Chan worked for the British banking institution HSBC for one year. Trade magazine "Asia Money" repeatedly rated him as one of the three best experts on China. In 2006, he scored as the top choice in the same survey. Chan, who works in Shanghai and Hong Kong, holds a Masters degree in economics of the University of Hong Kong.

瑞信中国证券研究部主任，研究范围包括所有在中国内地和香港上市的股票。在他成为瑞信的常务董事之前，他曾领导过瑞银在中国所有与A股市场相关的工作。另外，他还曾在英国银行机构HSBC工作过一年。贸易杂志“亚洲货币”曾多次将他列为中国最好的三位股市专家之一。2006年，他还曾位列该调查之首。Vincent Chan 在上海和香港工作，拥有香港大学经济学硕士学位。

Written by **Ernst Herb**, Finanz und Wirtschaft, Hong Kong

He is the reason why more and more foreign companies, including Swiss ones (see interview on page 14), come to China: The Chinese consumer. After WWII and for more than half a century, the U.S. consumer has been the world economy's growth engine. As the global financial crisis forced many U.S. households into austerity measures, hopes increasingly lie on the 1.4 billion Chinese consumers and their rapidly growing purchasing power. In the world's second largest economy, private consumption recently went up by more than 15% per year.

Despite the huge growth potential, consumer goods suppliers are facing big challenges due to the utter complexity of the Chinese market. Vincent Chan, China stocks strategist

at Credit Suisse, comments on the behaviour of Chinese consumers and the highly priced consumer goods stocks.

Are Vincent Chan, will the Chinese consumer soon replace the U.S. consumer as the world's growth engine?

Chan: This will take some more years. Consumption is growing rapidly in China, but on quite a low level. This is reflected in the fact that consumption only accounts for a fourth of China's GDP (Gross Domestic Product). America's economy is still more than three times larger than China's economy. Furthermore, in the U.S., consumption accounts for 60-70% of GDP.

What are the characteristics of the Chinese consumer goods market?

Chan: China's backlog allows for a huge growth potential. From today's perspective, an annual growth of 15-20% over a period of five to ten years seems to be sustainable. How big the potential is, is reflected in the accumulated profits of China's leading consumer goods brands, which account for a comparatively modest RMB 2 billion. Major banking institutions and energy suppliers generate profits up to RMB 150 billion.

Where does this growth impulse originate from?

Chan: From the increasing purchasing power. In 2010, minimum wages have been increased by more than 20%. So far, the Chinese are more diligent savers than consumers in the traditional industrialized countries or in other emerging markets. With increasing wealth, this is likely to change.

Is there any typical Chinese consumer behaviour?

Chan: The Chinese are very open towards new products and new distribution channels. Let's take a closer look at e-shopping, which grows much faster in China than elsewhere. By 2015, the market in China will presumably be on par with the one in the U.S.

Are the Chinese critical consumers?

Chan: Yes. There used to be quite a few scandals regarding inferior foodstuff quality. Furthermore, brand piracy is widespread. This partially explains the success of e-shopping. Well known websites can ensure a certain quality thanks to controls and user feedback.

Do Chinese prefer domestic products?

Chan: Not necessarily. In the internet, domestic companies such as Alibaba and Sina are the market leaders. In the luxury goods industry, companies like Swatch Group or LVMH clearly have a competitive advantage. Foreign companies are well positioned in the segment of more transient consumer goods. The U.S. fast food chain KFC, for example, holds a strong position.

What is the key to be successful?

Chan: A long term presence, good stamina and the ability to adapt to local needs.

Can companies that are currently not operational in China still succeed in this highly competitive market?

Chan: As to the mass business, this is highly doubtful. The branding and building of a distribution network in this giant market require a lot of know how and capital. It is unlikely, a new beer brewer will be able to get market shares from already established competitors. However, a market entry might be successful for producers of niche products.

There are more and more Chinese companies pushing abroad. When do you think the first Chinese consumer brand will catch up with its global competitors?

Chan: Apart from a few exceptions like Lenovo, who was only able to succeed internationally through the acquisition of IBM's notebook division, most Chinese companies stay focused on the domestic market. Chances will likely to be reduced to niche products, such as the Chinese liquor Maotai. It is more probable that China

will internationally stand out with capital goods such as heavy machinery than with consumer goods.

Fake products are widespread in China, despite government efforts in trying to diminish brand piracy. Why is this illegal practice so hard to fight?

Chan: This is a problem in all emerging markets. It can be curtailed to some extent, but it will only disappear once the consumers have enough money to buy the original brands. The ones suffering from piracy are not only foreign companies but even domestic ones. The establishment of a local brand is highly hindered by piracy. And the government can't do much about that. Despite laws and regulations in place, due to an extensive parallel economy, they are very difficult to enforce. This is shown by the fact that the maximal income tax rate in China is 45%. However, only 5% of the total fiscal revenue originates from income tax.

Where does the root of this problem lie?

Chan: China's strength is its hardware. Its software is weaker, which the difficulties of law enforcement in case of patent infringement or tax collection exemplify.



“The establishment of a local brand is highly hindered by product piracy”

Vincent Chan

Noticeable progress is being made, but the market develops faster than the governmental regulatory bodies and the administration.

Investors have already detected the grand potential of the Chinese consumer. This is reflected by pricey consumer goods shares. Has a bubble emerged?

Chan: With a price earning ratio of 25 to 30, stocks are no longer low priced. Such high equity prices can only partly be justified with a high growth potential - and only if a company doesn't make any major mistakes.

What risks are you referring to?

Chan: The rapid growth of young enterprises. The internet company Tencent, a true crowd pleaser on the market, is increasing its headcount by an annual 20-30%. Therefore, the company's size doubled in less than three years which also increases the likelihood of errors. A good example is the sports equipment producer Li Ning. After a promising start, the company is now under scrutiny from domestic rivals in the low price segment and from international competitors in the high end segment.

访谈 **ErnstHerb** 金融与经济, 上海

中国消费者是越来越多的外国企业——包括瑞士企业在内（见 14 页的访谈）进入中国市场的原因。二战之后，美国消费者一直是世界经济增长的动力。由于全球金融危机使许多美国家庭节俭开支，人们开始将带动世界经济增长的希望寄托于中国 14 亿消费者和他们不断提高的购买力上。在这个全球第二大经济体内，个人消费每年都以 15% 以上的速度增长。尽管潜力巨大，消费品供应商还是面对巨大的挑战，因为中国市场太过复杂。瑞信中国证券研究部主任 Vincent Chan 将讲述中国的消费者行为以及被高估的消费品股票。

您认为中国消费者会不会在短期内取代美国消费者成为世界经济增长的动力？

Chan: 我想这将需要多年的时间。中国的消费增长很快，但还是处在低速的水平。这从消费只占全国 GDP（国民生产总值）的四分之一就可以反映出来。而美国经济仍是中国经济的三倍多，其消费可占到 GDP 的 60-70%。

中国消费品市场的特点是什么？

Chan: 中国的后滞发展意味着更大的增长潜力。从目前看，连续 5-10 年实现每年 15-20% 的增长已经十分巨大了。这一巨大的潜力，反映在中国领先的消费品品牌的累积利润，这一数值只占到 20 亿的相对适中水平。而主要银行机构和能源企业产生的利润达 1500 亿元。

增长的动力来自哪里呢？

Chan: 来自于不断提高的采购力。2010 年，中国的最低工资增长了 20% 多。迄今为止，中国人还是将更多的收入用于储蓄而非消费。随着人们财富的增长，这一趋势可能会改变。

中国消费者的消费行为有什么特点吗？

Chan: 中国人对新产品和新的销售渠道都持开放的态度。就拿网上购物来说，中国的网上购物市场增长速度比任何国家都要快。到 2015 年，可能会发展到与美国市场相当的水平。

中国消费者是审慎的消费者吗？

Chan: 是的。中国曾发生过几起食物质量低劣的丑闻。更进一步说，品牌盗版十分普遍。这可以解释网上购物在中国取得如此成功的部分原因。不过通过规范控制和用户反馈，一些知名的网站是可以保证产品的质量。



“一个本地品牌的建立会遭受到盗版的严重阻碍。”

中国消费者更偏好国产商品吗？

Chan: 并不一定是这样的。在网上购物领域，像阿里巴巴和新浪这样的国内企业是市场领导者。而在奢侈品行业，像斯沃琪或路易威登这样的企业明显拥有竞争优势。外国企业在快速流动的消费品领域更具优势，像美国的快餐店肯德基就拥有着很好的市场地位。

在中国市场获得成功的关键是什么？

Chan: 进入市场时间长、企业拥有很强的耐力和适应本地需求的能力。

那些目前没有进入中国市场的企业可以在这个竞争高度激烈的市场获得成功吗？

Chan: 对于大部分领域来说，新进入者都很难获得成功。在这个巨大的市场建立品牌和销售网络需要大量的知识和资本，比如一个新进入的啤酒品牌恐怕很难从市场上已有的竞争对手手中获得市场份额。不过，对于某些小众产品来说，新进入者可能会取得成功。

越来越多的中国企业正向海外扩张，您认为什么时候中国才会出现第一个可以与国际品牌抗衡的消费品牌呢？

Chan: 除个别企业，如联想通过收购 IBM 的笔记本部门从而获得在国际市场上的成功外，大部分中国企业还是着眼于国内市场。像中国茅台酒这样的小众产品来说，进入国际市场的机会也不多。而像重机械这样的资本性商品可能比消费品更容易进入国际市场并获得认可。

尽管中国政府采取了许多措施来打击品牌盗版，但是假冒商品还是遍布中国。为什么这种不法行为这么难以制止呢？

Chan: 这是所有新兴市场都普遍存在的问题。通过采取一些措施也许可能在一定程度上减

少盗版，但是只有当消费者有钱买正品的时候这种现象才会彻底消失。受品牌盗版之害的不仅仅是国外企业，越来越多的国内企业也受到盗版的威胁。一个本地品牌的建立会遭受到盗版的严重阻碍。不过政府能做的并不多，尽管制止盗版的法律和规范都已经制定了，但是在目前粗放式的平行经济下，这些法律和规范的执行却非常困难。从中国的最高所得税率达 45%，但是中国财政收入中只有 5% 来自于所得税这一点就可以看出来。

这一问题的根源是什么？

Chan: 中国的强项是硬件，软件却比较弱，比如专利侵权和税收等法律的执行困难。虽然中国在这些方面已经取得了明显的进步，但是市场的发展速度要远远快于政府的规范制度和行政管理的发展速度。

许多投资者已经发现中国消费者的巨大潜力，这从价格昂贵的消费品所占的市场份额就可看出。您认为这中间有泡沫生成吗？

Chan: 当企业的市盈率在 25 倍到 30 倍之间时，其股票价格就不算低了。这种高权益价格只能通过较高的增长潜力来部分调整——而且企业不出任何重要的经营错误。

你指的风险是什么？

Chan: 是年轻企业的快速扩张。像腾讯这样的网络企业，在市场上获得了投资者的追捧，并以每年 20-30% 的速度扩张员工人数。所以，企业规模在不到 3 年的时间已经翻番，这就增加了企业运营中错误发生的可能性。举个比较好的例子就是运动设备生产商李宁。李宁的起步受到了广泛的认可，但是公司目前同时受到了国内的低端竞争对手和国际高端竞争对手的密切关注。



作为世界五大独立能源贸易公司之一，摩科瑞能源集团有限公司是一家广泛活跃于全球能源市场的国际集团公司，总部位于瑞士日内瓦。主要从事原油及成品油、石油化工品、天然气、电力、煤炭、生物柴油、植物油和二氧化碳减排指标等能源产品的实货和衍生产品的交易。

在核心的能源贸易之外，集团还投资能源上游和下游的资产项目，包括阿根廷、加拿大、美国的油田项目，及欧洲和中国的石油仓储、码头项目。同时集团还在南非、印度尼西亚、哥伦比亚、俄罗斯大规模投资煤矿资产，并在德国和荷兰拥有生物能源的生产基地。

摩科瑞在国际能源市场上充分显示其充满活力、多元化及发展迅速的特色。集团在严格实施风险管控的前提下，根据客户的能源需求，通过灵活多变的定价公式和物流体系，为其设计个性化的解决方案。

目前，我们在中国设立了两家分公司——摩科瑞能源贸易（北京）有限公司和摩科瑞投资咨询（北京）有限公司，我们正在与中国的业务伙伴紧密合作，向中国供应能源产品，并共同投资包括仓储、码头在内的能源基础设施，从而为促进这一伟大国家的繁荣发展贡献力量。

Mercuria is a privately-owned international group of companies, with the headquarter in Geneva, Switzerland. Mercuria is active over a wide spectrum of global energy markets including crude oil and refined petroleum products, natural gas (including LNG), power, coal, biodiesel, vegetable oils and carbon emissions. It is one of the world's five largest independent energy traders and has a longstanding sector expertise.

In addition to its trading core, Mercuria has upstream and downstream assets ranging from oil reserves in Argentina, Canada and the US, to oil and products terminals in Europe and China, as well as substantial investment in the coal mining industry in South Africa, Indonesia, Colombia, and Russia, and bio fuels plants under construction in Germany and the Netherlands.

The company plays a dynamic, diversified and growing role in the global energy market. We provide our clients with customized solutions to their energy needs, using a creative flexible approach to pricing and logistics while maintaining strict risk management controls.

Our two Chinese-based subsidiary companies, Mercuria Energy Trading (Beijing) Co., Ltd and Mercuria Investment Consulting (Beijing) Co., Ltd work with important Chinese counterparts to bring oils to China and invest in logistic projects in energy sector including oil storage facilities and terminals to help this great nation grow and prosper.



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“多一些产量，少一些投入” “Growing More from Less”

Global macro trends rule in his favour, believes
Stephan Titze, CEO of Syngenta China and
“SwissCham CEO of the Year 2011” award winner.

先正达中国 CEO、“2011 中国瑞士商会年度 CEO” 荣誉
获得者 Stephan Titze 认为全球宏观趋势助力他的成功

Interview **Fabian Gull**, Shanghai

Stephan Titze, congratulations on winning the “SwissCham CEO of Year Award”!

Titze: Thanks. I am very honoured to have been selected by the panel amongst such distinguished China managers of other Swiss companies. This award belongs to my team!

What triggered your fascination with agriculture?

Titze: It started with my interest for biology in high school. I had a wonderful biology teacher at school, and later I decided to study agriculture and marketing in Australia. Agriculture is an important industry as people always need to eat. In recent years, agriculture has become more interesting as demand increases and land and water resources are limited.

How do the markets of Australia and Indonesia, where you were previously posted, compare to China?

Titze: These markets are not even comparable! Both are very large countries, but at different stages of development. One of the most interesting pieces about the agriculture business is its incredible (bio) diversity. Weather, soils, elevations, cultural practices and the varieties of crops growing make each place special.

Australia is a highly developed and consolidated market.

Titze: Correct. Things are grown in a professional way. Population is low and the agriculture space extensive. However, intensive agriculture is only at a few pockets along the coast line where rain is heavy. Farms are usually large and highly mechanized, producing high quality crops.

If you then move to a place like Indonesia - it is a different story. Indonesia has very good climates, the ground is very fertile, and similarly to China, 50-60% of the population still works in agriculture with small fields and often low income. Big climatic differences therefore lead to big crop differences.

China is different again compared to Indonesia, the population is large and the farm size small. The government in China has strong policies to assist farmers and generally helps to support and invest in agriculture.

“In the future, genetically modified crops will be an important driver for increased yields”

Stephan Titze

Having low income farmers as your clients - can this be a profitable business model?

Titze: Oh absolutely! They are loyal customers and very receptive to improve their lives by using technology to get higher yields and better quality. We offer tools to improve farmers' lives.

Most foreign companies are after the affluent Chinese or the emerging middle classes - whereas you do business with the country's poorest.

Titze: Look, the perception that farmers in China are always poor, whose only goal is moving to a big city with their family and being urbanized, isn't always true.

An increasing number of farmers are emerging and doing very good business. They do so mostly through land consolidation, which has been legalized. So today, a farmer can rent and cultivate someone else's land and benefit from economies of scale. But farmers cannot use land as collateral with a bank.

How much does a farmer make?

Titze: Actually, what you find is maybe only half of the farmers' income is from farming. Sometimes there are children working in the cities - we call them "urban drifter farmers". Farm income from a small field can still be as low as USD 3-4 a day. But high value crops such as vegetables can be much more profitable. Many farmers only derive 40% of their income from farming. In any case, with consolidation, salaries are going up about 8% a year.

Will land consolidation speed up in the future?

Titze: We believe so, yes. There will be more professional farmers who are more likely to use technologies in the future. But we will continue working with the small holder farmers as well as they are still a large part of the market.

Syngenta stands for high end and high tech. Isn't this way over the top for China?

Titze: Not at all! Look at it this way - let's say we develop seeds or active ingredients and register these things globally. At an early stage we evaluate if it is applicable in the Chinese market in terms of weed spectrum, disease spectrum, grower's characteristics etc. Then we check their economical feasibility. Sometimes, we decide it won't work. But eight out of ten times, our products also work in China.

Syngenta has grown quickly in China to become the number one crop protection company. What were the key ways in which the company developed in China?

Titze: As many companies, we started with a JV which we later bought out and developed our business step by step. The business model is training key farmers on how to use our products safely and effectively, and we have rapidly built a large sales force of more



SWISS BALL 2011: Stephan Titze being announced "SwissCham CEO of the Year".

than 500 agronomists in the whole of China. We have developed an extensive dealer and retailer network with over 8000 key retailers throughout China.

The key factor for success is a strong local management team and local talent development. I am the only expat in China. The fact that our strategy is well aligned with the Chinese Government policies of supporting agriculture is another key factor.

Do you develop products specifically for China?

Titze: Predominantly, we sell in China what we sell everywhere in the world. But, in crop protection, we sell some mixtures tailored towards the Chinese market. In seeds, we have some products specific to Asia and even various local areas. In China there is a large market for pink tomatoes for example. We also sell a variety of chili peppers that are specific to Asia.

You are trying to tackle the mid tier segment.

Titze: Yes, we are, with fungicides and insecticides. We source them locally, but do the quality control to our standards so we can achieve a good quality for the grower at a competitive cost. But "mid tier" is quite hard for us as the market is upgrading. The majority of our business we do is by far in the top tier segment.

What top tier trends do you see?

Titze: Our top tier growth is strong and we will launch about 50 new products in the next five years. The market is fast changing and has started adopting higher technologies only some five years ago. The government is pushing hard towards safer and more environment

friendly products. In short, the overall quality requirements in China are going up.

Syngenta is also a flower seed producer. What is your favourite flower?

Titze: (thinking) Roses, I guess, because my wife is happy to get roses. And I should mention daffodils, which I planted in the garden with my daughters. It is miraculous when they come up and blossom in spring. This comes from several years of living in the UK and building our own English garden.

In terms of revenue, which business line is the most important in China?

Titze: Crop protection is the largest part.

When did Syngenta start in China?

Titze: Our predecessor companies started in 1889 (showing a Chinese sales manual from 1924) producing colours for the cotton and yarn industry in China. Up until 1999, our industry was governed by quotas and foreign exchange controls. We invested early in China even before the quotas were removed. This gave us an advantage. We were the first foreign company to invest in China to build a herbicide plant for USD 100m.

Who are your competitors in China?

Titze: Bayer in crop protection, Dow Chemical, BASF, DuPont and a number of local companies like SinoChem, Chem China. On the seeds side are Pioneer, Monsanto and many local ones.



Are local ones catching up?

Titze: There is significant investment, but often mostly copying of off-patent products going on in our industry. R&D investment is starting, but the gap is still big.

Are your products easy to copy?

Titze: No. Producing consistent quality optimized formulations for plants to control diseases is not easy. Neither is it to consistently produce high quality seeds. Fundamentally, our advantage comes from innovation and consistent quality. Local companies are not spending anywhere near that amount of money we spend in research. We are currently building a biotech research centre in Beijing, where we plan to have 200 scientists.

Has any innovation been developed in China?

Titze: There are innovations in process technologies and also a few products. The numbers are still small, though.

What are the latest agribusiness trends?

Titze: In the past 30 years, crop protection products have been a major driver of the improvement in yields. In the future, we believe that biotechnology, meaning genetically modified crops, will be an important driver for increased yields.

Do you sell any genetically modified products in China?

Titze: No. We sell only conventionally bred seed at the moment.

Are you aiming to?

Titze: To date, foreign companies are restricted to sell this in China.

The biggest hurdle to overcome during my seven years in China was...

Titze: ...change people’s mindsets. Luckily, Chinese are adaptable, young, enthusiastic and energetic. Nonetheless, it is a natural tendency to somewhat resist change.

Can you make an example?

Titze: When I came here, I took some products with me that worked well in the rice market in Indonesia. At first, I was the only person who believed this could also work in China. We hired 70 people and after three months, half of them left because it was too hard. Today, we are the number one player in rice and have developed a whole portfolio in this market.

Consequently, this is also your biggest achievement.

Titze: No. This is the quality of my team.

What is China's importance for the Group?

Titze: We are still a single digit percentage of the global top line now, but China is growing rapidly. America and Brazil are the top markets.

The cultivation of biomass, which can be transferred into bio fuel, is regarded as an alternative energy source. But it also consumes a lot of arable land, often made available through forest clearings.

Titze: It has to be done the right way to minimize the potential downsides. If you can produce specific, more efficient crops for making bio fuels in areas where food production is not very strong, then I believe this is a reasonable approach. But in China, bio fuel from crops is no longer promoted by the Government to secure the land for food supply.

Let's look at some macro trends that influence your business: Globally, farmland is shrinking, population and thus demand for (safe) food are going up. So does the demand for fuel, be it bio fuel or not, as well as the frequency of natural disasters. Global wealth is increasing and with this, people's food patterns are changing towards eating more calories and more meat. It all works in your favour.

Titze: You are right. We are well placed to address those needs. What we do is grow more from less. Syngenta believes that farmers can produce enough to meet the world’s needs for food, fuel and fiber and safeguard the planet – if we take a system-wide approach that links technology, land and people.

Background

Stephan Titze (48) is the General Manager of Swiss agribusiness giant Syngenta in China. Originally from Stein (Canton of Aargau) in Switzerland, he moved to Australia right after high school, where he majored in Agricultural Marketing in Brisbane. This is also where his love affair with the Asia Pacific region began. After various positions in Australia and the UK, he has been appointed as General Manager of Syngenta in Indonesia, before coming to China in 2004.

Syngenta, with its 2000 employees in China, is currently implementing its new global strategy (“Solutions Marketing”). The Seeds and Crop Protection businesses will merge and 92 countries will be reorganized into 19 territories. Stephan is a sporting person. The Australian and Swiss passport holder, who does not eat lunch (except for a banana), tries to exercise every day. It clears his mind, as he says. Stephan is also a passionate wind surfer. He is married and has two daughters. After seven years in China, Stephan will move on to Japan this summer, taking on the responsibility for North-East Asia at Syngenta.

撰文_方必安_上海

热烈祝贺Stephan Titze荣获“中国瑞士商会年度CEO”大奖!

Titze: 谢谢。参加评选的在华瑞士企业家都十分优秀，我很荣幸被评委会选中。我获得的这一殊荣属于我的团队！

是什么使你对农业产生了浓厚的兴趣？

Titze: 我在高中读书的时候受到一位优秀的生物老师启发，喜欢上了生物学，后来我决定到澳大利亚专门学习农业和市场营销。民以食为天，农业是一个很重要的行业。近年来，有限的土地和水资源受到了人类不断增长的需求的挑战，这使得农业变得十分重要。

你怎么比较你们首先进入的澳大利亚和印度尼西亚市场与中国市场？

Titze: 这些市场根本不能比较！他们都是很大的国家，不过经济发展却处于不同阶段。农业经济的一个有趣特点是它十分多样化，各个地方由于气候、土壤、地势、文化习俗和种植农作物的不同而有各自不同的特点。

澳大利亚是一个非常发达的综合性市场。

Titze: 是的，澳大利亚的农作物种植十分专业。那里人口稀少，耕地面积大，不过只有一些沿海多雨的地区发展了集约农业。澳大利亚的农场面积一般都很大，机械化程度高，农作物质量高，种类繁多。

而印度尼西亚的情况就完全不同了。印度尼西亚的气候条件好，土壤十分肥沃，另外跟中国很相似的是，这里 50-60% 的人口从事农业生产，农田面积小，农民收入低。另外，气候的不同使得农田的差别也很大。

中国的情况与印度尼西亚又不相同。中国的人口数量多，耕地面积相对较小。中国政府对农业和农民的支持和投资力度较大，所以在中国我还和很多政府官员打交道。

你的客户是低收入的农民——这是一个有利可图的商业模式吗？

Titze: 当然！他们是很忠实的客户，而且很愿意通过科技提高产量和质量，改善生活水平。我们为农民提供的是帮助他们改善生活的工具。

许多外国企业看准了中国的富裕阶层或正在崛起的中产阶级所带来的商机，而你针对的客户却是中国最贫困的农民阶级。

“成功的关键因素是拥有一个强大的本地管理团队、发展本地人才。我是公司唯一的外国人。”

实际情况是这样的，人们对中国农民的一般认识是他们很贫穷，他们唯一的目标就是从农村进入大城市的，或是实现城市化，但是这种先入为主的想法并不总是对的。现在中国越来越多的农民正在崛起，而且发展的很不错，他们大多通过合法的土地集约来实现自己的梦想。因此，在如今的中国，农民可以租用和种植他人的土地，实现规模经济。不过农民不能使用土地做银行担保。

Q 中国农民的收入一般有多少？
Titze: 实际上，我们所了解的收入只是农民来自于农业生产的那一半收入。许多农民的孩子在城市打工，我们称他们为“城市流动农民工”。农民从粮食种植所获得的收入每天只有 3-4 美元，不过来自于其它经济作物的收入比较高。农业收入一般只占农民总收入的 40% 左右。另外，通过土地集约，他们的收入正以每年 8% 的速度增长。

Q 今后土地集约化会进一步加速吗？
Titze: 我想会的。今后将有更多愿意使用科技务农的专业农民，不过我们还将继续跟小农户合作，因为他们市场上仍然占有重要的地位。

Q 先正达代表的是高端产品和高科技，这是不是已经超出中国市场的需要了？
Titze: 根本不是这样的！比方说我们新开发了某些种子或活性成分，并在全球对这一技术进行了注册。在早期，我们会评估它们对中国的杂草、农作物疾病以及种植者的特点等是否适合。然后，我们会研究它们的经济适用性。有的时候我们的研究结果可能是不适用，不过我们 80% 的产品都是适用于中国市场的。

Q 先正达在中国的发展很快，目前已经成为农作物保护行业的龙头企业。公司在中国的发展主要采取了哪些战略？
Titze: 跟其它许多公司一样，我们首先在中国成立了一家合资企业，经过一段时间的发展，我们买断了公司的经营权。公司的经营模式是对一些主要的农民进行安全和有效的使用产品进行培训，我们在很短的时间里就在全

国组建了一支由 500 多名农艺学家组成的销售团队，另外还在中国发展了一支由 8000 多家主要零售商组成的代理和零售网络。

成功的关键因素之一是拥有强大的本地管理团队、发展本地人才。我是公司唯一的外国人。另外一个关键因素是我们的战略目标与中国政府支持农业发展的政策一致。

Q 你们有没有专门为中国市场开发产品呢？
Titze: 我们在中国销售的绝大多数产品跟我们在世界其他地区销售的产品都一样。不过，在农作物保护方面，我们专门针对中国市场开发了一些产品。我们有专门为亚洲市场开发的种子产品，不同地区的品种也有所不同。例如中国对粉色西红柿的需求很大。另外我们还开发了专门针对亚洲市场的红辣椒。

Q 你们正试图进入中端市场。
Titze: 是的，主要是在杀菌剂和杀虫剂方面。我们在当地取材，对产品质量进行高标准的控制，这就使得我们的产品不仅质量上乘，而且价格低廉。不过“中端”并不好做，因为市场更新很快。目前我们的主要业务还是高端市场。

Q 你所了解的高端市场发展趋势是什么？
Titze: 我们的高端市场增长迅猛，而且还将在未来五年内推出 50 种新产品。虽然高科技应用在中国仅有五年时间，但市场变化迅速。政府也加大了对安全、环保产品的推动力度。中国整体的质量要求在不断提高。

Q 先正达还是一个花卉种子厂商，你最喜欢的花卉是什么？
Titze: (思考) 是玫瑰，我想这是因为我的妻子收到玫瑰花时很开心。另外我还很喜欢水仙，我和女儿一起在院子里种了许多水仙，看着他们神奇的生长、开花是一件很有趣的事。我在英国居住的几年里建成了自己的英式花园。

Q 从收入方面来说，先正达在中国最重要的产品线是什么？
Titze: 农作物保护是先正达在中国最大的一项业务。

Q 先正达是什么时候进入中国的？
Titze: 我们公司的前身于 1889 成立（1924 年开始在中国销售），在中国主要为棉花和丝绒行业提供染色。直到 1999 年，我们这个行业一直都受到了配额和外汇控制的管制。我们在配额取消前就已经进入了中国市场，这使我们获得了先发优势。另外，我们是第一家投资中国的外资企业，当时投资了 100 万美元建成了一个除草剂公司。

Q 你们在中国的主要竞争对手是谁？
Titze: 拜耳公司的农作物保护业务、陶氏化学、巴斯夫、杜邦以及一些像中化集团和中国化工集团等当地企业。在种子方面，主要是美国先锋种子公司、孟山都公司和许多当地公司。

Q 当地企业的发展有没有赶上外国企业？
Titze: 本地中国企业发展较慢，虽然国内投入很大，但是大多数企业还是在复制其它企业的产品。目前许多企业已经开始了研发工作，不过差距还是很大。

Q 你们的产品很容易被复制吗？
Titze: 不容易。生产质量稳定的控制植物疾病优化配方并不容易，持续生产高质量的种子也很困难。我们的优势基本上来自于创新和稳定的质量，而当地公司在研发方面的投资远低于我们。目前我们正在北京建立一个生物科学研究中心，将有 200 名科学家在那里工作。

Q 你们在中国有没有创新突破呢？
Titze: 目前有一些科技创新和新产品研发活动正在进行，不过数量还是很少。

Q 中国最大的农业经济趋势是什么？
Titze: 在过去 30 年里，农田保护产品是收入增长的主要推动力。未来生物科技——也就是基因改造作物——将成为收入增长的重要动力。

Q 你们在中国销售基因改造产品吗？
不销售，目前我们只销售经过传统方式培育的种子。

Q 你们计划这么做吗？
Titze: 迄今为止，中国仍限制外国企业进入这个领域。



Q 在中国的七年里需克服的最大困难是……
Titze: ……改变人们的思维模式。幸运的是，中国农民的适应能力强、年轻、充满了激情和活力。虽然如此，人们天生的趋向还是比较难改变。

Q 你能举个例子吗？
Titze: 我来中国的时候，曾带来一些在印度尼西亚市场销售得很好的种子。刚开始的时候，只有我一个人认为中国市场能够接受这些种子。当时我们一共雇佣了 70 名员工，三个月以后，由于种种困难，他们中的一半选择了放弃。但是今天，我们在中国的大米市场是龙头企业，还开发了一整系列的产品。

Q 从结果来看，这是你取得的最大成功。
Titze: 不，这是我的团队取得的成功。

Q 对于先正达集团来说，中国市场的重要性如何？
Titze: 整个集团公司中中国市场的占比仍是个数位，不过增长很快。目前美国和巴西是我们最大的市场。

可以转化为生物燃料的生物质被认为是替代能源的来源，不过它也将需要大量的耕地，经常需要通过砍伐森林获得。

我们必须使用正确的方法使潜在的危害最小化。一个比较合理的方法是在农作物产量不高的耕地上种植能够产生生物燃料的更高效作物。不过，为了保证足够的耕地用于种植粮食，中国也不再鼓励发展生物燃料。

Q 从影响先正达发展的宏观趋势来看：农田在全球范围内减少，人口和人们对安全粮食的需求在不断增加；同时，人们对燃料的需求——不管是生物燃料还是其他燃料——以及自然灾害发生的频率也在增长；全球财富随之增长，人们的饮食倾向于更多的能量和肉食，这些对于你们来说都是十分有利的。
Titze: 你说的很对。我们已经做好了满足这些需求的准备，我们的做法是以小赚大，利用较少的土地、水和农药获得更多的粮食。如果我们将技术、土地和人类联系起来放在一个整体的系统中，我们相信农民生产的粮食足以满足世界对食物、燃料和纤维的需求，保护我们的星球。

Background

Stephan Titze (48 岁) 是瑞士农业科技巨头先正达中国区总经理。他来自于瑞士 Stein (阿尔高州)，高中毕业后他搬到澳大利亚读书，在布里斯班主攻农业营销学。在此期间，他开始了与亚太地区的密切联系。他先后在澳大利亚和英国就职，在 2004 年来到中国前，他还在先正达印度尼西亚分公司担任总经理。

先正达在中国拥有 2000 名员工，目前正在推出新的全球战略（“解决方案营销”）。今后公司的种子和农作物保护业务将由现在的 9 2 个国家合并并在 1 9 个地区中。Stephan 十分爱好运动，同时持有澳大利亚和瑞士护照，他一般不吃午餐（除了香蕉），每天都坚持锻炼。他说这样使他头脑清醒。Stephan 还是一位充满激情的风帆冲浪爱好者。他已结婚，并有两个女儿。在中国居住七年后，Stephan 将于今年夏天前往日本，担任先正达在东北亚地区的负责人。

通胀大战 The Inflation Battle

With liquidity abundant, real interest rates remaining negative, and inflation expectation staying elevated, the risk of inflation spreading to the overall economy is high, says Wang Tao of UBS.



What's New in Recent Months?

►► GDP growth slowed modestly but stayed strong at 9.7% (y/y) in the first quarter (Q1) of 2011, continued to be boosted by robust domestic investment and exports. We expect GDP growth to stay strong in Q2 before slowing in the second half of the year (H2) on weaker exports. We maintain our growth forecast of 9.3% for the year.

►► CPI inflation climbed up to 5.4% (y/y) in March and is expected to stay above 5% in the next 3-5 months. We expect food prices will moderate in H2, more than offsetting the rise in non-food inflation.

Written by **Wang Tao**, Head of China Economic Research, UBS

Economic activity

Economic activity slowed in Q1 from Q4 2010, although remaining robust, helped by credit expansion at end 2010 which boosted investment, while strong property construction and solid exports helped to keep industrial production strong. Retail sales have weakened but consumer spending from household survey held up well.

The sequential strength of exports has weakened. In the coming quarter, we expect q/q growth to rebound somewhat on robust investment and construction demand in inland regions, although there is a downside risk that weakness in the commodity housing market may occur before the big push in social housing construction.

We expect a moderation in China's GDP growth in 2011 to 9.3%, mainly on weaker external demand, partly as a result of higher global oil prices. Domestic demand should be supported by fixed investment, especially a rebound in manufacturing investment.

Inflation and monetary policy

The pick up in CPI inflation so far has been mainly led by food prices, driven by recurrent bad weather conditions and, to a smaller extent, long-term upward adjustment in domestic food prices. Warm weather in the spring has led to a decline in vegetable prices and we expect other food

prices to moderate following the summer harvest.

With liquidity abundant, real interest rates remaining negative, and inflation expectation staying elevated, the risk of inflation spreading to the overall economy is high. In addition, upstream pressure of higher commodity prices has increased. The government has allowed incomplete pass through of higher global oil prices and used price controls and moral suasion to control non-food price inflation for now.

We do not think these measures can be effective for long and see non-food price inflation to rise throughout 2011. Nevertheless, H2 CPI movement is expected to be dominated by the moderation of food prices and drop toward 4% in Q4. We maintain our average CPI inflation forecast of 4.8% for the year. To help combat inflation and prevent overheating, the central bank continued its moderate monetary tightening with reserve requirement hikes and lending controls.

Outlook in the coming year

We think investors should look out for the following:

- 1 the start of the 12th Five Year Plan will support fixed investment despite the property tightening and fading of the stimulus plan this year, with

瑞士联合银行 (UBS) 王涛表示, 目前中国流动性过剩、实际利率维持负值、通胀预期高企, 另外通胀传导到整个经济体的风险仍然很高。



撰文 王涛, UBS 中国经济研究部主任

经济活动

自 2010 年第四季度以来至今年第一季度, 中国的经济活动保持活跃, 但仍有所放缓, 主要由 2010 年底的信贷扩张推动投资带动, 另外, 房地产建设和出口的增长也使工业生产维持较高水平。尽管零售业销售额增长缓慢, 家庭消费支出仍保持稳定增长。

出口的连续增长趋势放缓, 预计在第二季度出口环比增长将出现反弹, 主要由活跃的投资和内陆地区的建设需求推动, 不过市场上也存在经济适用房建设开始推动经济增长前, 疲软的商品房市场将会拖累经济增长的风险。

我们预计 2011 年中国的 GDP 增长将实现 9.3% 的适度水平, 主要受外部需求疲软拖累, 另外也部分受到全球高油价的影响。国内需求将主要由固定资产投资支撑, 尤其是制造业投资反弹。

通胀与货币政策

目前国内的通胀主要是由食品价格上涨引起, 周期性的恶劣天气加上国内食品价格的长期调整是食品价格上涨的主要推动力。天气转暖使得蔬菜价格有所回落, 预计夏季丰收后, 其他食品价格也将回落到适度水平。

目前中国流动性过剩、实际利率维持负值、通胀预期高企, 另外通胀传导到整个经济

体的风险仍然很高。此外, 来自上游的高商品价格压力也在增大, 政府已经部分允许了油价上调, 另外还在采取价格控制及道德劝说等措施控制非食品价格的上涨。

我们认为这些措施的长期效果有限, 预计非食品价格也不会出现全年性通胀。尽管如此, 我们预计下半年 CPI 的变化将主要由食品价格的企稳决定, 预计 CPI 将在第四季度下调至 4%。我们维持 CPI 全年增长 4.8% 的预期。为了控制通胀、预防经济过热, 央行将通过提高存款准备金率、控制信贷继续的方式执行适度的货币紧缩政策。

2011 年经济发展预测。我们认为投资者应当注意以下几点:

- 1 尽管受到房地产市场紧缩和经济刺激计划退出的影响, 今年作为十二五计划的第一年将主要由固定资产投资推动, 制造业投资将起着主导作用;
- 2 由于 CPI 指数仍维持在高位, 预计在初夏达到最高水平, 因此央行将有频繁的货币政策动作;
- 3 预计第二季度经济增长动力强劲, 由活跃的投资和内陆地区的建设需求推动;
- 4 预计第二季度将有一次利率调整, 第三季度也可能有一次利率调整, 期间将伴随多次存款准备金率调整。
- 5 预计整体流动性 (社会融资) 将保持充足, 不过银行信贷将放缓, 打压房地产市场;
- 6 人民币相对于美元将升值 5-6%。

最近几个月的经济新闻

▶▶ 2011 年第一季度中国的 GDP 增速稳定, 不过同比仍维持在 9.7% 的高位, 继续由活跃的国内投资与出口推动。我们预期第二季度的 GDP 增长将仍维持高位增长, 不过由于出口疲软, 下半年的经济增长将会放缓。我们维持对 2011 年全年经济增长 9.3% 的预期。

▶▶ 三月份 CPI 同比增长 5.4%, 预计未来 3-5 个月里将保持在 5% 以上。我们预计下半年的食品价格将会稳定下来, 高于冲销非食品价格的上涨水平。



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Excellence on the Shores of Lake Geneva

The Swiss Federal Institute of Technology in Lausanne (EPFL) is one of two National Institutes of Technology (Ecoles Polytechniques Fédérales) in Switzerland. Like its sister institution ETHZ, it has three missions: education, research and technology transfer at the highest international level.

EPFL, in its idyllic location on the shores of Lake Geneva, brings together a campus of more than 10' 000 people strongly focused on basic science and engineering. By its novel structure, the school stimulates collaboration between students, professors, researchers and entrepreneurs. These daily interactions give rise to new and groundbreaking work in science, technology and architecture.

EPFL has generated top publications in international journals, with 110 publications in Nature and Science from 1990 to 2009. Today, EPFL produces more than 1' 800 papers per year in the ISI Web of Science. The most recent study by Thomson Reuters ranks EPFL as No. 1 among all European universities in engineering, according to the research impact (citations per paper) for the past 10 years.

Commitment in Innovation & Tech-Transfer

As the birthplace of the first computer mouse prototype, EPFL has a long tradition in transforming scientific excellence into economic competitiveness, jobs and quality of life. Today, EPFL is participating as the Science Advisor to a challenging project, Solar Impulse, to fly around the world in an airplane solely powered by solar energy. On 8 July 2010, after the 26-hour non-stop flight, Solar



With over 110 nationalities represented on campus and more than 68% of its PhD students coming from abroad, EPFL is one of the world's most international and attractive universities. 校园中有来自 110 个不同国家的成员, 超过 68% 的博士生来自于海外, EPFL 已成为全球最具国际性和吸引力的大学之一。

Impulse broke the world record as the highest and longest flight in the solar-powered aviation history. On 10 December 2010, The Solar Impulse project was awarded the European Solar Prize 2010 by the European Association for Renewable Energy.

EPFL's unique structure facilitates trans-disciplinary research and encourages collaboration with other institutions and enterprises. In late September 2010, Nestlé announced the creation of the "Nestlé Institute of Health Sciences", with an investment of USD 500 million on the EPFL campus. It will take up one whole building in EPFL's Innovation Square, joining branches of prestigious companies like Logitech, Debiopharm, Cisco, Alcan, Nokia and Crédit Suisse.



Solar Impulse flew over EPFL campus on 21 Oct 2010, piloted by the CEO and co-founder, André Borschberg, an EPFL alumnus. 2010 年 10 月 21 日, 阳光动力号飞过洛桑理工大学校园上空, 驾驶它的正是合伙创办人兼行政总裁的 EPFL 校友 Borschberg 先生。



With more than 300 laboratories and research groups, EPFL is one of Europe's most innovative and productive technology institutes. 洛桑理工拥有超过 300 间实验室和研究机构, 是欧洲拥有最多科研创新技术的高校之一。



Chinese State Councilor, Ms. Liu Yandong, visited the EPFL on 24 November 2008, and met with its President Professor Patrick Aebischer. 中国国务委员刘延东 2008 年 11 月 24 日率团访问洛桑联邦理工大学并与 EPFL 校长 Aebischer 会谈。

Collaboration with China

On November 17, 2010, EPFL signed a MoU with the Chinese Academy of Science (CAS) completing the network of EPFL's formal relations with China's top institutions, including Peking, Tsinghua, Shanghai Jiaotong, Fudan, and Xian Jiaotong.

EPFL actively participates in the Sino-Swiss Science & Technology Cooperation program, awarded 30% to 40% of joint research projects and institutional partnerships since 2008.

瑞士洛桑联邦理工大学 (EPFL) 是瑞士两所国立理工大学之一。同它位于苏黎世的姐妹大学一样, EPFL 肩负着 3 大基本使命, 即在教育, 科研以及技术转化上保持国际顶尖水平。

坐落于日内瓦湖畔的 EPFL 是一所以基础科学与工科为主的大学, 有在校师生约 10,000 人。大学采取独特的人才培养模式, 鼓励学生、教师、科研人员与企业之间的合作。频繁的相互交流, 能激发出全新的灵感, 为科学、技术及建筑带来创造性的突破。

顶尖的科研水平

洛桑理工发表的高质量论文经常见诸于国际知名学术杂志。1990 至 2009 年间, EPFL 在《自然》(Nature) 与《科学》(Science) 杂志上先后共发表了 110 篇文章。如今, EPFL 每年发表的论文中, 有超过 1,800 篇被科学网 (ISI Web of Science) 所收录。汤森路透 (Thomson Reuters) 的最新调查更肯定了 EPFL 的科研影响力, 根据过去十年的论文平均引用数量, EPFL 高居欧洲工程类大学榜首。



Peter Brabeck-Letmathe (Chairman - Nestlé Group) and Patrick Aebischer (EPFL President). 雀巢集团董事会主席与洛桑联邦理工大学校长参加活动。

仅以太阳能为动力进行环球飞行的挑战。2010 年 7 月 8 日, 经过 26 小时的不间断飞行, 阳光动力号已成功创下太阳能飞行史上的纪录——飞行高度最高, 飞行时间最长。2010 年 12 月 10 日, 阳光动力项目获得了由欧洲可再生能源协会颁发的“2010 年度欧洲太阳能大奖”。

EPFL 独特的院系设置方便了跨学科的研究, 并鼓励院校交流和企业合作。2010 年 9 月末, 雀巢公司宣布投资 5 亿美元在洛桑理工的校园内创建“雀巢健康科学研究所”。该研究所将占用 EPFL 创新广场的一整座全新大楼。其他选择在 EPFL 开设研发机构的知名企业还包括罗技、德彪药业、思科、加拿大铝业、诺基亚和瑞士信贷。

与中国的合作

2010 年 11 月 17 日, 洛桑联邦理工大学与中国科研签署了合作谅解备忘录。这进一步完善了 EPFL 在中国的正式伙伴院校网络, 包括了北大、清华、复旦、上海交大和西安交大。洛桑理工一直是中瑞科技合作项目的积极参与者, 自 2008 年以来已成功获批的科研合作与伙伴院校项目占总数的 30%——40%。



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作为电脑鼠标的诞生地, 洛桑联邦理工大学致力于技术创新由来已久, 并一直积极努力将其优秀的科技成果转化成经济效益, 就业机会和生活品质的提高。目前, EPFL 正以科技顾问的角色积极参与着一个振奋人心的项目——阳光动力 (Solar Impulse)。该计划旨在实现

瑞士科学文化中心：2010 年回顾及兔年展望

The Swiss Innovation Network

Review and what the Year of the Rabbit will bring

2010 was the year of the World Expo 2010 in Shanghai, the largest world exhibition ever. Together with Presence Switzerland PRS and the dedicated team at the Swiss Pavilion swissnex China created exhibitions and organized lectures and conferences to exploit fully the potential of this fascinating and inspiring World Expo 2010. One of the highlights was the conference "Future Cities: Sino-Swiss Science, Industry and Government in Dialogue", which swissnex China co-organized with ETH Zurich and the Chinese Academy of Sciences (CAS). The conference offered eminent scientists and decision makers from Switzerland and China the opportunity to discuss current challenges for urban development, exchange best practice and augment knowledge in this field.

2010 was also the year of Albert Einstein. In Beijing, the Historical Museum Bern kicked off the China tour of its successful exhibition about Albert Einstein's life and achievements, which continued later in the year to Guangzhou. Presence Switzerland mandated swissnex China with the scientific program E+. In 2010, ETH Zurich continued the Sino-Swiss Science and Technology Cooperation (SSSTC) program with a great number of new projects. The University of Zurich supported swissnex China generously in establishing its program for internships and sabbaticals. Furthermore EPFL relied on swissnex China to promote its scientific excellence during the "Shanghai Science and Art Exhibition", for which EPFL received an award. The City of Basel trusted swissnex China's services to promote academic cooperation with its sister city Shanghai. And last but not least, swissnex China continued to widen its network within the Association of Chinese Students and Scholars in Switzerland, both in Zurich and Lausanne.

Looking ahead to 2011

The year 2011 is the Year of the Rabbit in the Chinese Zodiac, which promises to be a year of good luck and long lasting friendships. With



this perspective, swissnex China looks forward to further expanding its network with strong Chinese partners and swissnex China will focus on the interaction of academic research and private R&D, mainly in clean energy, bio technology and medical technology. By a series of lectures on social responsibility, swissnex China plans to promote

Sino-Swiss cooperation in Social Sciences. Through the established internship program of the SSSTC program swissnex China will enable more Swiss students to gain an insight of doing business in China.

Furthermore, a highlight will be the visit of Federal Councillor Didier Burkhalter, Head of Federal Department of Home Affairs, responsible for the swissnex network, who will be coming China for the first time.

Together with its partners, swissnex China will continue to boost the sharing of knowledge and strengthen the network for innovation between Switzerland and China. Follow swissnex China on the website: www.swissnexchina.org



2010 年，有史以来规模最大的世博会在上海召开。值此举世瞩目的盛会之际，我们与瑞士形象委员会和瑞士国家馆团队合作，组织了各种展览、讲座、会议。高潮之一是我们和苏黎世联邦理工学院、中科院联合举办的世博会“未来城市研讨会-中瑞科技、产业、政府间对话”。研讨会为中瑞知名科学家和政府官员提供了讨论城市化进程中的挑战、交流经验和知识的机会。

2010 年也是爱因斯坦年。伯尔尼历史博物馆在北京开始了爱因斯坦巡展的首站。展览介绍了爱因斯坦的生平和研究成果，之后展览移至广州。瑞士科学文化中心受瑞士国家形象委员会委托开展了 E+ 科学项目。

2010 年，苏黎世联邦理工学院开拓了大量新项目，继续开展中瑞科技合作项目。苏黎世大学为我们的实习生项目和大学在职人员海外工作项目提供了慷慨资助。洛桑联邦理工学院和我们合作，在上海国际科技艺术展上展示了他们的优秀科研成果，并一举赢得创新奖。我们还协助上海市的友城瑞士巴塞尔推动两地的学术合作。值得一提的是，我们扩大了和瑞士苏黎世和洛桑中国留学生会的合作网络。

2011 年展望

2011 年是中国农历兔年，象征着好运和持久的友谊。我们期待持续扩大和中国伙伴的合作，着眼于在清洁能源、生物工程和医学工程三个方面学术科研和企业研发的互动。我们将举办以社会责任为主题的一系列讲座，旨在促进中瑞社会科学领域的合作。通过中瑞科技合作项目 (SSSTC) 实习生计划，我们将使更多瑞士学生初步了解在中国如何开展商业活动。

此外，联邦委员、联邦内政部部长、瑞士科学文化中心全球负责人 Didier Burkhalter 先生的初次访华将是今年的高潮。

我们将与合作伙伴携手，推动知识共享，使中瑞创新网络更加紧密。敬请浏览我们的网站：www.swissnexchina.org

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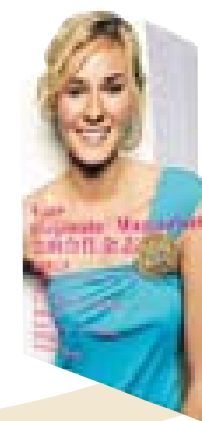
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中国古代伟大的思想领袖

China's Great Leaders of the Past

The Essential Confucius

中国的文化精髓

2500 years old, but not a teensy bit outdated: The Chinese thinker and social philosopher Confucius still influences today's China

Written by **Jeyanthi Geymeier**

Confucius was born on 28 September 551 BC near the city of Qufu, in the Chinese State of Lu (now part of Shandong Province). He was a Chinese thinker and social philosopher, who travelled a lot in China to teach the people.

His principles had a basis in common Chinese tradition and belief. He championed strong familial loyalty, ancestor worship, respect of elders by their children, of husbands by their wives, and the family as a basis for an ideal government. One of his sayings in the Analects emphasizes the respect of hierarchy in order to have a harmonious family, business, government and country.

Familial structure at core

Everything starts from the familial structure which underlies the business, governmental, society structures of the Chinese people. Even nowadays, one can notice a similar structure in Chinese people way of living. The son has to show piety towards his parents, a notion that is still very much present in Chinese culture, not only for the sons, but also for the daughters. Children often follow what their parents say sometimes at the sacrifice of their own dreams; they take care of them in their old age, and pay respects to their tombs after their death.

In the business field, the hierarchy in Chinese companies is another example: the boss will have to play not only the role of manager, but also that of a fatherly figure and is in that case always seen as an untouchable, "close to divine" figure by the employees.

During the time of Confucius, the Emperor was the fatherly figure of the government and the country. It is no longer the case in today's government structure in China, as it doesn't subscribe to a single ruler policy anymore, although the basic scheme still exists. When President Hu Jintao or Prime Minister Wen Jiabao go to see the people and sympathize with them like fathers, console them, listen to what they have to say, take care of them, all this is proof that Confucius' teaching is still alive in today's China.

Confucius had been put aside by Communism because of his emphasis on self improvement, and was seen as putting too much importance on the individual. Nowadays, Confucius' image and wisdom is timidly resurfacing from the abyss of the past to emerge again slowly everywhere in the world. More and more Confucius institutes are settling down in different countries, including Switzerland recently.

Although Confucius was seen as a leading philosopher due to the broad influence and impact of his teaching, it still doesn't make him a leader as it would go against his way of living; he was a modest person, he wanted people to be self-critical and always learn from the other. And this is the best way for anybody to remain down to earth, as he says in the "Grand Learning":

"If three people are walking on the street, one of them has to be my master: I will choose to learn from his good side, and take his shortcomings as a way to correct myself."

The superior man is modest in his speech, but exceeds in his actions (Confucian Analects)

子曰：“君子欲讷于言而敏于行。”——《论语》

孔子思想已经有 2500 年的历史了，但它一点都不过时：这位中国伟大的思想家和社会哲学家仍然影响着当代中国

孔子出生于公元前 551 年 9 月 28 日，春秋时期鲁国曲阜市人（今归属山东省）。他是一位伟大的思想家和社会哲学家。

他的思想以广泛的中国传统和信仰为基础，他倡导对家庭忠诚、敬奉祖先、孩子尊敬老人、妻子尊敬丈夫、以家庭作为理想政府的基础。孔子在《论语》中曾强调尊重等级才能使得家庭、商业、政府和国家和睦。

家庭结构是核心

中国人的商业、政府和社会结构都始于家庭结构。甚至在当今，我们也可以看到中国人类似的生活结构。儿子要对父母孝敬，这在如今的中国文化中也是如此，不仅儿子，女儿也要孝敬父母。子女常常放弃自己的梦想来顺从父母的教诲；父母年迈时子女照顾他们，父母去世后子女敬奉他们。

在商业领域，中国企业的结构是另一个例证：老板所扮演的不仅仅是一个管理者的角色，还扮演着一位慈父般的角色，因而被员工视为不可侵犯、类似于神的人物。

在孔子时期，君王在政府和国家扮演着慈父般的角色。虽然在当今中国的政府结构中情况已经不同了，也不再是一人统治的局面，但是这种根本的思想依然存在。当胡锦涛主席或温家宝总理走到民间如父亲般听取百姓的声音、安慰他们、了解他们的状况、关心他们时，这一切都证明孔子的教诲依然存活于当今的中国。

由于孔子思想强调自我改进，它曾被共产主义撇开，被认为过多的强调个人的重要性。如今，孔子的形象和智慧渐渐的重新在世界的各个地方出现。越来越多的“孔子学院”在世界各地成立，包括瑞士。

孔子不能被列为“领袖”。虽然他的教诲对中国有着巨大的影响，他的思想仍然存活，但是他是一个谦虚的人，他希望人们可以不断自我反省，并向他人学习。这是每一个人保持脚踏实地的最好方法，就像他在《大学》中所说的：

“三人行，必有我师焉：择其善者而从之，其不善者而改之。”

中国古代伟大的思想领袖

China's Great Leaders of the Past

Mystical Laozi

神秘的老子

Laozi was said to be a deity who came 81 times onto earth to re-establish order and morality in times of chaos. He taught the people how to lead a good life. Today, there is a strong resurgence of interest in Taoism, says researcher Vincent Goossaert.

Written by **Jeyanthi Geymeier**

Laozi (老子) is believed to be a mystical figure in ancient China. He is said to have existed during the 6th century BC. "He is probably not a historical figure, but was considered to be an incarnation of a sage with an important wisdom to teach, in other words, a metaphorical figure incarnating an ideal", says Mr. Goossaert, Senior Research Fellow at the CNRS in Paris. "Zhuangzi speaks of him as an exemplary sage, and later Laozi was divinized."



The researcher explains that it is actually very frequent in the history of Taoism that major figures of sages and saints were unhistorical. He insists that it does not mean that in the mind of the people they did not exist, and it was not a way to mislead people either, it was rather the gradual personification of an ideal. "And if miracles happened, followers believed that the saint really existed", Goossaert says.

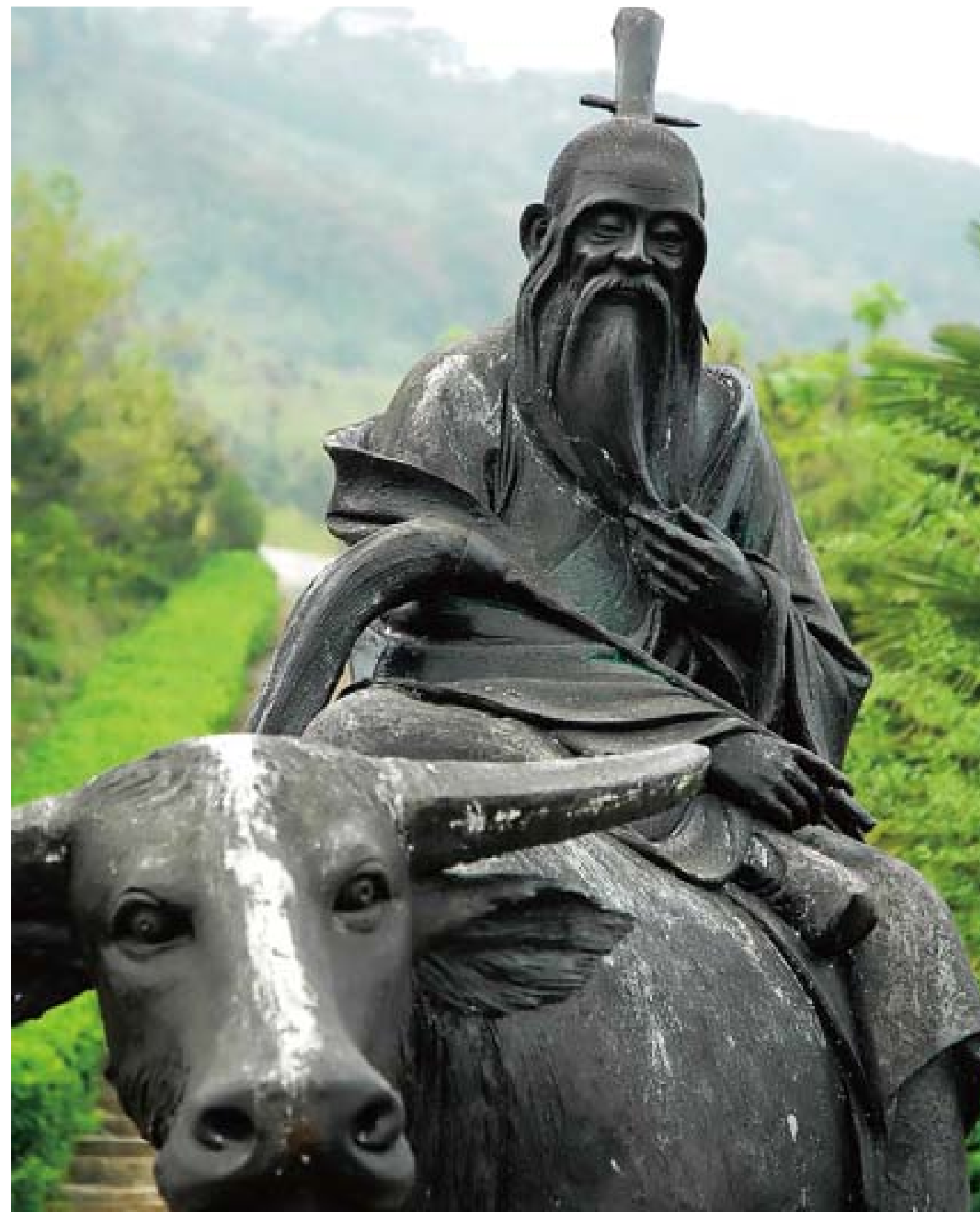
Wisdom revealed

According to the legend, Laozi is a deity that came 81 times to earth to re-establish order and morality in times of chaos. He taught the people how to lead a good life, how to restore morality. The Daodejing (道德经) is viewed as traces of such a teaching. Goossaert explains under what circumstances this text was born: "During the Zhou dynasty, Laozi had come onto earth under the form of a modest official. As nobody understood what he was doing and as no importance was given to his teaching, he decided to leave for the West. This is when he revealed all his wisdom to his only disciple Guanyin 关尹 (or Yin Xi 尹喜) who wrote the Daodejing under his dictation."

The specialist in religions noticed that nowadays in modern China, Laozi and his teaching are in the eyes of the Chinese something sacred that is at the core of Chinese culture. "They do not necessarily understand his teaching, nor do they know much about Taoism as an organized religion, that has been going through a radical process of destruction and reinvention during the twentieth century. But most Chinese understand the sacredness of what it stands for, and recognize that Taoism is the only purely indigenous religion in China", he tells the Bridge.

Supposedly superstitious nature

The researcher explains that during most of the past century, Chinese intellectuals have been ashamed of this religion as it was harshly criticized by Westerners for its supposedly superstitious nature. As a result, considerable amounts of buildings, arts, artifacts and scriptures have been burnt; and practices banned. "Now there is a strong resurgence of interest in Taoism", he notes, "Chinese



intellectuals are gradually trying to recover this heritage, and fully include Taoism, or at least the philosophical and mystical aspects of it, in a new definition of Chinese cultural identity.”

Goossaert recounts in what way Taoism was revived: “The resurgence of Taoism in contemporary China was facilitated by several cultural movements, such as the Qi Gong ‘craze’ of the 1980s and 90s that actually revived (among others) Taoist practices and worldviews. Many people now practice techniques of self healing, meditation, internal alchemy, which are actually originally Taoist practices but which have been actualized and transmitted by Qi Gong movements.”

Image polishing: Martial arts and movies

Another factor was the positive image given to Taoism in popular culture, especially in martial arts literature and movies first in Hong Kong and now throughout the Chinese world. Goossaert described how the movies that picture people able to fly, run on walls and generally master their bodies in such a manner

Background

Taoism stands alongside Confucianism as one of the two great religious or philosophical systems of China. Taoism is also referred to as Daoism and originated in China 2000 years ago.

It was developed by Laozi and Chuangzi, advocating a simple honest life and noninterference with the course of natural events. It is a religion of unity and opposites (Yin and Yang). Taoism is about the “Tao”, which is usually translated as “the Way”. The Tao is not God and is not worshipped. Taoism includes many deities that are worshipped in Taoist temples.

Taoism promotes in example achieving harmony or union with nature, the pursuit of spiritual immortality or self-development. Taoist practices include meditation, feng shui, fortune telling and the reading and chanting of scriptures.

道家思想与儒家思想齐名，是中国伟大的两大宗教或哲学体系之一。道家思想起源于2000年前的中国。

它由老子和庄子创造，推崇简单朴实的生活以及与自然活动的互不干扰。它是一个关于统一和对立（阴与阳）的宗教。道家思想讲的是“道”，在英文里常常翻译成“the way”。道不是上帝，不受人膜拜。道教里包括许多位神，他们都被供奉在道观里。

道家思想提倡与自然达成和谐或统一，追求精神上的长生不老和自我进修。道家思想的实践包括冥想、风水、算命、读经和唱经。

that they are able to do things that others cannot, has created a lot of fascination by young people for such practices and body techniques. “This strong interest has even drawn young people to the religion, and was an entry gate to aspects less familiar with the public, notably rituals”, he explains.

Goossaert is convinced that, although Laozi’s influence remains very wide and his legacy is still alive nowadays, he was however not a ‘leader’. The specialist concludes: ‘He was actually the very opposite: a modest teacher with only one disciple, who transmitted invaluable wisdom to the Chinese.’



相传老子是一位来到人间 81 次的神，他在战乱时期帮助人们重建秩序和思想。历史学家 Vincent Goossaert 指出，如今社会上再次掀起了研究老子的浪潮。

老子的生活时代在公元前 500 多年，他被认为是中国古代的一位传奇人物。“他很可能不是一个历史人物，而是一位拥有无穷智慧的圣人的化身，换句话说，他是一位刻画理想的象征人物”，法国国家科学研究院高级研究员 Goossaert 先生这样认为，“庄子认为老子是一位树立道德典范的智者，之后老子就被人们神化”。

这位学者解释说在道教思想的历史中，重要的智者和圣人形象往往都不是真实存在的。他认为这并不代表在人们的心中这些形象不存在，它也不是误导人们，而是将理想逐渐的真实化、实体化。“如果有奇迹产生，跟随者就会相信圣人真的存在”，他说。

智慧再现

根据传说，老子是一位来到人间 81 次的神，他在战乱时期重建秩序和思想。他向人们传授生活技巧、重塑道德。《道德经》就是他的主要思想的体现。Goossaert 这样解释该书的诞生背景：“在周朝，

老子曾以一位谦虚的王室官员的身份来到人间。由于没有人能够理解他的所作所为，人们也不重视他所传授的思想，于是他决定离开并前往西方。他把所有的智慧和思想都告诉唯一的弟子尹喜，并由他作为《道德经》的传世之人。”

同时也是宗教专家的 Goossaert 指出，在当代中国，老子和他的思想被认为是中国文化的核心。“人们并不一定理解他的思想，也不一定对在 20 世纪曾经历过破坏和重塑的道家思想有系统的认识。但是，大多数中国人都明白它所代表的神圣思想，并把它作为中国唯一纯正本土的宗教”，他这样向《桥》讲到。

可能表现的迷信本质

Goossaert 学者解释说在 20 世纪，由于西方人批判这一思想可能表现的迷信本质，中国的知识分子曾以此思想为耻。因此，大量相关的建筑、艺术品和雕刻都遭到了毁坏，所有相关的活动也都被禁止。“现在人们又重新掀起了研究道家思想的浪潮”，他说，“中国的知识分子正逐渐恢复这一文化遗产，把道家思想完全或至少其中的哲学和奥秘融入到中国文化特征的新定义里”。

Goossaert 这样描述道家思想的复兴过程：“道家思想在中国的复兴是由几次文化运动推动的，如二十世纪八、九十年代的气功潮，它事实上就复苏了道家思想的行为和世界观。许多人修炼的气功里的

自愈术、冥想和内丹术，这些事实上都是通过气功运动来实现并传输最初的道家行为。”

形象塑造：武术和电影

另外一个推动因素就是流行文化，尤其是武术文化和电影。武术电影首先发自香港并传遍中国，它对道家思想的积极形象塑造推动了道家思想的复兴。Goossaert 认为武术电影中所展现的人们在空中飞来飞去、飞檐走壁无所不能的画面，给年轻人带来了许多修炼这些功夫和身体技能的遐想。“这种强烈的兴趣甚至吸引年轻人来了解道家思想，成为人们了解许多不为人知的道家思想的突破口”，他这样解释。

Goossaert 认为尽管老子的影响十分广泛，他的思想在当今依旧存在，但他并不是一位“领袖”。他总结道：“事实上正相反，他是一位只有一位弟子的谦虚的老师，他把宝贵的智慧传授给了中国人。”

Further Information / 更多信息
To know more about religions in China: *The Religious Question in Modern China*, Vincent Goossaert and David A. Palmer, University of Chicago Press, 2011, 464 p. (ISBN: 9780226304168)

了解更多关于中国的宗教的知识，请参阅: *The Religious Question in Modern China*, 作者: Vincent Goossaert, David A. Palmer, 芝加哥大学出版社, 2011, 464 p. (ISBN: 9780226304168)



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Shanghai Expo 2010



1

1 View of the Swiss Pavilion from Lupu Bridge

2 Broken pillar made of steel and concrete

3 Dismantling of Swiss Pavilion

4 Panorama of French and Swiss Pavilions

5 Workers clearing the grass from the roof

6 Cylinder B and Lupu Bridge



2



3

Bartosz Kolonko is a freelance photographer currently based in Shanghai. He is specialized in architecture, corporate and event photography and regularly works for SwissCham.



www.bartoszkolonko.com



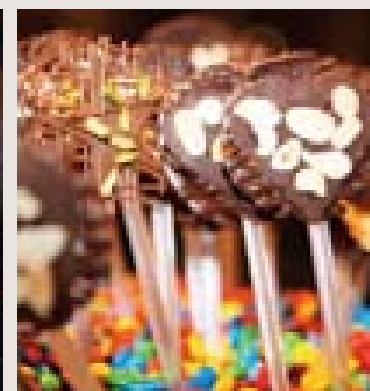
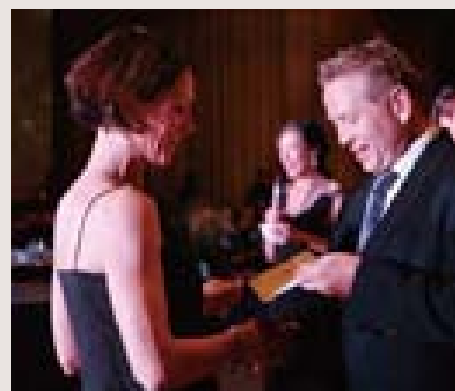
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5



6



20 “Swiss Ball 2010 – Jazz Up Your Night!” November 2010

“Attention to detail, rules, finance, timekeeping, chocolate... these are words one associates with Switzerland. Beijing’s Swiss Ball, on November 20 2010, added another that we often, mistakenly, forget: jazz. This Ball brought together local acts and performers from the “Montreux Jazz Festival”, one of the most famous music festival in Europe, held annually in Montreux, Switzerland, since 1967” LifeStyle Magazine

As you enter the lobby of the Intercontinental Beichen and walk up the swirling stairs, you can already feel the velvet atmosphere of the Swiss Ball that SwissCham Beijing and the Swiss Society Beijing are about to open on this 20th of November. The sound of a solitary saxophone wraps you up in its soft blue melody, outside from a distance the Water Cube, all lit up, glows, welcoming the guests on this Saturday evening.

One can hear the clinking of the glasses of Champagne and sparkling wine, and the laughter of the guests chatting with each other in the cocktail area; friends and business colleagues who gather one last time before Christmas and who would not miss this special evening for anything.

When the Ball Room opens, a magical scene reveals itself in front of the crowd; beautifully decorated tables, all in black with bright orange ‘Birds of Paradise’ bouquets blooming in the middle, ocean blue light on the stage, discreet spotlights on each table and a video of the Montreux Jazz Festival’s concerts displayed on two screens. The Ambassador to China, H. E. Blaise Godet, opens the Ball with his welcoming words and the party can start.

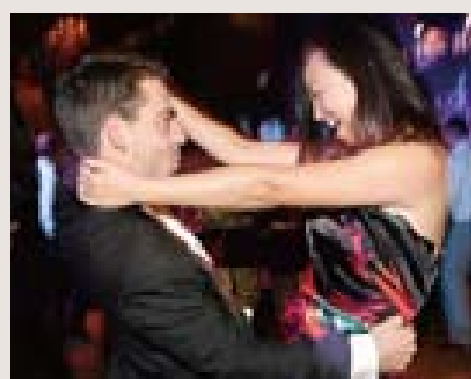
The ‘Pierre Pradat Trio’ fills the room with Bill Evans’ singing melodic lines. A soft blue touch suffuses in the air, the atmosphere is calm and mysterious;

notes fly and flow in a warm wave of musical chords. The audience is wrapped up by the colourful and smooth tones, in an atmosphere of impressionist harmonies that vibrate around us.

The 280 guests are seated and enjoy the fantastic menu: wild salmon gravlax and foie gras, steamed sword fish fillet stuffed with crab and caviar, vodka shots and sherbet, grain-fed veal steak, cheese platter and a final concerto of chocolate desserts...a delight for the taste buds!

In the middle of the dinner, the ‘No Name Trio’ brings its gypsy jazz music and leads the audience to a world of chromatic combinations with exotic trills and glissandos. The atmosphere becomes slowly more vivid with the pinched strings of the guitars and the full and suave voice of the accordion, a fast swinging rhythm and minor harmonies fill in the air. The guests are getting up to enjoy the exotic mango-passion-fruit sherbet and generous vodka shots, whilst feeling more fidgety and up to some gypsy dance. The main course arrives and the chatters increase.

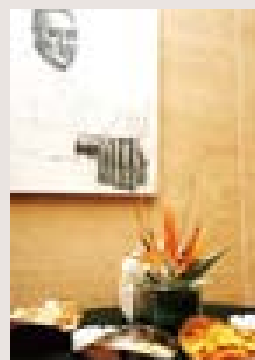
It is just time for the Lucky Draw. The funds will be donated to the FXB Association which delivers care and support to children affected by poverty and Aids. The lucky guests are being spoilt with prizes from a night at the Intercontinental to brunches and buffets, spas and flight tickets and—





the audience is more and more excited. The dessert buffet is ready for the sweet tooth, there is a charming fountain of liquid cacao where one can dip pieces of fruits, a confectioner is preparing artistic sculptures in caramelized sugar, different platters of chocolate cakes, chocolate mousse, chocolate truffles, chocolate candies parade on the buffet enticing the guests to a mouthful of deep dark unctuousness...a revelation to the senses!

When 'Time Machine' - the Swiss band specially invited for the evening - finally makes its explosive entrance with disco funk music, that means that time for real dancing has come. The tables are empty, not a single person is seated; everyone is on the dance floor. The crowd seems transformed; claps, steps, pirouettes, laughter, shouts, the frenzy goes wild, a wind of disinhibition gushes in, the people are unstoppable. Suddenly the dancer that had timidly surfaced in each of the guests is



fully out now, ready to 'jazz it up' till the end of the night. In SwissCham's history, should it be the Chinese, the Swiss or the other attendees of the ball all agree to say: "It was the best Swiss Ball ever!"

Written by **Ms. Jeyanthi GEYMEIER**
SwissCham Beijing

19 "Don't Let The Risk Surprise You, Learn The Risk Attitude"

October 2010

Venue: Kerry Centre Hotel Beijing

Speakers: Enrico PERLO, Beijing Guala Closures; Yibing YOU, Generali China Insurance; François BERNARD, FJA & Partners.



12 "Tax Treaty Guidance"

November 2010

Venue: Hilton Hotel

Speaker: Tracy ZHANG, KPMG; Yang HOULU, IBFD.

03 "2010 China Tax Executive Update - Embracing the Real Challenges"

December 2010

Venue: Hotel Nikko Tianjin

Speakers: Kelvin LEE, China Tax & Business Advisory Services PwC; Grace QI, Transfer Pricing Services PwC; Peter ZHANG, Worldtrade Management Services PwC; Rebecca LAI & Steven ZHENG, International Assignment Services PwC.

09 "Ambassador's Briefing Luncheon"

December 2010

Venue: Kempinski Hotel Beijing Lufthansa Center.

Speaker: Blaise GODET, Ambassador of Switzerland to the People's Republic of China.



January 2010

"Sino-Swiss Free Trade Agreement (FTA): Steps taken so far and prospects"

First steps to work towards a possible FTA were initiated in July 2007. At that time both sides agreed to explore the feasibility of a FTA, first through internal examination, followed by a joint feasibility study and as a last step the start of negotiations.

In 2009, two workshops took place (one in Beijing and one in Bern) in order to enhance the mutual understanding of both parties' economies and of the opportunities and challenges a free trade agreement would bring along. These exploratory talks showed that both sides are interested in a deeper cooperation in the future and therefore decided to conduct a joint feasibility study.

In November 2009, a joint declaration to draft a joint feasibility study was signed. The first meeting of the joint study group took place in February 2010 and was concluded after a total of three meetings in August 2010.¹ The study analysed the economies of China and Switzerland, relevant economic policies and bilateral trade and investment relations, including broader aspects of the economic relations between the two countries, as well as the related existing framework of bilateral institutional arrangements and legal instruments. It further examined topics covered by free trade agreements with a broad coverage such as trade in goods, trade in services, investment, and other possible areas of



existing and future cooperation between Switzerland and China.

The study finds that both countries' economies are complementary and competitive. Potentials for the bilateral relations between China and Switzerland and for economic growth and welfare were identified. The report concludes that a FTA would permit both economies to benefit from enhanced cooperation and further gains of specialization.

During the official visit of President Doris Leuthard to China in August 2010, a Memorandum of Understanding (MoU) was signed recognizing the results and

Swiss Economics Minister Johann Schneider-Ammann and China Trade Minister Chen Deming signed a memorandum of understanding that will allow technical talks on intellectual property rights, removing import barriers and other issues.

recommendations of the joint feasibility study and announcing the opening of FTA negotiations in the near future.²

The official launch of the FTA negotiations was announced on 28 January 2011, on the occasion of an official meeting between Federal Councillor Mr. Johann Schneider-Ammann and Minister of Commerce Mr. Chen Deming.³ Both sides agreed to proceed expeditiously and to conclude negotiations at an early date. A first round of negotiations is scheduled for early April 2011.

With regard to the content, Switzerland is following a comprehensive approach. The aim is to ensure, to the extent possible, a non-discriminatory access for Swiss companies to the Chinese market and vice versa, by the elimination or lowering of tariff and non-tariff barriers to trade. More specifically, the objective is to eliminate tariffs on industrial products and to eliminate or lower tariffs on a number of agricultural products. The objective includes targeted improvements of market access for services, enhanced protection of intellectual property rights, promotion of investments and cooperation on matters such as competition and sustainable development. The FTA should provide enhanced opportunities for the further development of the Swiss-Chinese trade and investment relations and of cooperation in many fields.

¹ The study is available on the website of the State Secretariat for Economic Affairs:
<http://www.seco.admin.ch/themen/>
<http://www.seco.admin.ch/themen/00513/02655/02731/04118/index.html?lang=fr>
² MoU on the conclusion of the Joint Feasibility Study
³ MoU on the launching of Switzerland-China FTA negotiations

25 March 2011 - New Board of Directors

On the occasion of SwissCham Beijing Regional Annual Assembly (RAGA), our members elected the new Board of Directors for 2011. We would like to congratulate our new and re-elected Board Members and thank them for their service and dedication to the success of SwissCham and its members. We look forward to working with them during this new SwissCham year.



Peter TROESCH
President
National Representative
Owner and Managing Director
Peach International



Urs LAEUPPI
Vice President of the Board
Individual Member



Robert WIEST
Vice President of the Board
Managing Director
Swiss Reinsurance Co. (Beijing)



Lea GEBHARDT
Secretary General of the Board
Manager
PricewaterhouseCoopers (PwC)



Lars Peter ECKERLEIN
Treasurer of the Board
Partner
Ernst & Young



Samuel FISCHER
Director of the Board
Salesperson FX&MM
UBS A.G. Beijing Branch



Markus KISTLER
Director & Nat'l Representative
Chief Financial Officer
ABB China



Cyrus MA
Director & Nat'l Representative
Vice President
SGS-CSTC



Christophe WEBER
Director of the Board
Chief Representative
World Economic Forum (WEF)



Andreas Thomas WECKHERLIN
Director of the Board
Country Business Manager
Nestlé China Ltd.



ZHANG Zonghui
Director of the Board
General Manager
Beijing LEM Co., Ltd.



Yannick ROULIN
Honorary Director of the Board
Head of Economic & Commercial
Section
Embassy of Switzerland



25
March 2011

Regional Annual General Assembly (RAGA) and Swiss Traditional Dinner - "Cheese & Wine Delights"

Venue: Swissôtel Beijing

Organizer: SwissCham Beijing

Platinum sponsor: Fert

Gold sponsors: Arrail Dental and Swissôtel

Silver sponsors: Emmi Sinodis and MQ Wines

In-Kind sponsor: Lindt, Nespresso

The Swiss Traditional Dinner was held once again on the occasion of SwissCham Beijing's 2010/11 Regional Annual General Assembly. Over 140 people, members and non-members came along with families and friends to gather in a typical Swiss atmosphere. The banquet was full of authentic Swiss foods such as Raclette, Fondue, and a selection of cheeses provided by Emmi Sinodis. This exquisite buffet was accompanied by MQ Wines' selection of wines and "Riverlla", a typical Swiss soft drink, and enjoyed in a relaxed and jovial atmosphere.

20
January 2011
"Representative Offices Update"
Venue: Kerry Centre Hotel Beijing
Speakers: Thomas MAN, Hogan Lovells Beijing;
Anthea WONG, PricewaterhouseCoopers
Moderator: Lea Gebhardt, PwC



22
January 2011
"Introduction to the 12th Five Year Plan"
Venue: Kerry Centre Hotel Beijing
Speaker: Steven M. Dickinson, Harris Moure



08
March 2011
"IT Trends and Related IP Issues"
Venue: Hilton Hotel Beijing
Speakers: Stephan CADISH, Software ONE; Michael CHEN, Kaseya

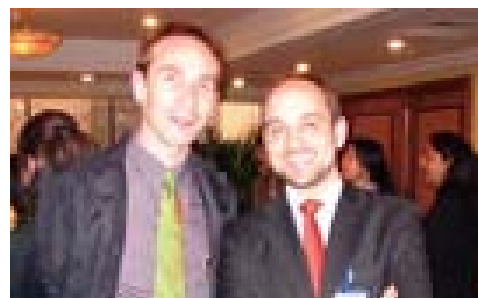


24
March 2011



"Effective Sales Strategies"
Venue: Vantone Commercial Center Beijing
Speaker: Guy Fraser, MDS.

31
March 2011



"Conférence Francophone & Networking Le Développement Durable"
Venue: Swissôtel Beijing
Speakers: Martin CHARRON, Vice-Président des affaires publiques et développement régional, Alstom; Karim KHEMIRI, Schneider Electric

08
April 2011
"Payment Risk of the Fast-Growing Dragon"
Venue: Great Wall Sheraton Hotel Beijing
Speaker: Benjamin GAN, Deputy Regional Manager, Risk, Greater China, Coface

15
April 2011
"The Price is Right"
Venue: Renaissance Beijing Capital Hotel
Speakers: Hui (Hannah) CAO, Steptoe & Johnson LLP; François MAGNI, Deloitte

22
April 2011
"IPR Customs Related Issues"
Venue: Capital Club Beijing
Speaker: LI QunYing, General Administration of Customs of the P.R.C.; ZHOU Jie, Hylands Law Firm; LIAN Yunze, Hylands Law Firm

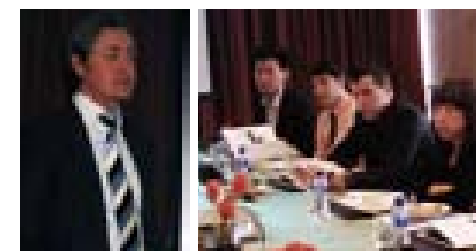
27
October 2010
Committees
Engineering/Manufacturing (EM) Committee Meeting: "Product Authentication and Brand Protection in China"
Venue: China Banknote SICPA Security Ink Co., Ltd.
Speaker: Alex SUDAN, General Manager, SICPA



10
March 2011
Bank/Finance/Insurance (BFI) Committee Meeting: "Best Practice of Swiss RE in (re) Insurance"
Venue: Swiss RE
Speaker: Robert WIEST, Managing Director, Swiss RE



29
March 2011
Forums
"MC Forum with Finnair"
Venue: Swissôtel Beijing
Speaker: Robert GUSTAVSSON, Sales Manager, Finnair



14 December 2010
Networkings
Christmas Networking



18 January Tianjin Business Networking
26 January New Year Networking
2 March HR Networking



28 March Financial Networking

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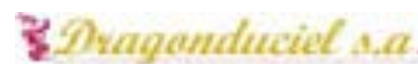
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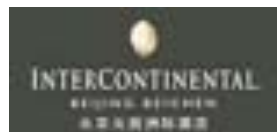
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Individual

Mr. Olivier GLAUSER

Young Professional

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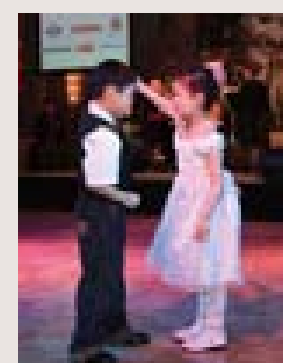


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19 Swiss Ball March 2011 “Casablanca meets Shanghai” and CEO/Entrepreneur of the Year Award





← Venue: Ritz Carlton Pudong

As we celebrated the new year of the rabbit, SwissCham Shanghai and Swiss Club joined forces to organize a spectacular Swiss Ball in one of the most exquisite hotels of Shanghai, the Ritz-Carlton Pudong.

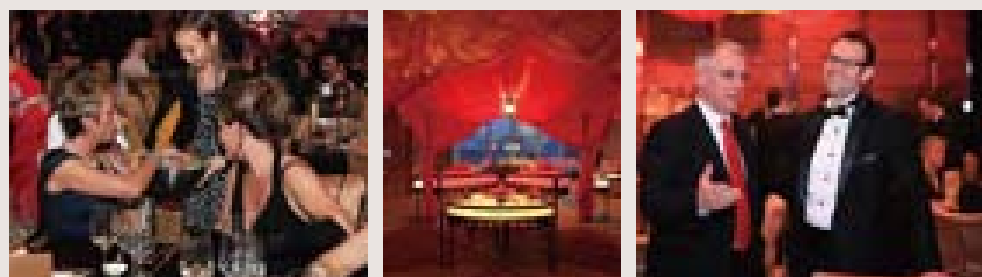
The President of SwissCham Shanghai, Christian Guertler, and the President of the Swiss Club Shanghai, Patrick Scheibli,

welcomed the enthused guests into the grand ballroom which had been impressively transformed into a Moroccan theme setting to match the location of the event's inspiration - Casablanca. After the opening speech by the Consul General Heinrich Schellenberg, the splendid celebration of the Swiss Ball 2011 officially commenced.

Entertainment highlights ranged from the exotic belly dancers, to a most engaging

contest for Mr. & Mrs. Casablanca, and of course, the much awaited lucky draw - topped off with the fabulous performance of Pat's Big Band, who was flown in from Basel just for this special occasion.

The prestigious CEO/Entrepreneur of the year award ceremony was held that night as well. This year's winner is Stephan Titze, CEO of Syngenta China. The perfect evening was complemented by a delectable full course meal from the Ritz-Carlton Crew. And, last but definitely not least, thanks to the Consulate General's generous donation, everyone was able to enjoy the wonderful taste of our national Swiss wines.



25 March 2011 Regional Annual General Assembly

Venue: The Longemont

Event Summary: In the presence of Consul General Heinrich Schellenberg (as acting President of the day) SwissCham Shanghai held its Regional Annual General Assembly. After almost five years as President of the Shanghai chapter, and after being a Board Member for ten years (including two Chairmanships of SwissCham China), Christian Guertler, led the assembly for the very last time. Guertler, as well as the following four Board Members did not stand for re-election: Stephan Titze (Syngenta and SwissCham SHA Vice President), Urs Scheidegger (Schindler), Andre Pometta (Firmenich) and Felix Aepli (AFG). As the previous board made their farewell, the members elected Ernst Roth of ABB as their new President. Daniel Heusser of Virtuarch takes on the role of Vice President.



The members of SwissCham Shanghai have elected the following new Board of Directors for 2011/2012



Ernst Roth
President & National Rep.
General Manager
ABB Engineering (Shanghai)



Daniel Heusser
Board Member
General Manager
Virtuarch



Andreas Luchsinger
Treasurer
Head of Project Controlling
Campus Shanghai
Novartis



Kenny Zhou
Board Member
CEO
Ringier



Michael Lehmann
Secretary
General Manager
SIM (selective international
management)



Patrick Scheibli
Board Member & National Rep.
Managing Director
Fracht Shanghai



Patrick Mueller
Board Member
CEO
DrM



Martin Tempus
Board Member
General Manager
Sulzer



Martin Wagner
Board Member
Chief Representative
Swiss Re



Nicolas Musy
Nat. Rep.
Founding Member
CH-ina



16 November 2010 **President's Dinner**
Venue: The Longemont
Speaker: Dr. Mark Ceolin, President CANCHAM Shanghai
Christian Guertler President SwissCham Shanghai,
Chairman SwissCham China
Organizers: CANCHAM and SwissCham

18 November 2010 **Joint Event "What do Fast Growing European Multi National Companies in China need to do to keep their success in the next three years?"**
Venue: Hotel Sofitel Hyland
Organizers: SwissCham and BENELUX

02 December 2010 **Christmas Young Professional Gathering**
Venue: The Shanghai Centre, Atrium
Organizers: SwissCham

09 December 2010 **Inter Chamber Christmas Mixer**
Venue: Paulaner Bräuhaus Shanghai



20 January 2011



Young Professional "Welcome Back Gathering"
Venue: JW Marriott Hotel
Organizers: SwissCham

3-4 18TH CFO Roundtable "Talent Management in China"

February 2011
Venue: The Intercontinental Expo, Villa No.4
Speaker: Mrs. Nancy Wang, Consultant Hay Group.
 Mr. Urs Scheidegger, CFO of Schindler China
Organizers: SwissCham



17 Coaching Practices for Leaders, Adecco Event

February 2011
Venue: Hong Kong New World Tower
Speaker: Dr. Jack S. Cheng
Organizers: SwissCham Shanghai, Adecco and Lee Hecht Harrison



24 Swiss and European Companies Expectations in 2011, Results of CEIBS and European Chambers Survey and China as a Rising Power

February 2011
Venue: The Longemont
Speaker: Mr. Nicolas Musy Founding Member of CH-ina and Member of the Board of the Swiss Chamber of Commerce in Shanghai
 Dr. Shen Dingli, Professor of international relations at Fudan University, Executive Dean of Fudan's Institute of International Studies
Organizers: SwissCham

24 January 2011

Joint Chamber Seminar "Intellectual Property Rights Protection"

Venue: Sofitel Hotel
Speaker: Mr. Yuan Xiu ting, Judge of Shanghai No. 2 Intermediate People's Court. Mr. Wang Zheng yang Senior partner of JunZeJun Law Offices
Organizers: MEXCHAM, China-Italy Chamber of Commerce, CCIFC and SwissCham

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FREWITT

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InChina
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 Events

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Andrea CAPOL

Harvey Jackel CHEUNG

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Young Professional Members

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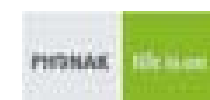
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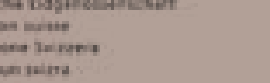
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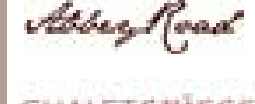
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08

April 2011



Swisscham Guangzhou Regional Annual General Assembly (RAGA), held at Intercontinental Hotel Shenzhen.

Our members have elected the following new Board of Directors for 2011/2012:

Rene Forster (President of the Board), Marco Furter (Vice President), Urs Calonder (former President, stays on the board as Director and as new Chairman of Swisscham China), David Wu (Treasurer of the Board), Michael Rychen (new Director of the Board), Oliver Blauenstein (new Director of the Board).

Martin Banwart, Cedric Thinard and Patrick Mathys have resigned from the Board. We like to thank all of the three gentlemen for their effort and time spent at the Board for the Swisscham Guangzhou.

Further, our good angel Lulu Huang (Chamber Secretary) has left us as she took a new position in

Hong Kong. Kelly Lee will replace her and we wish her a very good start in her new part time position.

22

April 2011

1st Swisscham South China Golf Tournament at the Firestone Golf Club Shenzhen

followed by an award ceremony and barbecue. For details please check our homepage www.swisscham-gz.org

Corporate Members

Mr. Marc Rohner

Company: MARTI Technics Ltd.

Website: www.martitechnics.com.hk



Mr. Peter Bachmann

Company: Fracht (Shanghai) Ltd.

Shenzhen Branch

Website: www.frachtchina.com





03
November 2010

Joint Business Luncheon on Policy Speech

Speaker: Mr. Donald Tsang, Chief Executive of HKSAR

At this luncheon, Mr Tsang elaborated on his policy address to the business community about the initiatives put forth by the HKSAR Government in the year ahead.

04
November 2010

Swiss Young Professionals Beer

Venue: Marco Polo Hotel



08
November 2010

Monthly Luncheon on "21st Century outlook for a new generation" with the Swiss Association of Hong Kong

Speaker: Mr. Wong How Man, Founder and President of the China Exploration & Research Society

18
November 2010

Joint Chamber Luncheon "International Financial Centre - Hong Kong or Shanghai"



02
December 2010

Christmas charity luncheon with the Swiss Association of Hong Kong

Speakers: Father Tobias Brandner, Prison Chaplain of the Correctional Services Department Hong Kong and Professor at the Chinese University of Hong Kong



04
January 2011

Monthly Luncheon on "Insights on Friendship and Doing Business in China" with the Swiss Association of Hong Kong

Speaker: Mr. Stephan Rothlin, Associate Professor of the University of International Business and Economics, Beijing and Secretary General of the Center for International Business Ethics, CIBE in Beijing



14
January 2011

Swiss Community Cocktail at The Mira

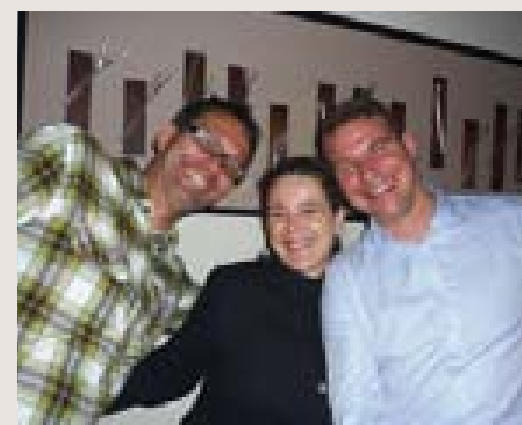
Members enjoyed the opportunity to meet and mingle with existing and new members of the Swiss community in Hong Kong.



02 / **06** / **10**
December 2010 / January 2011 / February 2011

Monthly Young Professional Cocktail

Speaker: Anchor's Point, Amante Bar and Delaney's



20 **Joint Chamber Luncheon "CNN's Kristie Lu Stout - Broadcasting live from Hong Kong to the world"**
January 2011
Speaker: Ms. Kristie Lu Stout, CNN



15 **InterCham Valentine Young Professional Cocktail**
February 2011
Venue: Republik

03 **November 2010**
Monthly Luncheon on "The Art of Placement Feng Shui" with the Swiss Association of Hong Kong
Speaker: Mr Joseph Leung, Executive Director, Revenue - Ocean Park Corporation



Upcoming Events

Joint Monthly Luncheons with the Swiss Association of Hong Kong are 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 or www.swisschamhk.org

Young Professional after-work cocktail

Welcome to 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 kindly contact Mr Benjamin Mueller-Rappard at bmr@themirahotel.com

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Website: www.sip.ch



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Young Professional Members

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Stefan	ENZLER
Florence	EDELMANN
Maurice	RUCKSTUHI
Conrad	HUBER
Andrea	HUBER
Benjamin	SIGG
Vitalis	WONG
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